# Greater Lincolnshire Food Board: 19th November 2020 Notes

Attendees:

- Alric Blake, Alltech
- Daniel Fairburn, Fairburn Eggs
- James Truscott, Branston
- James Dallas, Openfield
- Jonathan Oldfield, Moy Park
- Mark Suthern, Barclays Bank
- Neal Collishaw, Worldwide Fruit
- Rhonda Thompson, NFU
- Robert Smith, Danish Crown
- Will Naylor, Bakkavor
- William Burgess, Burgess Farms
- Yvonne Adam, Youngs Seafood
- James Arnold, Sleaford Quality Foods
- Nigel Terry, Greenyard
- Simon Pearson, UoL LIAT

Guests and Officers:

- Jake Pickering, Waitrose
- Eleanor Dowding, DEFRA National Food Strategy Team
- Joseph James, DEFRA National Food Strategy Team
- Ruth Carver, GLLEP Chief Executive
- Kate Storey, GLLEP Communications and Operations Manager
- Karen Seal, Lincolnshire County Council
- Martin Collison, GLLEP Food Advisor

Apologies:

- Sarah Louise Fairburn, GLLEP Deputy Chair
- Oliver Shooter, AE Lenton
- Simon Dwyer, Seafood Grimsby and Humber
- Justin Brown, Lincolnshire County Council

**Notes of the Meeting on 19th November 2020**

**Agreed Actions:**

**Action 1 -** A formal request to be made to all Food Board members to report on the investments they have made in the food chain since 2016. This report will include ongoing refurbishment and equipment upgrades as well as new investments to expand production.

**Action 2 -** An updated report on food chain investments to be brought back to the Board for review, by the May 2021 meeting, including as far as possible a consideration of how investment in Greater Lincolnshire has performed relative to peers across the UK.

**Action 3:** Rhonda Thompson's email to be circulated so members can follow up on the NFU's work on net zero: Rhonda.Thompson@nfu.org.uk

**Action 4**: Eleanor Dowding's email to be circulated to the board to feed in further ideas on the National Food Strategy: Eleanor.Dowding@defra.gov.uk

**Action 5**: The LEP to develop the 'UK Food Valley' proposals further into a programme and consult with the Food Board on this plan in spring 2021.

**Action 6**: Karen Seal would welcome board members supplying information which can be used to help promote the Greater Lincolnshire food cluster, including data, case studies and information on particular strengths. Please supply any information to: karen.seal@lincolnshire.gov.uk

In Sarah Louise Fairburn's absence Martin Collison chaired the meeting.

**Welcome to New Members:**

The chair welcomed four new members to the Board:

- Neal Collishaw, Operations Director Worldwide Fruit
- Mark Suthern, National Head of Agriculture Barclays Bank
- Richard Priestley, Redleaf Global Solutions Limited
- Rhonda Thompson, NFU Lincolnshire

**Actions from 13th August 2020 Board Meeting & matters arising not covered on the agenda:**

**2020/11/1 SIC Codes and the Food Chain**

SIC Codes - the data on the food sector has been updated with an estimate of the workforce employed via agency and labour providers (see annex 1). This shows an estimated 13,100 staff supplied by contract labour providers working in the food supply chain but recorded under SIC codes for labour providers.

Members commented that the number looks modest, especially in South Holland District. It was explained that this is because the staff are recorded based on where the labour provider is based and the districts immediately south of South Holland District, Fenland and Peterborough, have a concentration of labour providers who partly serve the South Lincolnshire market.

It was noted that the figure for workers in food machinery and inputs is lower than is believed to be the case due to limitations in SIC code data. Work will continue to be undertaken to refine this analysis and members were asked to flag any suggestions to Martin Collison, Food Advisor to GLLEP to develop this analysis further.

**2020/11/2 Food Sector Investment**

Martin Collison reported that following the August board meeting initial work has been undertaken to develop a list of the major food sector investments in the LEP area since 2016. It was reported that this has uncovered over £650m of investment including £90m in food chain R&D assets and programmes. This is only for new investments and does not include ongoing refurbishment, new vehicles etc.

It was noted that this data is useful to demonstrate the scale of the sector and to support policy making and bids for funding.

Members reported that:

- They believe the total investment is higher, potentially much higher, than that collated to date;
- Believe that the data should include ongoing refurbishment and replacement as this often includes an element of upgrading and improvement.

Members reported that they would be prepared, as long as the data was anonymised, to provide details of investments made to help reinforce the analysis of the ongoing commitment the industry is making to invest in Greater Lincolnshire.

**Action:** Ruth Carver, Chief Executive of the LEP, suggested that a formal request be made to all food board members to report on the investments they have made. This report will include ongoing refurbishment and equipment upgrades as well as new investments to expand production. It was also noted that any investment figures need to be considered in relation to the scale of the sector, as a percentage share nationally etc. so that the data is contextualised.

**Main Meeting Items**

**2020/11/3 Changes in the Consumer Food Market, Jake Pickering, Agriculture Manager, Waitrose**

Jake gave a presentation on the major issues and changes Waitrose expect to see and the impact these will have on the supply chain. Key points presented and discussed in questions and answers included:

- Waitrose is committed to all farming / protein providers in the food chain and recognises that the challenges for farmers are real.
- The retail requirement is simple = buy lower than the sale price and control costs. Consumer wants convenience and a desirable product.
- Online deliveries at Waitrose have grown from 50k to 200k/week since the start of 2020. The view is that the shift to online sales is permanent with the average online basket 4 times larger than the average in store spend, with more meat and dairy in the basket. Waitrose recognise it is harder and more costly to connect with customers

online. Significant growth needs to be sustainable. New demographic of online shoppers, especially amongst the elderly population.

- Waitrose uses 5 tests to assess whether a (livestock) product is desirable, is it:
  - Good for me? (e.g. health)
  - Good for the animal?
  - Good for the supply chain? (e.g. workers' wages and security)
  - Good for the planet? (e.g. carbon, plastics, biodiversity)
  - Good value for the consumer? (NB this does not mean cheapest, it means value for money when taking into account a range of other issues).
- Improved animal welfare is trending and the move towards eating less but better quality meat is likely to be sustained. Consumers want environmental considerations. Retailers need to consider balanced responsibilities, communicate these with consumers and suppliers and want to collaborate more with farmers on the journey.
- Social media can be helpful in the debate with environmental groups but the need to put across complex arguments is problematic. Debates and dialogue with resistant groups are ongoing, but will not always succeed. The Goodlife app is being introduced to begin to address this. As difficult as it is the industry needs to communicate that a 'good death' is possible for livestock, but this is of course fraught with challenges, but saying nothing is not an option anymore.
- How can the industry make a good case to people to either pay more or make the product more attractive to consumers?
- Retailer needs to ensure they offer genuine value to farmers and producers in working with them, e.g. through benchmarking and innovation support. Waitrose have set a long term commitment to 2035 and offer 5year contracts with suppliers.
- What are the risks to the supply chain in the short to medium term? Trade deals and Brexit are likely to mean more focus on British sourcing; and carcass balance in the meat sector to reduce reliance on other supply chains and markets. Trade deals will be important in the protein element of food supply. Labour challenges will remain.
- Waitrose are seeking to shorten supply chains and maximise the value from them. This means more concentrated sourcing and focusing on supply chain collaboration to deliver sustainability gains.

NFU reported on the promotion of their interactive map for the net zero pledge and requested that other farmers should add environmental sustainability projects/ info to the map. The NFU also reported that 770 people had joined a recent net zero webinar.

**Action:** Rhonda Thompson's email to be circulated so members can follow up on the NFU's work on net zero.

**2020/11/4 Feedback from Board Members**

Members were asked for feedback on two issues:

- Impact of new national lockdown on the food chain
- End of Brexit transition preparations

Key points raised were:

Lockdown 2:

- This lockdown is different in Lincolnshire as there are more local Covid cases so more impact. Some businesses feel there are larger pressures on business with more staff now isolating. Other companies feel lockdown 2 is not as extreme as the first lockdown;
- 2nd lockdown is different, because there is more activity / movement which makes it more difficult to implement measures in factories as the situation in the wider community brings issues into the workplace;
- Take away/ delivery services are continuing in lockdown 2 and the industry is more prepared so the impact on food service suppliers has been lower;
- The Government strategy creates a disincentive for workers to self-declare if ill (as they lose income), and so some companies have put in their own schemes which mimic furlough, but this is not possible with agency staff;
- Car sharing to travel to work is also problematic and is a route to spreading the virus;
- Extension to the furlough scheme came too late and the lack of notice led to incorrect decisions being made by business.

Brexit Transition:

- The industry is nimble and nothing is insurmountable, but the lack of time which is now left and continuing uncertainty is problematic and making it harder for industry;
- Most food chain companies have invested substantially in Brexit preparations;
- Re-exporting of food products is possible, but there is no clarity on how this will work. Documents/certification are required at individual consignment and product level, which normally means more paperwork (and thus cost) than bulk imports.
- Brexit has demonstrated the complexity of the supply chain;
- There are problems because Government systems are not in place - i.e. software for import/ export trade and we need to move quickly to have solutions ready for 1st January 2021;
- Meat products have particular issues with Brexit- i.e. veterinary inspection etc. and the fact that it is a just in time businesses which means delays are costly. Even exporting potato products (ready meals) into NI with a butter ingredient dictate this may require veterinary sign off;
- The trend continues for EU staff to return home which is increasing pressure on the industry in securing its workforce.

Two challenges combined:

- Taken together Covid and no deal = high negative impacts for the industry and considerable uncertainty.
- Covid is a distraction when linked to Brexit preparation e.g. industry supporting EU staff to gain settled status. Business needs to quickly refocus the good work started around this area.

Members were encouraged to keep feeding in issues on the impacts on the food chain to Martin Collison so that the LEP has good insight into the issues impacting the food chain and can lobby or adjust programmes as required.

**2020/11/5 National Food Strategy**

Eleanor Dowding (supported by Joseph James) of the National Food Strategy Team, DEFRA reported on part 1 of the National Food Strategy. Slides from this presentation are at annex 2.

Part 1 of the National Food Strategy was delayed and changed as a result of Covid and focused on diet and trade. Part 1 was though well received and opened doors so there is cause for optimism for the full strategy. The call for evidence generated 1,200 responses, many of which were very detailed.

The aim with part 2 is to take a whole food chain view and to set out a long term vision for the food system. There is still time for industry to feed in further evidence and ideas for how to develop the food system sustainably, either direct to DEFRA or via the LEP. The final strategy will also be written in plain English so it is accessible to the public.

The strategy is likely to propose that meat and dairy consumption should fall and be balanced with more fresh produce, but it will not advocate meat free diets. This is because a balanced diet is needed and meat and dairy do provide useful nutrients. The industry aim should be to promote less but better meat and dairy products.

Industry members also urged DEFRA to distinguish between relative and real risks and to ensure that any recommendations are backed by robust evidence.

**Action**: Circulate Eleanor's email to Food Board members to feed in further ideas, via: Eleanor.Dowding@defra.gov.uk

**2020/11/6 UK Food Valley Proposal**

Martin Collison presented the feedback on board priorities after the August 2020 meeting which had been used to refresh the focus proposed to 2030 (see annex 3).

Martin explained that half way between the baseline of 2010 in the first GLLEP agri-food sector plan and the target date of 2030 to double the nominal value of the food chain in Greater Lincolnshire the sector was on target to meet this ambiiton, but there is a need to review how further growth is delivered.

The result is a revised vision for the Greater Lincolnshire Agri-food Sector focused on developing a ‘UK Food Valley’ programme which both supports growth through a ‘triple helix’ approach: the industry; working with a supportive public sector; and, the innovation community. Promoting this collaborative working nationally and internationally is a real strength the area should build on.

The plan also identifies four main themes to deliver growth, focused on:

- Promoting the LEP area as a major food production area;
- Focusing on lean production systems and digital transition;

- Delivering low carbon food;
- Supporting the protein transition and naturally good for you food.

Board member feedback was:

- Members like the bold ambition and idea behind the programme;
- 'Valley' could be problematic in a largely flat landscape (whilst accepting the Dutch have used similar language);
- Ambition of the triple helix approach is very powerful and should be developed;
- The concept is a great initiative, but the communications needs work to get the right message across and to sell the concept using simple language;
- There is a need to offer a compelling investment story.

Recommendations:

- Simplify the message even more into the themes Greater Lincolnshire can promote most effectively;
- One potential focus is low carbon as the cluster effect of the industry in Greater Lincolnshire delivers efficiency in logistics, use of by products, expertise etc;
- Aligning low waste and energy arguments with the circular economy is also a key strength which Lincolnshire can demonstrate and links well to the LEP's focus on clean energy;
- Think further about how to promote the concept and branding;
- Develop clear metrics for the programme so it can be effectively monitored.

**Action**: The LEP to develop the 'UK Food Valley' proposals further into a programme and consult with the Food Board on this plan.

**2020/11/7 DIT High Potential Opportunity (HPO) for Greater Lincolnshire Food Processing and Technology Cluster, Karen Seal, Investment Team Lincolnshire CC**

Karen Seal presented the HPO which Greater Lincolnshire is developing with DIT for food processing and the linked technology cluster. Karen stressed that the LEP and County Council are keen for the HPO to be business driven.

The HPO will build on the arguments set out in the final 'UK Food Valley' programme e.g. low carbon and operating sustainably in the long term. Proximity of infrastructure and supply chains is considered very important and gives a competitive advantage (i.e. reduces the requirement for transport/ logistics) and offers a huge branding opportunity for a cluster. There is a need to support these priorities with innovation.

It was stressed that Greater Lincolnshire will determine what DIT says about our cluster and is therefore keen to have as much data, information and case studies as possible to support the proposition which DIT will promote internationally.

**Action**: Karen Seal would welcome board members supplying information which can be used to help promote the Greater Lincolnshire food cluster, including data, case studies and information on particular strengths. Please supply any information to: karen.seal@lincolnshire.gov.uk

## 2020/11/8 Future Meeting Dates

Future meeting dates were noted as:

- 11th February 2021
- 13th May 2021

**Annex 1 - Greater Lincolnshire LEP Food Sector Workforce 2018**

**Table 1 - Business Register and Employment Survey: open access,** ONS Crown Copyright Reserved [from Nomis on 3 November 2020], Date: 2018, Employment status: Employees Count

| Estimated total food chain workforce: | Boston | East Lindsey | Lincoln | North Kesteven | Rutland | South Holland | South Kesteven | West Lindsey | North East Lincs | North Lincs | GLLEP |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Agriculture and forestry[1] | 2,267 | 3,277 | - | 1,769 | 551 | 2,955 | 1,525 | 2,001 | 176 | 1,511 | 16,032 |
| Fishing and aquaculture | 20 | 5 | - | - | - | - | - | - | 30 | 10 | 65 |
| Food and drink manufacturing | 2,345 | 420 | 340 | 3,090 | 260 | 6,930 | 2,335 | 505 | 4,950 | 3,610 | 24,785 |
| Agriculture & food wholesaling | 910 | 490 | 310 | 885 | 60 | 2,545 | 1,270 | 425 | 965 | 310 | 8,170 |
| Food transport | 465 | 263 | 90 | 323 | 62 | 2,060 | 325 | 238 | 1,283 | 1,350 | 6,457 |
| Food service | 1,095 | 3,425 | 4,225 | 2,100 | 1,460 | 1,495 | 3,250 | 1,650 | 3,725 | 3,800 | 26,225 |
| Food retail | 1,410 | 2,340 | 2,680 | 1,350 | 455 | 1,235 | 2,495 | 995 | 3,295 | 2,755 | 19,010 |
| Temporary labour suppliers | 4,000 | 170 | 930 | 275 | 60 | 2,520 | 425 | 123 | 2,880 | 1,750 | 13,133 |
| Food machinery and inputs | 120 | 285 | - | 410 | 40 | 30 | 75 | 130 | 400 | 55 | 1,545 |
| Food chain packaging | 75 | 270 | 10 | 270 | 150 | 635 | 50 | 130 | 168 | 315 | 2,073 |
| Total food chain | **12,707** | **10,945** | **8,585** | **10,472** | **3,098** | **20,405** | **11,750** | **6,196** | **17,871** | **15,466** | **117,494** |

The data is derived from BRES for a set of SIC codes, wholly or partly linked to the food chain. The data does not include those employed in professional, business, academic and research services for the food sector. These are in total believed to support another 3,000 jobs across Greater Lincolnshire through the work that they undertake in the food chain.

[1] Agricultural workforce data is from DEFRA, not BRES, and from 2016 when they last produced detailed data at local authority level

**Annex 2 National Food Strategy Presentation**

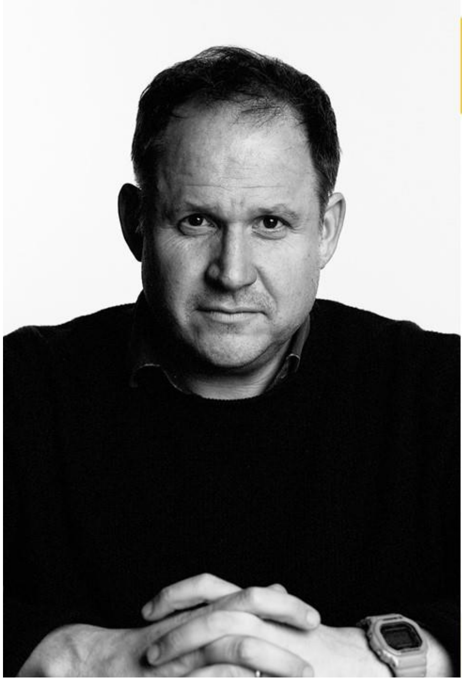
# National Food Strategy

**Part 1**

## Contents

1. What is the National Food Strategy?
2. What does Part 1 aim to do?
    1. What are the main issues we identified
    2. Why have we included recommendations?
3. What are the recommendations?
    1. Jobs/Poverty
    2. Trade
    3. Health and A New Green Revolution
4. What next?

National Food Strategy 2



## Overview

- The National Food Strategy, lead by Henry Dimbleby, is the first independent review of England's food system for 75 years.
- It aims to create a food system that is healthy, affordable, sustainable, resilient, and productive.
- Work was paused due to COVID-19.

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## Overview

- Part One looks at:
  - COVID-19 and its impacts on the food system
  - How to support the country after COVID-19
  - Preparing for the end of the EU exit transition period


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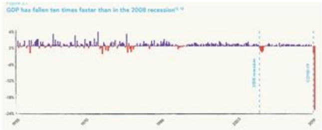
# Aims of Part 1

Part One of the National Food Strategy addresses five main topics:



**System Shock**

**Health**

**A New Green Revolution**

**Jobs and Hunger**

**Trade**

National
Food Strategy

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# Recommendations – Jobs and Hunger

These focus on making sure disadvantaged children get the nutrition they need and **do not get left behind in the upcoming recession**

1. **Expanding Free School Meals**
2. **Expanding the Holiday Activity and Food programme**
3. **Increasing the value of and expanding Healthy Start vouchers**


National
Food Strategy

## Recommendations- Trade

We have a once in a lifetime opportunity to decide the trading nation we want to be

We must protect our high environmental and animal welfare standards

How?

- **Only reduce tariffs for food that meets our core standards**
- **Independent scrutiny** should be applied to trade deals
- Parliament should debate and vote on deals

National Food Strategy

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## Other areas

### Health

The strategy also supports the government's obesity strategy, particularly the ban on advertising unhealthy foods before 9pm and the ban on promotions of unhealthy foods.


### A New Green Revolution

Part One supports the roll out of the Environmental Land Management Scheme.

National Food Strategy

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# What Next?

- Part Two of the National Food Strategy will be published in Spring 2021. It will look at a range of issues including:
  - Climate Change
  - Our environment
  - Health
  - Innovation and productivity

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## What next?

- As essential part of the development of Part Two will be a programme of industry and citizen engagement this autumn, the plans for which are currently being finalised. This will include:

- The conclusion of our public dialogues
- Further citizens engagement to test Part Two recommendations
- Youth engagement
- Incorporating our Call for Evidence responses

National Food Strategy

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# Appendix

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# Recommendations in Part One

Recommendations

1. Expand eligibility for the Free School Meal scheme to include every child (up to the age of 16) from a household where the parent or guardian is in receipt of Universal Credit (or equivalent benefits).
2. Extend the Holiday Activity and Food Programme to all areas in England, so that summer holiday support is available to all children in receipt of Free School Meals.
3. Increase the value of Healthy Start vouchers to £4.25 per week, and expand the scheme to every pregnant woman and to all households with children under 4 where a parent or guardian is in receipt of Universal Credit or equivalent benefits
4. Extend the work of the Food to the Vulnerable Ministerial Task Force for a further 12 months up until July 2021. It should collect, assess and monitor data on the number of people suffering from food insecurity at any time, and agree cross-departmental actions, where necessary, to support those who cannot access or afford food.
5. The Government should only agree to cut tariffs in new trade deals on products which meet our core standards.†† Verification programmes –along the lines of those currently operated by the US Department of Agriculture to enable American farmers to sell non-hormone-treated beef to the EU – should be established, so that producers wishing to sell into the UK market can, and must, prove they meet these minimum standards. At a minimum, these certification schemes should cover animal welfare concerns and environmental and climate concerns where the impact of particular goods are severe (for example, beef reared on land recently cleared of rainforest). The core standards should be defined by the newly formed Trade and Agriculture Commission
6. The Government should adopt a statutory responsibility to commission and publish an independent report on any proposed trade agreements. The Government should decide whether this impact assessment function requires the establishment of a new body – similar to those which exist in many mature trading nations, including Australia, Canada and the USA – or whether it could be performed by an existing body or by independent consultants (as is the case in the EU).
7. The Government should adopt a statutory duty to give Parliament the time and opportunity to properly scrutinise any new trade deal. It must allow time for relevant select committees to produce reports on any final deal, and allow a debate in the House of Commons.
8. Government's invitation to consider ways to improve public sector procurement of food and drink. This is long overdue. In Part Two, I will include a comprehensive recommendation on what the government can do to ensure that the food the state pays for directly – for example in schools, hospitals, prisons, and in government offices – is both healthy and sustainable.

Obesity Strategy:

1. Ban on TV and online adverts for food high in fat, sugar and salt before 9pm
2. End of deals like 'buy one get one free' on unhealthy food high in salt, sugar and fat
3. Calories to be displayed on menus to help people make healthier choices when eating out – while alcoholic drinks could soon have to list hidden 'liquid calories'
4. New campaign to help people lose weight, get active and eat better after COVID-19 'wake-up call'

National
Food Strategy

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**Annex 3 Greater Lincolnshire Food Chain Vision**

# Board Priorities for the Food Sector

Results from our request to rank priorities for the food sector in August 2020 were:

| | |
|---|---|
| 1st | Productivity & profitability |
| = 2nd | Supply chain resilience |
| | Innovation support (skills, applied R&D & innovation) |
| 4th | Skills and workforce |
| 5th | Sustainability: Net Zero, energy, water, waste |
| = 6th | Health & diet (including food access for all) |
| | Trade deals which support UK food companies (including food standards) |

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# LEP Board

Original Sector Plan (2014) refreshed in 2017

On track to double the (nominal) value of the food chain from 2010 to 2030 in Greater Lincolnshire, but at the half way point need to reassess priorities, not least due to substantial change

LEP Board keen to see a refreshed Vision for the Food Sector post Brexit & post Covid-19

Building on the sector which has created 43% of new jobs in the LEP area by reaffirming commitment to sector growth

Desire to see a focus on a few priority areas – aligned with business need, market changes & policy (national & global)


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# Vision 2030

Positioning: to be recognised as a top 10 global food cluster

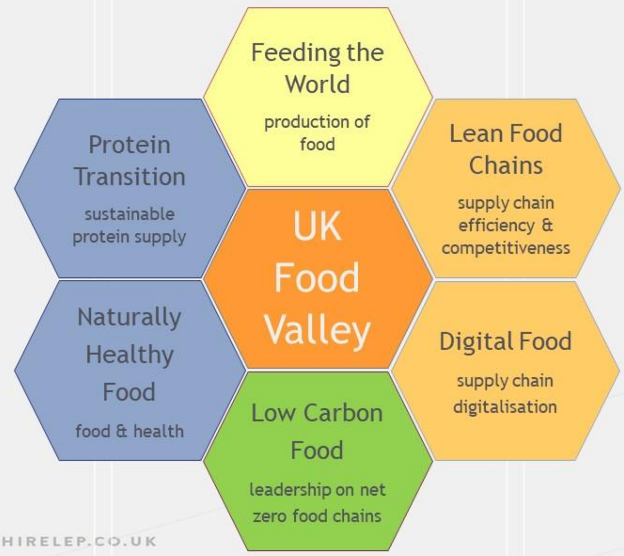
Proposed approach is to develop a '**UK Food Valley**' ecosystem focused on a few themes to provide thought & delivery leadership, addressing:

- What do we want to be known for?
- How to do we communicate a clarity of vision nationally & internationally to attract further investment & partnership opportunities to our food chain?

Given our international food chain, it is important to focus on global drivers to attract international investment, aligning with UN Sustainable Development Goals (SDGs) & the role the food chain plays in their delivery



# UK Food Valley - Sustainable Food from Land & Sea

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## UK Food Valley - Sustainable Food from Land & Sea

Scope:

- Food chain from farm to factory gate

Triple Helix:

- Production industry (farm to fork in the food chain)
- Knowledge & tech sector
- & government, ***working together to develop & promote a cluster***

Unite effort, attract investment, project the cluster & support cluster based industry partners

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## What works

Global lessons:

- Business needs to buy into & 'own the brand'
- Have a clear, comprehensive offer of services & support
- Be in it for the long term
- It needs a physical presence or 'home' to act as the Hub
- International partnership is critical

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Greater Lincolnshire
Local Enterprise Partnership

## Questions

1. Who should lead the set up & development of the UK Food Valley?

2. How do we bring industry in, in particular Lincolnshire's strong compliment of international companies & sector business groups?

   What is the role of the public sector in partnership with the commercial sector?

3. There is also potential interest in extending the brand to cover adjacent areas - How should any extension be managed?

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## The UK Food Valley Offer, we will promote:

- A clear strategic vision for the cluster
- The business cluster in all its scale & diversity
- Investment successes to show track record of growth in the sector
- Infrastructure & market access
- Land for food sector growth backed by supportive local policy & planning
- Proximity to major UK & international markets & trade routes
- International connectivity
- Skills & knowledge cluster (NCFM, LIAT, Barclays Eagle Lab, Lincs Institute of Technology, Bishop Burton Riseholme, Seafood Institute)

**Anything to add?**

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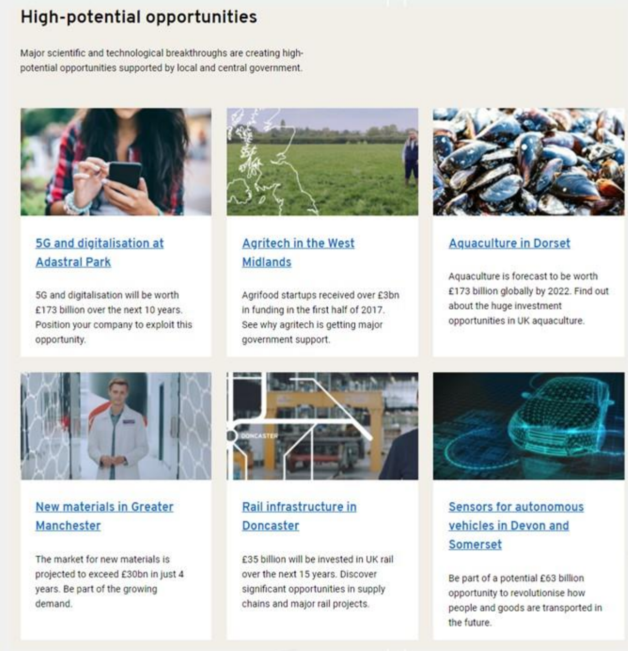


# High Potential Opportunities

https://www.great.gov.uk/international/invest/#high-potential-opportunities

## Dept for International Trade: High Potential Opportunity

- The HPO is a designation awarded by DIT to successful, high growth clusters which the government agree to promote internationally
- **Greater Lincolnshire has been recognised for Food Processing & the technology base which underpins it (only LEP area in UK with this)**
- Promotion will start in spring 2021, based on a 30-40 slide prospectus
- We can determine what we say about the area & the investment potential
- We will build on UK Food Valley & South Lincolnshire FEZ's technology focus
- DIT will work with us to promote the HPO in 170 countries Worldwide
- We can suggest where & how we want to promote the area & for how long we work with DIT on this programme

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## High Potential Opportunity Questions

Q1 What should we promote / what types of companies do we want to attract:

- Food chain investment: sub-sectors, types of companies (e.g. SMEs, large)?
- Support export as well?
- Food technology suppliers?
- Priority global markets to target?

Q2 What case studies of successful inward investment do we have that we can use to promote a track record of investment?

Q3 Are there priority events which we should work with DIT to attend?

Q4 Do Food Board members want to be involved in HPO events or promotion?

Q5 Do you have good quality photographs showcasing food processing lines, robotics or automation to help illustrate the HPO?

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**UK Food Valley/HPO:**
**Martin Collison, AgriFood Advisor GLLEP**
**martin@collisonassociates.co.uk**
**(07802) 480 848**
**(01553) 828 405**

**HPO:**
**Karen Seal, Place and Investment Team, LCC**
**karen.seal@lincolnshire.gov.uk**
**(01522) 552 812**
**(07770) 435 606**