



Business Plan for the Greater Lincolnshire LEP
2013 to 2015

Table of Contents

Foreword by the Chair	3
Greater Lincolnshire in Context	4
Our Ambitions for Growth	5
Ambition Area 1 - Infrastructure.....	6
Ambition Area 2 - Creating the right conditions for business growth	7
Influencing and lobbying for what we can.....	7
Increasing income via supply chains.....	7
Improving skills.....	8
Bringing R and D closer to business... ..	8
Responding to our geographical differences	9
Ambition 3 - Rural Enterprise.....	9
Ambition 4 - Retail	9
Ambition 5 - Communications and Engagement	10
How the LEP will operate.....	11

The business plan has been deliberately written in draft format, and will be open for comments during October and November 2012.

Comments can be fed to Ursula.Lidbetter@greaterlincolnshirelep.co.uk by 12th November 2012.

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Foreword by the Chair

I am delighted to introduce the Greater Lincolnshire Local Enterprise Partnership's Business Plan 2012-15, which outlines our priorities to maintain and develop Greater Lincolnshire's economic position. Our economy has a diverse base: with genuine world class excellence from manufacturing to agri-food. It is essential that our businesses, large and small, continue to grow and prosper to secure long term prosperity and employment opportunities for all of our people.

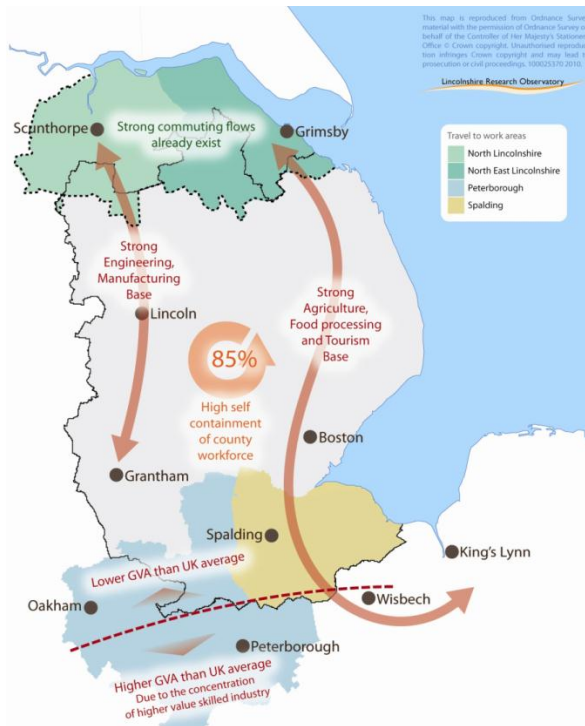
This document aims to show our priorities over the next three years – recognising that the Greater Lincolnshire LEP is on a journey. I hope that you will join us in that journey, telling us what is important to you and helping us to create a better environment for business in Greater Lincolnshire.

By publishing our plan for Greater Lincolnshire in draft and inviting companies and organisation to comment, we hope to ensure our priorities are the right ones, and are supported by the wider community.

Ursula Lidbetter
Chair
Greater Lincolnshire LEP

Greater Lincolnshire in Context

Greater Lincolnshire has many assets which will provide a good platform both for economic growth, provided the right economic conditions can be delivered to realise our potential. These conditions will be a mix of economic support factors, including national initiatives like financial assistance and local ones like economic infrastructure and enterprise support.



- It covers an area from the Humber to the Wash, with three unitary and seven district authorities.
- Over 1 million people live in Greater Lincolnshire
- 15.5 % of employees work in Manufacturing, 26.6 % in Public admin, 20% in retail.
- A nationally strong agri-food sector - The greatest proportion on Grade 1 agricultural land in England, many established and nationally important food based businesses; particular expertise in all forms of frozen and chilled foods in Grimsby and the national food manufacturing centre in south Lincolnshire.
- Grimsby and Immingham form the fourth largest port in Northern Europe with opportunities to become a global gateway.
- The Humber and Greater Lincolnshire has the potential to become the renewable energy centre of the UK, through offshore wind, carbon capture and storage, tidal power and bio-fuel developments taking place.
- We have an established power engineering sector which can provide a competitive advantage in moving to a low carbon energy economy;
- Our education providers have partnered with business to established world leading centres in food manufacturing and power engineering;

- We have outstanding heritage assets in Lincoln itself including the Cathedral, Castle and waterfront; Other visitor assets include the fine East Coast resorts, Boston with its historic links to the Pilgrim Fathers, RAF heritage (exemplified by the Waddington airshow) and the natural beauty of the Wolds.

However, there remain a number of challenges which must be overcome for the potential growth in benefits to be gained from our assets to be delivered. These include:

- Greater Lincolnshire is predominantly rural with a sparse population. Movements of labour and goods between disparate areas are impeded by inadequate transport infrastructure;
- We have a low skill base, compared to many areas, and this is exacerbated by poor transport links to our major academic centres for skill improvement at Lincoln University and Lincoln College;
- Although we have overall relatively high employment levels, we have significant pockets of deprivation which are not well served by transport links to growth areas;
- Although Lincoln is the main centre for business in the area, there are many other important centres including Boston, Gainsborough, Grantham, Grimsby, Immingham, Scunthorpe, Skegness, Sleaford and Spalding. Transport links between these centres and with areas outside Lincolnshire are poor.

Overall, it can be seen that Greater Lincolnshire has many assets that can contribute significantly to local and national economic regeneration. However, a common theme constraining growth is the poor standard of connections linking production to markets, people to employment, skill needs to training opportunities and visitors to attractions.

Our Ambitions for Growth

The Greater Lincolnshire LEP is a business led partnership whose role is to support enterprise and economic growth. Through discussions with partner, Our economic ambitions for Greater Lincolnshire are in 5 areas:

- 1 Infrastructure
- 2 Creating the right conditions for business growth
- 3 Rural Enterprise
- 4 Retail
- 5 Communications and engagement

Ambition Area 1 - Infrastructure

Greater Lincolnshire depends upon effective and efficient infrastructure to support investment and enhance economic growth. Roads, rail, utilities, digital infrastructure and air services are all enablers of growth.

We realise that infrastructure can be a strong catalyst for economic growth, but that the LEP cannot solve all of the infrastructure issues within Greater Lincolnshire. We will develop an infrastructure plan, which assesses in economic and enterprise terms the best schemes to bring forward that will deliver local growth. We aim to have an agreed infrastructure plan by March 2013.

We use our invest and grow investment loan fund to support these strategic infrastructure priorities.

Priorities might include:

- Direct rail link from Lincoln to London
- Increased digital communications and coverage across Greater Lincolnshire
- Southern Relief Road in Grantham
- Increased utility supply for the proposed housing and employment growth points area.
- Western Growth Corridor around Lincoln
- Access to Europarc, Grimsby

Ambition 1 - Improved Infrastructure	Partners
1.1 To increase digital communications and coverage and become a front runner in broadband.	LCC /NELC and NEC
1.2 To develop an infrastructure plan that assesses the strategic infrastructure priorities which best support sustainable economic growth.	LEP
1.3 Utilise our Invest and Grow loan fund to deliver against our strategic infrastructure priorities.	LEP
1.4 To continue to lobby for infrastructure improvements to support the growth of the local economy.	LEP
1.5 To work with our partners to look at innovative ways of funding infrastructure improvements	All

Ambition Area 2 - Creating the right conditions for business growth

We have led meetings with representatives from our most important sectors (agri-food, engineering, tourism, care, and alternative/green technologies), have undertaken detailed research about the barriers and opportunities for those sectors, and have considered the challenges and opportunities facing different parts of our area. These reports are published on our website. Our LEP has chosen to gain an understanding of the linkages between economic sectors rather than viewing them in isolation. Our priority, now, is to do things that give businesses the confidence to grow and invest. We will do this in five ways:

- Influencing and lobbying for what we can
- Increasing income via supply chains
- Improving skills
- Bringing research and development opportunities closer to our businesses
- Responding to our Geographical needs

Influencing and lobbying for what we can...

...our private sector voice can get Lincolnshire's business voice listened to. We will build up our understanding on how issues such as water/flooding, planning and regulation, logistics/utilities, and accessibility of services can affect and support business growth in Greater Lincolnshire. We will identify ways that these issues can be addressed so that they foster growth and will gain representation for Greater Lincolnshire on major national partnerships. We have started some of this work through the public/private sector work on development schemes that the chair of the LEP is spearheading.

Ambition 2 – Creating the right conditions for business growth	
2.1 Create a business friendly culture and make it easier for the private and public sector to undertake development	All
2.2 Champion a business Friendly Planning charter across Greater Lincolnshire	LEP and Local Authorities
2.3 Be recognised within government as a lead area on water management and sustainability	EA/LA lead

Increasing income via supply chains...

...helping Greater Lincolnshire's businesses to trade together, and to exchange ideas, will increase income and strengthen Greater Lincolnshire's reputation as a place to do business and invest. We will work with business leaders to encourage them to source locally and will seek ways in which we can increase business-to-business contact. We will work with our public sector partners to encourage public sector procurement programmes to challenge and source locally where possible.

Ambition 2 – Creating the right conditions for business growth	
2.4 Undertake supply chain analysis with large companies in Greater Lincolnshire and encourage local sourcing	LA/Chambers/LEP/UKTI

2.5 Encourage Greater Lincolnshire Businesses to source locally	All led by LA and the Chambers of Commerce
2.6 Encourage public sector partners to source local products	LA
2.7 Facilitate business to business contact within our key sectors through networks and collaboration	All

Improving skills...

...we want to ensure that learning is tailored to industry's needs and that all forms of learning – from vocational training to provision of apprenticeships – are accessible. We recognise the importance of high quality training provision, and will support the establishment of Lincoln's UTC, support continuous improvement in food technology training, and campaign for the creation of a centre that provides training in the skills that are shared between the care and leisure sectors. This work will be championed by the Employment and Skills Board.

Ambition 2 – Creating the right conditions for business growth	
2.8 Lobbying for a skills centre of excellence for the care and leisure sectors	ESB and LEP
2.9 Support the development of the University Technical College in Lincoln specialising in sustainable engineering	ESB and LEP
2.10 Support the further development of food technology training making linkages on common area of training, such as refrigeration skills across all sections of the food chain.	ESB

Bringing R and D closer to business...

...we want to help Greater Lincolnshire stay “ahead of the game” – helping businesses to innovate in product and process. We will help business adapt to the opportunities that are presented by alternative and low carbon technologies. We will support further strengthening of our area's university, The University of Lincoln, whilst also pressing other providers that deliver complimentary services to prioritise Greater Lincolnshire. We will actively seek ways of using recycled funds from our rolling investment fund to promote Research and Development.

Ambition 2 – Creating the right conditions for business growth	
2.11 Raise Awareness of funding streams, especially technology strategy board and Knowledge Transfer Partnerships.	All
2.12 Bring businesses together with technology and R&D providers	LEP through LA
2.13 Raise awareness amongst the business community of technology promotional awards	LEP

Responding to our geographical differences

...we want to ensure that Greater Lincolnshire is recognised as a geographical diverse place that can support and grow enterprise in urban, coastal and rural areas. We will develop an infrastructure plan that recognises this diversity and works across neighbouring LEP boundaries to lobby for funding, and successful outcomes. We will use our revolving infrastructure fund innovatively.

We will further support the outcomes of the enterprise zone in Grimsby and our RGF bid for Food manufacturing, the use of a rail freight hub in the south of the Lincolnshire, housing growth in Grantham, Lincolnshire Lakes, Gainsborough and Lincoln.

Ambition 2 – Creating the right conditions for business growth	
2.14 Support the development of the Enterprise Zone in Grimsby and the Humber Enterprise Zone in North Lincolnshire	LEP
2.15 Lobby for economic development funding	EA/LA lead
2.16 Support housing growth in the Growth Points area	All
2.17 Implement a programme to help businesses in managing seasonality	LEP

Ambition 3 - Rural Enterprise

Through the Rural and Farming Network, we will champion rural enterprise as a sustainable solution for enterprise growth not a problem, and become a front runner in broadband. We will aim to ensure that rural enterprises take advantage of the benefits of their location and are not unduly disadvantaged by the drawbacks of that location, i.e. lobbying to extend high-speed broadband to all rural areas and helping to find sources of funding for the investment required; and encouraging farm diversification to enable farmers to harness the strength of their location, environment and natural assets and skills.

Ambition 3 – Rural Enterprise	
3.1 Supporting networking that brings rural businesses together to share opportunities for growth and development	Rural and Farming Network
3.2 Lobby for RDPE funding that support innovation, diversification, and tackling climate change opportunities.	Rural and Farming Network

Ambition 4 - Retail

Retail is important in Greater Lincolnshire. It is one of largest private sector employers, and is extremely diverse from small niche shops to large multinational retailers. However, the nature and size of retail is changing, and the LEP aims to help areas trade on their natural assets to develop

stronger retail areas. The LEP is keen to bring together the public and private sector together to plan for the future of town centres in Greater Lincolnshire.

Ambition 4 -Retail	
4.1 The LEP to sponsor a retail event that bring the private and public sector together to talk about the future of retail in Greater Lincolnshire.	ELDC to lead

Ambition 5 - Communications and Engagement

There are a significant number of organisations that play a part in the economic sustainability and growth of Greater Lincolnshire. The LEP Board and partners will engage with key stakeholders and be inclusive and open in all communications.

There are four key audiences with which we will develop strong and formal relationships:

- **Businesses:** Without the active involvement and support of the Greater Lincolnshire business community, the LEP cannot achieve its aims and objectives. Therefore, we are committed to providing fast, effective communication for our businesses
- **Central Government:** We will represent the needs of our economic community. We will lobby Government for improved infrastructure and investment in order to support our objectives and those of our partners.
- **Local Government:** We recognise the importance of our relationship with our local authority partners, who will play a fundamental role in ensuring that the objectives outlined in this plan turn into actions and deliver results.
- **Investors and Funders:** Local Government will be the key interface with potential investors and funders, working actively to promote our area locally, nationally and globally. With appropriate partners, we will support businesses in securing increased investment, enabling them to grow.

Ambition 5 – Communications and Engagement	
5.1 The LEP will provide fast and effective communication to businesses.	LEP
5.2 The LEP and Partners will lobby government for improved infrastructure and investment.	

How the LEP will operate

The LEP's Business Plan is the start of this journey, and we would like the private and public sector to work with us to deliver the ambitions within this Plan. Once the plan is published, the LEP will work on detailed delivery plans and measurements which will sit below each ambition.

The LEP is a partnership. We would like partners, individually and collectively to work with us to achieve this plan. We are clear that the LEP should focus where it can add value to the efforts of others.

This leadership role means acting as strong advocates for our area – working with local and national Government to find solutions that will enable us to deliver the strategic infrastructure that will drive local prosperity and economic growth.

We see ourselves as an 'enabling body' and a catalyst for change. By this we mean it is our job to identify the very high priority actions which must happen and, collectively, use the talents and resources of LEP members to ensure that these actions take place. Our efforts, so far, to select and promote two transport schemes is one example, and we anticipate that many other projects will emerge which will benefit from the LEP playing an advocacy and enabling role.

- Commissioning - The LEP may commission different organisations to undertake delivery of LEP sponsored projects. A good example of this is the "Invest and Grow fund" where Lincolnshire County Council has been commissioned to administer the fund on behalf of the LEP.
- Enabling – the LEP may play an enabling role, facilitating a business environment where companies and organisations can fulfil their ambitions.
- Lobbying –the LEP may lobby, build relationships with our neighbouring LEP's particularly on infrastructure and connectivity issues. Lobbying Whitehall and Westminster on behalf of Greater Lincolnshire businesses and working with other LEPs across England on common issues.
- Horizon Scanning – Aligning our strategy to Government's growth policy where it is best for Greater Lincolnshire; understanding policy trends and being aware of investment opportunities.

The Greater Lincolnshire LEP is well placed to promote the area's business issues. However, the board members recognise that we do not have exclusive knowledge. We will establish business networks and communicate both within and across sectors to make sure we understand the challenges and opportunities affecting our businesses.

Similarly, we will seek advice from specialists, and in particular will build up a strong relationship with planning and development professionals.

We will communicate the LEP's ambitions for our sectors and area more generally, aided by summary documents for each sector and by case studies concerning local business.

Finally, we will learn from other areas and will explore European partnership links in order to do this.