

LEP DIRECTORS BOARD

Wednesday, 10th June 2020 at 2.30pm

Via MS Teams

Paper 0 - Greater Lincolnshire LEP Board Agenda

Time	Item	Lead	Status
2.30	1 Welcome, Apologies, Declarations of Interest 1.0 FOR APPROVAL - LEP Board Minutes - 31/01/2020 1.1 FOR INFO - Decision Log 1.2 FOR INFO - Review of Actions 1.3 FOR INFO - Forward Plan	Chair	Attached and Website
Strategy			
2.40	2.0 FOR INFO - LEP Chair and Chief Executive's Report	Chair and CX	Verbal
2.50	3.0 GL Business and Economy Recovery plan 3.1 LRF Structure in Recovery	Ruth Carver	Attached
	4.0 Recovery Asks letter Treasury	Ruth Carver	To follow
3.00	5.0 Impact of Covid on Apprenticeships across Greater Lincolnshire	Clare Hughes	Attached
3.30	6.0 Greater Lincolnshire LIS 6.1 GL LIS	Cathy Jones -	Attached
16.00	7.0 Humber Freeports (discussion paper) Confidential	Halina Davies	Attached
Break			
Delivery			
16.10	8.0 Growth Deal Progress Report 8.1 Scenarios for achieving year end position	Halina Davies/Linsay HillPritchard	attached
16.20	9.0 Enterprise Adviser Network Expansion	Clare Hughes	attached
16.30	10.0 Creative Industries - Federation Membership and Local Sector Impact	Halina Davies	attached

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Attendees:

Pat Doody - Chair (Non Executive Director), Cllr Philip Jackson - Vice Chair (NELC), Cllr Craig Leyland (ELDC), Cllr Colin Davie (LCC), Cllr Oliver Hemsley (RCC), Cllr Ric Metcalfe (CoL), Cllr Rob Waltham (NLC), Chris Baron (Butlins, Skegness), Dean Fathers (Health), Debbie Barnes (LCC), Gary Headland (Lincoln College), Mary Stuart (UoL), Zoe King (Epix Media), Yvonne Adam (Youngs Seafood); Alison Ballard (BAE Systems)

Tentative: Suraya Marshall (RAF Cranwell), Alric Blake (AllTech)
Sarah Louise Fairburn (L J Fairburn & Sons Ltd)

Apologies: Nick Worboys (Longhurst), Stephen Fidler (DfT)

Observers: Pete Holmes (BEIS), Simon Green (NLC) Andrew Crookham (LCC)

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

For Agenda items: Halina Davies, Clare Hughes, Cathy Jones

Additional Papers Pack (just for information and not for printing)

AP1 - Manufacturing Committee - Draft Notes - 29th April 2020

AP2 - Horticulture Letter

AP3 - Greater Lincolnshire Food Sector and Trade

AP4 - Broadband Lobbying letter? ?

Key dates for LEP Board Members

<u>LEP Board Dates and Venues 2020</u> 24 th July - via MS Teams 6 th November - via MS Teams <u>Covid Response and Recovery Calls</u> 26 th August 30 th September 9 th December	<u>Water Management Committee</u> 25 th November <u>Manufacturing Committee</u> 13 th July, 7 th October <u>Visitor Economy Committee</u> 4 th June, 13 th October, 15 th December <u>Employment & Skills Board 2020</u> 3 rd February, 28 th April, 30 th June, 2 nd October, 8 th December <u>Innovation Council</u> 2020 dates to be arranged <u>Growth Hub Governance Board</u> <u>ESIF Sub-Committee</u>
<u>LEP Investment Board 2020</u> To be arranged	

Greater Lincolnshire LEP Board

29th April 2020

Via MS Teams Video Conference

Draft Minutes

Present: Board Directors: Pat Doody (Chair & Chair of ESB), Yvonne Adam (Youngs Seafood), Alison Ballard (BAE Systems), Chris Baron (Butlins, SkegnessBoard), Cllr Colin Davie (LCC), Sarah Louise Fairburn (L J Fairburn & Sons Ltd), Dean Fathers (Health & Diversity Champion), Gary Headland (Lincs Chamber & IoD, Lincoln College), Cllr Philip Jackson, Leader, (NELC), Zoe King (Epix Media & SME Champion), Cllr Ric Metcalfe (Leader CoL), Mary Stuart (Vice Chancellor UoL), Cllr Rob Waltham (Leader, NLC), Nick Worboys (Longhurst), Suraya Marshall (Air Commandant RAF Cranwell), Cllr Oliver Hemsley (Leader, Rutland CC).

Observers: Pete Holmes (BEIS CLG), Andy Gutherson (LCC),

LEP Executive: Ruth Carver (CX), Clare Hughes (GLLEP), James Baty (GLLEP), Halina Davies (GLLEP), Sue Groves (Note Taker)

Apologies: Alric Blake (AllTech), Cllr Craig Leyland (ELDC), Debbie Barnes (CX, LCC)
Andrew Crookham (S151 Officer), Stephen Fidler (DfT & GLLEP Senior Sponsor)-

Observers:

Apologies and Declarations of Interest - Apologies were noted from Alric Blake, Cllr Craig Leyland, Debbie Barnes (Andy Gutherson in attendance), Andrew Crookham, Stephen Fidler

Full declarations of interest for each individual Board Director can be found at:
<https://www.greaterlincolnshirelep.co.uk/about/boards/>

The LEP Board were reminded that declarations of interest are required as part of LEP governance and must be updated at least annually, and if anything changes to the LEP office at the earliest convenience.

Chair invited the new members to introduce themselves:

Alison Ballard is the Support Director for BAE Systems based at RAF Coningsby and leads on the Typhoon Support contract

Yvonne Adam is the Managing Director for Youngs Seafood Frozen, Grimsby. Has been very busy dealing with supply chain.

Air Commodore Suraya Marshall is Air Commandant at RAF College Cranwell and was appointed at the end of 2019, but has lived in Lincolnshire since the mid-1990s.
Cllr Oliver Hemsley, Leader of Rutland County Council also introduced himself to new directors.

Minutes & Matters Arising (Paper 1)

The minutes from the Board meeting held on 31st January 2020 were accepted as a true record.

Matters Arising :

- An update was given on the ongoing legal process with Scunthorpe United Football Club Action log to be updated to reflect that the March Board meeting was cancelled.

Covid-19 Intelligence Report (Paper 2)

The Board was updated in the latest local intelligence, and briefing was given on the actions being undertaken by the LEP and local partners in response to the economic conditions.

The Board were asked to discuss and consider any additional actions that could be undertaken to support business and economic wellbeing, to consider the role of the Board and Committees in

providing timely intelligence into the Cell, and to work with MPs to ensure that the local picture and priorities are understood.

At the outset of the Covid-19 pandemic hitting the UK, the LEP established a Business Intelligence Unit (BIU) and this is led by the LEP, with two redeployed LCC staff members assisting.

Comments

- Chair informed the Board that a conference call was held with MPs this morning to share information on the challenges the economy is facing. MP's raised that broadband speeds are too low in some areas of the LEP geography and they would like LEP to investigate a campaign for faster broadband for rural areas such as Lincolnshire. They asked for any information that they could circulate on social media to be sent to them.
- Chair had received a map from the Midlands Observatory showing the most affected areas of Covid-19. This is mostly coastal areas around the country, but particularly the east coast.
- The LEP and Growth Hub, via the LRF Business Cell, have worked with Lincolnshire NHS Partnership to provide signposting to a new Mental Health Helpline. This was welcomed by Board Directors but raised that additional facilities would be needed. There is a Midlands Engine Mental Health Programme which also includes mental health and will go live in the next few weeks. Greater Lincolnshire LEP appears to be one of few LEPs that has a Health & Care Enterprise Committee and will mention the ongoing work regarding mental health at the meeting on Friday, 1st May. There was a query on how help is given to all sectors. Also there was concern raised that there are too many different bodies giving advice on mental health prevention, i.e., LEP, LCC, ME, PHE, it needs to be more aligned, i.e., only one source for information.

Actions

- ❖ The Board asked to receive a regular intelligence briefing at the LEP Covid calls bi-weekly.

Budget Setting for 2020/21 (Paper 3)

The Board was asked to endorse the recommendations made by the Finance & Audit Committee and to agree the budget for 2020/21 with quarterly reports to the Board.

RC explained that the LEP cannot forecast accurately activities due to Covid19, but the core funding would remain at £500,000 which should be received in the near future. The net position of income for the LEP would be £84k, which using flexibility around targeted strategies would be recovered during the year or drawn down from reserves.

The Finance & Audit Committee had agreed that the budget was affordable with the appropriate use of reserves to cover the current deficit in the identified expenditure and income. Given the budget for core funding is predominately staffing, with a more flexible operational budget the recommendation still stands, with the following considerations:

- a) The budget is fully aligned to the agreed delivery plan
- b) The current deficit (85k) is funded from the LEP Core reserve unless other contributions come forward
- c) The core reserve is built up to its current level and in line with the agreed reserves policy in the years following 20/21 which are forecast to be in surplus. The use of this reserve would enable the LEP core secretariat function to operate for 12 months following the end of the 2021/22 financial year.

Report on Draft Annual Delivery Plan (Paper 4)

As shared with the Board on the 20th March 2020, the Government's 'Strengthened Local Enterprise Partnerships' policy paper, published in July 2018, set out the expectation that Local Enterprise Partnerships would produce an Annual Delivery Plan (ADP). In May 2019, Greater Lincolnshire

published and shared with government its first ADP and highlighted any issues.

Our revised ADP for 2020/21 would normally have been published on the LEP website by 31st May 2020 as indicated in the March 2020 paper to Board, however due to unprecedented impacts on every live project, i.e., communications, events, construction etc., completion of the ADP has been postponed until 10th July 2020, although Government has not provided a confirmed deadline to date.

A schedule for completing the ADP was agreed with the Board on the 20th March 2020, however delays caused by COVID-19 have resulted in the following approach now being taken to progress the ADP:

- Individual Officer updates for the document to be provided by 22nd April 2020
- Draft version of ADP to be shared with GLLEP Board on the 29th April 2020 for comment and input
- Incorporate any suggested changes from GLLEP Board by 15th May 2020
- Share draft ADP with Optima 20th May 2020 so that they can begin working on the layout of the document
- Final Draft ADP in word to be submitted by 19th June 2020 to government for comment
- Final version of ADP shared with Optima 29th June 2020 to enable creation of final document for publishing (hard copy and electronic PDF versions)
- GLLEP Board signing off electronically and publishing by 10th July 2020.
- Aiming to complete an Annual Report in summer 2020, but no final date confirmed with Government as yet as much will depend on prioritisation of work and resources over this difficult period.

Actions

- ❖ Any suggested changes to the draft ADP from Board members to be received by the 15th May - with a view to approve electronically by the Board in early July 2020

Governance (Item 5 - verbal update)

RC explained that there will be a transition period for North Lincolnshire and North East Lincolnshire Councils to remove the overlap between Humber and Greater Lincolnshire LEP fully, leaving the Humber LEP.

The proposal is for a transition board to be set up to consider strategic and operational matters, and align on communications RC recommended that the Chair, Cllrs Jackson, Waltham and Yvonne Adam represent Greater Lincolnshire LEP for an initial meeting to be arranged during the month of May.

There was a request for a volunteer to stand as Vice Chair from the private sector members. RC to email Board members.

Rutland County Council have now officially joined GLLEP and already receiving advice/assistance from the Careers Enterprise Programme and the Growth Hub.

Actions

- ❖ Terms of Reference for Transition Board regarding Delivery Programme and Membership to be produced and circulated.
- ❖ RC to email Board members regarding recruitment to Vice Chair role and also to sit on the Investment Committee with a deadline for response of 1st May 2020.

Greater Lincolnshire Economic Recovery Plan (Paper 6)

Board Directors were asked to note the economic recovery plan for Greater Lincolnshire; support the three phase approach being taken to economic recovery; provide support for proposed campaigns through individual board members' own organisations; to comment on the priorities that might arise; and establish a monthly dialogue on policy with the LEP's Whitehall sponsor and C&LGU sponsor, requesting a direct contact from BEIS in their business support policy team.

The LEP Chief Executive established a group of the LEP and local authorities to shape the immediate economic response to Covid-19. That group, which had already been established, then became formalised into the Lincolnshire Resilience Forum Economy Cell.

Separately, the Assistant Director for Growth at Lincolnshire County Council established a partnership to prepare for the economic recovery phase.

As the situation moves from managing the immediate economic response and into the recovery phase, the two groups will merge into a Business and Economy Cell, to be jointly chaired by the LEP Chief Executive and LCC's Assistant Director for Growth which will start this week.

Recovery can be seen in three distinct phases:

- Coming out of the emergency planning phase, i.e., now - which is all about intense support to businesses primarily to keep them trading
- The transition out of lockdown phase (which will be mainly about continuing with intense support to help businesses to re-engage with their customers and their suppliers/contractors. However, the cost of mobilisation for businesses at a time when cash flow will be a problem must also be recognised)
- The full recovery phase (where a more strategic view, using wider levers of economic development, can be employed)

A recovery plan will be prepared which will provide further detail, particularly relating to section 3 above.

It has been agreed that for the first two sections there will be simple and pragmatic actions which will assist businesses, and these actions should be seen as additional to the grant support that they are receiving from government via local authorities.

Comments

- Important to understand if the Board have any other points to make which would be fed back to the Resilience Forum.
- Long term plan is needed
- What will happen to furloughed staff after 45 days
- Stage 3 is very important to see what the future will look like. This will be an opportunity for businesses to re-shape their future who will need to take notice of trends and adapt accordingly, particularly with the Visitor Economy and Food Sectors.
- East coast is expecting a 25% drop in people visiting next year.
- Town Deals - request this be brought forward.
- Housing - The shortage will get worse and need to know how to accelerate construction. Bank of England states that there is a contraction of mortgage applications.
- Needs to be a structure, ie, Business & Economy, Environment, Infrastructure and a discussion with Homes England to take place in the near future.
- Any suggestions on recovery, please pass to RC to be included in the Recovery Plan, this should include sectors that could open opportunities.

Annual Performance Review (Paper 7)

Board Directors were asked to note the outcome of the Greater Lincolnshire LEP Annual Performance Review (APR) for 2019/20.

Each financial year, the LEP holds both a Mid-Year review and an APR with the Government as part of its assurance process. The APR is the formal way by which the Government and each LEP meet to discuss the contribution the LEP has made towards driving forward local economic growth; to review LEP governance and assurance processes; to look at progress on delivery of key local growth programmes; and to discuss the LEP's strategic impact, priorities and challenges for the year ahead allowing for discussion of wider topics where deemed necessary or helpful to do so.

The review was held in February 2020 and the Greater Lincolnshire achieved the following scores for the 2019/20 financial year:

- Strategic Impact - Requirements Met
- Delivery - Good
- Governance - Good

The only action outstanding is to review Growth Hub reporting content with other LEPs in the cluster and as part of the Peer Review process.

Comments

- The Chair congratulated the team on the Board's behalf.
- PH - Appointment of Vice Chair is also important, but this is being addressed.

Greater Lincolnshire Growth Fund - Economic Recovery Role (Paper 8)

Board Directors are asked to note the important role the Greater Lincolnshire Growth Fund (GLGF) Programme will continue to play as we come out of Covid-19 lockdown and into economic recovery for Greater Lincolnshire and were reminded of the excellent impact being achieved by the GLGF Programme in March.

The GLGF is a £2.93m fund set up by the Greater Lincolnshire LEP in 2018/19 from recycled growing places fund, with £1.6m left. Available to both SMEs and larger businesses the projects supported look to deliver transformational impacts which align with the Strategic Economic Plan and emerging Local Industrial Strategy. Eligible expenditure can include new investment in property infrastructure, buildings and refurbishment costs; plant, machinery & equipment and new disruptive technology.

There is no doubt of the added value to the wider business support offer GLGF provides, helping businesses innovate, increase productivity and create jobs; and helping companies create new commercial opportunities.

There is currently no other local grant fund available to all sizes of business that can offer between £150,000 and £500,000 in capital grant funding with provision of only 70 - 80% match funding from the applicant.

There are two projects that have gone through initial stages of the appraisal process, have submitted full business cases and are about to go through due diligence.

Comments

- The Board asked whether Greenborough Management Ltd could find companies that need help with resilience over the coming months i.e. re-purposing the funds and think about levels of grant to be made available.
- RC stated that there is a potential repurposed LEP Recovery Fund of £1.5m which could be allocated and perhaps added to the remaining £1.6m GLGF - query as to whether match

funding would be required.

- Revenue support for innovation programmes could be considered
- Question asked as to whether this fund could be used for re-skilling workforce but RC suggested other government funds might be better suited to this approach, for example, there is a package in place to support apprenticeships.

Action: Decision on the GLGF was deferred pending a wider discussion on repurposing LEP funds

Update on Local Industrial Strategy (Paper 9)

An update was given on the Local Industrial Strategy process and the potential next steps and roles in light of the Covid-19 crisis and how it is important for the LEP and will help with the recovery of the economy.

Progress has inevitably been paused by Covid-19. However, commitments put forward in the LIS will need to be re-cast to relate to a resilience based scenario rather than one of growth. Also a number of the commitments made within the strategy will still stand, and some will have become more acute in relation to a post - covid19 landscape.

The Local Industrial Strategy remains the central strategy for raising the economy and productivity in Greater Lincolnshire. We will explore how we can use the LIS to support recovery until conversations with Government around achieving a jointly produced strategy can resume.

Comments

- How to progress - Policy Team at CLGU is now on hold.
- Suggested that an Innovation Council be held in the near future.
- University has created a Lincolnshire Institute for Rural Health Care, where there is an England & Wales Institute for Rural Health Care, which is an international body. MS responded that these are entirely united.
- Crisis is going to be here for a long time, but the LIS is an important document. There is a need to look at stabilising businesses before looking at growth.
- LIS - look at "what is next" and how Covid-19 is affecting - Govt will be open for discussions.
- Share emergency thinking.
- The next round of funding could be September/October, which will be helpful.
- JB to progress.

Close of meeting

Date of next meeting: 10th June 2020

**Greater Lincolnshire Local Enterprise Partnership
Board Decision Log - 1 year running**

Date	Decision Making Body	Decision Made
24/05/19	LEP Board	<ul style="list-style-type: none"> • The Board agreed that one Board Director be invited from Rutland County Council as an observer • Two Board members to electronically approve the Financial Statement. • The Board agreed to adopt the Freedom of Information Policy (LCC Policy).
19/07/19	LEP Board	<ul style="list-style-type: none"> • The Board ratified the selection of Health & Care Enterprise Board Members. • The Board agreed supporting Grater Lincolnshire's attendance at MIPIM and approved a contribution of £10,000 in October 2019 and contribute up to £5,000 for MIPIM UK. • The Board agreed to support the UK Steel Charter and to promote this with other LEPs.
27/09/19	LEP Board	<ul style="list-style-type: none"> • Appointments Committee approved Paul Scott join the Business Lincolnshire Board • Appointments Committee approved Mike Gallimore, Nick Broom and Robert Willey join the Manufacturing Board • The process of recruiting the new LEP Chair agreed • The Vice Chair Job Description was approved • Agreed that the Terms of Reference for the Board will be reviewed annually and that all other Boards would be reviewed every two years, the Terms of Reference and Policy planner to be updated • The LEP Board approved the skills analysis, subject to further changes by the Employment & Skills Board during October • Apprentice Levy Scheme - Board Directors approved the allocation of £30,000 • The Strategic Partnership Agreement with Cambridge & Peterborough Combined Authority was approved by the Board
29/11/19	LEP Board	<ul style="list-style-type: none"> • Pat Doody private sector deputy chair was appointed as the Interim LEP Chair. • Cllr Philip Jackson was appointed as public sector deputy chair • The Chairs Appointment Panel was agreed as follows: Prof Mary Stuart, Dean Fathers, Pat Doody, Cllr Colin Davie and Gary Headland, the panel will be supported by the LEP Executive. • Gary Headland to join the Appointment Committee. Existing members are the Chair, the two deputy chairs, and Dean Fathers, Diversity Champion.

		<ul style="list-style-type: none"> Members of the LEP's Energy Council, an energy advisory council for the LEP were agreed as follows: Duncan Botting, MD of Global Smart Transformations, Emma Bridge, Chief Executive Community Energy England, Justin Brown, Assistant Director for Growth, Lincolnshire County Council, Jacqui Bunce, Programme Director Lincolnshire STP NHS, Arnie Craven, External Affairs Director, Cadent Gas, Marie Harley, CEO Blue Castle, John Henry-Looney, Sustainable Direction, Juergen Schaper, FCC Environment, Lea James, Siemens Smart Infrastructure team, Cllr Barry Dobson, Executive Councillor Economic Growth LCC and SKDC, Simon Green, Deputy CX, North Lincolnshire Council, Martin Haworth, Director Singleton Birch and Mark Hutchison, Distribution Director, Western Power
31/01/2020	LEP Board	<ul style="list-style-type: none"> Agreed to accept a smaller amount from SUFC regarding legal costs. Health & Care Enterprise Committee and Food Committee to hold a joint meeting to explore common areas
30/03/2020	LEP Board	<ul style="list-style-type: none"> Meeting cancelled
29/04/2020	LEP Board	<ul style="list-style-type: none"> Decision on the GLGF was deferred pending a wider discussion on repurposing LEP funds Sarah Louise Fairburn was appointed as Private Sector Deputy Chair Dean Fathers was appointed to the Investment Board A monthly zoom call with our 10 local MP's is being established during Covid - action from the first call is collective lobbying on increased broadband speeds - action for a collective letter and PR? Annual Budget for core funding was agreed by the Board Draft delivery plan agreed subject to final sign off by the Board by email, and further guidance from CLG Draft Lincolnshire Recovery Plan to come back to the June Board for a business view Refresh LIS to be considered at the June Board
6/5/2020	Board Briefing	<ul style="list-style-type: none"> Agreed that Board members briefings would be held every 2 weeks Next Board meeting to be held on 10th June Sarah Louise Fairburn confirmed as Deputy Chair (private sector) Dean Fathers appointed to the Investment Committee

GREATER LINCOLNSHIRE LEP BOARD ACTION LOG

Outstanding Actions from GLLEP Board Meetings					
Date	Item	Action	Update	Actioned by	Status
25/01/2019	Minutes	<ul style="list-style-type: none"> LEP to facilitate a business voice session with the Planning for Growth Team. 	Action with LCC	Cathy Jones/ Andy Gutherson	Deferred
29/03/19	Minutes	<ul style="list-style-type: none"> Project workshop to be held with Board Directors on lessons learned and impact. 	Prepared but deferred	Halina Davies	deferred
19/07/19	Minutes	<ul style="list-style-type: none"> The Board welcomed the publication of the Tourism Sector Deal and agreed to progress work to bid for a Tourism Zone with local partners 	Ongoing		
27/09/19	Minutes	<ul style="list-style-type: none"> Growth Hub to provide an update on sectoral coverage within the next annual review 	Due in 2020	Samantha Harrison	
29/11/19	Minutes	<ul style="list-style-type: none"> Joint response from GLLEP and Humber LEP regarding Free Ports to be drafted All Board Directors to add profile to local LEP website The World of Work about the roles that recruit to www.theworldofwork.co.uk. ESB to request FE College estate condition assessments to feed into skills analysis. 	Deferred due to covid - revised date July 2020 Ongoing ESB		

31/01/2020	Minutes	<ul style="list-style-type: none"> Amend the Forward Plan to include Health Sector and Diversity/succession planning discussion 	RC		
20/03/2020		<ul style="list-style-type: none"> Meeting cancelled 			
29/04/2020	Board Briefing	<ul style="list-style-type: none"> The Board asked to receive a regular intelligence briefing at the LEP Covid calls bi-weekly Any suggested changes to the draft ADP from Board members to be received by the 15th May - with a view to approval electronically by the Board in early July 2020 Terms of Reference for Transition Board regarding Delivery Programme and Membership to be produced and circulated. Decision on the GLGF was deferred pending a wider discussion on repurposing LEP funds 	Actioned	James Baty Halina Davies Ruth Carver	
6/5/2020	Board Briefing	<ul style="list-style-type: none"> Promote GLLEP as a united geography - LIS List of top 100 businesses to be circulated for members to seek engagement To respond to HMG guidance on top up grant funding to districts once released, in a coordinated manner and to ensure consistency in approach across LAs To lobby on flexibility of furlough guidance – Andy example on bus companies should schools open Lobby further on HMRC furlough data to be provided for local intelligence purposes 		James	

13/05/2020	Board Briefing	<ul style="list-style-type: none"> • Board to lobby Government of the horticultural sector and campaign for Defra to see if there is anything additional they can do • Discussion paper on Freeports to be prepared for Board meeting • To lobby Government on speedier Broadband • To lobby Government on extending Job Retention Scheme for the Visitor Economy Sector 			
27/05/2020	Board Briefing	<ul style="list-style-type: none"> • 100 top companies to be split into 5 groups of 20. A series of 5 calls with two or three Board members supporting each of the calls to the top 100 companies, but will include those below the top 100. JB to organise, either by sector or geography. A set of the same questions to be used for each group so that comparisons can be made. RC asked if anyone has any intelligence, please pass it on. • Paper on the impact of Covid 19 on apprentices to be prepared for the next Board meeting • Press release regarding GLLEP geography published by GLLEP and Humber LEP 		James	
				Clare	

Paper 1.3 Rolling Forward Agenda Planner 2020

Greater Lincolnshire LEP Board and Investment Board			
Date and Meeting	Standing Items	Progress Reports/Reports back from Sub Groups	Areas for discussion and decision
GLLEP Board - 10th June 2020 – LEP Board Via Teams	Minutes of the last meeting Chair and CX Report	Governance Finance and Audit Committee Finance Report for 19/20 and Audit	Covid-19 Recovery Plan for Lincolnshire GLLEP Local Industrial Strategy Transition Board arrangements and nominations Freeports briefing paper Extension to EAN Creative Industries SLGF programme
GLLEP 24th July 2020 – LEP Board Lincoln - Venue tbc	Minutes of the last meeting Chair and CX Report	Finance and Audit Committee - Q1 Interim Report Governance Appointments committee – equality and diversity action plan - Dean	Strategy - Employment and Skills Board Progress and priorities – Action Plan Pat Doody Strategy – ESIF- Pat Doody Strategy – Energy Council – Duncan Botting Strategy – Manufacturing Board – Darren Joint Delivery – Q1 Performance Delivery - Team Lincolnshire and Inward Investment Activity Governance Peer Review Governance - Accountable Body Report – Andrew Crookham Governance Annual Review of policy docs

Paper 1.3 Rolling Forward Agenda Planner 2020

GLLEP Board 6 th November 2020			Strategy – Local Industrial Strategy Strategy – Innovation Council – Mary Stuart Strategy – Water Management Board – Robert Cauldwell
GLLEP Board January 2021 to be arranged		Finance and Audit Committee Q2 Finance Report – with recommendations - 6 monthly review	Delivery – Q2 Activity Strategy – Local Industrial Strategy Strategy – Food Board – Sarah Louise Fairburn Delivery – Business Lincolnshire – Samantha Harrison

Greater Lincolnshire LEP Board and Investment Board			
Date and Meeting	Standing Items	Progress Reports/Reports back from Sub Groups	Areas for discussion and decision
GLLEP Investment Board			
To be arranged	Welcome, Apologies, Declarations of Interest, Approval of Minutes		Growth Deal Update Report –Overview and 2019/20 Q4 Dashboard (For Information) Greater Lincolnshire Growth Fund – ARK ICT Due Diligence Report and Recommendations (For Decision)
			Growth Deal Update Report (For Information)

GREATER LINCOLNSHIRE BUSINESS AND ECONOMY RECOVERY PLAN

SUMMARY

June 2nd 2020

This is the greater Lincolnshire business and economy recovery plan.

Its evidence base is the Local Industrial Strategy, augmented by an analysis of the weekly business sentiment reporting that has been conducted during the Covid-19 lockdown.

The plan is split into short (i.e. 0-3 month) actions and medium (i.e. 3-6 month) actions. The long term action will be to deliver the ambitions of the Local Industrial Strategy so that the greater Lincolnshire and Rutland economies provide prosperity to their residents, businesses, and communities as well as making a substantial economic commitment to the national economy.

The plan includes two enabling measures and three delivery measures. Its strategic objectives are:

Business Support (Delivery measures)

Strategic objective: To repurpose existing business support schemes, and design new business support schemes, that meet the challenges of Covid-19.

Workforce (Delivery measures)

Strategic objective: To take measures to meet the changing employment and training needs of the greater Lincolnshire workforce in the context of Covid-19.

Sectors (Delivery measures)

Strategic objective: To provide tailored support to greater Lincolnshire's most important economic sectors so that they can respond to Covid-19.

Economic Intelligence (Enabling measures)

Strategic objective: To ensure that accurate and current business intelligence is available and informs decision making in the Business and Economy recovery plan.

Funding (Enabling measures)

Strategic objective: To use regeneration funding in a strategic way to tackle the current challenges of Covid 19 and to support the Business and Economy recovery plan.

The plan will drive the delivery of the tasks that are set out in the following pages; substantially more detail has been produced by working groups for the tasks that are set out in the plan.

In addition to the pragmatic actions which will be delivered in the action through a re-alignment of existing activity and funds, the effective delivery of the plan relies on the following investments by government:

Local leadership of skills and employment budgets –(i) to provide the ability to manage the transition of post 16 education and training providers into an effective post Covid 19 operating model; and (ii) to work with government on delivering a bespoke programme which helps employers to provide quality jobs for young people.

Investment in those sectors where greater Lincolnshire makes a substantial contribution to the UK's economic recovery –(i) investment to provide a Food Technology Hub which will drive transformation in the country's food manufacturing sector; and (ii) the piloting within greater Lincolnshire of approaches to making the nation's horticultural sector resilient.

Designation of greater Lincolnshire as a Tourism Action Zone –which will help us to drive investment, skills, and growth in this important sector which will provide the context for the creation of a single Destination Management Organisation which will align place marketing messages. Leadership of a change to high streets so that they are future focused, offering Hospitality, Events, Retail, and Tourism

A Local Housing Investment Fund co-designed with Homes England –this will provide the stimulus for the small and medium sized construction businesses in greater Lincolnshire to invest in sites which have been stalled due to concerns over viability. It would also provide support that would enable small and medium sized construction businesses to access products/supplies from within a very tight supply chain.

Local discretion to adapt regeneration funding to deliver this recovery plan –we are able to identify uncommitted regeneration funding, but it currently has a variety of conditions attached which make it difficult to align the funding quickly to meet the priorities in this plan. Local discretion over uncommitted regeneration funding will enable us to deliver this plan as quickly as the economy requires.

BUSINESS SUPPORT (DELIVERY MEASURE)

Strategic objective: To repurpose existing business support schemes, and design new business support schemes, that meet the challenges of Covid-19.

Issue(s)	Short-term priorities	Medium-term priorities
<p>Business advice is delivered through a number of sources, from government sponsored growth hubs to commercially delivered services and business representative organisations like FSB and Chamber of Commerce's delivery. It is essential that advice is delivered in a complimentary manner across all of these sources.</p> <p>Traditionally business support has focused on growth, and on providing advice to businesses on aspects of their growth plans. C-19 has changed that emphasis to assisting with business survival, with the closure of businesses, and with very practical advice to businesses. Some groups of businesses have been unable to attract the Covid-19 business grants and are likely to be unable to receive other support; they need to be supported though.</p> <p>Immediate cash flow challenges –businesses are concerned about their financial viability/ access to working capital – how to drive cash in to the business</p> <p>Implementing COVID-19 secure workplaces - Clear guidance on business opening and the easing measures is required.</p> <p>Large numbers of furloughed workers and workers operating from home present different management challenges.</p> <p>Keeping in contact with established customers and developing new customers is difficult during lockdown and social distancing.</p> <p>Many businesses are reporting difficulty in sourcing components and products from their normal supply chain.</p>	<p><i>1). Provide Information and Guidance to help businesses to adapt to COVID- 19 impacts and easing measures</i></p> <ul style="list-style-type: none"> - Help businesses understand what they can do to adapt and to continue to trade through practical information and tools as well as through inspiring stories. - Provide mental health and wellbeing support for business leaders to help them to cope with change - Substantially increase use of the Business Lincolnshire supplier directory to suppliers and buyers in order to tackle the supply chain problems that they face - Highlight what furloughed staff could and should be doing at this time. In particular, highlight the up skilling opportunities that furloughed staff can take advantage of. - Run Restart Communication Campaigns via web/ social media / newsletter / adverts with key messages - Reduce the number of Growth Hub adviser face to face visits and provide a telephone helpline to businesses in crisis. <p><i>2). Adapt existing programmes to ensure that businesses are resilient and have the right COVID-19 Recovery Support</i></p> <ul style="list-style-type: none"> - Provide advice to businesses on bringing cash into the business, and identify funding that can be used for the purchase of homeworking kit, and support businesses to access government backed loan schemes to support cash flow funding as part of financial readiness provision, etc. 	<p><i>1). provide Specialist Advice to meet business demand</i></p> <ul style="list-style-type: none"> - Establish new Supply Chains and grants to restock – especially where supplies come from abroad. - Put support in place to focus on digitalisation across sectors with a focus on Industry 4.0. Utilise the opportunity to 'leap' forwards and accelerate digital adoption. - Provide support for businesses making redundancies and signposting for displaced employees, for example new start – self-employment campaign - Install specialist advisers into the Growth Hub for both growing sectors and for business facing difficulties – including for example, supply chain, digitisation and automation, visitor economy, leisure & retail. (Additional advisory support funding requirement) - Work with universities to support the immediate challenges and medium term opportunities COVID19 presents, by contributing intelligence through to activity such as the incubation/ innovation centres, industrial engagement in development/delivery of academic courses etc. <p><i>2). Increase Funding to support business adaptation and growth</i></p> <ul style="list-style-type: none"> - Identify opportunities for capital schemes to assist businesses with larger investments, such as automation/innovation/technology, and digitisation of operations. - Identify businesses that have missed out on other sources of grant support and identify what funding options to assist, particularly support for operating costs.

WORKFORCE (DELIVERY MEASURE)

Strategic objective: To take measures to meet the changing employment and training needs of the greater Lincolnshire workforce in the context of Covid-19.

Issue(s)	Short-term priorities	Medium-term priorities
<p>We are anticipating significant increases in unemployment as a result of the C-19 outbreak.</p> <p>Businesses who will be under significant cash constraints may not invest in training, and education providers are concerned about a substantial drop-off in apprenticeship provision.</p> <p>Education providers will need to react to post-lockdown regulations.</p> <p>Public transport is essential to help trainees gain access to placements, but social distancing guidelines add a further complication to public transport provision within a rural area.</p>	<p>Provide advice to business leaders on: reshaping the workforce (e.g. to work from home instead of workplace) and how to carry out virtual / safe recruitment and induction.</p> <p>Brief local authorities and other organisations so that they understand the offer to redundant employees; shared intelligence and vacancy data. Be prepared for trigger points linked to gradual reduction in support for Job Retention scheme.</p> <p>Ensure that current programmes which provide training delivery to workforce, to unemployed, and to people who have been made redundant remains available beyond the current funding deadlines, and seek flexibility so that the programmes can meet any emerging problems.</p> <p>Support the area's training infrastructure – seek finance to support the cashflow of Further Education and Higher Education institutions, (particularly those with a greater proportion of income from apprenticeships or overseas students); ensure that decisions are taken at the local level</p> <p>-Inspire employers to adapt by producing stories of employers who have adapted to inspire others. Positive messages and visible campaign – how are you adapting, how are you training etc.</p> <p>-Ensure that businesses who need it can continue to access the training and talent they need, maintaining the existing training infrastructure and courses required.</p>	<p>Establish capital programmes to support the transfer of learning onto digital platforms where possible, and shore up IT systems</p> <p>Deliver a programme to help residents to participate in the workforce, driving people up the skills ladder. To include the provision of information to schools about the changing workplace.</p> <p>Encourage employers to employ young people with relevant knowledge, using programmes like internships, Apprenticeships, and T Level placements. Undertake a feasibility study into establishing an Apprenticeship Training Agency to minimise risk to employers of taking on young people –to include transport access solutions as well as employment.</p> <p>Equip the workforce with high-quality, relevant training - continued digitalisation and automation of processes needs an equivalent push on the digital skills of staff and owners as well as qualities such as agility, flexibility, enterprise and resilience.</p> <p>Provide training and advisory support to those who are digitally excluded and with challenges around literacy or speaking English, who will not be able to learning remotely</p> <p>Promote T Levels, IoT and other new Government training schemes to continue as planned.</p> <p>Commission the Apprenticeship Levy Transfer scheme that was planned pre Covid-19.</p> <p>Support to people furthest away from the labour market, even more excluded with greater numbers on the job market.</p>

SECTORS (DELIVERY MEASURE)

Strategic objective: To provide tailored support to greater Lincolnshire's most important economic sectors so that they can respond to COVID-19.

Sector	Issue(s)	Short-term priorities	Medium-term priorities
Place marketing –to assist all sectors to grow	<p>Investment opportunities will be tighter in light of the economic impact of Covid-19.</p> <p>Greater Lincolnshire and Rutland has a particular strength in terms of quality of life, and its rural context will be attractive to people looking to move businesses and homes out of urban areas following Covid-19.</p> <p>There are currently several place marketing programmes which lead to slightly different messages and to potential duplication</p>	Seek to align our Place Marketing messages so that there is less duplication	<p>Deliver an aligned Place Marketing strategy which encourages investment in greater Lincolnshire and Rutland</p> <p>Establish a single Destination Management Organisation for the area to drive up awareness of the area to visitors, investors, and potential residents</p>
Agriculture, Food Sector	<p>People still need to eat, but market shift to people eating at home rather than in restaurants, take-away's etc. and substantial staff shortages.</p>	<p>Provide support and advice to ensure that business support programmes and skills programmes accelerate the move to online business.</p> <p>Short term business is advice needed on best practices on how to re-open whilst delivering social distancing.</p>	<p>Deliver Holbeach Food Enterprise Zone - complete the land assembly, develop a fully costed delivery plan, source a commercial Joint Venture partner and promote the site commercially. Establish Holbeach FEZ as an investment "High Performance Opportunity" which will lead to international promotion of the site and the sector cluster.</p> <p>Create more value for the regional economy by promoting the local and regional food offer (quality local food provenance) in food service. This will benefit the food chain and visitor economy through a higher value more distinctive offer.</p> <p>A review needs to be established of the need to proactively repurpose vacated food service commercial space into new uses, so that a proactive policy is in place for this commercial space if it becomes vacant.</p>

<p>Energy Sector*</p> <p>*NB Should connect across to the infrastructure group</p>	<p>Although the price of oil is very low, our energy sector remains strong and is a national leader.</p>	<p>Work with the Midlands and Humber Energy Hubs to help to re-start stalled energy/low carbon projects.</p> <p>Deliver targeted Business Energy Events across the whole county, including Technology road show event/s, highlighting energy technologies that are available to business, and SME Energy Efficiency Event looking at the future business benefits to be gained.</p>	<p>Use Planning for Growth as a way of championing investment in energy schemes, namely:</p> <ul style="list-style-type: none"> - Humber Zero aspirations and roadmap for decarbonisation - Place based energy interests around Lincoln, Grantham, Holbeach, Skegness, Boston <p>Work with local delivery partners and industry to link generation from local hubs to the national grid and address existing local capacity constraints.</p> <p>Create a grant scheme for SMEs to access energy solutions (similar to the Worcester/Marches for SME's).</p>
<p>Health and Care Sector*</p> <p>*NB. Should connect across to the Health and Care group</p>	<p>Substantial increases in public investment likely, huge labour shortages remain and sector likely to be less attractive due to perceived risk of virus transmission.</p>	<p>Run a promotion campaign to encourage people to join the health and care sector –build on the goodwill of the "Clap for the NHS/Carers" initiative.</p>	<p>Develop a med tech, pharmaceuticals and neutriceutical network based around the science & innovation park (and hubs) to look at digital health – focus on virtual care networks to address spatial inequalities in deployment.</p> <p>Pilot 'Communities of the Future' to meet the needs of an ageing population.</p>
<p>High Street Sector</p>	<p>Social distancing, economic downturn, and supply chain at a time of travel restrictions will affect them.</p>	<p>Provide advice to retail and other high street businesses on safe opening protocols.</p> <p>Promote to residents and visitors that the high street is open for business, asking them to recognise social distancing.</p> <p>Create a safe environment for visitors to the high street.</p>	<p>Use local leadership and planning powers to promote the diversification of the high street away from its focus on retail and onto Hospitality, Events, Retail, Tourism</p> <p>Implement the town strategies that were developed in the Future High Street and Towns Fund application phase.</p>

Manufacturing Sector	<p>Economic downturn will affect customers, supply of raw materials has slowed due to travel restrictions, workplaces are likely to be less productive because of social distancing regulations.</p>	<p>Provide clear information and guidance on how to operate and work safely in a manufacturing environment with industry led support (including risk assessment, mapping supply chains, health and safety and workforce planning);</p> <p>Signpost businesses to; HR & Employment law guidance.</p> <p>Expand the existing 'Manufacturing Growth Programme' so that it is available to more businesses and provides support for business resilience as well as business growth. Include an element on adapting products to meet local needs.</p>	<p><i>Increase the Supply Chain mapping, risk assessment and resilience support offer:</i> businesses are looking for supply chain localisation based on availability resilience and speed – businesses need advice, support and grants. Businesses now want to re-shore their supply chains and build them on accessibility, deliverability, speed rather than just cost.</p> <p><i>Digitisation/ industry 4.0- support and guidance:</i> accelerate adoption and aid social distancing measures. There is the opportunity to review working practices and acquire new skills/knowledge needed to succeed in a post COVID market. This needs to be supported with a strategic review of how business communicates with its clients, supply chains and networks.</p>
Tourism/Visitor Sector	<p>Restrictions on travel, viability as a result of social distancing, and extended lockdown will create huge risks for the sector.</p>	<p>Add content to the Visit Lincolnshire website starting with pages on pushing walks, cycle routes. Use this, and associated media campaigns, to show which local businesses are open and steer the public away from the busier areas to undiscovered areas where we know it can cope.</p> <p>Act as a conduit from Visit England to our tourism businesses – giving consistent messages and support from a single platform.</p>	<p>Drive investment in this important sector by delivering a strong tourism action zone in the area</p> <p>Further develop the Visit Lincolnshire website as a flexible and intuitive platform to deliver engaging content with rich presentation of information, media and downloads allowing for the development custom tools or integrations in the future.</p> <p>Establish the 'new normal' – maintain communications with businesses providing advice and help on recovery planning. Lobby for support to the sector and provide business intelligence.</p> <p>We change focus as more businesses open & can encourage visitors from further afield and a year round offer.</p>

ECONOMIC INTELLIGENCE (ENABLING MEASURE)

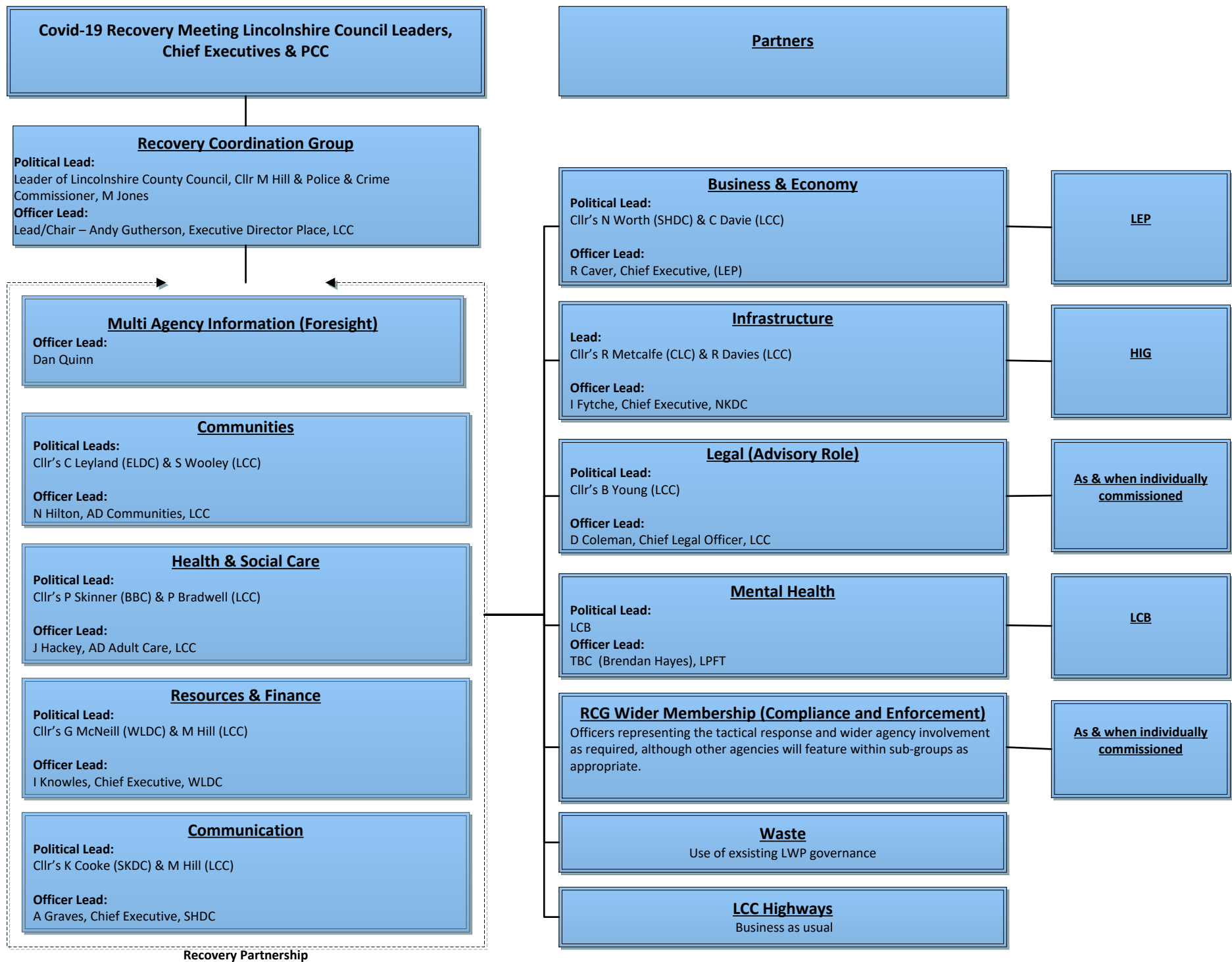
Strategic objective: To ensure that accurate and current business intelligence is available and informs decision making in the Business and Economy recovery plan.

Issue(s)	Short-term priorities	Medium-term priorities
<p>Now more than ever we need to understand business sentiment and to use that sentiment to inform decisions and our direction of delivery.</p> <p>But business leaders are so busy managing their own transition out of lockdown that surveys and questionnaires will be wholly inappropriate.</p> <p>Local authorities, as a result of managing the grant schemes, have a closer relationship with more businesses than they have had before.</p>	<p>Compile a fortnightly economic situation report that all organisations can use to understand the rate of economic recovery.</p> <p>Increase the number of businesses using the Quarterly Economic Survey, currently run by the Lincolnshire Chamber of Commerce, with Greater Lincolnshire LEP and University of Lincoln as partners. We will look to expand this partner network to include all Business Cell members.</p> <p>Analyse the make-up of those businesses who were unable to attract government recovery grants, and work with government so that they these businesses do not "fall through the net" should they seek government support in the future</p>	<p>A recovery dashboard will be developed utilising real time data where possible, together with other indicators to build a monitoring picture for Greater Lincolnshire. In order to assess the requirements of the dashboard, a small working group comprised of members of each work stream will be convened to develop the potential content.</p> <p>A scenario plan for the economy will be commissioned to form the basis for informed decision making on potential resources and policy decisions.</p>

FUNDING (ENABLING MEASURE)

Strategic objective: To use regeneration funding in a strategic way to tackle the current challenges of Covid 19 and to support the Business and Economy recovery plan.

Issue(s)	Short-term priorities	Medium-term priorities
<p>The cost of supplies/labour, lockdown, and changed economic conditions mean that many projects will be different to their contract. This leads to the risk of claw-back and pressure on match funding, some applicants may chose not to go ahead with.</p> <p>Research shows that parts of G Lincolnshire and Rutland are at biggest risk of economic shock following Covid-19.</p>	<p>Request an extension to the Single Local Growth Fund deadline so that projects can recover from the Covid-19 delays and challenges.</p> <p>Ask government to agree that local partnerships have local discretion/accountability to repurpose any unallocated funds to support the recovery plan.</p> <p>Ask government to accelerate the implementation of the additional £387m of growth fund so that it can be used to deliver recovery actions</p>	<p>Re-constitute existing funding programmes to meet this recovery strategy, especially sector and workforce activity.</p> <p>Seek information from HM Treasury about which businesses furloughed staff, and use this to design a support programme for those businesses.</p> <p>Press for the proposed National Skills Fund to be implemented, using it to lever the £5m of unallocated ESF to address the workforce elements of this strategy.</p> <p>Establish a partnership with Innovate UK to support those businesses who are investing in new technology.</p>



Paper 5 – Impact of Covid-19 on Apprenticeships

Publication	Public Paper (published)					
Meeting date:	10 th June 2020					
Agenda Item:	5					
Item Subject:	Impact of Covid-19 on Apprenticeships					
Author:	Clare Hughes					
For:	Discussion	X	Decision		Information	X

1 Purpose

- 1.1 The Employment and Skills Board requested a position paper on the impact of the Covid: 19 pandemic on Apprenticeships across Greater Lincolnshire. The paper is provided to aid the discussion today.

Covid:19 presents particular challenges for apprentices as they are affected by the impact on business and the impact on access to education and training.

There are also wider concerns:

- Many employers are not recruiting any staff, including new apprentices.
- Large employers are required to continue paying their Apprenticeship Levy which is collected monthly by HMRC, and if not used within a 24 month period, the funds expire on the rolling monthly basis.
- Providers of apprenticeship training (employers themselves) are affected by loss of apprenticeship income, as well as other income.

This paper sets out the situation for Board members to consider and discuss. The numbers are a snapshot from a few weeks ago and are changing frequently.

2 Recommendations for LEP Board

- To consider and discuss the issues in the paper
- To task the Employment and Skills board with any actions

Recommendations for the Employment and Skills Board

- Establish a small group to monitor and report the local situation on a fortnightly basis, especially as furlough measures start to phase out.
- Investigate/re-visit solutions for increasing apprenticeship starts
- Agree steps to support apprentices who have been made redundant

3 Background

- 3.1 Prior to the start of the Covid 19 outbreak, Greater Lincolnshire was performing well across a number of Apprenticeship indicators. Publication of a new Greater Lincolnshire Apprenticeship Strategy produced just prior to the Covid: 19 outbreak was put on hold, and commissioning of a new Apprenticeship Levy scheme to transfer funds from levy paying employers to non-levy paying employers was also postponed.
- 3.2 Our strategy acknowledges that Apprenticeships are an important skills solution, and despite our very positive national performance, there remains untapped potential for Greater Lincolnshire's economy and communities. Our pre-pandemic local

Paper 5 – Impact of Covid-19 on Apprenticeships

evidence base supported a number of priorities (see Appendix A)

4 Apprenticeship Impact Survey

4.1 An apprenticeship impact survey of our local FE Colleges and Apprenticeship providers was carried out in the first 2 weeks of May 2020. The responses received provide a picture of around a quarter of participating Apprenticeships in Greater Lincolnshire, and around half of annual expected new starts. Those that responded had a total of 3,809 apprentices on their books at the time of survey.

4.2 Of the 3,809 apprentices, 46% (1,763) had been furloughed but are continuing training.

There is no national figure available for the incidence of furlough amongst apprenticeships.

The national furlough rate within the overall workforce is believed to be 27%-29%, (itself a huge number).

Many sectors have furloughed staff according to the result of our survey, including from food and farming although they appear to have furloughed the least.

Hospitality, construction, engineering (including aviation supply chain), catering, hairdressing, childcare, IT, and business are all mentioned. The proportion of furloughed apprentices varied between providers, from 20% to 80%.

69 apprentices, 1.8%, remain in employment (both furloughed and working) and have requested a formal break in learning, or a temporary pause.

43 apprentices, just over 1.1%, had been made redundant since the start of the pandemic however this number was increasing on a daily/weekly basis.

5 New Apprentices (all ages)

- Local providers have seen a considerable impact on the number of people starting an Apprenticeship. Nationally the number of new Apprentices in April 2020 was 72% lower than in April 2019.
- Locally many employers have delayed new Apprentice starts and instead of recruiting in April have postponed until September. There is growing concern that September will not be feasible for employers to recruit either.
- Some employers have already stated that they no longer have a requirement for the apprentices that they had planned (e.g. engineering related activity in the supply chain of the aviation sector).
- This uncertainty is concerning for new would-be apprentices, particularly school leavers who might have been planning to apply for apprentice positions. It also causes uncertainty for Providers who cannot forecast income or plan budgets for the new academic year and the staff that they need to employ.

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6 Other issues mentioned multiple times:

- HR staff at businesses have been furloughed and as a result the contact for training within the business has been lost. This has implications for September starts and for future training and development generally.
- End Point Assessments (EPAs): delays and fewer apprentices completing this
- Both levy paying employers and non-levy paying employers are furloughing staff and halting recruitment
- It has not helped that Awarding bodies have furloughed staff
- Employers have fewer on-site staff to mentor their apprentices
- Provider's pre-covid income forecasts for 20/21 are heavily impacted. Each apprentice that doesn't start accounts for a loss of between £1K - 15K depending on the standard or framework they are following.
- Lecturers and talented trainers are very hard to find. It is important that where staff that are associated with delivering apprenticeships are less busy/not busy they are retained, so that capacity is not lost.
- Indirect consequences - if school leavers/young people do not start as apprentices where do they go instead? Will they seek classroom education, placing unplanned strain on FE College or 6th Form teaching resources and space (and transport).

Appendix A - Additional Information

Apprenticeships differ from most other Further and Higher Education 'places' in that they are based upon an interdependency of three parties:

1. An **Apprentice**: a motivated resident able to fulfil that job, contribute and also be prepared to develop their skills (and often numeracy/literacy) to national standards
2. An **Employer** - prepared to establish a job role, fund wages for the apprentice and invest in their upskilling through a financial contribution and also through providing paid time and facility for 'off-the-job' learning.
3. A registered **Apprenticeship Provider** with the appetite, occupational expertise and contractual scope to support that specific Apprenticeship with viable, sustainable provision

The pre-pandemic local evidence base supported the following priorities:

Apprentice:

- Maintaining and further improving our strong Apprenticeship offer, although with concerns about the decline in participation of young people, and at Intermediate level, as a first gateway to high-skilled jobs and qualifications;
- Supporting the communications, information, advice and guidance frameworks for our young people and adult residents - ensuring that quality Apprenticeships are locally available, understood, progressive and a viable alternative to further /higher education in a sparsely populated rural area

Employer:

- Ensuring our Apprenticeship reach fully embraces the smaller businesses which are especially important in terms of our workforce composition

Paper 5 – Impact of Covid-19 on Apprenticeships

- Improving our understanding of where local employers are involved and where any gaps exist
- Engaging with local Apprentice Levy Payers to provide support for them to either fully recoup their own Levy Payments or cascade funds locally
- Identify any national Levy Payers who may have an interest in cascading levy in Greater Lincolnshire
- Identify where local skills shortages and gaps provide opportunities for new or extended provision

Provider:

- Ensuring a healthy balance between locally led and delivered provision and provision delivered out of area
- Fostering provider collaboration (local and national) to maximise choice across our large, sparse rural area through developing sustainable progressive programmes to meet local need

Apprenticeship Levy:

Large businesses and public sector organisations pay levy at various levels according to their payroll costs. The Levy is collected monthly by HMRC, and if not used within a 24 month period, the funds expire. Many businesses are unable to recoup their entire levy through investment in their own apprenticeship provision, and some levy-paying businesses do not seek to recoup any of their apprenticeship levy.

We are not able to calculate the amount of unused Levy funding lost from the area each month instead of being invested in Apprenticeship training. We do know that nationally, last year in a 4 month period, it was estimated that £133m was retained by Treasury.

2018/19 Apprenticeship data

- 8,250 total starts in Greater Lincolnshire
- A halt to the overall decline with a modest increase in starts compared to 2017/18
- 27% of all starts were under 19 (slightly above UK overall figures)
- 28% were aged 19-24
- 45% were aged 25+ (mainly existing members of the workforce upskilling)
- 52% of starts were female (UK overall shows a 50/50 split)
- 39% of starts were Intermediate Apprenticeships (Level 2)
- 45% were Advanced Apprenticeships
- 16% were 'Higher' (including Degree) Apprenticeships

Paper 6 – Local Industrial Strategy

Publication	Public Paper					
Meeting date:	10 June 2020					
Agenda Item:	6					
Item Subject:	Local Industrial Strategy					
Author:	Cathy Jones					
For:	Discussion		Decision	x	Information	

Introduction

This paper summarises progress on the draft Greater Lincolnshire Local Industrial Strategy (LIS). The draft LIS has been updated during May to reflect the decision that Rutland, North Lincolnshire and North East Lincolnshire will be included in the geography of Greater Lincolnshire Local Enterprise Partnership (GLLEP).

The paper seeks approval in principle for the revised draft LIS and an engagement programme with key businesses ahead of publication of a locally-agreed LIS which can be implemented to support economic recovery.

Key Messages

The Greater Lincolnshire LIS is in a position where it could be quickly finalised and proceed to publication if the joint process with Government resumes. In any event, the LIS has been co-developed by Greater Lincolnshire partners and has been agreed in principle by the LEP Board along with extensive engagement (and positive feedback) from civil servants. Regardless of the future of the government LIS process we can consider the document locally as the economic strategy for future activity and move to implementation.

There are, however, updates required to reflect the changed LEP membership and the role which the LIS can play in economic recovery.

The process so far to develop the LIS

The Greater Lincolnshire LIS has been developed iteratively and collaboratively by GLLEP, the local authorities, Government and other partners. North Lincolnshire, North East Lincolnshire, and Rutland have consistently been included in the strategy's scope.

The LIS is the culmination of substantial prior work done by GLLEP and the local authorities to define a vision and strategy for the area, such as local economic strategies and sector plans. The majority of drafting and consultation on the Local Industrial Strategy occurred from August - November 2019. Drafting and consultation has continued in 2020 as co-development started with government to keep the LIS abreast of political and economic developments.

The LIS is supported by a bespoke evidence base developed from May - September 2019. North Lincolnshire, North East Lincolnshire, and Rutland are included in this evidence base.

Consultation and review

Consultation has been a central part of developing the LIS and has occurred iteratively throughout the drafting process. North Lincolnshire and North East Lincolnshire local authorities (and other stakeholders from the area) have provided valuable input into the LIS, including through:

- Review of the evidence base and logic chains which support the LIS (July / August 2019)

Paper 6 – Local Industrial Strategy

- Involvement in workshops and policy papers on the strategic opportunities and foundations of productivity (August - October 2019)
- Submitting comments and edits on the full draft LIS (October - December 2019)
- Ongoing engagement on issues of critical importance to the area, such as the future of the steelworks cluster in Scunthorpe
- Involvement in recent discussions of the impact of COVID-19 and how best to respond within the context of local challenges and strategic priorities.

Timing and Milestones

A locally-agreed draft version of the LIS was presented to BEIS for feedback in early November 2019. It was favourably received and comments were provided.

The LIS was initially to be published in late 2019. This timeline was adjusted to early 2020 in order to accommodate the UK general election in December 2019 and also to reflect changes in the schedule for the UK's departure from the EU.

In March 2020 the rapidly escalating health crisis and ensuing economic crisis caused by COVID-19 required everyone to shift focus from longer-term strategic planning to immediate response and continuity plans.

Reflecting Rutland, North Lincolnshire and North East Lincolnshire priorities in the Greater Lincolnshire LIS

We have worked with the three authorities to review existing proposals and consider where they need to be strengthened. Metro Dynamics prepared a discussion document to support identification of North Lincolnshire and North East Lincolnshire priorities, which this paper draws upon. A similar process was already underway within Rutland whose officers submitted their priorities to GLLEP.

The LIS has been duly updated to reflect discussion with North Lincolnshire, North East Lincolnshire and Rutland, as follows:

- the most significant changes have been to add a **new 'Ports and Logistics' strategic opportunity**, and to substantially increase the focus on opportunities in **decarbonisation and clean energy generation** in the Energy and Water chapter, including a proposed case study on the ORE Catapult.
- the executive summary has been revised to better reflect partners' priorities
- opportunities presented by the proposed St. George's garden village and Grimsby's fish processing cluster (within agrifood) have been included
- innovative activity linked to decarbonisation and clean growth has been emphasised (in Ideas)
- narrative on on-going efforts to support Scunthorpe's steelworks cluster; role of Rutland Water as a key asset, Oakham and Uppingham has been added (Place)

It has not yet been possible to update all of the maps to reflect the new geography but this has been noted and will be addressed.

Paper 6 – Local Industrial Strategy

Recovery

We have not yet added any reference to COVID-19, pending confirmation from the Board on the intended role of the LIS in the recovery strategy, and any Government advice which may influence that over the forthcoming weeks.

The LIS evidence base provides the foundation for the Greater Lincolnshire business and economy recovery plan, which will be considered at the same board meeting (item 3). The long term action of the business and economy recovery plan will be to deliver the ambition of the LIS and support the economic recovery of Greater Lincolnshire post-Covid 19. Work has begun on an implementation plan in light of COVID-19.

Recommendations

Board Directors are therefore invited to approve in principle:

- the revised draft LIS, subject to any further amendments identified at the meeting
- an engagement programme with key businesses which will be tasked to the LEP Strategy Group, ahead of publication on the GLLEP website of a locally-agreed LIS which can be implemented to support economic recovery.

Board members are further recommended to continue engagement with BEIS to ensure GLLEP is front of the queue as and when the LIS co-development process starts again

Greater Lincolnshire LEP

Local Industrial Strategy

June 2020

Draft to reflect confirmed GLLEP
geography

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Draft

Executive Summary

Future proofing the UK's major agrifood economy, capitalising on its businesses, land and people to create a productive, resilient and low-carbon economy

One of the largest LEP geographies, Greater Lincolnshire is a dispersed economy which is distinctive in its variety, from the world-leading offshore wind energy sector and manufacturers in the north to the centre of the UK's agricultural heartland in the south. Rural and coastal areas constitute more than 90% of Greater Lincolnshire's landmass attracting visitors to destinations such as Cleethorpes and Skegness. Industrial centres like Grimsby, the heritage city of Lincoln, and market towns such as Sleaford all contribute to the economy as drivers of growth and innovation, housing residents, and providing vital services.

Greater Lincolnshire is a £20.7bn economy, with ambitions to add £3.2bn to GVA by 2030. This Local Industrial Strategy will contribute to delivering this ambition. It identifies the area's distinctive strengths, opportunities and challenges, creating a strong foundation for growth. Success will be achieved through partners working together to boost productivity in all places and all sectors, creating a productive, decarbonised and resilient Greater Lincolnshire economy recognised for its businesses, land and people.

Greater Lincolnshire faces challenges around low innovation and human capital, but there are opportunities for growth which emerge from the evidence. The local industrial strategy will focus on critical innovation strands in its sectors maximising links to higher education and innovation assets, as well as a focus on levelling up and respond to hyper-local challenges in skills, business growth and infrastructure. Greater Lincolnshire can and should be a location for market making innovation. There are established and emerging clusters in agrifood, energy & water, ports and logistics and defence, and potential to build links to the wider regional economy. Greater Lincolnshire is already driving innovation in agrifood, transforming the sector through robotics and automation, and is helping achieve the UK's net zero 2050 goal through innovation in offshore wind energy, industrial decarbonisation and local energy generation solutions.

More must be done to ensure Greater Lincolnshire's focused excellence in discovery translates into its application in industrial and commercial practices, and so into increased productivity. The private sector is driven by micro and small businesses with one of the highest proportions of employment in small enterprises out of all LEP areas. It has a large manufacturing base, is home to much of the country's agrifood sector – from farm to manufacture – alongside strong energy industry assets (including the burgeoning offshore wind sector) and visitor economy sectors.

Place – or perhaps stronger places – is a thread which runs through this document. Productivity and wages are low with 32% of employees paid below the real living wage; the visitor economy and health & care are major low productivity employers. In some places high streets are in need of revitalisation to help them adapt to and overcome the challenges

facing traditional bricks and mortar retail. Population density is low across the area; there is space to grow but this can only be unlocked if the area has the appropriate mix of housing, employment and skills. This is complex in such a dispersed economy, requiring local and targeted interventions and investment; there is no one size fits all response to support Greater Lincolnshire to thrive. This approach will be supplemented by efforts to raise the ambitions of Greater Lincolnshire's broader industrial base, supporting businesses of all shapes and sizes to drive innovation levels, impact and geographic spread.

The priorities

Building on the evidence base findings, the Greater Lincolnshire Local Industrial Strategy identifies priorities to deliver greater productivity and earnings power, levelling up within the region and with the UK through a focus on increasing sectoral innovation and improving human capital.

Increasing innovation in sector clusters

- 1. Agrifood - Greater Lincolnshire will increase the international competitiveness of its agrifood sector by championing automation and resource efficiency to benefit its food chain.**

Agrifood is 18% of the local economy (compared to 3% nationally). It is the source of 43% of new jobs and the heart of the sector's technological innovation through the Lincoln Institute for Agrifood Technology (LIAT), the National Centre for Food Manufacturing (NCFM), Riseholme College – Lincolnshire's specialist land-based FE college, and the three Food Enterprise Zones. This is a strong foundation for growth. As new technologies arise and new processes develop there will be opportunities to deliver food more efficiently to a growing global population. The opportunity for Greater Lincolnshire is to capitalise on these trends and use innovation to improve productivity not only locally but in food production across the globe, taking a leadership role for this sector nationally.

- Greater Lincolnshire and government will work together to develop a leading rural region for innovation in all parts of the agrifood supply chain, focusing on skills, infrastructure and productivity gains. This will maximise the value of the National Centre for Food Manufacturing, the Lincoln Institute for Agri-food Technology and the agrifood clusters in the Food Enterprise Zones.
- Greater Lincolnshire will use its convening power to foster collaboration with local industry and higher education alongside regional and national partners focused on sector productivity transformational change in food chain automation, trade and efficiency.
- Greater Lincolnshire will work with government to maximise the international trade and inward investment opportunities related to the agrifood sector, building on existing links to China through the Hunan Lincolnshire partnership agreement.

- 2. Energy and Water - Greater Lincolnshire will become an innovation testbed for energy and water technologies in clean energy generation, storage and**

distribution, and maximise benefits from the energy cluster by adopting new ‘whole of system’ thinking to manage energy and support industrial decarbonisation.

Greater Lincolnshire’s nationally significant energy assets in the Humber Estuary and the North Sea combined with its rural geography mean it is well placed to pioneer new approaches that contribute to the Government’s commitment to reach Net Zero UK carbon emissions by 2050. As well as supporting opportunities in decarbonisation and the expansion of the offshore wind sector in North Lincolnshire and North East Lincolnshire, the Local Industrial Strategy will focus on local and rural energy production and distribution. Taken together, Greater Lincolnshire’s strategy amounts to a potential transformation in how energy and water are generated, distributed and used, and positions Greater Lincolnshire as an innovative leader in the UK’s efforts to combat climate change.

- Greater Lincolnshire will continue to support the expansions of the offshore wind supply chain, unlocking the potential for cluster development outlined in the Offshore Wind Sector Deal. This will include targeted support to SMEs through the Growth Hub, a growing portfolio of sites and purpose-built facilities, and access to established sector networks.
- Greater Lincolnshire will develop a “Living Lab” Rural Innovation Test Bed for Energy and Water for the Greater Lincolnshire area looking at the application of new energy technologies in rural contexts. A first focus will be to link generation from local hubs to the national grid and address existing local capacity constraints.
- Greater Lincolnshire and government will work together in an energy partnership to ensure that regional aspirations for industrial decarbonisation and clean energy generation align with and support government investment and policy – including primarily Net Zero.
- Greater Lincolnshire will continue to implement the ambitions set out in the local energy strategy, including to secure future investment into the Theddlethorpe Gas Terminal and the Carbon Neutral Business Zone.
- Greater Lincolnshire will work in partnership with energy intensive industries, the transport sector and other potential large-scale users to develop the demand required to support blue and green hydrogen production and distribution, and support the building of coalitions between companies to further develop hydrogen opportunities.

3. Ports and Logistics - Greater Lincolnshire will maximise the strategic advantages of its ports by leading their transformation into one of the most smart, clean and efficient port clusters in the world, leveraging greater value from the ports by handling increasing volumes of trade and attracting more value-add manufacturing activity.

Greater Lincolnshire has many ports, along the coast and further inland on the Humber Estuary, the River Trent and the River Nene. Major ports include Immingham and Grimsby, Boston, New Holland, and Sutton Bridge. 75% of all UK manufacturing and 40 million UK consumers are within a 4-hour drive of the Humber Estuary ports. 12% of all UK cargo is handled in North East Lincolnshire, and Greater Lincolnshire's ports originate over 25% of the UK's rail freight. The ports and logistics sector has been fundamental to Greater Lincolnshire's economy, particularly on the Humber Bank, and also to the wider economy as the only ports in the Midlands. After a period of growth and investment the next stage of their transformation is to raise their productivity, increase trade, unlock investment in complementary industries around them and support clean growth in the region.

- Greater Lincolnshire will strengthen the position of the ports to attract new value-added manufacturing activity and further grow the share of UK trade they handle, including by:
 - Opening up more employment land for port-related commercial development through existing Growth Deal and other private and locally-led investment
 - Managing the pipeline of future sites and premises to respond to market requirements, and working with landowners to explore how barriers to development can be overcome, including on port-related Enterprise Zone sites
 - Advancing discussions with Government on the possibility of classifying the Ports of Grimsby and Immingham as 'Free Ports'.
- Identify options for accelerating the decarbonisation of Greater Lincolnshire's maritime cluster, supporting the delivery of the Clean Maritime Plan.

4. Defence - Greater Lincolnshire will create a cluster of innovation focused Defence companies, and ensure Greater Lincolnshire is a highly attractive, first-choice destination for Defence-related industries, service leavers and their families

Through the local industrial strategy Greater Lincolnshire will grow the local defence sector, creating an innovative cluster linked to the RAF presence already in the region. There are opportunities to benefit from the strong military presence in the area and the resulting need for effective and secure digital infrastructure. Actions will build aspiration and innovation support to develop a thriving local defence cluster. It will do this by building on the physical assets, training, human capital, and investments which are already in Greater Lincolnshire, increasing the number of start-ups and spin-outs, including specific

initiatives to encourage exiting service personnel to create new businesses in Greater Lincolnshire.

- Greater Lincolnshire will work with partners to improve research and innovation capabilities of the nascent sector, exploring the potential for a defence cluster business park and workspace units at Lincoln Science and Innovation Park.
- Greater Lincolnshire will develop tailored business support services, reflecting the finance, skills, advice and commercial premises required to start and grow a defence related business in Greater Lincolnshire. This will include a programme for RAF leavers and other defence personnel to encourage them to stay and start a business in the region.
- Greater Lincolnshire will work with government to better understand defence supply chain and trade potential to boost the sector and stimulate innovation and investment from a broad range of sources.

Improving human capital and better diffusion of existing technology

5. Health and Care - Greater Lincolnshire will develop new efficient and innovative models of care for a dispersed and ageing economy, building a cluster of local businesses to support active ageing.

The Local Industrial Strategy will look to spur productivity gains in health and care, one of Greater Lincolnshire's largest sectors by employment. Health and care services in Greater Lincolnshire are delivered to a population which is relatively older and more rural than the UK average. While health and care is a significant source of employment in Greater Lincolnshire, as a sector it is relatively unproductive and there is a need to find new more efficient and innovative models of care. Lincoln has a significant cluster of medical expertise including at the University of Lincoln a School of Life Sciences and Pharmacy, a new Medical School (opened in September 2019), a Science and Innovation Park and the National Centre for Rural Health and Care. All of these institutions will help to generate innovative activity and raise the profile of the health and care sector as an employer of choice. The Local Industrial Strategy will market test new models of care which could be rolled out across the country, driving innovation and efficiency in the sector and delivering better outcomes for some of the most vulnerable and hardest to reach residents.

- Greater Lincolnshire will become an international centre for innovation for rural H&C solutions, particularly through the National Centre for Rural Health and Care and working with government departments such as DEFRA to pilot new approaches. A priority will be to develop a pharmaceuticals network based around the Science & Innovation Park.
- Greater Lincolnshire will pilot 'Communities of the Future' to meet the needs of an ageing population. This will explore improved physical and digital connectivity to local services and transformation of health and care services.

- Greater Lincolnshire will address workforce challenges around skills and retention through promoting alternative career pathways and enhancing the capability of the voluntary and community sector.

6. Visitor Economy - Greater Lincolnshire will develop the tourism sector levelling up and supporting some of the more deprived coastal parts of the region by providing higher-quality and more reliable employment for workers in the sector.

50 miles of coastline, an area of outstanding natural beauty, a thriving food culture, distinctive heritage assets, a network of market towns boasting attractive high streets and hundreds of visitor attractions contribute to a £2.39bn visitor economy sector which supports at least 30,000 full time equivalent jobs. Lincoln has seen major investment in recent years in both the castle and cathedral, developing a strong heritage city offer, while in Grimsby plans to revitalise the town centre and improve links to the waterfront are expected to attract many more visitors. Rutland's growing reputation for excellent food and produce draws in visitors to its quality restaurants and markets. However, the sector as a whole has low wages and is primarily a seasonal industry in many parts of the region. Perhaps as a result, traditional coastal resort towns such as Cleethorpes, Mablethorpe and Skegness have significantly different economies, challenges and opportunities to other towns in Greater Lincolnshire. A priority is to promote Greater Lincolnshire as a year-round tourist destination to address some of these distinctive local challenges.

- Greater Lincolnshire's partners will enhance and promote the local place offering, including designing a tourism zone, to draw in not only a greater number of visitors overall but also a greater number of high-spending visitors. It will do this by producing a refreshed visitor economy strategy and destination marketing offer, and to implement the Hotel Strategy.
- Greater Lincolnshire and government will address barriers in sector related skills and employment provision to improve access to jobs and lift residents' earning potential. A priority will be to develop a sector skills plan and to focus on upskilling frontline workers

Greater Lincolnshire will support SMEs to adopt digital technologies and platforms which will enable them to improve their productivity and attract greater numbers of visitors.

Supporting all businesses and residents

This Local Industrial Strategy is for the whole of Greater Lincolnshire and looks to maximise the gains for all places. However, not every intervention will impact every place at the same time or in the same way. The LIS draws from the evidence to use the five foundations of productivity to focus on targeted and evidence led responses to support all parts of the

economy. This takes a broad-brush approach open to every sector and business; it is not limited to the priorities above.

Ideas - Broaden and deepen the base of innovating firms in Greater Lincolnshire, aligning innovation with the priority sectors, trebling the level of innovation investment in the region

While Greater Lincolnshire does enjoy pockets of innovation and a core of businesses which lead R&D in their sectors, the overall picture is one of limited innovative activity. Greater Lincolnshire is determined to play its part in levelling-up the UK economy and to achieve this it will increase the quantity – at least trebling the level of investment to 0.6% of GVA – and spread of innovation across the whole of the region. Greater Lincolnshire will focus on developing innovation in its priority sectors and foundational manufacturing industries – particularly innovation to support decarbonisation, and also on the diffusion of existing technologies to more businesses across more sectors, ensuring that the economic and social value of these ideas are maximised.

- Greater Lincolnshire's partners will develop innovation excellence in the priority sectors of agrifood, energy and water, ports and logistics, and defence, bringing forward locally led development of new initiatives and continuing to value Greater Lincolnshire as a 'living laboratory' and testbed that creates solutions to regional challenges that will have global applications.
- Greater Lincolnshire will increase diffusion of existing technology in the priority sectors of health and care and visitor economy, alongside all local SMEs without an existing focus on innovation. This will develop an innovation hub and spoke model across the region.
- Greater Lincolnshire will develop the networks and governance to support a thriving innovation ecosystem, building on the Greater Lincolnshire Innovation Council, Growth Hub and LEP Board connected leadership.
- Greater Lincolnshire will work with HM Treasury to better understand how investment in innovation is counted and how this currently impacts rural and dispersed areas such as Greater Lincolnshire which have a lower level of R&D.
- Greater Lincolnshire will develop a Memorandum of Understanding with BEIS, DEFRA and UK Research & Innovation to collaborate on development of a local innovation priority plan focused around sector priorities, the area's traditional strengths in manufacturing, and rural innovation. This will consider actions required to level up innovation activity in Greater Lincolnshire, increase the success rate of local partner proposals, and focused engagement on emerging relevant sector deals and Made Smarter.

People - Enable all residents to reach their potential in the local labour market and participate in a flourishing and inclusive economy

Greater Lincolnshire's working age population is shrinking; upskilling and retraining the existing work force is imperative. A challenge for the area is to find suitably qualified and resilient residents to fill projected job vacancies. The Greater Lincolnshire economy is seeing demand for level 2 and above qualifications rise. Whilst higher level skills will be important to the future economy, replacement demand will ensure that there continues to be a large number of job vacancies for people at all levels. Responding to these challenges requires focus on the skills system and better supported pathways into employment for residents.

- Local partners will work with DCMS to identify local solutions to level up on digital skills, with a focus on tackling digital skills gap in rural areas and market towns. This could potentially include developing a Digital Skills Partnership.
- Greater Lincolnshire and partners will build on the SAP to develop more detailed and localised labour market information to better inform people, business and education, living in economically different parts of the LEP area by 2021.
- Greater Lincolnshire will design local programmes to address skills gaps identified in the SAP and through local research to respond to the needs of local employers in the dispersed and rural economy, including hyper local responses in areas of deprivation such as the coastal Opportunity Areas.
- Greater Lincolnshire and government will work to maximise the effectiveness of the Apprenticeship Reform, Levy and T Levels in all areas and especially in the priority sectors.
- Government and local partners will work together over the next five years to successfully open, promote and deliver better results for Greater Lincolnshire through an employer led Institute of Technology. This investment in skills and training in the area is anticipated to open in Autumn 2020.
- Greater Lincolnshire will prioritise employment programmes which focus on healthy ageing and maintaining a healthy and diverse workforce. This will include promoting the National retraining Scheme for adults and engaging with DWP's programmes around productive healthy ageing.

Infrastructure - Develop the infrastructure needed to support business growth, connect people, and be prepared for future growth and challenges

Greater Lincolnshire's infrastructure requires renewed investment and a strategic approach to overcome three main challenges: providing essential infrastructure in a large, rural area with a dispersed population; increasing connectivity with the rest of the country, particularly to ensure the full value of the Humber Estuary's ports can be harnessed; and future-proofing the region against anticipated challenges – notably climate change, the future of mobility, and digitisation. The local industrial strategy will complement the Greater Lincolnshire Strategic Infrastructure Delivery Plan.

- Greater Lincolnshire recently published the Greater Lincolnshire Strategic Infrastructure Delivery Plan, which sets out infrastructure projects for the area. Greater Lincolnshire will maintain a pipeline of strategic infrastructure projects, developing locally and with partners the necessary business cases and feasibility studies to remove pinch points and increase network capacity and resilience.
- Greater Lincolnshire will work with Midlands Connect and others to build the business cases and prioritisation for regionally significant improvements in road, rail, and trade as part of an integrated Midlands transport strategy.
- Greater Lincolnshire will work with DCMS and service providers to find solutions to improve rural digital and mobile connectivity for businesses and residents.
- Greater Lincolnshire will address strategic flood risk management issues and deliver effective water management linked to economic growth and climate change. This includes implementing the Water Management Plan.
- Greater Lincolnshire will establish a Memorandum of Understanding with Network Rail and DfT to collaborate on rail improvements in Greater Lincolnshire.
- Greater Lincolnshire will work with DfT to explore how to increase bus provision in rural areas, this will include looking at where there are blocks to innovation in public transport.

Business environment - Create a supportive business environment for entrepreneurs, micros and SMEs to grow and become more productive and resilient

The area's economy is built on a broad base of successful small and micro businesses, which account for 64% of local employment – the third highest proportion among LEPs. Greater Lincolnshire sees positive business growth rates and fair business survival rates - particularly in strategic opportunity areas - however, experienced an overall negative net business birth rate (-1.17%) in 2017. A focus on quality start-ups and high growth scale ups means more opportunities for scale ups, frontier firms and the general expansion of the business base.

- Greater Lincolnshire will develop programmes to support high growth start ups and scale ups alongside the 'Made Smarter' pilot that will drive industrial digitalisation across Greater Lincolnshire and beyond. This will use the area's Technology Hubs to link businesses with technology businesses. Greater Lincolnshire will also develop links with Be the Business to develop targeted programmes for micro and family owned businesses with potential to grow.
- Greater Lincolnshire will continue and enhance Growth Hub activity focusing on business resilience, access to finance, digital, clean growth and productivity across all sectors. The programmes will include Business Lincolnshire Supply Chain Support programme to help businesses become more competitive.

- Greater Lincolnshire partners will develop a coordinated internationalisation offer, focused on maximising opportunity from the priority sectors and infrastructure assets, and working with regional and national partners such as Midlands Engine to showcase local investment opportunities. It will include an investor development programme (soft landing package) targeted at businesses in priority sectors.

Place - Capitalise on the dispersed economy to create a leading polycentric, productive economy

Across every foundation of productivity in Greater Lincolnshire there is a strong place element which must be reflected in implementation. This is a large and mostly-rural area with low population density of just over 150 people per square km making it one of the most sparsely populated LEPs in the country. Greater Lincolnshire faces a challenge in delivering the number of homes needed to support the area's aspirations for growth. There is also a large inclusion challenge in rural and coastal locations and in some of the towns. Providing solutions to promote inclusion and ensure that all parts of Greater Lincolnshire are supported to grow is vital in terms of inclusive growth and increasing the prosperity of areas.

- Greater Lincolnshire will develop hyper local responses to enhance the roles of town centres, market towns and high streets as economic, creative, and cultural hubs using the Towns Fund, Future High Street Fund and Local Growth Funds as catalysts. This will include development of a new creative hub through the Cultural Development fund.
- Greater Lincolnshire will develop local place-based responses to opportunities and challenges focused around the Spatial Corridors and level up across the dispersed economy, for example reducing inequalities in coastal areas working with the Coastal Communities Alliance.
- Greater Lincolnshire partners are working together with Homes England to deliver the housing pipeline to attract and support the working age population required by the region's businesses. This includes Housing Infrastructure Fund bids from Grantham and St George's Barracks.

Making it happen

Local partners working together will ensure that Greater Lincolnshire achieves the ambitions of this Local Industrial Strategy. This Local Industrial Strategy is based on a robust evidence base which has been developed through strong local leadership in collaboration with local businesses, education providers and institutions. It supports objectives outlined in other strategy documents, including the Greater Lincolnshire Vision for Growth 2050 and local authority planning documents.

Greater Lincolnshire Local Industrial Strategy

AMBITION

Futureproofing the UK's major agrifood economy, Capitalising on its businesses, land and people to create a productive and resilient economy

Success will look like...

Working together to boost productivity in all places and sectors

A strategy which supports all parts of the economy:



Ideas



People



Infrastructure



Business environment



Place

Informed by evidence to develop sectoral priorities

Increase innovation in
sector clusters



Agrifood



Energy and Water



Ports and Logistics



Defence

Improving human
capital and better
diffusion of existing
technology



Health and Care



Visitor Economy

1. Greater Lincolnshire's Local Industrial Strategy

This Local Industrial Strategy is the result of collaboration between the Greater Lincolnshire Local Enterprise Partnership (GLLEP), Government, ten local authorities, Innovation Council, Skills Advisory Panel, sector Boards, and business. Its development has been supported by an Independent Expert Panel, which brings together 6 national experts to test, check and challenge the content. It is informed by an extensive evidence base and identifies the opportunities and challenges facing Greater Lincolnshire and how it will respond.

The Local Industrial Strategy is an opportunity to focus efforts on supporting strengths and opportunities and to address pockets of underperformance. This is important for Greater Lincolnshire where the productivity of workers and businesses underperforms the national averages with low average wages and high numbers of workers earning below the real living wage. The Greater Lincolnshire Local Industrial Strategy identifies priorities which have the potential to deliver greater productivity and earnings power for all places and people. It also sets out the actions necessary for businesses to take advantage of these opportunities and navigate global trends.

Although this Local Industrial Strategy focuses on the sector based priorities highlighted in the evidence base, **all sectors and industries within Greater Lincolnshire's economy have a part to play**. The impacts of having a mix of coastal and rural activity, with vast areas disconnected from major infrastructure and opportunities for learning or employment, has resulted in some places which are more reliant on seasonal, lower paid and lower productivity jobs. If left without intervention, the disparity between these areas and the more prosperous, better connected parts of Greater Lincolnshire will increase.

This Local Industrial Strategy is for the whole of Greater Lincolnshire and looks to maximise the gains for all places and sectors. However, not every intervention will impact every place and sector at the same time or in the same way. Issues and actions which are applicable to all people, places and parts of the economy are explored in detail within Chapter 3 onwards.

The importance of places in the Local Industrial Strategy

Greater Lincolnshire is a £20.7bn economy, home to more than one million people, with ambitions to add £3.2bn to GVA by 2030. It boasts a mix of traditional manufacturing, a comprehensive agrifood sector, energy and services, and has large health and care and visitor economy sectors. The area benefits from a large number of small businesses – a distinctive feature of the economy. This is a place with strong identities and significant assets. Covering an area more than 4.5 times larger than Greater London, Greater Lincolnshire is a large and polycentric place, with over 50 miles of coastline and one of the lowest population densities of any LEP. Greater Lincolnshire has room to grow.

Greater Lincolnshire's dispersed economy is made up of distinctive market towns interspersed between rural, coastal and urban areas, as well as concentrations of industrial activity clustered around the ports of Grimsby and Immingham in the Humber Estuary. It has a varied economy with challenges and opportunities often concentrated by sector or place. This difference is reflected in (and drives) the priorities which capitalise on the distinctive natural and dispersed nature of the place.

Urban areas are showing potential for growth

Lincoln is a historic cathedral city with a thriving economic and cultural life, it lies at the core of a network of market towns, urban centres and ports, with space to grow that is unique in England. It has a population of almost 100,000 and the highest jobs density and the second highest business density after Grimsby. From 2013-2018 total population grew by 4%, jobs by 9%, and business growth by 20%. 51% of its population is below the age of 35, the highest among the towns. It is home to the University of Lincoln and many heritage assets. Compared with Greater Lincolnshire, Lincoln has a significantly higher GVA per head of £24,126, higher than East Midlands at £21,423 and closer to the UK average at £26,870. There are opportunities for growth particularly to capitalise on the innovation ecosystem, visitor economy and existing strengths in attracting foreign direct investment. Lincoln's success increases the prosperity of the wider area through the provision of HE, FE, opportunities for high-skilled employment, and access to services and amenities. Significant growth in Lincoln before 2010 has provided the impetus for well-planned growth there, as well as in Sleaford and in other growth points such as Gainsborough and Grantham.

Grimsby is a major industrial centre on the Humber Bank. It is Greater Lincolnshire's largest town by population at 101,000, and 47% of these residents are below the age of 35. Since 2013 there has been 17% growth in the business base, and 11% jobs growth. Looking forward, the North East Lincolnshire Local Plan provides a framework to create between 9,000 – 13,000 new homes and 8,800 new jobs in the Greater Grimsby area to 2032. It has a strong heritage in food production, most notably in its fishing and seafood processing industry and is home to the largest port by tonnage in the UK. The pace and scale of industrial change in Grimsby has created low wages and productivity, high unemployment and challenges retaining businesses and skills in the area. The scale of change also bring opportunities for Greater Grimsby, particularly through its position in high growth clean energy industries as a hub for offshore wind. A well-established cluster of offshore wind Operations & Maintenance (O&M) businesses signposts future growth opportunities in the sector. Greater Grimsby pioneered the Town Deal initiative that is now being rolled out through the Stronger Towns Fund. The initial projects are focused on reconnecting the town centre with its under-utilised waterfront. Furthermore, the recently launched Made Great in Grimsby brand intends to boost consumer recognition of the quality of the place's goods, particularly its seafood.

Scunthorpe has experienced 19% business growth from 2013-2018, although so far this has had only a mild positive effect on jobs (+4%) and population (+2%). Scunthorpe has a very substantial steel manufacturing industry, which provides employment for over 3,000 people and is integral to local and national supply chains. Maintaining a vibrant

steel sector in the Humber is of vital importance to the local and UK economy. The integrated British Steel works at Scunthorpe employs over 3,000 people and supports many more jobs through its supply chain. While British Steel Ltd entered insolvency on 22 May 2019, an Official Receiver has been appointed and the business has continued to trade as a buyer has been sought. The announcement by the Official Receiver on 16 August 2019 that he has accepted an initial bid from Ataer Holdings AS for the business is an important and positive step to securing steel-making operations in Scunthorpe. Partners in the Humber Estuary area will continue to do all they can to support the Government as it leaves no stone unturned to finalise the sale.

Scunthorpe has a strong strategic location and is well served by rail freight links and a workforce with strong trade and manufacturing skills. Addressing social inequality and supporting inclusive growth arising as a result of industrial change is a major component of the plans for the town. Recent investment in the redevelopment of the former Civic Centre into the University Campus North Lincolnshire will support these aims, providing increased learning opportunities and embedding higher-level skills in the local economy.

To the west of Lincolnshire, more industrial market towns such as Grantham and Gainsborough are looking to capitalise on their strong heritage and connectivity to realise their potential. Grantham is a Growth Point and has approval for a housing village at Spitalgate Heath. Gainsborough (along with North East Lincolnshire) has Housing Zone status and will play a significant role in delivering growth to the local area.

Grantham is the fifth largest town with a population of 39,038. Despite its small size, its population density is the second highest after Lincoln. It has the highest share of residents aged over 50 and the lowest share of residents below 35. Grantham's job growth is the second highest at 11%. Grantham has a strong military and engineering heritage, being the home of the caterpillar track and munitions production. Grantham's location grants it excellent connections into major national routes, sitting on both the A1 and East Coast Mainline as well as the A52, providing east-west connectivity from the Fens to Nottinghamshire.

Gainsborough is a gateway between Lincolnshire, Nottinghamshire and Sheffield City Region. Gainsborough is expected to see economic growth of 12% over the Local Plan period to 2036, including 2,150 new homes increasing the population to more than 30,000. However, there are still pockets of significant deprivation in Gainsborough with low levels of employment (lowest 4% across England) and living standards (lowest 2% across England). With similar challenges around industrial change to Scunthorpe and Grimsby, Gainsborough is a growth point with Housing Zone status due to its significant availability and affordability of land and proximity to towns and assets such as Scunthorpe, Lincoln, Doncaster and Doncaster Sheffield International Airport.

Within the key towns of Boston, Spalding and Holbeach, up to 40% of employment is within the food sector and its associated supply chain. The area's new assets, such as the National Centre for Food Manufacture, Boston College's Engineering, Manufacturing and Technology (EMAT) Centre, and the Holbeach Food Enterprise Zone, will capitalise on the existing strength of the local economic base. Management of water is imperative in this area, as it is

across the border in New Anglia and Cambridgeshire. Stamford is also a gateway to Lincolnshire given its proximity to the A1 and Peterborough. It is an attractive town commanding stronger house prices than other areas of Greater Lincolnshire.

Rural and coastal areas are a core part of the Greater Lincolnshire identity

Rural and coastal areas constitute more than 90% of Greater Lincolnshire's landmass. Rural areas provide housing and a high standard of living. They provide a strong sense of place, identity, and cultural offer. The LIS recognises this and looks to capitalise on it further.

The traditional coastal resort towns such as Cleethorpes, Mablethorpe and Skegness have significantly different economies, challenges and opportunities to other towns in Greater Lincolnshire. The strong visitor economy contributes more than £2bn to the Greater Lincolnshire economy and supports at least 30,000 full time equivalent jobs, many in these coastal resort towns. However the labour market is markedly seasonal compared to other areas and connectivity is a major constraint. The risk of coastal flooding restricts housing and business growth.

The region's distinctive natural capital and varied geography is linked closely to its visitor economy and agrifood strategic opportunities. Rutland has been classed as the most rural county or unitary authority in England and Wales with a high proportion of land in agricultural use. The South of Lincolnshire is an area dominated by agriculture, food production and logistics. The A17 and A16 is a major corridor and central to Greater Lincolnshire's nationally important food sector. The Lincolnshire Wolds, an Area of Natural Beauty, has 14 sites of special scientific interest, as well as small settlements. Combined with the coast and large amount of Grade 1 agricultural land, Greater Lincolnshire is endowed with a variety of natural assets, which make a strong contribution to its economy and quality of place.

Rurality brings challenges too. Rural residents can have limited access to local amenities and public services. In some places less than 10% of the population are aged between 20 and 34; some locations have limited energy supply (no access to the grid); and low levels of connectivity (broadband, public transport and roads). The result of this is pockets of significant deprivation and rural isolation.

Growing resilient market towns

Connecting and sustaining much of Greater Lincolnshire are the market towns. The strength of the market towns provides a network of local centres that support the sparser rural populations of central and eastern Lincolnshire. Towns such as Sleaford, Louth, Horncastle, Market Rasen, Caistor, Brigg, Oakham, Uppingham and Bourne play a vital role for their local communities and are poised for considerable housing and employment growth. Successful initiatives to revitalise and re-imagine the role of the towns' high streets, together with reliable, fast online connectivity throughout the area, means that the working population is less reliant on a few major centres and better able to participate in the life of a wider range of local towns and communities.

THE ECONOMY



£20.7bn
economy



**Ambition to
grow the economy by
£3.2bn by 2030**



**Manufacturing
largest sector at
20% of GVA**

**1.96% average
annual GVA growth
from 2012-2017**



**£18,625 GVA
per head
3rd lowest
among LEPs
in 2017**

**0.1% productivity decline
from 2007- 2017**



The economy has grown by 27.7% since 1998. In 2017, Greater Lincolnshire's GVA per hour worked was £27.40 and the area has seen a 0.1% decline in productivity from 2007 to 2017. Declining productivity means that the productivity gap between Greater Lincolnshire and the UK has widened – from a gap of 18.1% in 2007 to 22.8% in 2017. This is a significant challenge to address; if Greater Lincolnshire's economy was performing at the national average it would add almost £9bn to GVA each year, a 45% increase in the total size of the economy.

The overall figures mask differences at more local levels. Some local authorities, such as Boston and South Holland, have seen fairly consistent economic growth since 1998. North Lincolnshire, on the basis of real growth in GVA, has not recovered from the effects of the financial crash, with an overall downward trend in performance from 2007/8 onwards. It is

the only geographical area which is smaller in GVA terms in 2017 than it was in 1998, although at 19% of Greater Lincolnshire's economy it is still the largest area by GVA.

In 2017 there were 468,500 jobs in Greater Lincolnshire, with 35,500 new jobs created between 2012-2017. Lincolnshire (24,000 jobs) had the highest job growth in absolute terms, growing by 8.5% (UK job growth rate is 9.6%). North Lincolnshire (5,500 jobs) had 7.9% job growth and North East Lincolnshire (4,500 jobs) 6.9%. Rutland (1,500 jobs) experienced the highest job growth in percentage terms with 10.3%. There have been increases in employment in low-skilled, low productivity areas such as accommodation and food services, transport, and agriculture. These have been offset in part by an increase in higher productivity jobs in sectors such as Manufacturing and IT. This has been compounded by the economic restructuring that occurred in the past decade.

Cross Border Collaboration

Greater Lincolnshire is part of a broader economy. Its strengths and strategic opportunities complement activity in the Humber to the north, Derby, Derbyshire, Nottingham and Nottinghamshire to the west, and Norfolk & Suffolk and Cambridge & Peterborough to the south, particularly in agrifood, clean energy and logistics. The top commuter destinations for Greater Lincolnshire's residents are Peterborough, Newark and Sherwood, Doncaster and Hull. Similarly, residents from outside Greater Lincolnshire who commute into the area for work mostly come from these places.

Further afield, Greater Lincolnshire is integrated into the global economy, exporting £4.7bn and importing £8.8bn in goods and services in 2015. 62.9% of exports are bound for EU destinations and the main export destinations beyond the EU are China and the USA. Dominant export categories are chemicals (£650m) and machinery, transport and equipment (£522m). Through its ports – including the UK's largest port by tonnage, the Port of Immingham and Grimsby - and Humberside Airport (as well as Doncaster Sheffield Airport and East Midlands Airport) there is an opportunity to exploit these assets.

The Local Industrial Strategy identifies opportunities for close collaboration between Greater Lincolnshire and surrounding places which will deepen this integration. In particular, the LEPs of Greater Lincolnshire, the Humber, and York and North Yorkshire form a "food belt", with a substantial concentration of food manufacturing, agriculture and agri-tech businesses. This food belt has a vital role to play in improving the sector's national productivity and sustainability. The three LEPs are working in partnership to develop the food sector across their areas and will work with Government to set out their proposals in a joint Food Sector Strategy.

To the south Greater Lincolnshire shares objectives for the agrifood industry with New Anglia LEP and Cambridge and Peterborough LEP, both of which make substantial contributions to the UK's agrifood industry. Greater Lincolnshire will continue to explore ways to collaborate with the LEPs on its southern border to enhance the overall value and productivity of agrifood in the region.

To the north Greater Lincolnshire LEP and the Humber LEP share complementary objectives for clean energy generation, industrial decarbonisation and stronger ports in the Humber Energy Estuary. Greater Lincolnshire LEP and the Humber LEP will collaborate where appropriate to advance the interests of the Humber's people, businesses and places.

Midlands Engine

Greater Lincolnshire champions Midlands Engine and works to shape and deliver its priorities. Pan regional working (set out through operating principles) complements sub-regional and local authority work – working at scale and joining up activity across the Midlands. The focus and role of the pan-regional partnership continues to expand. Greater Lincolnshire will continue to proactively shape the Partnership's work through the Executive and Operating Boards and commits to working with the partnership on the following areas.

Connectivity. Working with Midlands Connect to increase freight and trade access to the Midlands' only ports. The development of the Trans Midlands Trade Corridor – largely defined by the A46, reaching from the M5 at Tewkesbury up to Grimsby and Hull via the A15 – will have transformational effect for Greater Lincolnshire. The corridor is an important economic spine, accounting for almost 9% of English GVA. The major ports in Greater Lincolnshire are a major part of the current and future corridor opportunity and Greater Lincolnshire will continue to support development of the Corridor approach in Midlands Connect. North and North East Lincolnshire Council are members of Transport for the North. Midlands Connect is committed to working closely with Transport for the North towards a mutual vision for rebalancing the UK economy through sustainable transport improvements.

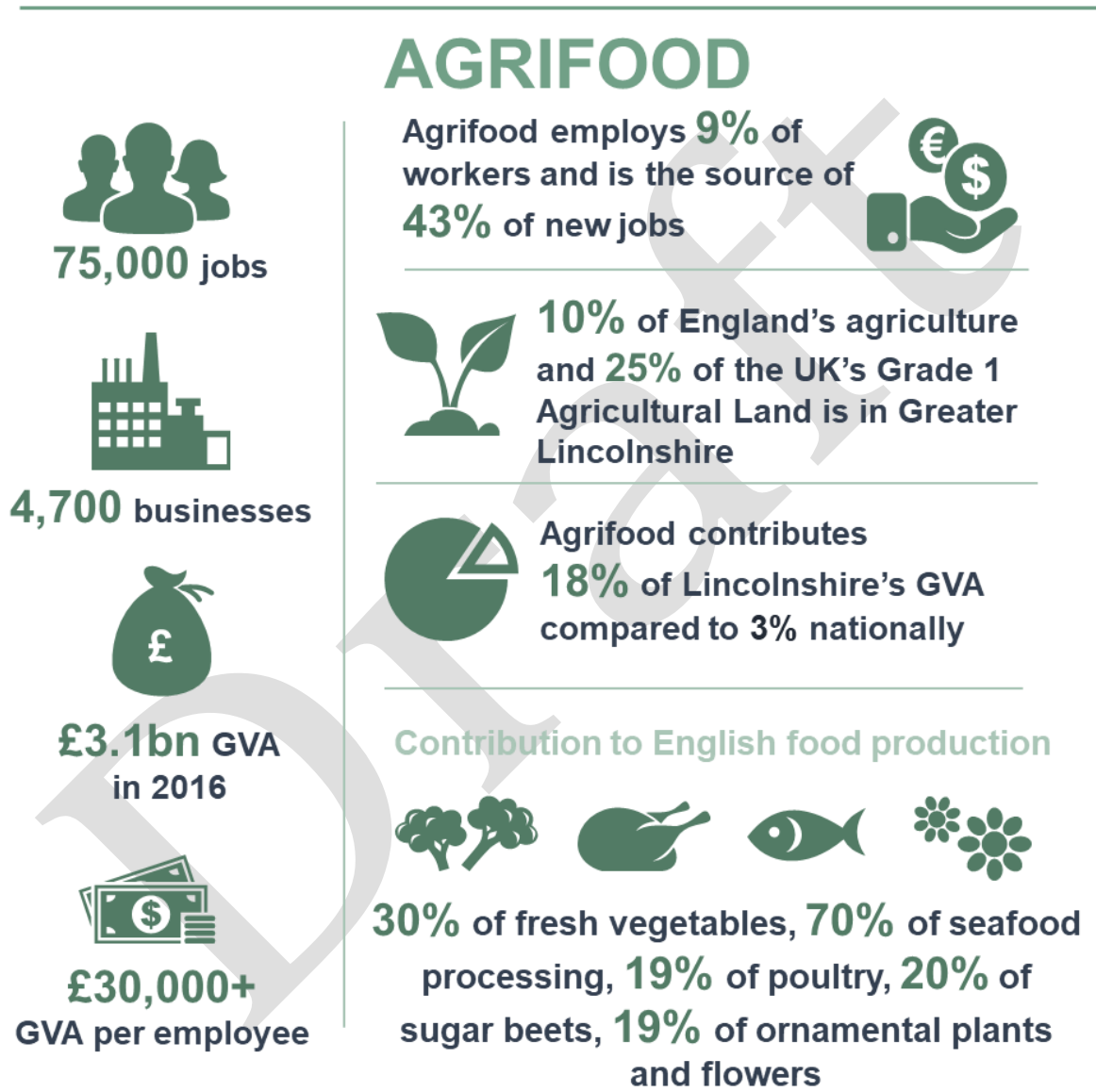
Innovation. University of Lincoln lead one of the innovation workstreams on future food processing. This arose out of the Midlands Science and Innovation Audit, which recognised the importance of this area to the Midlands economy. Greater Lincolnshire is leading activity and proposals for innovation for the region.

Internationalisation. Pan regional working gives the scale to promote Lincolnshire on a world stage, with internationalisation one of the main priorities of the Midlands Engine Partnership. Greater Lincolnshire intends to develop a sub-regional internationalisation strategy to complement and maximise local benefit of the pan-regional work and resource.

Investment. Greater Lincolnshire businesses have benefited from the Midlands Engine Investment Fund (MEIF), which provides commercially focussed finance through Small Business Loans, Debt Finance, Proof of concept and Equity Finance funds. MEIF is a collaboration between the British Business Bank and ten Midlands Local Enterprise Partnerships, including Greater Lincolnshire LEP.

2. Agrifood

Greater Lincolnshire will increase the international competitiveness of its agrifood sector by championing automation and resource efficiency to benefit its food chain.



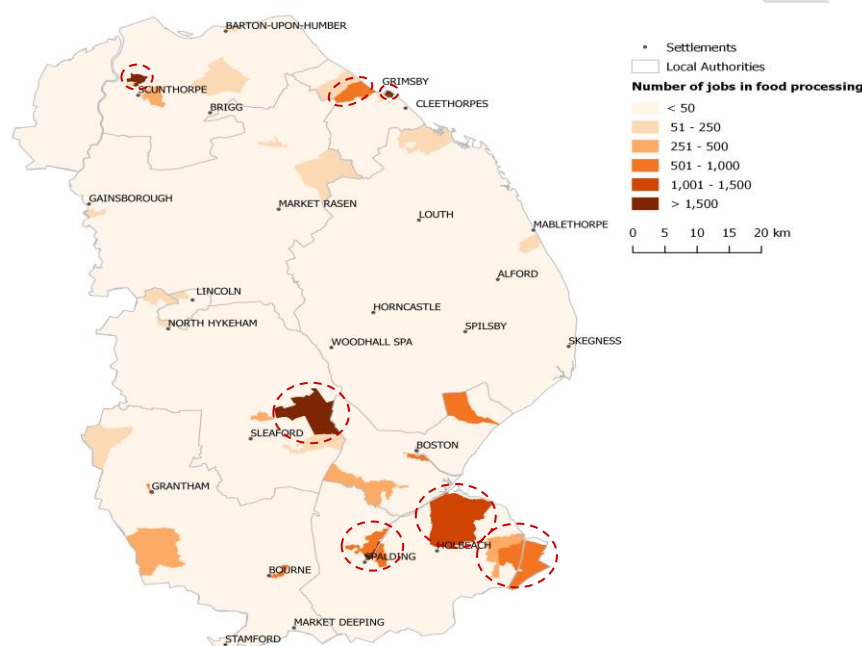
Greater Lincolnshire has a proud agricultural heritage and a promising future

The agrifood industry is a fundamental part of Greater Lincolnshire's history and will be a core part of its future. The area is strong in all parts of the food chain, from farming to food processing, manufacturing, marketing and logistics. The area produced £1.84bn of crops and livestock in 2016 which accounted for 10% of English agriculture, and supported 75,000 jobs in 4,500 businesses, ranging from family-owned farm businesses to some of the largest companies in the international food chain.

The sector generates 18% of local GVA, against 3% nationally, with large local employment. This makes Greater Lincolnshire the LEP area with the greatest dependence on food processing and distribution. This focus is supported by its knowledge base, with 29.3% of the Innovate UK grants offered in Greater Lincolnshire

Figure 1: Spatial distribution of food processing jobs in Greater Lincolnshire

(map does not display Rutland, where 4% of jobs are in agriculture, forestry and fishing)



from 2014/15 to March 2018 focused on the themes of food supply and agri-tech.

The main concentrations of the food industry are in North East and North Lincolnshire and the South Holland and Boston areas of Lincolnshire, but the food industry has a very significant presence across the whole area. Food processing jobs, for example, are distributed throughout Greater Lincolnshire, with particular concentrations in the south east (see map). Many of the largest food chain companies are in rural communities where they are the dominant local employer. These rural and sparse communities also have some of the lowest workforce qualification levels in the UK. Some areas of Greater Lincolnshire, such as South Holland, have the highest concentration of jobs in food processing and distribution in the country. Improving the skills levels and quality of

employment in the food chain can have a major impact on the socio-economic progress of these poorer areas. It is therefore vital to prioritise support for higher value jobs, through skills, investment and innovation, in these areas.

The area has over 70 large food producers, of whom over half are part of larger international companies. Companies such as Bakkavor, with 18,000 staff, are centred on Lincolnshire where a third of their workforce are based but operate globally. Greater Lincolnshire is the centre of the seafood processing industry, with a cluster of 65 seafood processors including the largest UK producers such as Youngs and Morrisons seafood processing facilities. The area also hosts plants operated by some of the world's largest food companies globally such as Pepsico, Danish Crown and Moy Park.

The area has the UK's greatest concentration of food logistics companies with an estimated 30% of national food shipments passing through south Lincolnshire in the food chain. The Spalding area dispatches between 1,000-1,200 finished lorry loads of food per day into the food chain. The south bank of the Humber has a major food logistics sector supporting its seafood and added value food sector. There is also a growing food logistics cluster on the A1 corridor in the west.

There are opportunities for UK market growth as consumers spend more on food and the population grows, as well as substantial opportunities for import substitution given that only 55% of UK food demand is met from the UK. There is also potential for increased exports, particularly for higher value-added premium products, where global demand is increasing rapidly (6% per annum value growth but under 2% volume growth) and UK products have a reputation for high quality and clear traceability.

CASE STUDY

Lincoln Institute for Agri-food Technology and National Centre for Food Manufacturing

Applied research programmes to support new agrifood technologies are undertaken by the National Centre for Food Manufacturing (NCFM) and Lincoln Institute for Agri-food Technology (LIAT), both part of the University of Lincoln. In the last 4 years, LIAT and NCFM have developed over £25m of new applied research projects with industry focused on automation, digitalisation and resource efficiency and secured £10m in capital investment. LIAT now has the largest agrifood robotics team in Europe as a result of investment by industry and the public sector, but demand is outstripping supply and meeting industry need is constrained by resources.

Greater Lincolnshire is adapting with new technologies in a changing agrifood industry

To remain competitive, Greater Lincolnshire's food industry must increase innovation and lead the transition towards greater automation and productivity and do so in a way that supports the region's environment. The sector in Greater Lincolnshire (and globally) has a high dependence on manual labour and, in the UK, much of this has been met by EU migrant workers who fill roles at every level in the industry, with many having been in the region's food industry for many years. Working in the industry must be made more productive and attractive to UK employees.

The twin challenges of workforce availability and wage cost pressures means investment in labour productivity is essential to industry competitiveness. This is recognised by Greater Lincolnshire's food chain companies and they are investing to address this challenge, but the rate of investment and productivity growth could be substantially increased through further innovation and investment support. Culture change and skills are essential to help facilitate this change. Many food chain companies remain uncertain about which investments to make or their specialist nature requires bespoke machinery and applied R&D to develop new solutions.

Efforts to provide businesses with the support they need to capitalise on emerging technologies and markets are already underway in Holbeach at the University of Lincoln's National Centre of Food Manufacturing - a nationally important centre with a focus on robotics and automation in food production. There are also advanced plans to develop a new food-focused R&D cluster on a neighbouring Food Enterprise Zone (FEZ) within Holbeach that will complement the offer from two further FEZ sites (Europarc and Hemswell Cliff) across Greater Lincolnshire. Given the findings of the local industrial strategy evidence base, a priority for Greater Lincolnshire is to ensure that its three Food Enterprise Zones, and the Humber Enterprise Zone on the South bank are developed and marketed effectively.

CASE STUDY Bishop Burton College's Riseholme Campus – promoting innovation in agri-food

Completed in November 2016, Riseholme College's Showground Campus, 2 miles north of Lincoln city is a £24m investment that strengthens Greater Lincolnshire's position as an agrifood leader in innovation and excellence in food production. The Showground Campus has three education centres which provide three critical services – state-of-the-art food processing facilities and laboratories; a platform for technology transfers; and local community engagement through sports and fitness facilities. Riseholme College is a focal point for the rural community, hosting public and private sector activities. It has supported over 100 businesses, resulting in a nationally renowned,

employer-led Farm Management Development programme developing young agriculturalists to become industry leaders. The college supports over 600 learners per year including Further Education students, apprentices and Higher Education undergraduates.

Climate change presents risks and opportunities

The Agriculture Bill and the end of the Common Agriculture Policy will bring about a seismic shift in land management, business structure and food production and land use in Greater Lincolnshire. Food producers and manufacturers have the opportunity, through close collaboration and innovation, and the adoption of circular economy principles, to reduce the environmental impact of the sector and support the decarbonisation agenda. While the pursuit of productivity will remain the driver for many, other landowners may begin to focus on different opportunities in tackling climate change, building biodiversity and improving soil health.

The impacts of climate change present a direct challenge to the heart of this area, with increasing pressure predicted on water supplies in the future, and some producers already reporting difficulties in growing their businesses due to insufficient supplies of clean water. Developing a strategic approach to water resource management means that the water managed within the extensive EA and IDB drainage systems can be stored more effectively in times of flood, and then deployed to where they are needed in times of water scarcity.

The food chain is a major sector for the application of demand side response and smart grid technology and is central to proposals to develop a rural innovation testbed for energy and water. This will draw on the use of AI and advanced data processing. The Committee on Climate Change have proposed that to help address climate change the UK needs to double bio-energy production to 15% of energy demand by 2050. The agrifood supply is at the heart of this challenge. LIAT has helped lead the largest IoT project in the UK which looked at how to use sensor systems and AI to reduce Tesco's refrigeration energy use. Greater Lincolnshire has the capacity and capability to lead innovation in agrifood energy usage, transforming the sector for the region and UK.

CASE STUDY Grimsby's seafood processing cluster and the Made Great in Grimsby brand

Greater Lincolnshire is rightly proud of the seafood processing cluster in Grimsby. The acknowledged home of UK seafood processing is built on a local heritage of fishing and seafood processing and, whilst most seafood consumed in the UK is now imported, the seafood processing sector in Grimsby remains vibrant and dynamic.

With more than 60 seafood processing companies directly employing about 5,000 people, the seafood processing sector is vital to the North East Lincolnshire economy. Thousands more are employed in the wider supply chain, which includes cold storage, logistics, engineering, packaging and ingredient development.

The long term prospects for the seafood sector is strong with recognised benefits for health and innovative new seafood products being created to appeal to busy consumers who also want products which are convenient to use. The industry's long term aim is to increase UK seafood consumption by 75% to 2 portions per person per week by 2040, to meet Public Health England recommendations. This would mean additional sales of over £4billion per year for seafood products in the UK and guarantee the sector a strong future.

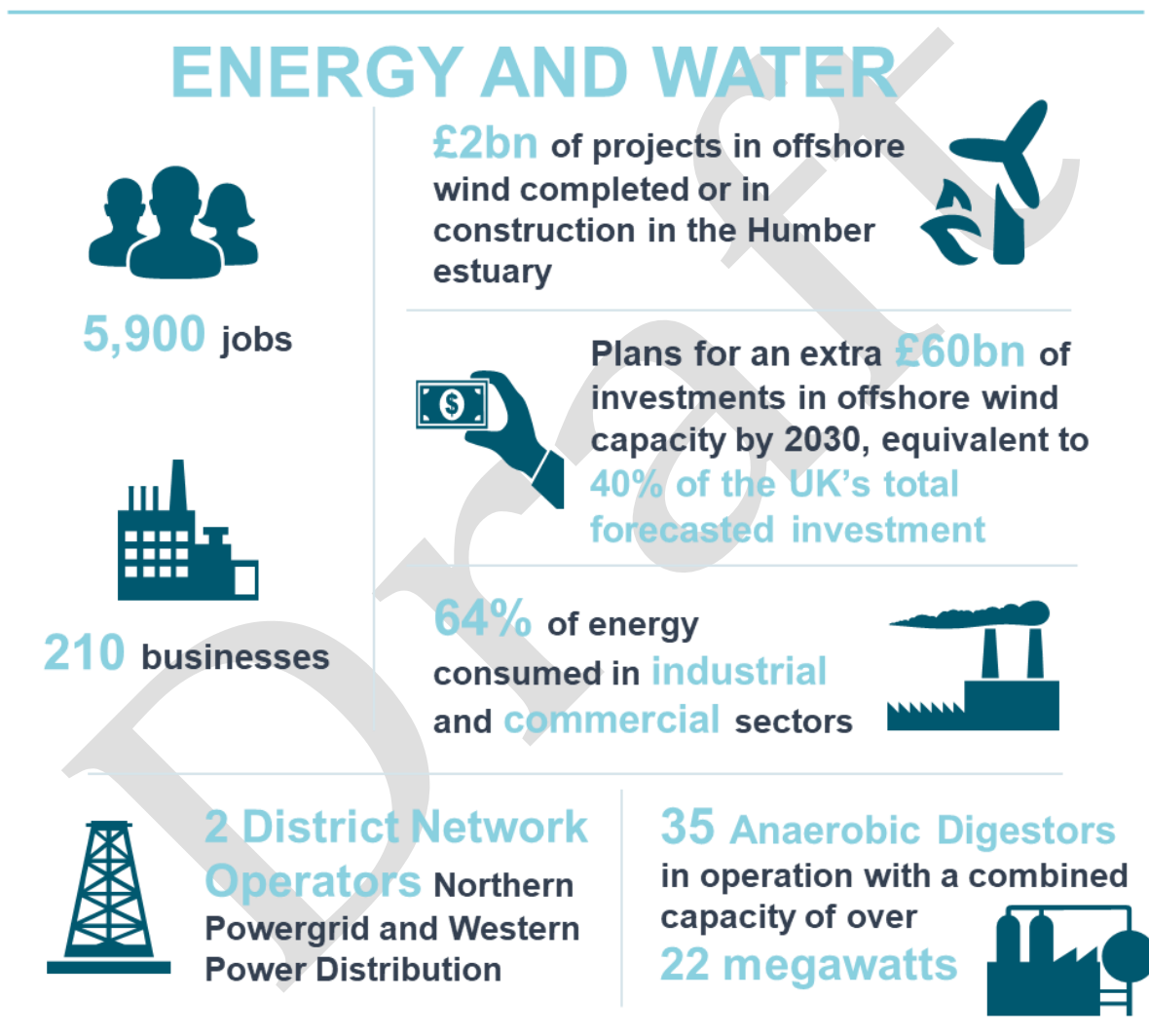
The UK seafood processing industry has real growth potential both in UK and international markets. With the UK leading global initiatives to ensure sustainable fisheries, the newly launched Made Great in Grimsby brand will help consumers buy Grimsby's seafood products with confidence and help Grimsby's seafood processors realise their growth potential.

Commitments

- Greater Lincolnshire and government will work together to develop a leading rural region for innovation in all parts of the agrifood supply chain, focusing on skills, infrastructure and productivity gains. This will maximise the value of the National Centre for Food Manufacturing, the Lincoln Institute for Agri-food Technology and the agrifood clusters in the Food Enterprise Zones.
- Greater Lincolnshire will use its convening power to foster collaboration with local industry and higher education alongside regional and national partners focused on sector productivity transformational change in food chain automation, trade and efficiency.
- Greater Lincolnshire will work with government to maximise the international trade and inward investment opportunities related to the agrifood sector, building on existing links to China through the Hunan Lincolnshire partnership agreement.

3. Energy and Water

Greater Lincolnshire will become an innovation test bed for clean energy and water technologies in clean energy generation, storage and distribution, and maximise benefits from the energy cluster by adopting new 'whole of system' thinking to manage energy and support industrial decarbonisation.



An existing asset base and future demand for clean energy and water

The energy and water sector – in Greater Lincolnshire and globally – is transforming in response to the climate, new technologies and changing consumer preferences. Greater Lincolnshire's rural geography and nationally significant energy assets in the Humber Estuary and the North Sea mean it is well placed to pioneer new approaches that contribute to the Government's commitment to reach Net Zero UK carbon emissions by 2050.

Energy and water in Greater Lincolnshire is a strategic industry in its own right and an industry which underpins the growth and performance of all other industries in the region. For example, the food chain is responsible for 14% of UK energy demandⁱ, with food refrigeration and the cool chain alone responsible for over 10%. This has significant impact on Greater Lincolnshire through the agrifood sector. The majority of energy consumption is from industrial and commercial activities (64%), almost double that of nearby New Anglia LEP (33.6%).

Directly employing nearly 6,000 people across more than 200 businesses, the industry covers a diverse mix of energy and heat generation methods – including the offshore wind industry and innovative Anaerobic Digester plants – as well as electricity and heat distribution operations. Substantial recent and historic investment in energy assets look small in comparison to the extra £60bn of investment in offshore wind capacity planned for sites off Lincolnshire's coastline.

Supporting the offshore wind sector off Greater Lincolnshire's coast

Over just a few years, the Humber Energy Estuary has transformed into one of the world's leading hubs for clean energy. Now the Humber Energy Estuary has a vital role to play as the offshore wind sector scales up to deliver the Sector Deal. As a result of the Sector Deal, low-cost offshore wind could contribute up to a third of UK electricity (30GW) by 2030 – the result of over £40bn of investment in infrastructure over the next decade. This includes a commitment to increase UK content to 60% by 2030, and a £250m investment in the UK supply chain. The industry predicts that employment will rise from 7,200 to 27,000, and is committed to increased diversity.

Offshore wind manufacturing, installation, operations and maintenance businesses all now have firm foundations locally, creating sustainable skilled jobs and attracting a wider supply chain. The region is centrally located for the largest offshore wind farms under construction and planned, and has the land, ports and is continually developing the skills required to support the sector, meaning that its future prospects are also strong.

Building on the Humber Estuary's leading capability in offshore wind operations and maintenance (O&M) is an immediate opportunity for securing high-value and sustainable growth. The Humber's O&M cluster is centred on the Port of Grimsby. The value of the UK's O&M sector is around £600m/year today and forecast to exceed £2bn by 2030. The UK has the potential to leverage its competitive advantage in offshore renewable O&M to develop UK solutions for a global market, and Greater Lincolnshire is positioned to be at the front of that drive.

CASE STUDY Offshore Renewable Energy (ORE) Catapult in Grimsby

Opportunities in decarbonisation

The UK is the first major economy in the world to pass laws to end its contribution to global warming by 2050. Decarbonisation is a major economic opportunity – nationally, low carbon sectors are growing significantly faster than the wider economy, and Greater Lincolnshire has already become a magnet for the renewable energy sector. Realising this

opportunity will require sustained action over the coming years, and collaboration amongst many organisations.

Greater Lincolnshire's distinctive industrial mix and rural geography mean that it can contribute to the decarbonisation agenda in a number of ways:

- It is a leading location for the transition to clean energy, with a substantial concentration of renewable energy generation assets and businesses;
- It has a large and dynamic industrial cluster which is both essential to the wider UK economy and ideal for piloting an ambitious approach to decarbonisation;
- Its rural geography and enable it to act as a testbed for new forms of clean energy generation and decarbonisation, tailoring local solutions to local problems.

Government and Greater Lincolnshire are committed to working together on a proactive, managed approach to decarbonisation that aims to protect the long-term competitiveness of existing strategically-important industries whilst generating new value from the UK's transition to a net zero carbon economy.

One such industry is steelmaking. Greater Lincolnshire is committed to supporting the Government's plans to decarbonise UK steelmaking, in line with the UK's goal of net zero by 2050. Greater Lincolnshire welcomes the Government's announcement of a £250m Clean Steel Fund and £100m Low Carbon Hydrogen Production Fund and will work with local partners to maximise the economic and environmental benefits of these, and other, decarbonisation programmes.

Converting industrial waste to value

Industrial symbiosis, using the waste from one process as the raw material for another, is an opportunity to strengthen Greater Lincolnshire's industrial cluster whilst contributing to the development of a circular economy that supports clean growth. New income streams, such as from selling heat that is currently wasted, could support some plants to become more sustainable. Potential symbioses for industry include:

- Upstream and downstream chemical intermediate manufacture
- Use of waste such as dusts, tars, oils, effluent, sludges, ash, used filter media
- Capture and sharing of waste heat

The hydrogen economy

The transition to alternative fuels also brings potential for new manufacturing. Some, such as hydrogen and ammonia, are already used in some local industrial processes, meaning that there is existing expertise in safely transporting and storing them. In future, clean hydrogen could replace fossil fuels in some high-energy, high-temperature processes. Increased industrial demand could support the case for new manufacturing, with the resultant increase in availability enabling a wider transition in industry, transport and

domestic heat as part of Greater Lincolnshire's ambition to achieve net zero carbon emissions. As one example of how energy from waste facilities are attracting investment, Altato plans to develop the UK's first commercial scale waste-to-jet-fuel project on the Humber Enterprise Zone near Immingham.

Greater Lincolnshire is well-placed to support the development of a hydrogen economy, expanding on existing production with the help of carbon capture technology and future deployment of electrolysis for green hydrogen using clean renewable power, creating a zero carbon energy system.

CASE STUDY

Altato – Converting industrial waste to jet fuel

Altato, a collaboration of Velocys, British Airways and Shell, are planning to develop Europe's first commercial scale waste to sustainable transport fuels plant on the Humber Enterprise Zone near Stallingborough. Once fully operational, the plant would take up to 600,000 tonnes per year of household and commercial waste left over after recycling, otherwise destined for landfill or incineration, and convert it into over 60 million litres of clean burning sustainable jet and road fuel each year.

Each tonne of jet fuel produced at the plant is expected to deliver 70% net greenhouse gas reduction and up to 90% reduction in particulate matter emissions compared with a tonne of conventional jet fuel. This will lead to an estimated net CO₂ saving of over 40,000 tonnes per year.

Carbon capture, storage and sequestration

The growth of renewable energy sources like offshore wind and biomass mean that Greater Lincolnshire will already make a significant contribution to reducing carbon dioxide emissions from electricity generation. However, at this time not all carbon emissions can be eliminated in a cost-effective way or with current technology. Carbon capture and storage is therefore an essential part of decarbonisation.

Greater Lincolnshire is well placed to deploy carbon capture and storage at scale in two forms:

- A technology and infrastructure led solution – deploying carbon capture technology in industrial and power generation facilities, and connecting these to a pipeline network that would store the captured CO₂ under the North Sea. This prevents remaining emissions from entering the atmosphere, without ceasing (or displacing overseas) key industrial processes. It can also enable large-scale generation of blue hydrogen.

- Natural sequestration – enhancing Greater Lincolnshire’s distinctive natural capital, including intertidal habitats, to capture and store more CO₂ from the atmosphere.

CASE STUDY

Carbon capture and storage on the Humber Bank

The Humber Bank’s sizeable industrial cluster and power generation assets provide the critical mass required for large-scale deployment of carbon capture technology with transportation infrastructure. The area’s close proximity to large available storage sites means there is capacity to deliver substantial reductions of carbon emissions in a relatively short period of time. With the Humber Estuary emitting more CO₂ than any other industrial cluster, introducing carbon capture and storage to in the region would make a significant contribution to reducing UK emissions.

Businesses in the region are actively developing projects that capitalise on this opportunity and support Greater Lincolnshire to achieve net zero carbon emissions, such as VPI Immingham:

VPI Immingham, one of Europe’s most thermally-efficient gas-fired combined heat and power plants, supplies steam and electricity to the Humber’s two oil refineries, as well as up to 2.5% of UK electricity demand. Together with owner Vitol, the company is developing proposals for producing blue hydrogen and using it in its fuel mix, reducing the CO₂ footprint of VPI and the adjacent refineries by 2.75 Mt per annum. CO₂ created by the power plant, and potentially the refineries, would be captured and stored under the North Sea.

Addressing local capacity constraints to unlock industry growth

Despite having energy generating assets that help supply energy to the rest of the UK, parts of Greater Lincolnshire suffer from significant energy capacity constraints. These constraints hinder local industries: in particular, the Humber Estuary’s energy-intensive industrial base, including steel, chemical and petrochemical manufacturers, require access to cheap, reliable (and increasingly – sustainable) energy to compete in international markets. Local capacity constraints also make it difficult to accommodate population growth in new housing.

There are specific challenges in the local area due to the dispersed economy, isolated rural areas, inflexible existing energy infrastructure, and high costs and delays in implementation. There is a mismatch between real growth and planned growth and the delivery plans for Distribution Network Operators (DNOs) which acts as a break to economic growth in some areas of Greater Lincolnshire.

Recent studies carried out by the Greater Lincolnshire LEP show that developments can be stalled by the lack of power or by the costs of dealing with unforeseen reinforcement costs, which are projected to cost £250m over the next twenty years. Specifically:

- Because most of the Greater Lincolnshire area is rural, agricultural land, it has a thinly stretched, radial grid, which is much weaker than a network grid found in denser urban areas.
- Low land values in some parts of Greater Lincolnshire means it is often very difficult to persuade developers to pay for upgrades to the electricity distribution network, as the levels of profit on new development is already low.
- Energy capacity constraints will make it increasingly more difficult to deliver the housing and employment land needed to deliver growth.

A prominent example is South Holland, where major assets include two operational gas fired power stations and a third under construction. It is also where the power cable that links the Race Bank, Inner Dowsing and Linc's offshore windfarms makes landfall. However, at the same time, a number of housing and commercial sites in the district suffer from utility constraints, with larger sites most affected. It is important that local areas can benefit from Greater Lincolnshire's many energy assets as the transition to a more flexible and decentralised system continues.

Unlocking 'whole-of-system' energy solutions through the Local Industrial Strategy

The LIS will unlock the potential of local and existing energy infrastructure by improving 'whole of system' demand and supply side understanding along with knowledge of local energy infrastructure and assets, local needs and future ambitions. This whole of system approach to energy – thinking about how local solutions can contribute to solving national problems – is especially pertinent in rural regions and Greater Lincolnshire's energy industry is therefore well-placed to advance this approach.

In this way it will be possible for local businesses, residents and local authorities to engage in delivery of local solutions for local needs, whilst using the currently constrained energy infrastructure in a more efficient and affordable manner. This will include independent, localised energy generation (through solar power or anaerobic digestion) and storage (through batteries) to address local capacity constraints in isolated areas which are prohibitively difficult to connect to traditional electricity grids.

MAJOR ENERGY ASSETS



Hornsea 1 is the world's largest windfarm, managed from Grimsby



A network of gas pipelines supplying energy across the UK near **Theddlethorpe Gas Terminal**



6 major oil refineries out of 15 across the UK

University of Lincolnshire's

Power and Energy Group at the Engineering School researching **electric & hybrid vehicles,** and energy systems management



More battery storage units planned



Offshore Renewable Energy (ORE) Catapult planned for Grimsby



The UK's **largest offshore wind operation and maintenance base** is in **North East Lincolnshire**



By 2030, up to **20GW of additional offshore wind capacity** will be installed at the North Sea across the major Round 3 development sites at **Dogger Bank, Hornsea and East Anglia**



5 gas turbine power stations with a total capacity of **4.4GW**

North Lincolnshire progressing **ABLE Marine Energy** and **ABLE Logistics Park**



Holbeach Food Enterprise Zone will be a research centre for agricultural process and food manufacturing with **relevant applications to energy, water and waste**



35 Anaerobic Digestors with a combined capacity of over **22 megawatts**



North Hykekam and Newlincs Energy from Waste plants have a combined capacity of **220 kilotons per annum**

Becoming a rural testbed for new energy and water technologies and their application in rural areas

Developments in energy technology are revolutionising the sector; Greater Lincolnshire will use its distinctive rural aspect and nationally significant local infrastructure assets to become a testbed for how emerging energy technologies can be applied to rural areas. This will allow Greater Lincolnshire to establish new energy assets as the country transitions to a net carbon zero economy, taking advantage of its role as an energy disruptor through the testbed concept. It will help unlock growth as businesses in Greater Lincolnshire's energy industry can build their capacity and know-how and export the knowledge and innovation globally.

Globally, there are a number of challenges and opportunities which Greater Lincolnshire will capitalise on to create the rural testbed:

- Within energy generation the cost of renewable energy has fallen dramatically as better methods of construction and improved reliability have made renewables more commercially viable.
- Within distribution, smart grid approaches have been developed, where the usage of energy is monitored in detail and connected appliances and properties can 'communicate' with one another to minimise wastage and lower costs.
- Distribution Network Operators (DNOs) are making the transition to being Distribution System Operators (DSOs) which means they will be responsible for ensuring demand can be met by generation. They are procuring flexibility services for selected areas to incentivise consumers to avoid consumption at peak times. As energy demands grow, these services will be rolled out across wider areas.
- Within the waste sector artificial intelligence is beginning to be used to sort waste, and improvement in recycling technology has greatly increased the proportion of waste that is recycled.
- Within transport new technologies - in particular electric vehicles - are helping reduce greenhouse gases from transport, but are also increasing pressure on the energy distribution network. As Electric Vehicles replace fossil-fuel powered vehicles they will induce extra demand for electricity and place increased pressure on the electricity grid. This pressure can be alleviated by charging stations which have their own source of energy generation and storage independent of the national grid.
- Within the construction sector there will be potential for local energy solutions to be tested and implemented in the development of strategic housing and employment sites, including in Sustainable Urban Environments (SUEs) such as the Western Growth Corridor.

Supporting SMEs to engage in the circular economy

With the increasing importance of Net Zero, and the Carbon 2050 agenda, successfully integrating SMEs into the circular economy will have a substantial impact on the UK's carbon reduction efforts. Initial delivery approaches supporting businesses in Greater Lincolnshire to engage with the circular economy include information and networking events, access to advisors, and specialised Growth Hub support. There will be further refinements to this initial delivery process to take into account Midlands Energy Hub activity, and innovation/research findings, as the agenda unfolds.

Net zero carbon emissions in the Humber Energy Estuary

As well as the Government's commitment to net zero by 2050, Greater Lincolnshire will support the Humber to deliver their ambition of zero carbon by 2040 through increased decarbonisation, as outlined in the Humber's Energy Estuary vision. The Humber LEP, through its Local Industrial Strategy has set an ambition to continue to develop the Humber as a global leader in clean energy generation. Linked by the Humber Energy Estuary on either bank of the Humber, both Greater Lincolnshire LEP and Humber LEP play a vital role in driving the clean energy agenda.

Commitments

- Greater Lincolnshire will continue to support the expansions of the offshore wind supply chain, supported by the Offshore Wind Energy Catapult and unlocking the potential for cluster development outlined in the Offshore Wind Sector Deal. This will include targeted support to SMEs through the Growth Hub, a growing portfolio of sites and purpose-built facilities, and access to established sector network.
- Greater Lincolnshire will develop a "Living Lab" Rural Innovation Test Bed for Energy and Water for the Greater Lincolnshire area looking at the application of new energy technologies in rural contexts. A first focus will be to link generation from local hubs to the national grid and address existing local capacity constraints.
- Greater Lincolnshire and government will work together in an energy partnership to ensure that regional aspirations for industrial decarbonisation and clean energy generation align with and support government investment and policy – including primarily Net Zero.
- Work in partnership with energy intensive industries, the transport sector and other potential large-scale users to develop the demand required to support blue and green hydrogen production and distribution, and support the building of coalitions between companies to further develop hydrogen opportunities.

Greater Lincolnshire will continue to implement the ambitions set out in the local energy strategy, including to secure future investment into the Theddlethorpe Gas Terminal and the Carbon Neutral Business Zone.

4. Ports and Logistics

Greater Lincolnshire will maximise the strategic advantages of its ports by leading their transformation into one of the most smart, clean and efficient port clusters in the world, leveraging greater value from the ports by handling increasing volumes of trade and attracting more value-add manufacturing activity.

PORTS AND LOGISTICS



19,590 jobs



2,500+ businesses



£700m economic value



+2.1% growth in business base from 2012-2018

The Port of Immingham is the **UK's largest port by tonnage**



59m tonnes of cargo per year

12% of all UK cargo handled in North East Lincolnshire

25% of UK rail freight passes through the ports



75% of UK population within a 4 hour drive



£39,509 GVA per head, 3% below East Midlands average in 2017

The Government's Maritime 2050 strategy recognises that the UK economy is highly dependent on the maritime sector, with 95% of goods exports and imports moved by sea,

including nearly half of the country's food supplies and a quarter of its energy supply. The UK's continued success as a global trading nation is dependent on its ability to import and export goods efficiently, and Greater Lincolnshire's role in this is vital.

Greater Lincolnshire has many ports, along the coast and further inland on the Humber Estuary, the River Trent and the River Nene. Major ports include Immingham and Grimsby, Boston, New Holland, and Sutton Bridge. Of these, the Ports of Grimsby and Immingham are the largest - indeed the Port of Immingham handles 46m tonnes of freight per year, more than any other terminal in the UK. In 2013 Immingham handled 68,000 container units; by 2017 this had increased to 183,000 units as cargoes originally destined for southern ports moved north. A 2018 £36m investment in Immingham's container terminal is expected to support a 50% growth in volume by 2020.

75% of all UK manufacturing and 40 million UK consumers are within a 4-hour drive of the Humber Estuary ports, which are strategically important to both the Northern Powerhouse and the Midlands Engine, forming their largest eastern gateway to international markets. 12% of all UK cargo is handled in North East Lincolnshire, and Greater Lincolnshire's ports originate over 25% of the UK's rail freight.

The ports are integral to Greater Lincolnshire's logistics industry, which includes 2,500 businesses – more than 6% of Greater Lincolnshire's total business base. In Boston, the port serves as a focal point for the town and will be an integral part of Boston's Town Investment Plan. The ports are also important assets for other industries which have grown around them, such as energy (in particular offshore wind), chemicals, petrochemical refineries, water transport services and warehousing.

The ports have been fundamental to Greater Lincolnshire's economy, particularly on the Humber Bank. After a period of growth and investment the next stage of their transformation is to raise the ports' productivity, increase trade, unlock investment in complementary industries around them and support clean growth in the region.

Raising productivity

Despite growth in the sector there are still productivity challenges to face. In Greater Lincolnshire 'transportation and storage' has a GVA per job of £39,509, which decreased by 8% from 2012 – 2017. Productivity is 3% lower than the East Midlands average and 34% lower than the Great Britain average.

One solution is to optimise existing infrastructure and introduce new smart technology to facilitate more efficient port logistics and operations. The ambition is to become a testbed for trialling new ideas and technology that optimise the use of port infrastructure and related road and rail connectivity – enabling the region to become one of the smartest and most efficient port clusters in the world.

Developments in international competitors point to the way forward for Greater Lincolnshire's ports. The sector is changing as a result of technological development, with digital systems being adopted by ports like Rotterdam to manage the transfer of cargo and enable customers to track their goods. The move towards autonomous vehicles and

driverless technologies is expected to have a significant impact on jobs and future skills requirements, including the oversight and monitoring of new technologies and advanced machinery. Innovation in logistics will be supported by the Humber Future Logistics Zone.

CASE STUDY

Humber Future Logistics Zone

The Humber Future Logistics Zone would aim to make the ports in the Humber Estuary a testbed for trialling new ideas and technology that optimise the use of port infrastructure and related road and rail connectivity, and provide support for innovation in the logistics sector.

It would combine real-world trials on the local transport network of smart technology designed to reduce journey times, improve network resilience and reduce carbon emissions, with joining up support for logistics businesses to adopt innovations and improve their productivity.

The Future Logistics Zone would complement recent and planned infrastructure investment, and contribute to making the Humber Estuary one of the smartest and most efficient port clusters in the world.

Maximising trade opportunities

In 2017, total imports into Greater Lincolnshire were £8.8bn from a minimum of 3,100 businesses. Total exports were £4.7bn from a minimum of 2,200 business. This is an important trading economy, with 62.9% of exports destined for EU countries. Greater Lincolnshire export levels (based on 2015 value) per job, per business, and relative to economic size, outperformed many of those of comparator areas and were only slightly below the national average.

New shipping and trade opportunities are emerging as the UK leaves the EU. As one of the UK's major importing and exporting hubs Greater Lincolnshire's ports and logistics sector has a key role to play in maximising these economic opportunities. Ports in the Humber Estuary are already experiencing an increase in port traffic "switching north" from the congested southern ports and expect this to continue. Since 2017, the number of shipping services connecting Hull and Immingham to ports on the Continent has increased by over 30% with new services from Amsterdam and Ghent. This presents an opportunity for growth.

As well as the changes expected as a result of EU Exit, the Humber's strategic location means that it is well-positioned to benefit from other changes in global freight transportation, including the increasing use of rail to transport containers overland to Europe from China along the Silk Road, bringing UK-bound containers directly into the north via either the northern European ports or the Baltic; and the opening up of alternative northern shipping routes. As global attention on sustainable maritime activity increases,

the Humber can also use the existing assets and wider decarbonisation of the region to position itself as a leader on this agenda.

Unlocking investment in complementary industries

The ports enable a growing amount of manufacturing, processing, assembly and customisation activity to take place in the surrounding area, taking imported raw materials and components and adding value to them (see the Energy and Water strategic opportunity chapter for more). Specialities include petrochemicals, steel, caravans and modular buildings, furniture and food processing. Efficient transport through the ports supports manufacturing and other sectors in the UK and abroad, but Greater Lincolnshire's ambition is to add more value to the goods transported through its ports – creating new manufacturing jobs and supply chain opportunities through its Enterprise zones.

North East Lincolnshire has a cluster of six Enterprise zones which form part of the South Humber Industrial Investment Programme (SHIIP), a £42m investment including the creation of mitigation sites, infrastructure to link the ports of Grimsby and Immingham, and serviced sites to encourage and attract further business investment. SHIIP is providing enabling infrastructure to unlock delivery of the Stallingborough Interchange Enterprise Zone (EZ) site and supporting a first phase of advanced industrial units on the site; bringing forward a new £8.4m link road connecting the Ports of Grimsby and Immingham and improving access to adjoining EZ sites; and delivering a comprehensive programme of ecological mitigation to de-risk future development of the area.

To achieve Greater Lincolnshire's ambition for the ports businesses will need more than access to land and skills in close proximity to the ports: they need to be positioned so they are globally competitive. To this end, the Ports of Grimsby and Immingham are in discussions with Government to explore the possibility of becoming classified as 'Free Ports', which are areas inside the UK geographically but legally outside of UK customs territory. They are typically tax free or low tax areas designed to encourage more trade: raw materials can be imported to the free port and value-added or finished goods can be exported without tax being applied. The intention is to attract new investment, boost manufacturing and increase exports, ultimately creating new jobs in the process.

Supporting clean growth in the ports and surrounding industries

The Government's Clean Maritime Plan has helped increase the focus on clean growth in the sector. Greater Lincolnshire's ambition to achieve net zero carbon emissions across its economy includes its ports, which can build on their recent success in supporting the offshore wind sector to become leaders in sustainable shipping.

Through the Clean Maritime Plan, the Environment Route Map of Maritime 2050, the Government has set out its ambition for the UK to lead the way in transitioning to a future of zero emission shipping. Greater Lincolnshire is well placed to support the UK in this ambition by accelerating its transformation into a clean maritime cluster. The ports are already playing a vital role in enabling the transition of the energy sector, hosting an expanding offshore wind cluster as well as biomass handling facilities for Drax power station.

The international nature of shipping makes decarbonisation challenging. However, Greater Lincolnshire can support the UK to play its part. For example:

- Greater Lincolnshire is well placed to scale up supply of alternative fuels, such as hydrogen and ammonia, to the volumes required to support refuelling of ships, as well as trains and road vehicles. Greater Lincolnshire's established chemicals cluster is adjacent to its largest ports, a proposal for a hydrogen distribution network is being developed and the feasibility of scaling up electrolysis from clean offshore wind is also being explored.
- The Humber Estuary is connected to a network of inland waterways that historically transported large volumes of bulks such as aggregates, timber and steel. The Canal and Rivers Trust has identified the Aire and Calder Navigation, which connects the Humber with central Leeds, as a priority waterway for development as a freight route – offering the potential for materials for large construction projects in the city centre to be brought in by barge instead of road.
- The availability of electricity in Greater Lincolnshire, increasingly from clean sources, is a necessary enabler for installing the portside electricity infrastructure required to power – and in future potentially charge – vessels while in port, reducing emissions.

The sustainable growth of the Humber ports cluster also has direct benefits for local communities. Responsible management of the unique Humber Estuary means that new habitats are created to compensate for port development, while a new scheme is being piloted to turn plastic waste washed up in the Humber Estuary into shampoo bottles. In future, switching more suitable road freight to rail or inland waterways would improve air quality and reduce congestion.

Commitments

- Greater Lincolnshire will strengthen the position of the ports to attract new value-added manufacturing activity and further grow the share of UK trade they handle, including by:
 - Opening up more employment land for port-related commercial development through existing Growth Deal and other private and locally-led investment
 - Managing the pipeline of future sites and premises to respond to market requirements, and working with landowners to explore how barriers to development can be overcome, including on port-related Enterprise Zone sites
 - Advancing discussions with Government on the possibility of classifying the Ports of Grimsby and Immingham as 'Free Ports'.
- Identify options for accelerating the decarbonisation of the Humber's maritime cluster, supporting the delivery of the Clean Maritime Plan.

5. Defence

Greater Lincolnshire will create a cluster of innovation focused Defence companies, and ensure Greater Lincolnshire is a highly attractive, first-choice destination for Defence-related industries, service leavers and their families

Through the local industrial strategy Greater Lincolnshire will grow the local defence sector, creating an innovative cluster linked to the RAF presence already in the region. This will help Greater Lincolnshire to increase its innovation activity, levelling up from the current low R&D spend in the region. Maintaining and building on strengths in Greater Lincolnshire's defence sector will help boost productivity and enhance the UK's defence sector's reputation as one of the best places in the world to innovate, do business and create jobs.

There are opportunities to benefit from the strong military presence in the area and the resulting need for effective and secure digital infrastructure. Actions will build aspiration and reputation of Greater Lincolnshire for defence innovation, and innovation support to develop a thriving local defence cluster. It will do this by building on the physical assets, training, human capital, and investments which are already in Greater Lincolnshire, increasing the number of high growth start-ups and spin-outs, including specific initiatives to encourage exiting service personnel to create new businesses in Greater Lincolnshire.

Greater Lincolnshire has a strong aviation heritage. Lincoln was one of the largest aircraft production areas in the world at its peak. Today the Defence sector is a strategically important sector for the UK, contributing to national security and economic prosperity. Locally the sector can be a major employer and a key part of society: it is estimated that 15% of Rutland's population are part of the Armed Forces community including veterans and dependents, with a British Army base at Kendrew Barracks in Cottesmore. The sector in the region is supported by a supply chain of international companies, such as Thales, Raytheon, AAR, Northrup Grumman, Lockheed Martin, Leonardo, BAE Systems, L3, QinetiQ, Inzpire and 3SDL.

These high-productivity sectors provide thousands of high-wage jobs and apprenticeships and deliver sustainable growth. Under current plans, there will be significant RAF investment in the Lincolnshire area, with several hundred additional service personnel and their dependants arriving at RAF Cranwell, RAF Waddington and RAF Coningsby over the next five years. In addition, a number of civil service and contractor posts will be created in order to support the development of these core sites.

Royal Air Force bases

There are 5 active RAF stations, with approximately 9,000 thousand service personnel, civil servants and contractors work at RAF bases in the area; when combined with their families, this represents a community of around 30,000 people.

- RAF Scampton is home to the Red Arrows Aerobatic Team, soon to move to RAF Waddington
- RAF Waddington hosts the UK Defence's Intelligence, Surveillance, Target Acquisition & Reconnaissance (ISTAR) Force, which encompasses the Force HQ and a large proportion of its aviation assets and assigned to NATO as a lead capability.
- RAF College Cranwell provides 'ab initio' officer and other rank training for the RAF as well as basic flying training for all three of the Armed Forces. It will also host the Defence Aviation Medicine facility in due course.
- RAF Coningsby is also a very large base providing a substantial part of the RAF's air defence capability.
- RAF Digby is another active station in the area with personnel from all three armed services and the MoD Civil Service.

In addition, RAF Wittering and RAF Marham sit close to the Lincolnshire border forming a triangle containing around 40% of the RAF's assets, A4 Logistic Force Headquarters, Air and Defence Colleges (located at Lincoln College, New College Stamford and the College of West Anglia) and the only two formal aerobatic teams in the RAF: the RAF Aerobatics Team (aka the Red Arrows) and the Battle of Britain Memorial Flight.

Advanced technical capabilities through ISTAR

The Defence, Intelligence, Surveillance, Target Acquisition & Reconnaissance (ISTAR) Force provides a significant opportunity for Greater Lincolnshire. This is a high tech, high value capability, which relies on rapidly exploiting new technologies and integrating them with information and big data to be successful. It is dependent on innovation, research and high-level skills with development funding available from Government (and through the MoD NATO) and industry.

This opportunity is based on the technology growth required by the RAF and associated defence entities to drive the development of intelligence, surveillance, target acquisition and reconnaissance (ISTAR), secure communications, data analytics and cyber (defensive & offensive) capabilities harnessing the RAF's, University's and Defence Industries' capabilities and strengths. These 3 actors are all located within Greater Lincolnshire.

The industrial base supporting ISTAR and its associated capabilities is increasing in and around Lincoln. R&D and innovation in this area will be nationally significant, high value and aligned with the region's strengths in skills and R&D.

Providing training tailored to Defence sector needs

2016 marked the opening of the Air and Defence College (A&DC) at Lincoln College providing employer-led education and technical training for 16-19 year olds. Graduates are also employed in the private sector in companies such as Anglian Water, Mercedes Benz, ITP Engineering and Minebea Engineering. Lincoln A&DC has three streams available to students with sub-streams available within them: Engineering (comprising of

specialisations in Mechanical, Avionics, General, and Vehicle Engineering), Computer Science (comprising Cyberspace Communication Specialist and Avionics Technician) and Catering (comprising of Logistics Chef and Hospitality Specialist).

This new model in education has since been expanded to New College Stamford and the College of West Anglia and will in time serve as a feeder for the International Aerospace Academy being formed at RAF Syerston in Nottinghamshire, close to the Lincolnshire border. The BAE Systems Aircraft Maintenance Academy is at Humberside Airport and trains apprentices from around the world to work at air force bases.

Commitments

- Greater Lincolnshire will work with partners to improve research and innovation capabilities of the nascent sector, exploring the potential for a defence cluster business park and workspace units at Lincoln Science and Innovation Park.
- Greater Lincolnshire will develop tailored business support services, reflecting the finance, skills, advice and commercial premises required to start and grow a defence related business in Greater Lincolnshire. This will include a programme for RAF leavers to encourage them to stay and start a business in the region.
- Greater Lincolnshire will work with government to better understand defence supply chain and trade potential to boost the sector and stimulate innovation and investment from a broad range of sources.

6. Health and Care

Objective: Greater Lincolnshire will develop new efficient and innovative models of care for a dispersed and ageing economy, building a cluster of local businesses to support active ageing.

HEALTH AND CARE



62,000 jobs



2,450 businesses



£1.3bn GVA
with ambitions of
£1.89bn by 2025

Human Health constitutes
over 50% of the sector's
total employment



Ageing population

By 2041 the **over 65**
population is projected
to grow by **38.4%**



A **46%** projected rise
in the number of
residents over 75
between 2014-2025

Providing health and care services to Greater Lincolnshire's residents

A major opportunity for Greater Lincolnshire is to find innovative and cost-effective ways of providing quality health and care to an ageing and rural demographic. A goal of this Local Industrial Strategy is to spur productivity gains in one of Greater Lincolnshire's largest sectors by employment. Recent investment and national assets mean Greater Lincolnshire is well placed to respond. Lincoln has a significant cluster of medical expertise including at the University of Lincoln a School of Life Sciences and Pharmacy, a new Medical School (opened in September 2019), a Science and Innovation Park and the National Centre for Rural Health and Care. All of these institutions will help to generate innovative activity and raise the profile of the health and care sector as an employer of choice. This also presents opportunities for Greater Lincolnshire to be at the forefront of the future of health and care delivery through innovations in digitisation and new forms of care provision that are specific to rural contexts.

While health and care is a significant source of employment in Greater Lincolnshire, as a sector it is relatively unproductive. Since 2014 Greater Lincolnshire's health and care sector has failed to keep pace with productivity gains made in the sector throughout the UK and now lags national metrics. Greater Lincolnshire's rural environment and distribution of smaller towns supporting an older, dispersed population does not fit the standard pattern for NHS provision, which tends to be focused on urban concentrations of service delivery. There are also fewer NHS workers per head of population in rural areas due to recruitment and retention issues, which is a major driver of rural health inequalities.

Health and care services in Greater Lincolnshire must be delivered to a population which is relatively older and more rural than UK averages. On current trends the population will get older - in some parts of Greater Lincolnshire three over 60s arrive for every two 16-24 year olds who leave. Coastal settings are particularly challenged in terms of a skewed ageing demographic profile, a lack of clinical staff, linked in part to the relative isolation of the area, and higher than average level of poor health behaviours. There are also pockets of poor health outcomes in the major settlements in the LEP area in Grimsby, Lincoln and Scunthorpe. These challenges must be met while the health and care workforce faces 13,000 vacancies over coming years. There is a dependency in coastal areas on migrant labour to address local skills shortages and hard to fill vacancies. Vacancy rates in the sector vary across areas, ranging from 3.4% (North Lincolnshire) to 11% (Rutland).

Greater Lincolnshire is typical of many rural settings in that:

- 80% of rural residents live within 4km of a GP surgery, compared with 98% of the urban population and only 55% of rural households compared to 97% of urban households are within 8km of a hospital.¹

¹ Public Health England – Midlands Rural Seminar July 2018

- The ratio of NHS staff in the 10 most rural Sustainability and Transformation Partnership (STP) areas compared to England is 1: 1.45 and there are exceptionally acute shortages in Doctors, Midwives and Consultants.²
- The 7 most rural hospitals in England – including Pilgrim Hospital in Boston (3% of the total) account for 23% of all debt in the sector.³
- Rural areas have a proportionately higher share of older people with more significant costs associated with health care. More than 40% of spending in the NHS is devoted to people over 65.⁴ The proportion of Greater Lincolnshire's population over 65 is predicted to grow by 38% by 2041.
- Adult Social Care is increasingly unaffordable across England and represents a disproportionately high proportion of county councils' budgets. For example, from 2013-18 the proportion of the Lincolnshire Council's gross budget spent on adult social care rose from 29 to 42%.⁵
- The dispersed population makes it relatively more expensive to deliver adult social care because of the travel times involved in accessing those who are being cared for. The situation is exacerbated by the fact that rural local authorities have less to spend per head of population on the provision of care.
- Across Lincolnshire⁶ the total population aged 65 and over with a limiting long term illness is projected to increase from an estimated 84,301 in 2017 to an estimated 123,865 in 2035, which is around 47% of that population. This is slightly lower than the national rise of 49% and the regional figure of 51%,⁷ however it points to the significance of the challenge of providing suitable housing and support for independent living to support healthy outcomes for the ageing population.

Commitments

- Greater Lincolnshire will become an international centre for innovation for rural H&C solutions, particularly through the National Centre for Rural Health and Care and working with government departments such as DEFRA to pilot new approaches. A priority will be to develop a pharmaceuticals network based around the Science & Innovation Park.
- Greater Lincolnshire will pilot 'Communities of the Future' to meet the needs of an ageing population. This will explore improved physical and digital connectivity to local services and transformation of health and care services.

² Rural Workforce Issues in Health and Care, Green, Bramley, Annibal and Sellick, University of Birmingham October 2018

³ Rural health care, A rapid review of the impact of rurality on the costs of delivering health care, Palmer, Appleby and Spencer, January 2019

⁴ Ageing Britain: two-fifths of NHS budget is spent on over-65s, Robineau, Guardian, 1/2/16

⁵ Lincolnshire County Council 2018

⁶ Figure is for Lincolnshire only, however Greater Lincolnshire as a whole is likely to experience a similar increase

⁷ Lincolnshire Research Observatory JSNA Topic: Housing & Health, June 2018

- Greater Lincolnshire will address workforce challenges around skills and retention through promoting alternative career pathways and enhancing the capability of the voluntary and community sector.

CASE STUDY

National Centre for Rural Health and Care

The establishment of the National Centre for Rural Health and Care (NCRHC) in Greater Lincolnshire brings national expertise in rural health and care to the area. The NCRHC is an independent body with links to the University of Lincoln, which has just appointed a Global Chair in Rural Health and Care. The Centre is currently hosted within Bishop Grosseteste University with which it has a research partnership. It has approaching 70 trusts in membership across England and provides the secretariat for a Parliamentary Inquiry into Rural Health and Care.

The NCRHC has identified Lincolnshire as a “Vanguard County” as a place to explore innovation. Through its relationship with East Midlands Academic Health and Science Network it is planning a programme of innovation engagement, building on the Innovation Exchange of December 2018, which will extend the opportunities for business growth and development of the estimated 2500 health and care businesses based in Greater Lincolnshire.

7. Visitor Economy

Greater Lincolnshire will develop the tourism sector levelling up and supporting some of the more deprived coastal parts of the region by providing higher-quality and more reliable employment for workers in the sector.



The sector's economic impact in 2018 was £2.39bn – a 13.4% increase since 2016. Direct expenditure in the sector was up by 6.4% in 2018 to £1.74bn. By area, the largest contributors are East Lindsey (£700m), which is working to extend the duration of its peak visitor season, and North East Lincolnshire (£622m), where the Greater Grimsby Town Deal is helping to revitalise the high street and connect the town centre to the underutilised waterfront. The distinctiveness and variety of Greater Lincolnshire's visitor economy offer creates value greater than the sum of its parts. Visitors attracted to one aspect of Greater Lincolnshire's offering, such as its coastal resorts, are likely to be attracted to other offers

too once they are in the area, such as culture and heritage assets of the Humber Estuary like the Grimsby Fishing Heritage Centre. A successful strategy for Greater Lincolnshire's visitor economy is one which draws visitors in and then disperses them throughout the area. In addition, that strategy would create an offer which attracts higher spending visitors throughout the year and creates more added value for businesses and their supply chains.

Greater Lincolnshire has a high-quality and varied visitor economy offering across city, coast and countryside. It is a food destination with high quality restaurants and accommodation, coupled with nature and heritage assets and underpinned by an increasingly vibrant creative and cultural offer. Among other attractions, the area is home to a vibrant heritage city, 50 miles of coastline and coastal towns such as Skegness, Mablethorpe and Cleethorpes, Stamford - England's finest stone town, Rutland water and the Lincolnshire Wolds AONB. Promoted as 'The County of Good Taste' Rutland offers a range of high quality restaurants, pubs and accommodation. There are attractive walking and cycling routes throughout the region. Lincoln city continues to attract record number of tourists, generating over £216m for the local economy in 2018 and providing over 2,500 full time equivalent jobs. Visitor numbers grew by 6% year-on-year whilst economic impact grew by over 30% in five years.

Humberside Airport offers potential to attract more international visitors to the area on top of the strong domestic market which already exists. The international market tends to be made up of higher-spend visitors, meaning more added value for businesses. To attract more international visitors requires developing a cohesive, broader offer with the East Midlands, the Peak District and/or the whole Midlands region. However, for this to be effective better connectivity is required throughout the Midlands – particularly east-west rail links.

A large and growing sector with opportunity to raise earnings power

Recent investments are helping to raise the profile and quality of the visitor economy, including a £22m investment in Lincoln Castle, development of Lincoln Cathedral, plus improvements at the International Bomber Command Centre and North Sea Observatory. A renewed focus on cultural and heritage offerings seeks to reduce the seasonality of the visitor economy, particularly in the coastal towns which experience a slowdown in visitor numbers during colder parts of the year. More can and must be done to revitalise the high streets of Greater Lincolnshire's urban areas and market towns as they adapt to the future of retail, which will be more online and more automated.

The visitor economy supports at least 30,000 full time equivalent jobs, with many of these jobs located often in coastal towns with limited other employment prospects. This means that the visitor economy plays a substantial role in alleviating place-based inequalities and providing employment opportunities in otherwise-deprived parts of Greater Lincolnshire.

Wages are often low, with temporary work, caused in part by the current 'seasonality' of the tourism offering. A priority is to promote Greater Lincolnshire as a year-round tourist destination, which would help to provide higher-quality and more reliable employment for workers in the sector. In addition, Greater Lincolnshire's residents would benefit from a

joined-up marketing strategy to communicate the benefits of the visitor economy and the valuable employment opportunities it holds.

There are more than 2,600 businesses in the visitor economy, which account for 6.7% of Greater Lincolnshire's business base compared to 5.8% of the East Midlands business base and 6.0% of the UK's. Many businesses are micro 'lifestyle' businesses, which may be less inclined to focus on productivity gains and often are not integrated into Greater Lincolnshire's broader visitor economy through, for example, coordinated digital marketing. This makes it difficult to showcase to potential visitors the full range of experiences Greater Lincolnshire offers. Businesses need more support and encouragement to adopt digital tools such as booking websites and online marketing. Doing so is likely to attract more visitors to the area and make businesses in the sector more productive.

The visitor economy suffers as a result of Greater Lincolnshire's poor transport networks. It is difficult for visitors to get to Greater Lincolnshire from other parts of the country, and once there it is difficult to travel between places, particularly if relying on public transport. Improvements to the road network, plus enhancements to the quality and frequency of rail services between places in Greater Lincolnshire, will help to boost visitor numbers, increase the visitor economy's productivity and spread its benefits further through the region. The improvements proposed in this Local Industrial Strategy to Greater Lincolnshire's transport infrastructure are vital enablers of productivity growth in the visitor economy.

CASE STUDY Lincoln Castle Regeneration – Enhancing Greater Lincolnshire's cultural and heritage offering

Lincoln Castle reopened in April 2015 after a £22m county-led regeneration effort backed by public and private funding to renovate this 11th century landmark. The project enabled the Castle to cement itself as Lincoln's premier visitor economy attraction. The renovations resulted in new attractions, including the Castle Wall Walk, a high-security underground vault to house an original copy of the 1215 Magna Carta and 1217 Charter of the Forrester, and reopening the Victorian Prison. Visitor numbers to Lincoln Castle tripled on reopening. The Castle is also a community hub, hosting year-round events ranging from theatre and fashion events to a showcase of local produce.

Delivering the Tourism Sector Deal

The new Tourism Sector deal provides an opportunity to bid for funds through the five approved Tourism Zones and sets out a clear vision on how to raise wages and productivity and address seasonality within the sector. Tourism Zones will receive Government support for growing their local visitor economy, through initiatives like targeted support for product and promotion development, mentoring support to businesses and digital skills training. The LEP has already invested in capacity - in 2017 the Greater Lincolnshire LEP established the Visitor Economy Board, which supports the sector and shapes and influences the future of the visitor economy in the area. Primary objectives include producing a comprehensive

body of information about the market; producing a place marketing toolkit for visitor economy businesses; and identifying a branding hierarchy for Greater Lincolnshire.

Commitments

- Greater Lincolnshire's partners will enhance and promote the local place offering, including designing a tourism zone, to draw in not only a greater number of visitors overall but also a greater number of high-spending visitors. It will do this by producing a refreshed visitor economy strategy and destination marketing offer, and to implement the Hotel Strategy.
- Greater Lincolnshire and government will address barriers in sector related skills and employment provision to improve access to jobs and lift residents' earning potential. A priority will be to develop a sector skills plan and to focus on upskilling frontline workers

Greater Lincolnshire will support SMEs to adopt digital technologies and platforms which will enable them to improve their productivity and attract greater numbers of visitors.

8. Ideas

Broaden and deepen the base of innovating firms in Greater Lincolnshire, aligning innovation with the priority sectors, trebling the level of innovation investment in the region

Greater Lincolnshire's ability to innovate – and to drive impact from those innovations – is an historic strength, from Isaac Newton through the World War I tank to industrial power & energy. Greater Lincolnshire is determined to play its part in levelling-up the UK economy and to achieve this it will increase the quantity and quality of innovation in the region – at least trebling the level of investment to 0.6% of GVA. This will ensure a spread of innovation across the whole of the region, focusing on the diffusion of existing technologies, ensuring that the economic and social value of these ideas are maximised.

Encouraging more innovative activity

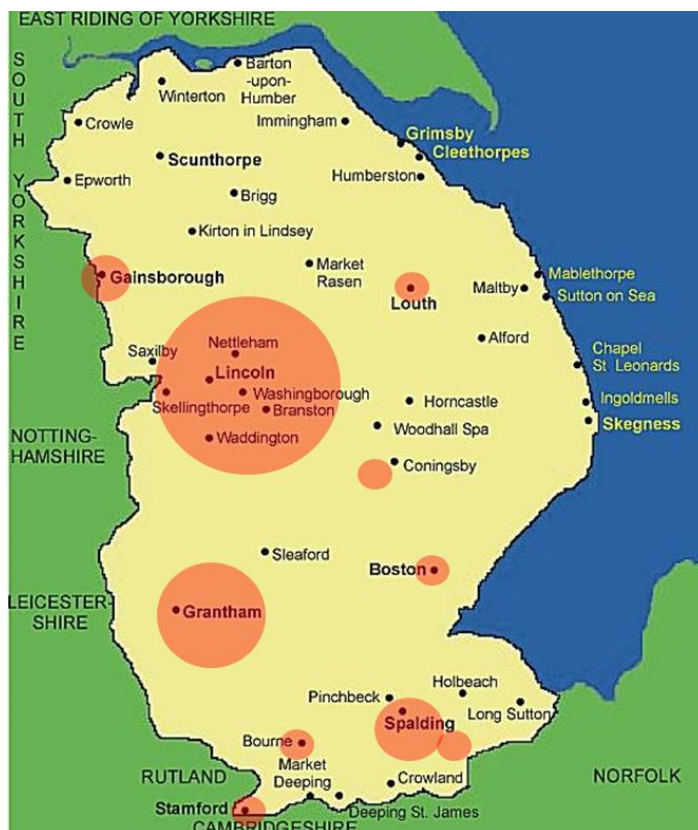
Much of Greater Lincolnshire's innovation occurs in the sectors which underpin the priorities identified in this Local Industrial Strategy, and also in parts of the manufacturing sector, such as chemical and petrochemical manufacturing. While Greater Lincolnshire does enjoy pockets of innovation and a core of businesses which lead R&D in their sectors, the overall picture is one of limited innovative activity. The concentration of innovation across Greater Lincolnshire presents a polarised picture, perhaps reflecting the rural and dispersed economy.

Using Innovate UK grant applications (2014-2018) as a proxy for wider intent and investment (see map) the concentration of activity along the western and southern strips of

the region is clear. While it is difficult to measure the amount of innovation occurring in an economy, metrics do suggest Greater Lincolnshire lags and differs from national averages:

- R&D spend per inhabitant in Lincolnshire is 21% of the East Midlands average and 18% of the UK average.
- Greater Lincolnshire ranked as the 3rd lowest LEP for total business expenditure on R&D.
- 79.6% of R&D expenditure per inhabitant is by businesses, which is comparable to the East Midlands (79.8%) significantly higher than the UK value of 67.1%.
- Higher Education providers account for 20.1% of R&D expenditure per inhabitant, compared to 16.6% in the East Midlands and 24.3% across the UK.
- Government Sector R&D expenditure makes up less than 1% of the total for Greater Lincolnshire, compared to 3.5% across the East Midlands and 6.5% for the UK.

Figure 2: Innovate UK grant application location, 2014-18



North Lincolnshire and North East Lincolnshire will increasingly become centres of innovation as the effort to achieve net zero carbon emissions intensifies. Industries which were once carbon-intensive will innovate and deploy new technologies. Many of these technologies are on the threshold of commercialisation, and others are already available and have been tested elsewhere, but have not been integrated at a regional level before. North Lincolnshire and North East Lincolnshire can become a testbed for putting these

technologies into effect. As part of this, demand for low carbon products and services will increase, and there will be opportunities to stimulate the development and commercialisation of ideas – testing them locally, and then marketing them around the world.

CASE STUDY SAGA Robotics – business-led R&D in agri-food

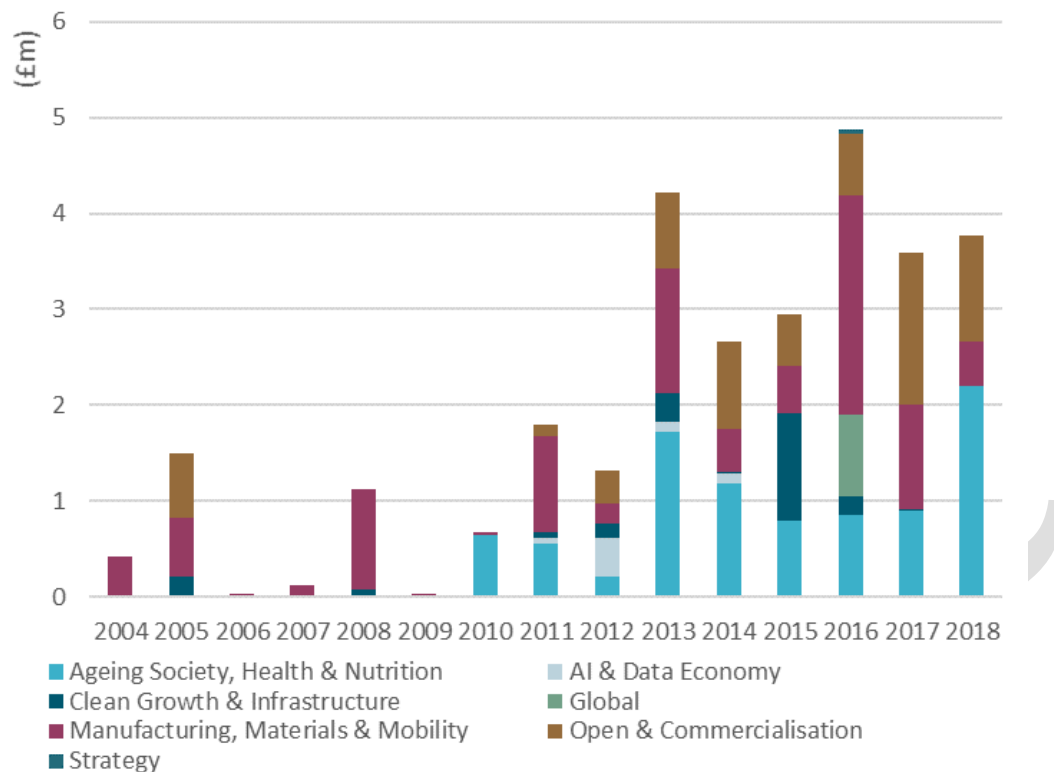
SAGA is pioneering agri-robotics technology through their autonomous, modular robot dubbed Thorvald. Their mission is to reduce risks to farmers, make farming more environmentally friendly and produce cheaper, higher quality food. The company was founded by Norwegian University of Life Science alumnus with close collaboration from the University of Lincoln. This partnership is instrumental to their growth, winning the company valuable clientele and national recognition. SAGA are looking to expand their R&D function plus further jobs in their operative arm to upscale their business. The company tests their robots at the Riseholme Campus to extend its capabilities to a wider variety of farm work. SAGA has won funding from Horizon 20/20 and five Innovate UK programme.

Commercialising innovation

More must be done to ensure Greater Lincolnshire's focused excellence in discovery translates into its application in industrial and commercial practices, and so into increased productivity. To do this, Greater Lincolnshire will focus on critical innovation strands in the sectors that underpin the priorities identified in this Local Industrial Strategy. This approach will be supplemented by efforts to raise the ambitions of Greater Lincolnshire's broader industrial base, supporting businesses of all shapes and sizes to drive innovation levels, in particular around better and wider use of existing technologies, impact and geographic spread. The £9.5m of Innovate UK grants which have already been allocated to Greater Lincolnshire's businesses for Manufacturing, Materials and Mobility showcases the value of the innovation which has already occurred and points to the potential for more to come.

Substantial progress has been made in recent years as Greater Lincolnshire's businesses and Higher Education Institutions have responded to the need to drive innovative activity. Greater Lincolnshire takes the leading role through the Midlands Engine on the 'Future Food Processing' priority, linking together innovation activity across the region. Although starting for a low base, Greater Lincolnshire Innovate UK funding allocations have increased rapidly in recent years, experiencing a five-fold increase in just eight years, from £0.75m in 2010 to almost £4m in 2018. The standout feature of Innovate UK's funding allocation to Greater Lincolnshire is the proportion going to academic institutions (28.4% of total funding) relative to New Anglia (9.7%) and the UK (18.8%). Of this funding, most goes to the University of Lincoln (£7.8M out of £8.3M).

Figure 3: Innovate UK funding to Greater Lincolnshire by sector, 2004-18



Greater Lincolnshire has operated a highly successful innovation support programme over the 2016-19 period, with a further three year extension now secured. This ERDF-funded scheme has achieved strong impact beyond the programme interventions and contractual outputs, in driving culture change around innovation. This track record in delivery provides a strong base for future innovation programmes through the local industrial strategy.

CASE STUDY – University of Lincoln

By any measure Greater Lincolnshire lags the national economy in ideas and innovation. However, most statistics considered have a significant lag and don't yet reflect more recent (post 2010) efforts, progress and impact. Central to this progress has been the establishment (2001), development and growth of the University of Lincoln. Whilst the region also includes Bishop Grosseteste University and delivery by other Higher Education providers, the University of Lincoln's direct and indirect impact on the innovation agenda provides significant opportunities for the region to build form and crystalise.

Indicators of the University's progress, impact and potential for future impact include:

- * Ranked in the Top 50 in the UK and one of the fastest growing in the UK, with a growing, world-class, research base

- * Opening six new STEM schools (engineering, mathematics & physics, chemistry, pharmacy, geography and life sciences) since 2011 – all based on regional industrial collaboration around skills and innovation needs

- * In partnership with the Lincolnshire Co-operative, establishing the Lincoln Science & Innovation Park which is co-locating industrial partners alongside the knowledge base allowing for greater and quicker collaboration
- * A growing undergraduate and postgraduate (14,500) student base, increasingly connected into the regional labour market
- * Securing funding (2019) to establish the world's largest agri-robotics research centre.
- * Over 120 new start businesses established and sustained in 2018
- * The Greater Lincolnshire LEP and the University share a closely aligned vision for the economic, social and culture development of the Greater Lincolnshire community, with strategic plans fully aligned and the Vice Chancellor (a founding LEP Board Director) chairing both the Growth Hub Board and the Greater Lincolnshire Innovation Council. This interconnectivity of the key innovation stakeholders in the region provides a strong forward comparative advantage.

Driving a step-change in innovation

The world around Greater Lincolnshire is changing rapidly. Greater Lincolnshire is acutely impacted by global trends, particularly demographic change, climate change and a technological revolution. These global challenges need innovative local solutions. 'Business as usual' will not do – Greater Lincolnshire needs to raise ambitions for innovation throughout the community or risk falling behind. Greater Lincolnshire's ability to thrive in the face of change depends on ideas, with innovative companies driving a productive, growing economy and solving the challenges society faces. To achieve this further intervention is required to stimulate and grow activity. Within this context, Ideas and innovation cannot be considered independently; the connectivity between the different drivers of this foundation is critical. If Greater Lincolnshire is to create a leading innovation ecosystem then it is critical to ensure alignment between people, business environment, infrastructure and place. Building from McKinsey & Co (April 2015) suggestions on eight essentials of innovation, the basis for Greater Lincolnshire's strategic approach to this foundation is:

1. **Inspire** – ensuring that innovation-led growth is valued and seen as critical across the community
2. **Choose** – ensuring investment in a coherent and balanced portfolio of initiatives (balancing the sector focus against wider support)
3. **Discover** – supporting the community to develop insights into opportunities that translate into impact
4. **Evolution** – supporting the existing industrial base to create new models based on their innovation

5. **Accelerate** – ensuring innovative activity outpaces global competition
6. **Scale** – supporting business to launch innovations at the right scale and in the right markets
7. **Extend** – ensuring that Greater Lincolnshire is incorporated into wider networks and best practice
8. **Mobilise** – ensuring that all assets (particularly people and infrastructure) are organised and aligned

Commitments

- Greater Lincolnshire's partners will develop innovation excellence in the priority sectors of agrifood, energy and water, ports and logistics, and defence, bringing forward locally led development of new initiatives and continuing to value Greater Lincolnshire as a 'living laboratory' and testbed that creates solutions to regional challenges that will have global applications.
- Greater Lincolnshire will increase diffusion of existing technology in the priority sectors of health and care and visitor economy, alongside all local SMEs without an existing focus on innovation. This will develop an innovation hub and spoke model across the region.
- Greater Lincolnshire will develop the networks and governance to support a thriving innovation ecosystem, building on the Greater Lincolnshire Innovation Council, Growth Hub and LEP Board connected leadership.
- Greater Lincolnshire will work with HM Treasury to better understand how investment in innovation is counted and how this currently impacts rural and dispersed areas such as Greater Lincolnshire which have a lower level of R&D.
- Greater Lincolnshire will develop a Memorandum of Understanding with BEIS, DEFRA and UK Research & Innovation to collaborate on development of a local innovation priority plan focused around sector priorities, the area's traditional strengths in manufacturing, and rural innovation. This will consider actions required to level up innovation activity in Greater Lincolnshire, increase the success rate of local partner proposals, and focused engagement on emerging relevant sector deals and Made Smarter.

9. People

Enable all residents to reach their potential in the local labour market and participate in a flourishing and inclusive economy

The area provides many quality of life advantages for the people who live and work here (such as good schools, low crime, clean air, low cost of living) but its sheer size can cause barriers to communities at a distance from centres of learning and to employer-led skills training and development.

Greater Lincolnshire is experiencing slightly slower population growth of 3.4% than the UK average of 3.7%. There are variations in this population growth within the dispersed economy. The highest is in Rutland, while Lincolnshire county overall has seen a 4.5% increase in the population. North East Lincolnshire has seen little population growth (0.02% from 2012-17), and population decline in Grimsby and Cleethorpes. Large areas of East Lindsey have also experienced population decline (specifically along the coast).

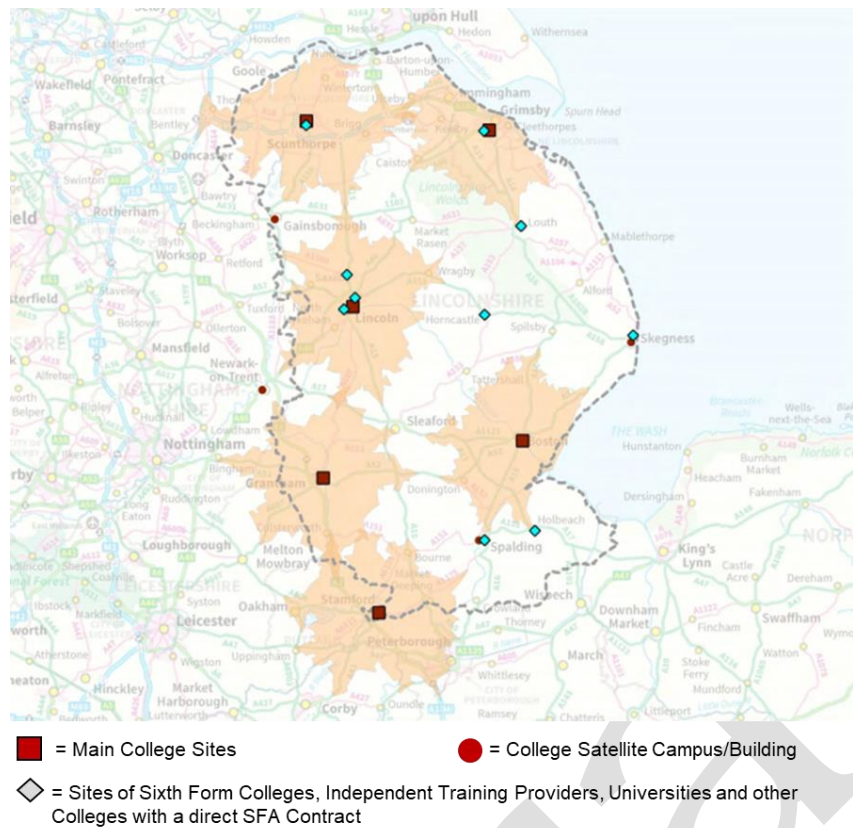
Positively, the area is a net attractor of people and experiences net inflows across all age groups except for those aged 20 – 34. There are typically a higher proportion of young residents living in towns. The highest proportion of 20-34-year olds reside in Lincoln, which has a student population of around 16,000.

In 2017, there were 468,500 jobs in the area, with job growth of 8.2% slightly below the UK's job growth of 9.6%. Employment is strong in sectors which tend to be labour intensive, relatively lower skilled and lower paid, and produce lower levels of value. 50% of the area's jobs are in retail and hospitality (111,600 jobs) and public services (111,500 jobs). There was an encouraging 3% increase in the share of residents who are employed as top managers & professions from 23.2% to current levels of 26.4% in 2018, although the same period also saw the share of low skilled service workers rise by 1.2%.

The area is home to two universities, two university technical colleges and seven colleges of further education. Notable educational and skills facilities include the industry-led CATCH training facility in the north, supporting energy, engineering and renewable industries, the Joseph Banks Laboratories at the Science and Innovation Park in Lincoln, and the National Centre for Food Manufacturing in the south.

In an area four and a half times the size of Greater London, distance to these facilities is a barrier for many residents and businesses. Residents in four of Greater Lincolnshire's district / unitary authorities are able to access FE colleges or 6th form schools, making it even less likely to access an FE College via public transport in an amount of time similar to the national average. In these areas there has been a reliance on local training and charitable organisations to support these communities, but their numbers have reduced leaving gaps in provision. However, access in East Lindsey, Rutland, South Holland and West Lindsey is well below the national rate, because of a lack of accessible training facilities and because in large rural areas it can be difficult to achieve cohort numbers to make training economically viable.

Figure 4: FE colleges within a 30-minute drive, Greater Lincolnshire – taken from the Lincolnshire Area Based Review so note that this is a few years old.



A focus on inclusive growth

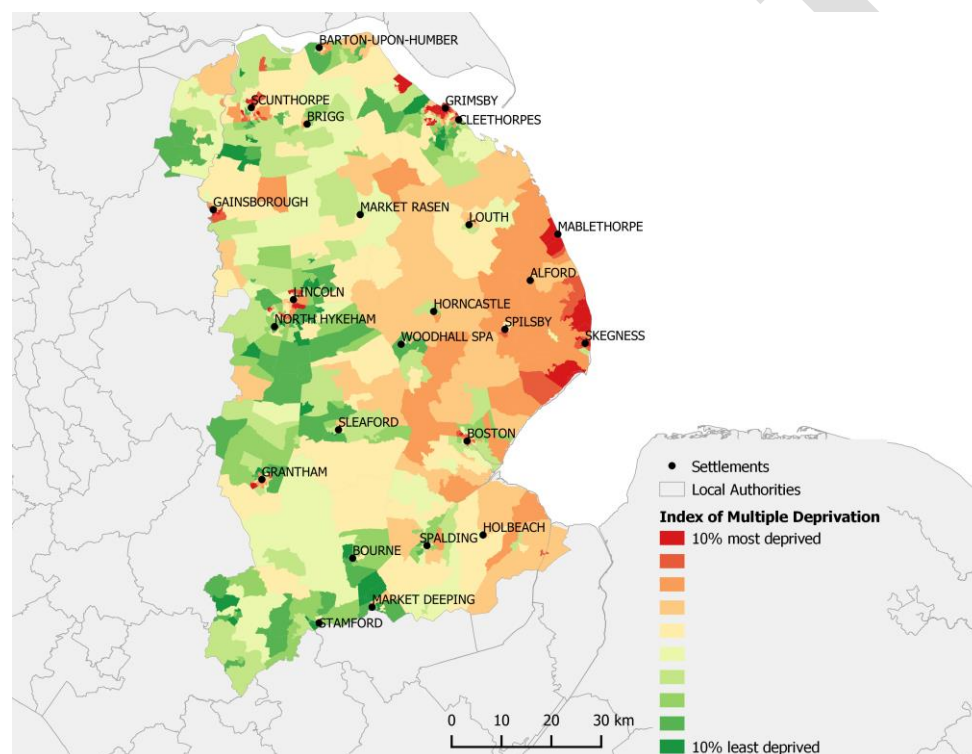
Some parts of Greater Lincolnshire rank amongst the most deprived areas of England as measured by the Index of Multiple Deprivation. There are pronounced pockets of deprivation along the Eastern coastal towns from Mablethorpe to Skegness. Pockets of Lincoln and Gainsborough are also in the bottom deprivation deciles, while resort towns such as Skegness, Mablethorpe, and Grimsby are among the 10% most deprived. Slow progress on inclusive growth in these most-deprived areas is a substantial challenge which must be addressed – this will in part be developed through the visitor economy priority but also through broader support around skills development and infrastructure.

Across Greater Lincolnshire 32% of employees are paid below the real living wage. Lincoln is the lowest paid area of the UK which contains a university. Except for Rutland, the local authorities all have a higher percentage of workers earning below the real living wage than the UK (23%). This is an area of concern given that the real living wage acts as a proxy for in-work poverty, which remains a major issue for achieving inclusive growth, although living costs may also be lower in Greater Lincolnshire too. Affordability, measured by the ratio of median house price to median earnings (2018) is 6.8 for the county of Lincolnshire, 5.0 for North East Lincolnshire, and 4.8 for North Lincolnshire, compared to the average for England of 7.8, offering significant potential to develop a more inclusive and equitable economy.

In the last year Greater Lincolnshire has seen growth in wages faster than the national average. As of 2018, the median wage for full time workers in Greater Lincolnshire was £25,720, compared to £29,574 across the UK. In North Lincolnshire this figure was as high as £28,727, whilst in Boston it was £22,414. These relatively lower wages do need to be considered alongside the higher quality of life and lower cost of living enjoyed by many, but not all, residents.

The Social Mobility Index identifies the most and the least socially mobile areas of the country by examining, in detail, the chances available to young people from poorer backgrounds in each of the 324 local authority areas in England. Based on this measure, North Kesteven is ranked 29 out of the 324 areas, which means that it is classed as a Hot Spot. Young people from disadvantaged backgrounds who live in these areas are far more likely to achieve good educational outcomes and have more opportunities to do well as adults than those in the rest of the country. Conversely, North East Lincolnshire is ranked 309th and is classed as a Cold Spot for social mobility.

Figure 5: Index of Multiple Deprivation (2015) - Deciles



CASE STUDY **Technical, Business Skills and Innovation Hub (TBISH) in North Lincolnshire** – supporting Greater Lincolnshire’s industrial communities

Completed in October 2019, the Technical, Business Skills and Innovation Hub (TBISH) channels £6.7m of government and private investment to close the skills gap and support economic growth in Scunthorpe. TBISH provides quality apprenticeships including degree apprenticeships; short training courses; and opportunities for collaboration between the public sector, education institutes and businesses. The presence of TBISH will reposition

Scunthorpe's town centre as a hub for business and learning. TBISH will support Scunthorpe and the wider community by delivering seamless skills progression from Levels 3-8. Addressing local skills gap will boost confidence for SMEs by providing them well-skilled labour pool and extend career opportunities for Scunthorpe residents. TBISH's proactive engagement with local businesses will align skills provision more closely with regional priorities – particularly in manufacturing, business management and engineering.

Support people to return to, progress within and remain in work

Greater Lincolnshire will need to take concerted action to inspire young people to progress within work, enable people approaching later life to adapt their work to changing circumstances rather than leaving the workforce, and support people to return to work, for example after caring roles. This links to other workforce challenges, especially along the coast and in key service sectors. We need to help young people and adults see and take advantage of the opportunities that are available in their local areas.

ESF programmes have had the greatest impact when designed in response to local evidence and conditions, and implemented and delivered locally. CareerNet, The World Of Work and Industry Educator are good examples of unique schemes tailored to address local challenges such as pockets of young people not in employment, education or training (NEET).

Of those who are out of work, there are health barriers to employment for some residents – over one third of workers in North and North East Lincolnshire are economically inactive due to illness. And the overall figure masks large differences at local level - unemployment in Gainsborough South-West ward is as high as 11.3%. Poor mental health can be a barrier to work. At any one time, one in six adults has a mental health condition, and those with a long-term physical condition or learning disability are most at risk. This impacts on workplace productivity and almost a quarter of NHS activity.

The ageing workforce also presents issues, and it will be important to address mental and physical health barriers for those both in and out of work to ensure a healthy, productive workforce at all stages of life. The number of new jobs is rising far faster than the population though and, with unemployment dropping to a low rate of 3% in August 2019, there will potentially not be enough residents to meet employer demand. Like many areas in the UK, the population is ageing. Over 22% of Greater Lincolnshire residents are aged 65 and over compared to 18.2% in the UK. The total population is predicted to increase from 1.12m in 2019 to 1.20m by 2041, however this increase is skewed towards population growth in the 65+ age category.

The Centre for Ageing Better has selected Greater Lincolnshire as its strategic rural partner. This will focus on accelerating work so that Greater Lincolnshire's residents are enabled to live well as they approach later life. One of the goals is for 1 million more people aged 50 to 69 in fulfilling work by 2022.

Higher level qualifications are growing

Between 2008 and 2018 there was an 8% increase in the share of those with NVQ Level 4 and above from 20.5% in 2004 to 28.5% in 2018. This mirrors the decline in those with NVQ level 1 and below over the same period. Lincolnshire is home to two growing universities and it is recognised that graduate retention and nurturing this supply of talent is part of the solution for future economic growth. Across both universities the graduate retention rate is placed the area in the mid quartile nationally. Rutland has a more qualified population with the highest share of those with NVQ 4 and above (43.8%). Whilst higher level skills will be important to the future economy, replacement demand will ensure that there continues to be job vacancies for people with level 1 to 3 qualifications.

18% of the area's schools are ranked as outstanding and GCSE results exceed the national average. Educational attainment within Rutland is higher than the country as a whole - with 53% of pupils attaining Grade 5 or above in English and Maths GCSEs compared to 39.8% in England.

Despite the proportion of school leavers obtaining a level 2 qualification being amongst the highest in England, Greater Lincolnshire has a higher than average proportion of adults with no qualifications. 27% of those over age 16 have no qualifications compared to 23% nationally. The position is improved at level 2 where 58% of the working age population have a level 2 qualification as their highest qualification compared to 51% nationally. However this means that we have far fewer people who have progressed to level 3, and that in turn means there are far fewer people qualified at Level 4. At level 4, however, only 20% of the population are qualified to this level compared to 27% nationally.

Replacement demand and young talent

A major challenge for the area is to find suitably qualified and resilient residents to fill over 207,000 projected job vacancies by 2024. Greater Lincolnshire's working age population is shrinking; upskilling and retraining of existing work force is imperative.

Retaining and retraining workers to maintain and improve productivity and to reflect the pace of technological change, Greater Lincolnshire recognises the need to support people to continue to contribute to the economy into later life through longer and more flexible careers. This includes retention, retraining and progression for local residents aged 50+, armed forces personnel returning to the workforce, and retirees who have a wealth of experience and knowledge to contribute. It also includes supporting people who have returned to work after time away. This will be increasingly important as technologies disrupt the labour market.

Apprenticeships can be one way for businesses to train and employ staff. Apprenticeship start numbers have fallen in Greater Lincolnshire since 2014/15, from just over 10,000 in 2014/15 to 7,870 in 2017/18, in part due to changes in the funding mechanism. This trend can also be seen at the national level. In 2017/18, there were 19,500 apprenticeship starts in the second quarter. This is a 31.5% decrease from 2016-17. A challenge is providing industry placements for learners in rural areas.

New models of skills provision are being implemented. The University of Lincoln and its Further Education college partners have been successful in their bid to host one of the country's twelve Institutes of Technology (IoT). The Institute will specialise in priority areas such as Agri-tech, food manufacturing, and energy, alongside broad skills to meet employer demand such as digital and engineering to train Greater Lincolnshire's next generation of workers. This will be supported by £170m of capital funding from government (for all 12 IoTs). The Institute provides unique collaborations between employers and further and higher education providers, aiming to close skills gaps and improve productivity. IoT's bridge the gap between University and Sixth Form by offering level 4 and 5 qualifications in STEM subjects, for which Greater Lincolnshire has a strong business base.

CASE STUDY CATCH Training – a unique training facility supporting the process, energy, engineering and renewables sectors

The CATCH facility was set up via a partnership established in 1999 to support the multi-billion pound Humber Chemical sector, in a collaboration between businesses and the public sector. CATCH offers world leading facilities and works in partnership with multiple training providers including local further education colleges and private organisations who are recognised as leaders in their field – finding the solutions for businesses. CATCH's membership is made up of partners from the process, energy and engineering sectors, their associated supply chains, and local authorities, including all four Humber local authorities. CATCH works collaboratively with the local authorities to attract inward and internal investment. CATCH's latest expansion was completed in 2017, with new training facilities supported by a £1.75m investment through the Humber LEP's Growth Deal with Government.

Matching skills to business need

Given the legacy of lower level qualifications within the population, combined with a history of traditional industries and small businesses, employers might have become accustomed to having a small pool of high-level skills from which to recruit, and they have simply managed without. Local reports have, in the past, noted limited demand from employers, and possibly employees, to grow intermediate and higher skills because they do not recognise the need.

However, the landscape has changed. Many employees are starting to retire, and business owners cannot find people to replace them. New sectors have developed, technology has changed, and automation is displacing lower skilled jobs. Developing new business leaders and managers will be important. In addition to increasing the qualification levels of the population, and inspiring young people to remain in the area, smaller businesses may need support to plan their future workforce, consider wages levels and recruit.

The Greater Lincolnshire economy is seeing rising demand for occupations requiring qualifications at Level 3 and above. Over 20% of Greater Lincolnshire's hard to fill job

vacancies are due to skills shortages. Machine operative vacancies account for nearly one third (29%), and labour-intensive jobs account for 35% of skills shortage. However many of these roles require technical skills, and there is an undersupply of Level 3 technical skills. It is important that T Levels are a success for Greater Lincolnshire.

there is an over-supply of level 2 and under-supply of level 3 technical and higher level skills; 126,000 additional jobs will require NVQ Level 4 or higher by 2022 and currently not enough of the local workforce possess skills to this level. The most common reason for having a hard-to-fill vacancy is a low number of applicants with the required skills followed by low number of applicants with the right attitude and lack of qualifications the company demands.

Automation will impact the jobs market. Skills Advisory Panel analysis calculations show that over the course of the next 15 years, nearly a third of Greater Lincolnshire jobs will be impacted by IR 4.0. The sector predicted to undergo the greatest changes in terms of jobs impacted (wholesale and retail trade) is also the same sector that is projected to have the largest elements of expansion and replacement demand.

CASE STUDY Digital Skills Centre, Stamford – enhancing digital skills delivery in Greater Lincolnshire

Opened in January 2019, the Digital Skills Centre at New College Stamford is a £1m investment of public and private funding to enhance the delivery of digital skills training and education in Greater Lincolnshire. Through onsite or flexible and distance learning options, the Digital Skills Centre will deliver industry recognised certifications (awarded by CISCO and Microsoft) from its refurbished and upgraded computer learning facilities. The Centre also supports new technology developments such as cyber security; cloud computing; mobile technologies; and green IT. The Digital Skills Centre will support all sectors and businesses – particularly strategic opportunity areas such as agrifood and clean energy – to adapt to emerging technologies such as data centric decision making and automation. The Centre's four ambitions by 2022 are to create a digital skills hub in Stamford; double the number of learners accessing high quality education; deliver 10 additional qualifications; and work with at least 150 new employers.

CASE STUDY Bishop Grosseteste University – supporting people into learning and employment

With a long and rich history, Bishop Grosseteste University is renowned for its initial teacher education and training, as well as offering undergraduate and postgraduate study in a broad range of other subjects. The university supports people into education

and employment through a variety of programmes and interventions. The university hosts the National Collaborative Outreach Programme, LiNCHigher, which is a consortium of HE and FE providers throughout Lincolnshire which aims to raise the aspiration for post-compulsory education amongst those typically under-represented. Bishop Grosseteste University is working in collaboration with the University of Lincoln to embed High Level/ Professional skills through a partnership between the universities, employers and local authorities. Through the generation of 30 business challenges, the project will offer 130 students a unique opportunity to work in multi-disciplinary teams and pitch their solutions to medium to large businesses across Greater Lincolnshire. The university's careers and employability arm, BG Futures, delivers European Social Fund and Big Lottery funded projects working with adults in the community to help them get into learning and / or employment. BG Futures staff have been working one to one with participants who are long term unemployed or who are economically inactive to help them identify goals and barriers, and then support them to put remedies and plans into action.

Commitments

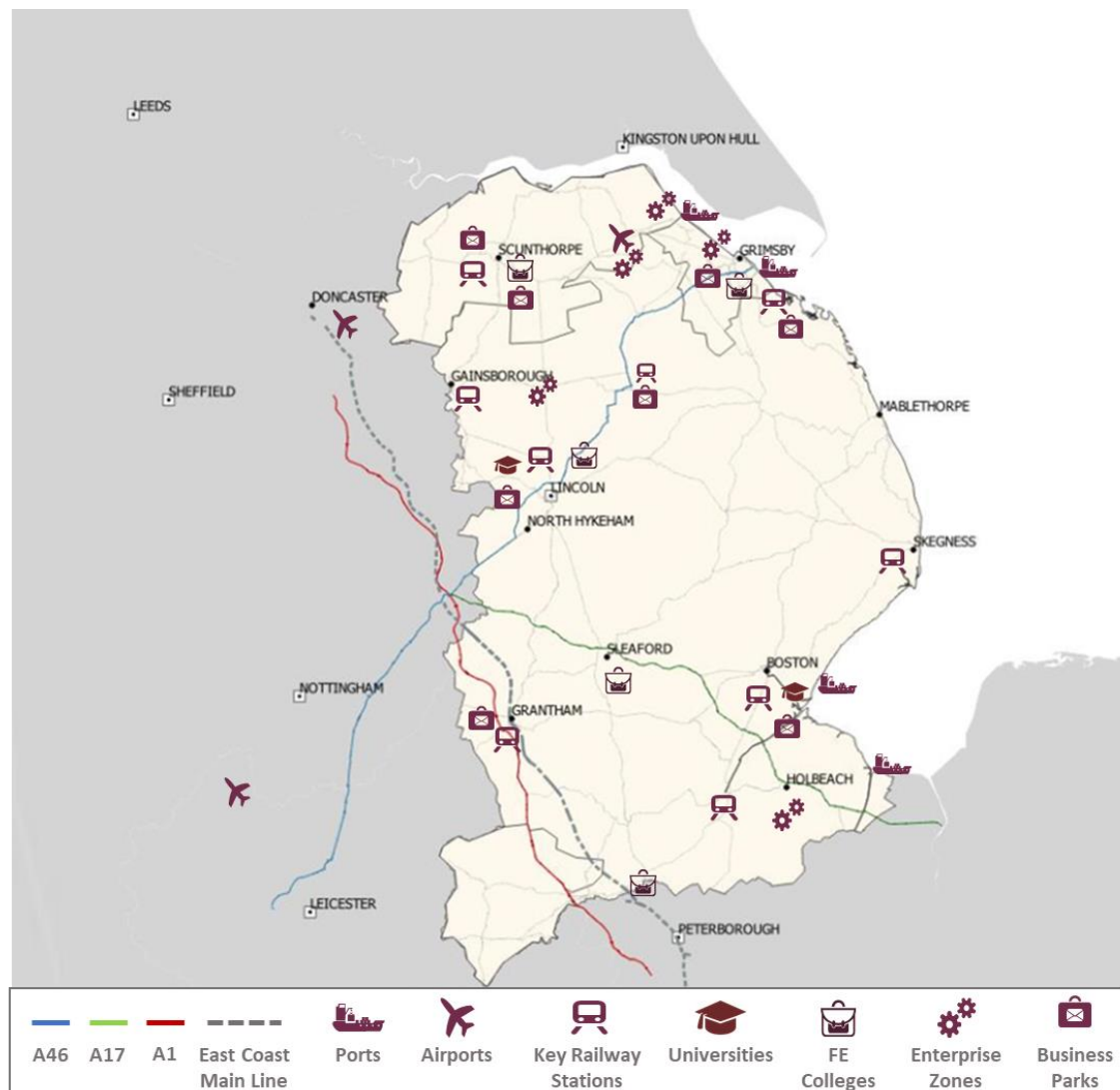
- Local partners will work with DCMS to identify local solutions to level up on digital skills, with a focus on tackling digital skills gap in rural areas and market towns. This could potentially include developing a Digital Skills Partnership.
- Greater Lincolnshire and partners will build on the SAP to develop more detailed and localised labour market information to better inform people, business and education, living in economically different parts of the LEP area by 2021.
- Greater Lincolnshire will design local programmes to address skills gaps identified in the SAP and through local research to respond to the needs of local employers in the dispersed and rural economy, including hyper local responses in areas of deprivation such as the coastal Opportunity Areas.
- Greater Lincolnshire and government will work to maximise the effectiveness of the Apprenticeship Reform, Levy and T Levels in all areas and especially in the priority sectors
- Government and local partners will work together over the next five years to successfully open, promote and deliver better results for Greater Lincolnshire through an employer led Institute of Technology. This investment in skills and training in the area is anticipated to open in Autumn 2020.
- Greater Lincolnshire will prioritise employment programmes which focus on healthy ageing and maintaining a healthy and diverse workforce. This will include promoting the National retraining Scheme for adults and engaging with DWP's programmes around productive healthy ageing.

10. Infrastructure

Develop the infrastructure needed to support business growth, connect people, and be prepared for future growth and challenges

Poor connectivity limits business connections and inhibits residents from accessing jobs which traps them in a low wage, low skill environment. Greater Lincolnshire's infrastructure requires renewed investment and a strategic approach to overcome three challenges: providing essential infrastructure in a large, rural area with a dispersed population; increasing connectivity with the rest of the country and the world; and future-proofing the region against significant future changes including climate change, the future of mobility, and digitisation. Greater Lincolnshire is developing its first Strategic Infrastructure Delivery Plan, which will align with the priorities of the Local Industrial Strategy.

Figure 6: Strategic infrastructure assets



Road network

Greater Lincolnshire is poorly connected by internal roads. The road network totals 11,000km yet includes only 38km of motorway. There are 1,374 km of A roads but of this just 129 kms (9.4%) are dual carriageway and 9,600km of the network comprises 'B' class roads and below.

Poor road connectivity creates challenges for Greater Lincolnshire's industries. Employer surveys in 2014 showed that 30% of businesses in Greater Lincolnshire stated that poor transport infrastructure was a factor preventing the business from growing, while 12% stated that poor transport infrastructure was the single biggest barrier to growth, more than any other single category, and a key reason why they do not invest in their own sites and businesses.

Highways England's assets in Greater Lincolnshire are the M18, the M180 and the A1. The section of the A1 between Peterborough and Blyth needs further improvement to improve

safety and to prepare it to meet growing future demand as outlined in the spatial plan for Greater Lincolnshire. Longer term priorities for road investment across Greater Lincolnshire are the North Hykeham Relief road around Lincoln, A46 Trade corridor, upgrading the A1 to smart motorway standard, and enhancement on other strategic routes such as the A15 and the A17.

The A46 is an important east-west route, but it does not cover the south, and so distribution links in the area are particularly difficult. Agrifood businesses operating in the area face high transport costs to reach priority national markets to the south. Rising demand for road travel is placing extra stress on the core highway network. This results in increasing delays and congestion.

Rail

Greater Lincolnshire's rail network provides services that connect the area's sparsely populated places with a small number of larger centres, and link Greater Lincolnshire with the rest of the country. A Rail Study carried out in 2016 for the LEP indicated that the wider economic benefits delivered by the rail services in the area are worth around £161m per annum. Improvements to rail can therefore play an important role in strengthening the economy across Greater Lincolnshire, supporting business, tourism and labour markets. However, there is a need for further investment to fulfil its potential.

Direct trains from Lincoln to London on LNER started in 2019, with local partners developing areas around the station to capitalise on the investment. Longer term line speed improvements between Lincoln and Newark are a priority, as is the introduction of an extension to this to create a direct Cleethorpes to London service. The difficulty of crossing the East Coast Main Line has impeded developing better east – west links, with the City of Lincoln particularly affected by the East Coast Main Line crossing at Newark. An interchange at Nottingham or Sheffield is required for east – west trips, leaving the city isolated from others in the East and West Midlands and Yorkshire.

The importance of the Lincoln-Nottingham rail corridor is recognised by its inclusion in Midlands Connect's recently published 'Midlands Engine Rail' initiative. The aim is to deliver a step-change in rail connectivity which will support jobs growth and housing development across the Midlands region. Specific to the Lincoln-Nottingham corridor is the aspiration to deliver 2 trains per hour (currently 1 train per hour) and line speed improvements.

The rail network, especially in Northern Lincolnshire, plays an important role in the UK rail freight network. Much of the area has benefitted from major investment in infrastructure to improve services such as the recent upgrade to the Great Northern and Great Eastern (GN/GE) Joint Line and improved W12 freight gauge access to the Port of Immingham from the East Coast Main Line. The existing line which links Grimsby to Immingham docks, and runs alongside North East Lincolnshire development sites and Enterprise Zones would, if upgraded, enhance infrastructure links and attract investment onto these sites. Aside from the port-related freight, there is limited rail freight traffic originating elsewhere in the

Greater Lincolnshire area. One exception to this is the approximately weekly flow of imported steel that goes from Boston Docks to Washwood Heath (Birmingham).

New public transport methods suitable for rural areas

In Greater Lincolnshire it can be difficult to provide cost-effective public transport across such a large area with a dispersed population, and the market for public transport is relatively small. Bus usage is declining. In 2017/18 Lincolnshire bus operators provided 13.5 million passenger journeys compared to 13.7m in the previous year. Strong public transport infrastructure must be prioritised to deliver inclusive growth and reduce congestion.

Changing this will require innovative responses. In North Lincolnshire, Lincolnshire and to an extent in North East Lincolnshire policy decisions have recast the network as a hub and spoke model of demand-responsive services. The system is designed to provide maximum flexibility against a constrained budget. Artificial intelligence and machine learning will create new forms of mobility as a service. There is an opportunity to look at Future of Mobility Grand Challenge in a rural context and the University of Lincoln are collaborating with Midlands Connect to raise the national profile of the issue.

CASE STUDY Lincoln Transport Hub – integrated transport solution for Lincoln city centre

Opened in January 2018, the Lincoln Transport Hub is the result of £29m of public and private funding to deliver a decades-awaited integrated transport hub in Lincoln City Centre. The ambitious, mixed-use project was delivered collaboratively in a public-private partnership and took 16 months to complete. The project was built on a brownfields site in the centre of Lincoln. It comprised a new fit-for-purpose bus station adjacent to the improved train station; public realm improvements; parking space for 200 bicycles and 1,000 cars; 325m² of retail and traffic calming measures to support pedestrians and cyclists.

The development is revitalising Lincoln city centre, benefiting residents and visitors by making the city centre more accessible via all modes of transport. The project has already secured additional private investments in adjacent areas, building momentum for more jobs in the city centre. The Transport Hub will facilitate future investment by unlocking brownfield land, enhancing Greater Lincolnshire's place offer.

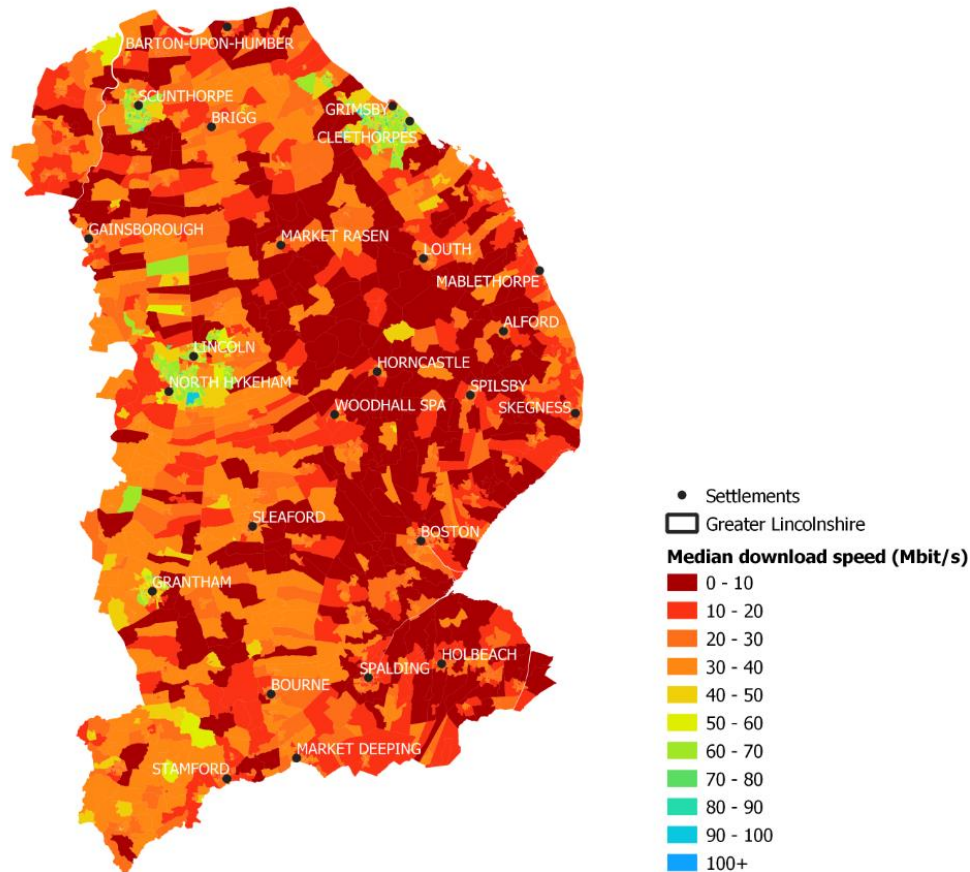
Digital connectivity

The need for Ultrafast broadband is increasing as industry and business in general move to greater use of online and real-time applications. Areas of the rapidly expanding agrifood industry, for instance, would already use at least symmetrical gigabit connectivity⁸ in their operations if it were available, but it is not. The map below shows the median broadband speed across Greater Lincolnshire (Mbit/s). The distribution of good broadband connectivity is poor, particularly in coastal regions. Current levels of both fixed line broadband and mobile connectivity remain well below national averages. Superfast

⁸ Defined as download and upload speeds in excess of 1Gb/s

broadband coverage⁹ currently sits at 92.1% against a UK average of 95.9%. The gap increases further when considering Ultrafast broadband¹⁰ where current coverage in Lincolnshire county sits at 27.7% against a UK figure of 58.1%¹¹.

Figure 7: Median download speeds (2018)



Large pockets of the east have access to slower broadband speeds, mainly concentrated in the area between Woodhall Spa, Sleaford and Boston. Larger towns have better connections - areas within Lincoln, Grimsby, Scunthorpe and Grantham have median speeds in excess of 100Mbit/s.

Midlands Engine has made digital connectivity a part of its ambition to make the West Midlands an Ultra-Connected Region, and 5G connectivity is a part of this. Midlands Engine notes that implementing 5G networks across the region will facilitate advancements in remote monitoring and servicing in the manufacturing and health sectors, plus the use of autonomous vehicles and improved mobile connectivity. At this point, none of the four network operators have advanced plans to deploy 5G into the area. However, recent moves to establish part of the West Midlands as a 5G multi-city test bed area will present opportunities for Greater Lincolnshire to capitalise on strong digital infrastructure in the region.

⁹ Defined as download speeds in excess of 30Mb/s

¹⁰ Defined as download speeds in excess of 100Mb/s

¹¹ All figures are taken from 'Thinkbroadband' data

Rural mobile coverage has grown significantly to 90% coverage yet there are still too many people without access to this essential part of modern life. Access to 4G mobile coverage varies by location, with some coastal places, smaller towns and rural areas receiving sporadic coverage or none at all. These places include the Wolds, areas on the East coast and the coastal areas around Boston. On that basis, it is recognised that a stable 4G signal to these more remote areas will improve both mobile and broadband coverage.

Airports

Humberside Airport is to the west of Grimsby in North Lincolnshire and includes an Enterprise Zone with a business park. It provides passenger connections to destinations in the UK and Europe and also offers freight services for business. Two other airports service the broader region – the East Midlands Airport and Doncaster Sheffield Airport.

Flood defense and water management

Flooding is a problem for Greater Lincolnshire's priority sectors, and future climate change and flooding could impact the economic success of the region. Greater Lincolnshire's low lying land provides fertile soil where food producers have clustered. The entirety of the Grade 1 Agricultural land falls within Flood Zone 2 as defined by the environment agency, with around one third of Greater Lincolnshire's area falling within Flood Zone 2 or 3. The topography places 30,000 homes and 45% of its land mass at risk from flooding - much of this is in the coastal areas and along the LEP's western border. Seven different flood defence projects are listed in Greater Lincolnshire's Strategic Infrastructure Delivery Plan, with these projects ranging in location from North Lincolnshire to Boston, with a combined capital cost in excess of £160m.¹²

Greater Lincolnshire's LEP's strategy to water management is to develop an integrated approach which will maximise the services water provides, including drinking water, input for business, crop irrigation, tourism and recreation, and improved biodiversity. Its strongest economic performers - the agrifood, tourism, and manufacturing sectors - are highly dependent upon water, yet this is also one of Britain's driest areas. This approach recognises that water management priorities vary across places, with, for example, coastal areas focusing on flood mitigation while agricultural areas focus on the provision of clean water and land drainage. This strategy is set out within the Greater Lincolnshire Water Management Plan.

¹² Greater Lincolnshire Strategic Infrastructure Delivery Plan, 2019.

Commitments

- Greater Lincolnshire recently published the Greater Lincolnshire Strategic Infrastructure Delivery Plan, which sets out infrastructure projects for the area. Greater Lincolnshire will maintain a pipeline of strategic infrastructure projects, developing locally and with partners the necessary business cases and feasibility studies to remove pinch points and increase network capacity and resilience.
- Greater Lincolnshire will work with Midlands Connect and others to build the business cases and prioritisation for regionally significant improvements in road, rail, and trade as part of an integrated Midlands transport strategy.
- Greater Lincolnshire will work with DCMS and service providers to find solutions to improve rural digital and mobile connectivity for businesses and residents.
- Greater Lincolnshire will address strategic flood risk management issues and deliver effective water management linked to economic growth and climate change. This includes implementing the Water Management Plan.
- Greater Lincolnshire will establish a Memorandum of Understanding with Network Rail and DfT to collaborate on rail improvements in Greater Lincolnshire.
- Greater Lincolnshire will work with DfT to explore how to increase bus provision in rural areas, this will include looking at where there are blocks to innovation in public transport.

11. Business environment

Create a supportive business environment for entrepreneurs, micros and SMEs to grow and become more productive and resilient.

SMEs make up the majority of businesses in Greater Lincolnshire in comparison to the national picture and that of other regions, with 64% of employment in micro-enterprises and SMEs. Among all LEP areas, this is the third highest proportion of employment in micro and SME-sized businesses. The business base consists of 39,650 VAT registered businesses – 88% of these are micro and this is complemented by a large number of small businesses that are not VAT registered. In more rural places – such as in parts of West Lindsey - micro businesses account for up to 98% of the business base.

This is a broad and diverse business base, however three sectors account for over half of GVA and employment share (manufacturing, retail and hospitality, public services). Manufacturing comes through in the evidence as a diverse, large sector, accounting for 20% of GVA and a significant number of jobs. But all these sectors are less productive than the national average. Public Services and retail and hospitality are also less productive than the East Midlands average. Uptake of digital technology is low. The 2014 Business Survey

showed 1 in 4 businesses do not have a website; 7 in 10 are not using a website for e-commerce.

Prioritising high growth potential scale-ups and start-ups

There are currently 358 VAT registered businesses per 10,000 population. This falls below the UK level of 404 VAT registered businesses per 10,000 people. The region sees positive business growth rates and fair business survival rates particularly in strategic opportunity areas, however, there was an overall negative net business birth rate (-1.17%) across the area in 2017 compared to positive growth at UK level (+1.9%). Lower than expected levels of new business start-ups potentially means less opportunity for scale ups and frontier firms and to expand the business base more generally.

Greater Lincolnshire needs to develop a supportive environment for high growth scale ups and start ups. This includes access to finance, premises, equipment, and skills. Access to capital is an issue with Growth Hub grants helping SMEs invests in machinery to boost productivity. Tailored support is ongoing through the 3 Technology Hubs which provide an environment where businesses are given the opportunity to use state-of-the-art equipment, as well as having the option to take advantage of workshops and other advice. The hubs can help businesses to create a prototype product, develop a new service or provide a greater level of detail to help improve production lines. Alongside this, Mosaic Digital Hub is a community of innovative technology entrepreneurs, creative technology builders, designers, engineers and researchers as 'collaborative solution providers' to attract large corporate clients, investors, media and up-coming talent.

CASE STUDY *Made Smarter* – digitising the manufacturing industry

Made Smarter is a national, government-backed initiative aiming to position the UK as the global leader in the creation, adoption and export of advanced digital technologies by 2030. The scheme's three-pronged approach targets business leadership; adoption of technologies; and innovation. Successfully adopting industrial digitisation is one way of creating new, high-value jobs throughout the country, helping to rebalance the UK economy. A 2017 Made Smarter review already highlighted Greater Lincolnshire's work on driving digitisation in the agri-food industry through its work on robotics at the University of Lincoln and at the National Centre for Food Manufacturing in Holbeach. The LEP continues to maintain a strong focus on robotics and automation, particularly in its strategic opportunity areas.

Engaging the global economy

With a good supply of affordable land there is an opportunity to increase investment coming into the region and maximise the local impact of existing investment. To encourage businesses into the area Greater Lincolnshire LEP provides a business toolkit which helps with set-up and relocation plus initiatives and advice to fast-track growth.

Siemens, Northrup Gunman, and the University of Lincoln have all invested in new facilities in the area and, under current plans, there will be significant RAF investment in the

Lincolnshire area. Nascent plans for a Free Port in Greater Lincolnshire could allow for an attractive proposition for inward investors.

Food processing is anticipated to have the largest trade impacts of any sector now that we have left the EU, while the visitor economy is likely to see implications for the sector's workforce. Ensuring that businesses are supported to continue and expand as new arrangements become clear will be important. This means a focus on advice and support, particularly around trade and skills.

Sites and Premises

The South Humber Bank is home to businesses in the energy, chemicals and process sectors, including the Humber's two oil refineries, as well as the Ports of Immingham and Grimsby and other jetties and terminals. The area has the largest quantity of land allocated for new employment use in the Humber Estuary region, much of it included in the Humber Enterprise Zone, and is directly connected to the strategic road network. Enabling infrastructure for new development is being provided through North East Lincolnshire Council's SHIP programme, with other advanced manufacturing, logistics and energy operations also being targeted. With an existing cluster of industry and power-generation, the transition to net zero carbon emissions presents the opportunity to develop a green industrial corridor along the South Bank.

The provision of suitable sites and premises for business is an important precondition of economic growth. Across Greater Lincolnshire there is a reasonable supply of land for business development and development opportunities for business premises. However, the property market is relatively weak and very few speculative business premises in the form of new office or industrial units are built without some form of public sector intervention. Therefore businesses are faced with a relatively limited choice of premises. Where the public sector has intervened and brought forward business premises, the occupancy levels are high.

A wide range of employment sites and new land allocations have been identified through local plans. Due to the size of Greater Lincolnshire, no comprehensive single assessment of demand and supply of employment land and premises has been undertaken. There are different markets operating in different parts of Greater Lincolnshire and different supply positions, in the city, coast and northern and southern countryside. Greater Lincolnshire has a distinct challenge around the high costs to develop employment sites and premises, with low land value, and significant costs to secure infrastructure and utilities.

Case study. St. George's Development

St George's has the potential to provide a significant number of units that could accommodate both small and growing businesses. The St George's Business Zone sites sit within the proposed garden community development at the former St George's Barracks site at North Luffenham. For nearly 80 years the St George's Barracks site played an important role in the nation's defence, first as heavy

bomber base during World War II and more recently as an army barracks. In November 2016 the Ministry of Defence (MOD) declared the 300-hectare site will be surplus to operational requirements by 2020 as part of its Defence Estate Optimisation Programme. Rutland County Council entered into a partnership with the MOD and has subsequently been progressing plans to redevelop the 300ha site to create a new garden community which will include employment & residential elements. It is proposed that around 14 hectares of the site will be developed for employment purposes and that this will comprise two business zones measuring 9.28ha and 4.78ha respectively.

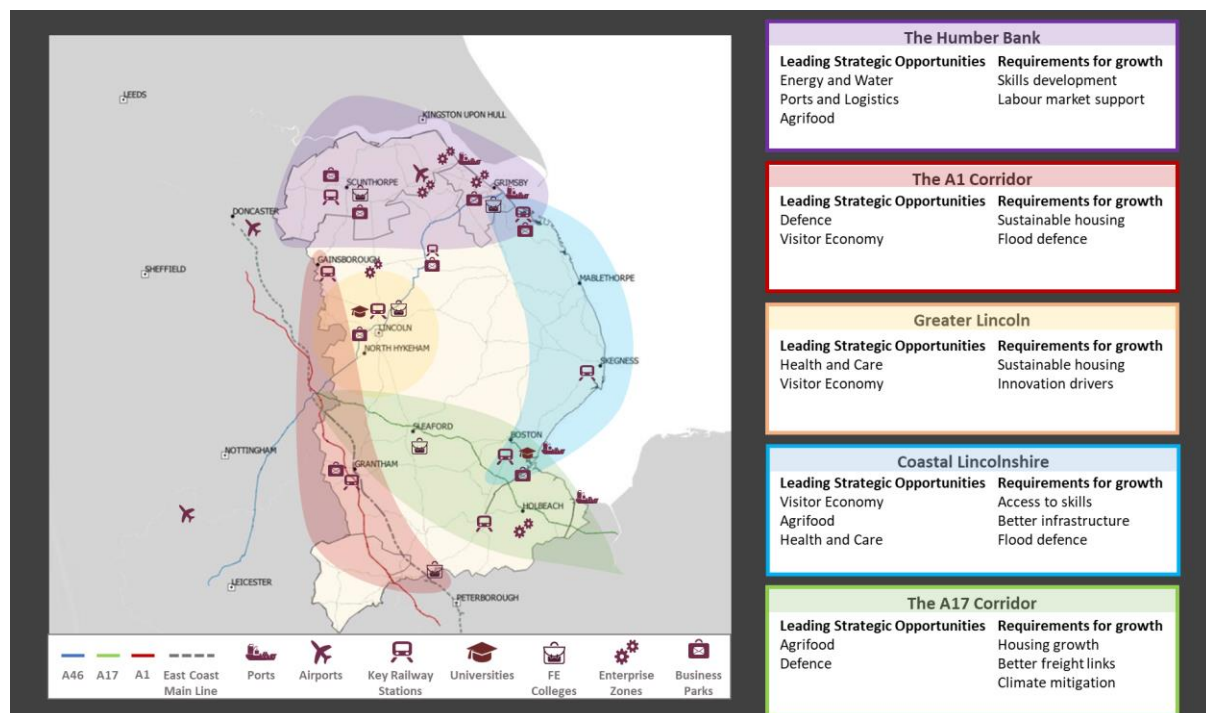
Commitments

- Greater Lincolnshire will develop programmes to support high growth start ups and scale ups alongside the 'Made Smarter' pilot that will drive industrial digitalisation across Greater Lincolnshire and beyond. This will use the area's Technology Hubs to link businesses with technology businesses. Greater Lincolnshire will also develop links with Be the Business to develop targeted programmes for micro and family owned businesses with potential to grow.
- Greater Lincolnshire will continue and enhance Growth Hub activity focusing on business resilience, access to finance, digital, clean growth and productivity across all sectors. The programmes will include Business Lincolnshire Supply Chain Support programme to help businesses become more competitive.
- Greater Lincolnshire partners will develop a coordinated internationalisation offer, focused on maximising opportunity from the priority sectors and infrastructure assets, and working with regional and national partners such as Midlands Engine to showcase local investment opportunities. It will include an investor development programme (soft landing package) targeted at businesses in priority sectors.

12. Place

Capitalise on the dispersed economy to create a leading polycentric, productive economy.

Greater Lincolnshire's spatial corridors



Broadly described as the Humber Bank, the A1 Corridor, Greater Lincoln, Coastal Lincolnshire, and the A17 Corridor, Greater Lincolnshire has identified different spatial corridors, which link to the various priority sectors and also which have specific requirements to growth related to the foundations of productivity.

The variety of dynamic places in Greater Lincolnshire is outlined earlier in the document. Greater Lincolnshire possesses an attractive quality of place offering, with low population density, plenty of rural space and built up areas. Each spatial corridor has different opportunities and challenges which must be supported and nurtured. Larger urban areas provide diverse heritage, industry and living which can and should be supported through the Local Industrial Strategy.

The identity of the Rural and Coastal areas in Greater Lincolnshire is strong, although the peripherality and sense of isolation from other parts of the UK in some of these areas – particularly East Lindsey – must be managed carefully. The importance of sectors such as the visitor economy is clear in certain of these communities, which is why, despite being a low productivity sector, this is a priority for this local industrial strategy.

Accounting for approximately 5% of the land mass of England, the area extends from the south bank of the Humber in the north to Stamford in the south (a distance of 140 km by road with a 2 hour drive time). This scale makes it challenging to reach businesses and individuals when trying to roll out policy. Networks are more difficult to establish and often recruitment and access to training is a challenge. There is also a large inclusion challenge given the spatial inequalities within the area. This is prevalent not only in rural and coastal locations but also in some of the towns. Providing solutions to promote inclusion growth is vital in terms of human capital and increasing the prosperity of areas.

High streets

High streets are a fundamental part of the identity of Greater Lincolnshire's dispersed network of market towns, as well as its larger urban centres. High streets will require specific support in order to thrive in an increasingly uncertain future for high street retail. The Grimsby Town Deal provides a leading example of the opportunities and interventions which can be taken and work is underway to develop Town Investment Plans as part of the Stronger Towns programme. The urban areas, in particular Lincoln and Grimsby, are driving innovative and creative industries in the local area and are showing potential for further growth, as is Grantham with its ongoing investment in the Southern Relief Road and strong transport links being on the A1 and East Coast Mainline.

CASE STUDY

Greater Grimsby Town Deal

Once the centre of the Humber fishing industry, today Greater Grimsby lies firmly at the heart of the Energy Estuary. It presents significant opportunities for economic growth and job creation alongside challenges arising from industrial change, including low productivity and wage levels and high levels of unemployment, particularly for 18-21 year olds. North East Lincolnshire lies in the bottom 10% of English local authorities for attainment at both KS2 and KS4.

Greater Grimsby is already home to high-growth, clean energy industries, notably offshore wind, with Orsted's East Coast Hub providing the largest operations and maintenance centre serving the southern North Sea. The Port of Grimsby and Immingham offer global sea freight connectivity for exporters. Local partners want to accelerate export-led growth in port-related logistics and manufacturing, chemicals/petrochemicals and food processing. The South Humber Industrial Investment Programme (SHIIP) is delivering a pipeline of investment-ready Enterprise Zone sites and premises to unlock these opportunities.

Improving Greater Grimsby's quality of place – and in particular the place offer of Grimsby Town Centre - is an essential part of the Council's strategy to attract and retain mobile businesses, people and investment through the Greater Grimsby Town Deal. The Deal brings together £67m of government and local investment to help create 8,800 new jobs and over 9,700 new homes by 2032.

The Greater Grimsby Town Deal will focus on four core themes: drive economic growth; accelerate housing delivery; transform Grimsby's waterfront; and improve skills and educational attainment.

Initial projects are focused on reconnecting the town centre with its under-utilised waterfront through a new multi-activity Youth Zone, to be delivered in partnership with national charity OnSide; and development of a new University Campus with the University of Lincoln and Grimsby Institute. The Town Deal marks the beginning of a stronger relationship between central government and local partners to support the regeneration of Greater Grimsby.

Natural capital and heritage

Greater Lincolnshire is unique within the Midlands in that it is the only part of the Midlands Engine which has a coastline. There is significant natural capital, including the Lincolnshire Wolds AONB, and six National Trust attractions. Rutland Water is the largest man made lake in England and one of the largest in Europe, sprawling across 3,000 acres of green space in the heart of the East Midlands.

There are fewer built up areas compared to most other regions of the UK. Greater Lincolnshire's natural capital will play a vital role in helping the area achieve net zero carbon emissions and increase resilience to the impacts of climate change.

The region's natural capital supports substantial employment in industries including agrifood, energy and water, and tourism. It is also a key part of the area being attractive to live and work in, and supports the health of residents and workers with green space, fresh air and access to wild places offering great opportunities for exercise and recreation.

Given the expanse of green space in the region, there is potential to expand the AONB as environmental tourism is increasing in significance. The national nature reserves at Gibraltar Point and Donna Nook combining with the Wolds AONB draw a national and international audience, which benefits from growing local access and the inclusivity promoted by the development of accessible networks such as the English Coastal Path, the Coastal Observatory and the coastal country park. This also provides connectivity within the coastal area and promotes links through Wolds AONB to the market towns of Louth, Horncastle, and Caistor, among others.

Greater Lincolnshire has a rich and diverse heritage of international, national and local significance, dating from evidence of man's earliest inhabitation of the areas 250,000 years ago through the Stone Age, Iron Age, Roman, medieval, Georgian and Victorian Britain through to the 20th Century. The heritage is evident in historic towns, churches, monuments, airfields, windmills, canals, country houses, parks and ancient woodlands. The value of heritage and the Historic Environment 2019 captures the value, impacts and benefits of the historic environment.

Housing in Greater Lincolnshire

Greater Lincolnshire has a plentiful supply of land, making it a significant provider of new housing, delivering 12,510 houses between 2013-18. Median house prices remain some of the lowest in England. This reflects relatively low land values and wage levels rather than a lack of developer interest (which is substantial, especially for green field sites). Good housing design and appropriate planning will help to further reduce living costs for residents.

Housing delivery has been slower than expected, with developments constrained through viability and local infrastructure. There is strong evidence that without further action the housing delivery targets contained in Greater Lincolnshire's Local Plans will not be delivered. The objectively assessed need as reflected in current local plan figures total

4,805 dwellings per year or approximately 120,000 dwellings to 2036 (the end date of the majority of local plans). Support will be needed to overcome the existing undersupply, and to unlock housing sites that can be delivered by a wide range of suppliers including developers, investors, RSLs and the SME sector.

Flexibility is required to pilot new housing design, delivery and policy solutions which are specific to coastal towns. Under current national policy guidelines, planning authorities must consider a sequential approach to allocating new housing sites. In larger geographic areas, such as East Lindsey, there will always be an opportunity to locate new housing sites away from the rapid inundation zone on the coast. As a result, housing allocations are dispersed across the inland market towns, and few new houses are delivered in coastal towns, adding to the challenges they already face. With challenges come opportunities. To deliver more houses will require more people with construction skills, particularly the skills required to support Modern Methods of Construction (MMC). With access to training, opportunities will exist for Greater Lincolnshire's residents to help construct the houses the region needs

*** In final draft display information on Spatial Funding Areas in a cut-out box ***

LEADER programme supporting growth

The particular opportunities and challenges in terms facing businesses is exemplified through the LEADER programme. Greater Lincolnshire is split into five EU LEADER funding areas; Coastal Action Zone, Lindsey Action Zone, Wash Fens Local Action Group, Kestevens Local Action Group and Northern Lincolnshire Local Action Group which cover specific places, each with their own unique set of challenges and opportunities.

The Lindsey Action Zone predominantly covers the rural centre of Lincolnshire and has a buoyant business base and take up of funds, particularly around investing in innovative business practices and new technologies that help businesses become more productive and economically sustainable. The over-demand for funding in this area demonstrates the need for this type of funding and the ability of businesses to access it.

The Wash Fens area in the South of the county has also had high demand for the funding, particularly with the inclusion of the farming productivity investment priority that was included in the 2014-2020 programme. This enabled support to the strong agrifood/food production sector within this area and demonstrated how funding aligned to the right investment priorities at the outset had much better impact – processing agricultural products to add value, environmental investments, robotics/automated equipment.

The Kestevens area is a new LEADER area and, covering the rural parts of the westerly North and South Kesteven. Demand for this type of funding from businesses has been high.

The Coastal Action Zone has probably been the most challenging of areas where there are pockets of high rural deprivation and less appetite for business growth and expansion. This is reflected in the lower take-up of funds under the current LEADER programme and similarly under the previous programme.

Commitments

- Greater Lincolnshire will develop hyper local responses to enhance the roles of town centres, market towns and high streets as economic, creative, and cultural hubs using the Towns Fund, Future High Street Fund and Local Growth Funds as catalysts. This will include development of a new creative hub through the Cultural Development fund.
- Greater Lincolnshire will develop local place-based responses to opportunities and challenges focused around the Spatial Corridors and level up across the dispersed economy, for example reducing inequalities in coastal areas working with the Coastal Communities Alliance.
- Greater Lincolnshire partners are working together with Homes England to deliver the housing pipeline to attract and support the working age population required by the region's businesses. This includes Housing Infrastructure Fund bids from Grantham and St George's Barracks.

13. Implementation

This strategy sets out the government and Greater Lincolnshire response to opportunities and challenges that need to be addressed to enable increased productivity and inclusive growth. This Local Industrial Strategy does not include new spending commitments outside of existing budgets. Instead, it will inform the strategic use of local funding streams and, where relevant, spending and decisions at the national level.

To demonstrate progress towards the long-term vision set out by this Local Industrial Strategy, the strategy contains specific actions. Where these actions are locally-led, these will be drawn from local budgets which exist for those purposes; where actions are shared between Greater Lincolnshire and government, they will be funded from existing local and departmental budgets, with funding allocated for those specific purposes.

This strategy does not represent all the priorities and action being developed in Greater Lincolnshire. This strategy sets out long term ambitions and will continue to evolve as the economy changes. Greater Lincolnshire will regularly review the latest evidence to continue designing the most effective approaches and interventions to achieve its objectives.

The actions set out here will be implemented alongside existing plans and broader regional strategies, including the Strategic Infrastructure Delivery Plan.

Successful implementation of this strategy will require the coordinated efforts of a wide range of partners, including local and national government, business, wider public services, universities, and community and voluntary organisations. The Local Industrial Strategy is therefore a further route to strengthening the focus of the strong partnerships in place within the region.

Implementation of this plan will also depend on collaboration with partners beyond the regional boundaries. Greater Lincolnshire will engage with partners in neighbouring regions to ensure the success of this Local Industrial Strategy.

PAPER 7 FREEPORTS

Publication	Public Paper					
Meeting date:	10 th June 2020					
Agenda Item:	7					
Item Subject:	Report on Freeports – Working towards a consultation response					
Author:	Halina Davies					
For:	Discussion	x	Decision		Information	Yes

1. SUMMARY

- 1.1 Board Directors are asked to note details on the Government's Freeports consultation opportunity and progress in development of ideas relating to our area to date.

2. RECOMMENDATIONS

- 2.1 **Consultation:** That the GLLEP Board agrees to submit a joint response to the freeports consultation with the Humber LEP. The response will be delegated to the LEP Executive by 13th July.
- 2.2 **Proposal:** That the Board task the executive with jointly developing a proposal for a Freeport on the Humber, with local authorities, the business community and the Humber LEP.

3. BACKGROUND

- 3.1 The government is working to boost economic activity across the UK, ensuring that towns, cities and regions across the country can begin to benefit from the opportunities of leaving the EU. In order to help achieve this ambition Government is looking to create ten Freeports establishing them as national hubs for global trade and investment; promoting their contribution to regeneration and job creation; and enabling hotbeds for innovation.
- 3.2 A consultation was published on 10 February 2020 and was due to close on 20 April 2020, however the government recognised that many sectors with an interest in this policy are being affected by coronavirus (COVID-19) and hence the submission date has been extended to the **13 July 2020**.
- 3.3 To prove successful a Freeport must be well-integrated into the local economy, with the private sector working closely with local economic partners. The Government wants our initial feedback on the most effective model for partners to come together to develop and submit strong applications.
- ### 4. WHAT CONSTITUTES A FREEPORT
- 4.1 Freeports consist of a designated area around a sea or land port. They have different customs rules than the rest of the country, are innovative hubs, boost global trade, attract inward investment and increase productivity. They can also generate employment opportunities to benefit of some of our most deprived communities.

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FREEPORTS

4.2 A Freeport could include:

- Tariff flexibility
- Tax measures
- Consideration of planning reforms
- Additional targeted funding for infrastructure improvements
- Measures to incentivise innovation
- Permitted development rights

5. DETERMINING OUR PREFERRED APPLICATION

5.1 Where a Mayoral Combined Authority (MCA) or Combined Authority (CA) does not exist a Freeport application can be submitted by the Local Enterprise Partnership (LEP) and the upper-tier authorities in which the proposed Freeport site is located. Within this model, we are asked to prioritise one application for Freeport status from within our geography. This is to ensure:

- Functional fit: Any effective Freeport application will require strong collaboration between the port, the relevant LEP/LEPs, local authorities concerned and local businesses.
- Local knowledge: LEPs understand the challenges and opportunities experienced by their local economies and are therefore well-suited to make decisions regarding which ports will support key objectives in their area.
- Regional allocation: One of the key potential benefits of a Freeport is the clustering of related businesses. This effect will be muted if multiple ports in the same local economic area gain Freeport status

5.2 Where LEP boundaries overlap, affected ports can choose which LEP they bid with. Multiple MCAs/CAs/LEPs could support one Freeport application.

5.3 The formal application process will be launched post consultation in the Autumn Budget in November 2020, with the Freeports awarded status being announced during Spring 2021.

6.0 CONSIDERATIONS

6.1 The LEP Chair has had discussions with partners ABP, NLC, NELC, ABP and Humber LEP. It has been agreed that a response to the consultation should be agreed between the partners, and a joint response made between the Humber and Lincolnshire LEPs advocating a Humber wide Freeport proposal. Much of the consultation is important technical detail. The Board should delegate the submission of the response to the LEP executive.

6.2 GLLEP has already begun discussions with Humber LEP on how it might support a joint submission to include employment, supply chain and skills impact relating to North and North East Lincolnshire and East and West Lindsey districts. The proposals should include scope, scale, opportunity, political engagement, local economic potential, availability of land, stage of site preparation and planning permission, private sector commitment, levelling up, promotion of competitive advantages and innovation/R&D, local leadership and collaboration.

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FREEPORTS

6.3 We also need to be mindful of potential applications in border LEP areas such as D2N2, Sheffield City Region, and York and North Yorkshire, how they might complement rather than compete with our own chosen submission. One can already see how from a Midlands Engine perspective for example how a Humberside sea Freeport and East Midlands Airport Freight Hub driven inland Freeport might provide synergy and clear options for connectivity.

6.4 Ultimately the LEP Board will be asked to support or lead in partnership a preferred single option for progression at the October Board following local consultation and sectorial input, with a view to work up and submit a final bid in partnership in October 2020.

7.0 NEXT STEPS

7.1 Firstly it will be important to understand business views on what might or might not work effectively as a Freeport notwithstanding individual interests. Humber LEP and NELC have already begun a consultation process which will be underway over the next 4 weeks on the Humber ports and surrounds, and GL LEP will work closely with them and North Lincolnshire based councils to ensure a combined and focused approach, organising a specific session for businesses in Greater Lincolnshire.

7.2 In Lincolnshire Boston Borough Council are currently considering a consultation response and are holding discussions with Boston Port linked in with their Towns Fund submission. More details will be available towards the end of the month on initial ideas.

7.3 An MHCLG webinar is being held on 15th June to discuss the Freeports consultation process and answer any emerging questions. GL LEP will be participating in this event which aims to:

- Consider the key parts of the consultation document
- Highlight what government is seeking from consultation responses
- Help ensure our responses are as effective as possible

7.4 A policy response from Greater Lincolnshire in July will need to include any collaborative thinking to date and what we feel Freeports could benefit from in terms of incentives, governance models and structure. Indeed a Board discussion on potential financial incentives would be very helpful today.

8.0 DISCUSSION

Discuss potential financial incentives we could consider asking Government to provide - what might make a real difference post Covid to help attract private investment in a Freeport. List is included at section 3.

PAPER 8

GROWTH DEAL PROGRESS

Publication	Public Paper					
Meeting date:	10th June 2020					
Agenda Item:	8					
Item Subject:	Report on Growth Deal Progress and Scenario Planning for Grant Expenditure					
Author:	Halina Davies					
For:	Discussion	Yes	Decision		Information	Yes

1. SUMMARY

- 1.1 Board Directors are asked to note the progress made to date in delivery of the Growth Deal Programme.

2. BACKGROUND

- 2.1 This paper explains likely forecast targets for 2020/21 based on correspondence with grant recipients since March 2020. Actual figures for Quarter One of 2020/21 will not be formally reported until August 2020 following July claim submissions, as agreed with government.

3. PROGRESS TO DATE AND COVID IMPACTS

- 3.1 The Growth Deal Programme is 100% contracted and prior to Covid-19 all schemes were on track to deliver by 31 March 2021. The contractual commitments in place total £362.4m with £123.7m relating to growth deal grant funding. We have £34m of grant to pay out by 31 March 2021, when we take into consideration the repayment of monies in previous years and reconcile adjusted projects.

Current Position	
SLGF 20/21 Allocation (not yet received)	£18.153
SLGF OFFSET	£10.356
SLGF Reserve (from paid back monies)	£3.653
SLGF In Year (20/21 Paid back/contract Variations)	£2.339
TOTAL	£34.501

- 3.2 When Covid-19 took effect several growth deal schemes were unavoidably delayed and have only just begun to return to site. Grant recipients have been very helpful in keeping GLLEP fully informed of impacts, programme changes and progress being made, however there remain some uncertainties going forward regarding reliability of supply chain, actual timescales given social distancing measures and of course any rising costs.
- 3.3 The attached spreadsheet (Paper 7.1) shows current scenario planning for the programme based on what we know so far and risk based analysis of forecast expenditure for schemes in 2020/21. The scenario planning looks at a shift of expenditure per quarter based on original profiles and then assesses what budget allocation would be expended first. We could potentially spend the

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GROWTH DEAL PROGRESS

grant allocation first, then in year adjustments followed by offset and then monies paid back in previous years.

- 3.4 We remain confident that utilising our freedoms and flexibilities we can achieve the targets required of us for 2020/21 by Government.

4. RELEASE OF GRANT TO GL LEP

- 4.1 We can confirm that £12,102,035 of grant was received by our accountable body from Government on the 26th May 2020, leaving £6,050,965 still to be released.

- 4.2 It is not yet clear when details regarding the release of our final £6m allocation from Government will be provided, however we are aware that it will be informed by expected Q1 progress, ability to spend the remaining grant within 2020/21 and commitment levels. We are expecting guidance to be issued the week commencing 1 June 2020.

5.0 CONCLUSION

- 5.1 The Board are asked to note progress of the Growth Deal grant to date and to discuss implications of the scenario planning provided.

Paper 8.1 COVID SCENARIO PLAN

SLGF COVID SCENARIO PLAN	Scenario 1 - Pre COVID			Scenario 2 - July Start			Scenario 3 - October Start			Scenario 4 - January Start		
	Grant spend	Paid back/ adjustments	Revised figure	Grant spend	Paid back/ adjustments	Revised figure	Grant spend	Paid back /adjustments	Revised figure	Grant spend	Paid back/ adjustments	Revised figure
Q1 2020/21	£ 14.02	£ 0.73	£ 14.75	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Q2 2020/21	£ 6.16	£ 1.60	£ 7.76	£ 14.02	£ 0.73	£ 14.75	£ -	£ -	£ -	£ -	£ -	£ -
Q3 2020/21	£ 2.72	£ 3.22	£ 5.95	£ 6.16	£ 1.60	£ 7.76	£ 14.02	£ 0.73	£ 14.75	£ -	£ -	£ -
Q4 2020/21	£ 5.60	£ 0.38	£ 5.98	£ 2.72	£ 3.22	£ 5.95	£ 6.16	£ 1.60	£ 7.76	£ 14.02	£ 0.73	£ 14.75
Subtotal to March 21	£ 28.51	£ 5.92	£ 34.43	£ 22.91	£ 5.55	£ 28.45	£ 20.18	£ 2.32	£ 22.51	£ 14.02	£ 0.73	£ 14.75
Q1 2021/22	£ -	£ -	£ -	£ 5.60	£ 0.38	£ 5.98	£ 2.72	£ 3.22	£ 5.95	£ 6.16	£ 1.60	£ 7.76
Q2 2021/22	£ -	£ -	£ -	£ -	£ -	£ -	£ 5.60	£ 0.38	£ 5.98	£ 2.72	£ 3.22	£ 5.95
Q3 2021/22	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 5.60	£ 0.38	£ 5.98
Q4 2021/22	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Subtotal to March 22	£ -	£ -	£ -	£ 5.60	£ 0.38	£ 5.98	£ 8.32	£ 3.60	£ 11.92	£ 14.49	£ 5.20	£ 19.68
TOTAL	£ 28.51	£ 5.92	£ 34.43	£ 28.51	£ 5.92	£ 34.43	£ 28.51	£ 5.92	£ 34.43	£ 28.51	£ 5.92	£ 34.43
The scenario planning looks at a shift of expenditure per quarter based on original profiles and then assesses what budget allocation would be expended first. The current recommendation would be to spend the allocation first, in year adjustments followed by offset and then monies paid back in previous years.				2020/21 Allocation - 18.153 In Year - 2.339 Offset - 7.961 2021/22 Offset - 2.395 Reserve- 3.653			2020/21 Allocation - 18.153 In Year - 2.339 Offset - 2.014 2021/22 Offset - 8.342 Reserve- 3.653			2020/21 Allocation - 14.747 2021/22 Allocation - 3.406 In Year - 2.339 Offset - 10.356 Reserve- 3.653		

Paper 9 - EAN progress and proposal to extend

Publication	Public Paper				
Meeting date:	10 th June 2020				
Agenda Item:	LEP Board				
Item Subject:	Update on the Enterprise Adviser Network (EAN)				
Author:	Clare Hughes Skills Lead				
For:	Discussion		Decision	X	Information

1 Purpose

- 1.1 This report provides an update on the Enterprise Adviser Network (EAN) and suggested next steps. It sets out plans to recruit a fourth Enterprise Coordinator for Greater Lincolnshire area and extend one contract which will end in September 2020.

2 Recommendations

- 2.1 The GL LEP Board is asked to:
- Support the proposed next steps for the Enterprise Adviser Network namely, an extension of 3 EC employment contracts and recruitment of a fourth Enterprise Coordinator until March 2022 of £80,568.
 - Approve an additional LEP contribution of £50,000 from the LEP Core operating reserves
 - Seeking partner funding for the remainder i.e. £30,568

3 Background

- 3.1 The Career and Enterprise Company (CEC) is funded by the Department for Education and works with all 38 LEPs in the country to roll out the Enterprise Adviser Network (EAN). The EAN is a scheme that matches schools with employers.
- 3.2 The CEC supports LEPs to recruit one local Enterprise Coordinator for every 20 secondary schools/FE Colleges, by funding 50% of the salary. The LEP and or other partners are asked to fund the other 50% locally.

The LEP was pivotal to the start of the programme locally and provided £50,000 as well as managing the programme. Additional funding has since been provided by Lincolnshire County Council and local District Councils.

LEP: £50,000, Lincolnshire County Council: £110,000, District Councils: £9,600

- 3.3 **What is the scheme:** The paid Enterprise Coordinator works with career leaders in schools and volunteer local business leaders (the Enterprise Advisers), to facilitate the development of a career and enterprise plan, ensuring that every young person has meaningful encounters with employers and the workplace. The volunteer Enterprise Adviser provides up to 8 hours of support to a school per month, working with the senior leadership team to put a plan in place. Research shows that a young person who has four or more meaningful encounters with an employer is 86% less likely to be NEET (unemployed or not in education or training) and can earn up to 22% more during their career. This support will be increasingly important over the next year or two as the shape of the workplace and workforce changes as a result of the Covid:19 pandemic.

4 Progress to Date

- 4.1 The LEP currently employs three Enterprise Coordinators, and this allows us to work with a caseload of up to 60 schools and Colleges. Support is currently offered to all 59 Lincolnshire mainstream secondary schools and Colleges. Progress prior to the Covid:19 outbreak was ahead of target.

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- 4.2 The team of three have surpassed the expectations of the Career and Enterprise Company, and 41 of the 59 schools and Colleges are signed up to a Memorandum of Understanding in relation to working with employers. 30 are now matched with an Enterprise Adviser and providing schools with advice and support on how to help pupils think about the world of work. They provide access to other employers. One school arranged its first ever business breakfast within weeks of being introduced to its Enterprise Advisor.

5 Current and Additional Costs

- 5.1 Salary costs, including on-costs, from September 2018 to 31st March 2020 were £113,016. The CEC has paid 50% of that (£56,535). We expect to receive a grant offer letter from the CEC this month with new funding and targets for 2020/2021. All salaries will continue to be 50% match funded by the CEC. The request for additional funding below is on the assumption that this grant offer letter is received.

a. Recruiting a fourth Enterprise Coordinator - The grant offer letter will include funding for half of the salary of a fourth Enterprise Coordinator to extend the reach of the Network. A fourth Enterprise Coordinator would cover the 4 mainstream secondary schools in Rutland and 16 of the 20 Special Educational Needs Schools in Lincolnshire. Each EC can cover 20 schools. This will allow us to engage with these 20 schools, match them with business leaders, and help them to increase the number of employer encounters each pupil has.

b. Extending the contract of existing Enterprise Coordinators beyond 2 years - Enterprise Coordinators started their employment at different times and once they have been employed for two years we are required to cover a redundancy liability. This is factored into the gaps in funding below, so that all four co-ordinators will be in post until March 2022.

Contract Termination point	Redundancy Payment
1 day after the initial 2 years fixed term	£3,002.25
After 1 year (3 years)	£4,336.59
After 2 years (i.e. 4 years)	£6,004.50

- 5.2 In order to recruit the fourth Enterprise Coordinator and extend the contract of 3 existing Enterprise Coordinators to March 2022 there is a local gap in match funding of £80,568. The CEC are likely to provide an additional £30,000 one-off payment to support this new work to get underway, called a 'kickstart' allowance.

5.3 North and North East Lincolnshire

Board will be aware through discussions and a paper elsewhere on this agenda of the transition of NE and NEL Lincolnshire into the Greater Lincolnshire LEP. A transition board is being established to undertake the transfer of strategy and delivery programmes. The EAN for NE and NL will therefore be considered as part of this work. Currently the Humber LEP employ an EAN to cover northern Lincolnshire, and it is proposed that this is brought into the GL programme by March 2021.

6 Resources Position

The proposal within this paper is dependent on seeking match funding from the LEP Board and other local partners. The LEP has reserves within its core reserves to cover an additional £50,000 contribution to the EAN network, and would look to seek an additional £30,658 from partners such as Rutland and LCC. The core reserves are held in the event of a winding down of the LEP and funding a sixth month operating period. There is circa £50,000 more than is currently needed to meet this obligation in the core operating reserve. If no partner contributions were

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achieved, then a £50,000 contribution would ensure that the programme runs until December 2021.

PAPER 10 - CREATIVE INDUSTRIES FEDERATION MEMBERSHIP & LOCAL OPPORTUNITIES

Publication	Public Paper (published)					
Meeting date:	10 th June 2020					
Agenda Item:	10					
Item Subject:	Report on Creative Industries Federation Membership and Local Creative Sector Opportunities					
Author:	Halina Davies					
For:	Discussion	Yes	Decision		Information	Yes

1. SUMMARY

- 1.1 Board Directors are asked to note GL LEP membership of the Creative Industries Federation, recent progress with local creative sector initiatives and the opportunities growth of this emerging sector might bring for Greater Lincolnshire.

2. BACKGROUND

- 2.1 The federation normally charge annually for membership but have offered GL LEP trial free membership for six months. The Creative Industries Federation is based in Covent Garden in London but reaches out across the UK with over 10,000 current members from a variety of sectors. The organisation enables members to network and share expertise and companies involved span film, fashion and performing arts through to architecture, advertising, museums and education.

3. WHAT CREATIVE INDUSTRIES FEDERATION MEMBERSHIP INCLUDES

- 3.1 GL LEP has signed up for six months of free membership as of the beginning of 7th May 2020 and anyone within the LEP can receive a login to access the members' portal, be able to benefit from exclusive insights into the creative industry and participate in a range of events.
- 3.2 The federation represents the sector at the highest level of government and can help inform our creative industries/digital sector work, helping us resolve key issues and enabling participation in national conferences, creative roundtables, meetings, working groups and surveys (albeit virtual at the moment).
- 3.3 The LEP is also invited to take part in EU and International or HE/FE working groups should we be interested in doing so and have access to the latest news and members' views from across the sector nationally.
- 3.4 Our membership is an opportunity for GL LEP to share details on our local creative sector activities and events via newsletters and the Federation website. We can also engage via social media - @Creative_Fed. For further information on the Creative Industries Federation policy work and to view existing publications you can visit their [Website](#)

If over the next six months any member of the LEP is interested in finding out more about any of the options mentioned above or liaising with the

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federation directly please contact the LEP Programme Manager and she will provide you with the login and access details you require.

Once the trial period is over GL LEP will be able to review its impact and decide whether to continue with membership going forward.

4. LOCAL CREATIVE INDUSTRIES INITIATIVES

4.1 Creative Hub and the Creative Economy of Greater Lincolnshire

GLLEP and UOL along with other key stakeholders helped fund a piece of research work on the sector which has now been fully completed. The study has provided a comprehensive insight in to the creative industries sector in Greater Lincolnshire and has helped inform our Local Industrial Strategy development and future development opportunities. It includes:

- The Greater Lincolnshire Creative, Cultural and Digital Sector Profile
- Overarching Strategic Priorities for Sector Development
- Key Governance, Partnership and Investment Considerations

4.2 Mosaic, Lincoln

Mosaic has been developed collaboratively by the digital community in the heart of Lincoln, working together with Lincolnshire Co-op and Lincolnshire County Council. Located in the extensively refurbished Thomas Parker House on Free School Lane the hub brings together growing digital and tech businesses to develop, innovate. It supports this emerging sector by providing flexible working spaces and individual offices, enabling knowledge transfer, sharing relevant news and facilitating events.

4.3 Independent Options Analysis - Usher Gallery

The University of Lincoln, in partnership with Arts Council England, City of Lincoln Council, Lincolnshire County Council and Cultural stakeholders in the city, have this month commissioned a consultant to explore options, and make recommendations for, the vision, business model, governance, offer and funding of the Usher Gallery in Lincoln in the context of the wider cultural ecology in the city, county and beyond. The work will contribute to the wider place based cultural context and recommendations within the County Council's heritage review.

5.0 THE OPPORTUNITY

5.1 DCMS and Creative Industries Federation are keen to understand how central policy might support local areas with recovery and levelling up agenda. They recognise one size does not fit all when it comes to recovery, and the real opportunities for the creative and digital sector in rural areas reliant on small businesses and currently needing to look beyond focus on single sectors.

5.2 Coastal locations could be strongly complemented with creative/digital sector businesses if the broadband offer is strengthened. This growing sector is positive for the economy and community mental health. It is important to consider sector opportunities in future funding bids and in particular how we might strengthen our Towns fund bids to best affect.

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- 5.3 Two policy documents just released are attached for your information and interest (Appendices 5 and 6). A paper outlining the areas where existing support measures are needed to be adjusted to better support the creative sector, and another looking towards recovery and highlighting innovation and best practice within the sector.
- 5.4 The Creative Industries sector represents 3,621 businesses in Greater Lincolnshire. The Creative Industries Federation network is great opportunity to get our views across to the new Cultural Renewal Task Force and influence reopening guidelines and digital solutions for our area. Our input into the Creative industries policy work is welcomed with LEPS being asked to share 'big ideas' that can help build back better our creative ecologies. We are well placed to attract people and businesses wishing to relocate and invest from more congested areas and a balance in economic offer and good digital connectivity might therefore be the key to turning some of our hard hit coastal areas post Covid 19 around.
- 5.5 On the 29 May the Chancellor announced an extension to the Self Employed Income Support Scheme and the Job Retention Scheme, both of which are extremely important in supporting the sector at this difficult time
<https://www.creativeindustriesfederation.com/news/federation-responds-todays-announcements-chancellor>
- 5.6 In two weeks' time the Creative Industries Federation will share with us the research we've commissioned with the Policy and Evidence Centre, looking at the development of each creative subsector across each LEP area over the last 20 years as well as the research they have commissioned from Oxford Economics modelling the impact of COVID19 on the creative industries. This along with our local research will give us a much clearer picture of the sector in Greater Lincolnshire and its future requirements for recovery and growth.
- 6.0 **CONCLUSION**
- 6.1 It is recommended that the Board notes the benefits available from Creative Industries Federation membership, the excellent work already being progressed for our Creative Industries, and the opportunities future investment and support for the sector might bring.