

GREATER LINCOLNSHIRE LEP

# ANNUAL DELIVERY PLAN

2021/22



# FROM THE CHAIR

"Our vision is to improve the lives and opportunities of communities and businesses in Greater Lincolnshire and Rutland."

I am delighted to share our delivery plans for 2021/22 and to highlight some of our achievements over the past year. Our role is to champion Greater Lincolnshire's economic potential, acting as a leader, catalyst, and convener to support a dynamic, sustainable, and growing economy. Whilst the year has been challenging for our communities and businesses due to Covid-19, I remain optimistic for the longer-term prospects for our economy. Our four game-changing sectors present significant medium-term economic growth potential, alongside our traditional and foundational sectors.

The past year should give us confidence that we can capitalise on opportunities across Greater Lincolnshire. Since April our economic footprint has been strengthened by the removal of the overlap on the south bank between the Humber and Greater Lincolnshire LEAs, and we continue to work in partnership on pan-Humber issues. To date, we have unlocked £279 million of additional partner funding through our investments. Greater Lincolnshire has secured freeport status for the Humber, developed the UK Food Valley for both land and sea, grown the offshore wind sector and enhanced our Business Lincolnshire and Team Lincolnshire services to support the business community.

In April 2021 the LEA, working with all partners across the Greater Lincolnshire through Lincolnshire Resilience Forum, published our economic plan for growth. The five-year plan sets out the vision for the Greater Lincolnshire economy post-pandemic that powers the jobs, skills and employment, and businesses of the future towards net zero.

During 21/22 we will focus our energy and resources on four priorities outlined in this delivery plan. Across Greater Lincolnshire we have significant game-changing sectors in Humber Freeport, clean energy in carbon capture and storage, offshore wind and hydrogen, a defence and security cluster, and a UK Food Valley. Alongside all of this we have unique opportunities presented by the Humber Freeport, the UK Food Valley and skills investment to drive productivity and deliver an integrated pipeline for talent, skills, and progression at all levels.

The Government has begun a review of the future role of LEAs. The review will provide an opportunity to refocus and evolve our role to support a more prosperous, greener, and more inclusive recovery from the pandemic. We will review our delivery plan with our partners to ensure that resources are aligned and that we respond to the region's needs.

Our ongoing commitment to collaboration and partnership working will be crucial and I look forward to continuing our work together to ensure our economy recovers and grows to improve the long-term future opportunities for Greater Lincolnshire.



**PAT DOODY**

Chair of the Greater Lincolnshire LEA

# OUR IMPACT

## 2020/21 Highlights

The Greater Lincolnshire Local Enterprise Partnership has worked hard to support the Greater Lincolnshire economy during the Covid-19 outbreak. With the unprecedented scale of the economic shock caused by the crisis, our role is more critical than ever. We continue to work alongside over 25 local authority, private-sector, third-sector, and education organisations to support the economy and business community.

In April 2021, we published the Greater Lincolnshire Plan for Growth and united our five-year economic plan that will drive the revival of our economy as we emerge from the pandemic.



1.

### **INCREASED INVESTMENT:**

We have unlocked over £279million of additional investment through our funding programmes, delivering and safeguarding thousands of jobs, homes, and learners, helping the region bounce back from the coronavirus pandemic and support future growth and investment across Greater Lincolnshire.

2.

### **CHAMPIONED LINCOLNSHIRE'S BUSINESS VOICE:**

We have engaged with just under 20,000 businesses across the Growth Hub programme, providing access to business support and convened new routes for business groups to share crucial intelligence with Government on issues such as the impact of Covid-19, EU Exit and future skills challenges.

3.

### **ECONOMIC LEADERSHIP:**

In partnership with ABP, four local authorities and the Humber and HEY LEPS, we led the successful Humber Freeport bid. Based around the Humber estuary, the proposal has the potential to create 7,000 jobs and deliver over £2bn to the local economy.

4.

### **SUPPORTED WORKFORCE:**

We have worked with many national and regional partners to ensure that programmes meet Lincolnshire's needs. We launched a campaign to support the food sector with recruitment and we created and launched a bespoke Online Jobs and Careers Fair platform to bring together employers and job seekers virtually in place of physical fairs which has created national interest.

# OUR ECONOMY

Greater Lincolnshire is home to a large and dispersed rural, urban and coastal economy covering an area over 26 times the area of Birmingham City; from north to south it covers over 110km, roughly the same distance as Peterborough to Westminster. It is unsurprising that Greater Lincolnshire has a great deal of economic diversity in terms of sectors, deprivation, wages, job types and skills demands and that local place is important.

Across the LEP there are areas of extremely high affluence offset with pockets of deprivation which are within the 10% most deprived in the country. The LEP has an important role in helping to describe this dispersed and varied economic landscape.

Characterised by a diverse economy, Greater Lincolnshire retains larger land-based and manufacturing sectors than other parts of England. In terms of outright economic output\* (GVA), total output in 2019 was £23.9bn. Greater Lincolnshire historically has had a stable but traditional, relatively low-growth economic profile. Our economy is characterised as a traditional rural economy with highly specialised clusters with significant opportunity such as:

- > **Our food sector**, the largest arable producer and seafood processor in the UK
- > **Our energy cluster**, home to the largest-scale decarbonisation opportunity in the UK and the largest operations and maintenance cluster for the offshore wind sector for the UK
- > **Our defence sector**, home to over one-third of the UK's RAF personnel and supporting a significant cluster of cyber and defence businesses with significant investment due
- > **The planned Humber Freeport**, one of only eight in the UK

The stability of the Greater Lincolnshire economy has been evidenced during 2020, with a lower rate of job seeking claimants than experienced nationally, a lower take-up of furlough and self-employment income support and a modest number of local economic shocks during the pandemic.

This masks a high impact in some sectors, such as the visitor economy which, including accommodation and food sectors, constitutes 7.6% of employment in Greater Lincolnshire, and where output fell by more than 86% during 2020.

However, whilst economic stability has been a strength for the place in the past year, there are still significant challenges when it comes to reverting our economy back on course. Median gross annual pay (FTE) for Greater Lincolnshire is £28,361 compared to £31,580 for England and Wales, 10% lower. Professional occupations make up around 39% of the workforce in Greater Lincolnshire, compared to the English average of 50%. Pre-pandemic, it was estimated that 30% of all employees in Greater Lincolnshire are paid below the national living wage. Economic conditions have been poor across generations in some of our communities, most notably some of those communities most impacted during the pandemic, which has furthered the economic disparity within the area. A combination of Greater Lincolnshire's ageing workforce, a rapidly shifting reliance on digital working practices, an increase in automation, the unfolding labour shortages from EU migration that previously provided an additional pool of skilled workers from which to recruit, and eight travel-to-work areas, creates a dynamic and complex set of inter-relating labour markets.

\*ONS Gross Value Added (Balanced), May 2021. GVA estimates are presented in current basic prices. They do not allow for different regional price levels or changes in prices over time (inflation).

# OUR PRIORITIES 2021/2022

In 2021, the Greater Lincolnshire LEP launched its Economic Growth Plan; it is a plan for Greater Lincolnshire and is the Lincolnshire Resilience Forum's economic response to Covid-19. This plan builds on the foundations of our Local Industrial Strategy to reflect the impacts of Covid-19 to ensure we build a robust economy for the future.

## OUR PRIORITIES FOR 2021/22 ARE:

1.

### GAME CHANGERS:

Lead and position Greater Lincolnshire in our four game-changing sectors of UK Food Valley, defence and cyber security, clean growth and the Humber Freeport - capitalising on our strengths, building links with Government and identifying investment.

4.

### STRENGTHEN THE LEP:

During the year, the LEP team will increase its resources, particularly in operational management, policy and programme management. The team will focus on the Greater Lincolnshire partnership that brings together public-sector partners and businesses to complement the activity of local authorities, LEPs, universities, businesses and others.

Strengthening the team and activities will bring a collective voice, adding value as an influencer, an advocate, a catalyst for change and an enabler of accelerated delivery.

2.

### ECONOMIC RECOVERY:

Lead and facilitate the delivery of the Greater Lincolnshire Plan for Growth - our Covid revival plan, delivered with public-sector, business representative organisations and educational institutions across our area.

#### Employment and Skills -

Lead the delivery of actions published in the ESAP's Local Skills Report, including a refresh of the Greater Lincolnshire Skills Strategy and production of a Digital Skills Strategy to increase understanding of and close the gap between the range of skills that employers need and that people have.

#### Connecting Innovation -

Accelerate innovation in the Greater Lincolnshire area through our education partnerships to stimulate growth in Greater Lincolnshire businesses.

3.

### INTERNATIONAL PROFILE AND TRADE:

Our investment arm of Team Lincolnshire is working with the Department for International Trade (DIT) and all of our local authority partners to raise the international profile of and build relationships with our local foreign-owned businesses (FDIs). This includes pushing ahead with the High Potential Opportunity programme on food with DIT.

**Place Promotion** - Supporting partners to deliver investment in our communities and promoting our region as THE PLACE to invest, grow and prosper.

#### Business Productivity -

Continue to support business recovery and growth through Business Lincolnshire, our business support arm, and take advantage of new global trading opportunities to boost productivity in our key and emerging sectors.



## DELIVERY PLAN 21/22 PRIORITIES

PRIORITY					
GAME CHANGERS	Securing funding for and delivering the UK Food Valley Programme	Maximise and support the growth of the RAF, and develop and implement a defence and cyber security cluster plan	Develop a clean growth plan with a focus on plans for decarbonisation, offshore wind and hydrogen across Greater Lincolnshire clean growth	Implementation of the Humber Freeport and connecting opportunities to the region	
RECOVERY – PLAN FOR GROWTH	Continue to support business recovery and growth through the Greater Lincolnshire Growth Hub	Ensure the Greater Lincolnshire labour market has the right levels of skills and qualifications to meet the needs of businesses	Coordination of sector opportunities in health and care, visitor economy, manufacturing	Accelerate innovation in the Greater Lincolnshire area through our higher education partnerships to stimulate growth in Greater Lincolnshire businesses	Production of an economic dashboard, intelligence and research programme
INTERNATIONAL TRADE AND PROFILE	Humber Freeport	Utilise Team Lincolnshire and the Humber brand to target inward investment priorities focused on the food sector, automation and robotics, defence, freeports and energy	Utilise the Growth Hub to help businesses handle challenges from the new trading rules with Europe and increase the level of exports	Identify opportunities for onshoring of supply chains disrupted by EU exit	
STRENGTHEN THE LEP	Strengthen the LEP's core team and resources	Strengthen bidding capabilities to take advantage of funding opportunities	Strategic collaboration with BROs, IOD, Chamber, FSB and CBI so that there is a clear business voice for Greater Lincolnshire	Work with fellow LEPs to shape the BEIS review of the function of LEPs post Covid-19	Deliver capital programmes and support the coordination of the Towns Fund across the region to ensure alignment to our Recovery and Growth Strategy

## UNDERPINNING PRIORITIES

**Partnership** - Convene our partners and stakeholders through our boards to influence and champion economic leadership to support key issues and opportunities relevant to Greater Lincolnshire and play a strong role with our fellow LEPs in the Midlands Engine.

**Intelligence Base** - Coordinate business and economic intelligence for Greater Lincolnshire, working with partners in business and academia to maintain accurate, robust, and openly accessible resources to understand the needs of our economy.

**Investment Case** - Through our project pipeline champion proposals for investment to achieve our region's full potential, working with partners and stakeholders to improve our economic resilience and drive sustainable economic prosperity.

# CAPITAL PROGRAMME DELIVERY

To meet Greater Lincolnshire's ambitions, we manage funding from a range of different sources invested through the LEP to identify investments and projects that will regenerate our communities. This section provides a summary of our activities for delivery.

## GROWTH FUNDING – SINGLE LOCAL GROWTH FUND (SLGF)

The Government awarded a total of £123.7m to Greater Lincolnshire from 2015 to 2021 for capital projects to transform the local area and economy. The financial element of the programme has now formally concluded, successfully investing the full programme in support of economic growth ambitions. The following table captures our LGF progress to date:

	TARGET OUTPUTS 2025	ACTUALS TO DATE	% ACHIEVED
<b>JOBS CREATED</b>	5,003	977	20%
<b>HOMES CREATED</b>	3,963	593	15%
<b>LEARNERS SUPPORTED</b>	4,766	2,711	57%
<b>AREA OF NEW SKILLS FLOORSPEACE M<sup>2</sup></b>	14,551	12,274	84%

## GETTING BUILDING FUND (GBF)

In July 2020 the Ministry of Housing, Communities and Local Government confirmed an allocation of £25.8m for a wide-ranging package of projects that can be delivered within 18 months (March 2022) to support the local economy. Profiled spend of £12.9m was achieved in 2020/21 with the approval of four projects and two programmes. The focus for 2021/22 will be to work with projects to deliver the remaining grant funding of £12.9m:

PROJECT NAME	PROJECT VALUE	GBF GRANT
South Lincolnshire Food Enterprise Zone Phase 2	£8,564,238	£6,367,839
Centre for Innovation in Rural Health	£2,570,096	£1,300,004
Lincoln Science and Innovation Park Phase 2	£6,895,000	£3,430,090
Killingholme Marshes Drainage Scheme	£9,511,251	£4,328,032
Immingham - Grimsby Cycle Superhighway Programme	£2,665,000	£2,216,860
Skills Capital Investment Programme	£18,844,313	£7,899,175
GLLEP Programme Fees	£258,000	£258,000
<b>Totals</b>	<b>£49,307,898</b>	<b>£25,800,000</b>



### KEY ACTIONS:

- > Continue to monitor the Local Growth Fund programme and its impact to ensure delivery in line with funding agreements.
- > Undertake an evaluation of the Local Growth Fund Programme to measure the impact on the economy.
- > Agree risk position and contingency planning for the final year of the Getting Building Fund programme.
- > Work with local partners and stakeholders and the LEP's ESIF committee to bring forward investments and partnerships which can meet project outputs until contracts end in December 2023.



# EMPLOYMENT AND SKILLS

Our ambition is for people to reach their potential in the local labour market and be able to participate in a flourishing and inclusive economy that will be increasingly digital.

The Employment and Skills Advisory Panel (ESAP) brings together local employers and skills providers to pool knowledge on skills and labour market needs to ensure a more responsive skills system and to work together to understand and address key local challenges.

Following the publication of the Greater Lincolnshire Local Skills Report evidence base and priorities in April 2021, the panel is overseeing the delivery of a number of actions which collectively aim to: (1) expand access to training and skills to every part of Lincolnshire, so that people can develop the skills that open up a lifetime of opportunity and fulfilling careers, and (2) support local businesses to grow and thrive.

## ENTERPRISE ADVISER PROGRAMME

The Enterprise Adviser Programme funded by the Careers and Enterprise Company and local partners will continue into 2021/22 with a target to expand coverage across all schools and education establishments.

Key targets for the Enterprise Adviser Network contract will be agreed shortly:



### KEY ACTIONS:

- > Refresh Greater Lincolnshire's Skills Strategy by November 2021 and Local Skills Report by November 2021
- > Publish an Apprenticeship Strategy and Action Plan by June 2021
- > Expand the Enterprise Adviser Network to include all secondary mainstream and SEND schools and colleges across Greater Lincolnshire and seek funding for and set up a careers hub in Greater Lincolnshire and demonstrate improvements against the eight Gatsby Benchmarks by September 2021
- > Continue to deliver a programme of online jobs and careers fairs
- > Continue to influence delivery of ESF programmes including programmes through co-financing partners ESFA and Big Lottery (ongoing)
- > Follow up the actions of the Greater Lincolnshire LEP Digital Skills Workshop to produce a Digital Skills Strategy that unpacks the broad spectrum of needs of sectors, employers and current and future workers
- > Maximise the impact and reach of nationally funded/developed employment and skills initiatives across Greater Lincolnshire.



# BUSINESS GROWTH

Our successful Business Lincolnshire Growth Hub delivers information, diagnostic and brokerage support to firms in improving business performance, upskilling their workforce and boosting growth and productivity.

The support includes self-help toolkits and resources available through the BusinessLincolnshire website, a wide-ranging event and masterclass programme and a team of Growth Hub Advisers providing fully funded generalist advice supported by thematic and sector specialist advisers offering a comprehensive business support service throughout Greater Lincolnshire and Rutland. The Growth Hub also runs a number of specialist programmes which can be flexed depending on demand and need, such as the Scale-Up programme, Manufacturing Transformation programme and the Peer Network programme.

During 2021/22, the Growth Hub will be considering support options post ERDF and a number of pilots will be undertaken should one or more of our three UKCRF bids be successful.

## During 21-22 the Growth Hub aims to:

- > Deliver a programme of support to 36 scale-up businesses across Greater Lincolnshire
- > Increase the profile and reach of the Business Lincolnshire Growth Hub through virtual meetings and a managed return to face-to-face adviser visits, website access (15% increase), newsletter registrations (15% increase) and social media awareness (15% increase)
- > Intensively assist 288 SME businesses through the Growth Hub's ERDF contracts April 2019 – March 2020 (P13s)
- > Achieve client satisfaction of at least 90%
- > Create a minimum of 100 new jobs

Additional Government funding will be used to provide robust sector provision and transformational advisory support. These support offers will be free of charge and open to ALL businesses in the LEP area (not just ERDF eligible).

Our investment arm, Team Lincolnshire (TL), is working to increase the investment levels within Greater Lincolnshire. They work closely with the Department of International Trade (DIT) and all of our local authority partners to build relationships with our local foreign-owned businesses (FDIs) by providing a free account management service that can assess investment needs and provide a conduit to localised Government support. This work has been supported through the Midlands Engine Challenge Funding of £49k, secured by the LEP. This year, we have worked to showcase our sector strengths through a series of new sector propositions and high-potential opportunities which have been developed.

## This year's results are:

- > 141 foreign-owned businesses supported\*
- > 736 jobs created and 70 safeguarded
- > Over £4.2bn foreign direct investment value (including several large-scale acquisitions)

Team Lincolnshire is also an ambassador programme that promotes our strengths, fuels the local supply chain, supports the local economy, and gives members the opportunity to work on some of our most significant projects.

## During the year Team Lincolnshire:

- > Welcomed 32 new members
- > Hosted 47 weekly TLC (Team Lincolnshire Cares) Coffee Clubs and 12 webinars
- > Had 18 direct involvements from Team Lincolnshire ambassadors with influencing or development investment sites
- > Celebrated 127 Team Lincolnshire business-to-business collaborations
- > Achieved 84 new jobs created by Team Lincolnshire businesses

## COMMUNICATIONS

We will continue our focus on direct, regular, and multi-channel communications to strengthen and segment our stakeholders, and to actively promote the work with a campaign on back to basics and impact of our LEP. Social media will stay in sharp focus and LinkedIn will continue to be a priority with an increase in engaging, branded and themed content with a focus on back to basics for key messaging. During the year we will refresh and relaunch our current website whilst developing a new website which will be fit for purpose and future-proofed and which will reflect the aims and vision of the LEP Board.

\*pending DIT verification

## KEY ACTIONS:

- > Support businesses to recover from the Covid-19 pandemic through promoting inclusive enterprise and delivering business mentoring programmes such as Peer Networks
- > Retain and grow investment in our region by foreign-owned businesses through Team Lincolnshire
- > Through 2021/22, the LEP will build on its new marketing and communications strategy to strengthen our profile and remain focused on our priorities to ensure we are heard louder and more often
- > Effective delivery of the LEP communications and engagement plan, including blogs, news, events, and digital and social channels
- > Create Thought Leadership Plan to promote the priorities and issues relevant to the region and highlight the expertise of our Board and partners
- > Ensure the successful delivery of the Annual Conference and production of the Greater Lincolnshire Annual Review



# GOVERNANCE

## LEP REVIEW

In the March 2021 budget, the Government announced a review of LEPs. The review will take place over the first months of the 2021/22 financial year and is expected to conclude by the summer. Greater Lincolnshire will play a full part in working with colleagues in the LEP Network and other partners locally and nationally to make the case for LEPs and the role we play.

## ASSURANCE FRAMEWORK

Our Assurance Framework, published in 2021, remains at the core of our governance. We will continue to take the actions required to remain compliant with the Government's and our Accountable Body's advice, guidance and best practice.

## REVIEW

Greater Lincolnshire LEP will review its policies throughout 2021/22, committed to continuous improvement, high standards of transparency and effective governance. Our Assurance Framework and other documents relating to our governance are available on the website.

## EQUALITY AND DIVERSITY

Within the 2021 Assurance Framework revisions, particular emphasis has been placed upon social inclusion and ensuring that all our activities and investments align with this strategic objective. The Greater Lincolnshire Equality and Diversity Plan 2021 will be embedded within our Assurance Framework and all LEP-funded investments are required to demonstrate how they will support inclusive growth ambitions.

## SCRUTINY

As part of the LEP's ongoing commitment to continuous improvement and the highest standards of stewardship of public funding and policy, Greater Lincolnshire is committed to ongoing scrutiny and will continue this in 2021/22. An independent scrutiny of LEP strategy, governance and delivery is led by elected officials from across the Greater Lincolnshire LEP area.

## POLICIES

The Greater Lincolnshire LEP will review the Policy & Reference Plan and update governance documents where scheduled throughout 2021/22; we remain committed to continuous improvement, high standards of transparency and effective governance.



## KEY ACTIONS:

- > Ensure our Equality and Diversity Plan is embedded across our activity
- > Ensure our Strategic Advisory Boards have a clear work programme and performance monitoring framework in place that are aligned to our strategy
- > Review our governance structures and Local Assurance Framework in line with any changes following the LEP review
- > Publication of the annual financial statement and report

# RESOURCES

To meet the needs of the LEP and fully implement our governance model, a new team structure will be implemented during 2021. The structure provides greater support to the board and our strategic advisory groups and supports the enhanced role of the LEP, while remaining affordable and within budget.

## BUDGET SUMMARY

The Delivery Plan for 2021/22 is primarily funded from Government core funding, cash balances and Lincolnshire County Council with additional funding through programme funding contributions.

INCOME	FORECAST 21/22
GOVERNMENT CORE FUNDING	£500,000
LEP CASH BALANCE	£786,103
LCC	£344,105
TOTAL	£1,630,208

EXPENDITURE	FORECAST 21/22
STAFFING	£559,219
COMPANY COSTS	£64,250
DELIVERY PLAN	£563,288
PROGRAMMES	£403,451
TOTAL	£1,630,208

CAPITAL EXPENDITURE	FORECAST 21/22
BUSINESS INVESTMENT FUND	£664,846
GETTING BUILDING FUND	£23,063,417
SINGLE LOCAL GROWTH FUND	£8,036,104
TOTAL	£31,764,367

## MONITORING AND EVALUATION

The Greater Lincolnshire LEP is involved in a range of monitoring and evaluation activity, relating to its key projects, programmes, and investments. Each funding programme has developed its own monitoring and evaluation processes, helping to record specific activities and successes as well as identifying potential risks and any lessons learnt.





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