



ANNUAL DELIVERY PLAN

FY 2022/2023

FOREWORD FROM THE CHAIR

The Greater Lincolnshire LEP is a partnership driving inclusive economic growth. Our 'triple helix' structure of public, private, and academic leaders has helped unlock economic opportunities, improving the places where we work, live, and visit. Our Delivery Plan for 2022-23 builds on the work we have delivered for over a decade across Greater Lincolnshire against a rapidly changing political and economic landscape.

The importance of delivering locally led and inclusive economic growth is even greater as we emerge from a pandemic and enter unpredictable global political and economic upheaval from the Russia-Ukraine war. At the same time our businesses and communities are adjusting to the UK's exit from the European Union. From rising energy prices to the cost of raw materials, interrupted supply chains and labour challenges, our businesses and communities need our support more than ever.

But there is much to look forward to this year with further development and growth of our four game changing sectors: UK Food Valley, Defence and Security, the Humber Freeport, and Energy. This Delivery Plan showcases the breadth of our offering and capability when it comes to delivering inclusive economic growth.

Finally, I am looking forward to another year of working with our Board, sub boards, Enterprise Advisers, and Team Lincolnshire members who commit their time and expertise to regional development, and to the dedicated Executive Team who work tirelessly to fulfil Greater Lincolnshire's mission to improve the lives and opportunities of communities and businesses in Greater Lincolnshire and Rutland.



Pat Doody *Chair, Greater Lincolnshire LEP*



GREATER LINCOLNSHIRE

The Greater Lincolnshire LEP acts as an:

Advocate

Acting as the voice for Greater Lincolnshire, ensuring regional priorities reflect the needs of local businesses and communities

Enabler

Bringing together existing partners and organisations to respond to shared priorities, swiftly and decisively

Commissioner

Using our resources to invest in priorities that support our mission

Delivery Organisation

Applying our expertise, experience and systems to secure funding for programmes

THE ROLE OF THE LEP

The role of LEPs, as defined by the UK Government Department for Business, Energy & Industrial Strategy, and the Department for Levelling Up, Housing & Communities is to:

- Provide a strong, independent and diverse local business voice
- Carry out strategic economic planning in partnership with local leaders, allied to the UK Government Levelling Up Missions
- Support devolution deals where requested by local partners
- Deliver functions on behalf of government departments, including delivery of:
 - Growth Hubs
 - Careers Hubs
 - International Trade & Investment activity
 - Local business intelligence
 - Local Digital Skills Partnerships
 - Local Skills Analysis
 - Assurance of existing local growth LEP programmes

STRATEGIC CONTEXT



NATIONAL STRATEGY - LEVELLING UP

In February 2022, the UK Government published its Levelling Up White Paper (LUWP), describing twelve missions for levelling up over the next decade. Our Annual Delivery Plan has been structured to demonstrate the relevance to those missions.

The twelve missions are:

1. Living Standards
2. Research & Development
3. Transport Infrastructure
4. Digital Connectivity
5. Education
6. Skills
7. Health
8. Well-being
9. Pride in Place
10. Housing
11. Crime
12. Local Leadership

REGIONAL STRATEGIES

Greater Lincolnshire has a dispersed economy made up of distinctive market towns, coastal, rural, and urban areas, plus concentrations of industrial activity. In line with the LUWP, our Local Industrial Strategy (LIS) reflects the importance of place with plans which focus on supporting these economies to grow further and reducing disparities in health, education, job access, transport and housing.

The LIS provides a strategic focus on selected key sectors, which include our game-changers agri-food, ports and logistics, defence, and energy, as well as enabling sectors health & care and visitor economy, and these themes feature strongly in our Annual Delivery Plan.

Our Economic Plan for Growth, published in March 2021, builds on the LIS, using the principles of protecting, progressing, and prospering:

- **Protecting** businesses and people from pandemic impacts;
- **Progressing** plans and implementing funding opportunities;
- **Prospering** with new programmes to transform and grow the Greater Lincolnshire economy.

The Plan for Growth lays out a 1-5 year action plan which reflect the strategic aims of the LIS, and the Annual Delivery Plan for FY22/23 ensures that those actions are continued forward during this coming year. These include specific priorities related to place, centred around the South Humber Bank, Coastal Lincolnshire, our Rural Heartland, Greater Lincoln, and Southern Lincolnshire and Rutland.

PRIORITY AREAS



STRATEGIC THEMES

Our Delivery Plan for FY22/23 is structured around a set of strategic themes, selected to provide focus on priority sectors important to the regional economy, as defined in our Local Industrial Strategy and Plan for Growth. Other themes provide a focus for activities which allow us to further develop the role of the GLLEP as a collaborative partner, convener of key stakeholders and provider of trusted economic and business intelligence.

Game Changers

Four key sectors which we have identified as having high potential opportunities for growth and investment on a regional scale

Enabling Sectors

Delivering activities which support those sectors which are important to the Greater Lincolnshire economy, supported by our Strategic Advisory Boards

Delivery

Continuing delivery of our capital programmes under the Single Local Growth Fund and Getting Building Fund, and our grant funds

Governance

Ensuring we maintain the financial viability and regulatory compliance of the GLLEP and understand the scope and mandate of LEPs as we move towards possible devolution

Collaboration

Utilising our convening power to further enhance the role of the GLLEP as a collaborative partner

Reach & Influence

Ensuring the GLLEP reaches as many regional businesses as possible, supports inward investment, and provides a current and accurate evidence base for strategic decision-making, whilst being representative and inclusive for our whole business community

Employment & Skills

Delivering the Career Hub programme and providing strategic direction as the voice for Greater Lincolnshire on employment and skills

GAME CHANGERS

The Greater Lincolnshire LEP has identified four key sectors which present game-changing, high-potential opportunities for growth, investment, and collaboration on a region-wide scale.

Humber Freeport

Maximising the strategic advantages of our Humber ports and leading their transformation into one of the most smart, clean, and efficient port clusters in the world. In FY22/23, GLLEP will support the Humber Freeport via the Freeport Innovation Liaison Group, and our roles on the Humber Freeport Board and sub-groups

UK Food Valley

We continue to establish Greater Lincolnshire as the UK's Food Valley (UKFV), championing automation and resource efficiency and reducing the UK's reliance on food imports. In FY22/23, we will develop the business model for UKFV, implement the business plan and facilitate and increase inward investment enquiries

Clean Growth and Green Energy

Greater Lincolnshire will continue to capitalise on its clean growth assets by acting as a testbed for technologies in clean energy generation, storage, and distribution. In FY22/23, we will agree contracts with successful applicants to our £2.8m Clean Growth Accelerator Fund, and commission a Local Area Energy Plan for the South Lincolnshire food sector

Defence & Security

We are working to ensure Greater Lincolnshire is the first-choice location for defence-related industries, service leaders and their families. In FY22/23, we will develop a Greater Lincolnshire Defence and Security Network of innovation-focussed defence companies and continue to engage with MoD on the creation of a recognised Greater Lincolnshire Defence and Security Cluster

DELIVERY



KEY PERFORMANCE INDICATORS

| Strategic Theme | KPI | Economic Strategy (LIS) | Plan for Growth 5-year priorities/outputs | Levelling Up Mission(s) | LEP Role | | | |
|-----------------|--|---|---|--|----------------|-------------------|--------------------|-----------------------|
| | | | | | Business Voice | Economic Planning | Delivery Functions | Devolution Engagement |
| Game Changers | Contribute to the development of the Humber Freeport | Maximise the strategic advantages of our ports | Become home to the UK's biggest freeport by volume and value of trade | Living Standards Research & Development Skills | ✓ | ✓ | ✓ | |
| | Develop the UKFV | Increase the international competitiveness of our agri-food sector | Develop a long-term UK Food Valley programme | | ✓ | ✓ | | |
| | Develop a Regional Defence & Security Cluster (RDSC) | Create a cluster of innovation focused defence companies | Develop an action plan to grow the cluster | | ✓ | ✓ | | |
| | Promote and support Clean Growth | Unlock "whole system" energy solutions Become rural testbed for new technologies | Establish delivery of Local Area Energy Plans | | ✓ | ✓ | | |

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|------------------|---|--|---|--|----------------|-------------------|--------------------|-----------------------|
| | | | | | Business Voice | Economic Planning | Delivery Functions | Devolution Engagement |
| Enabling Sectors | Support the growth of the manufacturing sector | Support diversification, innovation, decarbonisation and add value to the manufacturing sector | Reverse the 12% decline in manufacturing productivity, catching up with the UK average | Living Standards Research & Development Skills | ✓ | ✓ | | |
| | Develop a cluster plan for Health & Care Enterprise | Greater Lincolnshire will become an international centre for innovation for rural H&C solutions | Health solutions developed in Greater Lincolnshire will be rolled out in rural and ageing communities across the UK | | ✓ | ✓ | | |
| | Support the growth of the visitor economy sector | Develop the tourism sector, levelling up and supporting some of the more deprived parts of the region by providing higher-quality and more reliable employment | Develop and take forward the actions outlined by the Greater Lincolnshire Tourism Commission | | ✓ | ✓ | | |

KEY PERFORMANCE INDICATORS

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|-----------------|---|---|--|-------------------------|----------------|-------------------|--------------------|-----------------------|
| | | | | | Business Voice | Economic Planning | Delivery Functions | Devolution Engagement |
| Delivery | Ensure capital programmes deliver the required outputs | Develop the infrastructure needed to support business growth, connect people, and prepare for future growth | Deliver the Greater Lincolnshire Strategic Infrastructure Delivery Plan | Transport | | | ✓ | |
| | Ensure monies are in place for completion of capital programmes | | | Pride in Place | | | | ✓ |
| | Address the labour market challenges | Enable all residents to reach their potential in the local labour market | The number of claimants will be back down below 3% in all districts by supporting quality jobs with career progression | Skills | ✓ | | ✓ | |

KEY PERFORMANCE INDICATORS

| Strategic Theme | KPI | Economic Strategy (LIS) | Plan for Growth 5-year priorities/outputs | Levelling Up Mission(s) | LEP Role | | | |
|-----------------|--|---|---|-------------------------|----------------|-------------------|--------------------|-----------------------|
| | | | | | Business Voice | Economic Planning | Delivery Functions | Devolution Engagement |
| Governance | Determine the future scope and mandate of the LEP | N/A | N/A | N/A | | ✓ | | |
| | Sustain the financial viability of the LEP | | | | | ✓ | ✓ | |
| Collaboration | Grow measurable partnership activity | Maximise local benefits of pan-regional work and resource | Collaborate with partners wherever necessary to achieve goals | Living Standards | ✓ | ✓ | | |
| | Provide an independent business voice during devolution planning | | | Local Leadership | ✓ | | | ✓ |

KEY PERFORMANCE INDICATORS

| Strategic Theme | KPI | Economic Strategy (LIS) | Plan for Growth 5-year priorities/outputs | Levelling Up Mission(s) | LEP Role | | | |
|-------------------|--|--|---|-------------------------|----------------|-------------------|--------------------|-----------------------|
| | | | | | Business Voice | Economic Planning | Delivery Functions | Devolution Engagement |
| Reach & Influence | Deliver the comms and marketing strategy | N/A | N/A | Living Standards | ✓ | | | |
| | Support SMEs via Growth Hub | Support high growth potential scale-ups and start-ups | All businesses will be operating in a connected environment, supported by a package of business services | | | | ✓ | |
| | Encourage investment via Team Lincolnshire | Engage the global economy | Draw in inward investment & increase market access via a local internationalisation strategy Grow the Team Lincolnshire ambassador network | | | | ✓ | |
| | Enhance the strategic evidence base | Ensure strategy is developed on the back of a strong evidence base | Enable real-time monitoring of the economic situation | | | ✓ | | |

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|---------------------|--|--|--|-------------------------|----------------|-------------------|--------------------|-----------------------|
| | | | | | Business Voice | Economic Planning | Delivery Functions | Devolution Engagement |
| Employment & Skills | Deliver the ESAP Action Plan | Support people to return to, progress within, and remain in work | | | ✓ | | ✓ | |
| | Deliver the Career Hub Programme | Help young people see and take advantage of opportunities | Swift and effective implementation of Government employment and skills schemes | Skills | | | ✓ | |
| | Provide strategic direction for employment and skills as the voice of Greater Lincolnshire and the LEP | Develop more detailed and localised labour market information | Expand work with schools to ensure strong links with sectors and local employers | | ✓ | | | |
| | Enhance the visibility of employment and skills evidence and activity | Design local programmes to address skills gaps | | | ✓ | | ✓ | |

RESOURCES

The Annual Delivery Plan for FY22/23 is primarily funded from Government core funding, cash balances and Lincolnshire County Council with additional Skills Advisory Panel funding from DfE.

The Career Hub budget is funded by the Careers and Enterprise Company (CEC) and Local Authorities. Funding is aligned to academic years, therefore funding is currently available to end August 2022 as shown below, with funding for the 22/23 academic year in place by August 2022.

| CORE INCOME | |
|-------------------------|-------------------|
| Government core funding | £375,000 |
| LCC match funding | £344,105 |
| LEP cash balances | £539,295 |
| DfE income | £55,000 |
| LCC reserves | £125,522 |
| TOTAL | £1,438,922 |

| CAREER HUB (to August 2022) | |
|-----------------------------|----------|
| Income | £243,864 |
| Expenditure | £239,652 |

| CORE EXPENDITURE | |
|--------------------------|-------------------|
| Staffing | £676,708 |
| Company costs | £126,059 |
| Game Changer Development | £101,000 |
| Other Delivery Plan | £535,155 |
| TOTAL | £1,438,922 |

| CAPITAL AND GRANT PROGRAMMES | |
|-------------------------------|-------------|
| Capital Programme Expenditure | £10,641,276 |
| Clean Growth Accelerator Fund | £2,800,000 |
| Labour Market Challenge Fund | £1,700,000 |

GOVERNANCE



ACCOUNTABILITY & TRANSPARENCY

Our Assurance Framework updated in 2022, remains at the core of our governance. We will continue to take the actions required to remain compliant with the Government's and our Accountable Body's advice, guidance, and best practice. This will include work on Director and Strategic Advisory Board recruitment, retention and succession planning, to ensure we continue to have the required mix of representation and expertise on all our Boards and Committees.

We will review and update our policies as scheduled throughout FY22/23, as part of our commitment to continuous improvement, high standards of transparency and effective governance.

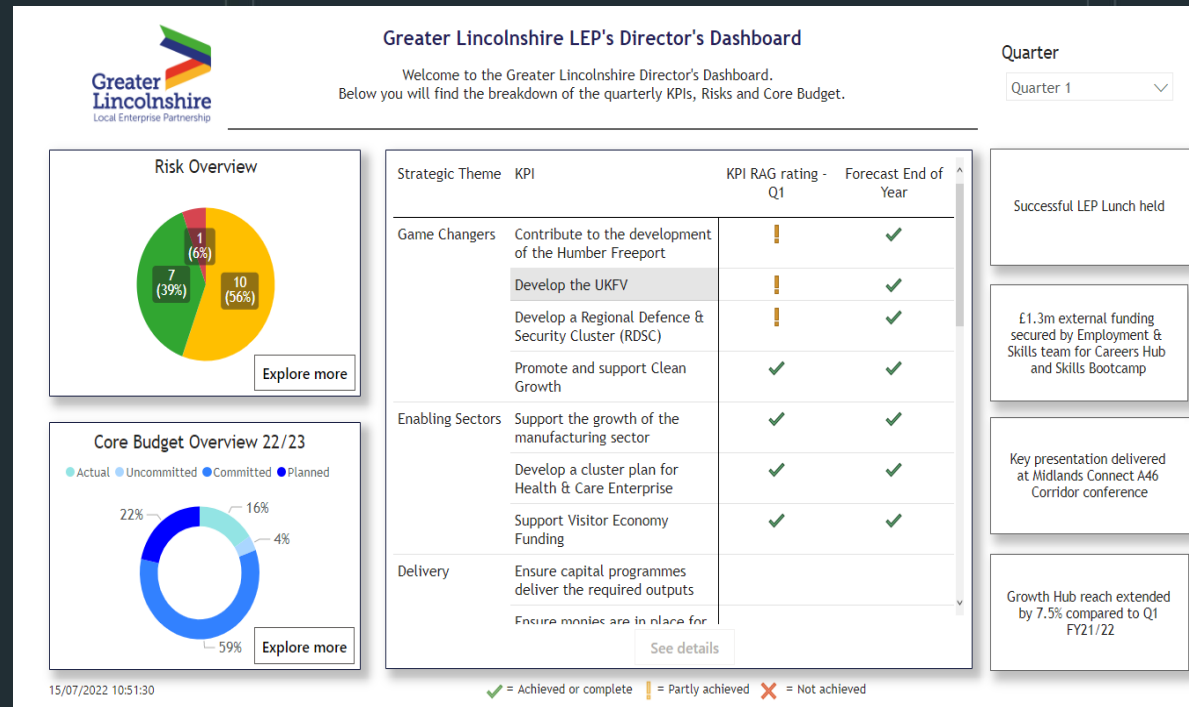
Our Assurance Framework and other documents relating to our governance are available on [our website](#). All GLLEP Board minutes and decisions are also published on our website, in accordance with our Assurance Framework.

As part of our ongoing commitment to continuous improvement and the highest standards of stewardship of public funding and policy, we are committed to ongoing scrutiny and will continue this in FY22/23. An independent review of LEP strategy, governance and delivery is led by the Greater Lincolnshire Joint Strategic Oversight Committee.

PERFORMANCE MONITORING

We have developed a detailed set of metrics against which we will carry out quarterly performance monitoring of delivery against the KPIs detailed in this delivery plan. Performance will be reported to the GLLEP Board via a Director's Dashboard and subsequently published on our website.

We will continue with performance monitoring and reporting of capital programme delivery, outputs, and outcomes, as detailed in our Assurance Framework.



RISK MANAGEMENT

Risks are managed in line with our risk management plan. Our risk register has been revised and updated to reflect risks relating to both the strategic landscape in which the GLLEP operates, and specific risks relating to the delivery plan and KPIs. These are reviewed at least quarterly and are scrutinised by the GLLEP Finance and Audit Committee and the GLLEP Board. Our Risk Register will be published quarterly as part of the Finance and Audit Committee papers, and a summary will be included each quarter as part of the Director's Dashboard performance reporting.

| Risk ID | Risk Title | Risk Definition | | | EVID | Inherent Risk | Residual Risk | Mitigating and/or contingent actions | Comments | Status |
|------------------------|---------------------------------------|---|--|--|--|---------------|---------------|--|---|--------------------|
| | | If... | then... | which will... | | | | | | |
| STRATEGIC RISKS | | | | | | | | | | |
| SR-1 | LEP role and mandate | If the role and mandate of the LEP is uncertain or reduced... | ...then this could negatively impact staff morale and increase reluctance of stakeholders to engage with us... | ...which will impact the reputation and influence of the LEP and our ability to deliver activities. | Lack of updates from Government Information via LEP network or other sources about reduced LEP role | 4 | 4 | 1. Provide staff updates whenever possible to ensure continued buy-in and reduce impacts on morale 2. Maintain stakeholder relationships through regular comms and positive engagement - promotion of LEP highlights/achievements | Updates being provided to staff and stakeholders as appropriate. LEP mandate confirmed for now, details may change as and when a devolution deal progresses | Accept and Monitor |
| SR-2 | GLLEP Core Funding | If Government decide to reduce LEP funding in future years... | ...then programmes and projects could be jeopardised and our ability to deliver activity compromised... | ...which will lead to a reduction in our ability to influence and impact the levelling up agenda for Greater Lincolnshire. | Information from Government, or via the LEP network or other sources that LEP funding will reduce Request for additional information from Government that would imply a reduced role for the LEP | 4 | 4 | 1. Carry out scenario planning for different funding scenarios 2. Carry out prioritisation exercise to determine activities that could potentially be halted if funding reduced 3. Maintain LEP reserves at a level which allows activity to continue for 3 years with reduced core funding | Activity against all actions already underway. | Accept and Monitor |
| SR-3 | Growing Places Fund - Loan Repayments | If Growing Places loan or interest repayments are not made... | ...then this will impact on our ability to fund other projects... | ...which will have a knock-on effect on project delivery and reduce the impact of the fund. | Notification from project/programme managers that payments may be delayed Project/programme managers highlight difficulties with cash flow/milestone achievement or other issues | 6 | 2 | 1. Implement processes to mitigate the impact of late or non-repayment by rebalancing responsibilities or priorities. 2. Consider accessing additional specialist support | Ongoing liaison with projects to ensure early awareness of any potential delays in repayments is taking place. | Active |
| SR-4 | Stakeholder and partner relationships | If there is a breakdown in partner or stakeholder relationships... | ...this will result in lessened engagement and support... | ...which will mean the LEP will become less effective in achieving its objectives. | Negative feedback and/or complaints from partners or other stakeholders Increased friction during contact with partners or stakeholders Decrease in alignment of LEP and partner/stakeholder goals | 2 | 1 | 1. Identify high and low risk partners / stakeholders and high and low level influencers 2. Maintain regular contact with key partners/stakeholders 3. Ensure awareness of partner/stakeholder needs is shared across the LEP team where appropriate 4. Ensure robust complaints procedure is in place and all staff are aware of their role in implementing the procedure 5. Share best practice examples with LEP team | Complaints procedure and awareness requires review | Active |
| SR-5 | Compliance | If our formal documentation and policies are not managed robustly... | ...then we risk being non-compliant with governance and legal requirements... | ...which will put the reputation of the LEP at risk. | Negative feedback from government departments, contracted partners or accountable body Draft documentation not approved by Board when submitted | 4 | 1 | 1. Ensure latest compliance guidance from all stakeholders is available and being followed 2. Implement routine review process and calendar for all formal documentation (policies, ToFs etc.) 3. Implement audit trail including version control and version history for all formal documentation 4. Ensure formal documentation is published in line with regulatory requirements 5. Create compliance checklist to enable monitoring - to include DBS checks, assurance framework requirements and other statutory requirements such as EDM | Policy suite still to update and re-publish. New template including version control and audit trail now in use. Policy review schedule revised. | Active |
| SR-6 | Relationship with Accountable Body | If the relationship between the LEP and Accountable Body becomes difficult... | ...then management of LEP finances could become more difficult... | ...which could result in a failure to release funds for LEP operations. | Disagreements during budget setting and monitoring Decrease in frequency of communications between LEP and Accountable Body | 4 | 2 | 1. Maintain frequent contact with the Accountable Body to review financial info 2. Ensure financial procedures are followed 3. Ensure staff have sufficient time allocated to complete required work at key points in the financial year. | All actions underway. Probability increased to 2 to account for current VAT issues, see SR-9 | Active |
| | | If our evidence base is not of the... | ...then our ability to carry out... | ...which could result in incorrect... | Lack of clarity in data sources Inability to access data when required | | | 1. Identify data requirements, mapped against delivery plan actions and targets | | Accept |



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