

AN ENERGY STRATEGY

FOR GREATER LINCOLNSHIRE

JULY 2019



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SUMMARY

The world is undergoing an energy revolution: a move towards a new, more dynamic and efficient model of energy generation, distribution and usage. This opens up new possibilities for energy sector companies and across the whole economy from improved and cheaper energy supply.

At the same time, the threat of climate change and pollution call for radical changes in the way our economy works in order to reduce CO2 and pollutant emissions, and use available resources more effectively.

We recognise the importance of responding to the challenges and opportunities of the energy revolution. Our vision is clear:

To support the creation of a sustainable system of energy, which meets Greater Lincolnshire's ambitions for growth, and business sector development. This is an ambitious vision. If we can support Greater Lincolnshire to meet this vision, it will have significant benefits for our businesses, residents and other local organisations.

This strategy sets out our ambitions for the area over the period to 2050. We recognise that Energy is part of a broader system of resource management that includes Water and Waste as well. Therefore, whilst this strategy predominantly focuses on Energy, we have tried to take a holistic approach which encompasses Water and Waste considerations where these are most relevant.

A summary of the actions we will take is set out on page 4, under our four key ambitions. Some of these actions are immediate and can be used to support Greater Lincolnshire Local Enterprise Partnership's (GLLEP) emerging Local Industrial Strategy (LIS). Others are further intelligence gathering that will supplement what we already know about Energy, Water and Waste in Lincolnshire, and some are longer term actions, the precise details of which will become apparent as we learn more about the options available.

All of these actions will require partners – the LEP, local authorities, utility providers, businesses, and HEIs - across Greater Lincolnshire to work together, and to work with other agencies and organisations, including: the Midlands Energy Hub, other LEPs, Midlands Engine, and Government.

"If we can support Greater Lincolnshire to meet this vision, it will have significant benefits for our businesses, residents and other local organisations."



OUR AMBITIONS

AN OVERVIEW

AMBITION 1: SECURE, LOW COST, LOW CARBON ENERGY ACROSS GREATER LINCOLNSHIRE

- > Establish an Energy Lead on the LEP Board to champion our energy ambitions
- > Support businesses to adopt new technologies, best practice and retrofit
- > Develop our understanding of the future energy landscape and understand the opportunities for a whole system approach to energy issues. Use both of these to support business case development

AMBITION 2: COMMERCIAL AND RESIDENTIAL DEVELOPMENT IN CAPACITY CONSTRAINED AREAS

- > Develop greater understanding around energy needs in key economic corridors, and opportunities for energy from commercial waste
- > Work with other LEPs and other bodies to make the case for up-front investment in energy infrastructure
- > Use planning mechanisms to raise funding for infrastructure investment, and to encourage the right kinds of sustainable development
- > Explore the potential for a locally owned energy company

AMBITION 3: A SUSTAINABLE TRANSPORT SYSTEM

- > Review options for local charging networks as information becomes available and support the roll-out of EV charging points over the longer term
- > Support future bids for hydrogen fuel cell technologies
- > Drive forward improvements to infrastructure with Midlands Connect and map other key research projects

AMBITION 4: A STRENGTHENED LOCAL ENERGY INDUSTRY WITHIN GREATER LINCOLNSHIRE

- > Support opportunities around anaerobic digestion (AD) and agri-energy / biofuels
- > Support the local energy, water and waste sectors, and the broader supply chain

CONTEXT

THE BIG PICTURE

The energy system is undergoing significant changes, which will continue to disrupt the ways we generate and distribute energy.

KEY DRIVERS

POLICY DRIVERS

One of the most significant legal obligations on the United Kingdom is the Climate Change Act. This commits to reducing greenhouse gas emissions by 80% from their 1990 levels. To achieve this, a series of Carbon Budgets have been passed into law, so far running up to 2032. While the UK has thus far kept within its budgets, current projections from the Committee on Climate Change (CCC) have indicated there are real risks of not meeting future, more stringent targets. In particular, the significant reductions which have been made over recent years have largely stemmed from the power generation sector, while other sectors (including agriculture, transport, etc.) have remained largely static.

There is therefore a growing impetus on these sectors to drastically reduce their greenhouse gas emissions. This has only intensified following the publication of the Intergovernmental Panel on Climate Change (IPCC) Report¹ on the serious consequences of global warming above 1.5°C above pre-industrial levels.

Another very important policy driver is the UK's Industrial Strategy. This sets out four 'grand challenges' for the UK economy, one of which is **Clean Growth**. There are indications that government is prepared to seriously tie its approach to UK business support based upon emissions – with the recent green paper on support for Agriculture post-Brexit tying subsidy to environmental measures.

The Government has also signed several "sector deals" with key sectors to drive innovation and improve productivity. One of these is the nuclear sector, and there have been calls for a similar deal with offshore wind. *Finally* the Industrial Strategy includes 'missions' such as one to at least halve the energy use of new buildings by 2030, and another to ensure all new cars and vans are 'effectively zero emission' by 2040.

A further example of similar thinking is that only 2% of buildings in the UK are heated by a District Heating Network – but the Committee for Climate Change estimate this will need to rise to 18% by 2050 to meet our carbon targets cost effectively.

There has been pressure across all sectors to reduce the volume of waste sent to landfill. In 2000/01 almost 80% of household waste in England was sent to landfill – this reduced to 15.7% in 2016/17. Over the same period the proportion of household waste that was recycled or composted increased from 12.0% to 42.8%, and the proportion that was incinerated to produce energy from waste rose from 8.0% to 37.8%.

Finally, the UK Government's 25 year Environment Plan stresses the need to recognise that all of our energy ultimately stems from 'natural capital', and that therefore we need to generate energy in a way that protects this. It also talks about the need for high environmental standards for new builds.

1 <http://www.ipcc.ch/report/sr15/>

KEY DRIVERS

TECHNOLOGICAL DRIVERS

Developments in energy technology are revolutionising the sector. Within **generation**, the cost of renewables such as solar and wind has fallen drastically, as better methods of construction and improved reliability have made them much more commercially viable.

Within **distribution**, more intelligent '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 buy and sell energy, helping minimise wastage, and maximise the opportunity of commercial generation for householders and businesses.

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 therefore 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. Finally, within **transport** new technologies, in particular electric vehicles, are helping reduce greenhouse gases from transport, but increasing pressure on the distribution network.

MARKET DRIVERS

As new models of energy generation and distribution develop, gaps in the market are opened up for new entrants. At the start of 2011, the 'big six' energy suppliers had a 100% market share. By the end of 2017, this had dropped to 77%. Rates of switching between suppliers have climbed in recent years, with 5.1m electricity transfers in 2017 up from 3.3m in 2012. However, the cost of energy in the UK is still among the most expensive for major countries in Europe, and is the most expensive for extra-large industrial consumers.

Within energy distribution there have also been changes – moving from a geographical monopoly model (where the relevant DNO was the only company able to install connections to the distribution network) to a regulated competition model, with approved Independent Distribution Network Operators (IDNOs) now responsible for the majority of new installations.

Within energy distribution there have also been changes – moving from a geographical monopoly model to a regulated competition model, with approved Independent Distribution Network Operators.



THE NEW ENERGY SYSTEM

It is impossible to say with complete confidence what the energy future will look like. But looking at the key drivers we can get a strong sense of where things are heading.

Smart technology will drive gains in efficiency, with businesses and consumers able to monitor and adjust consumption in real time from a remote distance.

An increasingly decentralised model will prevail, with increased competition driving down costs, as firms which take on the responsibility of switching energy to a better tariff increase competitive pressure.

Renewables will play a greater part in the energy mix, and the energy potential of waste and biofuels will be maximised. The demand for energy in the form of electricity will increase relative to other sources due to the shift to electric vehicles and the (slow) decline in the demand for natural gas for heating and power.

Despite these improvements, the impact of human behaviours on the climate will potentially make a big impact on the world, with increased flooding and less predictable weather adding to disruption. This will create increased pressure on water and drainage infrastructure in particular.

Finally, pressures to reduce waste will likely see the 'circular economy' move from rhetoric to reality, with better technology and innovative products allowing us to minimise the proportion of the waste mix that is not reused in some way.

Therefore there are significant opportunities but also important challenges associated with transitioning towards this energy future.

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THE MAIN BARRIERS

FINANCIAL BARRIERS

Some of the new technologies, such as electric vehicles or air source heat pumps, place a higher peak load demand on the national distribution network than their counterparts. To allow for the widespread roll-out of these technologies will require large-scale, co-ordinated investment in the network at large. This will require serious upfront investment.

REGULATORY BARRIERS

Many of the current regulations tend to favour and entrench the current energy system. They have been established to regulate a centralised sector with natural monopolies, and therefore the incentives they create often tend toward this (although there have been recent positive changes to stimulate competition).

BEHAVIOURAL BARRIERS

Much of the new energy future will be enabled by new technologies. However, there may be hesitancy among businesses and consumers to adopt this technology.

THE LOCAL PICTURE

The Greater Lincolnshire Local Enterprise Partnership (GLLEP) area is home to 1.1m people², and 38,300 active businesses³ and VAT Registered businesses, and thousands more small businesses. We generate gross-value added (GVA) of £20.2bn⁴ to the UK economy and our key sectors include Agri-food, Manufacturing and Engineering, Low Carbon, and the Visitor Economy, with emerging growth sectors in Ports and Logistics, and Health and Care.

Our LEP area has some productivity challenges however – Gross Value Added (GVA) per hour worked was £27.02 in 2016, below the UK average (£32.58)⁵, placing us 34th out of 39 LEP areas on this measure. Our emerging Local Industrial Strategy will target many of the impediments to productivity in the LEP area to improve this. But as identified by government in the Industrial Strategy, infrastructure is one of the five ‘foundations’ of productivity – energy infrastructure is a vitally important part of this.

There are many other local strategies which this one pays heed to and will have to interact with. **These include:**

- > GLLEP’s Strategic Economic Plan
- > GLLEP’s Strategic Infrastructure Delivery Plan
- > District Council Local Plans
- > The Joint Municipal Waste Management Strategy (JMWMS) for the Lincolnshire Waste Partnership
- > GLLEP’s Water Management Strategy
- > Lincolnshire County Council’s Minerals and Waste Local Plan
- > North Lincolnshire Local Plan (including Minerals & Waste)
- > North Lincolnshire Local Development Framework (Core Strategy, Housing & Employment Land Allocations DPD and Lincolnshire Lakes Area Action Plan)

2 ONS mid-year population estimates for 2017

3 ONS Business Demography, 2016

4 ONS Regional Accounts, 2016

5 ONS Table C3: Table C3: Nominal (smoothed) GVA per hour worked (£); Local Enterprise Partnerships, 2004-2016

THE ENERGY AND WASTE LANDSCAPE IN THE GREATER LINCOLNSHIRE LEP AREA

ENERGY PROVIDERS

There are two DNOs in the GLLEP area. The majority of the GLLEP area is covered by Western Power Distribution, who also serve the majority of the Midlands, southern Wales, and the south west of England. The north of the GLLEP area is covered by Northern Powergrid, who also serve Yorkshire and the north east of England. Cadent is the Gas Network Operator for the area, and Anglian Water is the Water Supplier.

ENERGY AND WASTE ASSETS

The GLLEP area is home to some of the UK's most vital energy assets. Around the Theddlethorpe Gas Terminal, there is a network of gas pipelines which supply energy across the UK. A new gas pipeline is currently being installed under the Humber, due for completion in 2019. This will be the longest gas pipeline in a tunnel, inserted in a single string, in the world.

The recently completed Race Bank Wind Farm, with 573MW of capacity – enough to power 406,000 homes – has the sixth largest capacity of any offshore wind farm in the world. It is expected to run for 24 years and is operated by Ørsted (formerly DONG) who manage the operation and maintenance of the farm from Grimsby. This is just a part of wider investment in offshore wind, with over £2bn worth of projects completed or in construction close to the Humber Estuary. A wider ecosystem has grown up around this sector, with manufacturing and construction capability in Lincolnshire.

Over the period to 2030, up to 20GW of additional capacity will be installed in the southern North Sea, across the major Round 3 development sites at Dogger Bank, Hornsea and East Anglia. This is equivalent to 40% of forecast UK offshore wind capacity and will generate investment of up to £60bn by 2030.

North Lincolnshire Council is progressing the ABLE Marine Energy Park and the ABLE Logistics Park facilities that will serve the energy generation industry. Their location next to the ports of Immingham and Grimsby, ensure they are well placed to benefit from the development of the port related energy industry.

North East Lincolnshire already has the largest operational and maintenance supply base in the UK, responsible for managing over 1GW of deployed capacity. The very significant reduction in construction costs/subsidy required in recent years is unlocking significant opportunities for future growth – both expansion of existing/operational sites and new consents.

Their aspiration is now for 30GW deployed in Southern North Sea by 2030, with Grimsby managing at least 8-10 GW of that construction/operation and management for large, offshore sites and is looking to create up to 2,000 jobs to support future growth over the next decade, centred around Ørsted's presence.

Ensuring that local supply chain, research and development, training and employment opportunities are optimised requires an effective partnership between Government, Off Shore Wind developers/tier 1 manufacturers and LEPS/local authorities. We want to see the OSW Sector Deal give appropriate weight/priority to this, to ensure the promised 'jobs dividend' for coastal communities is delivered – the Energy Strategy can helpfully reflect this.

The LEP area also holds key knowledge assets in energy. The School of Engineering at the University of Lincoln has a Power and Energy Group (PEG), which conducts research into areas such as electric and hybrid vehicles, energy systems management, and power systems architecture. The Holbeach Food Enterprise Zone will be a centre for research into agricultural processes and food manufacturing, which has many relevant connections to energy, water, and waste.

Oil refining is another big strength – with two major refineries in Immingham – the Lindsey Refinery (operated by Total) and the Humber Refinery (operated by Phillips). These both receive power and heat from the nearby Immingham Power Station (operated by VPI Immingham). There are also five gas turbine power stations in the Greater Lincolnshire area with a total capacity of 4.4GW. Another gas turbine power station will potentially be commissioned in 2021, and there is a planned expansion at Spalding Power Station in 2020. There are also several battery storage units planned for the GLLEP area which will enable better use of existing energy capacity.

Within waste, the North Hykeham and Newlincs Energy from Waste (EfW) plants have a combined capacity of 220 kilotons per annum (ktpa) and are operating at nearly full capacity as of 2017⁶. There is a biomass straw-fired power plant at Sleaford. The latest data shows that there are 35 Anaerobic Digestion (AD) plants in Lincolnshire, with capacity for more.

6 Tolvik (2017) UK Energy from Waste Statistics 2017

ENERGY USAGE

We have some indicative data of energy demand across the LEP area; however, much more needs to be done to generate a robust understanding of this demand.

One of our key actions from this strategy is to continue to develop our understanding of the energy demand curve in key growth areas of the LEP area.

LOCAL CHALLENGES

As well as the barriers to transitioning to the new energy system outlined above, our area faces some specific challenges.

LOCAL CHALLENGES	
LOCAL GENERATION STRENGTHS NOT REFLECTED IN LOCAL CAPACITY	<p>Despite having strong energy generating assets, and being a national leader in offshore wind in particular, Lincolnshire's energy infrastructure has areas of significant capacity constraint.</p> <p>A key example is South Holland, where there are 2 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, there are also identified utility constraints for a number of housing and commercial sites in the district, with larger sites most affected.</p> <p>As we transition to a more flexible and decentralised system, it is important that local areas feel the benefit of our many energy assets.</p>
RURILITY	<p>Because most of the Lincolnshire area is rural, agricultural land, it has a thinly stretched, radial grid, which is much 'weaker' than a network grid, which would be found in denser urban areas.</p>
TRANSPORT	<p>Because of the nature of the area, its strategic location, and large agricultural sector, heavy transportation makes much use of our transport networks. This results in congestion, pollution, and hampers business efficiency.</p>
VIABILITY	<p>Low land values in some parts of the LEP area 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.</p>

These challenges have to be faced head-on by Greater Lincolnshire as it takes forward its Energy Strategy. But there is a real opportunity for the LEP area to be a pathfinder here, showing a way forward for other areas which face similar challenges.



OUR VISION FOR LOCAL ENERGY PROVISION

To guide all our energy strategy activity, we have set ourselves this central vision:

"To support the creation of a sustainable system of energy, which meets Greater Lincolnshire's ambitions for growth, and business sector development"



THE THINKING BEHIND THE VISION

To develop the vision, five unifying ideas were brought together. These are: a strong evidence base, energy capacity for growth, enabling innovative energy sources, supporting the energy of the future, and finding the right balance (see infographic).

These build upon one another, with the evidence base forming the foundation for everything that follows, and allowing informed responses in all the other areas – developing capacity, and embracing new forms of energy. As we apply this approach, it will put us in the strongest position to attract investment from government and the private sector into new energy delivery models.

The vision builds upon these five ideas, and brings actions together centred around four big ambitions:

1

**SECURE
LOW COST
LOW CARBON
ENERGY ACROSS
GREATER
LINCOLNSHIRE**

2

**COMMERCIAL AND
RESIDENTIAL
DEVELOPMENT
IN CAPACITY
CONSTRAINED
AREAS**

3

**A SUSTAINABLE
TRANSPORT
SYSTEM**

4

**A STRENGTHENED
LOCAL ENERGY
INDUSTRY WITHIN
GREATER
LINCOLNSHIRE**

UNIFYING IDEAS

UNDERPINNING THE GREATER LINCOLNSHIRE ENERGY STRATEGY

1

STRONG EVIDENCE BASE

Good quality baseline data and information, will strengthen our arguments, and business cases.

Information based on economic corridors will allow targeted discussions with partners to be relevant, factual, and show impact.

2

ENERGY CAPACITY FOR GROWTH

Good local partnership action can show how LEP area activities are seeking energy delivery, where the solutions are in our gift.

Where we find barriers that are outside of our control, we will be able to show wider partners that we have explored all available options.

3

ENABLING INNOVATIVE ENERGY SOURCES

Being able to plan against a proven baseline, with agreed growth scenarios, allows us to predict any gaps in energy supply the LEP may have.

Future energy capacity will be better targeted and planned.

4

SUPPORTING THE ENERGY OF THE FUTURE

Using energy differently will be important. Alternative energy sources and sustainable infrastructure can involve new technology, and be seen as risky.

Providing the right environment to support investment models, backed by research and innovation will be vital.

5

FINDING THE RIGHT BALANCE

Transforming our energy system to meet the demands of 21st century businesses is a complex challenge.

A formalised energy approach, backed by LEP leadership, will allow continuing energy requirements to be identified and accommodated.



AMBITION 1

SECURE, LOW COST, LOW CARBON ENERGY ACROSS GREATER LINCOLNSHIRE

The 'Energy Trilemma' summarises the challenges of energy delivery in the 21st century. Providing secure energy will require developing and reinforcing energy networks.

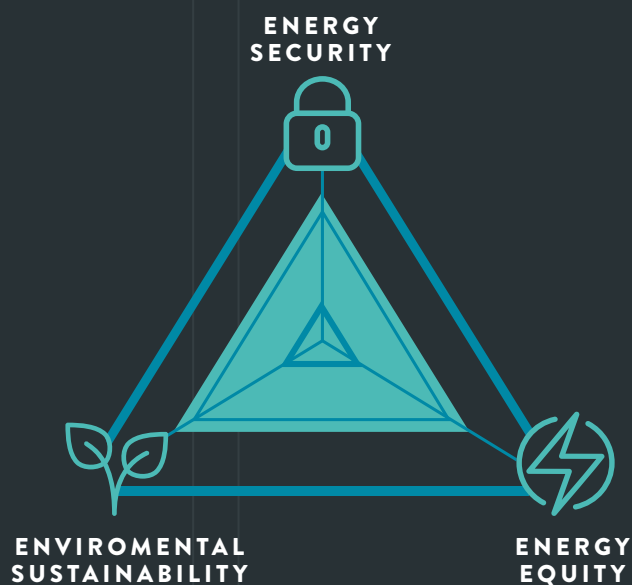
But this increases costs, passed onto the consumer, which reduces energy equity (as those with lower incomes are less able to afford energy, and may be pushed into fuel poverty). There can also be a tension between cheap energy and green energy (the Environmental Sustainability corner of the triangle) as renewable energy has typically been more expensive than energy derived from fossil fuels, though this is changing rapidly.

However, it is possible through innovation to reduce these trade-offs and improve on multiple fronts (represented by expanding the orange triangle, closer to the dark blue outline).

Renewable energy is increasingly competing with fossil fuels in terms of price per unit of energy. Battery storage technologies are making it easier to manage the peaks and troughs of renewable energy technologies, increasing the certainty of supply and the flexibility of the system. We will push forward on all three fronts.

This will enable us to realise our vision: **to support the creation of a sustainable system of energy, which meets Greater Lincolnshire's ambitions for growth, and business sector development.**

'ENERGY TRILEMMA' DIAGRAM



WHERE WE WANT TO GET TO

1. ENERGY RESILIENCE

There are growing risks to the resilience and security of our energy systems. As demand from electric products increases, the possibility of peak loads exceeding power capacity leading to outages and intermittency rises. Renewables are typically a more intermittent source of power, meaning there is potentially more fragility in the system as we move towards these (though important to note that Energy from Waste generation can run 24/7).

Greater integration of data and internet-connected services introduces cyber-security as a more serious threat to our energy provision model. And as climate change threatens to raise sea levels worldwide, key energy assets (particularly in a low-lying coastal area like Lincolnshire) may come under threat.

Therefore, we need to engage with all of these risks, future-proofing our energy industry to ensure it is ready to withstand shocks and provide a steady and reliable source of energy for businesses and consumers. It is important to recognise that one of the best ways to increase resilience is to decrease overall energy usage through improved business practices, and investment in energy saving infrastructure (including energy efficient buildings). This includes retrofitting existing premises.

2. AFFORDABLE ENERGY AND WASTE

The cost of electricity was raised as a serious concern by businesses in the GLLEP area, with 82% of respondents (51 businesses responded in total) describing it as either "Quite Significant" or "Extremely Significant", and no businesses at all describing it as "Not at all significant". Worryingly, a major multinational manufacturer reported that "Shortage of electricity supplies is an impediment to growth and expansion." The Independent Cost of Energy Review carried out in 2017 similarly found that costs of energy for businesses across the UK were high compared to other European countries.

Government is also seeing this as an increasingly pressing issue, with a price cap on a unit of energy being introduced. We need to act to reduce the cost of energy for business, ensuring that it at no point inhibits companies from growing, or pushes them to relocate elsewhere. This is also imperative for the waste sector, where a majority of businesses surveyed (67% - 34 businesses) also describe costs as being a significant issue, and again, no businesses described this as not being at all significant for them.

3. SUSTAINABLE ENERGY

We must play our part in helping business sectors reduce their greenhouse gas emissions, which have remained relatively static over the last decade. Decreases in emissions from power generation will not be sufficient for the UK to meet its obligations under the Climate Change Act. Businesses will need to adopt new, more environmentally friendly, technologies, and look to other sources of power (including, where relevant, on-site generation and storage) to reduce their carbon footprint. Heat networks offer important ways to utilise energy efficiently. The Department for Business, Energy, and Industrial Strategy (BEIS) has launched a Heat Networks Investment Project (HNIP) which will open for bids in January 2019, and we should seek to pursue these kinds of opportunities as they arise.

It is important to recognise that one of the best ways to increase resilience is to decrease overall energy usage through improved business practices, and investment in energy saving infrastructure (including energy efficient buildings).



WHAT WE WILL DO

Establish an Energy Lead on the LEP Board to champion our energy ambitions

TIMESCALES	WHAT WE WILL DO	RESPONSIBILITY
Short term	To provide LEP leadership and championing to the actions in this Strategy, we will nominate an Energy Lead on the LEP Board. Their role will be to oversee progress towards this strategy's ambitions, and work with partners to encouraged the discussions and decisions needed to make this happen. We will establish an Energy Lead by Autumn 2019.	GLLEP

Develop our understanding of the future energy landscape and understand the opportunities for a whole system approach to energy issues. Use both of these to support business case development.

TIMESCALES	WHAT WE WILL DO	RESPONSIBILITY
Short term	<p>Work with the Midlands Energy Hub to follow developments in energy and waste technology and trends to understand where there are opportunities for our area. As a first step, the LEP will meet with the Midlands Energy Hub to better understand their programme of horizon scanning. Where there are local horizon scanning efforts, such as the Lincolnshire Connected work, this will be incorporated into our thinking.</p> <p>We will explore where there are opportunities to support efficient, low cost energy through unlocking specific systemic opportunities arising from local conditions / assets – for example, the emerging Food Enterprise Zone at Holbeach could play an important role in the development and introduction of clean technology into the agri-food sector. There are likely to be opportunities around developing or retrofitting Combined Heat & Power (CHP) schemes. There are also likely to be opportunities around smart grid technology.</p> <p>As a first step, we will identify a short list of potential projects where there are 'whole system' opportunities. We will do this in partnership with the Midlands Energy Hub and local authorities, and draw upon key facets of waste strategy (such as food waste collection and recycling), as identified in the JMWMS.</p> <p>Based on this research, the Energy Lead will encourage business cases to bid for existing pots of Government and/or LEP funding, working with partners to develop these.</p>	GLLEP / Midlands Energy Hub / other partners leading on specific business cases
Medium to long term	We will work with other partners to use better understanding of the energy sector and specific opportunities to support funding bids, including looking at District Heat Networks. We will develop a response to systemic opportunities where we have a proven model for success.	GLLEP and Partners

Support businesses to adopt new technologies, best practice and retrofit

TIMESCALES	WHAT WE WILL DO	RESPONSIBILITY
Short term	<p>In partnership with the Midlands Energy Hub we will seek to put in place a small group of local energy champions: business people outside the energy sector who have experience in adopting sustainable energy technologies in their companies. Use these local energy champions to support other local companies to develop their approach to these issues.</p> <p>Make 'energy' a theme of the GLLEP Growth Hub. Work with the Midlands Energy Hub to understand the options for business grant and loan funding for microgeneration and energy efficiency, and use the Growth Hub and local business groups to disseminate this information and support bids.</p> <p>We will review our current approach to retrofit across Greater Lincolnshire and refine this in view of current best practice. This will include working with the Midlands Energy Hub to make the benefits of national subsidy schemes known and available to local firms.</p>	GLLEP / Midlands Energy Hub / local energy champions / Growth Hub
Medium to long term	<p>The GLLEP Energy Lead will develop proposals for scaling up the above activity: i.e. developing a long-term programme of activity which increases microgeneration (including anaerobic digestion), increases energy efficiency including through retrofit of existing properties.</p> <p>We will include energy as part of our conversations with Government on the future of the UK Shared Prosperity Fund (UKSPF).</p> <p>We will consider how the energy needs of our business might play a part in the developing Local Industrial Strategy, including potential bids to the Industrial Strategy Challenge Fund.</p>	GLLEP and Partners



CASE STUDY

LOW CARBON HUB FOR EAST LINCOLNSHIRE

The Low Carbon Hub (LCH) for East Lincolnshire was designed to test a variety of new and innovative techniques for integrating significant amounts of low carbon generation on to electricity distribution networks, in an effort to avoid the costs and other issues that would normally be associated with more conventional methods of network reinforcement.

Lincolnshire is suitable for a wide range of renewable generation types. These include onshore and offshore wind farms, large scale solar PV and anaerobic digestion / agri-energy. However, many generators cannot connect to the distribution network closest to them due to the effects their connection would have on the operation of the existing network. These generators thus tend to require long, new underground cable installations to connect them to more robust sections of the network, the costs of which make the investment prohibitive.

The LCH project demonstrated how Distribution Network Operators (DNO) and generation developers can enter into new innovative commercial arrangements which can unlock additional generation capacity. Six new-style arrangements – known as Alternative Connections – have been accepted, allowing the connection of 48.8MVA of additional new connections at an estimated cost saving of £42m.

Two new constraint analysis software tools were specified, designed, and tested to understand the impact of Alternative Connections on the network.

These planning tools provide greater visibility of the network power flows after Alternative Connections have been made, and so support planning and investment. The project also required hardware – an Active Network Management (ANM) scheme to monitor and manage key network points.

After a successful demonstration, Active Network Management will continue to be rolled out by WPD across all four WPD licence areas with 11 new zones opened by 2023. Each will use the Alternative Connection agreements developed as part of this project.

AMBITION 2

COMMERCIAL AND RESIDENTIAL DEVELOPMENT IN CAPACITY CONSTRAINED AREAS

Our area has big growth ambitions. In our refreshed SEP we set out the expectation that the level of additional new investment that will be secured through the LEP towards local economic growth activity will directly accelerate the delivery of:

- > 13,000 new jobs
- > Support to 22,000 businesses
- > Up to 100,000 new homes
- > An increase in the value of the Greater Lincolnshire economy by £3.2 billion.

The timeframe for these ambitions is up to 2031. But building 100,000 new homes and creating 13,000 new jobs will require significant development to provide the residential and employment land which will underpin them.

That is why our energy strategy vision, to support the creation of a sustainable system of energy which meets Greater Lincolnshire LEP's ambitions for growth and business sector development, puts a central focus on ensuring energy meets the needs of business growth.

WHERE WE WANT TO GET TO

1. ACHIEVEMENT OF OUR AIMS FOR HOUSING, INFRASTRUCTURE, AND GROWTH IN BUSINESS

To achieve our growth ambitions, we need an energy system which supports economic development. Many of the most constrained areas are also those with the highest economic growth potential. We want this potential to be realised, rather than constrained by inadequate energy and waste infrastructure. We need to better understand the constraints associated with current infrastructure and the impact of new developments. And this needs to inform regular conversations between planners, developers and DNOs to ensure that capacity does not become a constraint on growth.

2. PLANNING BEST-PRACTICE THAT ENCOURAGES AND INCENTIVISES SUSTAINABILITY OF DEVELOPMENT

There is huge potential to incorporate sustainability best-practice in the development of new housing and commercial sites. By doing this, we will reduce the long-term costs of doing business in Greater Lincolnshire and increase economic resilience.

3. A SYSTEM WHERE DNOs ARE ABLE TO INVEST UP-FRONT IN INFRASTRUCTURE TO SUPPORT ACCELERATED DEVELOPMENT

At the moment, the difficulty of getting new connections and delays causes real problems for business. We want planning cycles between businesses, developers, and local authorities to align, removing red tape and costly delays from the process.

The current system in which DNOs are unable to invest in energy infrastructure up-front is a national challenge, albeit with different capacity constraints in different parts of the country. It is particularly problematic given that water utility companies are able to invest up-front.

We will support efforts to improve the rate at which distribution infrastructure is funded ahead of time (to ensure that areas are development-ready), and that improve the way local generation can be distributed locally and nationally.

WHAT WE WILL DO

Develop greater understanding around energy needs in key economic corridors, and opportunities for energy from commercial waste

TIMESCALES	WHAT WE WILL DO	RESPONSIBILITY
Short term	<p>Identify immediate areas of constraint based on the existing evidence base and develop demand curve analysis (of energy needs and waste generation based on current usage and future development) for a few specific areas.</p> <p>Work with Western Power Distribution and Northern Powergrid to communicate upcoming developments so that capacity reinforcements do not slow down build-out.</p> <p>Use next round of Housing Infrastructure Fund (HIF) and similar funds to address the capacity challenge.</p>	GLLEP / local planning authorities / DNOs
Medium to long term	<p>Investigate funding broader demand curve work to understand constraints over the long-term and across Greater Lincolnshire. This includes understanding where existing substations may need upgrading. We will make this information available via an online platform to support developer and investor decision making.</p> <p>Work with local planning authorities and businesses to ensure clear lines of communication with the DNOs on future developments, to respond to any capacity challenges. This will enable greater alignment of planning and business investment cycles around energy capacity.</p> <p>Work with local planning authorities to use demand curves to inform waste-to-energy and recycling opportunities / investments. We will further develop our understanding of the commercial waste landscape and opportunities for EfW in this sector.</p>	Local planning authorities / DNOs

Use planning mechanisms to raise funding for infrastructure investment, and to encourage the right kinds of sustainable development

TIMESCALES	WHAT WE WILL DO	RESPONSIBILITY
Short term	<p>Undertake best-practice review in partnership with the Midlands Energy Hub to understand how planning mechanisms could support better outcomes – specifically:</p> <ul style="list-style-type: none"> > Explore opportunities for using S106/CIL to support up-front investment in energy infrastructure and/or energy efficiency / microgeneration investments. Clearly this needs to be mindful of viability concerns in some parts of the GLLEP area. > Consider opportunities for using planning mechanisms to encourage more sustainable design and development, including microgeneration. 	GLLEP / Midlands Energy Hub / Local planning authorities
Medium to long term	<p>Develop a best-practice approach for using planning mechanisms to support the energy outcomes we want. Draw on best practice from the Midlands Energy Hub and the National Infrastructure Commission (NIC) and disseminate through local planning authorities. As part of this, we will consider whether changes to land value capture legislation can support improved approaches in the long term, whilst recognising that other types of (e.g. transport, health, schools) also need to be supported by receipts from development.</p>	GLLEP / Midlands Energy Hub / Local planning authorities

Work with other LEPs and other bodies to make the case for up-front investment in energy infrastructure

TIMESCALES	WHAT WE WILL DO	RESPONSIBILITY
Short term	We will work with other LEPs and other bodies such as the Midlands Engine to make the case to Government and the regulator that DNOs be permitted to invest in advance where there is a clear expectation of development (and therefore aligning the approach with the water industry where such up-front investment is permitted).	GLLEP / Midlands Engine / LEP Network

Explore the potential for a locally owned energy company

TIMESCALES	WHAT WE WILL DO	RESPONSIBILITY
Medium to long term	<p>The Energy Lead will work with local partners to investigate the possibility of establishing a local energy company that could address some of the local capacity challenges and take advantage of new opportunities (particularly the smart grid opportunity).</p> <p>We will work with Midlands Engine to understand best practice and commercial opportunities in this area and consider whether working up a business plan for an energy company is appropriate given the facts on the ground.</p>	Midlands Engine / LEP Network

CASE STUDY

SPITALGATE DEVELOPMENT IN GRANTHAM

The planned Spitalgate Development south of Grantham is an exemplar of local co-ordination to drive energy infrastructure forward. The site, designed as a garden village, would provide houses and employment land, as well as access to local countryside. This will generate jobs and support economic growth in the economically vibrant town of Grantham.

In order to realise this opportunity, local developers have formed a consortium, organised by Hoare Lea, to fund a technical study into the requirements for utilities provision.

This consortium is:

- > Leading the research into energy demand requirements, liaising with site owners
- > Making the case to central government in order to fund the infrastructure requirement through HIF.

This is all being taken forward at pace, with the private sector providing resource that local government would be unable to.

A final programme was put forward in May 2019, for completion by the end of 2019. Work so far has established that a new primary substation will be required – we call upon government to fund this crucial piece of energy infrastructure.

This shows the possibility of collaboration to tackle energy challenges which would be too much for any one actor. By sharing the cost of research and working together at an early stage, these companies and the LEP will be able to co-ordinate activities to deliver the development, and give confidence to government that the project is deliverable.

AMBITION 3

A SUSTAINABLE TRANSPORT SYSTEM

As of 2016, transport is the single biggest contributor to greenhouse gas emissions in the UK.

CO2 emissions from transport have barely changed since 1990, unlike other categories – particularly energy supply, industrial, and business uses – which have seen declines. Provisional figures for 2017 suggest this figure has not changed. This is in spite of the development and increased uptake of hybrid and electric vehicles (EVs) over recent years.

Transport plays a very significant role in many of our key sectors, such as agriculture, logistics, and manufacturing. It imposes a significant cost on business and the environment. New technologies in transport afford the opportunity to make a real impact for both.

Therefore, in order to achieve our vision: **to support the creation of a sustainable system of energy which meets Greater Lincolnshire LEP's ambitions for growth and business sector development**, we need to embrace the transport revolution.

WHERE WE WANT TO GET TO

1. EV READINESS WITH ENOUGH CHARGING POINTS TO MAKE DRIVING EVs, AND USING THEM FOR BUSINESS TRANSPORTATION, A VIABLE OPTION

Electric vehicle charging currently has a low coverage in Lincolnshire, with a few small concentrations, especially in Lincoln. This creates a risk that the GLLEP area will be slow to adopt EVs. The size of our area and the length of our road network (over 11,000km of roads) add a further dimension to this challenge.

We want to stimulate the market and developers to install more charging points across the LEP area. EV charging is particularly important in our rural areas and it is essential that the network is sufficient to overcome 'range anxiety', particularly for business users where the commercial risks of insufficient charging points could be severe. The GLLEP area also needs to be first in line to adopt charging for agricultural and freight road vehicles when this becomes available.

2. A CLOSE PARTNERSHIP WITH MIDLANDS CONNECT AND NEIGHBOURING LEP AREAS TO UPGRADE TRANSPORT INFRASTRUCTURE

Given the importance of East-West links across the UK economy, we want to work with our key partners across the Midlands, using Midlands Connect as a co-ordinating hub for infrastructure activity. This includes prioritising the electrification of the joint line that runs through South Holland.

CO2 emissions from transport have barely changed since 1990, unlike other categories – particularly energy supply, industrial, and business uses.



3. EARLY ADOPTION OF NEW TRANSPORT TECHNOLOGIES

As transportation methods develop, the GLLEP area should be at the forefront of adoption, working with thought leaders in the sector to understand the infrastructure requirements of this. This includes work to support electric vehicles (see below), biofuel vehicles, hydrogen fuel cell vehicles, and other alternative battery/power options. Where possible, we will bring together local providers of these technologies, and local firms that have significant transportation needs – particularly large logistics firms – to trial new approaches.

WHAT WE WILL DO

Review options for local charging networks as information becomes available and support the roll-out of EV charging points over the longer term

TIMESCALES	WHAT WE WILL DO	RESPONSIBILITY
Ongoing	<p>The take-up of EVs continues apace. But there is little clarity at present exactly which model of delivery we are working towards, and many of the technical, practical and legal questions are as yet unanswered. While the LEP is not yet ready to lead on the delivery of EV charging, we will follow developments closely to understand what delivery will look like, to underpin a local model which enables EV charging across the LEP (not just in urban areas). This will inform options appraisals, which will incorporate demand curve analysis based on different EV take-up scenarios.</p> <p>This work will inform bids for funding, such as through the Charging Infrastructure Investment Fund which the Government is currently seeking proposals for. We will also work with developers to encourage integrating EV charging into business parks and other commercial premises.</p>	GLLEP, Local Highway authorities, and the Midlands Energy Hub, Midlands Connect, and Highways England
Medium term	Installing a three-phase power supply into new homes makes it much easier to install EV charging later, rather than having to retrofit, though is subject to the same capacity challenges faced across the area. Depending on the outcome of the review above, we will discuss with planners from our local authorities how this can be encouraged for new developments.	GLLEP to lead discussion with local authorities, Homes England
Long term	Once we have more clarity on the future path of EV charging infrastructure demands – and how this will be complemented by other fuel types – we will develop a strategy with local partners that addresses these opportunities and supports the growth needs of the area.	GLLEP / local authorities / Midlands Energy Hub

Support improvements to infrastructure with Midlands Connect and map other key research projects

TIMESCALES	WHAT WE WILL DO	RESPONSIBILITY
Short to medium term	<p>The A46 is a vital connector route, which has come under increasing strain due to heavy use. The A15 is also identified by GLLEP as a barrier to growth in Lincolnshire due to its single carriageways and the level of delay caused by road traffic accidents and congestion. The dualling / partial dualling of the A15 would provide an alternative to the existing congested road networks. Similarly the A17 is a road which many logistics and Agri-Food companies depend upon, and is often heavily congested. We will support Midlands Connect in their work on these routes, ensuring that they are developed in a manner fit for future energy for transport requirements⁷.</p> <p>We will also support research into future forms of transport and associated energy needs. The Alternative Fuels study that Midlands Connect are commissioning is a first step in this process.</p>	Highways England, Midlands Connect and GLLEP, in partnership with DNOs

Support future bids for hydrogen fuel cell technologies

TIMESCALES	WHAT WE WILL DO	RESPONSIBILITY
Medium to long term	Where funding becomes available for hydrogen fuel cell technology / refuelling points, we will work with local authorities, freight companies, bus companies and other businesses to support any relevant local bids.	GLLEP

We will support Midlands Connect in their work on these routes, ensuring that they are developed in a manner fit for future energy for transport requirements.



⁷ Midlands Connect note in the A46 Corridor Study – Stage 1 that “All of Midlands Connect’s road programmes, including the A46, aim to future-proof our region’s road network for the next century, making it fit to support new and emerging technology and innovation, including Connected and Autonomous Vehicles (CAVs), electric vehicles (EVs) and the associated physical and digital infrastructure.”

CASE STUDY

EV CAMEL

EV Camel is a specialist in advising and installing charging systems for electric vehicles. It is currently engaged in 'Project Compass' - the installation of a network of 40 public charge points across Lincolnshire, working with internationally acclaimed EV charge point manufacturer Rolec.

Host locations are as varied as Rand Farm Park, the International Bomber Command Centre in Lincoln, and the Meridian Leisure Centre in Louth.

Solutions offered to host locations for the project, and to other businesses, are initially based upon utilising the spare remaining capacity of existing supplies from Western Power and Northern Powergrid.

However this can be supplemented by load management technologies to provide for an increased number of charging points, so that a larger number of EVs can be charged (e.g. overnight on a phased basis).

EV Camel and Rolec are working on 'behind the meter' battery solutions, and are also exploring the potential for utilisation of additional capacity from the DNOs - for situations where load management does not provide sufficient capacity.

It is this partnership between these two local businesses, EV Camel and Rolec, focused on the installation of high quality charge points, that will be key to the success of the project. Rolec and EV Camel are offering a wide range of technical solutions suitable for a large number of varied business requirements, as well as an extremely varied existing technical infrastructure.

AMBITION 4

A STRENGTHENED LOCAL ENERGY INDUSTRY WITHIN GREATER LINCOLNSHIRE

Much of this strategy focuses on providing the energy, water, and waste services that our businesses require. But we don't just use energy. We generate it. And we have local strengths in waste and water management. Therefore, we need to empower our local industries in these sectors to grow and develop, helping them help our businesses.

WHERE WE WANT TO GET TO

1. A STRONG ENERGY INDUSTRY – GENERATING JOBS, UPSKILLING PEOPLE, AND SUPPORTING LOCAL SUPPLY CHAINS

The Greater Lincolnshire LEP area already has a significant energy sector and many assets. This should grow, employing more people, providing them with higher skilled jobs, and training them to boost human capital. It should also be closely tied into local manufacturing and logistics supply chains as part of a broader energy ecosystem. There are particular opportunities from building on our strengths as an agricultural area and existing experience of anaerobic digestion (AD) and energy from waste (EfW) facilities.

2. A STRONG WATER AND WASTE MANAGEMENT SECTOR

Between them, the waste and water sectors employ over 4,700 people in the LEP area. We want to develop as a UK centre of excellence for these technologies. We will support local EfW opportunities.

3. AN ENERGY SECTOR THAT SUPPORTS LOCAL AS WELL AS NATIONAL NEEDS

Our energy sector contains nationally significant assets. But the strength of the sector is not always matched locally in terms of employment or supply chain opportunities for businesses, or in terms of how the sector addresses local energy constraints and bottlenecks. As we move towards a more decentralised and flexible energy system, we want the strength of our energy sector to be felt in terms of commensurate local impacts.

The Greater Lincolnshire LEP area already has a significant energy sector and many assets. This should grow, employing more people, providing them with higher skilled jobs, and training them to boost human capital.



WHAT WE WILL DO

Support opportunities around anaerobic digestion (AD) and agri-energy / biofuels

TIMESCALES	WHAT WE WILL DO	RESPONSIBILITY
Short term	Build on the holistic review of AD and agri-energy opportunities being carried out by the University of Lincoln. We will explore how we can continue to develop our Energy from Waste offer, including different types of biogases, and using agricultural waste and processes to provide maximum energy potential. We will develop business cases where there are funds available to support local companies to invest, and we will use the work of the Energy Lead and Energy Champions to support dissemination of expertise and awareness of investment opportunities.	GLLEP / Midlands Energy Hub / University of Lincoln
Medium to long term	As the ability to export waste globally diminishes, the opportunity to process it at home grows. To drive this, we will enter into discussions with government, looking to create an 'agricultural energy innovation zone' (along the lines of the energy innovation zone in the West Midlands, but with a more agricultural focus).	GLLEP, UK Government

Support the local energy, water and waste sectors, and the broader supply chain

TIMESCALES	WHAT WE WILL DO	RESPONSIBILITY
Short term	We will undertake an energy supply chain audit to better understand how our energy sector supports the local economy through direct and indirect employment, and through the interaction with local suppliers.	GLLEP
Medium to long term	Following this we will look at how we can use planning conditions to ensure that there is a local supply chain component in energy, waste and water projects, and in housing and commercial developments which incorporate energy generation or efficiency elements. This work will include working with local suppliers to get them ready to bid for such work, and looking at options for procurement methods.	GLLEP, local authorities
Short term	Through our Local Industrial Strategy, we will explore how the strengths of our sectors fit with the Government's Grand Challenges, and the Industrial Strategy Challenge Funds which have been established.	GLLEP
Medium term	We will support funding bids from energy businesses for research energy proposals, especially those which can be shown to bring tangible benefits to the Greater Lincolnshire area.	GLLEP / local HEIs / local businesses
Short to medium term	The continued growth of the offshore wind sector can generate opportunities for local supply chains. We will collaborate with other key LEAs on this coastline to continue to attract offshore wind companies to this area.	GLLEP, New Anglia LEP, Humber LEP, Department for Business, Energy, and Industrial Strategy
Short to medium term	We are aware of potential investments in the energy from waste sector (EfW) that could support our long-term vision. We will work with local partners to help land these opportunities where possible, and create a strong environment for investing in these facilities.	GLLEP, local authorities, UKTI

CASE STUDY

ANAEROBIC DIGESTION OF FOOD WASTE IN GREATER LINCOLNSHIRE

A number of Greater Lincolnshire businesses are already using anaerobic digestion equipment to produce waste from surplus food produce or waste plant material. Specific examples include:

Staples Vegetables: Staples Vegetables is a company based in Boston, Lincolnshire, which is one of the UK largest vegetable producers. The company has built a biogas plant which uses surplus vegetables and maize silage as a feedstock. The plant then turns these into energy – the plant has capability to produce 24 million KWh of electricity a year – and nitrogen-rich fertiliser, for use on the fields. Staples' initiative (which used Government funding in the form of the Environmental Transformation Fund) shows what is possible with large agricultural sites – simultaneously reducing waste, cutting greenhouse gas emissions, and powering industry.

Branston: Branston is one of UK's biggest potato buyers, packers, distributors and marketers. At their Mere Road site they have established an anaerobic digestion facility which uses rejected potatoes as feedstock and generates 400KWe. Branston have also since invested in a water recycling plant which has had a major impact in reducing its mains water usage, with usage reduced by more than 60% over the first two years.

QV Foods: A leading supplier of fresh and prepared potatoes and vegetables, QV Foods have invested in a 1.4MW anaerobic digestion plant which uses waste from packing and processing operations, as well as vegetable food waste from other sources. The plant has made the farm 90%-95% self sufficient in electricity.

The advantage of having AD on site is that the farm is relatively remote, and so having access to a local energy source provides a better and more reliable platform for growth. It has also greatly reduced storage and transport costs of moving waste around, and has also produced fertiliser as a by-product of generation, further reducing overall operational costs.



WHAT SUCCESS WILL LOOK LIKE

This Strategy will be a success if it helps Greater Lincolnshire achieve the following things:

- > A detailed understanding and forecast of local energy demand in a way that helps support public and private investment decisions
- > A clear articulation of the opportunities for investment backed by evidenced business cases: an 'Greater Lincolnshire Energy Prospectus'
- > Greater Lincolnshire businesses have a much better understanding of the energy issues that they will face, now and into the future – and the opportunities available to them. These will be championed by businesses for businesses
- > Adoption of sustainable technologies and business practices in a way which supports the growth of the Greater Lincolnshire economy, and which plays to our strengths
- > Working with other areas and LEPs: a strong message to Government and regulators about the legislative, regulatory and operational changes needed to support economic growth in our area (recognising that these are issues in many other parts of the country also). This includes:
 - > More investment up-front in capacity enhancements and grid-balancing to support development and investment
 - > More investment in energy efficiency and systems which enable the optimisation of renewable energy generation.

All of this requires a partnership approach that no single organisation can address alone. We will develop the ideas in this Strategy by establishing an Energy Lead from the LEP Board and working with partners to develop actions plans that implement the key actions. This will include specific measures of success for each action. We will work closely with the Midlands Energy Hub to reflect and learn from their emerging ideas.

We will review and update this Strategy on a regular basis to reflect the changing context and new opportunities. We will build this kind of thinking into the Local Industrial Strategy and other emerging strategies.



APPENDICES

This Strategy is supported by an extensive evidence base. The following documents are included as appendices to this Strategy and inform the vision, ambition and actions:

- > Appendix 1: Cornwall Insight (2018) Greater Lincolnshire LEP: Mapping analysis report
- > Appendix 2: Atkins (2017) Future Proofing Utilities in Greater Lincolnshire
- > Appendix 3: GLLEP (2018) Better Utilities: Greater Prosperity, Greater Lincolnshire
- > Appendix 4: Martin Osborne & WSP UK Ltd. (2018) GLLEP Utilities in Lincolnshire: Review of Position and Way Forward
- > Appendix 5: Sustainable Direction (2018) Future of Energy and Water for Greater Lincolnshire
- > Appendix 6: Metro Dynamics (2018) Greater Lincolnshire Energy Sector Analysis
- > Appendix 7: Lincolnshire County Council (2018) Lincolnshire Connected
- > Appendix 8: North Lincolnshire Local Plan (including Minerals & Waste)
- > Appendix 9: North Lincolnshire Local Development Framework (Core Strategy, Housing & Employment Land Allocations DPD and Lincolnshire Lakes Area Action Plan).



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