



**PROPEL**  
**TEAMS**

Developing a Greater Lincolnshire  
Health & Care Innovation Ecosystem

June 2024

Report and Recommendations

## Contents

Executive Summary.....	3
1. Introduction.....	3
Background and context.....	3
2. Context for this Report.....	5
3. The Health & Care Sector in Greater Lincolnshire.....	7
Experience and understanding of innovation.....	8
Desire to work collaboratively.....	9
4. Asset Mapping.....	11
Strengths.....	11
Weaknesses.....	11
5. Outcomes from the Showcase Event.....	11
6. Summary of Challenges and Opportunities.....	11
At Appendix 1, we have included notes on the key identified challenges within the region. These were themes that emerged throughout the consultation of the Project. Below we have focussed on the opportunities that are visible too. ....	12
Current challenges faced by the Health & Care Sector.....	12
Opportunities for growth and development.....	12
7. Recommendations.....	13
8. Conclusion.....	21
Appendices.....	24
Appendix 1: Assessment of Health & Care Sector in Greater Lincolnshire.....	24
Appendix 2: Outcomes of the Global Café.....	24
Appendix 3: Greater Lincolnshire Key Category Asset Mapping.....	24
Appendix 4: Stakeholders consulted during the Project.....	24

# Executive Summary

This Summary Report has been prepared by Propel Collective Ltd (“**Propel**”) and is an outcome from a research project commissioned during the period February 2024 to June 2024 (**PROJECT REFERENCE: PL23.082**) (the “**Project**”)

Propel were commissioned by the Greater Lincolnshire Health and Care Board to develop a vision and framework to help describe and promote the opportunities for businesses operating in the health and care sector.

The purpose of the Project was to consider how best to develop an innovation ecosystem framework for the health and care sector in Greater Lincolnshire.

## 1. Introduction

### *Background and context*

The Greater Lincolnshire LEP (“**GLLEP**”) have identified Health & Care as an Emerging Growth Sector in its Strategic Economic Plan 2016-2030 (“**SEP**”)<sup>1</sup> and therefore as one of its priority areas. Health & Care is the third largest employment sector in the region, employing 58,000 people and worth £2bn per annum to the region’s economy.

In addition, Greater Lincolnshire’s growing and ageing population, along with geographically dispersed towns and villages, are a challenge when considering how to support and enhance Health & Care provision across the region. Such challenges require innovative solutions.

As the SEP sets out, the region has real strength in the Health & Care sector, not just scale. The SEP highlights opportunities to develop and embed innovation across the NHS through the new Schools of Life Sciences and Pharmacy at the Lincoln Science and Innovation Park, deploying assistive technology and capitalising on the new University of Lincoln Medical School.

It is against this context that the Project was undertaken.

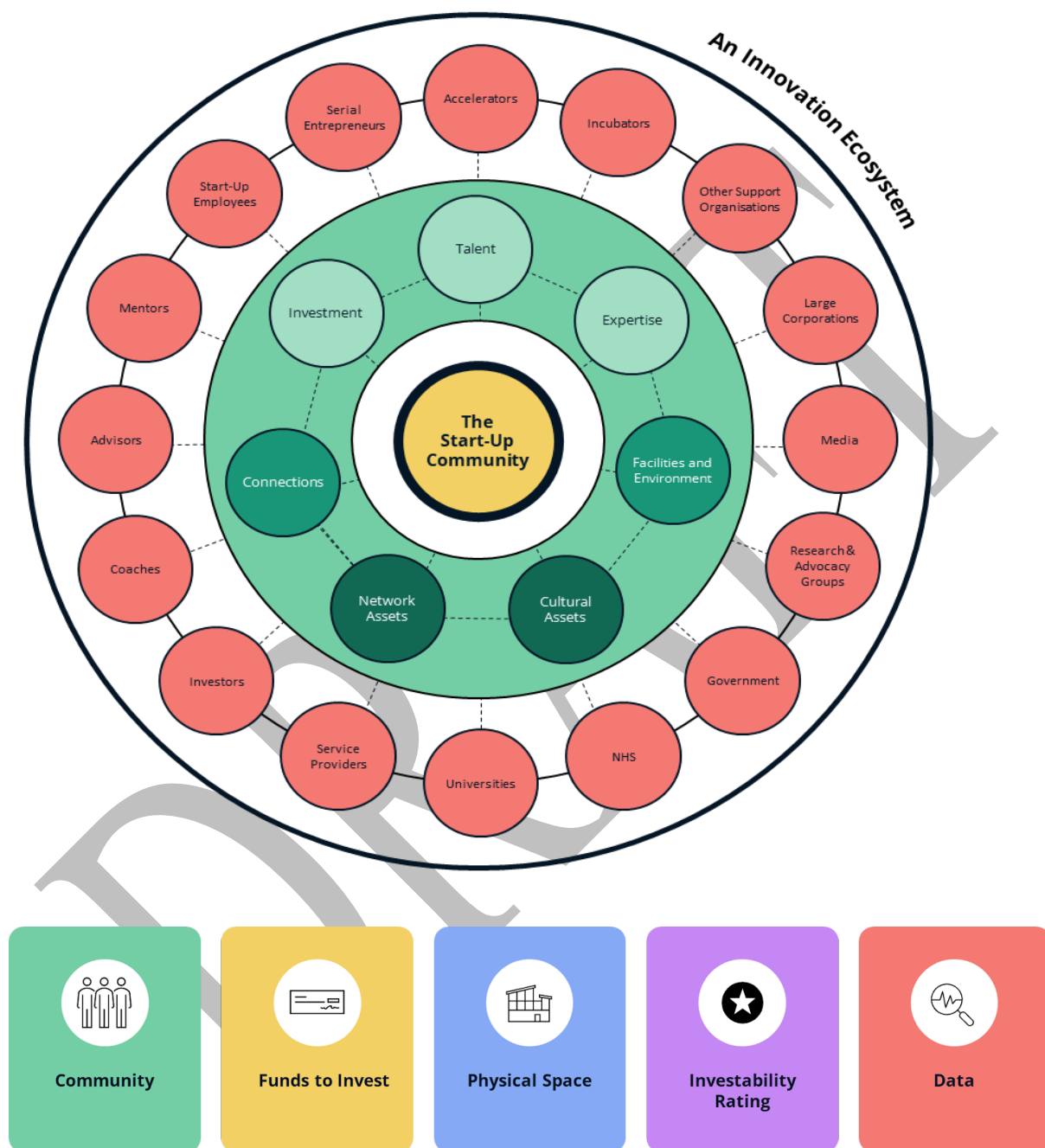
### What is an Innovation Ecosystem?

When Propel talk about ‘an innovation ecosystem’ we define this as *a complex network of stakeholders, resources, and environmental factors that work together to drive innovation within a specific domain or geographic area.*

An innovation ecosystem needs to include founders and start-ups alongside “**Business Builders**”: those from academic institutions, the public sector, investors, and support organisations, all interacting in a way that promotes the development, diffusion, and application of new ideas and technologies.

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The diagram below helps to illustrate this:



### Key components of an innovation ecosystem

When looking to form an innovation ecosystem Propel consider there are the key elements required to form an innovation ecosystem. They are:

<b>Founders and Startups:</b>	Individuals and new businesses that bring fresh ideas and products to the market.
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<b>Large Corporations:</b>	Established companies that can provide resources, market access, and mentorship
<b>Academic and Research Institutions:</b>	Universities and research centres that generate new knowledge and technological advancements.
<b>Public Sector and Policy Makers:</b>	Public sector entities that create favourable regulatory environments, provide funding, and support infrastructure.
<b>Investors:</b>	Venture capitalists, angel investors, and other funding sources that provide the necessary capital for innovation.
<b>Support Organisations:</b>	Incubators, accelerators, and business development agencies that offer mentorship, workspace, and other resources
<b>Customers and Markets:</b>	End users and market demand that drive the need for innovative solutions.
<b>Networks and Communities:</b>	Professional networks, industry groups, and online communities that facilitate knowledge sharing and collaboration.
<b>Cultural and Societal Factors:</b>	Societal attitudes towards risk-taking, entrepreneurship, and innovation, as well as cultural norms and values.

Propel knows that thriving innovation ecosystem fosters collaboration and synergy among these elements, encouraging the free flow of information, resources, and talent. This interconnectedness helps accelerate the pace of innovation, reduce time-to-market for new products and services, enhancing the overall competitiveness and economic growth of the region or sector involved. We also know that placing start-ups and new businesses at the very centre of an ecosystem (making their growth a priority activity for a region) will lead to inevitable success for economic outputs of a region).

## 2. Context for this Report

### Purpose and Objectives

The purpose of the Report is to capture the findings from the Project, and to provide recommendations on a pathway for Greater Lincolnshire to ignite, curate and grow a Health & Care Innovation Ecosystem. The Report therefore summarises observations from the Project on strengths and opportunities for the region, themes from the consultation with stakeholders, gaps, weaknesses and opportunities that have been identified, and lastly recommendations for next steps.

The overarching objective of the Report is to support the GLLEP Board in decision making. It should be noted that the Report is not intended to be exhaustive in its summary findings or recommendations, but rather to capture the key notes from the Project and to act as a springboard and data-capture exercise to inform ongoing decision making by GLLEP.

### Scope of the report and methodology

The Report was commissioned to focus on Health & Care in Greater Lincolnshire, however in developing our work Propel have also considered existing areas of innovation strength in the region including the “Game Changer” sectors such as Agri-Tech and Defence. Both show the power, possibilities and potential for how clustering support and investment can drive a sector forward.

We were aware that a significant amount of work has already been carried out on asset mapping with key stakeholders already known to GLLEP. We worked closely with the GLLEP Project team to map out the key gatekeepers, stakeholders, and innovation gateways, identifying enablers and how best to curate those connections. We took time to assess strengths of current assets and commence swift engagement with key stakeholders in order to probe ways to involve and connect stakeholders who do not yet have strong links and connections.

In undertaking the Project, our focus was on people and engagement: we carried out a range of activities including:

<b>Activity:</b>	<b>Note:</b>
Desk based research	Variety of reports, strategy documents, research and white papers.
Mapping of assets in the region	See Appendix 2 for preliminary version of this exercise as conducted through the Project. One of our Recommendations is to continue this work and to create a live version for the region.
Confidential interviews and meetings with a range of key regional stakeholders.	A list of those we have conducted formal engagement with during the Project can be found at Appendix 4. We have not retained formal notes of these discussions as it was important in the context of the Project were able to speak openly and honestly.
Attended meetings	Attended GLLEP Board meetings as guests, as well as selected regional meetings and events such as Digital Round Table event (8 <sup>th</sup> May 2024).
Facilitated an interactive workshop session with the Health & Care Enterprise	At Appendix 2 we have attached notes from this very insightful session. We encourage the GLLEP Board to re-visit this Appendix 2 and consider the emerging insights and ideation that was created in the room.

Board including a Global Café	
Visited the region's key facilities in person and participated in tours and exploratory sessions	Exploring the evolution of the Science Park and examples of innovation that have resulting from collaboration has been a very insightful experience and shows the power that the region has in making projects happen.
"Showcase" Event: Wednesday 26 <sup>th</sup> June 2024	To bring the Project to a close, we organised and hosted an event for the Health & Care Innovation Ecosystem with the Health & Care Enterprise Board. This was a very important key milestone for the Project, as its stated intention was to bring together key stakeholders in the spirit of collaboration, energy, shared knowledge and co-creation. It represented a "bringing to life" of the feeling that is created when a thriving innovation ecosystem is in motion, with insights, cross-working, sharing of know-how and creation of opportunities. A list of stakeholders that attended the Showcase Event is available on request from the GLLEP Board.

### 3. The Health & Care Sector in Greater Lincolnshire

Health and care services in Greater Lincolnshire are delivered to a population which is relatively older and more rural than the UK average. While health and care is a significant source of employment in Greater Lincolnshire, as a sector it is relatively unproductive and there is a need to find new more efficient and innovative models of care.

Clustered around Lincoln is a significant hotbed of research and medical expertise including the University of Lincoln with its School of Life Sciences and Pharmacy, a new Medical School (opened September 2019), the Science and Innovation Park and the National Centre for Rural Health and Care. These assets are already generating innovative outcomes and raising the profile of the health and care sector, attracting talent and trade. A recent "Communities of the Future" initiative aimed to improve physical and digital connectivity to local services and rural areas, although during the timeline of the Project it was not possible to analyse outputs from this. The "Future Campus for Living" at Mablethorpe is a significant investment and needs to be harnessed fully.

Greater Lincolnshire does therefore have examples of strong innovation in the sector but the overall picture is one of limited innovative activity. In particular, there is a need to extend innovation activities outside of Lincoln and out into the coastal areas and

other towns. The possibility of a “hub and spoke” model would be an excellent theme to explore.

There are significant opportunities for innovation in the sector and high demand for it. Demographic changes mean that there will be significant growth in demand for health and care in order to meet the needs of the ageing population. It is estimated that the number of people over 75 is expected to rise by 46% between 2014 and 2025. There is expected to be a 46% increase in number of people aged over 65 with a limiting long-term illness by 2035. The aging population in Lincolnshire has increased 30% faster than the rest of the UK rate since 2020.

A stated aim of the “Local Industrial Strategy” report dated 2021 was to “develop new and innovative model of care for a dispersed and ageing economy, building a cluster of local businesses to support active ageing.” This has been explored during the Project, and our Recommendations stem from an ambition to advise the GLLEP Board on how to ignite, curate and grow an innovation ecosystem that will bring ideas and solutions that can really meet the need, demand and aspiration to improve quality of life in the region.

### Themes from our conversations with key stakeholders

We sought to speak to as many regional stakeholders as possible in developing this Report (see Appendix 4). The people we engaged with were engaging, passionate and supportive of innovation in the health and care sector. There was also evidence of frustration and disappointment stemming from the fact that whilst there is a shared desire for change, there is an overarching issue caused by lack of resource, funding and collective direction. It is recognised that new models of care are required, along with behavioural change interventions, and investment in long term strategy.

The following table summarises key themes explored, and an indication of whether each is currently a strength or a weakness of the sector’s positioning.

Area	Detailed Assessment
Experience and understanding of innovation <b>Weakness</b>	<p>Many stakeholders have limited experience or understanding of innovation and there are different understandings of what innovation is. This poses a challenge to the development of the innovation ecosystem in the region. Stakeholders are at the early stages of understanding how innovation can support the health and care sector.</p> <p>However, those with experience and understanding have significant knowledge and a passion for sharing how innovation can support health and care. For example, certain discussions focussed on the need for a multi-sector, place-based approach to addressing</p>



	<p>challenges in Lincolnshire, emphasising the potential for the region to serve as a test bed for innovation in areas like wearable technology, that seek to address some of the geographical challenges the region faces.</p> <p>It is important to point out that this is not unique to the region – in our experience, many regions of the UK are currently at an embryonic stage of truly understanding and implementing the power of innovation ecosystems. To that end it does also signify an exciting opportunity for Greater Lincolnshire to step forward and implement projects and initiatives to spear head innovation at a national level.</p>
<p>Desire to work collaboratively <b>Strength</b></p>	<p>All stakeholders raised the importance of collaboration in developing innovation in the sector. For example, Rachel Linstead discussed the need for a comprehensive knowledge-sharing network in the food and health industries, emphasising the importance of sharing experiences and lessons learned.</p> <p>Many stakeholders noted the significance of cross-sector collaboration in addressing health inequalities and boosting economic growth. They mentioned:</p> <ul style="list-style-type: none"> <li>• Simplicity and relatively small size of Greater Lincolnshire’s system;</li> <li>• Strong networks where key people all know each other;</li> <li>• Positive, more honest and transparent relationships and attitudes from senior leaders compared to previously.</li> <li>• A willingness to work outside the box and “get things done” and this is evidenced by a number of ambitious projects in recent years.</li> </ul>
<p><b>Significant barriers to collaboration</b> <b>Weakness</b></p>	<p>All stakeholders were willing to collaborate but many identified barriers to such an approach, specifically:</p> <ul style="list-style-type: none"> <li>• Partners working under different levels of regulations.</li> <li>• Different understandings of or limited understanding of innovation.</li> <li>• Public Sector Funding restrictions in Health and LAs.</li> <li>• Continuing tensions around a Combined Authority and collaboration</li> <li>• Workforce development challenges.</li> </ul>

	<ul style="list-style-type: none"> <li>• Different attitudes and cultures, including a lack of mutual understanding.</li> <li>• Different data systems and language.</li> <li>• Differences in infrastructure support, including funding challenges.</li> <li>• Complicated procurement routes in the NHS</li> </ul>
<p><b>Little or no access to or knowledge of founders in the Health and Care sector</b> <b>Weakness</b></p>	<p>We were surprised by the very limited number of health and care founders and start-ups that stakeholders are aware of. There are a handful of well-known SMEs that are referred to consistently, but in general it is accepted that this is key weakness for the region. There is evidence from the work in Mablethorpe, at Mosaic and at the LSIP that there are health and care founders and start-ups based in Greater Lincolnshire, that would need and value support and being brought together for collaboration. However, there is little to no evidence of these founders and start-ups that are currently operating with the sector in the region. As a result, there is an urgent need to stimulate and grow entrepreneurship in the region so that innovative ideas to help the health and social care sector can flourish.</p>
<p><b>Passion, pride and care for the region</b> <b>Strength</b></p>	<p>Greater Lincolnshire is a region where we have seen universal passion, pride and care from stakeholders. Everyone we spoke to cares about Greater Lincolnshire and its future. Stakeholders have pride in the region and desire to put it on the map and do right by its people.</p> <p>Stakeholders have a clear sense of the regions strengths and a desire to push those strengths to improve the lives of those who live in Greater Lincolnshire.</p> <p>Those we spoke to had great ideas of how innovation could be developed. For example, Jacqui Bunce explored broader role that the University Medical School could have in medical research and innovation as well as the need for an innovation hub to champion and navigate innovations within the NHS. Alison Hands also talked about creating a health and well-being hub in Lincoln and the significance of community engagement and health innovation. Suggesting that a hub could connect with digital partners to test initiatives in the community</p>

## 4. Asset Mapping

An asset map can be found at Appendix 3. In mapping Greater Lincolnshire's current assets, Propel has defined the following categories:

- "There for Business" – organisations in place to support business in a range of ways
- National HQs – companies who have their National or International base in the region
- Prime Locations – key spaces where innovation is happening or could happen
- Regional Partners – key organisations critical to the development of an ecosystem
- Research Excellence – institutions providing the research innovation can stem from
- Transforming Health and Care – those already seeking to change the health and care sector
- Data Repositories – those with the information that can provide context and support for innovation activities

### Strengths

- Large network of public, private and third sector organisations working to transform health and care
- Clear expertise and market presence for the health and care sector
- Prime Locations for some health and care innovation activity

### Weaknesses

- Very limited specialised Founder or start-up support
- Early stages for Research Excellence links into those in the Transforming Health and Care category
- No additional Prime Locations identified for health and care beyond Mablethorpe site

## 5. Outcomes from the Showcase Event

The Showcase event took place on 24<sup>th</sup> June 2024. As intended, it brought together a wide range of stakeholders from across the region and there were high levels of enthusiasm for the potential of building the innovation ecosystem. A number of round table discussions took place, together with speaker presentations and panel discussion. The feedback from the Showcase was positive and it created a wave of activity before prior and post the event which evidenced that there is a momentum to be accessed and harnessed.

The Recommendations set out in section 7 of this Report set out the short term activities which would naturally flow from the momentum generated in the Showcase.

## 6. Summary of Challenges and Opportunities

At Appendix 1, we have included notes on the key identified challenges within the region. These were themes that emerged throughout the consultation of the Project. Below we have focussed on the opportunities that are visible too.

#### *Current challenges faced by the Health & Care Sector*

- Limited knowledge and relationships with the existing health and care Founders and start-ups in the region
- Limited number of health and care Founders and start-ups in the region
- Greater Lincolnshire needs to take targeted action to increase both the volume and the quality innovation activity. It also needs tools and methods in place to track and measure the activity so that it can accurately ascertain where interventions are effective and how to invest in the future
- The urgent need to invest in building an ecosystem in order to accelerate innovation-led growth across Greater Lincolnshire is evident in the lack of start-up activity, but also needs to be aligned with interconnectedness with initiatives already in train and to harness the power of established assets.
- Strong spatial differentiation in deprivation exist. Some of the region's urban areas (e.g. parts of the east coast) display some of the UK's worst socio-economic outcomes. These deprivation challenges include digital connectivity, poor transport links, limited access available to some of the region's assets which of course then lead to an unattractive prospect for business establishment and growth. The "hub and spoke" model could look to alleviate this partially.

#### *Opportunities for growth and development*

- Digitalisation of selected services offers great potential for delivering services to rural and dispersed communities, e.g. patient interaction through digital channels, e-prescribing
- New models of care to meet rural health and care needs, including community involvement in development of new services, community-based provision, e.g. Health in the High Street
- Improve med tech sector access to patients via integrated care via primary care networks, e.g. via living labs such as that being developed at the Campus for Future Living in Mablethorpe
- Funding to support new technologies, e.g. seed funding or rate relief or investment support for companies locating in Greater Lincolnshire
- Commitment to the creation to entrepreneurial pathways in order to build an innovation ecosystem, with a sharp focus on making it easier, simpler and more compelling for all stakeholders within the system to contribute and be part of the success.
- Implementation of tools, processes and methodologies by which progress can be measured and tracked as the innovation ecosystem developed.
- Continuous learning and celebration of wins within the innovation ecosystem, which will pave the way for greater progress.
- Using real world examples and live case studies to bring innovation to life. It is important to support stakeholders within the ecosystem to move beyond the words and into action which is where the real learning happens.

## 7. Recommendations

This section of the Report is to provide GLLEP with recommendations: a list of suggested next steps that Propel has identified as a result of the Project. It is intentionally focussed on a small number of overarching priorities: it does not seek to do everything. We have pulled forward recommendations that we believe would have the greatest potential benefit and that are within the gift of the current stakeholder group to actively work toward. We have also made these recommendations based on our expertise and evidence-based approaches to what works (and what doesn't) as regards igniting, curating and growing a thriving innovation ecosystem.

It is not intended to be definitive or exhaustive. By its very nature, building a thriving innovation ecosystem is an iterative process, dependent on engaging the stakeholders in a region and co-creating an environment which drives and builds upon the strengths of the region. However, this part of the Report will certainly provide an excellent start point for consideration of short- and medium-term activities that can be prioritised for investment. These activities will serve to gather momentum and galvanise the relevant organisations and individuals that ultimately will be instrumental in making a success of the region's aspirations and ambitions.

Recommendation 1: Build the Physical and Virtual Infrastructure Support for Start-up and SMEs

**Aspiration: Establish Greater Lincolnshire as a great place to start up and to grow a business or social enterprise within the health and care space**  
**From Vision 2025: We have created an entrepreneur's paradise and are considered the number one best environment to set up and grow small businesses.**

Challenge: There are currently a limited amount of start-up businesses operating in the sector within the region, and little in place to attract and support businesses.

<p><b>Short Term</b></p>	<ul style="list-style-type: none"> <li>• <b>Establishment of an Innovation Ecosystem Board:</b> to ensure that recommendations from this Report are given accountability and forward momentum. Ensure appropriate representation from across the region and outside of the sector.</li> <li>• <b>Understand the landscape:</b> undertake a detailed piece of market mapping and engagement work that draws out the founders and start-ups in the region within the Health &amp; Social Care sector. A list of SMEs and founders is not yet mapped and available and this is a barrier to progressing collaboration and support.</li> <li>• <b>Create a virtual online home:</b> there is currently nowhere for SMEs in the region to convene together in order to share ideas,</li> </ul>
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	<p>insights, learnings or get help and support in their challenges. We learnt during the Project that there have been a number of attempts in the past to provide online learning and group communities that in some instances have been met with great enthusiasm. They have fallen away (anecdotally due to funding being withdrawn) and there is now a real gap that needs to be filled.<sup>2</sup> Importantly, this online space is also to be a place to convene stakeholders from private, public, third sector and academic organisations as well as funders and investors. “Business Builders” and Start-ups convening together.</p> <ul style="list-style-type: none"> <li>• <b>Attract businesses from outside the region:</b> early events for the innovation ecosystem could involve invites to high potential start up from outside the region. This can help to inspire and add ideas for the other activities under this short-term plan.</li> <li>• <b>Create high quality online learning:</b> the Project identified a gap in access to high quality support and learning for founders and businesses setting up in the sector. A “Business 101” training course could be an easy early win, focussing on generic support plus specific considerations for health and social care businesses.</li> <li>• <b>Run a targeted accelerator programme for health, social care founders and start-ups</b> in the region. This would be a “first of type” that focusses sharply on the unique challenges of establishing an early-stage business in the sector. Designed so that GLLEP can leverage the expertise of its current Board and the key stakeholders, for example to include guest expert contribution from NHS Innovation team, Science Park stakeholders, Co-op involvement in trialling solutions on local scale. Potential for testbed/sandpit.<sup>3</sup></li> <li>• <b>Diversity and under-represented groups:</b> look for opportunities to support entrepreneurship in areas such as female-run businesses, minority groups, rural areas and areas of deprivation. They have specific needs which must be addressed within the wider landscape.</li> <li>• <b>Working Group for the ambition:</b> the stated commitment to stimulating and supporting the start-up market, requires a dedicated sub working group. Agree goals, outcomes, activities across 6–12-month period. Dovetail into medium term goals. There are some obvious candidates from the Project’s consultation process who share the absolute passion, enthusiasm and belief in this whose skills could and should be harnessed in this way.</li> </ul>
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<sup>2</sup> Note: a proposal has been made by Propel for implementation of a beta trial of its digital platform “Campus”

<sup>3</sup> Note: a proposal has been made by Propel for the operation of a targeted accelerator programme

	<ul style="list-style-type: none"> <li>• <b>Rural Entrepreneur programme:</b> aligned to the “hub and spoke” model, run a series of targeted roadshows and events that reach rural areas of the region and demonstrate the desire to bring all areas of the region into equal consideration.</li> <li>• <b>Small and focussed user trials:</b> there is an opportunity to run some projects that trial health innovation in user groups within the region, as demonstrators for how pathways can be created and allow some “good news” stories that can inspire and educate on the power of innovation. This was specifically discussed with Co-Op, and we recommend it be pursued as a priority activity. This is a pathway to the Proof-of-Concept Fund referred to in medium term goals.</li> <li>• <b>Financial literacy and support: supporting the small business community to understand and access funding in different ways.</b> Developing a community of investors is important, but so is improving access to loans, grants and cash flow support. There is an opportunity to build closer relationships with national initiatives for funding with the most obvious being Innovate UK and offering bid writing support the Greater Lincolnshire businesses to help them secure grants.</li> <li>• <b>Physical space and infrastructure:</b> there is opportunity to improve the offerings to start-ups, using the excellent spaces which are not currently being utilised actively or advertised as exciting places to be. An attractive, compelling offer that combines co-working space with networking, training, access to support and a pathway to incubation and acceleration is an essential next step.</li> </ul>
<p><b>Medium Term</b></p>	<ul style="list-style-type: none"> <li>• <b>Comprehensive plan for increasing pre-start up and early-stage business activity</b> in the sector in the region. Address barriers for setting up businesses. A “pre-start” programme could operate on a simple two-tier membership approach, with “associate” and “full” membership depending on stage. E.g. Associate for those interested and exploring an opportunity to set up a health and social care business, accessing networking, basic training, events, online learning hub. Full membership for those already embarking in early business set-up, inviting them into the online community, giving them monthly training, networking, guest experts. Acting as a pathway into the incubation and accelerator programmes that then give more targeted and intensive support for solid commercial foundations. Potential to provide funding opportunities in this area, to tackle diversity barriers and to reach under-represented groups. Imperative to factor in the “hub and spoke” approach with a hybrid of online community plus roadshow and travelling programmes to reach out into communities across the region and demonstrate willingness to engage.</li> </ul>

- **Rolling programme of incubation and accelerator programmes:** create ongoing access to high quality support that established and start-up SMEs in the sector can apply to and graduate from. Including building a powerful alumni community. Collaboration flowing from this will be powerful and ignite the pre-start up activity referred to above. This will also provide tangible and measurable evidence of ROI as the participating businesses can be tracked and growth/impact monitored.
- **Comprehensive plan for support for existing SMEs:** fixed-premise locations to be identified as hubs for SMEs to convene within the region. A “hub and spoke” model to be deployed, particularly given the known rural barriers of the region, and there are some clear and obvious proposals that could be formed in this area. Linking to and from the existing University assets, Science Park, Future Campus for Living, and connecting also to other complementary sectors such as Defence and Agri-Food.
- **Metrics and Measurement of start-up progress:** Propel uses an ‘impactability’ rating tool that is applied to businesses so that founders can understand the social value of their businesses alongside more traditional economic metrics. This is an approach we would recommend to GLLEP as being able to track founder progress and show the impact of interventions is critical.
- **Proof of Concept Funding:** establishment of a grant fund that will provide micro-grant awards of up to £2,500 for promising concepts that are developed by SMEs. Link to NHS Innovation team or to corporate sponsors (e.g. Co-op) that could support the testing and data collation within small cohorts of users. A secondary grant fund to allow larger grants (c.£20k) for more ambitious projects. Scheme can dovetail regional funding to national funding schemes (e.g. with Innovate UK) and link public funding to private funding. Candidates for the fund can be funnelled from the incubation and accelerator programmes. Ensure ongoing commitment to diversity and wider strategic outcomes from the 2050 Vision.
- **Develop the online offering into a comprehensive platform:** once the online “home” for health and social care entrepreneurs is established and has a rhythm of regular events, networking and learning, a more ambitious and impactful approach can be spearheaded. This would take the form of an “Entrepreneurial Pathway” that contains specific and contextual information about the region and the emerging opportunities. Tailored to different stages of the founder journey. Acts as a centralised resource for clearly defined pathways on how to navigate the support that is available and ensure it happens at the right time. Noting that this should be operated as an impartial resource, encompassing all available public and private resources, kept up to date and moderated to ensure it is credible and useful, with digital approach at its core.



	<ul style="list-style-type: none"> <li>• <b>Increase academic partnerships:</b> strategic partnerships with the academic institutions so that startup community can access pathways which will clearly signpost how to access and jointly benefit from latest evidence-based research and emerging thinking. This could and should include looking closely at spinout activity and better commercialisation of emerging ideas. Matchmaking between founders and academics.</li> <li>• <b>Cross-sector opportunities:</b> to be closely reviewed and aligned. This is particularly important in the emerging trends of AI, machine learning and use of Big Data. There are a number of initiatives in the region that the sector must look to map across to.</li> <li>• <b>Commission report on participation trends:</b> a thorough analysis of the changing trends in participation as a result of interventions to be ongoing and closely monitored to allow flexibility and agility as the Innovation Ecosystem develops.</li> <li>• <b>Feasibility Study for Investment Vehicle:</b> commission of a feasibility study on creating an investment vehicle for the region that can have cornerstone funding. This would act as a stepping stone to the formation of an Investment Vehicle as referred to in long-term aims below.</li> <li>• <b>Establishment of Operating Board:</b> evolution of the working group into an established board that is leading on the strategic imperative of supporting start-up activity within the sector and linking regional activity to national and international level. Also responsible for linking the health and social care sector into other sectors commencing with Game Changers.</li> </ul>
<p><b>Longer term</b></p>	<ul style="list-style-type: none"> <li>• <b>Investment Vehicle</b> for the region and sector. Propel has shared with the GLLEP Board its work ongoing in other areas of the UK where discrete investment vehicles are being ringfenced to stimulate growth from start-up innovation.</li> <li>• <b>Co-investment Strategic Plan:</b> between public and private and delivery of the 2050 Vision.</li> <li>• <b>Wider education about entrepreneurship:</b> schemes to teach entrepreneurship at secondary schools and sixth form colleges in region. Consider an initiative with the academic institutions to trial an “Health and Social Care Entrepreneur” programme and work experience opportunities.</li> <li>• <b>Strategic focus on niche activities:</b> within the health and social care sector, for example Femtech or selected conditions such as Diabetes or discrete projects tackling loneliness. The selection of strategic focus will flow from the medium-term activities of the “Operating Board” referred to above.</li> <li>• <b>International businesses:</b> attracting businesses from beyond UK and exploring export opportunities.</li> </ul>

Propel has indicated to the GLLEP Board that the two short term actions which would serve as the most effective bridge and next step from the Project would be:

- 1) Virtual online space to bring stakeholders together and allow discussions, connections and collaboration to continue. A curated online home for people to convene is an essential foundation for any innovation ecosystem
- 2) Investment into a targeted accelerator for health and care founders.

#### Recommendation 2: Alignment of Existing Plans and Initiatives

A detailed plan is recommended to map out a pathway of activities for delivery against the 2050 Vision. This plan should include evidence-backed assumptions that will quantify short term wins and long-term benefits realisation.

There are, for example, a number of key initiatives in place within the region where significant investment is being made. A key example is the Future Campus for Living. It is imperative that the GLLEP is ensuring that the support and interconnectedness with that initiative is in place to align with the overarching vision for Health & Social Care.

In the short term, it is recommended that a small working group is assembled to identify the key initiatives and plot out the requisite support and alignment that needs to happen over the upcoming 12-month period. This could include:

- Focus on targeted innovation effort on what makes Greater Lincolnshire different from other areas for example
  - A growing ageing population
  - A rural and coastal geography where population is sparse, digital access can be limited and travel times long and complex
- Embed an innovative approach in the day-to-day work of the GLHCEB, to both enhance understanding about collaborative initiatives and how to lead the way in the region.
- Interconnectedness with the various existing projects that are underway and with investment in place, such as Future Campus for Living and the NHS Innovation scheme.
- Management of the activities referred to in Recommendation 1 above.
- Engage Founders and start-ups in the key regional initiatives to understand better what they need and how they can support the sector.
- Launching strategic partnerships with key corporate players to invite them and attract them into the region. For example, Propel has proposed bringing both Google and BT into upcoming Greater Lincolnshire innovation events, and introductions to the stakeholders that could host and align to their objectives in particular within healthtech.

#### Recommendation 3: Opening Access to the Front Door of the NHS

An area of difficulty / challenge within the region is the question of how to access “the front door” of the NHS in Greater Lincolnshire.

At the Digital Round Table event this was discussed at some length in a panel discussion led by Benedict Heavers of Streets Heavers. Benedict spoke about the traction that Streets Heavers has made with NHS Trusts in other parts of the UK, in particular London and the South, that have innovative approaches to testing and collaboration on health innovation products. In contrast, it is a prevailing view amongst SMEs in Greater Lincolnshire that the ability and capacity of the NHS in the region to innovate alongside SMEs is very limited.

Questions and areas for the GLLEP Board to consider in the next phase could be:

- Who within Greater Lincolnshire is making key decisions about how to encourage innovation within the NHS, what to procure and when and from who?
- What is the roadmap for existing products and services that are being tested in the region and who is responsible for driving them forward?
- How to deploy systems and processes to automate administrative processes so that clinicians / carers can spend more time with the patient?
- How to support the attracting of skills / talent / workforce into the region to be the internal ambassadors, advocates and intrapreneurs within the NHS organisations (and wider care organisations)

We have captured below some key challenges that are being faced by the NHS organisations within the region. It is noted of course that many of the identified issues are common across the UK. We would have liked to explore this area in much greater detail during the Project but it just was not possible in the timelines, hence this Recommendation 4 which is a general “catch all”.

- Adherence to procurement rules, levels of bureaucracy, slow moving processes.
- Funding is driven in a sporadic way, difficult to plan long term initiatives
- Uncertain political environment with policy changes leading to frustration
- Lack of compliance, e.g. people not adopting innovation as they don't believe or have trust in the solutions
- Cyber-security / safety of technology is a key consideration which then acts as a barrier to innovation
- The need for regulation and clinical safety limits the ability to embrace innovative solutions in their early stages of development/
- Supply chain constraints e.g. contracting only with established partners for robustness, but this limits the market options
- The need to improve productivity in an over-worked workforce whilst balancing wellbeing / motivation and measuring outcomes of interventions
- Interoperability and integration challenges
- Ensuring user testing and designing with the patient in mind is always at the forefront of innovation.

We would recommend that work is continued to explore how to create and cultivate the pathways to innovation which would “open the front door” to the NHS organisations and allow collaborative work with SMEs to flourish. We have discussed with the GLLEP

Board the existence of sandpits, testbeds and innovation hubs that have been set up in other regions of the UK in order to create a contained environment for innovation to take place. An example is [here](#) in the Leeds region. Without progress in this area, there will always be a frustration in the SME community and it limits the ability to attract new innovators in health care into the region. Conversely, of course, a decision to invest in a scheme such as this would be a magnet to innovators and an opportunity to dovetail into academic research too.

#### Recommendation 4: Continuing the Growth in “Intrapreneurship” and the Business Builder communities in Greater Lincolnshire

Entrepreneurs and an entrepreneurial mindset are vital during times of change. It is people that will make the difference. Our key Recommendation (#1) is heavily focussed upon stimulating the start-up and entrepreneurial market, and that is because this is what sits right at the centre of any thriving innovation ecosystem. The diagram below refers. It is also a current weakness of the innovation ecosystem in Greater Lincolnshire that needs to be prioritised as a foundational activity.

You will note from the diagram that the surrounding rings are the “Business Builders” and that these all play a vital role in curating and growing the ecosystem. Without the magic ingredient of the ideation and creation that entrepreneurship brings then the Business Builders will always struggle to bring their strengths in any cohesive way.

There is however a large element of “intra-preneurship” whereby stakeholders as Business Builders are acting with an entrepreneurial mindset inside of the organisations that they sit within. We see a lot of evidence of this in Greater Lincolnshire. Our recommendation is that this be observed, encouraged and celebrated by GLLEP and used as a way to inspire others to do the same. An aim to build entrepreneurial mindset across all organisations, including academic, third sector and public sector, will help to create solution-driven problem solving and greater collaboration.

This recommendation is about continuing to create and nurture a culture and environment in which entrepreneurial thinking is consistently encouraged, supported and celebrated. This will align to the ambition to make Greater Lincolnshire a great place for innovation as well as a great place to start and grow a business. During the Project, we talked with stakeholders that innovation is not (just) about the big, hairy audacious projects that shift and make step changes in technology or systems. It’s about everyday changes that help people to do their jobs better, to improve quality of life or workplace culture, or improve efficiencies within existing processes.

You could consider some of the following:

- A series of workshop sessions to share and celebrate good work that is innovative.
- Monthly meetings with the sole purpose of identifying and shining a lot of entrepreneurial activity ongoing within the public and private organisations across the ecosystem
- Potential for a newsletter or email missive to publicise further and build the profile.

- Potential for budget to be allocated to online training on entrepreneurial thinking and mindset across the region, accessible to different levels of workers.
- Champions of this ethos and a working group to bring it together as a strand of work within the wider GLLEP objectives.

### Recommendation 5: Leveraging the strengths of the Game Changer sectors in Greater Lincolnshire

The region of Greater Lincolnshire has identified priority sectors that have competitive advanced and offer significant economic growth opportunities. These include Agri-food, Energy, Ports and Logistics, Defence and Security, Manufacturing and Visitor Economy. Health and Care is also a priority area and there are therefore clear opportunities to align with projects and initiatives within these sectors. An obvious example is the overlap between healthy eating / nutrition with preventative health strategies. Another example would be an opportunity to work with veterans within the Defence sector to research behavioural change interventions for wellbeing and longevity.

Greater Lincolnshire is also part of a broader economy. Its strengths and strategic opportunities complement activity in the Humber to the north, Derby, Derbyshire, Nottingham and Nottinghamshire to the west, and Norfolk, Suffolk, Cambridgeshire and Peterborough to the south. Stakeholders spoke to us about opportunities from within the Midlands Engine and the fact that there are many residents from outside Greater Lincolnshire who commute into the area for work.

This Recommendation 5 is for the GLLEP Board to leverage the strengths of the other sectors within the region. It merits a dedicated piece of work to investigate the possibilities for harnessing the potential of the proposed health and care innovation ecosystem. that can extend and connect with the other sectors as well as ensuring powerful links outside of the region. Recommendations 1-4 should be considered always with this Recommendation 5 in mind as a core goal.

## 8. Conclusion

### Summary of key findings

Our work in this Project has identified real strengths in the Greater Lincolnshire Health & Care sector.

This includes:

- Resilience of health and care sector with good health and care educational provision, passionate stakeholders, a wide breadth of knowledge
- Land availability for development.
- A real opportunity to focus on developing innovation care models and researching emerging digital technologies that specifically meet the needs for rural and ageing populations (e.g. focussing sharply on niche innovation areas that suit the region). The ambition to pioneer testing of different products/solutions related to health and longevity issues is a clear passion for stakeholders.
- High standards of living for quality of life available for professionals and aspiring entrepreneurs looking to re-locate from London and the South, and elsewhere in UK. We witnessed – even during the short time span of the Project – a genuine sense of community spirit is considered the best in the country, and people displaying high levels of independence, self- sufficiency and joy. This is inspiring and a solid foundation for innovation creation.
- Innovative work at the fringes of the health and care system (outside of the NHS) does exist albeit with a need to be harnessed more effectively.
- Diverse range of other sector players (e.g. Defence and Agri-Food) where innovation welcomed and can be re-purposed to other sectors
- Alongside the University of Lincoln and other innovation-oriented institutions, there is evidence of many organisations with Research & Development capability, and the Lincoln Science and Innovation Park remains a key asset to the region.
- Investment in the “Future Campus for Living” which represents a really unique opportunity.
- Ongoing growth in Game-Changer sectors, with the region continuing to attract exciting new projects and innovative businesses in these areas. Clear evidence of a future-focussed strategy for growth in these sectors, which the Health and Care Sector has extensive opportunity to align with.

There are also key challenges as explored and highlighted in section 2 above. During the Project, we have been careful to focus on identifying strengths in order to arrive at a set of Recommendations which we believe provide the GLLEP Board solid suggestions on activities that will deliver improvements. Implementation of the activities would inevitably lead to alleviating challenges over time, thus creating a foundation for accelerated innovation and growth.

To summarise, our 5 key recommendations from the Project are:

1	Recommendation 1: Build the Physical and Virtual Infrastructure Support for Start-up and SMEs
2	Recommendation 2: Alignment of Existing Plans and Initiatives

3	Recommendation 3: Opening Access to the Front Door of the NHS
4.	Recommendation 4: Continuing the Growth in “Intrapreneurship” and the Business Builder communities in Greater Lincolnshire
5.	Recommendation 5: Leveraging the strengths of the Game Changer sectors in Greater Lincolnshire

## Next Steps

In conducting the Project and producing this Report as a written outcome, Propel has been consistent in delivering one key message to the GLLEP Board and onwards/outwards into the key stakeholder groups.

When building and growing an innovation ecosystem, it is not the words and the intentions that matter but the actions and behaviours that follow. This is what will ultimately deliver sustainable change. This may seem an obvious statement, but a key recurring message from stakeholder consultation was the desire to get on and make lasting change within the region without false starts or giving empty promises.

We are clear in our recommendations that In order to stimulate entrepreneurship, increase skills and productivity, tackle barriers and make lasting transformation, there must be a genuine commitments and investment of time, resources and capital to build momentum. To that end, our Recommendations section provides a high-level list of proposed actions on a short-term, medium- and long-term basis for the GLLEP Board to consider.

## Final thoughts and future outlook

Propel has been privileged to conduct this Project. We would like to sincerely thank everyone who has taken the time to meet with the Propel team and discuss their views on innovation in Greater Lincolnshire. Your insights, ideas and experience have been invaluable as well as inspiring and informative. We are grateful in particular to those who have engaged in honest and open dialogue with us in the spirit of transparency and a clear, genuine desire to gain momentum in the building of an innovation ecosystem.

By its' nature, an innovation ecosystem needs to be nurtured and cared for – it will evolve and develop through genuine real-world interactions, live learning and co-creation. Recommendations that have been mapped in this Report are for the GLLEP to consider in the first instance. The possible actions for the sector have been mapped out at a theoretical level, but with the caveat that the golden outcomes from those future actions will be captured by embarking on an interactive journey with commitment to

learning first-hand how relationships and value of assets increase over time once collaborative ecosystem building is in train. The ambition to accelerate growth opportunities and scale a innovation ecosystem will require a full commitment to working collaboratively, and utilising existing assets so that SMEs and innovators can access the physical spaces, access to finance, valuable connections, education and hands-on support that they need. It is no easy task, but the potential rewards are limitless when it comes to delivering the vision to build a better future for Greater Lincolnshire and its people. “A flourishing future for all”

## **Appendices**

*Appendix 1: Assessment of Health & Care Sector in Greater Lincolnshire*

*Appendix 2: Outcomes of the Global Café*

*Appendix 3: Greater Lincolnshire Key Category Asset Mapping*

*Appendix 4: Stakeholders consulted during the Project*

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## Appendix 1:

### Assessment of Health & Care Sector in Greater Lincolnshire

#### Barriers

Partners working under different levels of regulations.
Different understandings of or limited understanding of innovation.
Public Sector Funding restrictions in Health and LAs.
Political uncertainty in advance of General Election and Devolution Deal.
Continuing tensions around a Combined Authority and collaboration
Workforce development challenges.
Different attitudes and cultures, including a lack of mutual understanding.
Different data systems and language.
Differences in infrastructure support, including funding challenges.
Geographical challenges of Greater Lincolnshire and services being city-focused for Lincoln.

#### Strengths

Simplicity and relatively small size of Greater Lincolnshire's system.
Strong networks where key people all know each other.
Pride in the region and desire to put it on the map/do right by its people.
Clear sense of regional strengths.
Positive, more honest and transparent relationships and attitudes from senior leaders compared to previously.
Resilience of health and care sector with good health and care educational provision.
Land availability for development.
Innovative work at the fringes of the health and care system (outside of the NHS).
Diverse range of Defence sector players where innovation welcomed and can be re-purposed to other sectors

#### Key Challenges for the Health & Care Sectors

#### Geography & Demography

Stakeholders not strategically connected due to expansive geography of Greater Lincolnshire and the diverse challenges. They include the NHS, Institute of Rural Health, the Lincoln Medical School, Pharmacy School and other trainers, the Campus for Future Living, LIVES and the Centre for Aviation Medicine.

Ageing population
Rurality and sparsity of population
Transient populations (e.g. seasonal workers, migrants)
Health inequalities, exacerbated by rural and coastal deprivation
'Years Living with Disability' increasing. Knock on is in increased pressure for services
Social isolation
Mental health and emotional wellbeing issues
Rural digital divide and 'digital poverty'

### **Greater Lincolnshire business environment**

Widening gap in productivity between Greater Lincolnshire and the UK
High level of job vacancies and lack of skills
Low academic achievements and aspirations
Legacy of capital under-investment due to rural location
Lack of business growth infrastructure
Lower business growth in rural and coastal locations
Third of employees paid below the real living wage; health and care are major low productivity employers

### **Health and Care Delivery**

Covid-19 exacerbated H&C workforce development challenges
Productivity of health and care sector at a national level outperforms the local level
Strong urban focus of health and care delivery

### **Community and Collaboration**

Partnership working previously constrained by partners working under different levels of regulation
Engaging with NHS is resource-intensive for SMEs and VCS organisations due to perceived bureaucracy/number of meetings
Lack of mutual understanding between the statutory sector and the independent care sector - private and voluntary
Reluctance to change - culture and behaviour
For SMEs, finding an entry point to H&C commissioners and Providers in all 3 sectors - public, private and third sector
Collaborative grant applications challenging where public and private organisations come together, e.g. particularly around intellectual property
Statutory sector operating "reactively" rather than "proactively" with VCS sector, particularly during times of pressure

## **Identified Gaps in Health Provision**

## Workforce

Specialist support (including autism support post diagnosis, mental health, dementia, stroke, brain injury, degenerative illnesses, loneliness and social isolation). This also includes gaps within home care services, which has a knock-on effect in care home, thus adversely impacting on hospital discharges.

Homecare staffing levels

Workforce challenges (including having trained staff). This also includes not enough resource or capacity of staff, and to invest in digital solutions to help meet the demand.

## Community and Collaboration

Coordination of adult care services

Gaps in primary and secondary care

Uneven spatial coverage of services

Gaps in home care services affecting care homes and hospital discharges

## Unmet need

Health inequalities depending where you live depends on your life expectancy, if you have mental illness your life expectancy is lower

Around homelessness and housing.

## Provisions for Specialist support

Mental health

Autism support, post diagnosis

Stroke and brain injury

Degenerative illness, e.g. MS and MND

End of life care

## Opportunities/Solutions

### Workforce

Promotion of the H&C sector as a place to work and invest: "a need for the sector to reset its brand and image to overcome workforce challenges" (int, lit)

Offer H&C educational opportunities for younger and more mature students (int)

Ensure H&C student placements are distributed across Greater Lincolnshire, not just in Lincoln (int)

Technological solutions to deliver distance learning (int)

Continuous professional development - meaningful, sustainable, quality careers (int)

Improved pay structures and recognition of social care being a professional vocation (int)

New models of flexible working and job design to offer improved work-life balance and enhance recruitment (lit)

Use of Social Value approach to demonstrate social as well as economic value of the sector as a way of attracting new recruits (int)

### **Business Environment**

Building the Greater Lincolnshire brand as a place to live and work

Broadband connectivity

Road connectivity and public transport

Availability of housing

### **Networking and capacity building**

Facilitation for networking and capacity building in the sector

Partnership working fostered across NHS, Local Authority and VCSE Sectors

Opportunity for health & care partners to share what they are doing. A 'Team Greater Lincolnshire' for health and care?

More collaborations, new ways of doing things, less reliance on NHS as a supplier of services e.g. bringing in YMCA, housing associations to address housing as driver of health

Preventative approach around healthy and active ageing a primary driver for developing the cluster of health and care businesses

Strategic ambition for the health and care cluster to be market leader in rural healthcare and better ageing

An innovative ecosystem requires people to do things differently - understood by those in leadership roles but can be stopped by the people working beneath them

Exploiting existing resources that are outside the NHS, e.g. LIVES, LSIP, HEIs to support innovation and health improvement

Longer term funding/contracting for VCS sector to provide the opportunity for organisations to invest, and be recognised as equals in the system

Towns Fund an example of where health and other stakeholders have worked together strategically, e.g. in Mablethorpe

Equal funding for independent care as the statutory sector

The LEP to provide a campaign about what they do, their outputs and focus - a lot of good work taking place that is not recognised

The H&C Sector could be a Levelling Up Growth area if the value of the sector had improved recognition

### **Public Health**

A focus on population health and proper analysis of what is needed in each area

Housing as an integrated component of population health

Focus on the role the health and wellbeing of the workforce to drive economic development.

Engaging employers in improving the health of the workforce so they can be economically active and economic contributors

## **Mental Health in SMEs**

Tailored support services for SMEs offering ad hoc or tailored plans to support employee wellbeing

Provision of signposting to appropriate regional and national support services by community and local government groups

Collection of data related to employee wellbeing in SMEs to understand the impact of preventative measures to support employee wellbeing.

A cross-regional approach (e.g. observatory model) could offer resource to SMEs whilst building an evidence base for what works in Greater Lincolnshire

## **Innovation**

Digitalisation of selected services offers great potential for delivering services to rural and dispersed communities, e.g. patient interaction through digital channels, e-prescribing

New models of care to meet rural health and care needs, inc community involvement in development of new services, community-based provision, e.g. Health in the High Street

Improve med tech sector access to patients via integrated care via primary care networks, e.g. via living labs such as that being developed at the Campus for Future Living in Mablethorpe

Funding to support new technologies, e.g. seed funding or rate relief or investment support for companies locating in Greater Lincolnshire

Greater Lincolnshire as a testbed for doing clinical trials differently and seeing what works in the real world (with rural, dispersed, poor health, low income population)

Working with universities on more R&D opportunities, and commissioning new and innovative services from start-up businesses

Small but growing workforce around wholesale of pharmaceuticals in NK and SK (data)

Digital opportunities for development in communications and supporting care systems - learning from innovation in the Food Industry

Support for H&C businesses and start-ups to access grants and funding e.g., Growth Hub, Innovate UK Funding for Ageing Society, Towns Fund, Future High Street Fund and Local Growth Funds as catalysts

East Midlands Academic Health and Science Network to extend opportunities for business growth to 2,500 health and care businesses based in Greater Lincolnshire

Greater Lincolnshire developing links with Be the Business to develop targeted programmes for micro and family businesses with potential to grow

HEI-driven innovation programmes, e.g., 'Lincoln Made Smarter' pilot to drive industrial digitalisation across Greater Lincolnshire

Focussing on meeting the needs of an ageing population. Exploring improved physical and digital connectivity so that rural areas and local communities can access services and health and care services more effectively and quickly.

Moving away from the concept/belief that the NHS is the main facilitator to create innovation and look for opportunities outside of the NHS.

The Project identified some key challenges for the Greater Lincolnshire Health & Care Sector. These make day-day work more challenging and also have a significant impact on the region's ability to naturally innovate in health and care as other regions and urban are. Within the remainder of this Appendix we have captured notes so that the GLLEP Board can consider.

Specific areas:

- Geographical area and demographics
- The current start-up market and business growth environment
- Health and Care Delivery models in the region, which tend to be prescriptive and bureaucratic in certain areas but are also under extreme delivery and budgetary pressure particularly post Covid-19.
- Community and Collaboration, namely that there are barriers that exist in relation to the desire to improve a sense of proximity and connection.

Geographic and demographic assessment

- Stakeholders are not as strategically connected as other regions due to expansive geography and its diverse challenges.
- Significant and growing ageing population
- Rurality and sparsity of population
- Transient populations (e.g. seasonal workers, migrants)
- Health inequalities, exacerbated by rural and coastal deprivation
- 'Years Living with Disability' increasing. Consequently, increased pressure for services
- Social isolation
- Mental health and emotional wellbeing issues
- Rural digital divide and 'digital poverty'

Business environment assessment

- Widening gap in productivity between Greater Lincolnshire and the UK
- High level of job vacancies and lack of skills
- Low academic achievements and aspirations
- Legacy of capital under-investment due to rural location
- Lack of business growth infrastructure
- Lower business growth in rural and coastal locations

- Third of employees paid below the real living wage; health and care are major low productivity employers
- Lack of start-up and small business support, infrastructure and training mean that in the Health and Care Sector there are very limited promising entities at present.

### Health and Care delivery assessment

- Covid-19 exacerbated H&C workforce development challenges
- Productivity of health and care sector at a national level outperforms the local level
- Strong urban focus of health and care delivery
- The need to better support patients in healthcare in the rural locations of the region, e.g. attending appointments and getting access to care
- Ensuring that access to care is enabled in deprived communities and tackling health inequalities across the region.

### Community and Collaboration assessment

- Partnership working previously constrained by partners working under different levels of regulation
- Engaging with NHS is resource-intensive for SMEs and VCS organisations due to perceived bureaucracy/number of meetings
- Lack of mutual understanding between the statutory sector and the independent care sector - private and voluntary
- Reluctance to change - culture and behaviour
- For SMEs, finding an entry point to H&C commissioners and Providers in all 3 sectors - public, private and third sector
- Collaborative grant applications challenging where public and private organisations come together, e.g. particularly around intellectual property
- Statutory sector operating “reactively” rather than “proactively” with VCS sector, particularly during times of pressure

### **Appendix 2:**

### **Outcomes of the Global Café**

<b>What do you need in order to contribute to innovation in Lincolnshire?</b>
Space to fail...and then try again
Communication capacity to share the great things we do
Map of assets and connections
Platform to share vision
Knowledge about innovation
Culture change from - “sorry we can’t” to “how can we” or “I think we can, let’s try”
Focussing on niche areas and specialisms
Funding

Investment
Time
Sector networks
National visibility
Social infrastructure

**How could innovation be accelerated in Lincolnshire?**

Retaining more young people in the region
Sharing regional Innovation stories with Young People
Sharing regional innovation stories in simple language for the public
Getting more inward investment
Proof of concept funding
Co-ordinated/Collaborative Ecosystem Approach
More support for innovative ideas/businesses
Infrastructure to support Innovation: Digital, People & Skills, Roads
Environment to support Innovation: Connections/Social Capital, Psychological safety
With a change of mindset - see the opportunities and create the 'brain space' to exploit them.

**What does your organisation need in order to contribute to innovation in Lincolnshire?**

Permission to Innovate
Faster decision making
Recognition of what the private sector is already doing
Confidence to just do it. Unless it comes with a serious risk, give things a try, to be bold and seek forgiveness not permission.
Greater Marketing of the region
Strong networks
Enhanced Connectivity
More stakeholders involved
Another £100m for LSIP!
Access, Inclusivity, Diversity
To know size doesn't matter

**What could the Health and Care Strategic Advisory Board contribute to innovation in Lincolnshire?**

Showcase and celebrate
Connect, Conveners and Champions
Create a roadmap and use it to communicate the vision and reality of innovation
Create an 'embracing vision' that draws wider engagement from people who don't usually get involved in the LEP. Create a 'safe network'/safe space. Make more noise about what the region has to offer
Remove barriers and blockers to ensure the vision remains on track
Engage with other sector Boards

**What are the strengths in Lincolnshire that could contribute to regional, national and global innovation.**

Defence
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Ability to build a good life here with good schools and affordable housing, space to breathe and think
Space to build and develop
Quick access to London (Grantham) and the rest of the world
Medical School, rural health expertise, challenges and leadership in the rural environment
Agriculture, Agritech, Food
History - has marketable assets
Small population: small but bounded system
Partners that talk to each other
Stable population - leads to trust and welcoming to new arrivals
The people and their spirit
Rural & Coastal - unique geography

**Which people and organisations in the county could contribute to innovation in Lincolnshire and in what way?**

Universities: skills, kit, knowledge, business engagement, space to collaborate, career pathways
Local Authorities: Infrastructure, education, business support, finance,
Schools: Ambition, skills
Ministry of Defence - customer, infrastructure, finance
LSIP: infrastructure, business support, cluster
Third Sector: community impact, holistic view, Social Enterprise
Investors
Businesses
Tillotts
Lincolnshire Co-operative
The Media
Complementary Health Providers: fulfilling a need
Integrated Care Partnership

**Initial ideas on how to improve innovation in the region**

Run an Accelerator Programme to showcase what is possible and draw in new Founders and SMEs as a first step to creating an Ecosystem
Further research and development around excellence in rural and costal healthcare; building the Greater Lincolnshire brand as a place to live and work.
Invest in innovation and research and development to delivers things differently, making better use of resources. This also includes investment in services and infrastructure.
Investment into a career framework for care workers, including a remuneration banding system and continuous professional development.
Recognition of the value of the Health and Care sector to make attracting investment easier.
Raise awareness of what the LEP do and can do, bringing together all sectors to work strategically as everyone needs to come together to improve health outcomes.
Provide an ecosystem for innovation to happen in Greater Lincolnshire, including Lincolnshire being the 'testbed' for doing clinical trials differently.

**Appendix 3:**  
**Greater Lincolnshire Key Category Asset Mapping**

*Categories*

- \* *For Business*
- \* *National HQs*
- \* *Prime Locations*
- \* *Regional Partners*
- \* *Research Excellence*
- \* *Transforming Health and Care* \* *Data Respositories*

There for Business	East Midlands Academic Health and Science Network
There for Business	Lincoln Think Tank
There for Business	Spark House Lincoln
There for Business	The Caffeine Club
There for Business	Spark House Lincoln
There for Business	Chamber of Commerce
There for Business	Federation of Small Business
There for Business	Be the Business
There for Business	'Made Smarter'
There for Business	Lincoln Business Angel Network
There for Business	Midlands Engine Investment Fund (MEIF)
National HQs	NutraPharma
National HQs	Bayer
National HQs	Tillotts Pharma UK
National HQs	Walnut Care
Prime Locations	Mosaic
Prime Locations	Campus for Future Living
Prime Locations	Lincoln Science and Innovation Park
Regional Partners	Heritage Lincolnshire
Regional Partners	RAF Cranwell
Regional Partners	Greater Lincolnshire RDSC
Regional Partners	Rural Services Network
Regional Partners	Medilinks Midlands
Regional Partners	Boston College
Regional Partners	Lincolnshire County Council
Regional Partners	Sustainability and Transformation Partnership (STP)
Regional Partners	Lincolnshire Co-Op
Research Excellence	University of Lincoln
Research Excellence	Lincoln International Institute for Rural Health (LIIRH)
Research Excellence	Lincoln Institute for Health (LIH)
Research Excellence	Community and Health Research Unit
Research Excellence	Bishop Grosseteste University

Transforming Health and Care	RAF Centre for Aviation Medicine
Transforming Health and Care	Active Lincs
Transforming Health and Care	Magna Vitae
Transforming Health and Care	LIVES
Transforming Health and Care	United Lincolnshire Hospitals NHS Trust (ULHT)
Transforming Health and Care	Lincolnshire NHS
Transforming Health and Care	Lincolnshire Community Health Service NHS Trust (LCHS)
Transforming Health and Care	Lincolnshire Partnership NHS Foundation Trust (LFT)
Transforming Health and Care	Medical Technologies Innovation Facility
Transforming Health and Care	Integrated Care System (ICB and ICB)
Transforming Health and Care	PCN Alliance
Transforming Health and Care	St Barnabas Hospice
Transforming Health and Care	LinCA
Transforming Health and Care	Lincolnshire Health and Wellbeing Board (LIT)
Transforming Health and Care	National Centre for Rural Health and Care (NCRHC)
Transforming Health and Care	The Centre for Innovation in Rural Health at Lincoln Medical School, co-locating NCRHC, the Community & Health Research Unit (CaHRU), LIH and Lincoln Clinical Trials Unit
Transforming Health and Care	Lincoln University Medical School
Transforming Health and Care	Lincoln University School of Life Sciences and Pharmacy
Transforming Health and Care	Campus for Future Living - Connected Coast
Transforming Health and Care	The Centre for Ageing Better, which has selected Greater Lincolnshire as its strategic rural partner
Transforming Health and Care	Communities for the Future
Transforming Health and Care	Lincolnshire Community Foundation
Transforming Health and Care	Firecracker
Data repositories	Greater Lincolnshire LEP

**Participants in the consultations  
as part of the Project**

- Nikki Cooke, Chair of the GLHCEB and Chief Executive of LIVES
- Tom Blount, Joint Vice Chair of the GLHCEB and Director of LSIP
- Rachel Linstead, Joint Vice Chair of the GLHCEB and Director of Firecracker
- Jacqui Bunce, Programme Director Strategic Partnerships, Planning & Estate NHS Lincolnshire ICB
- Alison Hands, Chief Executive of Lincolnshire Co-Op
- Melanie Davidson, Chief Executive of Medilinks
- Jeremy Thorpe, Managing Director of Tillotts Pharma UK
- Melanie Weatherley, Chief Executive Officer & Chair of LinCA Walnut Care
- Helen Shaw
- Lydia Rustling, Assistant Director Economic Growth at South & East Lincolnshire Councils Partnership
- Liam Scully, Lincoln City Football Club
- Shaun Povey, Siemens Energy
- Eric Hilton, SME founder based in Greater Lincolnshire
- Benedict Heavers, Streets Heaver
- James Baty, GLLEP
- Amy O'Sullivan GLLEP
- Alice Hare, Lincolnshire Co-Op
- Paul Holmes, NHS Innovation
- Kirsten Guy, NHS Innovation
- David Regler, Biz Lincolnshire
- Alan Greig – virtual ward

Note: a shortlist of additional stakeholders were invited to participate in the consultation process but were unable to do so due to diary conflicts. This included some members of the GLLEP Board. We attempted to gain a wide and diverse range of stakeholders.