



GLLEP BOARD MEETING

29th April 2020, 3.00pm to 5.00pm

MS Teams Meeting

Paper 0 - Agenda

Time	Item and brief description	Lead	Circulation
15:00	Welcome, Apologies, Declarations of Interest	Chair	
15:05	1 Welcome, Apologies, Declarations of Interest 1.0 FOR APPROVAL - LEP Board Minutes 31 January 2020 1.1 FOR INFO - Decision Log 1.2 FOR INFO - Review of Actions 1.3 FOR APPROVAL - Approval of Forward Plan	Chair	Attached and website
15:15	Covid-19 Intelligence/Action <ul style="list-style-type: none"> Paper 2 Intelligence Report - <u>For Information</u> 	James Baty/ Clare Hughes	GLLEP Board Only
15:30	Proposed LEP Budget 2020/21 (confidential) <ul style="list-style-type: none"> Paper 3 Budget Report - <u>For Decision</u> 	Ruth Carver/ Kate Storey	GLLEP Board Only
15:45	Proposed LEP Annual Delivery Plan <ul style="list-style-type: none"> Paper 4 Revised ADP Process - <u>For Decision</u> Paper 4.1 Draft ADP - <u>For Review</u> 	Halina Davies	All Members
15:55	Governance <ul style="list-style-type: none"> Paper 5 Report on Rutland, NELC and NLC Transition Plan and Board Membership - <u>For Decision</u> 	Ruth Carver (Verbal)	All Members
16:15	Greater Lincolnshire Economic Recovery Plan <ul style="list-style-type: none"> Paper 6 Recovery Plan Proposals - <u>For Information</u> 	Justin Brown	All Members
16:25	Annual Performance Review <ul style="list-style-type: none"> Paper 7 Outcome for 2019/20 - <u>For Information</u> 	Halina Davies	Publish Actions
16:35	Greater Lincolnshire Growth Fund <ul style="list-style-type: none"> Paper 8 - GLGF Supporting Economic Recovery 	Halina Davies	All Members

16.45	Update on LIS <ul style="list-style-type: none"> Paper 9 	Ruth Carver	All members
16:55	Repurposing of Government Grants (Verbal update)	Pete Holmes	
17:05	AOB and close of meeting	All	

Attendees via MS Teams:

Pat Doody (Chair), Yvonne Adam (Youngs Seafood), Allison Ballard (BAE Systems), Debbie Barnes (LCC), Chris Baron (Butlins), Alric Blake (Alltech), Cllr Colin Davie (LCC), Sarah Louise Fairburn (L J Fairburn & Son Ltd), Dean Fathers (Health), Gary Headland (Chamber and IoD), Cllr Philip Jackson (NELC), Zoe King (Epix Media), Cllr Craig Leyland (ELDC), Air Commodore Suraya Marshall (RAF Cranwell), Cllr Ric Metcalfe (CoL), Mary Stuart (UoL), Cllr Rob Waltham (NLC), Nick Worboys (Longhurst)

Apologies:

Observers: Andrew Crookham (S151 Officer), Pete Holmes (BEIS), Cllr Oliver Hemsley (Rutland CC)

Officers: Ruth Carver (GLLEP), Halina Davies (GLLEP), James Baty (GLLEP), Clare Hughes (GLLEP), Justin Brown (Accountable Body), Sue Groves (Note Taker)

Greater Lincolnshire LEP Board

31st January 2020

Roythornes Solicitors, Enterprise Way,
Pinchbeck, Spalding, Lincs, PE11 3YR

Draft Minutes

Present: Board Directors: Pat Doody (Interim Chair & Nat West, Chair of ESC), Alric Blake (All Tech), Cllr Craig Leyland (ELDC), Cllr Rob Waltham (NLC), Chris Baron (Butlines, Skegness & Chair of VE Committee), Dean Fathers (Health & Diversity Champion), Gary Headland (Lincs Chamber & IoD), Nick Worboys (Longhurst), Sarah Louise Fairburn (L J Fairburn & Sons Ltd and Food Board Chair), Zoe King (Epix Media & Digital Lead & SME Champion).

Observers: Stephen Fidler (DfT & GLLEP Senior Sponsor), Pete Holmes (BEIS CLG), Helen Briggs (Rutland CC CX), Andy Gutherson (LCC), Anna Graves (SHDC CX), Lord Gary Porter (Leader SHDC), Cllr Nick Worth (SHDC), Michelle Sacks (BBC DCX).

Apologies: Cllr Colin Davie (LCC), Mary Stuart (UoL), Cllr Philip Jackson (NELC), Andrew Crookham (S151 Officer LCC), Cllr Ric Metcalfe (CoL), Debbie Barnes (LCC), Simon Green (NLC)

LEP Executive: Ruth Carver (CX), Kate Storey (PM), Sue Groves (Note Taker), James Baty (PRM).

Apologies and Declarations of Interest - Apologies were noted from Cllr Colin Davie, Cllr Ric Metcalfe Cllr Phillip Jackson, Mary Stuart, Andrew Crookham, Debbie Barnes (Andy Gutherson in attendance).

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.

Minutes & Matters Arising (Paper 1)

The minutes from the Board meeting held on 29th November 2019 were accepted as a true record.

Outstanding Action:

- Lead Flood Officer - Outstanding action from each Unitary to send Lead Flood Officer to Peter Holmes at BEIS. ACTION AG, RW and PJ.

Matters Arising :

- Freeports - An update on the current position on freeports was given interest from North and North East Lincolnshire and Boston. Consultation expected soon, and government understand the aspiration of Greater Lincolnshire in this area.
- DF informed the board of a planned meeting with Lord Patel, and asked for an update on our digital activity. RC updated the board that since the last meeting, where Zoe Easey presented to the board the activity she had taken forward, Mosaic (digital hub) in Lincoln had opened, and a Digital Hub Director started. The board discussed the importance of digital business and skills to uplift the economy across all sectors, especially in areas such as health and visitor economy.
- An verbal update on the Chair and NED recruitment was given by the Interim Chair and the Chairs Appointments Panel. Interviews are confirmed for 12th February.
- Decision Log was noted - Add "Completion of Diversity Forms" to the Actions log.
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Actions

- ❖ RC to send briefing to DF on Digital Skills and business support activity
- ❖ Board Directors were asked to complete the diversity questionnaire
- ❖ Amend the forward plan to include Health Sector, and Diversity/succession planning discussion.

LEP Chair & Chief Executive's Report (Paper 2)

The Interim Chair updated the Board on meetings he had since the last meeting, and the CX highlighted a few areas in the CX quarter 3 report.

CX sought a board decision on the outstanding monies owed to the LEP as a result of a legal challenge. The Board agreed to the revised proposal being submitted for consideration.

Progress on Enterprise Co-ordinators Programme

- 40 schools have so far signed up
- 26 are actively working with Business Advisers
- 4 schools in Rutland are to join the programme
- Board members reminded that they "Can give an hour" by going to schools or organisations to give advice students
- AG SHDC asked how many schools had subscribed to this programme in the south of the county and where there are gaps - RC to supply details

Local Industrial Strategy

- In December, received positive feedback from the LIS Team, but more work is needed on specific areas, ie, Defence, productivity. Work is ongoing which will include Government priorities.
- Next Steps - Minister are still enthusiastic regarding Local Industrial Strategies and publication of some are imminent.
- For Greater Lincolnshire, the LIS is in a positive advance state and will need Government to take forward, which means it could be published in the near future.
- SF stated that the LIS is well placed, with a focus on local plans and local places.
- Humber LEP will be publishing their LIS in the near future, so the GLLEP LIS needs to be accelerated as soon as possible.
- CL had recently met with local MPs who need a better understanding of the LIS and borders (geography). Response that LIS has been written on the current geography of GLLEP.
- RW had recently met with Humber MPs in London and suggested that all the local political leaders should meet up to discuss devolution and show the Government that Greater Lincolnshire works as it is currently, not wait for a white paper to be announced.

Actions

- ❖ Agreed to accept a smaller amount from SUFC regarding legal costs.

Greater Lincolnshire LEP Finances 2019/20 (Paper 2.1)

Further to the discussions earlier in the year, and the realignment of the budget in October 2019, the budget is on track, but is now not delivering all of the elements within the Delivery Plan.

Greater Lincolnshire LEP Growth Deal Update Report (Paper 2.2)

Contents of paper noted, and progress in particular against the 100% commitment level were recognised.

Greater Lincolnshire Agri-Food Industry Agenda for Growth (Item 3) - Presentation by Martin Collison & Sarah Louise Fairburn

- The Sector Plan was launched in 2014 with the ambition to double GVA of the GLLEP food chain. This was updated in 2017 for Brexit, National Living Wage, Technology.
- The LIS "Future Proofing the Agri-Food Industry" has five priority areas:
 - Skills
 - Innovation
 - Adoption of Technology
 - Trade

- Provision of Commercial Space
- The food industry tends to work in clusters where 24% of employment is in the food chain to the factory gate, compared to 4% nationally.
- Clusters have grown since 2014 with Grimsby & the Humber having 65+ companies in the fish sector, arable and poultry (producing 12% of England's wheat and 18.5% of poultry meat production), with South Lincolnshire's fresh produce and processing. In December 2019, 3,500 lorries left South Lincolnshire each day.
- All major themes in the LIS are aligned with agri-food.
- Agri-Food Tech Trends: areas where agri-food is concentrated have seen this sector grow the fastest.
- UK Food Consumption Trends - Trade outside the home is slowing the fastest.
- Global Food Sector Trends - Population growth, climate change creating major challenges on water supply and food - 5 times the car sector.
- What do consumers care about? - food miles, animal welfare, waste, salt, fat and sugar in food.
- GLLEP Agri-Food Tech:
 - Lincoln AgriRobotics £6.3m to transform Riseholme and new professional teams
 - World's first Doctoral Training Centre for Agri-Robotics £6.6m
 - Multiple digital agri-food projects with industry, UK and international funding.
 - Largest European centre for agri-robotics, expect to be the World's largest in 2020.
- Policy Environment for Agri-Food - there is a potential for more exports and to reduce the 46% of food imported.
- Conclusions on the Potential:
 - The food sector is growing in the UK and even faster globally
 - Our food clusters are 10 times as concentrated as nationally and growing faster
 - Labour, automation and digital transformation of the food chain
 - Consumer demand for sustainability, health and convenience
- Food Enterprise Zones:
 - Europarc is still growing with more units being required
 - Hemswell Cliff
 - Holbeach - Businesses want this area to continue to grow and to embrace all technology/skills to drive it forward
- Technology Clusters & Skills - further investment is needed to ensure we stay at the forefront of agri-food technology. The University is a national leader, but could do more with additional resources.
- Manage Post Brexit Transition - there will be major changes to agricultural payments by 2028 - need to make a case for future funding being invested in Greater Lincolnshire.
- Sector Leadership - the Food Committee is 20+ leaders of major food companies with an annual meeting in London with MPs and Lords. The Food Committee needs to be rationalised and meet more often.
 - Agreed it is difficult to get business leaders to get together and make then understand that they will make a difference, but their knowledge and input to make decisions is needed.
- Regional Leadership - Already in discussions with other LEPs (New Anglia and Humber) and Midlands Connect who want to work with Greater Lincolnshire.
- Game Changing Investments - need to be able to attract investment into Greater Lincolnshire rather than to other countries.
- Greenports - the Dutch have 1-3,000 acre glasshouse zones which are adjacent to food processing, supply chain, technology and skills. They have central logistics, ie, energy, utilities etc, and some close to ports. They typically support 5,000+ high paid jobs, some double this. The UK imports 80+ glasshouse crops and the largest glasshouse in the UK is in Spalding (75 acres). The Humber LEP is very interested in this and Anglian Water is investing venture capital in glasshouse sites in Norfolk and Suffolk.

Comments

- Need to be clear with needs to Government.
- LIAT has been going for 4 years, but need to promote itself more, although major retailers in Lincolnshire are aware.
- Academia is supported by the LEP, but how do businesses get to know about what is happening.
- Suggested that the Health & Care Enterprise Committee have a joint meeting with the Food Committee.
- Company that has basic automation may move away from Greater Lincolnshire due to a skills shortage.
- Robotics - MC is discussing with banks to ensure that they understand the requirements of companies asking for assistance.
- SLF has seen presentations put forward by companies for funding and was disappointed, stating that it is an aggressive market and they need to improve. Asked if Growth Hub could assist companies on how to deal with major retailers.

Actions

- ❖ Presentation to be circulated and an updated strategy and action plan developed to support the discussion.
- ❖ H and C and Food Boards holds a joint meeting to explore common areas

Lincolnshire Infrastructure Priorities (Papers 4 & 4.1) - James Baty

Following the general election in December, Government has clearly stated that there will be a focus on development in the Midlands and the North going forward. Whilst the full extent and detail is not known until the Budget on the 11th March, the language and focus from Government presents an opportunity for Greater Lincolnshire to push forward with its near term infrastructure priorities, as well as presenting strong cases for longer term transformational infrastructure.

During 2019, two major strategies were in development relating to the overall direction and vision for Greater Lincolnshire. The Local Industrial Strategy seeks to set out commitments between Greater Lincolnshire and Government in order to boost productivity by focusing on particular drivers of the local economy; whilst the Planning for Growth (PfG) vision led by the Local Authorities served as a non-statutory spatial strategy developed by the local authorities within Greater Lincolnshire to maximise the spatial growth of the place through infrastructure led investment.

Actions

- ❖ Submit a joint LEP/LA letter regarding infrastructure ask to Government before budget
- ❖ Ask all partners to seek MPs support to investment in major infrastructure.

LEP MP Engagement Plan Update (Paper 5) - James Baty

This provided an update to the MP Engagement Plan which was taken the Board meeting in January 2019 in light of the changes both to Board Members and MPs. The revised engagement plan was approved.

South Holland District Council (Item 6) - Presentation by Anna Graves and Cllr Nick Worth

- There are more than 4,000 companies in SouthHolland, with 390 being established in 2017 and has the largest agri-food cluster in the UK.
- Key challenges are around workforce supply and remaining competitive economically with elsewhere in the UK. Some of the larger companies have been working on automation in order to keep competitive.
- South Holland District Council hold Business Breakfasts to which business are invited and encouraged to be proactive.
- South Holland District Council is an "Open for Business" Council and can approve planning to

delivery of projects in 12 months.

- South Holland District Council often work with authorities to the south and east on joint projects.
- They also have strong connections with the Netherlands (flower business), France and Italy. They are looking at the Netherlands at business/family levels.
- The key projects, economic priorities and opportunities are:
 - Food Enterprise Zone for technology, skills innovation and including business support for 50/60 small businesses.
 - Spalding Western Relief Road, which will prevent freight trains splitting the town in half and is also key to housing in Spalding and Holbeach.

Close of meeting

Date of next meeting: 20th March 2020 (venue to be confirmed)

**Greater Lincolnshire Local Enterprise Partnership
Board Decision Log - Public**

Date	Decision Making Body	Decision Made
30/11/2018	LEP Board	<p><u>The Board made the following decisions:</u></p> <p><u>Recommendations made were agreed regarding geography issue:</u></p> <ul style="list-style-type: none"> • Preferred position should remain the Greater Lincolnshire geography. • Split geography should be explored with the Humber LEP as a solution to remove the overlap, ensuring the integrity of Greater Lincolnshire and the Humber remains intact. • Merger option unlikely to be deliverable, given the lack of support from a number of local authority partners at this stage. • Lincolnshire option was not supported due to the scale and reduced focus. • Strong and, where necessary, formal collaboration be developed between Greater Lincolnshire LEP and its neighbouring LEPs, on energy and manufacturing with the Humber LEP, coastal and rural with the Humber and Yorkshire LEPs, Northern Lincolnshire and Sheffield City region on infrastructure, ports and logistics and advanced manufacturing, and with agri-food and agri-tech and housing growth and infrastructure with GCGP LEP. All collaboration agreements and MOUs will be developed with the authorities involved. <p><u>LEP Directors Report</u></p> <ul style="list-style-type: none"> • Phil Ball of Metsawood, Boston and Melanie Weatherley of Walnut Care join the Employment & Skills Board. • The MPs Engagement Plan be approved subject to a public and private sector link member and the production of a communications and engagement plan. • The Policy for the Appointment of LEP Directors and Board members be approved. • The Policy on Confidential Reporting be approved. <p><u>Growth Deal Programme Review</u></p> <ul style="list-style-type: none"> • Board agreed the LEP team would write to projects that have a red flag against performance asking for detailed response to be considered at the Board in February. <p><u>Greater Lincolnshire Energy Strategy</u></p> <ul style="list-style-type: none"> • Agreed the Energy Strategy be approved subject to input from partners.
25/01/2019	LEP Board	<ul style="list-style-type: none"> • Three Directors appointed to the LEP Board: Gary Headland (IoD & Lincoln College), Mrs Nick Worboys (Director of Development & Sales, Longhurst Group) and Sarah Louise Fairburn (Brand &

		<p>Sales Director, LJ Fairburn & Son)</p> <ul style="list-style-type: none"> • Dean Fathers to undertake the role of Diversity Champion at the LEP Board • Approval given for the LEP Director to commission and independent Governance Review to the value of £20k. • Subject to match funding from other partners, an ambition of full coverage across Lincolnshire for further Enterprise Co-ordinators.
29/03/19	LEP Board	<ul style="list-style-type: none"> • The Board approved the outline budget of £1,100,527 and £209,894 amount of draw down from the operating reserve. • The Board approved the Articles of Association and delegated any changes to the Chair and one other Board member. • All Terms of Reference were approved and can be published on the website. • LIS - The Board approved this for tendering. • The Board agreed that the GLLEP would send a letter of support for HE institutions potentially affected by the Augra Review. • The Board agreed to support North Lincolnshire with their ambitions of extending the AONB and agreed that there is a need for a review of the Lincolnshire Wolds AONB boundary.
24/05/19	LEP Board	<ul style="list-style-type: none"> • The Board agreed that one Board Director be invited from Rutland County Council. • 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 Job Description for the Chair was approved • The composition of the chair's Appointment Panel and to seek nominations by email for the Appointments Committee to decide was 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. • 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

GREATER LINCOLNSHIRE LEP BOARD ACTION LOG

Actions from GLLEP Board Meetings					
Date	Item	Action	Update	Actioned by	Status
30/11/18	Minutes	<ul style="list-style-type: none"> Chair & LEP Director to continue to work with local partners and the Humber LEP to find a resolution, and particularly explore the collaborative option 	Ongoing - October	Chair	Live
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	Live
29/03/19	Minutes	<ul style="list-style-type: none"> Project workshop to be held with Board Directors on lessons learned and impact. 	Still to be arranged	Halina Davies	Live
24/05/19	Minutes	<ul style="list-style-type: none"> Agreed that one Board Director be invited from Rutland RC to source an Energy Lead for the Board and form an Energy Council, and Summit late in the year DF and ZE expressed an interest in being more involved in the Creative Hub's development going forward 	Actioned	Ruth Carver Ruth Carver/Andy Brooks Halina Davies	Live
19/07/19	Minutes	<ul style="list-style-type: none"> GLLEP to write to the BEIS SoS in respect of acceleration of the LIS to align with Humber LEP timetable Develop a simple brief on LEP geography and wider communications Develop a letter to submit to a new Prime Minister/Secretary of State on the 	Ongoing		

		<p>Board's preferences</p> <ul style="list-style-type: none"> • LIS & LEP Geography - Develop a more detailed proposal for the September Board • The Board welcomed the publication of the Tourism Sector Deal and agreed to progress work to bid for a Tourism Zone with local partners 			
27/09/19	Minutes	<ul style="list-style-type: none"> • Call for nominations for 2 Vice Chairs to be submitted by 20th October from the existing Board Directors to become Vice Chairs • Nominations to be sought from private sector Board Directors to join the Investment Board • Agreed to recruit 2 to 3 new Board Directors to the LEP Board, ie, Business Leaders, focusing on Defence, Manufacturing, Energy and more female members • Revised version of Terms of Reference to be circulated to Board Directors • 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 update • Growth Hub to provide an update on sectoral coverage • LIS - Feedback to be provided to the commissioned analyst to take into account within the next version • The LEP Board approved the skills analysis, subject to further changes by the Employment & Skills Board during October • LIS - The Board endorsed the work so far and will discuss at the extraordinary Board meeting to be held in October with 			

		a view to approving the draft			
29/11/19	Minutes	<ul style="list-style-type: none"> • Joint response from GLLEP and Humber LEP regarding Free Ports to be drafted • Response to LEP Review to be circulated • LEP Geography - evidence to be shared with Board members • All Board Directors to add profile to local LEP website The World of Work about the roles that recruit to www.theworldofwork.co.uk. • All to continue raising awareness of Promote Lincolnshire www.promotelincolnshire.com so that all recruiters can use the free collateral. • Consider schemes that specifically address ex-military relocation and bring to next LEP Board meeting. • ESB to request FE College estate condition assessments to feed into skills analysis. 			
31/01/2020	Minutes	<ul style="list-style-type: none"> • Outstanding action from each Unitary to send Lead Flood Officer to Pete Holmes at BEIS • RC to send briefing to DF on Digital Skills and business support activity • Board Directors were asked to complete the diversity questionnaire • Amend the Forward Plan to include Health Sector and Diversity/succession planning discussion • Presentation to be circulated and an updated Strategy and action plan developed to support the discussion • Submit a joint LEP/LA letter regarding infrastructure ask to Government before budget • Ask all partners to seek MPs support to 	<p>Presentation circulated</p>	<p>AG, RW, PJ RC</p>	

		investment in major infrastructure			
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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
LEP Skills Conference 19th March 2020 8.30 EPIC Centre			
LEP Board 20th March University Centre North Lincolnshire	Minutes of the last meeting Chair and CX Report – APR, Budget 2020	Finance and Audit Committee – Approval of Annual Budget and preparations for Year End, AGM Risk Register - Plan Governance – Appointments Committee Freeports – Briefing paper - RC	Delivery – Approval of Delivery Plan timetable Strategy – Health and Care Enterprise Board Action Plan - <u>Dean Fathers</u> Strategy – Visitor Economy Action Plan – <u>Chris Baron ?</u> Strategy –infrastructure priorities? Strategy – Update on Local Industrial Strategy and moving towards implementation – James Baty Strategy – North Lincolnshire Council impact and priorities – Simon Green
GLLEP March 2020 – Investment Committee	Welcome, Apologies, Declarations of Interest, Approval of Minutes Written Procedures note from 24 February 2020 to be noted and accepted for publishing		Growth Deal Update Report –Overview and 2019/20 Q3 Dashboard (For Information) Invest and Grow Application Bomber Command – Due diligence Report and Recommendations (For Decision) Northern Junction Roundabout Progress Update Report (For Information) Greater Lincolnshire Growth Fund -Annual Progress Update Report (For Information)

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 21st May 2020 – LEP Board Metsa Wood, The Old Golf Course, Fishtoft Road, Boston, PE21 0BJ	Minutes of the last meeting Chair and CX Report	Governance Finance and Audit Committee Interim Finance Report for 19/20 and draft Annual Report – KS Governance Appointments committee – equality and diversity action plan	Delivery - Team Lincolnshire and Inward Investment Activity Governance - Accountable Body Report – Andrew Crookham Governance Annual Review of policy documents Strategy - Employment and Skills Board Progress and priorities – Action Plan Pat Doody Strategy – ESIF- Pat Doody
GLLEP 21st May 2020 – Investment Committee	Welcome, Apologies, Declarations of Interest, Approval of Minutes		Growth Deal Update Report (For Information) Greater Lincolnshire Growth Fund – Genfrost Due Diligence Report and Recommendations (For Decision)
Conference and AGM 10th July			

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 24th July 2020 – LEP Board Lincoln - Venue tbc	Minutes of the last meeting Chair and CX Report	Finance and Audit Committee - Q1 Interim Report	Delivery – Q1 Activity Strategy – Local Industrial Strategy Strategy – Energy Council – Duncan Botting Strategy – Manufacturing Board – Darren Joint
GLLEP 24th July 2020 – Investment Committee	Welcome, Apologies, Declarations of Interest, Approval of Minutes		Growth Deal Update Report –Overview and 2019/20 Q4 Dashboard (For Information) Greater Lincolnshire Growth Fund – Lincoln City FC Due Diligence Report and Recommendations (For Decision) Greater Lincolnshire Growth Fund – ARK ICT Due Diligence Report and Recommendations (For Decision) Greater Lincolnshire Growth Fund – Blue Castle Business Services Due Diligence Report and Recommendations (For Decision)
GLLEP Board – 25th September 2020 Stourton Estates, Top Yard Farm, Baumber, Horncastle, LN9 5BP			Strategy – Local Industrial Strategy Strategy – Innovation Council – Mary Stuart Strategy – Water Management Board – Robert Cauldwell
GLLEP Investment Committee – 25th September 2020 Stourton Estates, Top yard Farm, Baumber, Horncastle, LN9 5BP			Growth Deal Update Report (For Information)
GLLEP Board – 27th		Finance and Audit Committee	Delivery – Q2 Activity



Paper 1.3 Rolling Forward Agenda Planner 2020

November 2020 Venue tbc		Q2 Finance Report – with recommendations - 6 monthly review	Strategy – Local Industrial Strategy Strategy – Food Board – Sarah Louise Fairburn Delivery – Business Lincolnshire – Samantha Harrison
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Paper 1.3 Rolling Forward Agenda Planner 2020

Greater Lincolnshire LEP Board and Investment Board			
Date and Meeting	Standing Items	Progress Reports/Progress Reports back from Sub Groups	Areas for discussion and decision
GLLEP November 2020 Investment Board Venue tbc			Growth Deal Update Report (For Information)
Jan 2021 LEP Board			
March 2021 LEP Board			

PAPER 4

DRAFT ANNUAL DELIVERY PLAN 2020/21

Publication	Public Paper (published)					
Meeting date:	29 April 2020					
Agenda Item:	4					
Item Subject:	Report on Draft Annual Delivery Plan 2020/21					
Author:	Halina Davies					
For:	Discussion	Yes	Decision	Yes	Information	Yes

1. SUMMARY

- 1.1 Board Directors are asked to note progress on the revised Annual Delivery Plan (ADP) for Greater Lincolnshire LEP 2020/21 and likely implications as a result of COVID-19.

2. BACKGROUND

- 2.1 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.
- 2.2 The ADP helps to inform objective assessment of our performance both nationally and locally. Our revised ADP for 2020/21 would normally have been published on the LEP website by 31st May 2020 as indicated in our March 2020 paper to Board, however due to unprecedented impacts on every live project, completion of the ADP has been postponed until 10th July 2020.
- 2.3 The current ADP can be accessed on the Greater Lincolnshire LEP website at <https://www.greaterlincolnshirelep.co.uk/documents/annual-delivery-plan-2019/> and the revised Draft so far is enclosed as Paper 3.1. It has been written to fulfil the requirements laid out in the 'Strengthened Local Enterprise Partnerships' policy paper and also takes account of good practice guidance originally circulated by the LEP Network.

3. OUR 2020/21 ADP

- 3.1 The LEP has made tremendous progress in updating its ADP for the upcoming financial year, and agreeing changes with both local partners and the Cities and Local Growth Unit. Our revised ADP will focus on the LEP programme of activities and projects and will include our strategic objectives, project forecasts and milestones for the year ahead (to an extent for now given delays caused by COVID-19, case studies and details on our wider activity and influencing/partnership working role. The structure has remained similar to last year's ADP with some expanded sections being added on the Local Industrial Strategy, Skills, project activity, governance, LEP geography, engagement, local impact of COVID-19 and actions to support economic recovery.
- 3.2 We have also added information on pipeline schemes, proposed new calls, and where possible provided further clarity on future grant funding, although

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we await confirmation on the proposed additional £387m of LGF for 2021/22 to LEPs announced at the budget.

3.3 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.

4. IMPACT OF COVID-19

- 4.1 The LEP continues to work closely with all programme delivery partners to understand the extent of impact on each project as a result of COVID-19.
- 4.2 The true impact of COVID-19 will not be fully understood at the time of publishing the ADP, hence there will most likely be further changes required to delivery forecasts and outcomes throughout the summer. Grant and loan recipients are providing regular updates to the LEP on progress, revised delivery plans and supply chain issues and we will continue to carry out risk analysis and introduce mitigation measures where possible.
- 4.3 The LEP also regularly shares local intelligence with Government on the impact of COVID-19. Many businesses will require continued support post lockdown and there may ultimately still be direct implications for some schemes which we are currently unaware of, hence it remains important to update the ADP as and when possible to provide a true reflection on deliverability going forward.

5. ONGOING MAINTENANCE

- 5.1 Circumstances can change during the year, and the ADP will need to be updated accordingly to ensure that the information remains up to date, and to enable accurate assessment against the delivery forecasts at the end of the financial year.
- 5.2 As agreed at the 20th March Board the LEP secretariat will maintain quarterly version-controlled updates for operational purposes to reflect changing circumstances, with sign-off delegated to the LEP Chief Executive. If

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significant changes occur, a revised version of the published plan will be taken to the LEP Board in the autumn for approval and re-issue.

6.0 RECOMMENDATION

- 6.1 It is recommended that the board notes and approves the revised timescales and approach for updating the Annual Delivery Plan for publication on the Greater Lincolnshire LEP website by 10th July 2020, with the Annual Report subsequently being published during late summer 2020.
- 6.2 Board member comments/suggestions on the draft ADP enclosed as Paper 4.1 are to be shared with the LEP Programme Manager by 15th May 2020.



Greater Lincolnshire
Local Enterprise Partnership

Annual Delivery Plan 2020/21

Paper 4.1

DRAFT v3

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Executive Summary

This Annual Delivery Plan sets out what the Greater Lincolnshire LEP plans to deliver in 2020/21. Greater Lincolnshire is a special place with enormous potential in its businesses, its people and its places. It has an economy of £22 billion per year, over 38,000 registered businesses and 69,000 self-employed businesses. With a population of 1.1 million, Greater Lincolnshire has roughly the same population as Birmingham yet covers an area over 26 times larger than Britain's second city. Greater Lincolnshire covers two unitary authorities, seven districts and a county council. This delivery plan sets out in the three areas: strategy, delivery and governance, the work the LEP will undertake in 2020/21.

The Strategic Economic Plan (SEP) has guided LEP activity since 2014 across greater Lincolnshire. The delivery plan gives a summary of the strategic aims of the LEP, as set out in the Strategic Economic Plan, and outlines work which will take place to update this plan. It also discusses the emergence of a modern Industrial Strategy for Greater Lincolnshire, a key continued focus for the LEP in this coming year. The skills analysis that the LEP's Skills Advisory Panel is required to produce and maintain, underpins the 'People' element of the LIS, and the Employment and skills activity and leadership role undertaken by the LEP.

It also sets out the LEP's plans to engage with local, regional, national and international stakeholders across the public, private and third sectors. This includes progress with our comprehensive engagement strategy. The LEP will continue to develop its engagement and collaboration with other LEPs, regional bodies such as Northern Powerhouse and Midlands Engine, national bodies such as the Food Council and developing international links such as those to China.

Locally, the LEP will continue to work with businesses through such initiatives as Team Lincolnshire and Business Lincolnshire, and further develop its links with the schools and the further and higher education sector. The LEP will also continue to engage with the wider public through events and its dedicated website.

The delivery section outlines the key projects which will be delivered with Growth Deal funding, as well as European and other funding streams which the LEP will be drawing from. Key projects to be delivered this year include:

2020/21 Forecast

Grantham Southern Relief Road	£9,438,112
Unlocking Rural Housing Programme	£380,000
Skills Capital Investment Fund	£500,000
Northern Junction Roundabout	£4,500,000
Access to Employment Zones Phase 1	£1,267,213
Access to Employment Zones Phase 2	£1,137,400
Agri-food Centre of Excellence	£1,288,320
A46/A15 Riseholme Roundabout	£2,185,278
Sleaford Growth Project Phase 1	£820,398
Sleaford Growth Project Phase 2	£1,035,449

Borderville Expansion Project	£1,120,889
Gainsborough Growth Project Phase 2	£2,772,000
Lincoln Medical School	£497,500
Europarc Food Enterprise Zone	£943,953
Skegness Gateway Scheme	£752,066
Huttoft Boat shed Visitor Centre	£225,335
Digital Technology Transport and Logistics Academy	£2,0037,022
South Humber Industrial Investment Programme Phase 2	£200,000
Centre for Innovation in Rural Health	£1,262,961
The Bridge, Advanced Engineering R&D Centre	£1,782,406

The figures shown above will be subject to some change over the next couple of months once we have greater clarity on the true impact of Covid-19 on individual delivery plans. It has been an unprecedented time for us all and with the national lockdown in place for several weeks, live projects have inevitably had to be delayed.

Governance of the Greater Lincolnshire LEP will continue to be strengthened; the LEP's commitment to the highest level of accountability and transparency is reaffirmed in the governance section of this document.

The Annual Delivery Plan is a dynamic document and thus may be subject to change during the course of the year, as the LEP seizes significant opportunities or responds to key challenges that might impact on the national and local economy. Where that is the case and it results in a material change to any of the data, timelines or objectives shown in the Delivery Plan, this will be reflected in an updated version posted on the LEP's website and shared with Government as soon as is practicable.

The overall corporate priority for Greater Lincolnshire LEP is to be a strong and effective partnership that drives economic benefit for the whole Greater Lincolnshire area. To pursue this, our corporate priorities for 2020/21 are to:

- Demonstrate a strong record on strategy, delivery and governance.
- Complete expenditure against our existing Growth Deal Programme continuing monitoring and evaluation of agreed outputs and outcomes.
- Publish and deliver against a Local Industrial Strategy with clear priorities.
- Work with partners to promote investment to deliver our Vision 2030 Strategic Economic Plan.
- Remain outward looking, evidence led and responsive to opportunities, and collaborative to deliver our shared ambitions.

Key Outcomes and Performance Indicators

Outcomes



Performance Indicators for 2020/21

Jobs: Jobs created	Skills: new learners assisted	Skills: New or improved learning space created
Housing: units complete	Businesses supported	FTE jobs created
Estimated greenhouse gas reductions	Business and properties with reduced flood risk	Surface area of habitats supported in order to attain better conservation status

Key Actions for 2020/21

Key actions for 2019/20		
Strategy	Local industrial Strategy (LIS) Completion: <ul style="list-style-type: none"> Finalise Engagement, testing and development Publication 	February 2020 Spring 2020
	Refresh the Strategic Economic Plan (SEP).	Summer 2020/21
	Extending the depth of the first SAP Skills Analysis, developing a SAP action plan in line with DfE requirements	March 2021
	Liaison with Cities and Local Growth Unit: Local Industrial Strategy: the LEP will continue to provide regular updates and maintain engagement with Cities and Local Growth Unit on progress on the completion of its Local Industrial Strategy and the refresh of its SEP and other strategies. Cities and Local Growth Unit will respond to LEP requests for support and challenge, drawing in other Government Departments as appropriate.	Ongoing
	LEP Geography: GL LEP boundary still to be formally confirmed with regard to North and North East Lincolnshire but Rutland is now regarded as part of Greater Lincolnshire. The LEP will reflect this in the development and focus of its Local Industrial and other strategies, as well as opportunities to strengthen collaboration.	May 2020
	Implement and manage communications and engagement plan.	Ongoing
	Review of the LEP's social media presence	TBC
	Continue to work with Lincolnshire County council to build on links with China, including: <ul style="list-style-type: none"> Production of a list of China-ready businesses Work with the Hunan Department of Commerce and the Foreign Commonwealth Office to support business matching 	April 2020
	Business Lincolnshire - Growth Hub <ul style="list-style-type: none"> Intensively Assist 630 businesses Create 50 new jobs Update the digital business report 	April 2021
	Team Lincolnshire: <ul style="list-style-type: none"> Events and Networking: Deliver a programme of events and networking opportunities to promote Lincolnshire and encourage investment 	April 2021 (level of engagement will be affected by Covid 19)

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Governance	GLLEP has agreed a project delivery submission plan with Government for 2020/21 totalling £32.206million as of the Quarter 4 dashboard. This is currently under review as a result of COVID-19.	
	Communications and Branding: The LEP has made good progress in demonstrating compliance with the Government's guidance. The LEP will ensure that it and its project sponsors continue to adhere to all requirements and provide pictorial evidence of compliance with branding.	Ongoing – monthly publicity returns produced
	Evolve the LEP, its sub-groups and our governance arrangements in line with national good practice, including:	1 st April 2019
	<ul style="list-style-type: none"> Working with the recently refreshed Employment and Skills Board that incorporates the Skills Advisory Panel function, in line with national guidance. Training in NAF and LAF for Board Directors National (with LEP network) and local inductions for new Board Directors 	Ongoing
	Outcome of LEP Peer Review	Autumn 2020 ???? ???? 2020
	Continue to demonstrate effective succession planning and maintain current work to drive increases in diversity, to ensure that any gaps in directors and members are minimised.	March 2021
	Local Assurance Framework: LEP Board to approve an updated Local Assurance Framework by 31 July 2020, including a clear statement on legal personality, independent secretariat and scrutiny arrangements that comply with the National Local Growth Assurance Framework.	Ongoing
	Publication of annual financial statement and report	31 March 2020 deadline extended due to Covid 19
		Summer 2020

1. Introduction

The Government's '[Strengthened Local Enterprise Partnerships](#)' policy paper, published in July 2018, sets out the expectation that Local Enterprise Partnerships will follow best practice within the sector and produce an annual delivery plan and end of year report. These will be published and shared with Government and will include:

- ✓ a set of headline outcome indicators based on local priorities to benefit people and communities, and a detailed and well developed understanding of the local economic evidence base across their area,
- ✓ how Local Enterprise Partnerships are investing existing Local Growth Fund awards, and delivering other local growth programmes such as Enterprise Zones and Growth Hubs,

- ✓ how Local Enterprise Partnerships will work with local authorities to make the most of their existing levers to drive economic growth and ensure that the planning system is responsive to commercial development,
- ✓ details on the allocation of any other national and local funds, alongside approaches to monitoring and evaluation, and
- ✓ how the Local Enterprise Partnership plans for consultation and engagement with public, private and voluntary and community based bodies.

These documents will inform objective assessments of Local Enterprise Partnership performance both nationally and locally.

2. Strategy

2.1. Current Economic Climate

Greater Lincolnshire is a large area, over 26 times the area of Birmingham, and north to south is over 110km, roughly the same distance as Peterborough to Westminster. It has a population density less than that of Cornwall.

Given Greater Lincolnshire's large land mass and coastal area, it is unsurprising that Greater Lincolnshire has great deal of diversity in terms of sectors, deprivation, wages, job types and skills demands. Across the LEP there are areas of extremely high affluence, offset with pockets of deprivation which are within the 10% most deprived in the Country. The LEP has an important role in helping describe this landscape to help explain the indicators at an overall LEP level.

Characterised by a diverse economy, Greater Lincolnshire retains larger land based and manufacturing sectors than other parts of England. In terms of outright economic output (in terms of GVA), total output is £22bn (as at 2018). Outright economic growth in Greater Lincolnshire has typically been slower than the national average, with GVA growing by around 15% in 5 years to 2018, compared with 20.4% nationally. Growth in Greater Lincolnshire has typically been lower than average due to the structure of the economy and predominance of more traditional, and labour intensive, industry sectors.

For example, Greater Lincolnshire:

- has 25% of England's grade 1 agricultural land,
- is the nation's biggest arable and horticulture producer, providing 25% of the country's vegetables,
- processes 70% of the UK's seafood.

Conversely, sectors such as ICT and financial services are three times smaller in Greater Lincolnshire than would be expected, based on the national average.

Gross Value Added (GVA) per capita in 2018 was £20,331 for Greater Lincolnshire, 29 per cent lower than the national average. GVA by sector is characterised by over-representation in agriculture and

food (18% Greater Lincolnshire compared to 3% nationally) and manufacturing (32% for North and NE Lincolnshire compared to 10% for England).

Greater Lincolnshire is home to just under 38,000 VAT/PAYE registered businesses, as well as over 69,000 self-employed. Over 99% of registered businesses are categorised as small and medium enterprises, with 88% employing fewer than 10 people (micro businesses). Unemployment in Greater Lincolnshire typically tracks just above the national average, with around 3.2% of working age residents claiming Jobseekers Allowance in 2019, compared to 3% nationally.

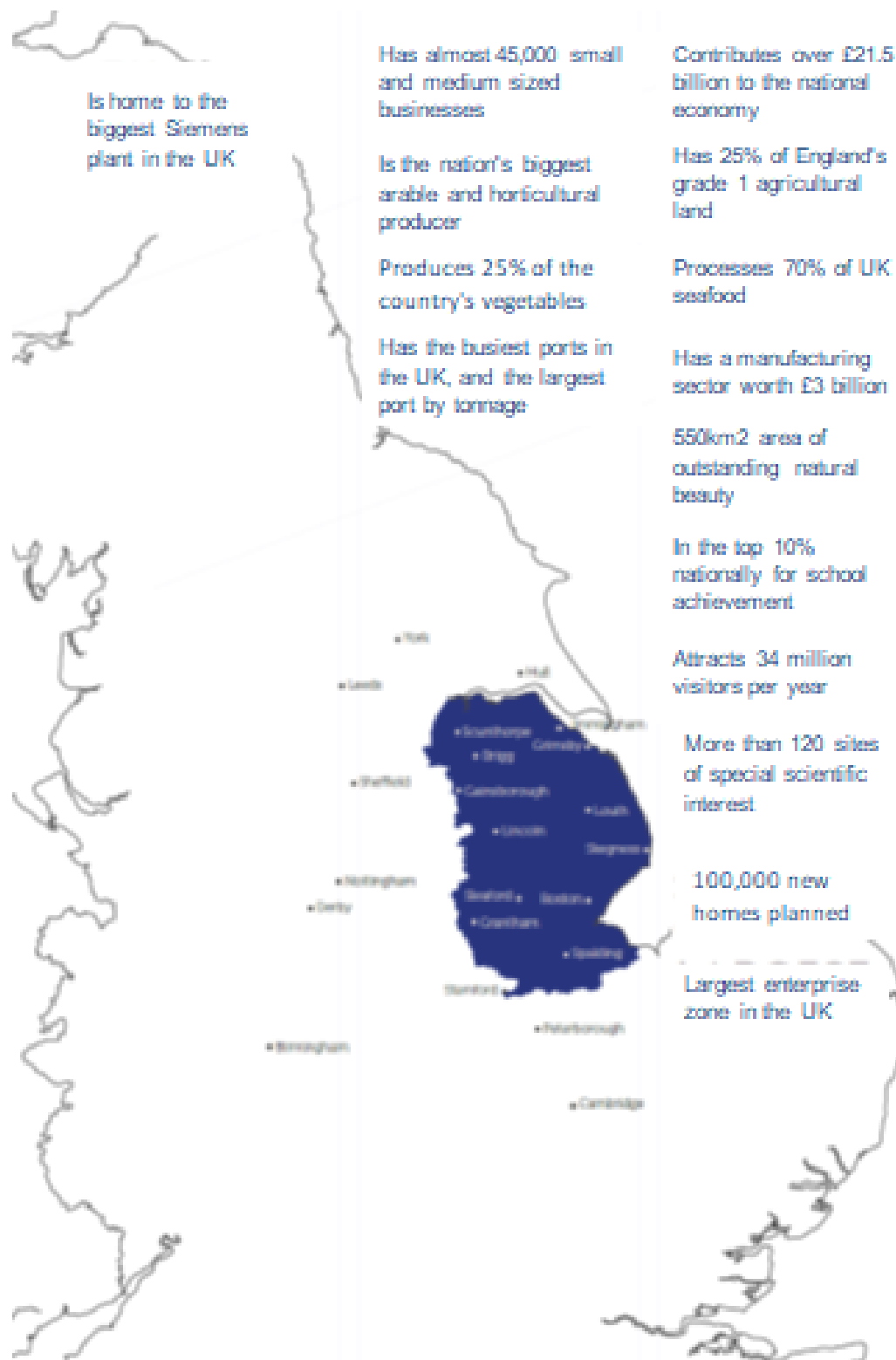
Median gross annual pay (FTE) for Greater Lincolnshire is £27,482 compared to £30,661 for England and Wales. Professional occupations make up around 37% of the workforce in Greater Lincolnshire, compared to the English average of 47%, with the average gross weekly wage 10% lower than the national average and around 3% lower than the regional average.

In terms of productivity, the nominal GVA per filled job in Greater Lincolnshire is just over £43,500; lower than the national average of £54,330 but about on par with areas that have similar industrial bases to Greater Lincolnshire.

LEP Geography

Following Government's decision to remove LEP overlaps, the Humber LEP and Greater Lincolnshire LEP were in discussions throughout 2019/20 regarding areas of shared interest. A formal decision is awaited from government on this matter. Whilst formal membership structures may alter depending on decisions made, engagement and working together on areas of shared interest with the Humber will continue regardless. Greater Lincolnshire LEP also welcomes Rutland as a new formal member of the Greater Lincolnshire LEP.

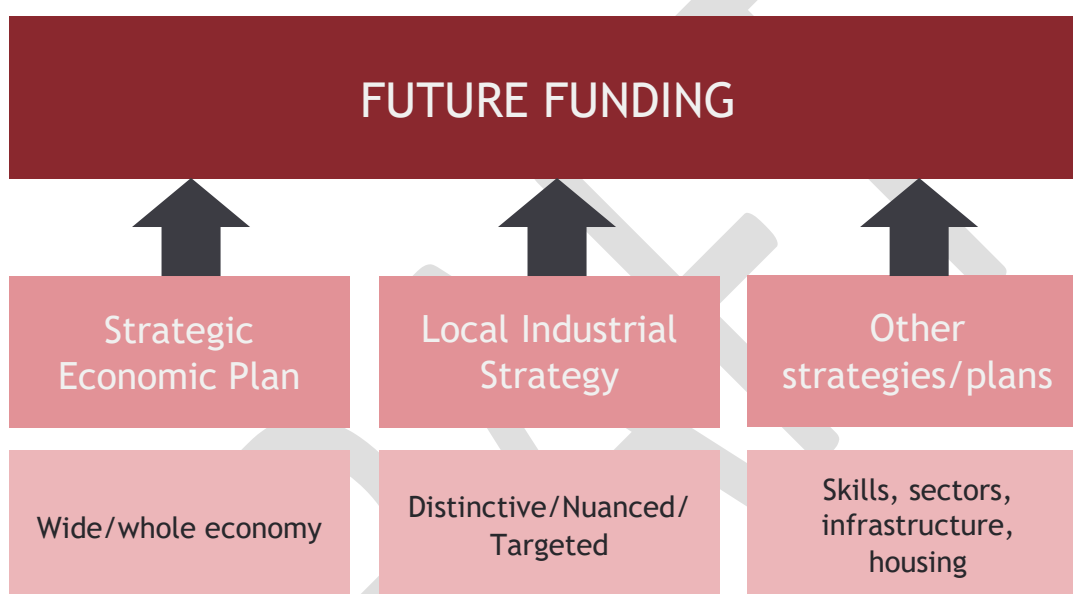
Collaboration agreements are in place on an informal and, where relevant, more formal basis with our neighbouring LEPs, and those in which we share common interest.



2.2. The LEPs Strategic Objectives

The purpose of the Greater Lincolnshire LEP is to lead and influence economic growth, job creation and prosperity across Greater Lincolnshire to reposition Greater Lincolnshire's profile and reputation, nationally and globally. Connecting people, places, businesses and ideas to transform our economy, securing investment in infrastructure and skills to create more jobs and enable rewarding careers.

In December 2018 Government announced that all LEPs would be invited to develop a [Local Industrial Strategy](#) (LIS) to drive productivity and growth. The [Strategic Economic Plan](#) (SEP) and the emerging Local Industrial Strategy are the primary documents underpinning everything the LEP does. Both strategies remain relevant and complimentary.



2.3. Greater Lincolnshire Strategic Economic Plan

The [Greater Lincolnshire Strategic Economic Plan](#) (SEP) sets out the economic priorities for Greater Lincolnshire until 2030.

Priorities for growth are formed from the evidence base that has been developed through economic analysis, commissioned studies and face-to-face interviews with local business leaders in the area. The SEP was last refreshed in 2016 and a further refresh is planned for Summer 2020.

Our growth ambitions to 2030

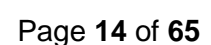
- ✓ To increase the value of the Greater Lincolnshire economy by £3.2 billion.
- ✓ To assist 22,000 businesses.
- ✓ To create 13,000 jobs.

Priorities and Drivers for Success

1. To drive the growth of the area's defining and strongest sectors which offer the most competitive advantage:-
 - a. agri-food
 - b. advanced manufacturing and engineering
 - c. the low carbon economy, with a particular focus on renewable energy
 - d. visitor economy.
2. To grow specific opportunities identified as future defining features of the area:-
 - a. health and care sector
 - b. ports and logistics.
 - c. defence
3. To drive this growth by putting expansion into new markets, modern telecommunications, infrastructure improvements and the skills of individuals and business owners, at the forefront of what we do. This will include digital as a priority cross cutting theme.
4. To promote Greater Lincolnshire as a place for sustainable growth through improved transport infrastructure to connect us with national and international markets, enabling wider enjoyment of our world-class heritage sites, culture and strong communities.
5. To recognise the need for new housing for the existing local population and potential movers to the area, and support balanced housing and economic development through promoting the area's capacity to deliver.

Our strategies and investments are shaped by a clear understanding of how effective connectivity can directly enable growth, productivity and sustained prosperity. We are committed to ensuring that the best outcomes are achieved for the Greater Lincolnshire economy, whilst developing sustainably, and take a joined up approach to roads, rail, airports and ports as can be seen in the diagram below. Many of our growth sectors rely on good transport, especially food manufacturing and tourism. Connectivity is also important to attract skilled employees and ensure that they have access to the leisure activities and places which contribute towards a good quality of life.

Our ambitions for growth and productivity include delivering a step change in our skills base; being at the forefront in new technologies in partnership with one of the fastest growing universities in the country; improving health and well-being across the area and delivering a transformational growth plan encompassing transport, housing, water management, innovation, health and care, sustainable energy, digital impact and enhancement of place.



2.4. Local Industrial Strategy (LIS) development

One of the LEP's key activities for the coming year will be the completion and publication of a Local Industrial Strategy (LIS).

The UK's modern [Industrial Strategy](#) is the Government's long term plan to boost the productivity and earning power of people throughout the UK. It was published in November 2017.

It sets out five “**foundations of productivity**” as the building blocks of a vision for a transformed economy:

- **Ideas** – the world's most innovative economy
- **People** – good jobs and greater earning power for all
- **Infrastructure** – a major upgrade to the UK's infrastructure
- **Business Environment** – the best place to start and grow a business
- **Places** – prosperous communities across the UK

Four “**grand challenges**” are also identified as opportunities to put the UK at the forefront of the industries of the future:

1. **Artificial Intelligence (AI) & Data Economy** – putting the UK at the forefront of the artificial intelligence and data revolution
2. **Ageing Society** – harnessing the power of innovation to help meet the needs of an ageing society
3. **Clean Growth** – maximising the advantages for UK industry from the global shift to clean growth
4. **Future of Mobility** – becoming a world leader in the way people, goods and services move

The Greater Lincolnshire LEP completed its engagement with stakeholders and government in 2019, and is working towards releasing a [Local Industrial Strategy](#) by spring 2020.

Greater Lincolnshire Local Industrial Strategy (LIS)

The LIS will be a distinctive local modern industrial strategy for Greater Lincolnshire. It will be co-produced with Government and accompanied by a comprehensive programme of communications and engagement to ensure that we keep our finger on the pulse of our communities and harness the power of our stakeholder network in driving towards our ambitions.

Guiding Principles

The aim is that Local Industrial Strategies should help all places to:

- ✓ Increase productivity and realise their potential
- ✓ Set out the spatial impacts of national and local policy across cities, towns and rural areas

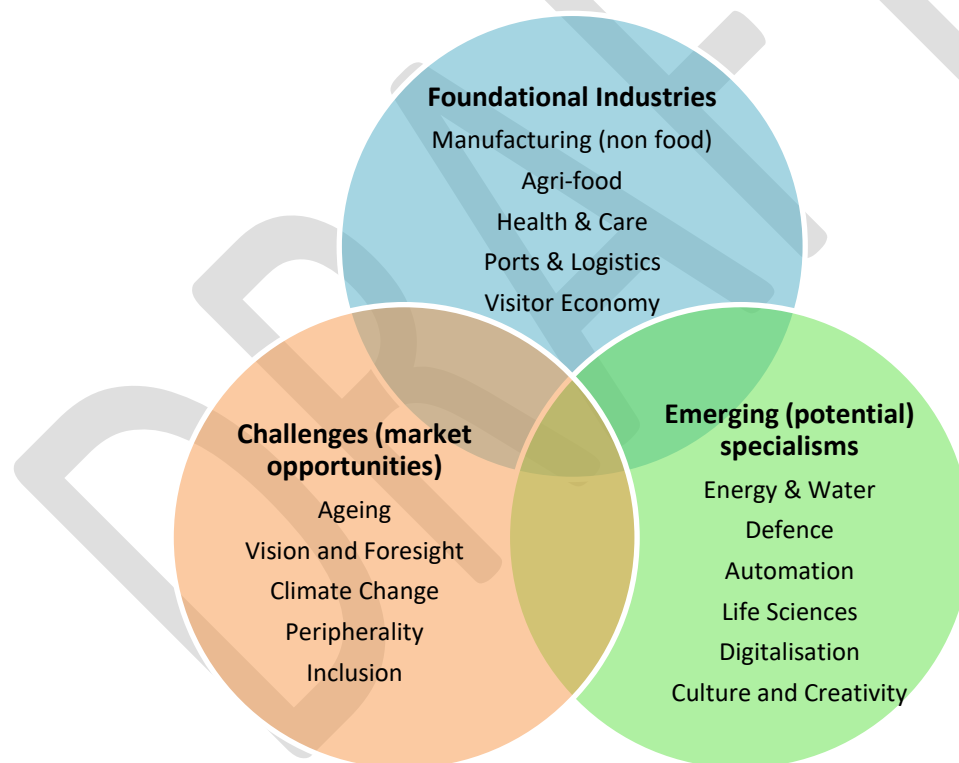
In order to achieve this, our Local Industrial Strategy, and each opportunity/priority will need to:

- ✓ Be distinctive
- ✓ Align with the national strategy
- ✓ Take a partnership approach
- ✓ Be targeted
- ✓ Future proof the economy
- ✓ Focus on improving living standards:
- ✓ Evaluate and evolve
- ✓ Seek competitive advantage

Evidence and emerging themes

A [call for evidence](#) and framework have already been taken forward to help guide the development of the LIS. Key priorities and themes emerging from the evidence base, and the vision for the LIS are summarised below.

Key priorities and emerging themes:



Our Vision

- ✓ Greater Lincolnshire will increase the international competitiveness of its agrifood sector by championing automation and resource efficiency to benefit its food chain.
- ✓ We will become a rural innovation test bed for energy and water technologies in generation, storage and distribution, and maximise benefits from the energy cluster by adopting new 'whole of system' thinking to managing energy
- ✓ We will develop new models of care for a dispersed and ageing economy, building a cluster of local businesses to support active ageing.
- ✓ We will grow the tourism sector yearly and promote GL as a leading tourist destination by building on recent investment, focusing on developing the UK's first LEP-wide tourism zone bid.
- ✓ We will create a cluster of Defence companies, and ensure Greater Lincolnshire is a highly attractive, first-choice destination for Defence-related industries, service leavers and their families

To achieve this we are dedicated to equipping everyone in Greater Lincolnshire with the skills to transition into this increasingly automated, digital, and fast-changing environment, where digital advances and automation will be game changing.

2.5 Skills Advisory Panel

[Skills Advisory Panels](#) bring together local employers and skills providers to pool knowledge on skills and labour market needs, and to work together to understand and address key local challenges. Skills Advisory Panels' analysis will underpin strong Local Industrial Strategies. The GLLEP's Employment and Skills Board has taken on the role and responsibilities of a Skills Advisory Panel, and will take forward the SAP Programme in 2020/21 including the development of an action plan as required by the Department for Education and to increase the depth of the initial analysis and plan for refresh.

The analysis and action plan will provide assurances to Government that the LEP has the right knowledge to lead decisions about the local the skills system.

A Progress Review of the following was received in January 2020:

- SAP Function and Governance – Fully Addressed
- Analysis – Fully addressed, and particularly good consideration of wider labour market issues such as EU Exit and automation and how these will affect the future skills landscape

- Next steps - to develop at a more granular level as planned using the same approach applied at the Greater Lincolnshire level, and to develop the action plan to include more specific details on how policy levers will be implemented to deliver priorities

2020/21

- Publish a Local Skills Report by March 2021 to show how priorities and issues described in the analysis are being/have been addressed; and
- Further develop your analytical capability in a sustainable way, which includes developing local action plans

2.6 Communications & Partnership

Through 2019/20, the LEP revised its communications and engagement approach to:

- I. Raise Greater Lincolnshire LEP' profile with Government, MPs and officials with the aim of establishing an All-Party Parliamentary Group or Friends of Lincolnshire group.
- II. Radically strengthen the LEP's digital profile through social media and website improvement.
- III. Further strengthen working with businesses and business organisations. This included direct input to development of the Local Industrial Strategy and the holding of the LEP's annual conference and AGM in summer 2019.

We aim to build on this work in 2020/21 with our priorities for action being:

- i. Building on our comprehensive conference programme to deliver the LEP annual conference and AGM, as well as strategically themed conference content to include the LEP Skills Conference and other supporting events as appropriate and subject to funding and resourcing.
- ii. Delivery of key actions and messages within the Stakeholder Engagement Plan developed in 2019-20 to drive forward targeted messaging and engagement.
- iii. Recruitment of a comms intern to drive forward some key tasks stalled due to resourcing issues to include; Stakeholder Engagement Plan; LEP website review; and new case study/ project sections within the LEP website.

2.6.1 Engagement, consultation and influencing

The LEP will continue to collaborate both formally and informally with a number of neighbouring LEPs, partners, businesses and the local community.

Key Stakeholders

Stakeholders

Our stakeholder list continues to grow and is currently made up of: private sector businesses, local authorities, third sector and voluntary organisations, academics and education providers, government and local government departments, elected councillors and MPs, and trade organisations.

LEP Strategic Boards	<p>The LEP has eleven strategic advisory boards made up of expert members of Greater Lincolnshire's priority sectors and themes. These board members receive monthly communications, invitations to events, and are called upon to undertake task and finish activity or to speak or make recommendations on activity in their area of knowledge. We now have over 130 men and women from the private sector across all of our boards who are recognised as important ambassadors for LEP activity.</p> <p>LEP board directors and members also provide access to a network of other regional and national groups. For example, Board of the Higher Education Funding Council for England (HEFCE), HEFCE's Teaching Excellence and Student Opportunity Committee, Universities UK's task force on social mobility and the Equality Challenge Unit, Humber LEP, Lincoln Business Club and the Renewable Energy Foundation.</p>
Local Authorities	<p>The Greater Lincolnshire LEP Directors' Board includes the political leaders of the LEP area's three upper tier authorities (Lincolnshire County, North Lincolnshire and North East Lincolnshire) as well as representatives from the Lincolnshire Districts. In addition, senior officers meet regularly with local authority Leaders, elected representatives and Chief Executives across the LEP area, to ensure areas of importance to local authorities are captured and addressed, and to ensure strategic activity is aligned.</p>
Business	<p>At the heart of economic growth lies a supportive and proud business community, willing to champion our diverse and flourishing area and eager to support each other and nurture collaborative working. 126 men and women now sit on LEP boards, with over 100 of these directly from the business community; in the last year over 600 businesses have received support from the Business Lincolnshire Growth Hub. Through the board and officers, the LEP also has strong partnership relationships with SME bodies, the Lincolnshire Chamber of Commerce, Institute of Directors, Confederation of British Industry, Engineering Employers Federation, Federation of Small Businesses and other relevant third party and trade organisations.</p>
Team Lincolnshire	<p>The concept behind the Team Lincolnshire initiative is that all members become ambassadors for the region, fuelling our economy and securing our future. Team Lincolnshire represents the private and public sector working together across all sectors, and it is widely recognised that collaborating together to promote the area gives us a much stronger and passionate voice.</p>
MP's	<p>The LEP has developed a Local MPs Engagement Plan to allocate and align Board Directors to build relationships and encourage dialogue and</p>

engagement.

Third Sector

LEP company members include local interest groups and other third sector organisations. The LEP will also liaise with relevant third sector organisations on a project by project basis.

Further details about key stakeholders and methods of engagement can be found on pages 18 – 21 of the [Local Assurance Framework](#).

2.6.2 Key activities for 2020/21

Development of engagement plans and channels

The LEP is producing a comprehensive communications and engagement plan to ensure that we keep our finger on the pulse of our communities and harness the power of our stakeholder network in driving towards our ambitions.

In particular, social media is recognised as an important tool for the LEP and we are increasing our engagement with followers of Twitter, Facebook Live and LinkedIn. A review to include dip testing with a range of stakeholders began in January 2020 with the outcomes and plan expected in April 2020. This will be taken forwards with the managed intern through the Spring/ early Summer of 2020.

Working with other LEPs

Collaboration agreements have been developed with neighbouring LEPs, such as Greater Peterborough and Greater Cambridgeshire (GPGC) LEP and the Humber LEP.

The agreements formally set out our terms of engagement including how we manage cross-boundary activity, develop joint funding submissions, work together to ensure our strategies align etc. The LEP Secretariat liaises and consults with the relevant officers of other LEPs whenever a project spans LEP boundaries or a mutual interest in delivery exists. Formal practices will be set out as the project progresses, including combined aims and objectives. The LEP Secretariat will report to the Board on an annual basis, outlining the collaboration that has taken place with other LEPs and setting out the opportunities for further collaboration.

Areas where Greater Lincolnshire LEP works closely with other LEPs include:

- Midlands LEP Chair meetings which take place twice a year
- Midlands LEP Chief Executives meetings which take place once a quarter
- Midlands Engine Groups which take place once a quarter
- East Midlands Chairs meeting which takes place once a quarter
- East Midlands Chief Executives which takes place once a quarter.
- New Anglia and Greater Peterborough Greater Cambridgeshire LEPs regularly in relation to the food sector via Food Board.

Humber LEP / Greater Lincolnshire LEP collaboration agreement

A key area of focus has been working with the Humber LEP to develop a joint approach to areas of shared interest, following government's decision to end LEP overlaps. A Humber LEP / Greater Lincolnshire LEP collaboration agreement remains in development, and will set out how the LEPs plan to take this approach forward. The LEPs are committed to collaborating on a focused set of issues where it is relevant to work together and will add value. To ensure that this collaboration is meaningful and effective, the two LEPs want to be specific about what they will do and how they will do it. Any collaboration would create additionality and achieve more than the individual LEPs can do on their own.

To summarise the action points from the Energy Collaboration discussions with partners to date are:

- Following on from the Innovate UK Decarbonisation Roadmap work, we may explore decentralisation of some of the low/carbon neutral power into local energy networks – spreading the benefits on a wider basis of the net zero supply
- A joint LEP pitch will be taken forward demonstrating the importance of hydrogen, and the role that Theddlethorpe might play within this, to try and gain.
- A cross energy hub conversation may prove beneficial, given the overlap area for the Humber within Greater Lincolnshire.

Key areas for potential collaboration will be:

- developing Local Industrial Strategies,
- food sector (including seafood, food processing, agri-tech and primary agriculture),
- energy,
- visitor economy,
- place marketing,
- coastal communities.

British Steel Taskforce

The GL LEP has played an instrumental part in the British Steel Task Force and in March 2020 the Jingjye Group completed on its purchase of British Steel, with over 3000 jobs safeguarded at the Scunthorpe site and an investment plan of £1.2 billion.

www.bbc.co.uk/news/business-51795414

The Chair spoke with Minister Zahawi prior to the announcement to express our support for the purchase, and to support those who are being made redundant. The LEP will continue to be supportive to North Lincolnshire Council, British Steel and its supply chain as we move into 2020/21.

Rutland/Greater Lincolnshire LEP Collaboration

Rutland County Council approved joining Greater Lincolnshire LEP in March 2020, and the transition will take place in Spring 2020. Rutland will have a formal seat on the Greater Lincolnshire LEP Board.

New Anglia LEP/Greater Peterborough Greater Cambridgeshire LEP/ Greater Lincolnshire LEP Collaboration

South Lincolnshire has the UK's largest food logistics cluster, is the centre of the Fresh Produce Industry and has a large number of the UK's leading processed food companies. The South Lincolnshire area sits at the centre of a natural 'UK Food Valley' which stretches from Norfolk and Suffolk, through the low lying Fens where the Holbeach FEZ is located, into the higher arable heartlands of Lincolnshire and inland across Cambridgeshire into the Midlands. The Holbeach FEZ is well positioned to lead this wider cluster at the heart of the UK's Food Valley and collaborations across LEPs continue to support this shared vision for transformational cluster growth.

LEP Network

The LEP will continue to participate in the wider LEP network, where best practice is shared and fed back by LEP Officers attending meetings; this is at the Chief Executive level and also includes skills leads, communications leads, data leads and sector specific groups such as Food and Drink Sector Council LEP Network, Transport Knowledge Hub and Creative Industry Council LEP Network.

Food and drink is an important sector for Greater Lincolnshire. This is reflected in Greater Lincolnshire's role as the LEP national lead for food and drink. The Chief Executive of the Greater Lincolnshire LEP is the co-chair of the LEP national group on food and drink.

Working with National and Regional Bodies

The LEP plans to continue its work with local and regional bodies, including Midlands Engine and Northern Powerhouse.

Northern Powerhouse

Published at the 2016 Autumn statement, the [Northern Powerhouse Strategy](#) explains how the government will work with local stakeholders to address key barriers to productivity in the region. North and North East Lincolnshire Councils work closely with the Humber LEP as well as Greater Lincolnshire LEP and several schemes/initiatives are therefore taken forward in these areas in response to Northern Powerhouse priorities.

Building a Northern Powerhouse is about boosting the local economy by investing in skills, innovation, transport and culture. This includes improving connectivity both within and between towns, counties and city regions; addressing skills disparities between the North and other parts of the country; ensuring the area is a great place to start and grow a business; and promoting trade and investment.

Greater Lincolnshire LEP is fully supportive of the aims of Transport of the North to:

- transform connectivity,
- improve journey times,

- improve capacity and resilience,
- simplify the user experience.

Midlands Engine

Published in 2017, the Government's [Midlands Engine Strategy](#) sets out actions to address productivity barriers across the Midlands, enabling businesses to create more jobs, export more goods and services, and grow their productivity.

The [Midlands Engine](#) is a pan-regional economic partnership focused on increasing the economic potential of the Midlands through encouraging increased productivity. It brings together partners from across the region including LEPs, Local Authorities and the Combined Authority, Universities and businesses to work with Government to bring about economic growth. It looks to enhance connectivity; improve the ability of businesses to access the right skills; drive up business innovation and improve productivity and competitiveness; work with private sector partners and the Department for International Trade (DIT) to showcase the [Midlands Engine Investment Portfolio](#) ; and shape great places by promoting the region as a great place to live, visit, learn and work.

Midlands Connect

Greater Lincolnshire LEP plays a strong part in supporting and delivering on several aims of Midlands Connect, via the [Our Routes to Growth Strategy](#) July 2018. It can also help support [A Shared Vision for the East Midlands](#) a joint document with Midlands Connect / Transport for the East Midlands outlining its shared priorities for the region. This document outlines a common set of key strategic priorities that will help to address the historic underfunding of the East Midlands and support economic and housing growth covering:

1. Making the most of HS2
2. A Midland Main Line fit for the 21st century
3. Improving access to East Midlands Airport
4. A46 Growth Corridor & Newark
5. A5 Growth Corridor
6. Transforming East-West connectivity

[Midlands Rail Hub](#): The Rail Hub will support an extra £649 million of economic growth and investment annually by enabling faster and more frequent journeys across the Midlands and spreading easy access to HS2 services. These improvements will allow 1.6 million more people in the Midlands to reach its biggest towns and cities within an hour, bringing the east and west closer together.

[The A46](#): Midlands Connect is focusing on a long-term strategy for upgrading the route which will support sustainable growth all the way from Gloucestershire to Humberside. Discussions are also taking place regarding enhancement of the A15 as a key route off the A46 and how we might improve access times to our ports and Food Enterprise Manufacturing Zones.

Government announced a total of £640bn gross capital investment in infrastructure over the term of this Parliament in the 12 March 2020 Budget. The A46 was listed as a priority for investment within

the Road Infrastructure Strategy 2 period, which runs to 2025. Funding commitment levels are still to be confirmed but upgrading Newark Bypass is named within the Budget as a priority. This commitment is welcomed as Newark bypass is a key part of the infrastructure required to access large parts of Greater Lincolnshire, plugging it into other national infrastructure. There is also a wider ambition from Midlands Connect and partners locally to look at the Trans Midlands Trade Corridor along the entirety of the A46.

Strengthening links with Hunan Province, China

The LEP will collaborate with Lincolnshire County Council initiatives to build on the civic goodwill established between the two regions and focus attention on three significant areas where economic benefit can be achieved - Agri-Tech, Business to Business, Education, and People to People. Lincolnshire County Council is working with the Hunan Foreign Affairs Office to develop a Five Year Plan to be published in 2020 that outlines the key strategic pillars and practical projects the two regions can work together on in these areas.

- **Agri-tech:** The focus for this aspect of the relationship will be on Advanced Agricultural Technology, an area where Lincolnshire and Hunan have significant strengths. It is hoped new collaborations will lead to the development of world class agri-tech products.
- **Business to Business:** The establishment of the Dynex-CRRC relationship was the catalyst which brought Hunan and Lincolnshire together. There are also other important existing linkages in China with significant Lincolnshire businesses such as Siemens and Einox, but there are also wider business to business opportunities across a whole spectrum of sectors. Furthering the two regions cooperation in this area will be a significant aspect of future relations.
- **Education:** It is hoped momentum from existing agreements between FE and HE providers in Lincolnshire and Hunan can be built on. There are opportunities to develop internationally significant research and development collaborations in the fields of Advanced Manufacturing, Agri-Tech and Teacher Training. In addition, there are significant opportunities to increase exchanges between students of all ages in Hunan and Lincolnshire and develop new programs such as summer schools and joint degree courses.
- **People to People:** This aspect of the relationship focuses on cultural exchange and encompasses opportunities such as tourism.

Lincolnshire has begun to compile a list of 'China ready' businesses and working with the Hunan Department of Commerce and the Foreign Commonwealth Office to support with business matching.

Wider regional collaboration through Midlands Engine: As connectivity between Hunan and Lincolnshire increases, it is anticipated that there will be more and more opportunities where Hunan would like to collaborate outside of Lincolnshire's priority sectors. Hunan's relationship with Lincolnshire provides a gateway for the wider Midlands Engine, which can provide links into additional sectors that compliment Lincolnshire's offer.

One very good example of collaborative working with Midlands Engine is the East Midlands Manufacturing Zone project.

East Midlands Manufacturing Zone

Food Enterprise Zones (FEZ)



Holbeach
(Peppermint
Park)

Hemswell



Grimsby
(Europarc)

Location	Holbeach FEZ, Europarc FEZ (Grimsby), Hemswell Cliff FEZ, Melton Mowbray, Leicester Space Park and various sites across North Derbyshire
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Fund	EMMZ Fund
Funding Allocation	£500,000
Project completion	March 2020
Project lead	Greater Lincolnshire LEP, D2N2 LEP, Leicester and Leicestershire LEP, University of Leicester
<p>The Programme</p> <p>Four projects, involved in the space industry, food sector, and the development of HS2, will form the new and innovative East Midlands Manufacturing Zones. Melton Mowbray, Space Park Leicester, and areas across North Derbyshire and Greater Lincolnshire have together benefited from a total of £500,000 funding to develop their plans. The intention is to build on existing strengths in space, food and advanced manufacturing across the region.</p> <p>Greater Lincolnshire</p> <p>On the 18th January 2019 Greater Lincolnshire LEP received a grant determination letter confirming the Greater Lincolnshire East Midlands Manufacturing Zone funding totalling £155,000. The funding will help us build on our existing strengths in food and advanced manufacturing, and enable our sectors to innovate, grow and boost economic growth across the Midlands Engine area.</p> <p>The East Midlands Manufacturing Zone aims to reduce planning restrictions to allow land to be used more productively and provide certainty for business investment. The programme now nearing completion will directly assist the East Midlands to increase competitive advantage in enabling the UK's largest concentration of food producers and supply chain companies.</p> <p>Greater Lincolnshire LEP has been working closely with its local authority and business partners to take forward the initiatives agreed with Government for the programme. The LEP identified that utility and access barriers remain a constraint on businesses' ability to develop quickly at the sites, hence the East Midlands Manufacturing Zone funding is helping to address these constraints by enabling us to undertake studies into using rail to move freight to and from the zones in Grimsby, supporting the development of smart grid technology in Hemswell Cliff, and helping us find innovative solutions to access and utility capacity at Holbeach.</p>	

Working with Local Authorities – Lincolnshire Housing Growth Deal Proposal

The LEP will continue to work with Lincolnshire County Council and other partners on proposals to accelerate housing delivery. This will be taken forward within the context of the Greater Lincolnshire Vision for Growth 2050 and the Strategic Infrastructure Delivery Plan. An Action Plan is being produced, which, once finalised, can form the basis of a request for funding from government, both from HM Treasury through a "Deal" as advised previously by Local Partnerships or through the forthcoming UK Shared Prosperity Fund.

Whilst delivery will have housing at its centre, this is within the context that the new homes are a crucial input into delivering Lincolnshire's economic and industrial strategy. Any successful deal will have to have a measurable impact on productivity and deliver outputs and outcomes that will not be delivered using a "business-as-usual" approach.

The current growth proposals cover Greater Lincolnshire. This is considered to be the appropriate scale in terms of housing numbers, job creation and ability to improve productivity. It also covers an area and group of local organisations that are likely to be able to develop a shared vision and shared housing and economic objectives.

The Greater Lincolnshire LEP will be a key partner to any deal, although any deal will also need to complement the strategies of the other LEPs and other economic partnerships whose areas overlap with Lincolnshire.

Towns Fund

The Greater Lincolnshire LEP will work closely with towns which are eligible to compete for Town Deals, including providing advice about the evidence base underpinning the SEP and the draft LIS. We will ensure that Town Deal investment plans are informed by and aligned with the wider strategic context.

Working with our Training and Education Sector

The Greater Lincolnshire LEP has invested £27,128,850 of grant from its Growth Deal Programme in to supporting skills development for Lincolnshire.

University Collaboration

Institute of Technology

The new Lincolnshire Institute of Technology (IoT) will provide enhanced training facilities dedicated to upskilling learners to enhance their employment opportunities. The IoT, one of only 16 in the country, is a joint initiative between the University of Lincolnshire and other FE Colleges across Greater Lincolnshire. These new facilities will help us realise our ambition, to help our young people and our residents progress in their learning, and fulfill their potential. The successful collective IoT bid enabled additional investment and outcomes to some of our Growth Deal related schemes.

University Campus North Lincolnshire (£2.3m LEP Grant)

This Technical Business Skills and Innovation Hub project within the UCNL in Scunthorpe will facilitate knowledge exchange through the collaboration of businesses, university, college and public sector to increase higher level technical, associate professional and innovation skills, thereby driving increased productivity. A range of short courses, Higher Level and Degree Apprenticeships and post-graduate provision are being offered by the Campus and it is estimated that 1883 new learners will be ultimately supported by this investment.

University Technology and Innovation Centre, Grantham (£2m LEP Grant)

The University Technology and Innovation Centre at Grantham led by Invest SK and being progressed with the support of the University of Lincoln is in the final stages of completion, with fit out being advanced at pace and an official opening expected in May 2020. This exciting 863m² facility within Grantham Town Centre housed within the new Cinema Complex building, will deliver higher and

degree level apprenticeships, diplomas and short courses whilst also being a local contact point for businesses.

Lincoln Medical School (£5m LEP Grant)

Lincoln Medical School will be completed in March 2021. It will be a high-quality 5,682m² integrated clinical facility that will drive skills development across the fields of medicine and allied health subjects. The space will comprise a teaching facility across five storeys, encompassed within a highly sustainable and environmentally friendly zero carbon building. Its focus on growth and innovation will stimulate new entrants into the sector supply chain, driving greater productivity and local investment. Initially the school will deliver 80 medical places along with providing facilities, training and employer support to students, individuals and organisations within the health sector.

Centre for Innovation in Rural Health (£1.26m LEP Grant)

The Centre for Innovation in Rural Health will occupy the third floor of the new Medical School in Lincoln until the Medical school grows and expands in time; however there is an ambition to create a separate building for the Centre in the longer term within the Brayford campus. The 695m² new integrated facility will provide a focal point for research, training and community engagement, providing solutions to the challenges of delivering health care and improving population health in rural settings. It will provide an ultimate cohort of up to 23 PhD students, providing critical opportunities for knowledge exchange with industrial partners and a diverse portfolio of research. The centre will also support over 230 learners from across Lincolnshire in non-formal qualifications.

Further Education Colleges Collaboration

Riseholme Showground Campus (Bishop Burton College) (£7.5m LEP Grant)

The Riseholme Showground Campus in conjunction with Bishop Burton College has been established for two years, creating dedicated new further education learning space with a focus on food and agri-food science and health and nutrition, and has already attracted 826 learners and 17 new jobs.

Digital Skills Centre (New College Stamford) (£0.5m LEP Grant)

The Digital Skills Centre in Stamford College was completed in September 2019 and involved the total refurbishment and upgrade of one floor of the main college block. The centre supports learning on cyber security, mobile technologies, green IT and cloud computing, all of which are drivers for high level skills needs within the digital sector. The scheme included implementation of a suite of new and internationally recognised commercial computing certifications. The project has enabled support for local and regional employer and business needs in addition to meeting the needs of young learners in the locale with 229 students initially achieving qualifications in business and IT curriculum areas in summer 2019.

Borderville Expansion Project (New College Stamford) (£1.12m LEP Grant)

The Borderville Expansion scheme at New College Stamford involves the refurbishment and upgrade of the College's sports science and healthcare facilities in order to significantly enhance the delivery of sport, public services and health and social care; it will include provision for the recently

established Air and Defence College. By extending the current Borderville building the scheme will provide six additional classrooms, will refurbish existing rooms to enable a higher level of course to be delivered, and will redesign some of the internal space to ensure a clear division between student and community facilities. The development of the building will increase the number of students using the facility by approximately 130, and deliver in total 6 higher level courses, 15 level 1-3 courses and 1 apprenticeship programme.

Digital Technology, Transport and Logistics Academy (Boston College) (£2.43m LEP Grant)

The emerging industry-driven Digital Technology, Transport and Logistics Academy being delivered by Boston College will provide a complementary offer to the Institute of Technology in Lincolnshire. The academy will act as a training centre for the Port of Boston and support leading companies with national and international supply chains, to generate career progression in the highly skilled digital economy. Our grant will support the cost of constructing the building and will focus on developing port skills; crane operations; construction plant, including fork lift truck skills; steel erecting; stevedoring; leadership and management as well as improving digital skills at all levels to support further innovation. The scheme will improve the skills and talents of the current and future workforce across levels 2 – 5 and support key strategic sectors and national projects.

EMAT (Engineering, Manufacturing and Technology) Centre (Boston College) (£2.8m LEP Grant)

The EMAT (Engineering, Manufacturing and Technology) Centre in Boston recently opened its doors and will soon be welcoming its first students. This industry-driven training facility will stimulate growth and productivity, increasing the number of skilled young people who enter into careers in the agri-food, engineering and manufacturing sectors. Built in on the main Boston College campus the EMAT Centre is specifically designed to stimulate and support innovation for businesses through a technology hub and improve the skills and talent of the current and future workforces. The Centre aims to produce 875 new learners and 175 apprenticeships by March 2021.

Digital and Professional Skills Centre (Lincoln College)(£2.3m LEP Grant)

The Digital and Professional Skills Centre at Lincoln College will offer a total of 1,428m² of educational floor space to accelerate the development of skilled employees in Manufacturing and Engineering, Digital/IT and Health and Care. The Skills Capital funding will enable targeted refurbishment of selected areas of the Lincoln College campus that are ideal for specialised delivery within these sectors with the majority of funding being focused on the refurbishment of the Gibney building, a historical part of the Lincoln College campus that is over 130 years old. In partnership with Microsoft and Risual Education Ltd the project will provide a state of the art learning environment, with cutting edge technologies focused on plugging skills gaps and delivering training in the application of new technologies. The Gibney building will also house a Business Incubation Suite, comprising of meeting/conference rooms, facilities for hot desk access, a 1-2-1 consultation room and office for Nottingham Business Ventures (NBV). The project will support 822 new learners and assist 212 businesses by March 2025.

Skills Capital Investments

FE Colleges within Greater Lincolnshire have accessed the Skills Capital Fund and the following projects are progressing:

Project	Timetable for delivery	Intended outcomes	Status
Technical and Business Skills Innovation Hub – North Lindsey College, Scunthorpe	Mar 19 - Mar 20	2,350m ² of educational floorspace to, 1,858 learners engaged	Capital refurbishment project approaching completion by March 2020. Project is on time and within award allocation from both the Skills Capital Fund, and extra Greater Lincolnshire LEP resources allocated. This is the first phase of a wider refurbishment programme for the TIBISH building.
Lincoln College	Mar 20 - March 21	1,428m ² of refurbished educational floorspace to accelerate development of skilled employees in manufacturing & engineering, digital/IT, Health & Care, 1,885 learners engaged	Contract is due to be signed with Lincoln College, by 17th January 2020. Contractors have been appointed to complete the refurbishment by March 2021.
Boston College – EMAT Centre	Mar 18 - Oct 20	1,576m ² of refurbished educational floorspace to accelerate development of skilled employees in manufacturing & engineering, digital/IT, 875 learners engaged	Delivery of new capital build on time and in budget. Final Claim being processed in the Jan - Mar 2020 period, with final retention value due October 2020. Learners now accessing facility
Stamford College Digital Skills	Mar 18 - Mar 20	5th Floor refurbishment of educational floorspace to support next level digital support and collaboration opportunities, 725 learners engaged	Capital refurbishment project completed by March 2019. Project was on time and within award allocation from the Skills Capital Fund. Learners accessing the refurbished space.

As well as supporting projects through the Skills Capital Investment Fund, the Greater Lincolnshire LEP has invested in a number of additional skills driven schemes via its Growth Deal Programme

including a new medical school within Lincoln, a University Technology and Innovation centre in Grantham and a state of the art transport and logistics academy in Boston.

Working with Schools

During 2020/21 we will grow the reach of our Enterprise Adviser Network so that more schools and colleges benefit from this national scheme. Our 3 Enterprise Coordinators, part funded by the national Career and Enterprise Company, will work with all 59 secondary schools and FE Colleges in Lincolnshire to support them to increase performance of Gatsby Benchmarks 5 and 6. They will do this by matching school leaders with local business leaders – volunteers who we call Enterprise Advisers – so that careers plans can be developed that will see more young people gain experiences of work and have encounters with employers.

(Specific targets to follow from Clare)

Working with Businesses

Business Advisory Services – Business Lincolnshire Growth Hub

The [Business Lincolnshire](#) Growth Hub is set up to help support Greater Lincolnshire based businesses to start and grow. Business Lincolnshire is a single place to go to for online support, business experts and mentors, support and guidance, grants and finance.

Business Lincolnshire's priorities for 2020/21 are to:

- Deliver a comprehensive growth hub and programmes for the business community of Greater Lincolnshire through the Growth Hub Governance Board.
- Deliver a programme of support to 36 scale up businesses across Greater Lincolnshire and an Alumni event celebrating the successes of the 100 Scale Up businesses that the Growth Hub has supported to date.
- Increase the profile and reach of the Business Lincolnshire Growth Hub, through face to face adviser visits, website access (15 % increase), newsletter registrations (50 % increase) and social media awareness (25% increase).
- Intensively assist 454 SME businesses through the Growth Hub's ERDF contracts April 2020– March 2021 (P13s).
- Work with the Mosaic Digital Hub and deliver a workshop programme to support the digital business community and increase the use of digital technology.
- Manufacturing Conference September 2020 – raise the profile of the Manufacturing Sector in Lincolnshire
- Achieve client satisfaction of at least 90 %.
- Create a minimum of 60 new jobs.

Team Lincolnshire Ambassador Programme



Team Lincolnshire is a three year, LEP funded programme which the LEP works with Lincolnshire County Council to deliver.

The concept behind Team Lincolnshire is that all members become ambassadors for the region, fuelling our economy and securing our future. Team Lincolnshire represents the private and public sectors working together across all sectors, and it is widely recognised that collaborating together to promote the area gives us a much stronger and passionate voice.

Over the past few years, the initiative has grown from strength to strength, with a rapidly expanding membership. Team Lincolnshire has now expanded into two other key sectors that flourish within the region: Manufacturing and Agri-tech. Our network is made up of a diverse and passionate group of people ranging from entrepreneurial SMEs and academia to global businesses.

Membership: Team Lincolnshire currently has over 110 [members](#) from a wide range of businesses, and this number is increasing each month. 30% of Team Lincolnshire members are located outside Greater Lincolnshire but recognise the County as a significant place to invest and undertake business.

Promote Lincolnshire: The [Promote Lincolnshire](#) website communicates champions and promotes all that is great about Lincolnshire. It has been created for anyone who wants to share the many reasons to live, work, invest or experience Lincolnshire. It has hundreds of resources to promote Lincolnshire. It has been created as an accessible way of promoting Lincolnshire to individuals or businesses and organisations.

Events: Each upcoming [Team Lincolnshire event](#) provides a unique platform from which to showcase Greater Lincolnshire. Events cover a diverse range of themes, in different locations within Greater Lincolnshire and outside the county offering members an opportunity to collaborate and network.

Team Lincolnshire aims for 2020-21

The main objectives for Team Lincolnshire are:

- To promote the area by being ambassadors for Greater Lincolnshire
- To attract inward investment into the region
- To create more business opportunities through collaboration
- To facilitate networking and learning opportunities through an events programme
- To provide a unique environment for businesses to thrive and grow

These objectives will be achieved through continued work to organise events, collaboration between our members, campaigns and the Promote Lincolnshire website.

Key areas of focus are:

- Focus on the outcomes i.e. generating inward investment for the region
- Create a 'community'
- Creating an events programme that is focussed around the needs and requirements of the members and the wider investment opportunities
- Create content and platforms which are relevant for our members
- Create a buoyant social media platform

One of our key objectives is to attract inward investment to Greater Lincolnshire as we are aware that many potential investors outside of the region still don't recognise Greater Lincolnshire as a legitimate contender for investment. Our events are an excellent way of reaching out to this untapped audience, which is why we have invested in regional, national and international events, and will continue to do so in 2020/21.

Events provide an excellent platform to promote opportunities in the region and in 2020/21 we will be giving particular emphasis to key hot topics such as business resilience, clean growth, sustainability, supply chains and digital. The focus will also be varied to ensure all our members are catered for e.g. food and visitor economy sectors. In addition, we will be looking at conference themes identified as emerging opportunities from the LIS, the spring budget, and building on previous feedback to include a focus on Skills and EU Exit preparedness. We are keen to ensure our members are fully involved by them hosting events and driving the events programme forward.

2.6.3 Overview of planned engagement activities April 2020 – March 2021

Annual Conference 2020



The Greater Lincolnshire Local Enterprise Partnership's annual conference and exhibition is a well-established, keenly anticipated event in the Lincolnshire business calendar. Attracting around 400 delegates every year, the conference is our flagship public-facing business engagement event.

The [2020 annual conference and AGM of the Greater Lincolnshire Local Enterprise Partnership](#) would have been held in the EPIC Centre on Friday 10th July 2020 featuring an essential mix of keynote speakers, expert panel discussions on evolving opportunities, and an opportunity for networking. Unfortunately the event has had to be postponed until further notice due to Covid-19.

As the LEP continues to shape Greater Lincolnshire's Local Industrial Strategy, once rescheduled, the conference will bring together experts and leaders from a range of sectors, from agri-tech, manufacturing and skills to housing, energy and leisure.

All of this year's conference/s remain under development due to a fast changing political (awaiting a Spring Budget steer), and environmental (Covid19 impacts) and therefore are not yet fully developed – however will be delivered with the most relevant and important themes to the fore.



Examples of other events due to take place in 2020/21 are shown below:

April 20	May 20	June 20
July 20	August 20	September 20
October 20	November 20	December 20
January 21	February 21	March 21

Key:

- Business Lincolnshire event
- Team Lincolnshire event
- Greater Lincolnshire LEP event

Up to date information about upcoming events can be found here:

[LEP Events](#)

[Team Lincolnshire Events](#)

[Business Lincolnshire Events](#)

2.6 Key actions in 2019/20

STRATEGY: Key actions for 2020/21	
Local industrial Strategy (LIS) development: <ul style="list-style-type: none"> Engagement, testing and development completion Publication Implementation plan for the LIS 	March 2020 April 2020
Refresh the Strategic Economic Plan (SEP).	Summer 2020
Implementation of SAP Priorities	Ongoing
Liaison with Cities and Local Growth Unit: Local Industrial Strategy: the LEP will continue to provide regular updates and maintain engagement with Cities and Local Growth Unit on progress on the development of its Local Industrial Strategy and the refresh of its SEP and other strategies. Cities and Local Growth Unit will respond to LEP requests for support and challenge, drawing in other Government Departments as appropriate, to support the completion of its Local Industrial Strategy.*	Ongoing
LEP Geography: once the overlap has been resolved, the LEP will reflect this in the development and focus of its Local Industrial and other strategies, as well as opportunities to strengthen collaboration.	TBC
Deliver against communications and engagement plan for 2020/21.	Ongoing.
Review of the LEP's social media presence	Spring 2020
Continue to work with Lincolnshire County council to build on links with China, including: <ul style="list-style-type: none"> Expansion of a list of China ready businesses Work with the Hunan Department of Commerce and the Foreign Commonwealth Office to support business matching Develop a Five Year Plan jointly with the Hunan Foreign Affairs Office which sets out the key pillars of activity that will be focussed on up to 2025. 	April 2021
Business Lincolnshire - Growth Hub <ul style="list-style-type: none"> Deliver a comprehensive growth hub and programmes for the business community of Greater Lincolnshire through the Growth Hub Governance Board Deliver a programme of support to 36 scale up businesses across Greater Lincolnshire Increase the profile and reach of the Business Lincolnshire Growth Hub, through face to face adviser visits, website access (15 % increase), newsletter registrations (50 % increase) and social media awareness (25% increase) Intensively assist 345 SME businesses through the Growth Hub's ERDF contracts April 2019 – March 2020 (P13s) Digital Conference November 2019 – raise the profile of and help 	April 2021

businesses to increase the use of digital technology <ul style="list-style-type: none"> • Achieve client satisfaction of at least 90 % • Create a minimum of 100 new jobs • 	
Team Lincolnshire: <ul style="list-style-type: none"> • Events and Networking: Deliver a programme of events and networking opportunities to promote Lincolnshire and encourage investment • Promote Lincolnshire platform: Continue to develop social media and other platforms, and relevant content for members • Membership: Continue to grow the Team Lincolnshire community of members 	April 2021
Participate in development of the Greater Lincolnshire Vision for Growth 2050 and HIG Action Plan	April 2021
Participate in development of Town Deal proposals and associated Investment Plans	April 2021

3. Delivery

3.1. Funding for 2020/21

The Greater Lincolnshire LEP works in partnership across Lincolnshire and one of the partnerships roles is to identify common priorities and attract resources and investment to make a difference to the economy and prosperity. During 2020/21, the LEP will continue to draw on multiple sources of funding to maximise the amount of money available for the delivery of projects which contribute to its strategic objectives within the Strategic Economic Plan and the emerging Local Industrial Strategy. The impact of COVID-19 on delivery will need to be taken into account and the following forecasts are subject to change given the likely effect on contract delivery for live schemes.

3.1.1 Growth Deal

Growth Deal (Single Local Growth Fund)

Growth Deals - or the Single Local Growth Fund (SLGF), are providing support for local businesses, creating and safeguarding jobs, delivering strategic infrastructure schemes, developing hundreds of new homes, investing in education and providing scope for innovation and knowledge transfer.

Click here to see projects funded by [Growth Deal](#).

Total funds agreed with Government: £112.6m	Contracted: £112.6m	Remaining funds to be Contracted: £0m
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Key Outputs/Indicators for 2020/21 on contracted schemes by 2024/25

- ✓ Build 548 new homes
- ✓ Create/safeguard 653 jobs and apprenticeships
- ✓ Deliver 8,000 square metres of new/improved skills related floor space
- ✓ Support 1101 new learners

Foundations of Productivity supported:

Places	Ideas (Innovation)	People (Skills)	Infrastructure	Business Environment
✓	✓	✓	✓	✓

Monitoring arrangements:

As part of the Growth Deal, the LEP has developed frameworks to ensure robust governance and delivery of the projects supported.

GLLEP has a Monitoring and Evaluation Framework in place which can be found on the GLLEP website by clicking [Here](#)

The Accountable Body (Lincolnshire County Council) reviews progress against outputs and outcomes throughout delivery stages via progress reports supplied with quarterly claims, and continues quarterly review once a scheme has completed its delivery stage. Progress reports are provided until all outputs have been achieved and grant recipients are tasked with providing either a level one or level two evaluation report as contractually agreed.



GLLEP commissions work externally to look at the wider change impacts Growth Deal is achieving for Greater Lincolnshire and the findings are presented to the LEP Board.

Project Monitoring

The claims process is an integral part of the contract management and control environment employed by the Accountable Body in managing the projects, and although claims are a mechanism for grant recipients to draw down their funding it also provides key information on progress and performance.

Project Risk Monitoring

All projects will be required to monitor risks associated with their delivery; however there may be instances where the GLLEP Investment Board/Accountable Body feels additional monitoring is required for a scheme due to the escalation of risk levels. In these instances there are clear processes in place and the [Local Assurance Framework](#) provides detail on the various scenarios that apply. The government dashboard and bespoke spreadsheets managed locally by the Accountable Body provide the LEP with regular detailed and RAG rated information on how projects/programmes are performing. Detailed forecasts and milestones are included for all projects at contracting stage and if delays are encountered a full explanation and mitigation plan must be provided to the LEP.

COVID-19 has created additional delivery risks and we will need to work supportively with partners to manage the impact the virus will undoubtedly have on our programmes this financial year. Grant recipients will continue to update us regularly on their revised delivery plans and any additional cost implications as a result of COVID-19, and it is likely that our programme milestones will continue to change over the next few months once the lockdown period is withdrawn.

We have liaised with all grant recipients throughout March and April 2020 regarding direct and indirect COVID 19 impacts including supply chain, and are awaiting formal Government guidance regarding any changes to deadlines and expectations for this financial year.

The LEP has an agreed [pipeline](#) of schemes should future growth related funding become available, either via a new Government programme or due to the potential for existing schemes becoming undeliverable or having to be withdrawn. In these uncertain times, with the true impact of COVID-19 and leaving the European Union still unknown, we will continue to await details from Government regarding repurposing of existing funding and new funding opportunities to help rebalance and revive our local economies.

Project delivery

Target expenditure for 2020/21 is £18,153,052 and the LEP aims to have achieved 100% expenditure of its allocation by the end of the financial year.

	ACTUAL	FORECAST	Total ALL Years
	TO Mar 2020	2020/21	
	TOTAL		
SLGF Allocation	105,494,586	18,153,052	£123,647,638

Project spend	95,138,499	28,509,139	£123,647,638
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- The figures above include £11million from DFT as a contribution toward the Lincoln Transport Hub Project.
- The LEP will receive an allocation of £18.15m for 2020/21 which will be held on reserve and will be spent according to agreed forecasts with BEIS.
- Recent project profiles estimate spend of £32.2million.
- The LEP will continue to report via the Delta Spreadsheet (Dashboard). These figures will be reviewed as part of a reprofile exercise scheduled in May 2021 and will be considered in line with Recent COVID-19 restrictions.
- Spend on LCC capital projects (offset) amounts to £18.564 million. £8.208 has already been utilised from this fund and current forecasts show that this will be utilised in 2020/21 (£10.35million).
- Other freedoms and flexibilities have been used. To date £25.2million has been released in this way. As at May 2020 £20.176million has been evidenced, however the remaining £x.xm will need to be fully evidenced by 31 March 2021 pending any decisions from government regarding revised deadlines due to unavoidable delays caused by COVID-19.
- Allocation amounts totaling £3.697m need to be repaid this financial year in relation to withdrawals and variations on Hemswell FEZ, Gainsborough Growth Phase 1, and Access to Employment Zones Phase 1.

PLEASE NOTE: The figures above are estimated and subject to change.

List of Growth Deal projects for delivery in 2020/21

There are a number of key projects being delivered this financial year and they include the following:

Grantham Southern Relief Road (Forecast 2020/21 £9,438,112)

This £100m+ scheme has secured £28m of Growth Deal funding and will:

- Improve the town centre environment, air quality and visitor experience
- Improve the strategic east west road link, reducing and making easier journey times for distribution, visitor and local resident movements, creating a new direct link to the A1
- Open up development of high quality employment sites for high value job creation
- Directly unlock 3500 new homes on the Southern Quadrant
- Reduce bridge strikes on the East Coast Mainline

Phase 1 is complete, Phase 2 construction is well underway and Phase 3 will begin construction on site this spring.

Lincoln Medical School (Forecast 2020/21 £497,500)

The Lincoln Medical School will drive growth and productivity throughout the health and care sector, injecting higher level skills and innovation for the benefit of the entire supply chain. The School will create 80 new jobs, assist 30 businesses to improve their performance and support the development of 1,200 new learners. GLLEP is contributing £5m to this £21m+ transformational scheme for Greater Lincolnshire and will enable the construction of a high-quality 5,682m² integrated clinical facility that will drive skills development across the fields of medicine and allied health subjects.



Centre for innovation in Rural Health (Forecast 2020/21 £1,262,961)

Housed on the third floor of the Lincoln Medical School this Centre will provide research, training and community engagement, providing solutions to the challenges of delivering health care and improving population health in rural settings.

Agri-food Centre of Excellence (Forecast 2020/21 £1,288,320)

This £6m University of Lincoln led project will create a Centre of Excellence delivering high level skills, innovation support services and applied research for Greater Lincolnshire's Agri-Food businesses to secure and create a world leading food industry in Lincolnshire. Ensuring the rapid uptake of the advanced technologies that the sector needs to remain competitive is central to the project's objectives. GLLEP is contributing £2.4m to the capital build element of the scheme.

Located on the Food Enterprise Zone (FEZ) in Holbeach, The Centre of Excellence will create momentum for technology driven innovation with the clustering of expertise, helping food and technology businesses to create and commercialise innovation. Works begin on the building late summer and synergies with the emerging Institute of Technology will undoubtedly strengthen the offer and impact of this key East Midlands Manufacturing Zone location.

Huttoft Visitor Centre (Forecast 2020/21 £240,000)

This project will replace an existing redundant boat shed with a new visitor facility, metres from the seafront, at Huttoft, between Sutton on Sea and the new North Sea Observatory. The building will contain a high quality café and kiosk and an external area capable of hosting larger 'pop-up' summer food and other events. It will also be able to host satellite art exhibitions and activities in conjunction with the North Sea Observatory Gallery in Chapel St Leonards.

Coastal Communities

The LEP has been awarded £370K over a two year period which began in April 2019 to deliver skills and training for the Visitor Economy Sector, along the East Lindsey Coast.

Investing in our Education

There is an allocation of £7.9m to four projects. Three projects, the Digital Skills Suite at Stamford College, the EMAT Centre at Boston College, and the TIBISH project at North Lindsey College have already been completed and the Digital & Professional Skills Hub at Lincoln College was on track to be completed in this financial year prior to COVID 19.

Please see Appendix A for a full list of projects active in 2020/21.

Enterprise Adviser Network

During 2020/21 we will grow the reach of our Enterprise Adviser Network so that more schools and colleges benefit from this national scheme. Our 3 Enterprise Coordinators, part funded by the national Career and Enterprise Company (CEC), will work with all 59 secondary schools and FE Colleges in Lincolnshire to support them to increase performance of Gatsby Benchmarks 5 and 6. They will do this by matching school leaders with local business leaders – volunteers who we call Enterprise Advisers – who helps schools develop a strategy that will see more young people gain experiences of work and have encounters with employers. The Enterprise Advisers will also make links with other businesses that will support the school with encounters and experiences.

The [CEC](#) provides 50% of salary costs to the LEP for each Enterprise Coordinator that it employs, who will each work with a maximum of 20 schools.

KPIs for Enterprise Adviser Network by March 2021 are

KPI	Target March 2020	Achieved	Target March 21
Schools signed up to the network	45	48	
Schools in Lincolnshire matched to an Enterprise Adviser	35	31	

% of matched institutions fully achieve Gatsby Benchmark 5	50%	70%	
% of matched institutions fully achieve Gatsby Benchmark 6	50%	31%	

Performance Monitoring of the Programme

Current and Forecast Performance against Indicators							
Current	Forecast 2020/21	Current	Forecast 2020/21	Current	Forecast 2020/21	Current	Forecast 2020/21
Housing units completed		Jobs including apprenticeships		Area of new or improved learning space (m2)		New learners assisted	
503	548	594	653	5869	8000	1437	1101

DRAFT

3.1.2 Other Funding Programmes

LEP Funding

Growth Related Programmes

This includes:

Greater Lincolnshire Growth Fund:

This grant fund of £2.95million is aimed at both Small and Medium Enterprises (SMEs) and larger businesses within the Greater Lincolnshire area who can deliver against the wider ambitions of the Strategic Economic Plan and emerging Local Industrial Strategy. It provides grants to businesses for transformational projects focused on productivity and job creation. Grant investment ranges from £150,000 to an upper limit of £500,000. The fund is managed and delivered through the Business Lincolnshire website and full details on the funding criteria and state aid guidance can be found [here](#).

Progress

1. 69 enquiries. The enquiries have come from the following LEP priorities:

Manufacturing	35 enquiries
Health & Care	7 enquiries
Digital	6 enquiries
Logistics	2 enquiry
Carbon	1 enquiry
Tourism/Visitor econ	7 enquiry
Undetermined at initial enquiry	10 enquiries
Agri-food	1 enquiry

All of these enquiries have been followed up but not all meet the LEP's strategic priorities for the Growth Fund.

Awarded	Date	Company	Project Commenced	Total Budget remaining	Jobs Created	Job S/G
£500,000	May 2018	Tong Engineering	April 2019	£2,425,000	26	13
£151,346	September 2018	SDG Access Ltd	December 2018	£2,273,654	23	2
£327,653	September 2018	Wolds Manufacturing Ltd	December 2018	£1,946,001	16	0
£218,806	October 2018	Wise Software	October 2018	£1,727,195	19	5
£298,072	March 2019	SBS Limited		£1,134,825	20	0
£500,000	July 2019	ParcAcre	Feb 2020	£929,122.26	100	0

Awarded	Date	Company	Project Commence	Grant claimed so far	Jobs Created so far
£500,000	May 2018	Tong Engineering	May 2018	£350,588	39 (31FTE)
£151,346	September 2018	SDG Access Ltd	December 2018	£151,346	9
£327,653	September 2018	Wolds Manufacturing Ltd	December 2018	£327,653	7
£218,806.43 (was £241,631.23)	October 2018	Wise Software	October 2018	£218,806.43	10
£298,072.31	March 2019	SBS Limited	March 2019	£126,242	6
£500,000	July 2019	ParkAcre	Feb 2020	0	12

Invest and Grow (Growing Places Fund):

A rolling infrastructure loan fund designed to kick start stalled housing and commercial developments. Loans of between £500,000 and £2.5 million are available to unlock developments and enable the delivery of new jobs, commercial space and homes. (Projects outside this range may be considered if they deliver exceptional outputs or exceptional value for money.)

The fund aims to bring forward vital infrastructure projects, boosting the economy and creating jobs. Greater Lincolnshire LEP wants to make significant investments that fit with its [strategic priorities](#) and will help unlock economic growth. Projects funded to date include the refurbishment of The Lawn in uphill Lincoln, and enabling infrastructure at The Quadrant in Boston.

Invest and Grow is a rolling fund and can be applied for at any time.

[Click here to see projects funded by Invest & Grow.](#)

There is currently £1,900,000 of loan with applied interest (pending board agreement) remaining.

Feasibility Fund:

Helps to accelerate the delivery of new investment opportunities and significant economic activity across Greater Lincolnshire. The fund has awarded grants worth £376,500 to 11 projects to date. As of 12 April 2019 this is a rolling fund for short and short-medium term GLLEP pipeline projects. This means applicants can apply for funding at the right time for their project, rather than to meet specific deadlines. There is currently just over £175,000 available.

The total feasibility pot at the beginning on the financial year was £288,172. Within the year £31,566 was added to create a larger feasibility pot of 319,738. This was split into 2 distinct funds:

- Feasibility fund committed £215,714
- Feasibility fund commissioned £104,024

Overall, 9 contracts have been awarded to a value of £306,500. Within the year, one contract has

withdrawn to a value of 50K and one project remains uncontracted for £20,000. Other projects have underspent against their agreed contractual values.

At as the 31st march 2019 the two funds have been realigned and now are:

- Feasibility fund committed £51,560
- Feasibility fund commissioned £169,879

Growth Hub:

The Business Lincolnshire Growth Hub provides a single access point for business support, bringing together both government offers and local offers, so businesses get what they need wherever they start their growth journey. The Growth Hub also brings together public and private sector support, for example the support offered by local authorities, universities, Chambers of Commerce, Federation of Small Business and enterprise agencies etc.

The role encompasses the business support needs of pre-start, start-up and growth potential businesses. The Board is also the business support arm of the Greater Lincolnshire Local Enterprise Partnership (LEP) and has a specific role to develop and inform LEP strategic plans with particular reference to business growth needs.

Businesses can contact the Growth Hub [Here](#)

Foundations of Productivity supported:

Places	Ideas (Innovation)	People (Skills)	Infrastructure	Business Environment
✓	✓	✓	✓	✓

Monitoring arrangements:

Bespoke monitoring arrangements are in place for all of the programmes above. Details are provided on the GLLEP [Local Assurance Framework](#), GLLEP Website or [Business Lincolnshire](#) website.

European Structural and Investment Fund (ESIF)

The [European Structural & Investment Fund \(ESIF\) Strategy](#) was written in line with the SEP to show how we would use ESIF funds to help grow Greater Lincolnshire's economy.

ESIF funds are made up of the European Regional Development Fund (ERDF), European Social Fund (ESF) and the European Agricultural Fund for Rural Development (EAFRD). LEADER funding is a bottom up approach to rural development and is part of EAFRD.

The ESIF Committee supports the delivery of the European funding allocation to deliver the GLLEP ESIF Strategy. The ESIF Committee is a sub-committee of the England Growth Programme Board (GPB). They support the GPB's role in considering overall Operational Programme performance by

specifically looking at and advising on the local, on-the-ground implementation of it, via project calls, applications and ongoing implementation.

The Chair of the ESIF Sub-Area Committee is a Board Director on the GLLEP Board. Details of the ESIF Sub-Area Committee can be found [here](#).

European Regional Development Fund (ERDF)

ERDF focuses on larger, more strategic schemes which are well co-ordinated and give maximum impact against specific themes. Smaller projects and peripherally linked themes may also qualify for funding through collaborative value added partnerships.

Greater Lincolnshire ERDF funding allocations (accounting for exchange rate fluctuations)

Investment Priority	Greater Lincolnshire's notional grant funding allocation
Priority Axis 1	£17,186,007
Priority Axis 2	£2,406,888
Priority Axis 3	£35,744,295
Priority Axis 4	£9,550,079
Priority Axis 5	£5,831,163
Priority Axis 6	£2,752,315
Total	£73,470,747

What have we achieved to date

There have been 8 calls announced in Greater Lincolnshire and to date we have committed the following funding against each priority axis area:

Investment Priority	ERDF commitments *	Examples of types of projects
Priority Axis 1	£16,914,687	Supporting an innovation centre in the agri-food sector, providing innovative ways for businesses to understand, share and use data to grow successful businesses.
Priority Axis 2	£2,438,659	Rolling out superfast broadband coverage for up to 97% of the county
Priority Axis 3	£35,022,941	Providing comprehensive business support provision to SMEs across Greater Lincolnshire
Priority Axis 4	£5,463,444	Boosting renewable energy use in SMEs, council and other public sector owned buildings
Priority Axis 5	£2,788,950	Supporting sea defence projects to protect Lincolnshire homes, businesses and land from future flooding
Priority Axis 6	£2,489,475	Developing biodiversity scheme that preserve and protect our natural environment
Total	£65,118,156	

*ERDF Commitments include projects that are contracted, at funding agreement stage or application stage. Figures are subject to slight fluctuations due to contract adjustments which MHCLG manage.

Below is a table to show the committed outputs to be achieved by Greater Lincolnshire projects:

Priority Axis	Performance Framework Target for 2023	Output Target	Committed output to be achieved by projects
Priority Axis 1	C1 No of enterprises receiving support	517	822
Priority Axis 2	C1 No of enterprises receiving support	127	261
Priority Axis 3	C1 No of enterprises receiving support	3,167	5,907
Priority Axis 4	C34 Estimated GHG reductions (in tonnes)	3,934	2,488
Priority Axis 5	P6 Business & properties with reduced flood risk	517	1,253
Priority Axis 6	C23 Surface area of habitats supported in order to attain better conservation status (in hectares)	58	50

What we are to achieve in 2020/21

Following the final local call for applications in September 2019, 16 successful outline applications were received and are in the process of submitting full applications by March 2020. This was the last opportunity to commit ERDF allocations locally and all LEPs have had to surrender any underspends back to the Managing Authority.

The unspent allocations will then be put into an ERDF National Reserve Fund which is due to be announced in Spring 2020. This will be the final opportunity for organisations to bid into the fund to take up the remaining funds. With this being a national call it will be a lot more competitive and emphasis will be on developing high quality applications and projects that are deliverable within the timeframes.

We shall be working closely with Greater Lincolnshire organisations and the Managing Authority to provide the best opportunity for successful applications within this call. Support will continue to be offered to contracted projects and MHCLG to ensure successful delivery before programme closure in 2023.

Advanced Engineering R&D Centre ('The Bridge')



Location	Lincoln Science and Innovation Park
Fund	ERDF & SLGF
Funding Allocation	£3,702,170 (ERDF) £1,949,946 (SLGF)
Project Total	£6,258,952
Project completion	June 2022
Applicant	University of Lincoln

The Project

This project aims to catalyse growth and productivity for advanced materials in Greater Lincolnshire, promoting research and innovation in the SME supply chains of several key sectors of the GLLEP economy e.g. metals manufacturing, chemicals and petroleum, rubber and plastics, power generation and storage, semi-conductors and electronic devices. The Bridge will deliver a regional R&D ecosystem by providing a physical focus for innovation in advanced materials and developing mechanisms for businesses to pool and coordinate resources and engage in partnership for R&D projects.

The principal aim of the project is to enhance product Research and Development in advanced materials and facilitate innovation in practice throughout the GLLEP area. The Bridge will be a leading-edge collaborative R&D test facility, equipped for delivery of R&D projects and collaborative ventures with SMEs and the wider engineering sector and interfacing to a wider network of capability of the University and partner networks. The Bridge will utilise its dedicated spaces to enhance knowledge exchange and open innovation alongside networking, specialist training and business interaction to support the commercialisation of new products and business processes.

This project is part funded by the European Regional Development Fund and the GLLEP's Single Local Growth Fund. SLGF will be contributing to the capital construction of new-build two-floor R&D and innovation facility, and equipping the centre with cutting-edge instrumentation. Whilst ERDF will be contributing to both capital and revenue elements of the scheme, including assembly

of a team with relevant skills and experience, and delivery of R&D assistance to SMEs.

Total funds available: £73.4m

Key Outputs/Indicators:

- ✓ Number of enterprises receiving support
- ✓ Estimated greenhouse gas (GHG) reductions
- ✓ Business & properties with reduced flood risk
- ✓ Surface area of habitats supported in order to attain better conservation status

Foundations of Productivity supported:

Places	Ideas (Innovation)	People (Skills)	Infrastructure	Business Environment
✓	✓	✓	✓	✓

Monitoring arrangements:

The ESIF Committee have a role to oversee strategic fit of delivery projects, and work closely with the Managing Authority to support delivery.

European Social Fund (ESF)

The European Social Fund is the strand of European funding that supports people into jobs and provides training, and better employment prospects, for those already in work.

There was an original allocation to the Greater Lincolnshire area of £41,509,478. At the time a decision was made to allocate against an Opt in Programmes outlined below, with some resources being kept back for direct bid purposes.

- **Big Lottery: Building Better Opportunities:** three projects helping individuals furthest away from the labour market by removing barriers.
- **Department for Work and Pensions:** one project spanning Yorkshire, Humber and Lincolnshire, helping unemployed individuals back into work.
- **Education and Skills Funding Agency:** seven projects across Greater Lincolnshire providing skills and training to people both in work, and unemployed. This has been further augmented by another 4 projects through a new contracting round that has been recently completed. The LEP will continue to work with the Education and Skills Funding Agency and ESF Delivery organisations to ensure that those ESF projects deliver training that is relevant and appropriate for the local area, through tripartite agreements, steering groups and management meetings.

In 2019, the Managing Agent confirmed that due to exchange rate fluctuations, Greater Lincolnshire now has a notional allocation of £47,556,159

There was a Direct Bid Call under Investment Priority 1.4: Active Inclusion closing on 27th February 2020 with an available value of £5,032,785. Applications are under review and decisions will be made later this year.

Total funds available: £47.5m

Foundations of Productivity supported:

Places	Ideas (Innovation)	People (Skills)	Infrastructure	Business Environment
		✓		

Monitoring arrangements:

The ESIF Committee have a role to oversee strategic fit of delivery projects, and work closely with the Managing Agent to support delivery.

In relation to the ESFA opt-in programmes, the LEP Skills Officer is expected to report progress of projects to the ESIF Committee.

The European Agricultural Fund for Rural Development (EAFRD)

The European Agricultural Fund for Rural Development (EAFRD) aims to improve the competitiveness of agriculture and forestry, the environment and the countryside and the quality of life and management of economic activity in rural areas.

The EAFRD programme is managed nationally by the Rural Payments Agency (RPA) but the ESIF Committee assess eligible projects that come forward to ensure they meet local priorities and provide good value for money. All of the administration is done by the RPA but in Greater Lincolnshire we have done joint workshops to promote EAFRD, LEADER and Growth Hub activity to businesses which has worked well in raising awareness of funds available to businesses in the local area.

Greater Lincolnshire was given a notional allocation of £8.7million EAFRD and this was split between the following 3 measures:

The **Food Processing Grant** was for food and drink businesses that process agricultural and horticultural products to encourage growth and create new jobs.

The **Tourism Infrastructure Grant** was for commercial and non-commercial projects to help fund the costs of capital expenditure on tourism infrastructure, with the aim to encourage more tourists to come, to stay longer and to spend more money in rural areas.

The **Business Development Grant** was for micro and small businesses including social enterprises in rural areas, and farmers diversifying into non-agricultural activities to grow and create more jobs through building improvements or new equipment.

EAFRD Funding Allocations

Total Allocation	Food Processing	Tourism Infrastructure	Business Development
£8,782,191	£4,144,197	£1,784,611	£2,853,383

What have we achieved to date

Total Committed	Food Processing	Tourism Infrastructure	Business Development
£3,631,746	£2,737,604	£139,068	£755,075

What we are to achieve in 2020/21

The Growth Programme launched a National Reserve Fund to take up unallocated funds on 4th November 2019 and closed 16th February 2020. All EOIs received are currently being assessed and will be brought to the ESIF Committee for advice on strategic fit. Successful applicants will be invited to submit a full application with assessments and funding decisions expected to be made by December 2020.

Support will continue to be offered to the Rural Payments Agency to ensure successful delivery of projects before programme closure in December 2021, and to assist with any future evaluation plans.

Key Outputs/Indicators:

- Number of businesses supported - 26
- No of FTE jobs created – 124

Foundations of Productivity supported:

Places	Ideas (Innovation)	People (Skills)	Infrastructure	Business Environment
	✓		✓	✓

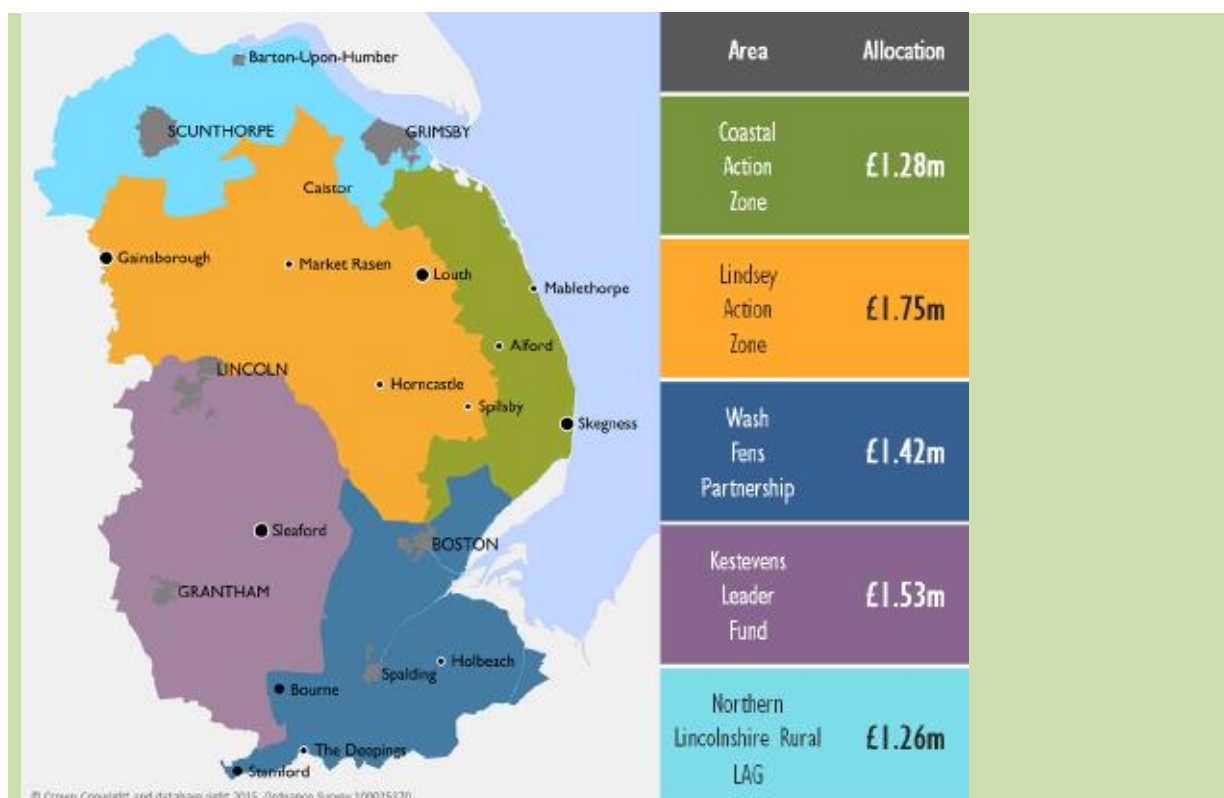
Monitoring arrangements:

The ESIF Committee have a role to oversee strategic fit of delivery projects, and work closely with the RPA to support delivery.

LEADER

The LEADER approach is part of the Rural Development Programme for England (RDPE) and is part funded by the European Agricultural Fund for Rural Development (EAFRD).

LEADER funding is for small rural businesses and communities, and is delivered through 5 Local Action Groups (LAGs) covering the rural areas of Greater Lincolnshire.



The LAGs distribute grants to local businesses, farmers and community organisations to support activities that create jobs, develop and grow rural businesses and support growth in our local economy. Local priorities for funding projects have been identified in a Local Development Strategy for each area.

The LAZ, CAZ, and Kestevens LAGS were open to grant applications up until 30th April 2019 with final grant agreements made by 30th September 2019. The WF LAG had committed their allocation following the successful processing and contracting of applications in March 2019 from the previous call. There are to be no further calls for applications for LEADER funding. The final allocated grants for each LAG area, and funding priority area, are shown below.

Grants allocated to businesses and community organisations, by priority (P) area.						
LAG	P1 Support to increase farm productivity* (*includes horticulture and food processing)	P2 Support for micro and small businesses and farm diversification	P3 Support for rural tourism	P4 Provision of rural services	P5 Support for cultural and heritage activity	P6 Support for increasing forestry productivity
LAZ	£698,124.74	£1,080,180.61	£224,752.08	£45,048.32	£140,061	£5,000
CAZ	£184,513.36	£302,536.16	£167,222.24	£72,940.41	£74,592.00	-
KES	£376,506.72	£510,630.59	£397,914.21	£34,291.03	-	£90,400.00

WF	£805,287.79	£246,819.44	£358,216.23	-	£97,102.95	-
NL	TBC	TBC	TBC	TBC	TBC	TBC

All funded projects have demonstrated how they can create jobs or economic growth and support one or more of the 6 national priorities for LEADER. These outputs will continue to be monitored and reported, up to 5 years post grant funding received.

For more information about LEADER please see the [European Structural & Investment Fund \(ESIF\) Strategy](#).

What LEADER has achieved to date

The three targets below were set when funding agreements were agreed in subsequent reviews and are to be achieved by the end of the programme. These are the targets used to assess LAG performance; they are not the full range of outputs to be achieved by projects. The number of FTE jobs created is the predicted and contracted number, and may increase or decrease by the end of the programme. Further output information is available if required.

Delivery plan targets

LAG	Projects Supported	FTE jobs created	Businesses Benefitting
LAZ	52	60	31
CAZ	30	49	17
KES	57	47	35
WF	30	45	25
North Lincs			

Contracted outputs to be achieved by projects

LAG	Projects Supported	FTE jobs created (Actual + forecast)	Businesses Benefitting
LAZ	73	86.2	71
CAZ	22	28.28	20
KES	40	54.83	45
WF	34	87	37
North Lincs			

What we are to achieve in 2020/21

Beneficiaries of the grant will continue to be supported by LAG managers, and management of the programme will be focused on ensuring allocated funds are drawn down, projects inspected, and the post-payment monitoring of outputs.

LAG	Total Grants Contracted	Actual Spend to date	Forecast Spend 2020/21
LAZ	£2,193,166.75	£1,658,830.25	£534,336.50
CAZ	£801,804.17	£596,725.46	£205,078.71
KES	£1,409,742.55	£812,145.66	£597,596.89

WF	£1,507,426.41	£1,467,433.98	£39,992.43
North Lincs	£1,180,346.20	£1,027,268.05	£153,078.15

Alongside compulsory post-payment monitoring, there will also be a comprehensive impact evaluation of the programme commissioned by the Accountable Body. The evaluation will demonstrate the impact of the programme on all stakeholders, identify the contribution of funded projects to wider social and economic outcomes, consider lessons learnt for the utilisation of future programmes, and provide recommendations for future socio-economic programmes and their inclusion in policy making for rural areas. These recommendations will be fed into the emerging local industrial strategy, as well as regional and national stakeholders.

Lily's Lavendar Hut



Location	Corby Glen, Grantham
Fund	LEADER
Funding Allocation	£19,366.63
Local Action Group	Kestevens LEADER Fund
Project completion	January 2020

The Project

The Kestevens LAG awarded this grant to enable a dilapidated wooden building to be replaced, extended and modernised with a new, bespoke shop, kitchen and café area. The new facility in the village of Corby Glen has enabled the owners to grow from a sole trader, operating a shop with limited product lines, to a busy store with a range of fresh local produce. The kitchen area within the shop is used to bake fresh cakes and meals, which are served in the adjoining café.

Since receiving the grant, the business employs an additional 13 local people on a part time basis, with an expected FTE of 4 employees. As well as providing essential services to the community, during 2020/21 Lily's Lavender Hut will build on a trialled service of providing cookery courses to local people to teach 'healthy living' skills, and introduce children at Early Years stages to preparing and cooking fresh produce.

Key Outputs/Indicators:

- Number of businesses supported
- No of FTE jobs created

Foundations of Productivity supported:

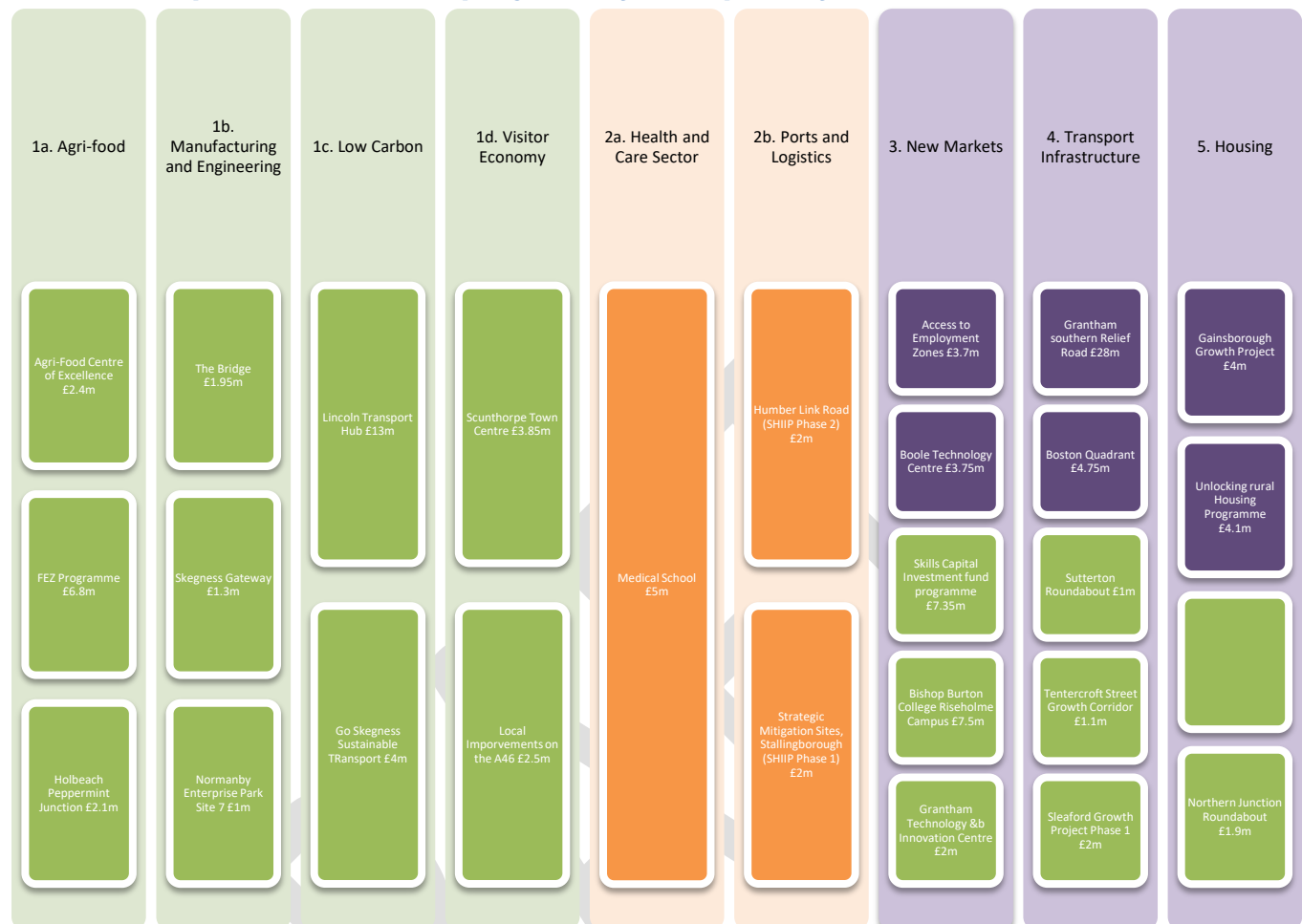
Places	Ideas (Innovation)	People (Skills)	Infrastructure	Business Environment
	✓		✓	✓

Monitoring arrangements:

Lincolnshire County Council as the Accountable Body oversees and manages the LEADER Programme within Greater Lincolnshire. The council works closely with the RPA as the Managing Authority to ensure projects are compliant.

Performance updates are provided to the GLLEP.

3.2. Examples of allocated projects by SEP priority sector or theme



3.3 Key actions for 2020/21

DELIVERY: Key actions for 2019/20	
Programme and Project Delivery: LEP and Accountable Body to meet with Cities and Local Growth Unit to review progress against the growth deal programme, informed by the quarterly data returns, in May 2019 (Quarter 4), August 2019 (Quarter 1) and October 2019 (Quarter 2)*	Quarterly
Programme and Risk Management: The LEP and Accountable Body will regularly update Cities and Local Growth Unit on the development and implementation of the enhanced programme and risk management procedures.	Ongoing
Project Pipeline: LEP to confirm revised project pipeline following approval by the LEP Board by 31 January 2020.*	Completed
Use of feasibility fund to bring forward pipeline projects to be explored	Ongoing
Communications and Branding: The LEP has made good progress in demonstrating compliance with the Government's guidance. The LEP will ensure it and its project sponsors continue to adhere to all requirements and provide pictorial evidence of compliance with branding.	Ongoing – monthly publicity returns produced.

4. Governance

4.1 Our commitment to transparency and accountability

STATEMENT (LEP Chair and CEO)

Starting from a good position; the Greater Lincolnshire LEP has sought to further strengthen its governance and transparency over the last 12 months. It has taken steps to build on its track record and reputation for good governance. Policies that we have introduced have reinforced a determination to be 'excellent' as far as governance and transparency are concerned. The policies, introduced and implemented this year are an Equality & Diversity Statement, a comprehensive Complaints Procedure, a Code of Conduct for board directors, a Confidential Reporting procedure, and appointment of Directors and Chair and Vice Chair procedure.

Lincolnshire County Council successfully act as our Accountable Body and as such retain overall legal accountability for the Greater Lincolnshire LEP investment programme, supported by the Chief Finance Officer (S151 officer).

The LEP operates a strict Code of Conduct for LEP Board Directors and Declarations of Interest are updated regularly. GLLEP has already adopted the Nolan Principles of Public Life as the basis of its Code of Conduct and continually looks to enhance and improve its existing policies. We have responded to advice and guidance from the National Audit Office, LEP Peer reviews and external audits to ensure we remain open and transparent.

To help with this we have updated our website to allow both internal and external stakeholders to easily gain access to a variety of information sources and policies. We publish all papers of a non-confidential nature to demonstrate that our discussions and decisions are fair and commensurate with the work we do.

As the role of LEPs has developed so has the need for us to continue to raise our standards and be consistent in our approach to support all our stakeholders. The National Assurance Framework set out what government expected LEPs to cover in their local assurance frameworks. Having undertaken this review it was clear that we aligned strongly with the published requirements.

This led to a successful sign off by our Section 151 officers to confirm with the DCLG Accounting officer that our framework was being implemented to these new standards.

Ursula Lidbetter
LEP Chair

Ruth Carver
LEP Director

The [Greater Lincolnshire LEP Local Assurance Framework](#) details how the LEP and its Accountable Body are working with Government to provide assurances and transparency in developing robust value for money projects and programmes, in making decisions, and in spending government funds.

This assurance framework details how the Greater Lincolnshire Local Enterprise Partnership (GLLEP) complies with the requirements of the:

- National Assurance Framework
- Non-Executive Director Review into LEP Governance and Transparency (the Mary Ney Review)
- LEP Governance and Transparency Best Practice Guidance
- Strengthened Local Enterprise Partnerships

The Greater Lincolnshire LEP Board of Directors maintains a strategic overview and creates the vision and direction of all LEP activity. The Directors Board is an enabling body and focuses on influencing, lobbying and leading on LEP priorities.

Directors' Board papers, agendas and minutes are published on the GLLEP website. A forward plan for the GLLEP Board and Investment Board is made available with the board papers and is updated for each meeting. The latest papers can be found [here](#).

4.2 Ensuring our Governance is fit for the future

In order to ensure compliance with the national requirements, the LEP commissioned an independent review to identify any further improvements which could be made to our Local Assurance Framework. The process was further reviewed in May 2019 and signed off by the Section 151 officer.

The annual performance review was held in early 2020 and a number of actions were highlighted which will be implemented during 2020/21.

4.3 Key actions for 2020/21

GOVERNANCE: Key actions for 2020/21	
Evolve the LEP , its sub-groups and our governance arrangements in line with national good practice, including: <ul style="list-style-type: none"> • Refresh the Employment and Skills Board that incorporates the Skills Advisory Panel function, in line with national guidance • LEP energy lead and Energy Council in place • National (with LEP network) and local inductions for Board Directors 	1 st April 2019 Oct 2019 Summer 2019 March 2020 Ongoing
Peer Review with SEM LEP*	April 2020
Continue to demonstrate effective succession planning and maintain current work to drive increases in diversity, to ensure that any gaps in directors and members are minimised. *	Ongoing
Local Assurance Framework: LEP Board to approve latest version of Local Assurance Framework by 31 March 2020, including a clear statement on legal personality, independent secretariat and scrutiny arrangements, that meet the expectations of the LEP Review and comply with the revised National Local Growth Assurance Framework.*	Completed, approved and published 31 March 2020
Publication of annual financial statement and report	Summer 2020

* Action referenced in Annual Review letter.

APPENDICES

Appendix A: Full list of LGF funded projects 2020/21

Project	Theme/Sector	Project Status	Total LGF project funding	Spend to date	Remaining spend	Forecast completion date
Grantham Southern Relief Road	Transport	Ongoing	£28,000,000.00	13,809,281	14,190,719	31/3/2021
Boole Technology centre	Business & Innovation	Works Completed – monitoring outputs	£3,375,000	3,375,000	0	31/3/2017
Tentercroft Street Growth Corridor	Transport	Works Completed – monitoring outputs	£1,099,745	1,099,745	0	28/2/2017
Boston Quadrant Infrastructure Programme	Transport	Ongoing	£4,750,000.00	4,512,500	237,500	31/12/2019
Unlocking Rural Housing Programme	Housing	Ongoing	£4,115,400.00	3,628,706	486,694	Various but all by 31 March 2021
Bishop Burton College Lincolnshire Showground Riseholme Campus	Skills	Works Completed – monitoring outputs	£7,500,000.00	7,500,000	0	18/11/2016
Lincoln Transport Hub	Transport	Works Completed – monitoring outputs	£2,000,000.00	2,000,000	0	31/01/2017
Go Skegness Sustainable Transport	Transport	Ongoing	£4,000,000.00	4,000,000	0	30/6/2019
Access to Employment Zones Phase 1	Other	Ongoing	£1,893,516.00	301,944	1,591,572	15/1/2020
Normanby Enterprise Park	Other	Ongoing	£982,867.00	294,159	688,708	28/2/2020
Northern Roundabout Junction	Other	Contracting Stage	£1,900,000.00	0	1,900,000	31/8/2020
South Humber Infrastructure Investment Programme (SHIIP) Phase 1	Transport	Ongoing	£2,000,000.00	2,000,000	0	31/12/2020
Lincolnshire Lakes Lake 1	Housing	Ongoing	£2,000,000.00	1,800,000	200,000	31/3/2021
Agri-Food Centre of Excellence	Other	Ongoing	£2,400,000.00	600,000	1,800,000	21/9/2020

Annual Delivery Plan 2020-21

Holbeach Peppermint Junction	Transport	Works Completed – monitoring outputs	£1,908,715.00	1,853,585	55,130	31/12/2018
Scunthorpe Town Centre	Regeneration	Ongoing	£3,850,000.00	3,465,000	385,000	30/09/2020
A46-A15	Transport	Provisional Allocation	£2,500,000.00	0	2,500,000	31/03/2021
Sleaford Growth Project	Transport	Provisional Allocation	£2,000,000.00	0	2,000,000	31/03/2021
Sutterton Roundabout	Transport	Works Completed – monitoring outputs	£750,864.00	750,864	0	28/7/2016
Grantham Technology and innovation Centre	Innovation	Ongoing	£2,000,000.00	1,800,000	200,000	30/09/2019
Gainsborough Growth Project Phase 1	Regeneration	Ongoing	£1,601,000.00	1,440,000	161,000	31/8/2020
Skills Capital Investment Fund	Skills	Ongoing	£7,340,000.00	7,340,000	161,000	31/3/2021
GL Centre of Medical Science (Lincoln Medical School)	Health and Wellbeing	Provisional Allocation	£5,000,000.00	0	5,00,000	28/02/2021
Advanced Engineering R and D Centre (The Bridge)	Innovation	Provisional Allocation	£1,950,000.00	0	1,950,000	31/3/2021
Holbeach Food Enterprise Zone	Other	Ongoing	£2,985,000.00	2,985,000	0	31/1/2021
Hemswell Food Enterprise Zone	Other	Ongoing	£2,000,000.00	129,906	1,870,094	30/9/2020
Europarc Food Enterprise Zone	Other	Ongoing	£1,800,000.00	33,641	1,766,359	31/7/2020
Skegness Gateway Project Phase 1	Regeneration	Contracting Stage	£1,279,000.00	0	1,279,000	31/5/2020
Access to Employment Zones Phase 2	Other	Contracting Stage	£1,802,109.00	0	1,802,109	30/6/2020
South Humber Infrastructure Investment Programme (SHIIP) Phase 2	Other	Ongoing	£2,000,000.00	1,024,587	975,413	31/5/2020
Gainsborough Growth phase 2	Other	Provisional Allocation	£2,399,000.00	0	2,399,000	31/3/2021
SLGF Balance (Pipeline project/Due diligence costs)	Various	Allocation	3,465,422	23,215	3,442,207	31/03/2021

Appendix B: Useful Documents

Department for Education (2018). *Skills Advisory Panels: Guidance on the Role and Governance*. Available at:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/762629/Skills_Advisory_Panels-Guidance_on_the_Role_and_Governance.pdf (Accessed May 2019)

Gatsby Charitable Foundation (2014). *Good Career Guidance*. Available at: <https://www.goodcareerguidance.org.uk/assets/file?filePath=/the-benchmarks/gatsby-sir-john-holman-good-career-guidance-2014.pdf> (Accessed May 2019)

Greater Lincolnshire Local Enterprise Partnership (2014). *Greater Lincolnshire LEP Structural and investment Funds Strategy 2014 – 2020 (April 2016 Refresh)*. Available at:

<https://www.greaterlincolnshirelep.co.uk/documents/eu-sif-structural-investment-fund/> (Accessed May 2019)

Greater Lincolnshire Local Enterprise Partnership (2014). *Strategic Economic Plan 2014 – 2030*. Available at:

https://www.greaterlincolnshirelep.co.uk/assets/documents/Strategic_Economic_Plan_2016_Refresh.pdf (Accessed May 2019)

Greater Lincolnshire Local Enterprise Partnership (2019). *Local Assurance framework*. Available at:

https://www.greaterlincolnshirelep.co.uk/assets/documents/Local_Growth_Assurance_Framework_%28April_2019%29.pdf (Accessed May 2019)

HM Government (2017). *Industrial Strategy: Building a Britain fit for the future*. Available at:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/730048/industrial-strategy-white-paper-web-ready-a4-version.pdf (Accessed May 2019)

HM Government (2016). *Midlands Engine Strategy*. Available at:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/598295/Midlands_Engine_Strategy.pdf (Accessed May 2019)

HM Government (2016). *Northern Powerhouse Strategy*. Available at:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/571562/NPH_strategy_web.pdf (Accessed May 2019)

Annual Delivery Plan 2020-21

Midland Connect (2018). *Our Routes to Growth*. Available at: https://www.midlandsconnect.uk/media/1204/midlands-connect-ar-v18_final_web.pdf (Accessed May 2019)

Ministry of Housing, Communities and Local Government (2018). *Strengthened Local Enterprise Partnerships*. Available at: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/728058/Strengthened_Local_Enterprise_Partnerships.pdf (Accessed May 2019)

Transport for the East Midlands and Midlands Connect. *A Shared Vision for the East Midlands*. Available at: <https://www.midlandsconnect.uk/media/1205/east-midlands-brochure-digital-version.pdf> (Accessed May 2019)

Useful Websites

[Business Lincolnshire](#)

[Greater Lincolnshire Local Enterprise Partnership](#)

[HM Government](#)

[Midlands Connect](#)

[Midlands Engine](#)

[Northern Powerhouse](#)

[Promote Lincolnshire](#)

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GREATER LINCOLNSHIRE ECONOMIC RECOVERY PLAN

Publication	Public Paper (published)					
Meeting date:	29 th April 2020					
Agenda Item:	6					
Item Subject:	Report on Greater Lincolnshire Economic Recovery Plan in response to impact of Covid-19					
Author:	Justin Brown					
For:	Discussion	Yes	Decision		Information	Yes

1. SUMMARY

- 1.1 Board Directors are 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.

2. BACKGROUND

- 2.1 Board members will be aware that 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.
- 2.2 Separately, the Assistant Director for Growth at Lincolnshire County Council established a partnership to prepare for the economic recovery phase.
- 2.3 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.

3. THE RECOVERY PHASE

- 3.1 Recovery can be seen in three distinct phases:
 1. Coming out of the emergency planning phase (i.e. now, which is all about intense support to businesses primarily to keep them trading)
 2. 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 cashflow will be a problem must also be recognised)
 3. The full recovery phase (where a more strategic view, using wider levers of economic development, can be employed)

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GREATER LINCOLNSHIRE ECONOMIC RECOVERY PLAN

- 3.2 A recovery plan will be prepared which will provide further detail, particularly relating to section 3 above.
- 3.3 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.

4. COMING OUT OF THE EMERGENCY PLANNING PHASE

- 4.1 Campaigns to encourage businesses to keep in touch with their suppliers and contractors, and to encourage the furloughed staff of businesses to take up online training will both be co-ordinated by the Business Lincolnshire Growth Hub. Other partners will be encouraged to take the campaign work and use it within their own networks, partnerships, and contacts. These will primarily be online campaigns, but local media organisations will be encouraged to participate too.

5.0 TRANSITION OUT OF LOCKDOWN

- 5.1 This section will primarily be concerned with the visitor economy including the retail sector. It is likely that this sector will be significantly impacted by Covid-19 and there will be a substantial realignment of the sector. At this stage, though, it is essential that work is done to promote Greater Lincolnshire and Rutland's visitor economy as being "Open for business". Again, this needs to be pragmatic work, and whilst there are strategic questions to ask about the future structure of support to the visitor economy for now there is the need for a strong campaign to encourage visitors to Greater Lincolnshire and Rutland. A social media and PR campaign will be delivered.
- 5.2 Separately, work will be undertaken to explore the possibility of further ways that public procurement opportunities can be made easier for SMEs to access, and two activities will be pursued regarding the construction sector: (i) local planning authorities will consider how Local Development Orders could accelerate delivery, and (ii) local authorities will be producing recommendations to Homes England about what they believe are the measures that will re-start the construction sector.
- 5.3 The Federation of Small Businesses has raised the issue, echoed in various news reports, that the cost and time to be taken for businesses to re-mobilise will be substantial; and this will be at a time when many small businesses will have limited income. The Business and Economy recovery cell will explore practical actions to address this potential problem.

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GREATER LINCOLNSHIRE ECONOMIC RECOVERY PLAN

6.0 THE FULL RECOVERY PHASE

- 6.1 The first two sections of the recovery phase will be pragmatic. The full recovery phase, however, must take a more strategic approach and explore how we can best use the levers of economic development to support economic recovery and strengthening. Whilst Covid-19 has changed our economic situation, the strategic importance of the Local Industrial Strategy and the Planning for Growth strategy remains.
- 6.2 The strands of the Business and Economy cell will be:
- Business intelligence and economic impact
 - Business support
 - Funding
 - Workforce
 - Sectors and supply chain
 - Infrastructure and housing
- 6.3 Both the Local Industrial Strategy and Planning for Growth have recognised the importance of delivering support to the area's priority sectors, and this remains important.
- 6.4 However, the Covid-19 situation has underlined the importance (and arguably the frailty) of the area's micro and small businesses, so it will be important that the recovery plan includes measures that will strengthen the outlook for micro and small businesses. These are likely to be financial measures and will need to be aligned with the government's own support for small businesses which is routed through Growth Hubs. In order for this element of the recovery plan to be effective it is essential that GLLEP has a direct contact with the team within BEIS who are formulating business support policy.
- 6.5 Notwithstanding this emerging focus on small and micro businesses, the importance of sectors to the LEP area's future economic prospects remains important.
- 6.6 The Office for Budget Responsibility produced a scenario report which showed that certain sectors - notably education, visitor, construction, and manufacturing - are likely to be among the most detrimentally affected in the long term. The Economic Recovery plan will identify the various actions that will be required to help these sectors. LEP board members who represent these sectors and who chair sector based subgroups will be asked to provide input to the preparation of this element of the recovery plan.
- 6.7 The Office for Budget Responsibility's report also suggested that the output of the Defence and Agriculture/food sectors may be least affected, and that the output of Care/Medicine may grow. Board members will be aware that the agriculture/food sector is under

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GREATER LINCOLNSHIRE ECONOMIC RECOVERY PLAN

particular strain because of difficulties in identifying a workforce to cope with the changing demand that Covid-19 has presented. It is important that the recovery plan puts measures in place which enable sectors which are presented with opportunities that arise from the current situation, like agriculture and food, to take advantage of those opportunities.

6.8 Additional factors that will be considered in the recovery plan are:

- High streets are likely to be hugely affected, but their future is as likely to be affected by market forces as much as economic development input; the government's commitment to investment in high streets must be retained
- The incidence of people working at home during the Covid-19 situation will lead to new considerations for alternative travel, the environment, and digital networks; these are areas that were explored in some depth through the Local Industrial Strategy and in Planning for Growth and the changing behaviours of people must be recognised in the recovery plan
- The skills/employment requirements will change with several reports pointing to certain demographics, notably young people struggling to find stable employment.

6.9 Finally, it is worth recognising that the government is likely to change its fiscal and economic policies in light of Covid-19 and that these should be reflected in the economic recovery plan.

6.10 It is probable that the government will have a tighter budget envelope than even in the chancellor's budget statement of six weeks ago. Some aspects of the budget will remain in place, but are likely to be adapted. For example (i) in order to reduce costs for central government the chancellor's policies concerning relocating government departments outside of Whitehall may be accelerated and this could provide an opportunity for Greater Lincolnshire and Rutland, especially in areas of our economic strength like agriculture/food and defence, and (ii) investment in infrastructure to unlock growth may be less than originally envisaged, but if Greater Lincolnshire and Rutland can demonstrate an ability to deliver quickly in the interests of UKplc then we may be able to attract additional resource.

6.11 It is likely that this will be a fast moving picture, and therefore the insight of the GLLEP Whitehall sponsor and Cities and Local Government sponsor will be essential. A mechanism to capture their insight will be built into the recovery plan work.

6.12 In summary, the Business and Economy Cell will address these issues in producing an economic recovery plan.

6.13 The recovery plan will be rooted in the Local Industrial Strategy and in the Planning for Growth strategy, it should lead the approach that agencies take to economic development in the months and years to

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GREATER LINCOLNSHIRE ECONOMIC RECOVERY PLAN

come, and it will form the basis of specific "asks" of the government to promote economic growth in greater Lincolnshire and Rutland.

7.0 RECOMMENDATION

7.1 It is recommended that the Board:

1. Supports the three phase approach being taken to economic recovery
2. Supports, through individual board members' own organisations, the campaigns as described in this report
3. Comments on the priorities that might arise in the economic recovery plan
4. Asks BEIS to provide a direct contact with their business support policy team
5. Establishes a monthly dialogue with the LEP's Whitehall sponsor and Cities and Local Government Unit sponsor in which they provide insight into changing government policy

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ANNUAL PERFORMANCE REVIEW OUTCOME

Publication	Public Paper (published)					
Meeting date:	29 th April 2020					
Agenda Item:	7					
Item Subject:	Report on Annual Performance Review 2019/20					
Author:	Halina Davies					
For:	Discussion	Yes	Decision		Information	Yes

1. SUMMARY

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

2. BACKGROUND

- 2.1 Every financial year the LEP is expected to hold 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.
- 2.2 The overall Annual Assurance Process consists of the following elements:
- Compliance checks against the National Local Growth Assurance Framework
 - Regular dialogue between the Cities and Local Growth Unit and LEPs ensuring that emerging issues and risks are dealt with early and that improvement and/or action plans are regularly reviewed and actioned
 - Quarterly and bi-annual LEP monitoring returns including total and forecast spend, and output metrics for the Local Growth Fund, Enterprise Zones and Growth Hubs
 - On-going monitoring of LEP progress by the Cities and Local Growth Unit, regular attendance at LEP boards and sub-boards to allow continuous assessment of overall progress with Growth Deal delivery to provide an early warning system which highlights any emerging risks so that prompt action can be taken to address these
 - A Mid-Year Review (September/October); and
 - An APR (January/February)
- 2.3 This financial year the LEP also had to achieve set targets within an Improvement Plan attending four scheduled meetings with BEIS representatives throughout the year in this regard. The LEP fully achieved its targets as agreed with the Cities and Local Growth Unit and this positive outcome was taken into account as part of the APR.

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ANNUAL PERFORMANCE REVIEW OUTCOME

2.4 Significant preparation is required in advance of the APR with initial detail being provided by mid-December 2019.

APR Action	Action Point	Owner	Date to be completed
1	To arrange conversation between CLGU Area Director and Section 151 Officer	CLGU and AB	1 March 2020
2	To feed GLLEP views relating to Strategy performance assessment back into Assurance Team	CLGU	1 March 2020
3	To share publicity imagery and links (presented at APR) with CLGU electronically	GLLEP	Complete - views fed back to CLGU Assurance Team
4	To arrange a conversation with Rutland County Council Chief Executive regarding their transition to GLLEP which would need to be confirmed by 1 March and completed by 31 March	CLGU	1 March 2020
5	To discuss process for assimilating a new chair as part of the Peer Review	CLGU	30 April 2020
6	To continue to feedback concerns, regarding capacity funding to CLGU Directors	CLGU	31 March 2020
7	A series of LGF Programme review meetings to be booked in between the completion of Investment Committee papers and Investment committee meetings; ensuring the constitution of open and	CLGU and GLLEP	First meeting to be held ahead of 20 March 2020 Investment Committee meeting
8	To provide further clarity on Growth Hub reporting expectations	CLGU	New requirements confirmed on 7 February 2020
9	To review Growth Hub reporting content with other LEPs in the cluster and as part of the Peer Review process	GLLEP	30 April 2020
10	To ensure Rutland and Melton MP included within MP engagement activities	GLLEP	30 April 2020
11	To ensure the new LEP Chair is fully briefed on the devolution agenda	GLLEP and CLGU	31 March 2020

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ANNUAL PERFORMANCE REVIEW OUTCOME

- 2.5 Once the process is concluded based on a holistic view of the LEP's performance LEPs receive one of four markings: inadequate; requires improvement; good; or exceptional for the theme of delivery and for governance. This year, following consultation with the LEP Network working group, the Cities and Local Growth Unit assessed strategic impact as either "requirements met" or "requirements not met". Ratings for each LEP are assessed and moderated nationally before final markings are applied.
- 2.6 Critically, the APR also acts as a key milestone in the process of confirming LGF payments for the following financial year. The review also highlights and captures areas of good practice and/or areas for further development.

3. THE GL LEP ANNUAL PERFORMANCE MEETING (APR)

- 3.1 The meeting was chaired by a Cities and Local Growth Unit Deputy Director and included the LEP Chair (Deputy at the time), LEP Chief Executive, the Section 151 Officer, the LEPs Programme Manager and the Principle Commissioning Officer for the accountable body.
- 3.2 The APR was held at the Newark Showground on the 20 February 2020. The following approach was taken with the Agenda:
- Progress against Mid-Year Review Actions
 - Introduction to the APR approach by CLGU
 - Discussion on Governance, Delivery and Strategic Impact
 - LEP Feedback
 - Agreed Actions for 2020/21

4. PROGRESS AND ACTIONS AGREED

- 4.1 Only two Action points from the Mid-Year Review required clarification at the APR meeting and these were as follows:

MYR Action Point 8 – The LEP confirmed that the respective LEP Chairs had yet to meet and this would be arranged as soon as the new GLLEP Chair was in place

MYR Action Point 9 - GLLEP confirmed that its Local Industrial Strategy will replace its Strategic Economic Plan

- 4.2 Following discussions against the three key themes (Governance, Delivery, and Strategic Impact) the APR actions agreed for 2020/21 were:
- 4.3 The LEP will ensure that all agreed actions are progressed as required within the timescales provided.

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ANNUAL PERFORMANCE REVIEW OUTCOME

5.0 GL LEP MARKINGS POST NATIONAL MODERATION

5.1 We are very pleased to report that Greater Lincolnshire LEP achieved the following markings this financial year:

Strategic Impact -	Requirements Met
Delivery -	Good
Governance -	Good

5.2 An improvement on last year's achievements and a testament to the teamwork and commitment applied to this process by all.

6.0 CONCLUSION

6.1 It is recommended that the Board notes the extremely positive outcome of the APR despite what has generally been a very challenging year.

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GREATER LINCOLNSHIRE GROWTH FUND - ECONOMIC RECOVERY

ROLE

Publication	Public Paper (published)					
Meeting date:	29 th April 2020					
Agenda Item:	8					
Item Subject:	Report on Greater Lincolnshire Growth Fund and its role in supporting economic recovery post Covid-19					
Author:	Samantha Harrison/Halina Davies					
For:	Discussion	Yes	Decision	Yes	Information	Yes

1. SUMMARY

- 1.1 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.

2. BACKGROUND

- 2.1 Board members were reminded of the excellent impact being achieved by the GLGF Programme in March.
- 2.2 The GLGF is a £2.93m fund set up by the Greater Lincolnshire LEP in 2018/19 from recycled growing places fund. 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.
- 2.3 There is no doubt of the added value to the wider business support offer GLGF provides, focusing on the priority LEP sectors of Agri-food, Manufacturing, Health and Care, Ports and Logistics, Visitor Economy, Low Carbon and Digital; helping businesses innovate, increase productivity and create jobs; and helping companies create new commercial opportunities.

3. WHY IS CONTINUATION OF THE PROGRAMME IMPORTANT

- 3.1 As and when we move towards a recovery phase post Covid-19 it will be important to support those business that are able to continue to grow as well as those who need funds to enable resilience/survival.
- 3.2 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. Criteria for the fund and its appraisal systems are extremely robust and a successful applicant needs to demonstrate creation of sustainable new high skilled jobs, evidence of business growth (turnover,

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GREATER LINCOLNSHIRE GROWTH FUND - ECONOMIC RECOVERY ROLE

gross profits and net profits) and as of recently a clear picture of how they are coping/responding since Covid-19 took hold.

- 3.3 Businesses applying must have an annual turnover not exceeding 50 million euro, and/or an annual balance sheet total not exceeding 43 million euros. There are also some restrictions in terms of eligible sectors.
- 3.4 The projects approved to date have currently created 64 new jobs and are forecast to achieve 184 new jobs in total.

Awarded	Date	Company	Project Commence	Jobs to be Created	Forecast Job S/G	Actual jobs created to date
£500,000	May 2018	Tong Engineering	May 2018	26	13	39 (31 FTE)
£151,346	September 2018	SDG Access Ltd	December 2018	23	2	9
£327,653	September 2018	Wolds Manufacturing Ltd	December 2018	16	0	7
£218,806.43 (was £241,631.23)	October 2018	Wise Software	October 2018	19	5	6
£500,000	July 2019	ParkAcre	Live from July 19, but started February 2020	100	0	11

4. PROPOSALS COMING FORWARD FOR REVIEW IN MAY AND JULY 2020

- 4.1 Having completed stage one of appraisal there are two schemes that have submitted full business cases and are looking to come forward for due diligence appraisal over the next couple of months:

Genfrost

Business: Wholesalers of catering and display refrigeration equipment now based in Boston, recently moved from Peterborough. Their current turnover is circa £2.2 million.

The Project: They wish to set up and develop in-house manufacturing capability, and reduce reliance on imports. Genfrost are already well established in this market, however they currently have to import their

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GREATER LINCOLNSHIRE GROWTH FUND - ECONOMIC RECOVERY ROLE

products from all over the world. They have in the last 18 months built on their client base but have found themselves sometimes struggling with supply chain quality and lead times. Their core client base has also encouraged their vision to manufacture in the UK. With support from the fund they aim to create up to 20 new jobs and to increase turnover by £1.4 million by year three.

Grant requested: Circa £360,000

Genfrost are working towards submission to the 21st May Investment Committee and the project is deemed even more essential for the long term survival of Genfrost. They need to diversify their manufacturing to come out of the Covid-19 lockdown stronger.

Lincoln City Football Club (LCFC)

Business: Football venue

The Project: LCFC wish to redevelop their 'away' end to add 1400 seats and safe standing areas, with the creation of additional community space, bar/catering serving points and meeting rooms. The car park will be redeveloped with chargeable parking made available as another income stream. The project relies on match funding from the Premier League grant scheme; the application has gone in for this.

Grant: Circa £350,000.

Having carried out a great deal of preparatory work the project is nearly ready to be submitted for due diligence, however as they won't find out about the Football Foundation grant until June 2020, they are likely to wait until the July 2020 to submit details for final appraisal so they have the evidence of match funding rather than an in-principle offer.

5.0 HOW CONTINUING AND POTENTIALLY EXTENDING THE PROGRAMME WILL HELP WITH ECONOMIC RECOVERY

- 5.1 The GLGF has already shown its worth despite only having been in place for two years, with a number of success stories already emerging i.e. Tong Engineering have been extremely busy even throughout the lockdown period (working safely with social distancing of course) and are seeking to grow; the GLGF programme remains a short term grant proposal for extension on the GLLEP Pipeline.
- 5.2 Whilst the Board will need to consider all of its resources when thinking about repurposing some of its existing funding to support resilience, it is important to consider that there will be other funds that perhaps can perhaps achieve this role more appropriately without compromising growth and innovation options currently available to our businesses. For example, HMCLG are taking a flexible approach to repurposing existing European Regional Development Programmes and will be open to projects requesting extensions and revised support and grant aid for businesses. This could apply to 10 of GLLEP existing business support offers. Furthermore, the government continues to roll out new fiscal

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measures to support businesses in terms of grants, loans and equity products.

- 5.3 The GLGF is the only GLLEP grant product that directly focuses on driving private sector growth and supporting transformational projects via a direct grant to the business.
- 5.4 The fund should be seen as offering green shoots support to high growth, priority sector businesses with capability and capacity to scale up. Continuation of the fund will allow resilient businesses to further develop their production capacity, re-shore supply chains, innovate, enter new markets, diversify, secure new contracts and increase their productivity. Furthermore there will be continued focus on ensuring that all grant applicants are financially robust and can clearly demonstrate that their projects will have a positive impact in terms of job creation, be it in their own businesses and their supply chains. The positive growth stories that will result from the fund will also help to drive forward positive media messages in terms of economic growth and optimism.
- 5.5 At the moment circa £1.6m remains in the programme as it stands, and should Genfrost and LCFC prove successful this would reduce to £890,000. It should be noted that whilst there are projects in the pipeline, it currently takes 3-6 months for a business to proceed from Expression of Interest, internal review, full application, due diligence and final approval at the Investment Board. Therefore the GLGF will be open for applications during the envisaged planned recovery phase and will demonstrate a clear open for growth message.

6.0 RECOMMENDATION

- 6.1 That the Board continues to support the GLGF Programme and considers it for future prioritisation of future SLGF grant allocation.
- 6.2 The delivery contract with Greenborough Management Ltd stated that the grants were to be awarded by October 2020 and then monitored for a further 2 years, due to the current climate we would like to extend the grant allocation period to December 2021 with monitoring up to the end of 2023, no extra costs will be incurred.

Paper 9 – Update on LIS

Publication	Public Paper (published)					
Meeting date:	29 th April 2020					
Agenda Item:	9					
Item Subject:	Update on LIS					
Author:	Ruth Carver					
For:	Discussion		Decision		Information	X

1 Purpose

- 1.1 This report provides an update on the Local Industrial Strategy process and potential next steps and roles in light of the covid-19 crisis.

2 Recommendations

- 2.1 The Board is asked to:
- Consider roles and responsibilities for the recommended next steps.
 - Establish roles to communicate with Government colleagues, MPs and partners. In particular raising the profile of the LIS priorities.
 - Consider the role of the LIS in recovery, exploring what might need to be driven forward, and what might be paused in the short term.

3 Background

- 3.1 On the 27th November 2017 Government published a white paper titled "Industrial Strategy: building a Britain fit for the future." The white paper set out a long term plan to boost the productivity and earning power of people throughout the UK. It set out a vision for boosting productivity in the UK through the lens of five key policy areas, described as "foundations of productivity". These foundations were:

Ideas - raising the total R&D spend in the UK

People - investment in education, retraining and inclusion

Infrastructure - increases to infrastructure investment funds

Business Environment - roll out of sector deals, driving investment in high potential businesses

Places - agree Local Industrial Strategies the build on local strengths and deliver on economic opportunities.

There were also 4 grand challenges which the Government posed as vital to putting the UK at the forefront of the industries of the future. These were AI and Data, ageing society, clean growth, and the future of mobility. Following this, LEPs and MCAs were invited to develop Local Industrial Strategies which were to be thoroughly evidence based, with scrutiny from central government analysts, and present local and Government commitments through a co-production process with central Government. Greg Clark, then Secretary of State for BEIS, officially announced the development of Local Industrial Strategies in December 2018.

4 Progress to date

- 4.1 The development of the Local Industrial Strategy has been an iterative process, beginning with the development of a rigorous evidence base, informed by research commissions, MP Roundtables and stakeholder input. As part of the evidence base process, a Framework was published in early 2019 and a call for evidence was launched to further inform our overall evidence base and areas of priority. In addition an 'Expert Advisory Panel' in order to provide external checks and balances to the process. This panel was formed of national level policy experts across various disciplines from bodies such as the Joseph Rowntree

Paper 9 – Update on LIS

Foundation, CBI, Transform Lives, University of Lincoln and University College London. The panel was chaired by Louise Kempton, Associate Dean at the University of Newcastle and senior researcher for the Centre for Urban and Regional Development Studies (CURDS).

The evidence base pack was submitted and evaluated by cross-departmental Government analysts in August 2019. Following the successful evaluation of our evidence base, content for the draft LIS was developed through the summer of 2019.

This culminated in an intense period of engagement with local stakeholders and partners and a process of heavy editing with a drafting team was undertaken before submitting a locally agreed LIS draft to BEIS in December 2019.

4.1 Government changes and policy position

Since we submitted the draft in December 2019, there have been significant changes in Government. These have included a general election and cabinet reshuffle, Brexit and now COVID-19. The large changes in Government have led to some uncertainty on the LIS process as the policy position from the Cabinet has been unclear due to other priorities. This has caused a hiatus in the development process over Christmas and into the new year 2020.

We continued our engagement with the Strategies team at Cities and Local Growth Unit who worked closely with us to further develop the strategy and refine our commitments with a view to having a version which is ready to go for Cabinet and Treasury sign-off.

We were also required to start the development of an implementation plan, outlining how we plan to take forward the local commitments and continue to develop our relationship with Government departments. This will also provide the conduit between the Planning for Growth actions and the strategic LIS priorities.

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, however 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.

5 Summary of the LIS

- 5.1 Our LIS is a plan to develop Greater Lincolnshire into the best place in the UK to undertake agritech and food tech, and defence intelligence and surveillance. To do this the LIS capitalises on our businesses, land and people to create a productive and resilient economy.

Greater Lincolnshire is a £20.7bn economy, with ambitions to add £3.2bn to GVA by 2030. The 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 and resilient Greater Lincolnshire economy recognised for its businesses, land and people.

6 Next Steps

- 6.1 The formal sign off process for Local Industrial Strategies will involve sign off from the Cabinet and the Treasury. Inevitably, we do not currently have a timescale for this.

Locally we need to keep stakeholders and partners informed. It is also important that MPs endorse our LIS, and as such we propose to seek to engage with MPs via the key LEP contacts for each MP.

Paper 9 – Update on LIS

We expect the LIS to play a role in recovery and the LEP Secretariat will be developing proposals to that end. In addition, an Innovation Council session in May is expected to focus on the role of the LIS in recovery, considering what might need to be driven forward, and what might be paused in the short term.

7 Conclusion

- 7.1 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.

Greater Lincolnshire LEP

Local Industrial Strategy

March 2020

Post-workshop draft 1

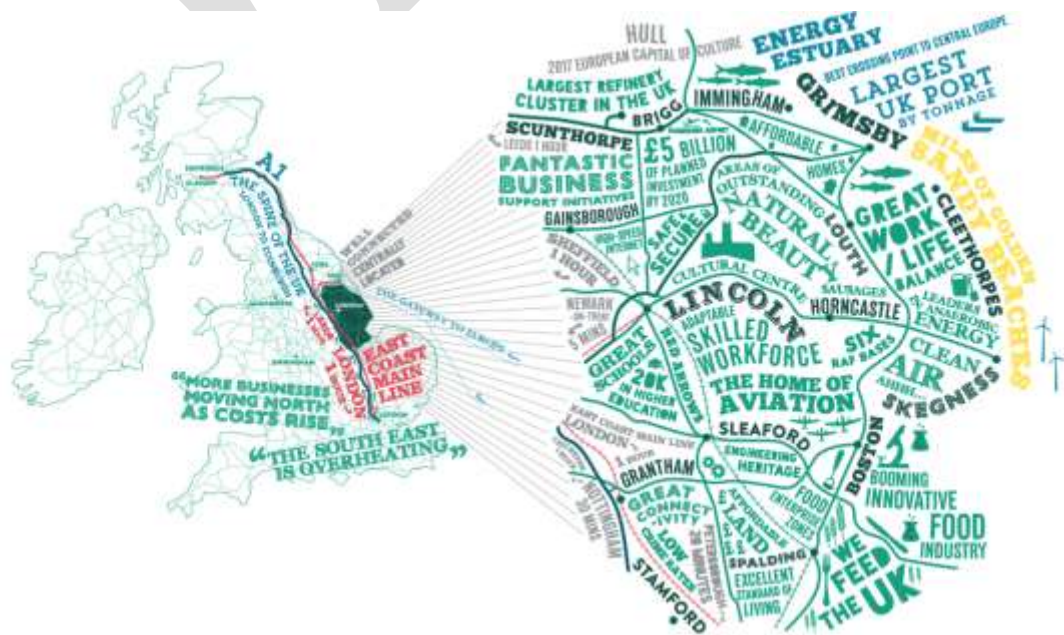
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Foreword

[To be completed]

- Greater Lincolnshire is a place defined by our geography. Our opportunities, challenges and ambition are fashioned by the quality of our landscape and the potential that we can unlock through our endeavour and industry.
- Greater Lincolnshire's unique history of land reclamation and water management has created one of the most productive agrifood regions in the United Kingdom.
- From the Humber to the Wash, we have a coastline that is an economic engine that support a thriving tourism industry and is the gateway to world trade via our ports and associated logistics.
- Our manufacturing and technical capacity is being forged by world leaders in renewable energy and specialist engineering.
- Greater Lincolnshire's close association with the defence of the United Kingdom has created important gateways for skills and employment that will be of future benefit to many sectors.
- Greater Lincolnshire is opportunity. Greater Lincolnshire is shared ambition.



Executive Summary

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

One of the largest LEP geographies, Greater Lincolnshire is a dispersed economy which is distinctive in its variety. 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 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 rural innovation. There are established and emerging clusters in agrifood, energy & water, and defence, and potential to build links to the wider regional economy. Greater Lincolnshire is already driving innovation in areas such as agrifood, transforming the sector through robotics and automation, and applied research programmes to support new agrifood technologies

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 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. 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 a rural innovation testbed for energy and water technologies in generation, storage and distribution, and maximise benefits from the energy cluster by adopting new 'whole of system' thinking to manage energy

Greater Lincolnshire's rural geography and proximity to 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. The Local Industrial Strategy will focus on local and rural energy production and distribution, enabling local businesses, residents and local authorities to engage in delivery of innovative solutions for local needs, whilst using the currently constrained energy infrastructure in a more efficient and affordable manner. This has the potential to transform how Greater Lincolnshire generate, distributes and uses energy and water and contribute to the country's efforts to combat climate change.

- 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 the testbed actions delivered locally are aligned with 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.

3. 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 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

4. 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.

5. 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, 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. However, the sector 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, focusing on developing the innovation in its priority sectors and the diffusion of existing technologies, 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, 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 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; 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 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

Increase innovation in sector clusters



Agrifood



Energy and Water



Defence

Improving human capital and better diffusion of existing technology



Health and Care



Visitor Economy

Informed by evidence to develop sectoral priorities

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, industrial and urban areas. It has 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 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. 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. The town 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 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.

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.

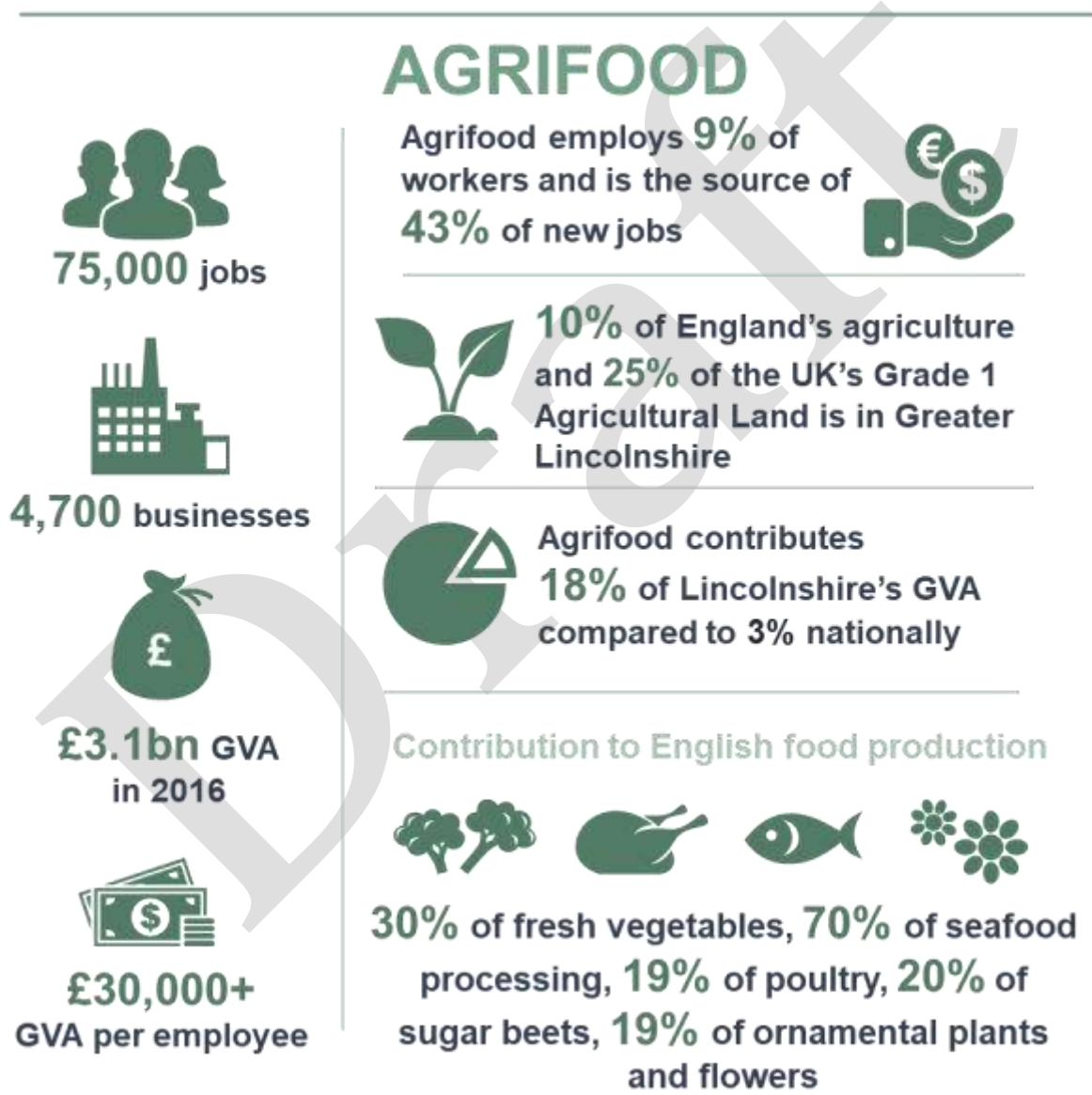
Internationalisation. Pan regional working gives the scale to promote Lincolnshire on a world stage, with internationalisation one of the main priorities of the Midlands Engine Partnership. Greater Lincolnshire intends to develop a sub-regional internationalisation strategy to complement and maximise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

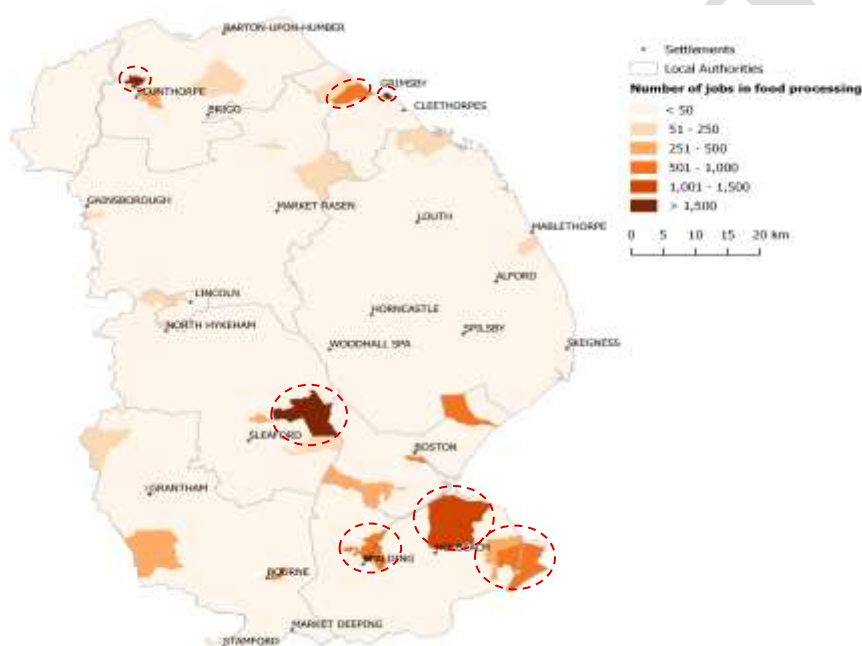


Greater Lincolnshire has a proud agricultural heritage and a promising future

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



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 fish processing industry, with a cluster of 65 fish processors including the largest UK producers such as Youngs and Morrisons fish 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 fish 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. 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

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

With more than 60 fish processing companies, directly employing about 5,000 people and thousands more employed in the wider supply chain, the fish processing sector is vital to the North East Lincolnshire economy.

The long term prospects for the seafood sector is strong with recognised benefits for health and innovative new fish 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 fish 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 fish products in the UK and guarantee the sector a strong future.

The UK fish 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 fish products with confidence and help Grimsby's fish processors realise their growth potential.

innovation in agrifood energy usage, transforming the sector for the region and UK.

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 a rural innovation test bed for energy and water technologies in generation, storage and distribution, and maximise benefits from the energy cluster by adopting new 'whole of system' thinking to managing energy

ENERGY AND WATER



5,900 jobs



210 businesses

£2bn of projects in offshore wind completed or in construction in the Humber estuary



Plans for an extra **£60bn** of investments in offshore wind capacity by 2030, equivalent to **40%** of the UK's total forecasted investment

64% of energy consumed in **industrial** and **commercial** sectors



2 District Network Operators Northern Powergrid and Western Power Distribution

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



An existing asset base and future demand for energy and water

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 demand¹, 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.

Over just a few years, the Humber 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. The industry predicts that employment will rise from 7,200 to 27,000, and is committed to increased diversity.

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 proximity to 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.

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 and 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.

Opportunity to capitalise on existing assets 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 to enable 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 doing research on electric & hybrid vehicles, and energy systems management



More battery storage units planned



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.

Maximising the value of the Humber Energy Estuary

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. Building on earlier investments, the Humber has the ambition to deliver at least 10GW of deployed offshore wind capacity by 2030 – one third of the UK total. The value of the UK's offshore wind operations and maintenance (O&M) sector is around £600m/year today and forecast to exceed £2bn by 2030. Building on the Humber Estuary's leading capability in offshore wind operations and maintenance 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 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. Through the linkages with North and North East Lincolnshire, both Greater Lincolnshire LEP and Humber LEP play a vital role in driving the clean energy agenda. The Humber's focus on off-shore wind, energy-intensive industries and the decarbonisation agenda complement the more rural focus provided within Greater Lincolnshire.

Commitments

- 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 the testbed actions delivered locally are aligned with 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.

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. 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. The sector in the region is supported by a supply chain of international companies, such as Thales, Raytheon, AAR, Northrop Grumman, Lockheed Martin, Leonardo, BAE Systems, L3, QinetiQ, Inpire 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.

- 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.

5. 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.

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.

VISITOR ECONOMY

Country
and nature

Market towns

Food and
accommodation

Coastal

Heritage
and culture



£2.39bn

**economic impact -
up 13.4% since
2016**



**2,660 businesses
with more below the
VAT threshold**



**7.3% growth in
economic output
between 2016-2017**



Heritage city

**Lincoln Cathedral and
Castle / city centre
leisure offer**



**Multiple and
varied visitor
attractions**



**50 miles of coastline and
coastal towns – Skegness is
the UK's 4th most popular
holiday resort**



**110 hotels with a capacity
for 3.4m overnight stays
per year**



Lincolnshire Wolds

**AONB is the only AONB in
the East Midlands. Aspirations
to expand**

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) and North East Lincolnshire (£622m). 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. 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. 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. 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.

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.

7. 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. 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



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

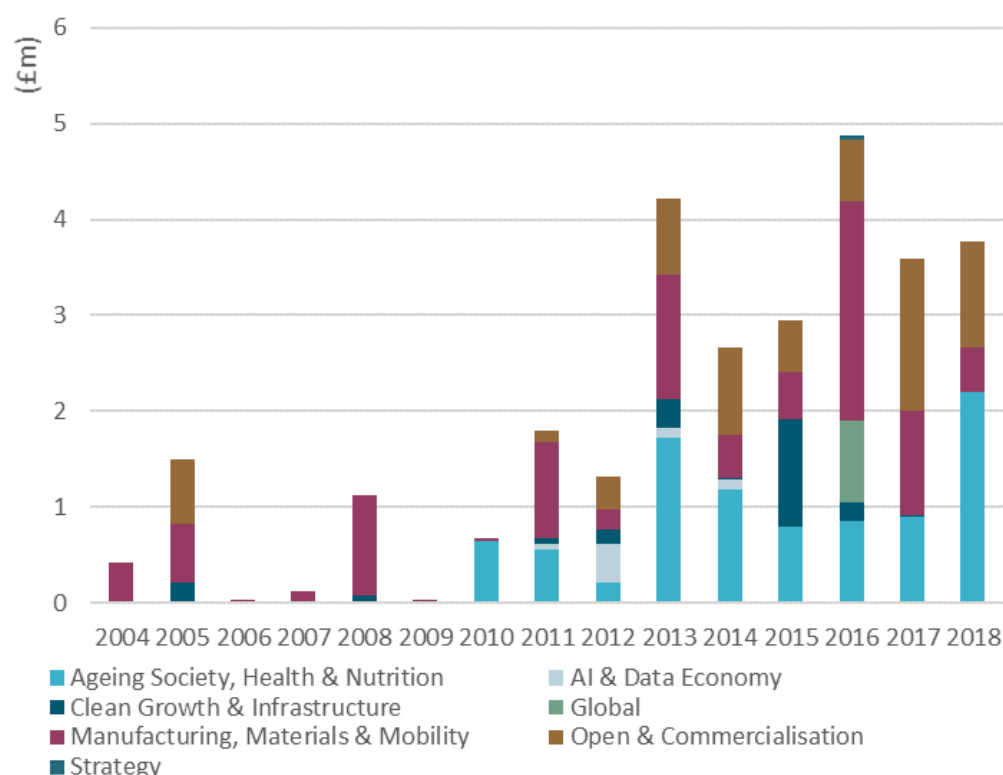
SAGA is pioneering agri-robotics technology through their autonomous, modular robot dubbed Thorvald. Their mission is to reduce risks to farmers, make farming more environmentally friendly and produce cheaper, higher quality food. The company was founded by Norwegian University of Life Science alumnus 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.

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, 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 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.

8. People

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

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. Positively, the area is a net attractor of people and experiences net inflows across all age groups except for those aged 20 – 34.

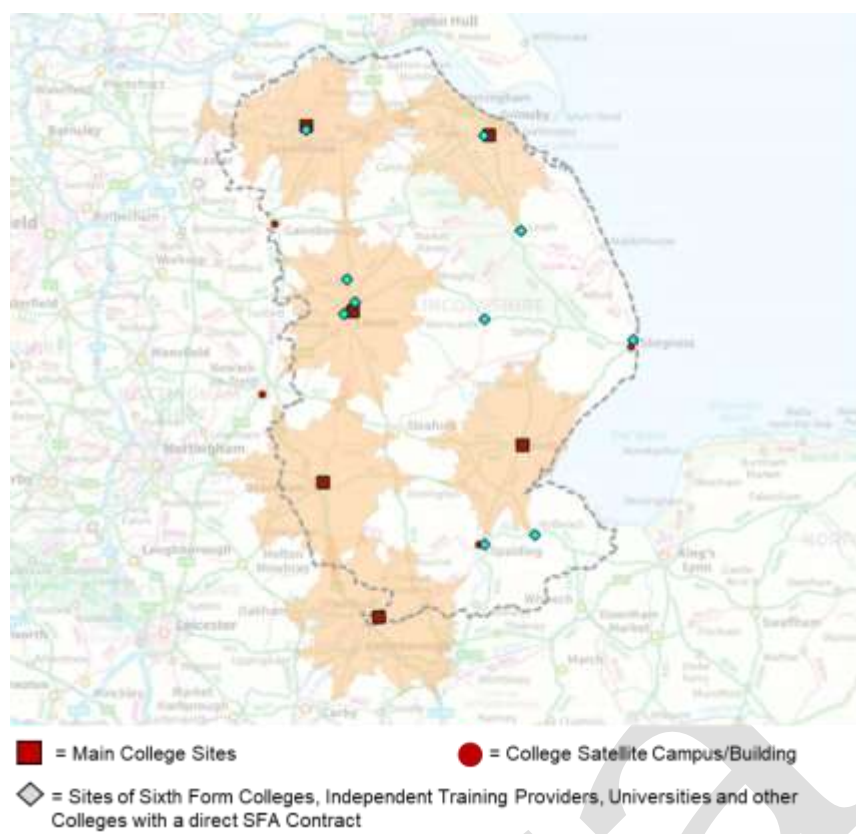
There are typically a higher proportion of young residents living in towns. The highest proportion of 20-34-year olds reside in Lincoln, which has a student population of around 16,000. North East Lincolnshire has seen little population growth (0.02% from 2012-17), and population decline in Grimsby and Cleethorpes. Large areas of East Lindsey have also experienced population decline (specifically along the coast).

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 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 employer-led skills training and development. 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.

Distance to these facilities can be a barrier for residents. Residents in four of Greater Lincolnshire's district / unitary authorities are able to access FE colleges via public transport in an amount of time similar to the national average, 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



A focus on inclusive growth

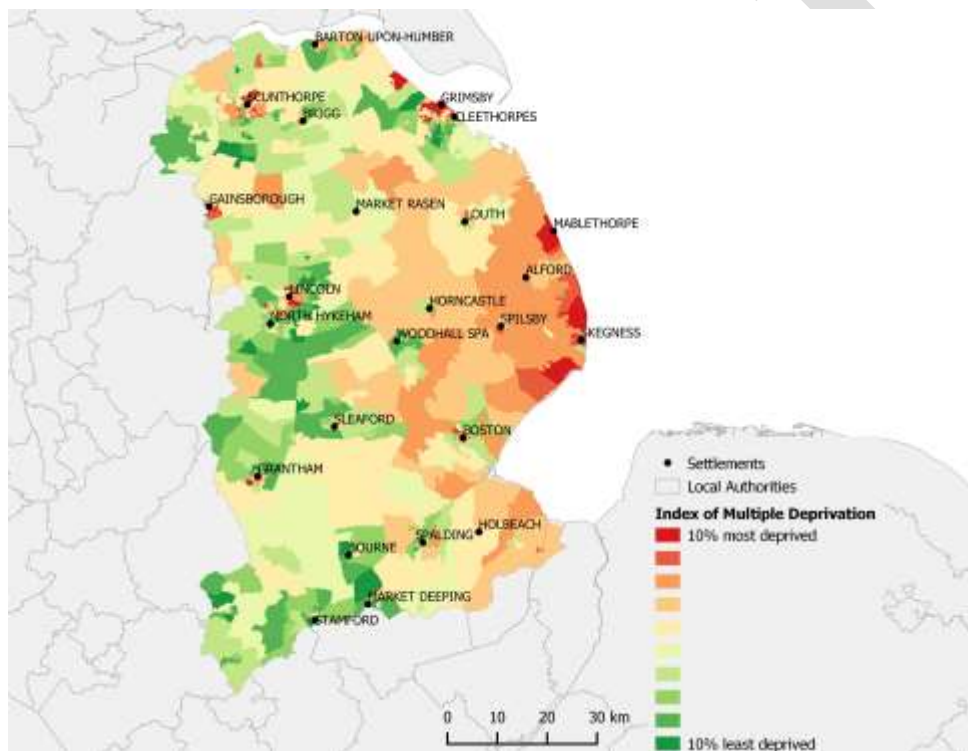
Some parts of Greater Lincolnshire rank amongst the most deprived areas of England as measured by the Index of Multiple Deprivation. There are pronounced pockets of deprivation along the Eastern coastal towns from Mablethorpe to Skegness. Pockets of Lincoln and Gainsborough are also in the bottom deprivation 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 remain in and return to the workforce

Greater Lincolnshire will need to take concerted action to enable people approaching later life to adapt their work to changing circumstances rather than leaving the workforce, or to return to work, for example after caring roles. This links to other workforce challenges, especially along the coast and in key service sectors.

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.

Lincolnshire has published a Joint Health & Wellbeing Strategy. This has a strong focus on prevention and early intervention, with themes such as to support people working in Lincolnshire through workplace wellbeing and support them to recognise opportunities to work with others to support and improve their health and wellbeing. In addition, the Centre for Ageing Better has selected Lincolnshire as its strategic rural partner. This will focus on accelerating work so that 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 skills 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. 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. 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 level 2 and above qualifications. Over 20% of Greater Lincolnshire's 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. There is an over-supply of lower level and under-supply of 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 the European Social Fund and Big Lottery funded MOVE project which works with adults in the community to help them get into learning and / or employment. The project completed its third year and achieved an extension to July 2022. The new programme is targeted with supporting 22 participants into work, learning and job

search. 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.

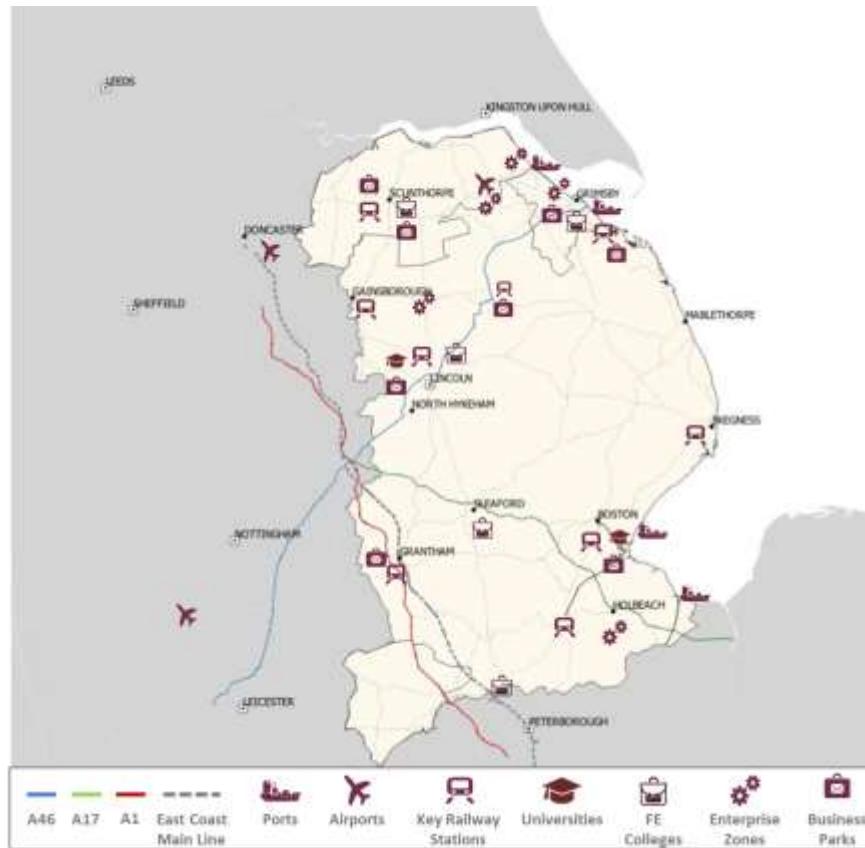
9. Infrastructure

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

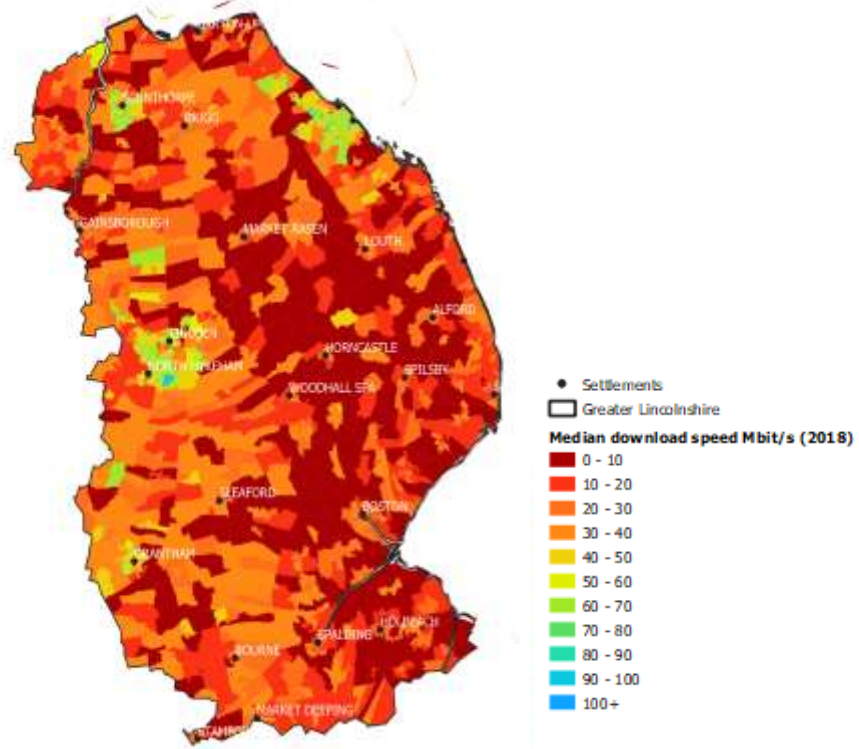
The need for Ultrafast broadband is increasing as industry and business in general move to greater use of online and real-time applications. Areas of the rapidly expanding agrifood industry, for instance, would already use at least symmetrical gigabit connectivity⁸ in their operations if it were available, 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 broadband coverage⁹ currently sits at 92.1% against a UK average of 95.9%. The gap

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

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

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.

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

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

¹¹ All figures are taken from 'Thinkbroadband' data

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.

Maximising the strategic advantage of Greater Lincolnshire's Ports

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 the Humber and Greater Lincolnshire play a vital role in supporting this.

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 Immingham and Grimsby are the largest. 75% of all UK manufacturing and 40 million UK consumers are within a 4-hour drive of the Humber ports, which are strategically important to both the Northern Powerhouse and the Midlands Engine, forming their largest eastern gateway to international markets. The port of Immingham is the UK's largest port by tonnage, handling 46m tonnes of cargo every year, most of which are shipments of bulk products. 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.

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. The ports are integral to Greater Lincolnshire's logistics industry, which employed 25,000 people in the Humber in 2017 – an increase of nearly 50% since 2009. The ports are also important assets for other industries which have grown around them, such as energy (in particular offshore wind), petrochemical refineries, water transport services and warehousing.

Despite growth in the sector there are still productivity challenges to face, with sector productivity levels in the Humber (£74k GVA per FTE) behind the wider Yorkshire and Humber region (£82k per FTE) and England (£111k GVA per FTE).

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.

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.

10. 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 invest 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. 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.

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.

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 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 the local plans and the Spatial Plan for employment use. 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.

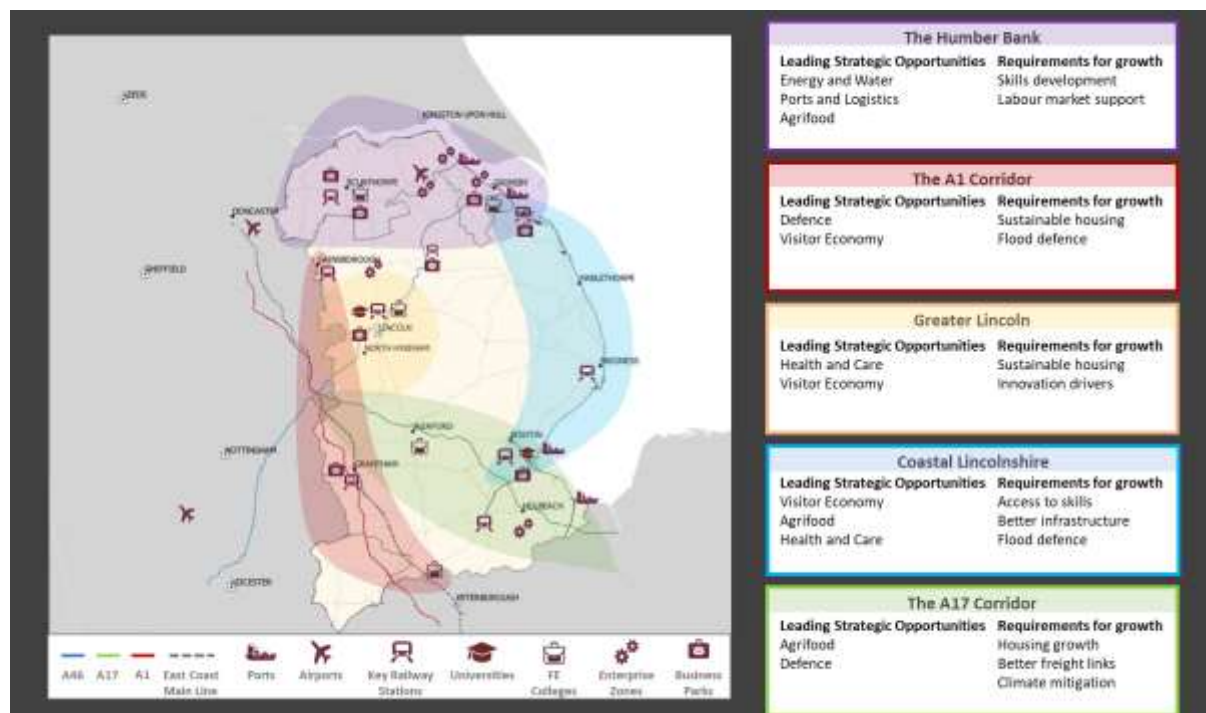
Commitments

- 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.

11. 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.

Local towns and high streets will require specific support to continue to thrive; 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.

Natural capital, culture 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. 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, Caistor, among others.

Greater Lincolnshire 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. 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.

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.

12. 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.