

GREATER LINCOLNSHIRE LEP

STRATEGIC ECONOMIC PLAN

2014
- 2030

The following partners endorse and support delivery of the economic growth ambitions for Greater Lincolnshire outlined in this Strategic Economic Plan.

CLLR PETER BEDFORD

Leader
Boston Borough Council

CLLR RIC METCALFE

Leader
City of Lincoln Council

CLLR CRAIG LEYLAND

Leader
East Lindsey District Council

**CLLR MARTIN
HILL OBE**

Leader
Lincolnshire County Council

CLLR RAY OXBY

Leader
North East Lincolnshire Council

**CLLR MARION
BRIGHTON MBE**

Leader
North Kesteven District Council

**CLLR LADY
LIZ REDFERN**

Leader
North Lincolnshire Council

CLLR BOB ADAMS

Leader
South Kesteven District Council

**CLLR LORD
GARY PORTER**

Leader
South Holland District Council

CLLR JEFF SUMMERS

Leader
West Lindsey District Council

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Ursula Lidbetter MBE

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FOREWORD

from the Chair of the LEP, Ursula Lidbetter MBE

A stable and strong economic future for every part of the UK depends on growth.

The Greater Lincolnshire LEP believes that our area has real potential to deliver sustainable growth and we're here to enable us all to achieve that.

We want to help businesses across Greater Lincolnshire increase productivity and create new commercial and employment opportunities.

We will work to increase the skill levels of people in our communities, giving them new career choices and allowing local businesses to recruit and train the talented employees they need to succeed.

We recognise that our housing market also plays an important role in supporting the local economy. We intend to ensure that public and private finance work together to provide a wide range of homes to suit all budgets, in the right places to support business growth and stronger communities.

As a Board, we have a vision for the future. It has been developed following detailed research into our area's strengths, talking to our businesses and drawing on the expertise of those in economic development, especially across local authorities and the education and skills sectors. We've listened to their concerns and ideas and built these into our Strategic Economic Plan for Greater Lincolnshire.

URSULA LIDBETTER MBE
Chair, Greater Lincolnshire LEP



"Greater Lincolnshire is key to the successful delivery of the Midlands Engine, Humber Energy Estuary and Northern Powerhouse. We are a net contributor to UK GDP and a major gateway to European markets. We have clear high-growth potential in key industry sectors and have the space and political will to deliver this."





SECTION ONE
SETTING THE SCENE

INTRODUCING GREATER LINCOLNSHIRE

Greater Lincolnshire has a population of 1,060,000. It consists of the unitary authorities of North Lincolnshire and North East Lincolnshire (both bordering the south bank of the Humber Estuary) together with the county of Lincolnshire and its constituent seven districts.

The area makes a distinctive contribution to national GVA and is an attractive option for investment and development.



We offer a range of important social and economic factors which make Greater Lincolnshire a great place to live and work, including:-

- > a central UK location, serving over 75% of the UK population within a four-hour drive time
 - > a diverse base of almost 44,000 VAT/PAYE-registered businesses, offering massive supply chain opportunities across a range of sectors
 - > an international airport serving the business community
 - > the largest UK port by tonnage
 - > part of the largest Enterprise Zone in the UK
 - > two universities, two new University Technical Colleges and seven colleges of further education
 - > low housing costs and low crime rates
 - > historic sites, beautiful countryside and miles of sandy beaches
 - > vibrant market towns and urban centres.
- And it has real potential to deliver sustainable growth. Almost 100,000 new houses are planned over the next 15 years, which will provide major growth opportunities along nationally important investment corridors.
- The following pages describe the actions that the Greater Lincolnshire LEP will lead and support, in order to deliver our ambitions for the local and national economy.

4TH MOST POPULAR
TOURIST RESORT IN THE UK

IS HOME TO
THE BIGGEST
SIEMENS PLANT IN THE UK

HAS **41,000**
SMALL AND MEDIUM
SIZED BUSINESSES

IS THE NATION'S
BIGGEST ARABLE AND
HORTICULTURE
PRODUCER

PRODUCES
25% OF THE
COUNTRY'S VEGETABLES

HAS THE **BUSIEST PORTS** IN
THE UK, AND **THE LARGEST**
UK PORT BY TONNAGE

CONTRIBUTES OVER
£18.3 BILLION
TO THE NATIONAL ECONOMY

HAS **25%**
OF ENGLAND'S GRADE 1
AGRICULTURAL LAND

PROCESSES **70% OF**
UK SEAFOOD

HAS A MANUFACTURING
SECTOR WORTH
£1.9 BILLION

550KM2 AREA OF
OUTSTANDING
NATURAL BEAUTY

LOW CARBON
SECTOR WORTH
£1.2 BILLION

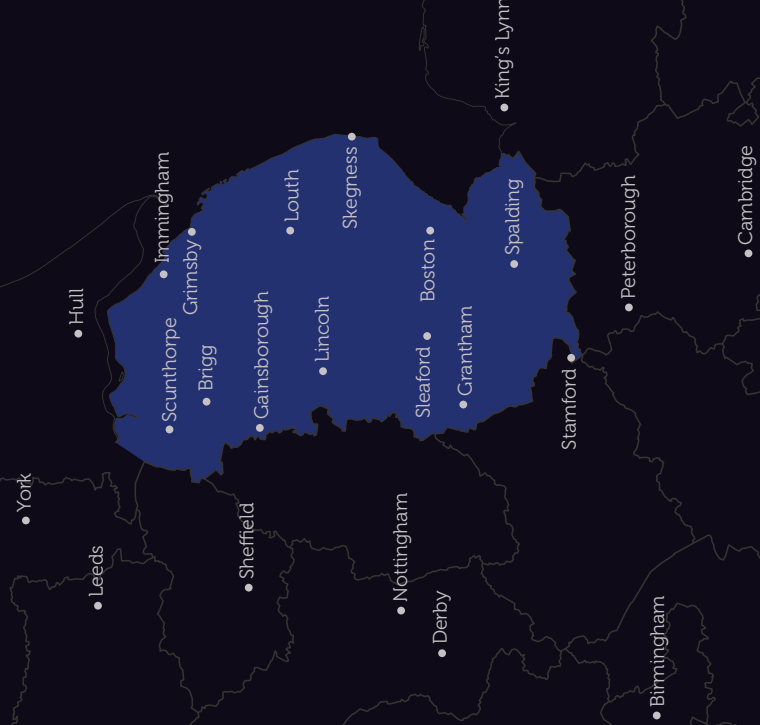
IN THE **TOP 10%**
NATIONALLY
FOR SCHOOL ACHIEVEMENT

ATTRACTS
31 MILLION
VISITORS PER YEAR

MORE THAN
120 SITES OF
SPECIAL SCIENTIFIC
INTEREST

AT LEAST
100,000
NEW HOMES PLANNED

LARGEST
ENTERPRISE ZONE
IN THE UK



PRIORITIES FOR GROWTH

Our priorities for growth are formed from the evidence base that we have developed through economic analysis, commissioning studies and face-to-face interviews with local business leaders in the area.

We recognise that Greater Lincolnshire makes an important net contribution to the national economy, directly enhancing:-

- > national food security
- > access to key European markets
- > domestic renewable energy output
- > manufacturing output
- > UK visitor economy
- > the country's housing needs.

Business leaders in our area have told us that their business will continue to grow if they:-

- > are able to access the right skills and training
- > can access new markets through innovation, supply chains, technology and financial improvements
- > have confidence that there will be improved infrastructure and security
- > can locate and operate in an area with excellent schools, housing choice and a cultural/leisure offer that is recognised countrywide.

So we know that the following investment will directly meet what businesses need:-

- > innovation, technology, and skills programmes tailored to need
- > sector-specific schemes that give businesses the confidence to invest
- > area-based schemes that unblock housing developments, improve transport, and increase the vitality of our area.

We have taken these opportunities and turned them into five priorities and drivers for success, to help shape delivery programmes to best effect.



OUR PRIORITIES AND DRIVERS FOR SUCCESS ARE:

1. To drive the growth of the area's defining and strongest sectors which offer the most competitive advantage:-

- > agri-food
- > advanced manufacturing and engineering
- > the low carbon economy, with a particular focus on renewable energy
- > visitor economy.

2. To grow specific opportunities identified as future defining features of the area:-

- > health and care sector
- > ports and logistics.

3. To drive this growth by putting expansion into new markets, modern telecommunications, infrastructure improvements and the skills of individuals and business owners; at the forefront of what we do.



4. To promote Greater Lincolnshire as a place for sustainable growth through improved transport infrastructure to connect us with national and international markets, enabling wider enjoyment of our world-class heritage sites, culture and strong communities.

5. To recognise the need for new housing for the existing local population and potential movers to the area, and support balanced housing and economic development through promoting the area's capacity to deliver high-quality growth.

It is also important that we recognise the large contribution our small businesses and our foreign-owned businesses will have in the success of this plan.

Greater Lincolnshire has a strong and vibrant small business community. These businesses are the hub of many communities and represent a major opportunity to transform High Streets, business parks and the local economy. Our research shows that the small business community is often left with less help in comparison with larger businesses that are more likely to receive support despite having the structures in place to be more able to access the information they need.

For example, our small businesses are often unsure of where to go for advice, require help to get into new markets including public contracts, are unclear about skills training opportunities and struggle to attract finance. They are often overlooked when it comes to funding opportunities, such as the Regional Growth Fund, which puts spending levels at a much higher rate than a small business would be likely to apply for.

Our priority is to ensure that our SME community flourishes, creating more work opportunities (both employed and self-employed). We will do this by:-

- > creating the right conditions for growth, described within the next sections of this document

- > making our businesses the best informed in the country so that they can take strategic decisions based on sound, impartial information

- > improving access to finance and the ability to attract growth finance.

Foreign-owned businesses are relatively few in the area but statistics show that they are more likely to invest locally and make a significant difference to the economy. The Greater Lincolnshire LEP and UK Trade and Investment (UKTI) currently have over 70 foreign-owned businesses on its account management list.

Our priority is to ensure foreign-owned businesses commit to investing and growing in our area, creating new jobs and opportunities. We will do this by:-

- > nurturing and supporting the foreign-owned businesses in the area so that they commit to investing locally
- > ensuring that the owners of our businesses based here are aware of the benefits

- > taking a "can-do" approach to supporting their development and tailor support to meet their needs.



LEAD DELIVERY PARTNERS

We also recognise the importance of the range of partners that will come together to deliver these priorities – local authorities, our schools, training providers, further and higher education colleges, universities, Chambers of Commerce and the Federation of Small Business operating alongside our flourishing business communities.



There are a great number of very successful partnerships and networks across the area and we have an excellent track record of working together to achieve more.

In taking forward the ambitions outlined in our Strategic Economic Plan, the LEP Board has consulted with over 100 leading businesses in our area to develop and embed a number of more detailed plans:-

- > agri-food
- > manufacturing
- > visitor economy
- > health and care
- > transport
- > water management
- > skills.

Each plan clearly sets out the activity and interventions that our partners, organisations and providers will be tasked to deliver in order to accelerate growth and increase business productivity.

We have also established a new private sector led Food Board, Water Management Board and Innovation Council to further shape our future investment priorities and delivery of major projects.

In 2016/17 the LEP will also finalise sector plans for low carbon and ports and logistics.



Food Enterprise Zone

DEPRIVATION

Deprivation is not automatically addressed through economic growth. It is important that when planning for growth we consider all sectors of the community and how the projects/activities we support will contribute not only to the economic success and productivity of an area, but also how they will impact on the wellbeing, sustainability and development of our most deprived neighbourhoods.

In the latest Indices of Multiple Deprivation (IMD), released at the end of September 2015, CLG produced LEP level summaries on where they rank the LEPs in terms of their average deprivation scores. Greater Lincolnshire ranks 13th of the 39 LEPs overall in terms of average deprivation levels (rank 1 being the most deprived). However when we look at the indices in more depth, Greater Lincolnshire is the 11th most deprived in terms of education, and in the top 15 in terms of income, employment and health. This endorses the focus of our Strategic Economic Plan (SEP) and Growth Deal to date, and shows the importance of understanding and measuring how schemes supported will have a bearing upon society as a whole.



Existing Growth Deal projects in Greater Lincolnshire will greatly improve key infrastructure, enhancing sustainable travel opportunities; creating more effective and regular bus services; introducing new cycle and pedestrian routes; and addressing public realm issues such as safety, dereliction and access.

The Social Value Act released in January 2013 highlighted the benefits of introducing direct measures to project development and delivery, be it at procurement stage or beyond. By considering carefully how our scarce resources are allocated and utilised we create 'social value'. The Greater Lincolnshire LEP endorses commissioning and procuring for social value, and will work with partners to understand how its scheme delivery might provide specific local employment opportunities.

As we look to refresh the SEP going forward, we will include metrics that demonstrate how our projects are contributing to growth whilst helping to reduce levels of deprivation. These can then be linked to project outputs and outcomes at contracting stage, and will be evaluated upon scheme completion as per the LEP's Monitoring and Evaluation framework.

DELIVERING MAJOR PROJECTS TO MEET OUR STRATEGIC PRIORITIES

The Greater Lincolnshire LEP recognises that our strategic leadership must be balanced with direct support towards the facilitation of projects that give businesses increased confidence to invest.

Projects of various scope and scale are being developed but we focus here on the projects that have already been supported to meet our strategic priorities.

We will continue to promote a package of deliverable projects that offer a strong growth deal to Greater Lincolnshire and national economic growth. The projects will demonstrate a significant impact on our priority sectors, housing numbers, and the infrastructure that is needed to increase business growth and productivity.



The board will continue to assess our future programme on the basis of:-

DELIVERABILITY - Does a project have match funding, planning permission and necessary delivery structures in place?

IMPACT - Will the whole of the LEP area benefit?

PRODUCTIVITY - Does a project offer direct outcomes that support economic growth? Do the outcomes represent good value for money? Will the investment lever other funding, and is there a clear plan in place to realise the benefits of the project?

PRIORITY SECTORS - Does a project directly support agri-food, visitor economy, engineering, care, ports, or low carbon? Is there a project that is available to all businesses?

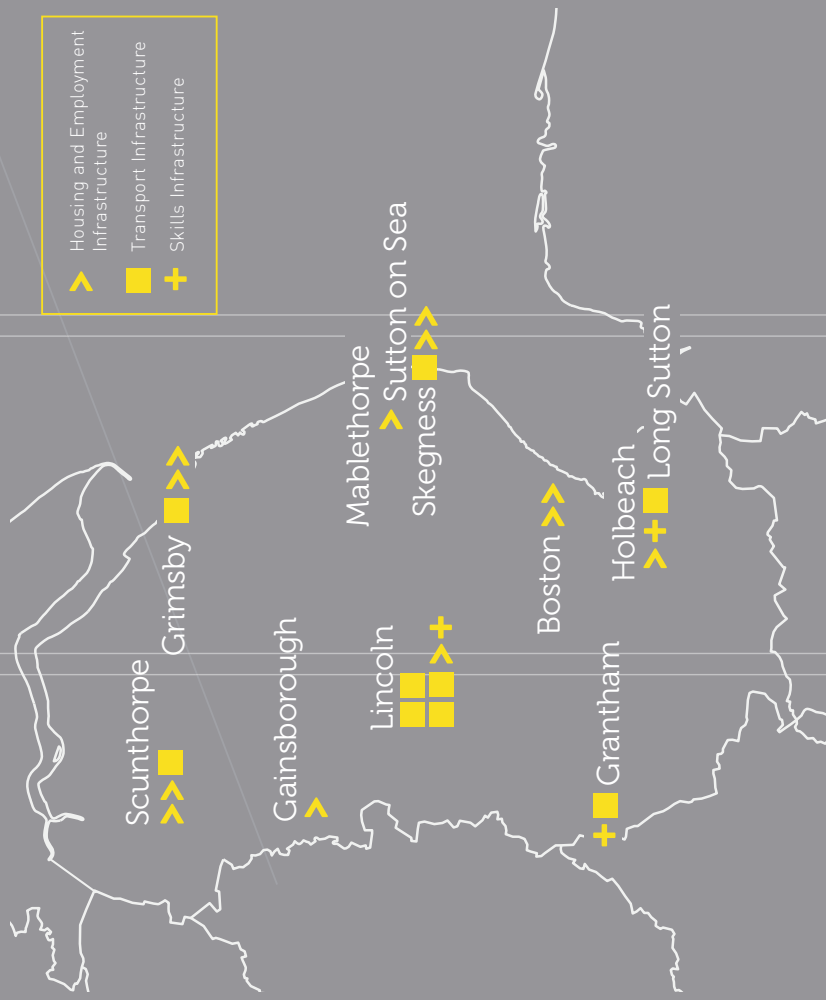
HOUSING - Does a project directly create housing growth?

INFRASTRUCTURE - Does it provide critical infrastructure for growth?

SOCIAL VALUE - Does the project deliver wider social, economic and environmental benefits? Will it help to reduce deprivation?

The Greater Lincolnshire LEP has already helped to facilitate the following schemes since the launch of the Strategic Economic Plan:-

1. Lincolnshire Lakes Blue and Green Infrastructure, Scunthorpe
2. Scunthorpe Town Centre
3. Berkeley Circle Highway Improvement, Scunthorpe
4. South Humber Industrial Infrastructure Programme (SHIIP): Phase 1
5. Access to Employment Zones, Grimsby
6. Bishop Burton College
7. Lincoln Central Transport Hub
8. Lincoln East West Tentercroft Street
9. Boole Technology Centre
10. Lincoln Eastern By-Pass
11. Unlocking Rural Housing Programmes: Phase 1
12. Skegness Countryside Business Park
13. Go Skegness (sustainable transport)
14. Boston Quadrant, Phase 1



15. Grantham Southern Relief Road
16. Grantham College
17. Peppermint Interchange, Holbeach
18. Agri Food Centre of Excellence Mablethorpe
19. Food Enterprise Zones (Europarc, Central Lincolnshire, Holbeach)
20. International Bomber Command Centre

21. Golf Road Development, Mablethorpe
22. Nottingham to Lincoln train enhancements
23. Business Lincolnshire Growth Hub.

OUTCOMES AND STRATEGIES



WHY THIS OUTCOME?

Authorities in Greater Lincolnshire have identified significant numbers of housing allocations within their core strategies but Lincolnshire remains relatively unknown.

The LEP recognises the opportunities that Greater Lincolnshire offers to new residents and that housing growth is an important factor in Greater Lincolnshire's overall economic growth.

WHAT ARE WE GOING TO DO?

The LEP will support housing growth and promote the county effectively by providing sector leadership in:-

- > housing
- > a place to invest
- > conditions for retailers
- > market towns
- > communities.

WHY THIS OUTCOME?

Greater Lincolnshire is an attractive location for investors and the LEP recognises the importance of our infrastructure to connect us with national and international markets, heritage, environment, and communities as a place for sustainable growth.

Greater Lincolnshire is predominately rural with a sparse population. Significant areas are affected by serious risk of flooding and the flow of labour and goods are impeded by inadequate infrastructure. The area has high employment but there are significant pockets of deprivation and in parts Greater Lincolnshire has a high dependence on public sector jobs.

WHAT ARE WE GOING TO DO?

So that Greater Lincolnshire remains attractive to investors, based on the strength of its rural nature, we will champion activity in the spheres of:-

- > transport
- > water management
- > utilities
- > environment and heritage
- > housing and communities.

In total, these projects which have already attracted funding will be contracted to directly deliver:

**TOTAL NEW INVESTMENT
£430M**

4,500 NEW LEARNERS SUPPORTED

9,250 JOB CREATED OR SAFEGUARDED

900,000M² NEW COMMERCIAL FLOORSPACE

6,500 NEW HOMES BUILT

These figures form part of the Greater Lincolnshire LEP's overall targets for accelerating economic growth over the plan period that will be achieved through direct intervention and investment.

WHY THIS OUTCOME?

Greater Lincolnshire has the greatest proportion of grade 1 land in England and already includes a number of large established land based businesses.

Our heritage includes the historic city of Lincoln, East Coast resorts, the RAF heritage and beautiful countryside and market towns.

The area has a strong engineering heritage and we are proud of our national importance in manufacturing. We are home to some world-class companies and their supply chains.

WHAT ARE WE GOING TO DO?

The LEP will make real effort to drive growth of the 3 sectors it has the most competitive advantage in. These sectors are already important to the national and local economy but they could provide more wealth and jobs.

The LEP will deliver strategies in:-

- > agri-food - there is an opportunity to build on pre-eminence in agri-food providing low carbon footprint food from farm to fork and trowler to table
- > visitor economy - there is a potential to use our natural and cultural heritage to promote Greater Lincolnshire as a great place to live and visit
- > power engineering - with the recently opened, purpose built engineering school at the University of Lincoln, we intend to identify Greater Lincolnshire at the national forefront in this sector.

WHY THIS OUTCOME?

The LEP recognises that as well as the sectors in which it has a competitive advantage, it has other strong sectors:-

- > **CARE** - The population of Greater Lincolnshire is growing and ageing. This change in demographic is set to continue and coupled with unhealthy life choices reliance on the car sector will increase. Innovations in technology can also offer solutions for our population through new ways of working which enable the sector to deliver care more efficiently
- > **PORTS AND LOGISTICS** - There is a strong logistic and transportation sector and the coastline includes the UK's largest port
- > **LOW CARBON** - Our coastline has proximity to offshore wind growth zones and Greater Lincolnshire has real resources and competitive advantage in leading the move to a low carbon economy.

WHAT ARE WE GOING TO DO?

The sectors and business types below can become nationally important increasing wealth and job opportunities. We will provide support to:-

- > care and health
- > ports and logistics
- > low carbon initiatives.

WHAT ARE WE GOING TO DO?

To ensure that Greater Lincolnshire's businesses and communities are not left behind the LEP will promote tailored activity in:-

- > skills
- > innovation
- > advanced telecommunications
- > a place to invest
- > small businesses
- > foreign owned businesses.

The University of Lincoln is home to the School of Engineering and National Centre for Food Manufacturing. However, Greater Lincolnshire still has a low skills base compared with many other areas. Technology and skills requirements are changing and must adapt for the future through higher level skills, innovation and advanced technologies.

Greater Lincolnshire has a higher number of small businesses which provide over half of all employment in the area but we are unsure of where to go for advice and help.

Whilst there is a small risk that international ownership and consolidation of businesses may threaten some sectors, there are also emerging opportunities in our growth sectors for SMEs.

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MEETING THE GOVERNMENT'S AMBITIONS FOR GROWTH

Greater Lincolnshire already contributes over £18 billion to the national economy each year. As an economic geography, our area makes a positive net contribution to UK Gross Domestic Product, earning more money per capita for HM Treasury than is spent on the delivery of local services.

Some of the most significant energy, food manufacturing and chemical industries in England are located here.

We have the largest UK port by tonnage and the areas ports and logistics companies serve the whole of the UK and beyond. Tourist visitors to the area generate almost £2bn a year in local expenditure.

We expect 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.

These figures relate to the specific projects which the LEP will help to facilitate. The level of new homes and new jobs will form part of wider growth forecasts that will be delivered through Local Plan targets and other local economic development and business growth strategies. The actions of the LEP will provide the right conditions to

unlock this additional growth more quickly than would otherwise be possible. For example, the LEP will seek to ensure that services delivered through the Business Lincolnshire Growth Hub will help local businesses to fill the replacement demand for 200,000 vacancies that are expected to be needed to 2022.

Working with our lead partners across Greater Lincolnshire, we have identified a range of specific additional powers that will enable us to accelerate delivery of our ambitions and achieve growth more quickly than anywhere else in the UK.

- > We believe that, in discussion with government, we can deliver a strong, viable and transformational plan for Greater Lincolnshire based around the following key areas:-
- > accelerated growth
- > transport
- > skills
- > housing
- > water management
- > health
- > public protection
- > leadership.

We believe that local control of these powers (and the associated funding) will deliver a real step change in our skills base, place us at the forefront of new technologies, improve health and wellbeing outcomes and deliver radical public service reform for the benefit of our citizens. We also recognise that bringing the risks of commissioning and delivery to the local place enables them to be best managed, building on our robust structures of governance that are in place to enable this to take place.

In particular, we will work with Government to progress:-

- > a pilot scheme for statutory agencies to be accountable to deliver our ambitions for growth and to fast track delivery
- > alignment with the local Growth Plan of business support budgets
- > devolution of the governance of these funds to provide strategic leadership and integration of EU funded "opt ins"
- > an appropriate share of Single Local Growth Fund monies, and from devolved transportation capital, to create a Greater Lincolnshire Investment Fund



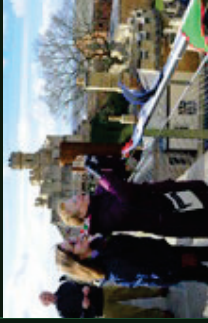
- > devolution of the management of our EU programme including granting of Intermediate Body status
- > a strategic land use plan that aligns our economic ambitions with funding streams and streamlined processes for major projects.

As well as developing new flexibilities around the retained element of local business rates, we wish to explore with Government how the use of capital receipts and borrowing powers can be enhanced to allow us to accelerate the critical infrastructure investment that is required to deliver wider economic growth. We will also work to encourage Government to review the funding allocation formula for Greater Lincolnshire to ensure it matches the actual needs of our population. As part of this process we are keen to devolve powers to acquire nationally held local public sector land for the overall benefit of the region – delivering improved and effective strategic planning for enterprise, housing, infrastructure and growth.



We anticipate that the range of powers and funding sought may take us into territory for which the governance arrangements would be no less than a Combined Authority. We will enter into discussions with the Government over the precise governance arrangements that would be most appropriate in order to fully secure the scale of devolution that we seek. We will therefore offer a governance arrangement that will provide transparent democratic accountability and an effective interface for ministers whilst continuing to ensure that specialists such as clinical commissioners maintain a strong voice. We will also integrate democratic leadership of local authorities working with elected bodies including the PCCs bringing these elected leaders together with the NHS leadership and the Chair of the LEP.

As part of our negotiations with Government, we are also committed to delivering accelerated growth and better public protection through the transfer of the commissioning of prison services to local political control alongside the additional transfer of the administration of HM Courts and Tribunal Service and the Ministry of Justice estate to local authorities in the area.



Along with the other 11 Midlands LEPs the Greater Lincolnshire LEP is actively engaged in developing a robust business case and evidence base to secure further strategic investment through the **MIDLANDS ENGINE FOR GROWTH**.

Our negotiations highlight the positive net contribution which Greater Lincolnshire already makes towards national GVA output. Our ongoing discussions with HM Treasury will also focus on the national economic importance of improving connectivity to Greater Lincolnshire ports and food production corridors as a key driver for delivering accelerated growth and productivity across the Midlands region.

We also recognise the importance of maintaining permeable boundaries with other LEP areas to bring forward mutually beneficially investments in infrastructure and sector support across our key industries. Local authorities in our area have, therefore, been actively encouraged and supported to develop strategic alliances with other LEP and authority areas so that we can deliver coherent growth and maximise the economic potential of the wider sub-region.



SECTION TWO

PRODUCTIVITY

DRIVING THE PRODUCTIVITY OF OUR KEY ECONOMIC SECTORS

BUILDING ON OUR STRENGTHS

Our economic strategy has a critical focus on growing our contribution to the economy of UK plc. We will do this by concentrating the activities and investment of the Greater Lincolnshire LEP in those sectors and areas where we can have the greatest impact; we have a strong mandate from the LEP Board to do so.

This means building on our strengths – the economic assets with the greatest potential to:-

- > drive productivity and output growth
- > capitalise on our knowledge/innovation base
- > develop our export potential
- > create a mix of entry level, intermediate and highly skilled employment opportunities.

Through the Strategic Economic Plan, the LEP has identified and prioritised four core sectors where we can truly grow UK plc and add real value to the Government's industrial strategy. These are:-

AGRI-FOOD

Greater Lincolnshire has more grade 1 agricultural land than any other LEP in England, producing/processing over 12% of the UK's food supply including more than 70% of its seafood and 25% of its vegetables; the sector employs around 75,000 people across the supply chain with a diverse mix of businesses including Cranswick Plc, Greencore, Moy Park, 2 Sisters, Walkers and Young's Seafood alongside a wide range of primary producers

MANUFACTURING AND ENGINEERING

This sector contributes over £1.9bn (11%) of Greater Lincolnshire's output, employs around 41,000 people; our manufacturing/engineering strengths encompass power engineering, petrochemicals/chemicals, steel manufacture and motorsport engineering with global businesses including Siemens, Total, Phillips 66, Tata Steel, Novartis, Cristal and Pilbeam Racing Designs

> **OUR VISITOR ECONOMY** is worth over £1.9bn per annum to the Greater Lincolnshire economy, supports over 39,000 jobs and has long-term growth potential; more than 31 million people visited Greater Lincolnshire's world class visitor attractions in 2014 including Lincoln Castle and Cathedral, the Lincolnshire Wolds and the vibrant coastal resorts of Cleethorpes, Mablethorpe and Skegness – the UK's fourth most popular holiday resort

THE LOW CARBON ECONOMY

Already worth £1.2bn per annum to Greater Lincolnshire and employing over 12,000 people, and with the potential for up to £60bn of private investment over the next fifteen years, the low carbon economy offers major opportunities for growth in offshore wind (linked to manufacturing/installation of turbines and in operations and maintenance activity) as well as in biomass, biofuels, energy from waste and the development of other low carbon or environmental goods and services. We will collaborate with our partner LEPs (Humber and New Anglia, both Centres of Offshore Renewable Excellence) to support delivery of some of this activity.



Between 2009 and 2014, public sector employment fell by 13% as the Greater Lincolnshire economy rebalanced from the recession. Despite this, the number of people employed overall rose marginally during the same period. The economic make-up is therefore changing. Employment in the agri-food and manufacturing sectors has remained stable, over a period where nationally the manufacturing sector saw a decrease in employment.

Greater Lincolnshire's economic output (GVA) was over £18.3bn in 2013, having grown by 7.3% since the onset of the recession in 2008. Although this is a positive sign of the area's economic resilience and emergence from recession, GVA growth lagged behind that of the East Midlands (11.1%) and England as a whole (11.4%) over this period.

Workplace-based GVA per head in Greater Lincolnshire was just 76% of the UK average in 2013 – reflecting our particular mix of sectors and low economic participation rates in some parts of the Greater Lincolnshire area. This, along with levels of multiple deprivation, has resulted in Greater Lincolnshire's status as a Transition Region for the purposes of the European Union Structural and Investment Funds programme for the period 2014-2020.

The importance of the contribution made by the agri-food, manufacturing and visitor economy sectors to the UK economy is highlighted in the following table. This shows that Greater Lincolnshire's contribution to GVA from agri-food is four times the UK average and over one and a half times the UK average for manufacturing GVA. Both the agri-food and manufacturing sectors are over represented in employment terms compared to the UK average. The visitor economy performs near the UK average in terms of employment and output and, once consideration is given to GVA and employment in the retail sector that supports and is supported by, the visitor economy, its importance is clear.

SECTOR	EMPLOYMENT		ECONOMIC VALUE (GVA)	
	%	UK=100	%	UK=100
Retail/Wholesale	18	114	13	112
Financial and Business Services	14	60	14	46
Health and Care	14	107	11	120
Public Admin, Education and Defence	13	90	13	99
Agri-food	10	318	11	407
Manufacturing	9	127	13	151
Visitor Economy	8	86	5	96
Ports and Logistics	5	120	5	103
Construction	5	107	9	127
Other Services	2	93	2	84
Energy, Water and Waste	1	118	4	120
Communications	1	38	1<	27

AGRI-FOOD

The Greater Lincolnshire agri-food sector will double its contribution to the economy by 2030 through an ambitious programme of investment in productive capacity, skills and knowledge to drive an increase in high value added sales to UK and export markets.

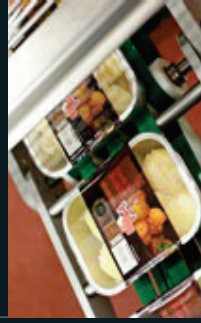
OUR STRATEGY

Greater Lincolnshire has the UK's largest and most progressive agri-food sector, based on clusters of dynamic businesses and well developed supply chains. Our local industries are therefore a national leader in this growing sector. The impact of the sector on the economy is however, much wider than farming, fishing and food processing, with sectors as diverse as logistics, packaging materials, professional and business services all dependent on the food chain for much of their livelihood. Our aim is to make Greater Lincolnshire the growing heart of the UK's food sector.

The food chain is estimated to generate a GVA of over £2.5bn and employs 56,000 people in Greater Lincolnshire. If food retail and catering are included the figures rise to £3.4bn of GVA and over 100,000 jobs.

Despite these strengths the sector faces challenges including a relatively poorly developed local research infrastructure, poor road connections to priority national markets, particularly in the south of the LEP area, long term challenges on water supply, an over-reliance on migrant workers and relatively low levels of investment in technology compared to some competitors. Levels of export activity are comparatively low, and exports will need to play a much stronger part in growing the sector in future. Globally, other areas which until recently did not see the agri-food sector as a priority have been increasing their investment in the sector strongly.

Since the launch of the Strategic Economic Plan, we have established and embedded a clear plan for the Greater Lincolnshire food sector to sustain its market leading position. The delivery of our agri-food sector plan is supported by an industry led Food Board which has been established to develop more detailed economic data on the industry and engage larger employers in the industry. This will facilitate the development of new programmes to secure investment, support skills development and collaborate with locally based partners and other LEP areas on future projects.



The LEP has also secured investment to deliver the following projects:-

- > **AGRI FOOD CENTRE OF EXCELLENCE** A new facility at the University of Lincoln's Holbeach campus to help food manufacturing businesses access specialist research, innovation and higher level skills
- > **BISHOP BURTON COLLEGE** A new land-based campus to increase skill levels in the agri-food sector, support small businesses, and strengthen the link between local food and visitor economy.

The Greater Lincolnshire LEP has also secured funding to support the development of three sites at Europarc, Holbeach and Hemswell Cliff which have strong links to the agri-food sector. This will enable local partners to develop a strong business case for each area to become a nationally recognised **FOOD ENTERPRISE ZONE**.



As well as attracting new investment, the Food Enterprise Zones will encourage closer ties between food and farming businesses and unleash the entrepreneurial spirit of the countryside and local food producers. They will make it simpler and easier for food and farming businesses to grow, and attract new companies operating within those areas. Local communities will benefit from new jobs and the opportunity to develop local produce, boosting their economies. In recognising the strategic importance of the new Food Enterprise Zones across Greater Lincolnshire, the LEP will work with local partners to secure the infrastructure investment that is required to boost the domestic food production and farming sector in all three areas.



In terms of future interventions, we will also support the industry to:-

- > increase productivity and process innovation across the agri-food sector by ensuring that companies in the Greater Lincolnshire food chain have access to high quality food grade industrial space and the necessary facilities and support to increase collaboration and competitiveness
- > design and implement a new sector skills plan to develop our skills base and align future skills investment with the role of our key innovation hubs and sector support that will secure additional applied science, technology and Research opportunities for Greater Lincolnshire agri-food companies

- > develop and implement a 25 year plan for water management to support agri-food production, linking this to a Greater Lincolnshire Centre of Excellence in Water Management that will develop new approaches to water resource management (including water quality and storage)
- > build an economic case for investment in the strategic transport infrastructure required to support long term growth of the agri-food sector on enhancing road freight capacity along the A15 and A17 corridors and other key routes to markets

- > promote export activity by making high quality business support available to food sector businesses and fostering collaboration across the sector to enter new markets
- > promote inward investment through the Food Enterprise Zones, building on the ports of Grimsby, Immingham and Boston and Humber-side Airport's Perishables Hub.



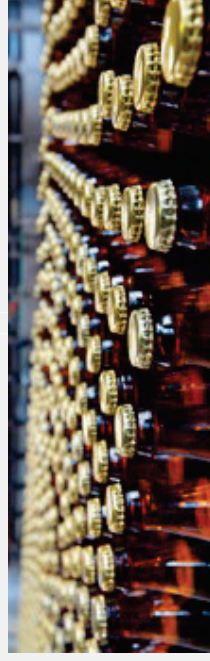
SECTOR PRIORITIES

Our priorities for future support for the agri-food sector include:



MANUFACTURING AND ENGINEERING

We will increase manufacturing employment, output and investment, grow existing businesses, attract inward investment and focus on where the impacts will be greatest.



FOOD ENTERPRISE ZONES

- Providing key infrastructure and connectivity to all located sites in line with the adoption of new Local Development Orders at Europarc, Hemswell and Holbeach alongside a package of marketing/promotional activity

DELIVERY OF INNOVATION HUBS

- Linking specialist sector support provision for the agri-food sector through established and emerging hubs (e.g. National Centre for Food Manufacturing, Agri-Food Centre of Excellence, Bishop Burton College, Humber Seafood Institute, Food Refrigeration and Process Engineering Research Centre). Includes opportunities to link with knowledge bases in other LEP areas including Yorkshire, Norfolk and Cambridgeshire

SPALDING WESTERN RELIEF ROAD

- Delivery of a relief road to reduce congestion based on the high number of HGV movements in the area, thus making the area more attractive for investment by logistics companies who are keen to locate close to the food production cluster but may be deterred by congestion.

OUR STRATEGY

Greater Lincolnshire has a long and distinguished heritage in manufacturing and engineering with significant concentrations of activity in metals manufacturing; chemicals; power engineering; agricultural engineering; rubber and plastics; electrical machinery; and wood products.

Our manufacturing and engineering sectors are pivotal to our long-term plans for economic growth, employing almost 41,000 people and generating over £1.9bn of economic output.

In 2011, the University of Lincoln, in partnership with Siemens Industrial Turbomachinery Limited, developed the first new engineering school in the UK in twenty years. Located in the heart of Lincoln at Brayford Pool, the School of Engineering is already achieving a reputation for its research excellence and innovative and proactive approach

to business engagement. The LEP Board will also encourage opportunities to develop stronger economic links with the South East, through Greater Cambridgeshire and Greater Peterborough and beyond, particularly around shared excellence in research and development for our key sectors.

The Humber University Technical College, which opened in Scunthorpe in September 2015, will provide top-class education and training (both academic and technical), specialising in the subjects of engineering and renewable energies.

The low-carbon economy is creating new opportunities for manufacturing and engineering businesses, initially focused on the offshore wind sector but embracing a much wider range of low carbon goods and services. Our businesses also face some common challenges – encompassing access to finance, new markets, innovation and a skilled workforce. These are explored in the ‘low carbon’ section.

The Humber petrochemicals/chemicals sector is of European scale and the second largest in the UK, supported by the Humber ports. Two oil refineries, Phillips66 and Total Lindsey, provide 27% of the UK's refinery capacity and are located on the South Humber Bank. Other global firms located in the area include Novartis (specialist pharmaceutical production); BASF (production of basic chemicals); Air Products (industrial gases) and Cristal (pigments, paints and coatings). These businesses tend to operate in niche markets and as a result, have not been impacted as seriously by the global economic recession than other businesses in the sector. However, all are headquartered outside Greater Lincolnshire and will continue to be subject to globalisation pressures and competition from producers in China and the Middle East.



Key constraints or barriers to growth in the manufacturing/ engineering sector include: an ageing workforce; an under-representation of women in the workforce; and a depleting number of young people with STEM subjects coming through the education system with interest in the industry.



Since the launch of our Strategic Economic Plan, we have launched a Manufacturing Sector Plan that sets out our priorities for investment and how we will deliver them.

We also recognise the importance of helping local businesses and communities recover from major economic shocks within our key sectors. We will work with HM Government to maximise the support for workers affected by the Tata Steel redundancies and seek further investment to maintain the Scunthorpe site as a strategic employment location.

The LEP has also secured investment to deliver the following projects:-

- > **BOOLE TECHNOLOGY CENTRE** A new Innovation Centre providing specialist laboratory, workshop and office space for high growth SMEs in advanced engineering and manufacturing

- > **GRANTHAM COLLEGE** A new build facility to deliver business, computing and technology curriculum and enterprise skills to support growth of the local engineering sector.

To support the continued growth of our manufacturing and engineering sectors, we will:-

- > develop world-class, industry-focused research and development activity at the University of Lincoln School of Engineering alongside an extensive programme of business engagement to facilitate technology transfer and commercialisation of research
- > continue to invest in business infrastructure to support the growth of our manufacturing and engineering sector, including major road improvements in Grantham, Spalding, Lincoln and along the A180

- > further invest in port infrastructure and encourage investment in rail services to improve national connections to support business travel, particularly connections between London, Lincoln and northern Lincolnshire and further development of services from Humber-side International Airport
- > maintain a supply of high-quality, serviced employment sites and premises across Greater Lincolnshire, including the Humber Enterprise Zone, to support the attraction of inward investment and facilitate the expansion of existing businesses
- > develop an integrated package of business advice and support for manufacturing and engineering firms, drawing together export support services from UKTI, University of Lincoln and other public/private sector providers
- > encourage employer engagement in apprenticeships and workforce development through a range of measures to de-risk investment in training.

SECTOR PRIORITIES

Our priorities for future support for the manufacturing/engineering sector include:-

- > infrastructure and land assembly to unlock development of key sites along the South Humber Bank complex to support future growth of the renewables/energy and chemicals/petrochemicals sectors
- > rail gauge investment between Immingham and the East Coast Main Line at Doncaster to enhance the rail freight capacity of the South Humber Line
- > expand the network of incubator/managed workspace facilities across Greater Lincolnshire to create the right environment for the growth of innovative businesses
- > work in partnership with the University of Lincoln and Lincolnshire Co-operative to deliver the **LINCOLN SCIENCE AND INNOVATION PARK**
- > deliver enhanced business support, through the Growth Hubs, to drive up export activity.



LOW CARBON

Working with partners across all sectors, the Humber Energy Estuary is becoming the renewable energy and offshore wind capital of Europe.

OUR STRATEGY

The Humber Estuary is fundamentally connected with at least 25% of the UK's energy production. This includes serving major fossil fuel-based power plants within and adjoining the area from the Port of Immingham, which plays a key role in supplying coal and biomass to the industry. The major refineries at Immingham operated by Total and Phillips 66 refine over 25% of the UK's petroleum. There are also gas-fired power stations at Immingham and Stallingborough.



The south bank of the Humber is at the centre of an emerging £60bn offshore wind market, with the potential to create wholly new supply chains. We are also the centre of new offshore gas production in the southern North Sea.

The area stands on the brink of an unprecedented level of investment in offshore wind capacity. 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. The Government has confirmed strike prices for offshore wind projects over the period to 2018/19, which emphasises continuing investor/developer confidence in the long-term growth of the sector.

Over £2bn of offshore wind projects have recently been completed or are currently under construction within proximity of the Humber, including the DONG Energy's Westermost Rough and Eon's Humber Gateway schemes. DONG Energy has recently announced that it will commence construction of the Race

Bank scheme off the Lincolnshire Coast that will provide power for almost 400,000 homes. Three of the major Round 3 projects (estimated installed capacity of 20GW) are cited within proximity of the Humber Estuary, with the closest, Hornsea, having been completely acquired by DONG Energy earlier in 2015.

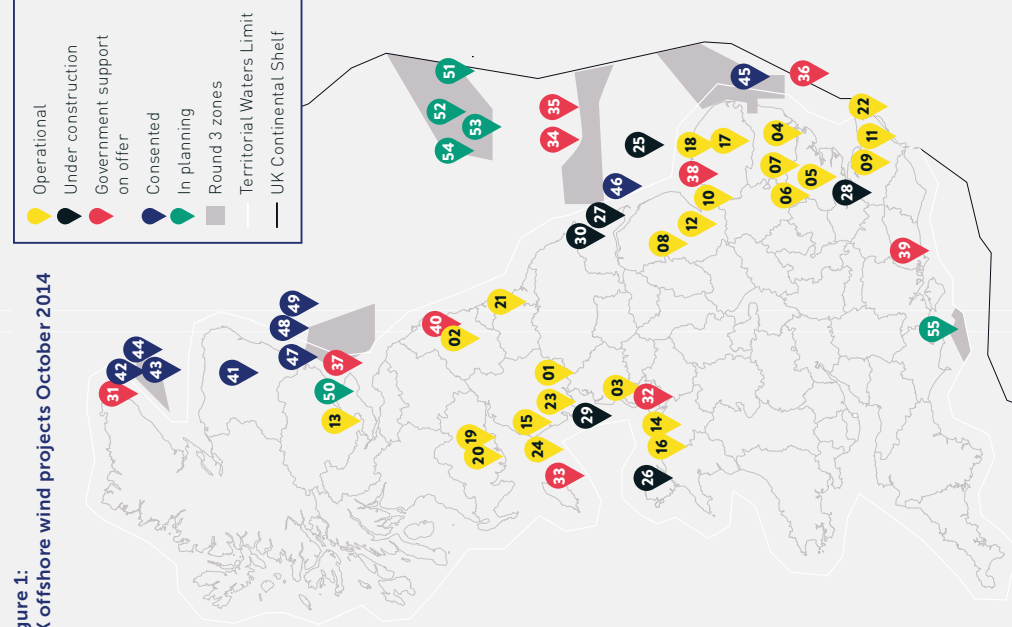
The area is capable of supporting all aspects of the offshore wind development lifecycle, with specific capability in manufacture, assembly, construction/installation and operations and maintenance (O&M).

ABLE HUMBER PORT

is the UK's fastest growing port and logistics centre and Europe's largest new port development. It provides an exciting proposal for the burgeoning marine renewable energy sector and a variety of port centric logistics functions. UK Government has identified AHP as a strategic location in the National Renewable Infrastructure Plan and HMGB UK Treasury has since confirmed AMEP as the UK's largest Enterprise Zone eligible for 100% enhanced capital allowances.



Figure 1:
UK offshore wind projects October 2014



It consists of:

> **ABLE MARINE ENERGY PARK (AMEP)** offers 1,389m of new heavy duty deep water quays and 366.7 hectares (906 acres) of developable land. It is designed specifically for the marine renewables sector providing a multi-user facility for the manufacture, storage, assembly and deployment of next generation offshore wind turbines (OWTs) and their associated supply chain(s). The facility will be fully fit for purpose, future proofed, and particularly suited for the deployment of new generation jack-up installation vessels.

> **ABLE LOGISTICS PARK (ALP)** offers a 497.5ha (1,229.5 acres) site with full planning permission in place for the creation of extensive warehousing (1,700,000m²), external storage and transportation depots. The development will complement AMEP's tenants activities, potentially enabling a just in time approach minimising inventories, sustaining and maximising efficiencies and workflow concepts. ALP will also offer a purpose built business park providing office facilities for engineers, consultants, OEMs, supply chain companies, developers and associated businesses.



SECTOR PRIORITIES

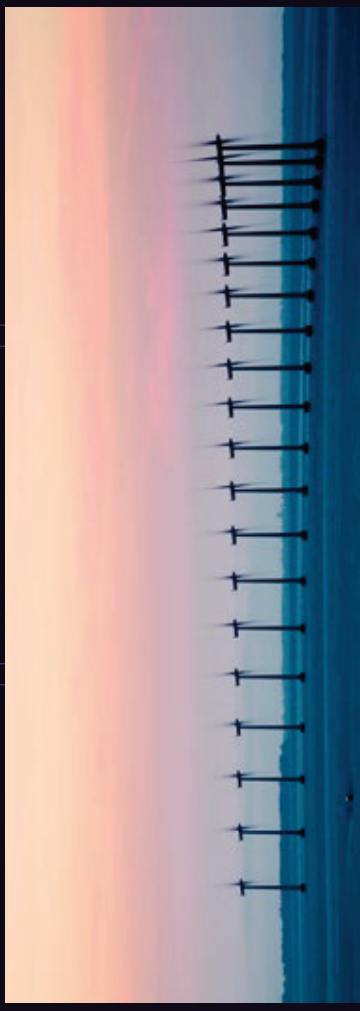
Our priorities for the low-carbon, renewables and offshore economy include:-



- > supporting research and innovation activity in offshore wind and other renewable energy technologies to support industry efforts to drive down construction and operating costs and to develop innovation capacity within the supply chain
- > work with our University Technical Colleges, FE colleges, university, private training providers and manufacturing, engineering and energy sector employers to deliver an increase in low-carbon apprenticeships and adult training/employment opportunities
- > support research and development and innovation activity across the LCEGs sector and promote technology transfer
- > lobby government to invest in carbon capture technology to support coal and renewable sources of electricity generation
- > explore opportunities in new energies and technologies whilst preserving the area's attractive environment.

- > increase the supply of young people and adults with low-carbon skills and deliver short course training for employers, including investment in training infrastructure and provision, including at the employer-led CATCH training facility on the South Humber Bank (to be delivered in partnership with Humber LEP)
- > delivery of an integrated supply chain development programme (with UKTI – potentially covered through EUSIF)
- > Greater Lincolnshire-wide energy efficiency/waste management programmes (again potentially EUSIF programme)
- > Enterprise Zone infrastructure improvements and site assembly (to be delivered in partnership with Humber LEP).

In 2016/17 the LEP will agree and adopt a sector plan for the low-carbon and renewable energy sector.



competitiveness through energy efficiency, waste management and other process improvement support.

In order to become a leading national and international centre for energy, we will:-

- > provide the best possible operating conditions and infrastructure to enable the current engineering and manufacturing base to perform well and increase the area's investment appeal for new companies to the area
- > continue to invest in the infrastructure to support the growth of the offshore wind sector with a focus on our key Enterprise Zone sites (Able Marine Energy Park, Able Logistics Park, the SHIP sites and the Port of Grimsby) in partnership with Humber LEP
- > raise awareness of supply chain opportunities in offshore wind manufacturing/installation and operations and maintenance and build the capacity and capability of Greater Lincolnshire manufacturing and engineering firms to secure contracts (in partnership with Humber LEP and New Anglia LEP)

Proposed developments will significantly increase demand for skilled engineers to support both construction and O&M and require employers to upskill their existing workforce to meet evolving industry training standards. However, research¹ for the Humber LEP has reinforced national evidence of a significant shortage of engineers with the appropriate training and experience for either onshore and offshore roles. The proposed National College for Wind Energy, being developed by RenewableUK and Humber LEP, will form part of the response to this challenge alongside other key facilities including the Centre for Assessment Technical Competency Humber (CATCH).

We will also collaborate with the Humber LEP and New Anglia LEP to take forward new opportunities in offshore wind. The low carbon and environmental goods and services (LCEGS) sector also offers much wider opportunities for Greater Lincolnshire – encompassing biofuels, biomass and other bio-energy initiatives and energy from waste. We are also working with businesses across all of our key sectors to develop their

The PORT OF GRIMSBY EAST is the closest major port to the current Round 1 and 2 windfarms and to the major Round 3 sites at Hornsea and Dogger Bank. It has played a key role in the construction and installation of these major projects and has become the preferred location for long-term operations and maintenance activity. International businesses including DONG Energy, Centrica, Eon, Siemens, MHI Vestas, Windcat, Turbine Transfers and many others are already operating from the port supporting around 400 direct jobs. Further companies are expected to invest in O&M facilities to serve new offshore windfarms over the next decade, with a strong pipeline of enquiries.

These developments will act as a catalyst to grow the offshore wind supply chain across the Humber, generating significant demand for a wide range of skills including specialist engineering, fabrication and construction. It has been estimated that at least 7,000 jobs could be created across Greater Lincolnshire, including 3,000 long-term O&M posts.

¹ Humber Sub-Regional Renewable Energy Sector Skills and Training Study, Parsons Brinckerhoff for East Riding of Yorkshire Council, January 2012

VISITOR ECONOMY

We will aim to double the real value of tourism to our economy by 2020.

OUR STRATEGY

The visitor economy is worth over £1.9bn per annum to the Greater Lincolnshire economy, supporting over 39,000 jobs with long-term growth potential. Our golden blue-flag beaches and coastal resorts, historic market towns, important cultural sites, rolling countryside, high-quality food, county cathedral, bustling town centres and strong aviation heritage all combine to attract more than 31 million visitors each year.²



Partners have already invested in some of our most important assets; a £20m project to open a purpose built Magna Carta Vault in Lincoln will double the number of visitors to Lincoln Castle and strengthen its role as a major UK centre for short breaks. Butlins has also recently completed a £13m investment programme at its Skegness resort. In addition, the LEP has also secured and investment to help deliver the following projects

> SKEGNESS COUNTRYSIDE BUSINESS PARK

A new serviced employment park to accommodate businesses serving the visitor industry and a four-leg roundabout to reduce congestion in the town centre

> INTERNATIONAL BOMBER COMMAND CENTRE

A new iconic memorial spire, visitor centre and educational facility to build on the area's significant aviation heritage and the relationship to Bomber Command.

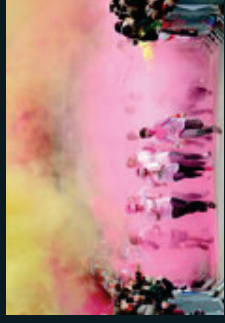
Since the launch of the Strategic Economic Plan, we have established a Destination Management Plan, which will address our priorities for the development of the visitor product and new routes to



market, skills and training needs, destination branding and marketing, stakeholder communication and monitoring sector performance.

Supporting the visitor economy is not just about promotion but must cover a whole range of activities aimed at strengthening the quality of the visitor experience and the performance of businesses.

In some parts of Greater Lincolnshire, we recognise that our road and rail infrastructure remains a significant barrier to the growth of the visitor economy. Further investment is also required to broaden and deepen the network of attractions across the area to extend the average length of stay and visitor expenditure. In addition, there is a need to integrate the network of private sector-led destination management organisations which have responsibility for visitor marketing and promotion.



We have further opportunities where we can capitalise on our unique proposition, for example:

> we have an intrinsic part of the Mayflower Pilgrims story across Lincolnshire, Nottingham and Yorkshire. We already have an established regional group that is part of the national Mayflower 400 campaign

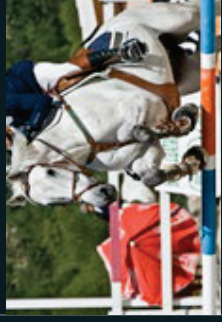
> we won 'Britain's top food spot' above Cornwall in 2012 and continue to use our authentic local produce to increase the value of tourists visits as well as attracting new visitors looking for genuine food experiences

> our extensive and rich aviation heritage connects the whole region with a network of trails and distinctive visitor experiences, including the home of the Battle of Britain Memorial Flight, the Red Arrows Display Team, International Bomber Command Centre and the world's oldest military air academy at RAF Cranwell

> Greater Lincolnshire has over 550km² of outstanding natural beauty in the form of the Wolds (a designated Area of Outstanding Natural Beauty), has over 600 ancient monuments and more than 120 sites of special scientific interest. Confirming the broad range of landscapes available is the fact that Greater Lincolnshire includes no less than ten National Character Areas (NCAs)

> a new forum for coastal development has been brought together to ensure that there is a joined-up approach to growth in the county's seaside towns and villages. We recognise our seaside towns have enormous potential, and can make a positive impact in the area with projects like the new visitor centre at Gibraltar Point and the Coastal Observatory as examples.

With the right support from the public sector, the private sector will continue to grow. Significant growth can be generated from extending the season and converting day visitors to overnight stays. In addition, the growth of Greater Lincolnshire's visitor economy will not displace activity in other parts of the UK; it will grow in absolute terms. In addition, this will also ensure that our coastal towns and villages grow their economies and reduce unemployment and deprivation.



There is also a potential to improve the perception of skills (and access to skills development/business support) in the visitor economy sector, which provides a good introduction to employment and great potential business opportunities for entrepreneurs. It is also important to bear in mind that while there are specific and bespoke skills required within this sector, the general skills set is transferable and can impact on other sectors such as care and retail for example. Highlighting the visitor economy as part of the element incorporates our need to deliver apprenticeships differently, so that the main training section occurs during the closed season and the on the job training element occurs during the peak season. Our major visitor economy businesses have proposed this and are willing to pilot it in Greater Lincolnshire. It is about a skills ladder which includes entry level skills, customer care skills which are transferrable to other situations, and a high number of career/managerial skills.



2. Scarborough Tourism Economic Activity Monitor. STEAM 2014

THE NATURAL ENVIRONMENT

It is important that we protect our rural economies and our natural environments, so that people are able to benefit from them, both economically and socially.

The 'business' of protecting the natural environment is a growth sector in its own right across the UK. Yet the scale and scope of this contribution to Greater Lincolnshire has not been fully recognised – many natural attractions are free and do not count visitor numbers, and these figures are not included in the statistics. For example:-

- > over 60,000 visitors to the seals at Donna Nook in November and December extend the season offering the opportunity to create value in quieter months
 - > the Lincolnshire Wolds Walking Festival brings 4,600 visitors to a different part of the county and is valued at over £500,000. It has proved such a successful concept it is now being trialled in the south of the county
 - > Saltfleetby-Theddlethorpe Dunes National Nature Reserve supports over 26 FTE jobs and £845,000 in GVA, primarily through its 290,000 visitors per annum.
- We have an active Greater Lincolnshire Local Nature Partnership that has contributed to our plans, and commissioned independent research into the economic value of the natural environment in Greater Lincolnshire. The research will enable better decision making both at the policy level and for the individual small businesses that make up the majority of the sector, thereby increasing visitor revenues. In the longer term it should also lead to better protection and management of the natural environment, creating an improved sense of place and contributing to the wider economy.
- In order to support the growth of our visitor economy, we will continue to:-**
- > work in partnership with public and private sector partners to extend the network of visitor attractions across Greater Lincolnshire, building on our diverse heritage and landscape assets
 - > simplify and coordinate Greater Lincolnshire's online presence and work with the network of destination management organisations to develop a series of marketing campaigns based on our product strengths
 - > enhance the quality of the visitor experience through supporting the development of the visitor accommodation/hospitality sectors and delivering investment in local visitor infrastructure – including parking, tourist information and other services

develop the customer service and other skills of the visitor economy workforce and work with key employers to develop apprenticeships and other pathways into sustained employment

support and encourage appropriate strategic investment and development in visitor infrastructure and related areas such as transport and the natural environment

take full advantage of future event opportunities, such as the 400th anniversary of the Pilgrim Fathers landings in 2020 and Hull City of Culture 2017

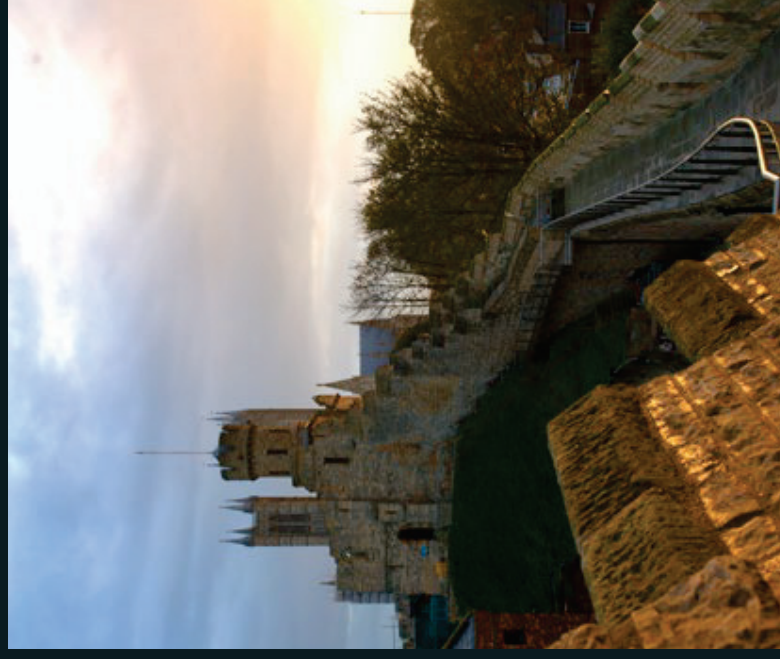
support the work of Heritage Lincolnshire and the Greater Lincolnshire Nature Partnership in order to protect and promote the area's natural and built resources.



SECTOR PRIORITIES

Our priorities for future investment for the visitor economy sector include:-

- > support the implementation of at least five further sustainable developments of a national scale i.e. sporting events, festivals, new thematic activities and products
- > commission a new hotel and accommodation demand study to identify future needs and support investment and marketing strategy to drive investment
- > introduce a comprehensive programme of 'welcome' training for all front line staff
- > unlocking sites for major hotel, conference and leisure developments and integrating public realm improvements with Environment Agency investment in upgrading the area's flood defences.



DEVELOPING OUR EMERGING GROWTH SECTORS

INTRODUCTION

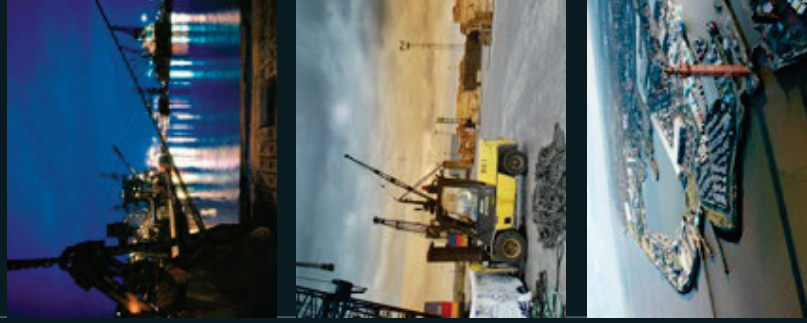
Alongside our focus on the local sectors which will make the most significant contribution to growing and rebalancing the UK economy, the LEP will champion the development of other key sectors with significant growth potential in the medium/long-term:-

PORTS AND LOGISTICS -

Greater Lincolnshire's central location ensures that we can serve over 75% of the UK population within a four-hour drive time. The Port of Immingham - the largest UK port by tonnage - is a key gateway to Europe and plays a vital role in supporting the UK energy sector through imports of oil, coal and biomass; the Ports of Grimsby (automotive import/export) and Boston (grain) and Humberside Airport (perishables) are also key assets alongside a diverse logistics sector which employs 18,000 people;

HEALTH AND CARE -

Our growing and ageing population and dispersed settlement pattern are driving opportunities for economic growth in Greater Lincolnshire's health and care sector, which currently employs 56,000 people and is worth £1.2bn per annum to our economy; opportunities include developing and embedding innovation across the NHS through the new Schools of Life Sciences and Pharmacy at the Lincoln Science and Innovation Park, deploying assistive technology and ensuring our housing stock can meet the 'whole life' needs of residents.



PORTS AND LOGISTICS

We will develop our unique estuary land assets to create new logistics, manufacturing and trade opportunities to become the gateway to the Midlands Engine and Northern Powerhouse.

OUR STRATEGY

Greater Lincolnshire is a natural hub for the UK's logistics sector. The Ports of Grimsby and Immingham handled over 59m tonnes in 2014 making them the busiest in the UK. Alongside access to the Humber, the A1 and East Coast Main Line, our ports and logistics sector will continue to underpin growth of our key sectors - as well as generating opportunities for wider economic growth.

The Port of Immingham specialises in bulk liquids, bulk raw materials, unlifted Roll on Roll off (RoRo) and Lift on Lift on (LoLo) traffics, cars, forest products and general cargoes. There is scope to increase added value through the expansion of container freight services and facilities at the Port, with a particular focus on RoRo activity. Unit load business continues to expand at Immingham, with strong growth experienced at the Immingham Container Terminal and DFDS. Significant investment in equipment upgrades for container handling will take place in 2016. The Immingham Oil Terminal imports crude oil for the local refineries;

the Immingham Gas Jetty imports Liquid Petroleum Gas; and the Immingham Bulk Terminal imports coal for the UK's coal-fired power stations. ABP recently invested over £130m in a new Renewables Fuel Terminal at Immingham that is focused on the import of biomass for Drax and other power stations that are investing in renewable energy generation.

Our ports account for over 25% of UK rail freight, connecting to the major energy and manufacturing providers in the north of England. Rail gauge improvements are planned to increase local freight capacity and improve connectivity with the East Coast Main Line. Continued lobbying, via the Midlands Connect and Transport for the North programmes, is essential to secure continued investment in rail freight facilities and capacity.

Coal import activity is likely to decline further over the period of the economic strategy, with all UK coal-fired power stations to cease operation by 2025. However, there are opportunities for further expansion of biomass imports - dependent on future Government energy policies - and for container freight activity.

The Port of Immingham provides daily services to Belgium, The Netherlands, Germany and Scandinavia with further expansion of services and routes underway. A significant proportion of container freight with an origin or destination in the north of England continues to utilise the south coast ports and there is a significant opportunity to develop new services to create new opportunities for investment and employment in Greater Lincolnshire.

The Port of Grimsby also imports over 0.5m cars each year. This employs over 500 people in this activity alone. Additionally the Port of Boston plays a significant role in the agri-business, moving grain and wood products from the extensive farm land of Lincolnshire. The port also leads the way in agri-technology with a number of specialist firms operating out of the area. Trent Wharf supports the iron ore shipment to Tata Steel Scunthorpe as well as other industry based in Flixborough, Guinness and Amcotts.





The South Humber Gateway area remains the largest developable port site in the UK with over 4 square miles of land (this includes the land for the new Able developments) offering a deep water port environment. The Able Business and Logistics Park (1230ha) has been granted planning permission and will provide 5340 direct jobs with over £400m worth of investment. Additionally, the Able Marine Energy Park (367ha) is a major development for the offshore wind industry building a new quay which will generate in excess of 4100 direct jobs. It is bringing £450m of investment to the area.

Since the launch of the Strategic Economic Plan, we have supported the delivery of the **SOUTH HUMBER INDUSTRIAL INFRASTRUCTURE PROGRAMME (SHIIP) PHASE 1**.

The SHIIP is a major programme of strategic investment that will enable large-scale economic growth in the LEP's priority sectors including ports and logistics, renewables and the inter-related supply chain, and chemical processing. Each of the proposed sites has a distinctive sectorial focus

and will play a key role in delivering Greater Lincolnshire's Strategic Economic Plan. The facilitation of large-scale economic growth through SHIIP will be achieved through utilising public and private sector resources to overcome current deficiencies and constraints in the commercial property market, namely the provision of suitable sites and premises and ecological and infrastructure restrictions. Funding for up-front infrastructure will largely be provided through council borrowing, augmented by existing Local Growth Fund (LGF) grants and underpinned by business rate retention through Enterprise Zone status. Over 190 hectares of land will benefit from EZ status.

Humberside International Airport also provides critical infrastructure to support new gas investment in the southern North Sea (mostly off the Humber in the Rough and York gas fields). It also supports the emerging offshore wind sector both in terms of non-fixed wing aviation support and also in providing direct links to the major German and Scandinavian developers. The airport is home to the largest helicopter facility in England (second largest in the UK), a new £5m BAE Systems

national training academy was built at Humberside Airport, providing up to 60 apprentice opportunities every year resulting in over 150 new jobs over three years. Whilst Humberside airport is seeing growth, particularly around new helicopter flights and a new hotel development, the airport requires some significant infrastructure improvements within the next five years to sustain this growth.

In developing the sector plan for our ports and logistics sector and continuing support for this key growth sector, we will:-

- > invest in strategic infrastructure projects which increase the capacity and competitiveness of our ports/logistics sector, including rail gauge improvements between the South Humber Line; and a new rail freight terminal at Spalding



SECTOR PRIORITIES

Our future investment priorities for the ports and logistics sector include:-

- > support ABP, Humberside Airport and other key partners to attract new international freight services which strengthen export opportunities for Greater Lincolnshire's firms
- > develop opportunities for RoRo and port-centric logistics by attracting a higher proportion of containerised freight with an origin or destination in Greater Lincolnshire and the adjoining area
- > bring forward sites including the Able Logistics Park and SHIIP programme to support growth of the ports/logistics sector
- > support employers to invest in apprenticeships and adult training opportunities to generate entry level, intermediate and higher skilled jobs for Greater Lincolnshire residents
- > work closely with business and promote the ports as a well-connected asset, some 100 miles from London and 200 miles from Rotterdam, and Edinburgh
- > the LEP will also consult with the relevant ports authorities in its area to determine the priorities for investment that the Greater Lincolnshire LEP can add most value to in a lobbying position.



- > port access and employment programmes – to develop further job opportunities based on increased transport/logistics activity at our ports
- > rail gauge investment between Immingham and the East Coast Main Line at Doncaster to enhance the rail freight capacity of the South Humber Line (developed jointly with Humber LEP)
- > Humberside Airport access improvements (developed jointly with Humber LEP).



HEALTH AND CARE

Our Health and Care Sector will be a vibrant sector which offers great career opportunities and provides the right environment for local research, innovation, technology and service provision that leads to economic growth.

OUR STRATEGY: INNOVATION FOR LIVING

Demographic change and the need to embed innovation and efficiency across the NHS and social care sector are driving the growth of Greater Lincolnshire's health and care sector. Our population is growing – but also ageing – rapidly and the number of people with long-term health conditions is also set to increase significantly over the next decade. All of these factors create challenges for the delivery of effective health/care services which are exacerbated by Greater Lincolnshire's dispersed population. However, they also create significant opportunities for economic growth.

Since the launch of the Strategic Economic Plan, the LEP has approved a dedicated sector plan which sets out our commitment to championing a world-class health and care sector in Greater Lincolnshire, which is strong and vibrant, and based on innovative and collaborative partnerships.

We will build on key assets including the University of Lincoln's Schools of Life Sciences and Pharmacy and our research-focused clinicians to drive the development of innovative new products and practices and embed them across the NHS and wider health and care environment. We will also explore the deployment of assistive technologies to support new, innovative ways of helping people with long-term health conditions and manage their illness in a community setting; and invest in our housing stock to ensure it meets the whole life needs of residents, generating further demand for innovation. This will also drive the provision and take-up of superfast broadband in those locations which are not currently served by it.

The LEP is seeking to join up local health and social care budgets, which is reflected in our health and care sector strategy. The sector plan also identifies the creation of a Greater Lincolnshire medical school as an important priority. The University of Lincoln and Lincolnshire County Council (public health) are working together on the opening of a post-graduate medical facility in October 2016, and our further education sector is working on vocational skills within the sector. This will require a specific dialogue with the Department of Health.

In order to deliver a new approach to health and social care, that will improve the quality of care, integrate services, reduce the burden on the taxpayer, and help to grow a new invigorated sector, we will:-

- > foster an increased understanding of the Greater Lincolnshire's 'silver economy', and develop innovative and appropriate products and services for the future
- > work with housing developers and registered providers to develop whole-life housing, personalised support packages and new models of supported living that promote independence, well-being and choice
- > develop the skills base of the health and care sector through enhanced information, advice and guidance, apprenticeships and adult training opportunities, to support long-term workforce recruitment and retention
- > create opportunities for the frail, vulnerable and elderly to become a community resource through intergenerational schemes, volunteering schemes and involvement in research and development projects

SECTOR PRIORITIES

Our future priorities for the health and care sector include:-

- > develop Greater Lincolnshire's role as a 'living laboratory' to pilot and roll out assistive technologies to support the management of long-term conditions
- > develop the role of social enterprise, community benefit societies and other new models of health and social care delivery, building on the success of the Care Plus Group and other innovative organisations across Greater Lincolnshire.

In order to accelerate the growth of Health and Social Care as a priority sector across Greater Lincolnshire, we are working with Government to develop:-

- > devolution of the range of commissioning resources that support the health and wellbeing of Greater Lincolnshire people
- > greater co-ordination of local NHS and social care commissioners with a devolved place-based health and social care budget with a minimum four-year settlement
- > integrated commissioning of all community services
- > joint commissioning of DCMS sports, physical activity, culture and arts programmes to align with local health and well-being.



- > changing the landscape of education and skills development across the health and care sector to establish a career college, post-graduate medical school and graduate medical school
- > enabling infrastructure investment to unlock development of the Lincoln Science and Innovation Park as a research hub, to include relocation of the School of Life Sciences, the provision of new incubator space and 'Living Lab' facilities
- > developing apprenticeships and a wide range of adult training programmes to improve access to employment opportunities in the health and care sector
- > supporting the availability and development of leadership and management/supervisory and entrepreneurial skills offers
- > providing support to an emerging personal assistant scheme and general retirement/extra care/respite care models and provision
- > developing the role of the not-for-profit sector in delivering health and social care services.

SKILLS AND EMPLOYMENT, INNOVATION, AND PROMOTION

INTRODUCTION

Innovation, skills, technology and promotion are crucial to the growth of our businesses. Technology and skills requirements are changing. Our business successes, from the world's leading golf club manufacturer in the north of the area, to an international pyrotechnics company in the east, have gained market share through adapting to the future.

We do not want our important sectors, and our businesses, and those seeking jobs within our communities to stand still. We will help them adapt for the future, and we will promote Greater Lincolnshire so that businesses get access to new markets and attract the qualified staff into the area that they need; we will also ensure that our own residents are retained and provide a local identity that they can associate their products with.

We recognise that innovation is not just about advances in science and technology. It is the implementation of a new or significantly improved product, service, process, or workplace practice. Businesses owners that create internal capacity within their organisation to learn, develop and use the talents and creativity of their entire workforce to the full will be far more likely to innovate.



SKILLS AND EMPLOYMENT

When our business community tells us about skills gaps they are often describing different challenges: not being able to find the right skills within the local labour market; difficulty in recruiting and retaining experienced, higher level and technically skilled workers from other areas; lack of interest to work in their particular sector; and not being able to access the right training for their workforce.

THE CURRENT PICTURE

Within the Greater Lincolnshire area we have two universities, six colleges of further education, a range of smaller, independent providers and two new University Technical Colleges. However, our large geographical area can be a barrier to employer-led skills training and development, because of a lack of available training facilities and because in a large rural area it is difficult to achieve cohort numbers to make training economically viable.

There are also very large numbers of training providers – over 400 – operating in the area. Businesses tell us that they are often inundated with ‘cold calls’ that lead to confusion about what training is available and what financial contribution they are expected to make.

We have fantastic GCSE results; the proportion of our school leavers obtaining a Level 2 qualification is amongst the highest in England. Yet, the most recent statistics show that we don't maintain this competitive advantage. Fewer of our 16 to 24-year-olds are qualified to Level 3 and Level 4 when compared with the UK average. Across our 25 to 34 age range the challenge is even greater – from national averages we would expect around 40% of this age group to be qualified to at least Level 4, yet only 27% of our 25 to 34-year-old residents actually are.

The proportion of 16 to 64-year-olds in Greater Lincolnshire with no qualifications is 6% higher than the England average, and, despite the exemplary school-leaver achievements, this gap is predominantly amongst our 16 to 34-year-olds. Participation in vocational learning is increasing but has traditionally been lower than the national average.

In particular we must support our businesses to plan for succession because the population of Greater Lincolnshire is growing, and ageing. Forecasting models have predicted that our businesses will need to fill around 200,000 jobs by 2022, and that there will be greater demand for more highly skilled workers in sectors that are traditionally seen as low skilled.

Given that our current (December 2015) youth unemployment accounts for 21% of all job seekers in Greater Lincolnshire, higher than 17% nationally, we must have a priority to support our young people and to help them continue in further education and progress to higher levels of qualifications so that they can take advantage of the opportunities that are currently available and that will increase as we implement our growth plans.



FUTURE INTERVENTION

Our overall priorities for future education and skills investment in Greater Lincolnshire are based on the premise that in order to grow business owners need:-

- > a pool of suitable people from which to recruit, now and in the future
- > access to training for new and existing staff
- > support to help them plan and articulate their current and future skills need, particularly our smaller SMEs

We know that there will be large numbers of job vacancies in the future and that demand for higher level, technical and managerial skills will continue to grow. In order for businesses to fill these roles we must support everyone in our communities, both in and out of work, and within our schools and colleges, to raise their skills levels and understand the career opportunities available. We also need to encourage businesses to invest in intermediate and high level skills to support career progression and create new entry level employment opportunities.

We will seek local solutions to these challenges and develop sector specific responses, which recognise the importance of:-

- > identifying the needs of employers and translating into clear skills pathways for our sectors
- > improving the perception of various sectors
- > enhancing skills and training information for businesses and for individuals
- > developing collaborative and coherent partnerships.

As part of our strategic vision, the LEP has already established the **BUSINESS LINCOLNSHIRE GROWTH HUB** at www.businesslincolnshire.com.

This online portal will help local businesses access local, regional and national business information on advice and grant schemes, support programmes, events and networks all in one place. Developed and managed in partnership with local business owners and private sector representatives, the site includes information on accessing finance, supply chain development, resource efficiency, business growth and information on employing and training staff.

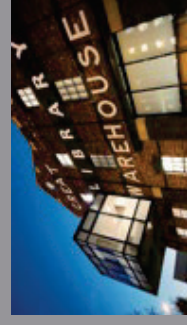
In addition, we have a committed resource in the Greater Lincolnshire Employment and Skills Board (GLESB) to navigate the complexities of the skills system and have piloted activity that addresses barriers so we already know that we can make a difference.

The GLESB will continue to commission activity that:-

- > creates a network of specialist skills advisors, helping businesses, particularly SMEs, to articulate their skills needs and supporting colleges and providers to develop training that better meets employer's needs. Advisors will provide us with intelligence on persistent gaps and that will be fed back into the system
- > expands the work we have already begun through the 'Aspirations' publication, creating and inspiring interest in our most important sectors; promoting vocational qualifications and supporting employers and schools to make greater links
- > develops a local resource that makes it easier for everyone to access information about industry skills, workforce training and employer's skills needs.

In developing our programme of growth we must not overlook our existing further education infrastructure. We know that a proportion of our FE estates will require refurbishment within the lifetime of this programme to 2020, and we expect a proportion of any skills capital allocation to contribute to that aim.

Working with Government, we will undertake an area-based review of post-16 education and training institutions from September 2016. This will ensure that we have the right capacity to meet the needs of students and employers in our area that is provided by institutions which are financially stable and able to deliver high-quality provision. The review will help to inform and develop a skills investment programme and local curriculum for Greater Lincolnshire that is tailored to meet the needs of our strategic priorities for growth.



UNDERPINNING SKILLS ACTIVITY

Supporting growth across all our goals, we want to:-

- > change perceptions so we can stimulate demand amongst our young people for careers in our most important sectors and for vocational education, providing them with the knowledge they need to make informed decisions
- > increase literacy and numeracy levels
- > ensure that the 'employability' skills business owners want are delivered to those that need them
- > support business and community integration through ESOL programmes that are tailored to our particular need
- > support adult lifelong learning, for example ensuring that the digital skills of the local population are improved enabling better access to online services that will improve their quality of life
- > deliver locally-tailored activity that will produce better outcomes for the long-term unemployed
- > ensure that skills programmes and activities are properly glued together so that they yield greater impact for local businesses and communities.



In order to accelerate delivery of our skills development priorities, we will also work with Government to enable Greater Lincolnshire to control:-

- > powers to reshape and re-structure local further education (FE) provision, in line with the Rural Productivity Plan
- > funding streams of Skills Funding Agency (SFA) budgets
- > responsibility for career information, advice and guidance (CIAG) for adults
- > an increased role in the coordination of the delivery of professional and technical skills across the region to ensure that it is responsive to local economic priorities.

INNOVATION

Despite the presence of the University of Lincoln's pioneering School of Engineering, developed in partnership with Siemens, business expenditure on research and development and levels of product/process innovation remain relatively low across Greater Lincolnshire.



Driving our manufacturing sector 'up the value chain' through innovation therefore remains a major, long-term challenge.

Just 8% of businesses are engaged in R&D (the lowest of all 39 LEP areas) and 17% of businesses have undertaken Engaging Greater Lincolnshire's appropriate sources of R&D/manufacturing businesses with innovation expertise and technology transfer opportunities is vital if competitiveness and growth are to be sustained.

The University of Lincoln is at the forefront of supporting innovation in the local business community, growing its research capacity and performance and driving transformational change. Effective partnerships have enabled the recently built private sector focused School of Engineering – the first of its kind for 20 years – and continues to deliver a wide range of business knowledge exchange schemes and support directly meeting the needs of business. The National Centre for Food Manufacturing is working with the Technology Strategy Board and local business on a range of research projects. In Grimsby, the Food Refrigeration and Process Engineering Research Centre supports the growth of the area's agri-food sector. These important collaborations are supporting businesses to access finance that they would not have otherwise.

Innovation is vital for growth. It's not just about pure advances in science and technology. An innovation is the implementation of a new or significantly improved product (good or service), or process, or marketing method, or new organisational method in business practice, workplace organisation or external relations. The minimum requirement for an innovation is that it must be new (or significantly improved) for the organisation.

On average, firms that create a culture of innovation development and delivery have four times the sales growth of non-innovating firms in the same sector. 27% of UK labour productivity growth is directly attributable to private investment in innovation with spill-over benefits generating a social return of a further 20-50% (BIS). Innovative firms are those which create internal capacity for innovation for the organisation to learn, develop and use the talents and creativity of its entire workforce to the full.

We want to ensure that our businesses are innovative and ambitious with workers who are more highly skilled, imaginative, productive and more highly paid.

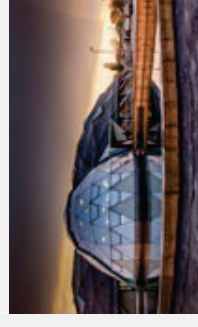
3. Benchmarking local innovation – the innovation geography of the UK, Roper, Love and Bonner, Enterprise Research Centre, 2015



CROSS CUTTING PRIORITIES

Our future priorities for the increasing innovation across our growth sectors include:-

- > **Since the launch of the SEP we have established a new Innovation Council, chaired by the University of Lincoln, which will:-**
 - > develop strategic guidance as a framework for innovation activity
 - > become the authoritative voice for innovation, representing GL interests locally, nationally and internationally
 - > identify innovation priorities, consistent with the general objectives of the SEP but challenging assumptions to ensure the SEP fully addresses the innovation needs of Greater Lincolnshire
 - > set out short term actions and identify long term vision for innovation in Greater Lincolnshire
 - > embrace open innovation thinking, looking to establish collaborative relationships across LEP boundaries
 - > promote awareness raising and actions that support a culture of innovation.
- > increasing our support for SMEs to collaborate with larger organisations, HEIs and with each other to take advantage of funding opportunities for skills, innovation and technology that they cannot access alone
- > retaining more of our graduates through, for example, our successful intern programme
- > building on the strengths of our innovation, enterprise and incubation centres, through increasing access to innovation support, knowledge, research and technical support
- > building up to an Innovation Programme that comprises a co-ordinated package of knowledge-intensive business services, support for patenting and licencing, facilitating networks and access to research funding.



PROMOTION

Most businesses that we have consulted have asked the LEP to promote Greater Lincolnshire more widely.



This was partly to attract qualified staff to the county, partly to help them to get into new markets, and partly to provide a local identity that they can associate their products with. At the same time, many people nationally and internationally are unaware of the location and nature of Lincolnshire. There is a strong role for both the public and private sectors in promotion.



As part of this process, we have formed a **FRAMEWORK FOR INVESTMENT AND GROWTH IN GREATER LINCOLNSHIRE** to outline how place marketing in Greater Lincolnshire can successfully support and achieve our aspirations for growth.



This strategy will set out how we will broadcast Greater Lincolnshire to a wider audience and boost investment by:-

- > attracting and retaining businesses
- > supporting businesses to create jobs
- > appealing to new and highly skilled residents and students
- > enticing visitors and employees to Greater Lincolnshire.

We recognise that attracting new investment is not exclusively about marketing individual places. Instead, we will work on understanding and providing the specific information which businesses, visitors and employees need to inform their location and investment decisions. We will also work with our local business community to create a powerful and authentic image of how businesses are operating successfully in Greater Lincolnshire, and promote these strong messages to visitors, investors and the media.

We will draw on our expertise, research and feedback from a variety of businesses to explore what investor audiences are likely to want and how we can attract them through providing specific information on:-

- > investment opportunities
- > business intelligence
- > quality of life
- > account management/business support.

Our priorities for future activity include:-

- > attracting, developing and retaining relationships with investors through providing a single point of contact
- > supporting foreign-owned companies and large indigenous companies with the aim of retaining and increasing the workforce and/or investment
- > bringing together networks of companies to co-operatively market Greater Lincolnshire
- > concentrating promotion on specific sectors so skilled individuals have confidence that there is career progression within the area
- > utilising thematic projects to collaborate across district and county boundaries, ensuring the industry is joined up and aligned with the government's ambitions to grow the visitor economy outside of London.





SECTION THREE
PLACE

A PLACE TO INVEST

So that Greater Lincolnshire remains attractive for developers, we will promote and champion further investment in:-

- > housing and communities
- > environment and heritage
- > transport
- > water management
- > utilities infrastructure.

These activities focus on strengthening Greater Lincolnshire's status as a place where people want to live, work, invest and visit. They have been aligned with the various planning policy documents that are emerging or already adopted across Greater Lincolnshire. This provides a strong local policy foundation on which to build delivery.

The LEP's input will concentrate on actions that will renew and invigorate existing economic infrastructure alongside investment in the new infrastructure that is necessary to enable this growth and safeguard the delivery of our strategic objectives.

HOMES AND COMMUNITIES

Housing and the economy in Greater Lincolnshire are inextricably linked. As a sector, it contributes substantially to the local economy - two jobs per house built⁴. Greater Lincolnshire is committed to facilitating housing growth, with Local Plans committed to the delivery of 100,000 new dwellings to 2031. The housing will be concentrated in the main urban centres of the county but will also allow for sustainable growth in rural areas.

The housing market reflects how an area and its quality of life are perceived. New housing has the potential to attract and retain the workforce needed to enable the area to grow. The key sector activity will generate employment opportunities so employers need to attract people from the local and national labour markets. A key part of the offer to the applicant, other than the job opportunity, is the housing market available to them. An area needs to have attractive starter homes and family housing available to enable people to achieve aspirations about their movement within the market.

Weaknesses to be addressed through identified projects:-

- > our low volume of housing market activity putting off national house builders
- > the legacy and impact of poor quality affordable housing
- > the restricted range of housing offer in some LEP areas
- > the remoteness and poor external perception of the area
- > the apparently weak educational and cultural offer in various market towns
- > the opposition to more housing in more affluent villages
- > lack of public funding for regeneration and further cuts for example on welfare assistance

- > the opportunity to enhance community facilities
- > costs of development of affordable housing.

Since the launch of the Strategic Economic Plan, the LEP has already supported the delivery of the following housing schemes and initiatives:-

- > **LINCOLNSHIRE LAKES BLUE AND GREEN INFRASTRUCTURE, SCUNTHORPE** First phase works on the Lincolnshire Lakes scheme creating a lake, sustainable drainage system and green infrastructure to unlock new housing development

- > **UNLOCKING RURAL HOUSING PROGRAMME** A programme to enable new housing and tackle the twin challenges of delivering housing in areas of low land values and flood risk

- > **BOSTON QUADRANT, PHASE 1A** Mixed use development that will enable housing and employment land to be developed and deliver a new distributor road to reduce congestion in the town centre



4. Chartered Institute of Housing



> **PEPPERMINT INTERCHANGE, HOLBEACH Road** infrastructure and highway improvements to unlock new employment land and housing development

> **GOLF ROAD DEVELOPMENT, MABLETHORPE** Mixed use scheme on a total site of 37 acres. LEP funding secured to meet the high up-front costs of site preparation, access and infrastructure works to accommodate redevelopment of the site.



> support a capacity building programme across public, private and third sectors to deliver exemplar large housing/ place developments.

To further accelerate our strategic priorities for housing growth, we recognise the need to work with Government in order to deliver:-

- > enhanced powers to allow local councils to use short hold assured tenancies, remove borrowing caps and allow councils and Registered Providers (RPs) to use prudential borrowing, and to allow financing through a council's general fund
- > to increase and improve the quality and affordability of housing supply through:-
 - > the One Public Estate approach for land, including control over nationally held public assets
 - > freedom to develop local housing rules on right to buy and housing stock financing and management
 - > the pooling and devolution of central government and HCA resources into a Housing Investment Fund
 - > devolved power for both Registered Providers and Local Authorities to set rents and retain right-to-buy receipts



> a unique deal that specifically tackles the underlying causes of in-work poverty including linking the payment of Housing Benefit to the delivery of certain minimum housing standards in the private rented sector.

MARKET TOWNS AND RETAIL OPPORTUNITIES

Lincoln, Boston, Cleethorpes, Gainsborough, Grantham, Grimsby, Sleaford, Spalding and Scunthorpe offer particular opportunities for growth. The market towns that operate around them, such as Rasen, Spilsby and Stamford, play a role within the identity of the county, providing attractive townscapes against the rural backdrop.

The shifting retail patterns, ageing townscapes and changing communication mechanisms have provided challenges for the vitality of the market towns in Greater Lincolnshire. We will seek to provide opportunities for social enterprises and community groups to maximise their resource for service delivery, therefore enhancing the quality of community life in the area.

ENTERPRISING COMMUNITIES

Greater Lincolnshire will remain a sustainable and vibrant area through investment in the enterprising communities found within it. The learning and skills opportunities will be enhanced

by apprenticeships, community-led training, management and leadership opportunities and volunteering into employment.

We will also support the creation of community hubs where library services, training centres, community cafés, micro and SME business support and networking can operate from. There will also be capacity support for small businesses including private and voluntary and community sector – potentially to lead to community investment projects, ICT innovations, support to Lincolnshire's heritage and social enterprise development.

The growth opportunities presented will include investment in areas that need to be enhanced to provide an attractive offer for new town centre housing opportunities. Where larger sites come forward for development this will allow the housing offer to progress to meet the needs of communities generated by the expected economic growth. Support for rural housing also needs to be considered, to enable the expected delivery of affordable housing.

Our local authority partners share our ambitions to deliver housing. In Greater Lincolnshire the barrier is not a lack of appetite for growth but issues which relate to the specific nature of our area. The diagram below shows employment land and housing growth ambition across the Greater Lincolnshire area. In order to achieve this level of growth we need to overcome significant barriers which are currently impeding delivery.

These include the predominance of smaller sites, relatively low volume of housing market activity, the need for regeneration in areas of poor quality housing and to widen the range of the housing offer, lack of large developers and developer confidence, plus additional costs arising from the need for flood mitigation and infrastructure which combine with low land values to create general viability issues.

The LEP will work with local planning authorities to ensure that Local Plans set out a vision and a framework for the future development of the area that is consistent with national policy and aligned to local needs and opportunities in relation to housing, the economy, community facilities and infrastructure – as well as safeguarding the environment, adapting to climate change and securing good design.



TRANSPORT

To achieve planned, sustainable growth in the cities, towns and rural areas, road and rail links will be reviewed as part of the planning process. Infrastructure schemes will be identified to ensure houses can be delivered whilst minimising the impact on the wider transport network. Where funding cannot be obtained from a local authority alone, we will seek private sector leverage and match funding opportunities through the LEP processes.



Our whole plan contains many infrastructure projects that will require up-front funding from developers. In order to deliver this growth, we will explore ways by which we can fund the infrastructure then claim the costs back from developers over time.

Demand for the movement of people and goods will continue to grow across Greater Lincolnshire, putting increased stress on existing transport networks. Over four million lorry loads of goods per year add to pinch points in traffic congestion and poor access will weaken the future sustainability of the economy. This is a major factor affecting the agri-food supply chain in terms of real cost and lost opportunity as food production is extremely time-sensitive. For example, the vining pea crop requires processing within hours of being harvested, in the summer months vegetables need to have field heat removed as quickly as

possible post-harvest, and products have to be delivered to end users in accordance with strict timetables. The cost of freight is regularly cited as critical to business productivity. Our visitor economy will also benefit greatly from improved access on the east of the Greater Lincolnshire area.

We also recognise the pre-eminent role of councils in developing transport strategies through their Local Transport Plans. The Local Transport Plans in Greater Lincolnshire put economic growth and regeneration firmly at the heart of transport strategies. These can be summarised as:-

The Greater Lincolnshire LEP has already supported successful bids for transport investment through various funds, including:-

- > **GRANTHAM SOUTHERN RELIEF ROAD** A new relief road, bridge and connections that will facilitate a major sustainable urban extension with a mix of employment land and up to 4,000 new homes. It will also reduce town centre congestion and improve strategic east-west connectivity with the East Coast to Nottingham and beyond

- > **LINCOLN EASTERN BYPASS** To minimise traffic congestion, support Lincoln's growth as a principal urban centre, and enhance the inter-city environment. The bypass will serve as a step towards the completion of an eventual ring road around Lincoln

- > **LINCOLN CENTRAL TRANSPORT HUB** A new bus station, pedestrian footbridge and car park, integrated with the train station and connecting to the Science and Innovation Park, improving transport linkages to attract new investment

- > **BERKELEY CIRCLE HIGHWAY IMPROVEMENT, SCUNTHORPE** Junction improvement to reduce congestion and enable the development of planned housing, commercial and leisure investments

- > **ACCESS TO EMPLOYMENT ZONES, GRIMSBY** Junction improvements on the A16 and A46 routes to and from Grimsby, enabling the development of new housing and employment sites

- > **GO SKEGNESS** Sustainable transport projects including junction and pinch point enhancements, new pedestrians and cyclist facilities, a seasonal park and ride site; and real time passenger information

- > **TENTERCROFT EAST-WEST GROWTH CORRIDOR, LINCOLN** Mixed use development to enhance public transport and pedestrian flows to enable the development of new housing and employment sites

- > **LINCOLN TO NOTTINGHAM TRAIN ENHANCEMENTS** A proposal has been drawn up by lead partners to enhance service and capacity between Lincoln and Nottingham for a three-year period.

In identifying our local priorities to enhance transport provision and infrastructure, we will identify economic growth priorities and assist local authorities to develop complementary transport strategies. Similarly, the Greater Lincolnshire LEP will help shape the future investment decisions of Highways England, Network Rail, train operating companies and other transport operators, to ensure that the Government control of funding can be influenced.

ROAD
The LEP Board has agreed a roads investment strategy which identifies key transport corridors within Greater Lincolnshire, where additional network improvements are most needed to contribute to increased growth in existing centres:-

- > South Humber Corridor: M180/A180 from A11 to Grimsby/Cleethorpes

- > East Midlands Coastal Way: A46 Newark to Lincoln and A158 Lincoln to Skegness

- > Mid-Southern Lincolnshire Corridor: A17 Newark to Kings Lynn

- > Ermine Street North Corridor: A15 Lincoln to M180 to Humber Bridge

- > Lincoln Corridor: A46 to and around Lincoln

- > A52 Grantham to Boston
- > East Coast Link: A16 Peterborough to Grimsby.



LINCOLNSHIRE	NORTH LINCOLNSHIRE	NORTH EAST LINCOLNSHIRE
<ul style="list-style-type: none"> > Inter- + infra-regional access to support a growing economy > Access to services, jobs and leisure > Well managed and safe environment 	<ul style="list-style-type: none"> > Facilitate economic growth > Protect and enhance the natural environment > Improve transport safety and security 	<ul style="list-style-type: none"> > Enable sustainable growth > Improve journey times > Better access to markets > Support regeneration and employment

FLOOD RISK AND WATER MANAGEMENT

We will also prioritise investment towards:-

- > **TRANSPORT PINCH POINT SCHEMES** which provide funding for small scale improvements in a group of recognised transport bottlenecks, relieving congestion and assisting with the movement of goods

- > **SUSTAINABLE TRANSPORT SCHEMES** in order to improve local transport, promote sustainability, and reduce transport's negative impact on the environment.

We further recognise that economic growth will be delivered faster and more effectively through:-

- > an amendment to the Highways England programme to produce faster east-west links as set out in the Midlands Engine commitments
- > a commitment from the Department for Transport to allocate funding within its second Roads Investment Strategy for 2020
- > recognition of the major road corridors within Greater Lincolnshire that fulfil a national role in moving people and goods
- > rationalisation of the appraisal process for transport projects
- > powers to adopt bus service franchise powers and apply a discounted fuel duty scheme to support transport in rural areas

- > phased implementation of the outcomes of the Greater Lincolnshire LEP's rail strategy, which supports the Midlands Engine commitment to improving rail services.

The LEP has also been actively supporting the **MIDLANDS CONNECT** consortium to champion the economic case for strategic transport investment towards a Greater Lincolnshire growth corridor that will transform transport connectivity between the east and west of the region and help rebalance the UK economy as a whole.

RAIL

Our analysis has shown that rail can play an important role in strengthening the economy across Greater Lincolnshire, supporting business, visitor and labour markets. However there is a need for further investment to fulfil its potential. Long-distance rail connectivity from Greater Lincolnshire is generally poorer than in other parts of the country, with the exception of Grantham which is located on the East Coast Main Line and provides a high-quality service to London, Leeds, York, Newcastle and Edinburgh.

The LEP has commissioned a rail study to address network and service improvements that are needed for both passengers and freight movements to deliver accelerated growth. The Rail

Strategy makes strong arguments for investment in the Greater Lincolnshire rail infrastructure – and will be used by LEP partners – as a lobbying tool for investment in the revised East Midlands Train Franchise renewal

- > to influence the development of the Long Term Rail Strategy for the North of England

- > to lobby for enhancements to connectivity where the Greater Lincolnshire rail services terminate in a Transport for the North city

- > to lobby Midlands Connect for service enhancements

- > to continue to work with Virgin Trains to ensure the enhanced offer of the direct rail service Lincoln to London is delivered

- > as a catalyst to discuss the rail offer in more rural areas suffering rural transport deprivation
- > to collectively lobby for additional investment in Greater Lincolnshire rail infrastructure.

LEP partners are also working with Network Rail on their regional consultation to improve connectivity and journey times across the East Coast Mainline.

Water management is fundamental to Greater Lincolnshire. This is not only because it provides valuable services that underpin our environment, economy and quality of life, but also because of our geography.

Around 39% (2,761 km2) of Greater Lincolnshire lies within the floodplain and the area has been affected by a number of significant coastal (1953) and inland (2007, 2013) floods. Conversely, Greater Lincolnshire is also one of the driest areas in the country and is prone to drought. 2011/12 demonstrated the challenges and raised awareness of the need to adapt to this element of our changing climate.

The Greater Lincolnshire Local Enterprise Partnership therefore considers the effective management of flood risk and water resources to be a critical factor in enabling economic growth in our area. The strength of existing and long-standing partnership working in flood risk management in Greater Lincolnshire provides an opportunity to develop this further and to drive links with organisations responsible for water supply and management.

Our aim is for Greater Lincolnshire to be seen as a national exemplar for water management, both flood risk management and water supply, so that this plan acts as an incentive for investors in our priority sectors. This will enable effective water management to be a positive contributor to economic growth.

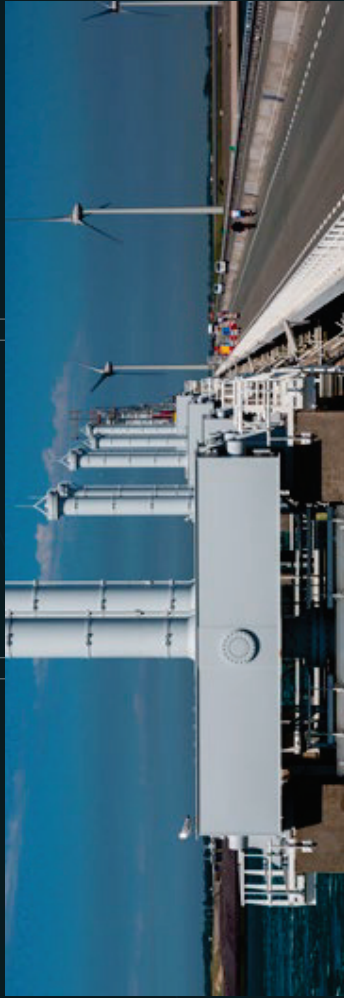
In achieving this aim, the LEP believes that close collaboration with the neighbouring LEP areas (Humber, New Anglia, Greater Peterborough and Greater Cambridgeshire) is essential as these areas share many important economic challenges and opportunities. Water does not respect administrative boundaries and for effective flood risk management or water provision, the Greater Lincolnshire LEP will work with neighbouring areas.

We are also conscious that more investment in water management is needed, but that the historic models of funding on their own cannot meet future needs, not least because of constraints on public funding. It is, therefore, essential to develop new partnership-based funding models which unite public, private and community level investments.

We are developing an integrated approach to water that links flood risk, drainage and water resources management so that we can maximise the services it provides, including drinking water, input for business, crop, irrigation, recreation and improved biodiversity. This will move us from just managing water toward managing water sustainably and help ensure Greater Lincolnshire is fit for the future and improve our competitiveness.

Greater Lincolnshire is a major area of agricultural production and food manufacturing that contributes significantly to UK food security. Greater Lincolnshire accounts for 25% of all Grade 1 agricultural land in England, the vast majority of which is protected by coastal flood defences. The fertility of the land has generated a thriving agriculture and food sector, which is a major employer in the LEP area. From a local base, the industry has expanded to manufacture food from both locally and internationally grown produce; in the north-east, production based on fishing represents further important diversification.





The UK's food security relies upon Greater Lincolnshire's agriculture, horticulture and food manufacturing industries. As such water management in our area is a national not simply a local priority.

A further way in which Greater Lincolnshire will grow is in terms of population. The 100,000 new homes needed by 2031 to meet this growth will bring economic growth but require a strong utility structure.

Security from flooding is a key infrastructure requirement for our economy. Our coast, which is a major part of our visitor economy, is particularly vulnerable to the impacts of climate change and sea level rise. We are committed to working with partners to secure flood risk management through the sustainable development of our coastal economy whilst protecting our communities. These impacts are also felt inland. At Louth and Horncastle in the Lincolnshire Wolds risk management authorities have combined their efforts to prepare flood resilience measures against significant flood risk affecting the potential of these towns to drive growth and provide development opportunities.

The LEP will seize this opportunity to harness the potential of effective flood risk management to boost local growth.

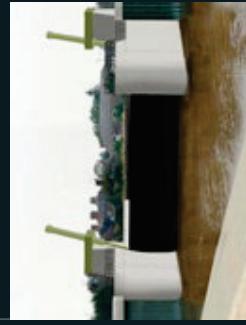
The importance of water management in Greater Lincolnshire and our established expertise in managing flood risk provides an opportunity to explore innovative approaches across the whole range of water management activities. No other part of the country is taking this comprehensive approach or has identified water management as such an essential factor in bringing about economic growth.

The LEP has identified a detailed programme of intervention that will enable, promote and deliver sustainable growth across Greater Lincolnshire, under three main themes:-

THEME 1:
Education, research and training

THEME 2:
Water provision for growth (with Water Resources East Anglia)

THEME 3:
Flood risk reduction.

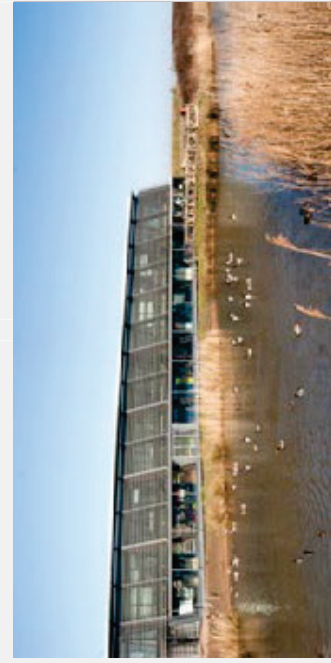
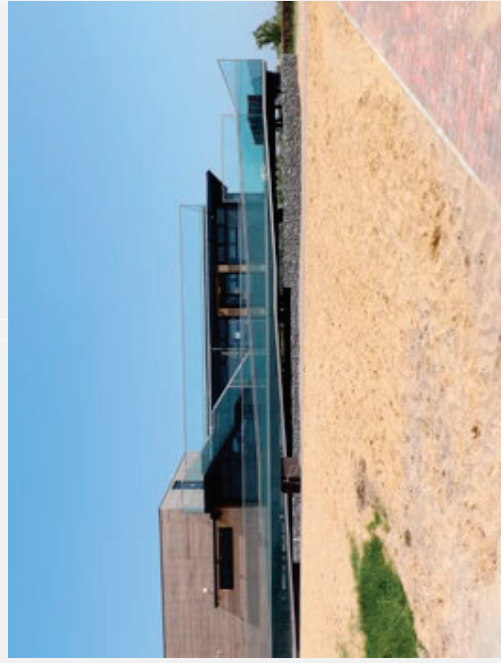


In order to accelerate the delivery and impact of our strategic priorities for water management, we will also negotiate with Government to implement:-

- > delegation of decision-making powers over flood risk management priorities from national to the local level
- > tax incentives for agri-food businesses and the steel industry to develop water resources or water efficiency measures on their sites
- > freedom to extend the arrangements for tax relief for businesses contributing to flood relief schemes
- > devolution of the EA powers around flood risk operations and use of the capital funding within the Medium Term Programme (MTP).

WATER MANAGEMENT PRIORITIES

Our future priorities for water management include:-



- > integrated water management of the Black Sluice catchment
- > Wrangle Wash Banks flood scheme
- > Haven Banks (Boston) flood scheme
- > sustainable management of the open coast
- > Fossbank - Lincoln flood scheme
- > Cleethorpes flood scheme
- > Killingholme Marshes Drainage Improvement
- > A1077 Highway Improvement and Flood Alleviation Scheme South Ferriby
- > East Halton (North Killingholme) Flood Defence Scheme
- > Boston Barrier
- > Flood risk mitigation solutions for the Lincolnshire Lakes and the Western Growth Corridor.

INFRASTRUCTURE

We know that providing a reliable and sustainable utilities infrastructure will allow us to realise our strategic ambitions and growth potential.

The provision of these services is equally critical to the growth of fully sustainable communities. However, infrastructure funding and delivery is a key risk in plan-making and project delivery. The size of our LEP area, and the subsequent remoteness of some sites that are suitable for development, can mean that the current provision of roads, water, sewerage, energy services and telecommunications may be insufficient to accommodate the level of growth required. Experience has shown us that many local investments can become stalled owing to the limited availability of utilities and the relative cost of upgrading the necessary infrastructure.



We also recognise that infrastructure delivery requires strong leadership. The LEP Board will therefore work to ensure greater clarity on future infrastructure requirements and delivery through an integrated **INFRASTRUCTURE INVESTMENT PLAN FOR GREATER LINCOLNSHIRE**, which will embrace all types of infrastructure: transport, power, water and flood defence. This will be informed by our sector and place priorities for economic growth. There may be additional drivers that will ultimately shape investment, such as social need and environmental imperatives. Hence it will be important to work with local councils, other parts of the public sector and utility providers in order to promote Greater Lincolnshire's case for investment. This co-ordinated approach (aligned to the agreed priorities within the SEPF) will ensure a 'single conversation' approach to effective delivery programmes.

Good progress is already being made. The Greater Lincolnshire LEP works closely with local planning authorities in determining transport and highways priorities. The overall objective of the Infrastructure Investment Plan is to provide a robust and up-to-date picture on planning for infrastructure in Greater Lincolnshire. It will thereby allow more productive discussions with local plan-making authorities. The intention is to clearly understand opportunities and constraints affecting Greater Lincolnshire in relevant areas to promote collective working on delivery solutions. The overall aim is to support the delivery of growth by setting out key priorities and our strategy to address the infrastructure funding gap.

Excellent coverage and use of broadband is a primary goal for the LEP, and ICT and communications infrastructure has featured strongly in our consultations with local businesses as a priority for investment. The spatial distribution of businesses and people across many very small settlements, particularly in Lincolnshire, means that the provision of the necessary broadband infrastructure will be difficult and expensive to provide. However, the current investment, via the BDUK4 programme, will improve access to superfast broadband (SFB) and only 5% of premises in Lincolnshire will not have been reached by the end of 2017. In the much smaller geographical area of North and North East Lincolnshire it is expected that only 1% of the area will not have access to SFB by the end of that period. The UK definition of SFB is 24Mbps so achieving the EU goals of full coverage to 30Mbps by 2020 will require more investment. An even more challenging EU target is to see 50% of the area having to access SFB with speeds above 100Mbps



within that timescale. Nevertheless, the SFB investment to date is transforming the LEP area, and development of services like BT's G-fast could make the EU targets much more feasible than it may currently appear.

A sister project of the BDUK investment is a national £150m Mobile Infrastructure Project (MIP) which is running alongside the improvements to the UK's broadband network. Many areas of the UK, and that includes large parts of the LEP area, do not receive good quality mobile coverage from network operators. In some areas, especially remote rural areas, it might not be cost-effective for mobile operators to provide coverage. Good mobile coverage helps businesses to grow and people to stay in touch, which can be very important for people who are vulnerable or isolated. The project will see new masts in rural parts of the county and an improvement in mobile connectivity. It should be noted that after a relatively slow start to the 4G roll out in the Greater Lincolnshire that many of the urban areas, and some more rural areas, are now able to access the new service.

Digital investment has the potential to be one of the biggest drivers of business growth in our rural areas and is key to improving our GVA. European funding has helped develop projects to establish 'digital hubs' similar to 'living labs', which

offer support for businesses to realise the benefits of ICT and SFB. Based in Lincoln, Louth, Horncastle, Mablethorpe, and Boston, they have helped businesses to innovate, and promoted the use of digital skills in the county. These initiatives need to be scaled up considerably to achieve sustained growth.

This improved infrastructure increases our current business competitiveness and makes us an attractive location for inward investors. The roll-out of superfast broadband is very welcome, and it will lead to substantial opportunities for local business. We will need to ensure that superfast broadband is available throughout the Greater Lincolnshire area. In addition to this, though, we will provide the conditions for companies to use superfast broadband. This includes advice for businesses on all aspects of broadband and digital connectivity and initiatives.

Cross-boundary working also needs to be explored further given that infrastructure rarely stops within local authority or LEP administrative boundaries. Businesses need to be assured that connectivity and access to supply chains, airports, key sites, and potential employees are being looked at as part of the mix when priorities are determined.

In order to ensure we can deliver a reliable and sustainable utilities infrastructure to support growth, we will seek to:-

- improve connectivity between markets by delivering new/improved road, rail, port and airport links
- support the delivery of high-quality employment sites and modern, flexible commercial properties in key locations
- take a stronger role in dialogue with utility providers so that the case for investment in Greater Lincolnshire's utilities is better promoted and understood
- deliver excellent digital communications and mobile phone coverage
- support the development of initiatives that will encourage innovation in digital products and services, and ensure that strategic business sectors fully utilise enhanced digital connectivity and broadband infrastructure.



SECTION FOUR
OUTPUTS
AND IMPACT

GOVERNANCE

We are committed to the following key principles of a well governed Local Enterprise Partnership, in ensuring that:-

- > systems are in place for effective financial management
- > a lean, senior board gets things done
- > board decisions are well informed and progressed
- > public sector delivery is aligned with the Local Enterprise Partnership and Strategic Economic Plan for Greater Lincolnshire
- > the private and public sector works together on setting and delivering strategy.

COMPANY STRUCTURE

The Greater Lincolnshire LEP Board has formed a company limited by guarantee (**GREATER LINCOLNSHIRE LEP LTD**) to deliver the objectives and outcomes within the Strategic Economic Plan (SEP). The company is led by a Board of Directors, which brings together private-sector expertise and public-sector leaders to make and oversee strategic decisions, whilst ensuring robust and democratic accountability for public sector investment. The LEP

works closely with local government and other partners to ensure effective communication, strategy and delivery.

The LEP has adopted a local assurance framework which describes the roles of the main LEP board and sub-boards, with a particular focus on who is responsible for what types of decisions. These robust partnership arrangements enable local authorities and businesses to collaborate on growth and economic development activity across Greater Lincolnshire and feed into the LEP's decision making.

The Greater Lincolnshire LEP Board is supported by a **FINANCE AND AUDIT COMMITTEE** which ensures adequate scrutiny and clarity on decisions that have been taken. The **APPOINTMENTS COMMITTEE** follows an open and accountable process for the nomination and selection of representatives on the LEP Board and other LEP structures.

The remit of the **INVESTMENT BOARD** is to ensure that a commissioning-based approach is taken to develop programmes and projects that will deliver the Strategic Economic Plan and to monitor, approve and report the progress and performance of projects to the LEP Board. This will be achieved through the provision of proposed bidding rounds and recommendations to the LEP Board on which projects should be approved for funding.

The LEP Board is supported by a range of sub-boards (with delegated decision-making authority) and additional strategic advisory groups. These groups bring together specialist advisors, business leaders, delivery providers and public-sector leaders to help guide the development of LEP policy and project delivery and drive progress across our key areas of work.

The LEP works closely with a local authority Leaders Board to consider, approve and implement decisions relating to cross-boundary strategic economic development and ensure that local resources, policy objectives and programme outcomes are aligned to the delivery of the Strategic Economic Plan. Senior representation on the Leaders Board (from the council leaders and portfolio holder for economic development) at each upper tier authority) ensures continuity and feeds directly into the LEP Board. The members also have a place each on the Investment Board.

The **JOINT STRATEGY UNIT (JSU)** comprises senior officers from North East Lincolnshire Council, North Lincolnshire Council and Lincolnshire County Council and the LEP. The role of the JSU is to provide strategic advice to the Greater Lincolnshire Leader's Board. **LOCAL AUTHORITY LEADERS AND CHIEF EXECUTIVE** meetings also receive regular items on LEP policy for consideration.

The Investment Board will act as the strategic steer to support the **ESIF COMMITTEE** in its recommendations to the managing authority on the separate EU funding. The ESIF Committee will meet independently to the Investment Board to oversee the delivery of the detailed ESIF Strategy and communicate this back to the Investment Board.

The Greater Lincolnshire Employment and Skills Board has a specific role in developing and informing the LEP's strategic plans with particular reference to skills and training needs. The board is employer-led, made up of 16 volunteers representing local employers, training organisations and public sector. A Skills Officer Group serves the board, representing local authorities at district and county level, the Skills Funding Agency and Jobcentre Plus.

The LEP Secretariat takes direct instruction from the LEP Board on all areas of work. Lincolnshire County Council, as the LEP's **ACCOUNTABLE BODY**, provides legal and financial governance in relation to all resource related decisions. The LEP will also commission expert opinion on relevant policy issues and recommendations as required to inform Board decisions. This includes due diligence assessments on recommended growth schemes, prior to formal contracting and expenditure.



The **HOUSING INFRASTRUCTURE GROUP (HIG)** brings together professionals from lead public-sector organisations to provide strategic direction and guidance on priorities for spatial planning, infrastructure, housing, transportation and economic growth. The groups support the integration and alignment of investment priorities and resources across the LEP area and organisational boundaries.

The **LEAD ECONOMIC DEVELOPMENT COUNCILLORS FORUM** provides an opportunity for all local authority leaders and cabinet members responsible for economic growth to consider and bring forward policy items for discussion with the LEP, and review opportunities to align policy resources and collaborate on specific areas of work. The group is supported by a quarterly meeting of lead economic development professionals from across the local authorities in Greater Lincolnshire.

Membership of the LEP Company is open to stakeholder organisations by invitation.

LEP DIRECTORS BOARD

POLICY ALIGNMENT	LEP COMPANY SECRETARIAT	SCRUTINY
<ul style="list-style-type: none"> > Local Authority Leaders Board > Joint Strategy Unit > Lincolnshire Chief Executives 		
STRATEGIC ADVISORY GROUPS	LEP BOARDS	PUBLIC SECTOR GROUPS
<ul style="list-style-type: none"> Greater Lincolnshire Nature Partnership Forum for Agriculture and Horticulture Greater Lincolnshire Destination Forum 	<ul style="list-style-type: none"> Investment Board Employment and Skills Board Business Lincolnshire Growth Hub Board Innovation Council ESIF Committee Water Management Board Food Board 	<ul style="list-style-type: none"> Lead Economic Development Councillors Forum Housing Infrastructure Group LEP Officers Group Skills Officers Group

ABILITY TO DELIVER

The Greater Lincolnshire economy has performed better than other areas during the recent recessionary period, with year-on-year growth post-recession stronger than nationally.



In terms of employment the area has consistently enjoyed a higher than national employment rate, particularly during the recession, and has only in recent times come into line with the national average.

Lincolnshire County Council is the accountable body for the Greater Lincolnshire LEP, and under the previous 2007-13 EU programme has delivered almost three-quarters of the strategic projects currently contracted, with great success. This includes council investment of £37.7m that has attracted £110.8m in grants, with advice and support provided to other projects attracting a further £13.7m for our partners. The LEP will continue to seek to use funding through the 2014-2020 programme too.

A range of active and enterprising local partnerships are finding new ways to meet local need, for example combining funding to deliver schemes at transport pinch points, and new approaches to skills training.



Our success is due to:-

- > active lobbying, research and partnership building
- > knowledge of funding opportunities and the gaps in economic development provision that the local economy requires
- > the ability to produce high-quality projects for funding – from project concept through bid writing and delivery
- > utilising a capital funding programme supported by levels of revenue that enable schemes to be designed, managed and delivered.
- > proactively advised companies on Regional Growth Fund applications, generating more than £25m in government grants to businesses in the area
- > supported the successful South Humber Enterprise Zone submission and its implementation
- > sponsored a series of studies into economic growth, including studies into sector opportunities and opportunities to collaborate with neighbouring LEPs
- > supported the employer-led Greater Lincolnshire Employment and Skills Board to produce a series of skills-gaps reports

It is important to recognise that the Greater Lincolnshire LEP has already started work on delivering its ambitions and worked closely with business-led partnerships that support economic growth in the area. For example, the LEP has:-

- > secured over £82.2m of direct new investment into Greater Lincolnshire through our Growth Deal with Government
- > opened a £9m Invest and Grow fund to provide finance to businesses with growth ideas
- > lent weight to the successful case for EU funding to match BDUK broadband schemes



Based on this evidence of partnership working, track record of delivery and the stable nature of the local economy, The Greater Lincolnshire LEP is confident in the ability to lead the delivery of its Strategic Economic Plan.

The Greater Lincolnshire LEP has always described its boundaries as permeable, and so we are actively looking at opportunities for collaboration and joint working with areas outside of the LEP

We have undertaken studies to identify future joint working opportunities – they include:-

- > increasing innovation in our food production sector
- > strengthening the availability of technological support through strong higher education collaborations
- > adapting skills provision through work with sector skills councils.

Using collaboration to drive economic growth is an important focus for the Greater Lincolnshire LEP.

OUTPUTS AND IMPACT

Our Strategic Economic Plan sets out the actions that the Greater Lincolnshire LEP will champion. It explains how we will achieve economic growth in support of our vision to 2030.



We have analysed what our actions are likely to achieve, based on the strong past performance that we have delivered. This indicates that we will:-

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

These assumptions have been based on the value of the EU funding programme 2013-2020, and they assume that the EU funding will trigger investment on a 1:3 basis. The 2013-2020 allocation of EU funding to Greater Lincolnshire is €133m (approximately £115m).

- Our calculations are based on an assumption of a total spend of £390m and delivering schemes that meet our aims to:-**
- > put skills, growing new markets, and modern telecommunications at the forefront of growing our businesses and sectors further (these are described as 'business and employment' schemes)
 - > make the most of Lincolnshire's attractiveness to investors through protecting what we have, improving connectivity, and increasing housing (these are described as 'place' schemes).

Using both national research⁵ and analysis of previous funding EU programmes, we anticipate that the following outputs could be achieved.

£1 MILLION SPEND	Business and Employment	Place	Average
Jobs created (gross)	52	22	37
Business assisted	112	22	67
GVA uplift	£11.9m	£5.7m	£8.8m

On the basis of the assumptions about funding available locally, between now and 2021 we can expect to spend around £153m on 'business and employment' projects, and around £237m on 'place' projects. If that is the case, then we could anticipate achievements of the following order:

£390 MILLION SPEND	Business and Employment	Place	Total
Jobs created (gross)	8,011	5,109	13,119
Business assisted	17,140	5,175	22,314
GVA uplift	£1.82bn	£1.35bn	£3.17bn

5. Valuing the Benefits of Regeneration, Department for Communities and Local Government, December 2010

We have also projected what this might mean in terms of growth in the local economy over and above projected natural trends. The following is suggested:



There is very little in the way of national or local benchmarking data available for us to rigorously test these figures against. However there are various reports looking at the economic impacts of projects and assorted regeneration activities on which we can draw and get a feel for how realistic these figures are. For example, an independent audit of the East Midlands Development Agency found that for every £1 it had spent resulted in £9 of economic growth in the region's economy. This is very close to the £1:£8.80 impact we are forecasting.

Specifically in terms of 'place' projects, the Department for Transport has recently released some figures on projected outputs from 2014 construction activity with results ranging from £1 spent:£2.3 in benefits in the Yorkshire and Humber region to £1 spent:£7.3 in benefits in the east. Overall the national average worked out at £1 spent:£4.4 in benefits. Our projection of £1 spent:£5.7 in benefits is therefore higher than the national average but well within the range presented.

Even more recently we have been made aware of some figures for spending by LEPs to date that suggests that around £1.5bn of spending on projects already under way will deliver in the region of 217,000 jobs. This works out at £1m spend creating 145 jobs, which is considerably higher than the £1m we are forecasting. However it should be noted that without the detail of these various projects it is difficult to know whether we are comparing like with like, so we have taken a conservative view based on our experiences locally.

ACHIEVING VALUE FOR MONEY

Achieving Value for Money is critical for the Greater Lincolnshire LEP – and it is even more important thanks to the current fragile nature of local and national economies.

The Greater Lincolnshire LEP is seeking to achieve value for money through two routes:-

- > at programme development level
- > at individual project level.



PROGRAMME DEVELOPMENT LEVEL

The LEP board held a workshop on strategic priorities at its meeting in September 2013. As part of that workshop, it analysed the impact that initiatives can have on an area's economy and in particular the balance between business/revenue schemes and place/capital schemes. Further work on this – linked to the Treasury Green Book – will be done in the coming months in order to ensure that the LEP achieves maximum value out of the funding programmes it has access to.

INDIVIDUAL PROJECT LEVEL

Firstly, the LEP will put a robust system in place to ensure that grants are additional and are not being used where they are not needed. This will contribute to getting best value from the programme.

Secondly, the appraisal process is expected to analyse the value for money of each project against set published criteria. The LEP is also looking at achieving value for money through collaborations and targeted investment:-

- > a major focus of the LEP's strategy is to consider how added value can be achieved through facilitating joint working and collaboration and through targeting investment towards projects that will foster improvements across sectors and specialisms. The high-level strategy is to look at projects that will facilitate clustering activity, share knowledge across sectors and specialisms, and develop systems and processes that will ensure any investment achieves the maximum value
- > consultation with key partners and industry leads along with research and analysis has enabled insights which point to huge potential within our business community, and to opportunities to develop creative and innovative interventions. These opportunities include the potential of the agri-food, logistics and renewable energy sectors in the county to work more closely to share knowledge and resources.

MONITORING AND EVALUATION

The Greater Lincolnshire LEP Monitoring and Evaluation Framework sets out how we will monitor delivery of the projects agreed with Government and the levels and forms of evaluation that they will undergo.

The purpose of this framework is twofold. Firstly, it sets out what the LEP, through its accountable body of Lincolnshire County Council, expects from project leads, managers and sponsors by way of monitoring data and information in the delivery of schemes. Secondly, it details how this data and information will be used, to both report progress to various stakeholders, and as part of the evaluation process.

The framework document sits alongside additional documents which detail the joint commitments between the LEP and the Government, including:-

- > a funding agreement between the Government and the accountable body acting for and on behalf of the LEP
- > an Assurance Framework that establishes how the LEP will ensure value for money across the range of interventions
- > an Implementation Plan that sets out how the Greater Lincolnshire LEP and the Government will make the Growth Deal operational through clearly identified activities, responsibilities and milestones
- > a strategic Communications Plan that sets out how the LEP and Government will work together on communications activity.





Unit 4 | Witham Park House
Waterside South
Lincoln
LN5 7JN

T: 01522 550540

E: enquiries@greaterlincolnshirelep.co.uk

 [GreaterLincsLEP](https://twitter.com/GreaterLincsLEP)

WWW.GREATERLINCOLNSHIRELEP.CO.UK