



**Greater
Lincolnshire**
Local Enterprise Partnership

Growth Ambitions
for the Greater Lincolnshire LEP
2013



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For more information about the work of the Greater Lincolnshire LEP

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Foreword by the Chair

I am delighted to introduce the Growth Ambitions for the Greater Lincolnshire Local Enterprise Partnership, which outlines our priorities to maintain and further develop Greater Lincolnshire's economic position. Our economy has a diverse base: with genuine world-class excellence from manufacturing to agri-food. It is essential that our businesses, of all sizes, continue to be supported where necessary so they can continue to grow and secure long term prosperity and employment opportunities.

I would like to thank everyone who has contributed to the Ambitions, and all who have supported the LEP in its life to date. The Board, together with our partners and stakeholders, believe Greater Lincolnshire has real potential to deliver sustainable growth. Effective partnership working will be fundamental in delivering this growth and it is essential that all partners are working towards common aims and objectives.

Recognising that the Greater Lincolnshire LEP is on a journey, this plan aims to show our current priorities. It will be reviewed as we embark on this journey, with detailed and time-bound action plans developed for each of the ambition areas. The LEP is a partnership between the private and public sectors, and much of the work will be led and delivered through those partners across Greater Lincolnshire.

I hope that you will join us in that journey, telling us what is important to you and helping us to create a better environment for business in Greater Lincolnshire. I look forward to continuing to work with the Board, and with all of partners and stakeholders over the next year to deliver our ambitions.

Ursula Lidbetter
Chair

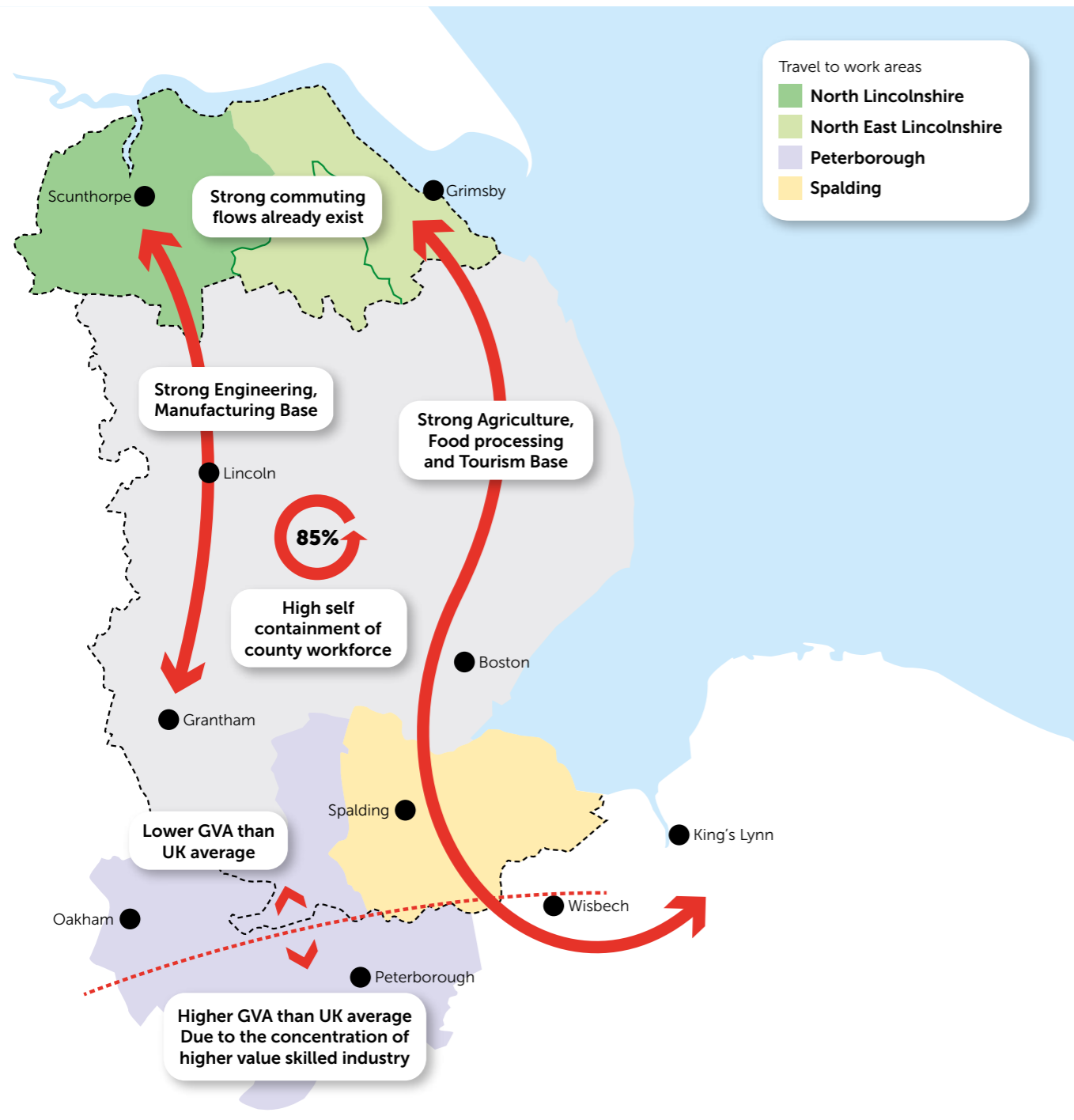
Greater Lincolnshire LEP



Greater Lincolnshire in Context

Greater Lincolnshire has many assets which will provide a good platform for economic growth, provided the right economic conditions can be delivered to realise our potential. These conditions will be a mix of economic

support factors, including national initiatives like financial assistance and local ones like economic infrastructure and enterprise support.



- It covers an area from the Humber to the Wash, with both unitary and district authorities.
- Just over 1 million people live in Greater Lincolnshire.
- Over 96% of our businesses employ less than 50 staff – and a significant majority employ less than five.
- 15.5 % of employees work in manufacturing, 26.6 % in public admin and 20% in retail.
- We have a nationally strong agri-food sector with many established and nationally important food-based businesses with particular expertise in all forms of frozen and chilled foods in Grimsby and agri-food in south Lincolnshire.
- We have an established power engineering sector which can provide a competitive advantage in moving to a low carbon energy economy. Grimsby and Immingham form the fourth largest port in Northern Europe with opportunities to become a global gateway.
- The Humber and Greater Lincolnshire has the potential to become the renewable energy centre of the UK through offshore wind, carbon capture and storage, tidal power and bio-fuel developments.
- Our education providers have partnered with businesses to establish world leading centres in food manufacturing and power engineering.
- We have outstanding heritage assets in Lincoln City including the Cathedral, Lincoln Castle and the Brayford waterfront. Other visitor assets include the fine east coast resorts, Boston with its historic links to the Pilgrim Fathers, RAF heritage (exemplified by the RAF Waddington International Air Show) and the natural beauty of the Wolds.

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

- **Infrastructure** - Greater Lincolnshire is predominantly rural with a sparse population. Movements of labour and goods between disparate areas are impeded by inadequate transport infrastructure. Whilst recent strategic investment in infrastructure has begun to improve access and movement, there is a need to do far more to achieve adequate infrastructure provision in Greater Lincolnshire.
- **Places** - Although Lincoln is the main centre for business in the area, there are many other important centres including Boston, Gainsborough, Grantham, Grimsby, Immingham, Scunthorpe, Skegness, Sleaford and Spalding. Transport links between these centres and with places outside Lincolnshire, remain poor.
- **Skills** - We have a low skill base, compared to many areas, which is exacerbated by poor transport links to our major academic centres such as the universities in Lincoln and the colleges across Greater Lincolnshire. There are some hard to fill vacancies particularly in technical and skilled labour areas, a lack of provision for supervisory and management skills, a lack of awareness amongst learners, parents and schools of relevant career paths and advancement, a lack of business skills amongst owners and a high percentage of young people and adults being work ready.

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

Our Ambitions for Growth

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

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

Ambition Area 1 - Infrastructure

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

We realise that infrastructure can be a strong catalyst for economic growth, but that the LEP cannot solve all of the infrastructure issues within Greater Lincolnshire. Using work already undertaken by our public sector partners across Greater Lincolnshire, we will develop a top level infrastructure plan for Greater Lincolnshire, which assesses in economic and enterprise terms the schemes most likely to deliver local growth. By working with our partners, we aim to have an agreed infrastructure plan by March 2013.

We will use our Invest and Grow infrastructure loan fund to support these strategic infrastructure priorities.

Priorities might include:

- Direct rail link from Lincoln to London
- Increased digital communications and coverage across Greater Lincolnshire
- Lincoln Eastern Bypass and the Lincoln East West Link road
- The Grantham Southern Relief Road
- Increased utility supply for the proposed housing and employment growth points area
- Access to Europarc in Grimsby
- A road rail hub for southern Lincolnshire

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

Ambition Area 2 - Creating the right conditions for business growth

We have led meetings with representatives from our most important sectors, undertaken detailed research about the barriers and opportunities for those sectors, and have considered the challenges and opportunities facing different parts of our area. These reports are published on our website.

Our priority sectors are:

- Visitor Economy
- Manufacturing
- Agri-food
- Ports and Logistics
- Renewables
- Care

Our LEP has chosen to gain an understanding of the links between economic sectors rather than viewing them in isolation. Our priority, now, is to do things that give businesses of all sizes the confidence to grow and invest. We will do this in five ways:

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

Influencing and lobbying for what we can

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

Ambition 2 - Creating the right conditions for business growth	Partners
2.1 Create a business-friendly culture and make it easier for the private and public sector to undertake development.	All
2.2 Champion a business-friendly Development Charter across Greater Lincolnshire.	LEP and LAs
2.3 Be recognised within government as a lead area on water management and sustainability and lobby government on funding for coastal regeneration.	EA/LA and LAs

Increasing income via supply chains

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

Ambition 2 - Creating the right conditions for business growth	Partners
2.4 Undertake supply chain analysis with large companies in Greater Lincolnshire and encourage local sourcing.	LA, the Chambers of Commerce, LEP and UK Trade and Investment
2.5 Encourage all Greater Lincolnshire businesses to source locally.	All led by LAs, the Chambers of Commerce and Federation of Small Businesses
2.6 Encourage public sector partners to source local products.	LA, Chambers and FSB
2.7 Facilitate business-to-business contact within our key sectors through networks and collaboration.	All

Improving skills

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

Ambition 2 - Creating the right conditions for business growth	Partners
2.8 Lobbying for improved learning for the care and leisure sectors.	ESB and LEP
2.9 Support the development of the University Technical College in Lincoln specialising in sustainable engineering.	ESB and LEP
2.10 Support the further development of food technology training making links on common areas of training.	ESB

Bringing R and D closer to business

We want to help Greater Lincolnshire stay "ahead of the game" – helping businesses to be innovative with products and processes. We will help business adapt to the opportunities that are presented by alternative and low carbon technologies. We will support further strengthening of offer at the University of Lincoln and Bishop Grossetest University, while also pressing other providers that deliver complimentary services to prioritise Greater Lincolnshire. We will actively seek ways of using recycled funds from our rolling investment fund to promote Research and Development.

Ambition 2 - Creating the right conditions for business growth	Partners
2.11 Raise awareness of funding streams, especially the Technology Strategy Board and Knowledge Transfer Partnerships.	All, Universities
2.12 Bring businesses together with technology and R&D providers.	LEP through LAs and Universities
2.13 Raise awareness amongst the business community of technology promotional awards.	LEP and Universities

Responding to our geographical differences

We want to ensure that Greater Lincolnshire is recognised as a geographically diverse place which can support and grow enterprise in urban, coastal and rural areas. We will develop an infrastructure plan that recognises this diversity and works across neighbouring LEP boundaries to lobby for funding and successful outcomes. We will use our revolving infrastructure fund innovatively. We will further support the outcomes of the Enterprise Zone in Grimsby, the use of a road/rail freight hub in the south of Lincolnshire, housing growth in Grantham, Gainsborough and Lincoln and the Lincolnshire Lakes project in North Lincolnshire.

Ambition 2 - Creating the right conditions for business growth	Partners
2.14 Support the development of the Enterprise Zone in Grimsby and the Humber Enterprise Zone in North Lincolnshire.	LEP and LAs
2.15 Lobby for economic development funding.	LEP/LA lead
2.16 Support and work with our partners to deliver housing-led growth in the Growth Points areas.	All, LAs
2.17 Implement a programme to help businesses in managing seasonality.	LEP
2.18 Continue to be recognised as a leading coastal LEP and develop solutions for coastal regeneration.	LEP

Ambition 3 - Rural Enterprise

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

Ambition 3 - Rural Enterprise	Partners
3.1 Support networking that brings rural businesses together to share opportunities for growth and development.	Rural and Farming Network
3.2 Lobby for RDPE (rural development programme for England) and other funding that supports innovation, diversification, and tackling climate change opportunities.	Rural and Farming Network
3.3 Be recognised as an entrepreneurial rural LEP, which leads on rural enterprise.	LEP and All Partners

Ambition 4 - Retail

Retail is important in Greater Lincolnshire. It is one of the largest private sector employers and is extremely diverse, from small niche shops to large multinational retailers. However, the nature and size of retail is changing, and the LEP aims to help areas trade on their natural assets to develop stronger retail areas. Building on the work that the University of Lincoln, Lincoln City Council and Central Lincolnshire Joint Planning Unit have undertaken, the LEP is keen to bring the public and private sector together to plan for the future of town centres in Greater Lincolnshire.

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

Ambition 5 - Communications and Engagement

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

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

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

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

How the LEP will operate

The LEP's Ambition Plan is the start of this journey and we would like the private and public sector to work with us to reach our goals. Once the plan is published, the LEP will work on detailed and time-bound delivery plans and measurements that will sit behind each ambition. We will also build on existing work by partners across Greater Lincolnshire to develop a longer term economic vision.

The LEP is a partnership. We would like partners, individually and collectively to work with us to achieve this plan and we have developed a kite mark for organisations which wish to be associated with the LEP. We are clear that the LEP should focus on where it can add value to the efforts of others.

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

We see ourselves as an 'enabling body' and a catalyst for change. By this we mean it is our job to identify the very high priority actions which must happen and, collectively, use the talents and resources of LEP members to ensure that these actions take place. Our efforts so far include selecting and promoting two transport schemes, and bringing £250,000 of

funding to coastal businesses. We anticipate that many other projects will emerge which will benefit from the LEP playing an advocacy and enabling role.

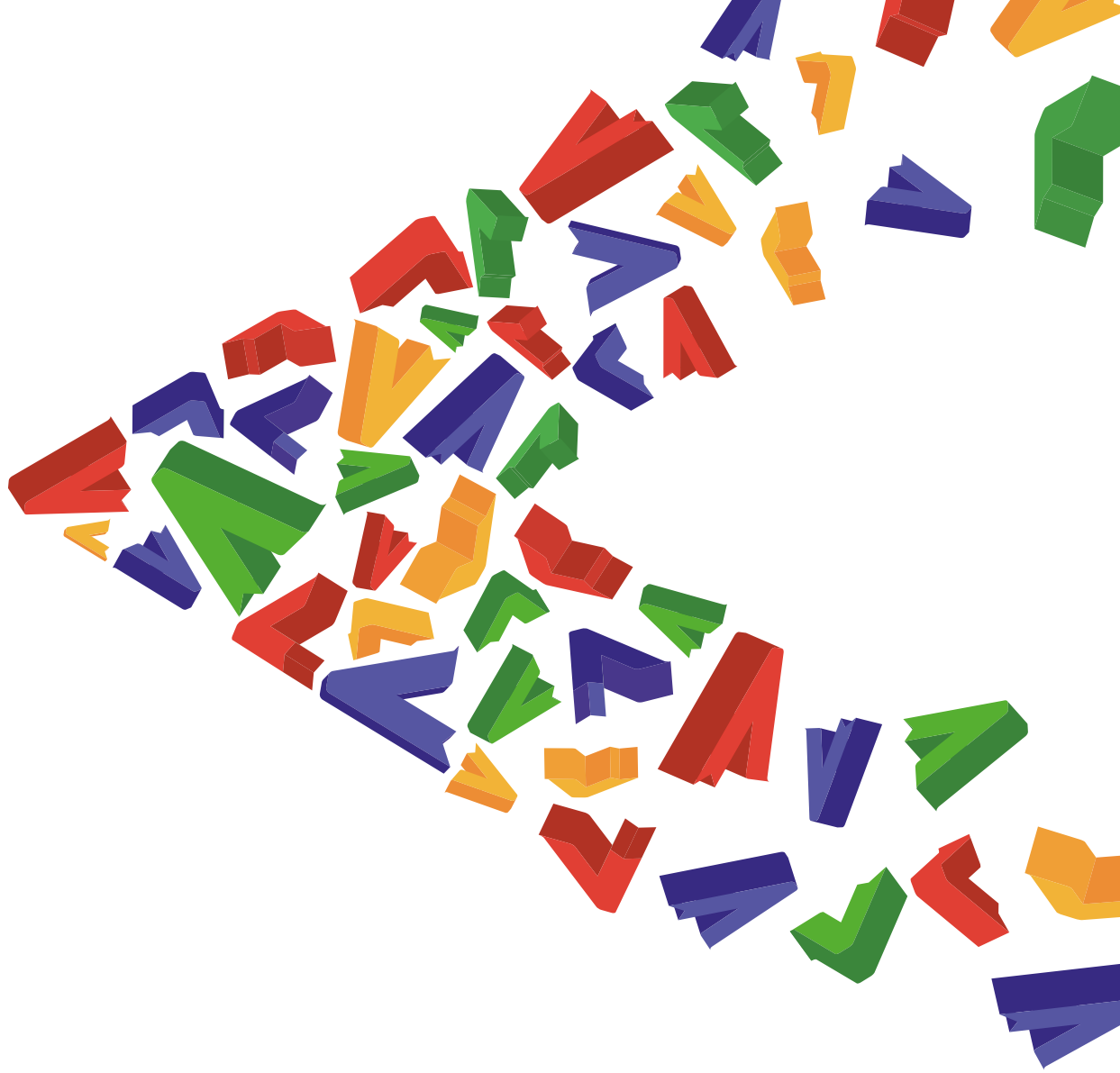
- **Commissioning** - The LEP may commission different organisations to undertake delivery of LEP sponsored projects. A good example of this is the "Invest and Grow fund" where Lincolnshire County Council has been commissioned to administer the fund on behalf of the LEP.
- **Enabling** - The LEP may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

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

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

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

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



LCC = Lincolnshire County Council
NELC = North East Lincolnshire Council
NLC = North Lincolnshire Council
LAs = Local Authorities
EA = Environment Agency
FSB = Federation of Small Businesses
ESB = Employment and Skills Board

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