



County Offices  
Newland  
Lincoln  
LN1 1YL

28 August 2015

**Economic Scrutiny Committee**

A meeting of the Economic Scrutiny Committee will be held on **Tuesday, 8 September 2015 at 10.00 am in Committee Room One, County Offices, Newland, Lincoln LN1 1YL** for the transaction of the business set out on the attached Agenda.

Yours sincerely

A handwritten signature in black ink, appearing to be "Tony McArdle", written over a horizontal line.

Tony McArdle  
Chief Executive

**Membership of the Economic Scrutiny Committee**  
**(11 Members of the Council)**

Councillors A Bridges (Chairman), C Pain (Vice-Chairman), B Adams,  
Mrs J Brockway, G J Ellis, N I Jackson, D McNally, Mrs E J Sneath, W S Webb,  
P Wood and L Wootten



**ECONOMIC SCRUTINY COMMITTEE AGENDA  
TUESDAY, 8 SEPTEMBER 2015**

<b>Item</b>	<b>Title</b>	<b>Pages</b>
<b>1</b>	<b>Apologies for Absence/Replacement Members</b>	
<b>2</b>	<b>Declarations of Councillors' Interests</b>	
<b>3</b>	<b>Minutes of the Meeting of the Economic Scrutiny Committee held on 21 July 2015</b>	5 - 12
<b>4</b>	<b>Announcements by the Executive Councillor for Economic Development, Environment, Planning and Tourism</b>	Verbal Report
<b>5</b>	<b>Business Lincolnshire Growth Hub - Progress and Next Steps</b> <i>(To receive a report by Samantha Harrison, Enterprise Growth Manager, which provides the Committee with information on the Business Lincolnshire Growth Hub activity to date and future plans)</i>	13 - 24
<b>6</b>	<b>Protecting and Sustaining the Environment Commissioning Strategy</b> <i>(To receive a report by Andy Gutherson, County Commissioner for Economy and Place, which invites the Committee to review the Protecting and Sustaining the Environment Commissioning Strategy)</i>	25 - 62
<b>7</b>	<b>Impact of Transportation on Maximising Economic Growth (ITMEG) - Scrutiny Review - Specific Actions</b> <i>(To receive a report by Andy Gutherson, County Commissioner for Economy and Place, which provides the Committee with an update on the action plan; and provides information on the way in which the key issues raised in the report can be progressed)</i>	63 - 72
<b>8</b>	<b>The Economic Value of Nature Tourism in Greater Lincolnshire</b> <i>(To receive a report by Fran Smith, from the Greater Lincolnshire Nature Partnership, which invites the Committee to consider and comment on the 'Value of nature tourism' project)</i>	73 - 76
<b>9</b>	<b>Midlands Engine/Northern Powerhouse</b> <i>(To receive a report by Justin Brown, Commissioner for Economic Growth, which provides the Committee with information relating to the 'The Midlands Engine', a government led initiative to stimulate growth across the East and West Midlands)</i>	77 - 80

- 10 Council Business Plan 2015 - 2016 Performance Report - Quarter One** 81 - 112  
*(To receive a joint report and presentation by Justin Brown, Commissioner for Economic Growth, and Jasmine Sodhi, Performance and Equalities Manager, which invites the Committee to review Quarter 1 performance data against the Council Business Plan)*
- 11 Measuring Customer Satisfaction** 113 - 124  
*(To receive a report by Justin Brown, Commissioner for Economic Growth, which invites the Committee to consider various options on how the measurement of customer satisfaction information can be used to refine services provided by the Council's economic development function)*
- 12 Economic Scrutiny Committee Work Programme 2015/16** 125 - 130  
*(To receive a report from Tracy Johnson, Scrutiny Officer, which provides the Committee with an opportunity to consider its work programme for the forthcoming year)*

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**Please note:** for more information about any of the following please contact the Democratic Services Officer responsible for servicing this meeting

- Business of the meeting
- Any special arrangements
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Contact details set out above.

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## ECONOMIC SCRUTINY COMMITTEE 21 JULY 2015

### **PRESENT: COUNCILLOR A BRIDGES (CHAIRMAN)**

Councillors C Pain (Vice-Chairman), B Adams, Mrs J Brockway, G J Ellis, N I Jackson, D McNally, Mrs E J Sneath, W S Webb, P Wood and L Wootten.

Councillor S M Tweedale attended the meeting as an observer.

Officers in attendance:-

Andrea Brown (Democratic Services Officer), Justin Brown (Commissioner for Economic Growth), Samantha L Harrison (Enterprise Growth Manager), Clare Hughes (Principal Development Officer (Enterprise and Skills) and Tracy Johnson (Scrutiny Officer).

Guests in attendance (for part of the meeting):-

Issy Fisher (LCC Apprentice), Mike Johnson MBE (Commercial Manager, LAGAT Ltd), Helen Smith (Health Education East Midlands), Tom Winn (LCC Apprentice) and Stuart Young (East Midlands Councils).

### 14 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Councillor C J Davie, Executive Councillor for Economic Development, Environment, Planning and Tourism, submitted apologies for the meeting. He was represented by Councillor S M Tweedale, Executive Support Councillor for Economic Development, Environment, Planning and Tourism.

All members of the Committee were present as expected.

### 15 DECLARATIONS OF COUNCILLORS' INTERESTS

There were no declarations of Councillor's interest.

### 16 MINUTES OF THE MEETING OF THE ECONOMIC SCRUTINY COMMITTEE HELD ON 9 JUNE 2015

RESOLVED

That the minutes of the Economic Scrutiny Committee meeting held on 9 June 2015 be confirmed and signed by the Chairman as a correct record.

**17 IMPROVING EMPLOYMENT AND SKILLS IN THE NURSING SECTOR**

Consideration was given to a report from the Executive Director for Environment and Economy which identified ways in which Economic Development could contribute to tackling vacancies within the health and care sector.

The Chairman welcomed Helen Smith from Health Education East Midlands to the meeting and invited Clare Hughes, Principal Development Officer (Enterprise and Skills) to introduce the report. The background to the report was provided following which it was suggested to send a follow-up letter to the Secretary of State under the new Government.

Helen Smith then addressed the Committee and highlighted the following:-

- The workforce supply issue in Lincolnshire within the health sector was, historically, for medical staff and therapies with nursing becoming a recent issue;
- The impact of the report in to the failings in Mid Staffordshire Hospitals had resulted in the required safe staffing levels being much higher than those previously in place;
- A lot of the nursing provision in Lincolnshire came from the University of Nottingham but they had now changed their processes to ensure that Nottinghamshire Hospitals were assisted in the first instance;
- There were approximately 250 nursing vacancies across Lincolnshire which was across the whole sector, i.e. GP Surgeries, hospitals, acute sector, therapies etc. This equated to 10% of the current workforce;
- All NHS organisations were being proactive in recruiting the next cohort of nursing students due to graduate from Lincoln University and it was hoped this would start to reduce the numbers of vacancies;
- Although turnover was not significantly different to other counties, a lot of nurses recruited internationally by United Lincolnshire Hospitals NHS Trust (ULHT) had left the Trust in favour of locations nearer to airports to enable them to travel back to their home country with ease;
- Places at Lincoln University had been increased due to the demand for future vacancies although the capacity to support students could be a constraining factor;
- A nursing and midwifery supply programme was being actively pursued which would include consideration of health and care apprenticeships;
- Training was being provided for those already in the county and working within the sector with work placed learning to enable progression in their careers.

The Chairman thanked Helen Smith and asked the Committee to raise any questions or comments as to how to develop and contribute to this.

During discussion, the following points were noted:-

- The quality of care by agency nurses was variable and best dealt with by someone within the acute trust. Unfortunately, the further North and East the higher the shortfall was with turnover between 8-10% and international recruit turnover at 25%. Evidence would suggest that international recruits had

moved to either Nottingham or Birmingham as they were close to the airports. ULHT were now seeking to recruit from some of the A8 countries (Czech Republic, Poland, Hungary, Slovakia, Slovenia, Estonia, Latvia and Lithuania) as the view was that their culture and support mechanism were similar to those in Lincolnshire;

- It was suggested to liaise with other authorities in a similar position to Lincolnshire, e.g. East Riding and Tees Valley, to put something together to improve retention;
- In response to the suggestion of having a Nursing Cadet Scheme, it was explained that no one under the age of 16 could be subjected to patient care and that the previous scheme provided ward based experience only. This could no longer be supported as nursing was now a degree only profession;
- The Return to Practice Scheme was running nationally and locally for those who had left the service previously. This scheme actively recruited and promoted people to return to work in this sector;
- In addition to working with schools, recruitment of older people who had previous caring experience was also being actively considered. These types of people would not naturally be targeted at careers fayres so discussions were ongoing with the University about how to target those people;
- Within the document produced by Lord Willis, Independent Chair – Shape of Caring Review, Health Education England (HEE) (Title – Raising the Bar – Shape of Caring: A Review of the Future Education and Training of Registered Nurses and Care Assistants), there was mention of an associate type nurse. The sector was, however, unable to actively pursue this until the relevant policy guidance had been received. This was to ensure safe staffing levels were maintained.

Following discussions the Committee agreed that the course of action noted below was appropriate:-

1. Undertake further discussions with Helen Smith, Health Education East Midlands, about how to inform people about the opportunities available within the sector;
2. How issues of irregularity could be addressed;
3. How the wider image of the sector could be improved; and
4. How approaches to flexibility could be improved.

Once those discussions had taken place, it was suggested that a combined letter from Lincolnshire County Council and Health Education East Midlands to Government would be useful.

In the meantime, Councillors were encouraged to promote vocational careers through their roles on governing bodies of schools.

**RESOLVED**

1. That the report be noted;
2. That the next course of action for officers, as noted above, be agreed as a priority for this item.

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18     ENTERPRISE COMMISSIONING STRATEGY

Consideration was given to a report of the Executive Director for Environment and Economy which invited the Committee to consider the Enterprise Commissioning Strategy which would form part of the Council's Business Plan.

Justin Brown, Commissioner for Economic Growth, introduced the report and gave a presentation to the Committee.

The outcomes were dependent on the level of base budget and on a mix between commissioning and delivery for 2015/16 indicators. The following figures were an indication of the outcome aim:-

Jobs created/safeguarded – 758  
Businesses supported – 350  
Qualifications achieved – 902  
External funding attached - £54.8m

It was also felt that there was a need to improve awareness of job/apprenticeship opportunities.

During discussion, the following points were noted:-

- Although the current economic climate meant situations could change fairly dramatically, Members were reassured that the Economic Development Team had approached these changes as they would if they were a business, i.e. looking ahead to find the competitive advantage;
- Income sources from different routes, e.g. primary income source (LCC money) may be reducing but there was also £120m European Funding available to access which LCC had been successful in securing previous bids;
- Strengths include the Councillors (not many organisations were able to bring a democratic perspective whilst providing a lot of local knowledge); the ability to translate what the business community and individuals want into initiatives; each team member was tasked with developing a relationship with six businesses within the county; helping people to understand the local economy; and helping to be effective despite not knowing what the future budget situation may be;
- Each of the District Councils had been asked to do some work on refreshing and relaunching the economic strategic plan within their own area. The District Councils would also run a workshop with a number of local employers or investors which would include Councillors and, if appropriate, a Director from the Local Enterprise Partnership;
- It was expected that the strategy itself would not change but that the way in which it was to be delivered might.

The Committee suggested three areas for consideration:-

1. Image and opportunities;
2. The Council's role as leader in apprenticeships; and

3. Refresh of the economic strategic plan during the summer.

RESOLVED

That the report be noted.

The Chairman proposed to take Item 7 – Recruitment and Induction Business Support – Summary of a Pilot Programme, as the next item on the agenda as the guest speakers for this item were in attendance. This was agreed by the Committee.

19 RECRUITMENT AND INDUCTION BUSINESS SUPPORT - SUMMARY OF A PILOT PROGRAMME

Consideration was given to a report from the Executive Director of Environment and Economy which provided a summary of the LCC funded pilot project helping businesses recruit new staff and requesting that the scheme be rolled out in the future.

Clare Hughes, Principal Development Officer (Enterprise and Skills), presented the report and introduced Mr Mike Johnson MBE, Commercial Manager of LAGAT Ltd, a private training organisation based in Lincoln.

Mr Johnson addressed the Committee and explained that he had been on both sides of the skills issue in the past and that he was now working with apprentices. Consideration was being given to Further Education (FE) and how this could be successfully linked to businesses. He was currently looking to develop small businesses to provide apprenticeships and to advise what was available to them. Degree level training was now being incorporated in to that also. Mr Johnson introduced Micky, an apprentice with LAGAT Ltd.

Micky introduced himself and gave some information on his journey since leaving school. Whilst at school, he was daunted by the volume of courses available to him and when he left was reluctant to take up an apprenticeship due to the perceived view of apprenticeships, i.e. "for people who weren't good enough to go to sixth form or university". After dropping out of a college course after one year, realising it wasn't for him, apprenticeships were considered and he was then employed by LAGAT Ltd as a Business Administrator. One year on, his role is to place apprentices. It was suggested that making apprenticeships attractive to young people by highlighting the benefits would help in the promotion to school leavers.

Two apprentices currently employed by Lincolnshire County Council were presented to the Committee. Issy Fisher had originally wanted to attend university to study drama. She decided against this and was appointed as an apprentice with Children's Service where her confidence has grown along with her independence.

Tom Winn, a level 3 apprentice for social services in Louth and before that a level 2 apprentice within a building firm which he completed at the Grimsby Institute, was

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pleased to have dropped out of university to take up an apprenticeship as it had given him good life experiences.

The Chairman thanked the guest speakers for their attendance and invited the Committee to make comment or ask questions. During discussion, the following points were noted:-

- Despite the benefits of apprenticeships, it seemed to be that parents, schools, tutors, etc, guided young people in to university when this may not be the correct option;
- Education formed part of the learning cycle for apprenticeships as well as life skills. Additionally, if the apprentice required GCSE Maths and English that would also be built in to the scheme;
- Government had announced a review of 16-19 education and training to which it was suggested to the Committee that a strong response would be beneficial;
- It was acknowledged that not every young person applying for an apprenticeship would be successful. The Government had introduced traineeships to enable young people to be upskilled ready for them to apply for an apprenticeship.

The Chairman thanked Mr Johnson and the apprentices for their valuable attendance at the Committee meeting and wished them all well in their future endeavours.

Councillor B Adams proposed that the recruitment and induction pilot and addressing barriers to growth within recruiting be supported should funding be sought. This was seconded by Councillor W S Webb and unanimously agreed by the Committee.

**RESOLVED**

1. That the findings of the pilot project be considered and supported;
2. That the officers be tasked with developing a countywide recruitment project including addressing barriers to growth within recruiting subject to funding being sought.

**20**     **INFLUENCING GOVERNMENT FUNDING FOR BUSINESS SUPPORT**

Consideration was given to a report of the Executive Director for Environment and Economy which provided information on the work plan for the Commissioning Strategy – sustaining and growing business and the economy including an update on some of the activities undertaken to date.

Samantha Harrison, Enterprise Growth Manager, introduced the report highlighting sections within the report.

During discussion, the following points were noted:-

- It was agreed that UKTI had done, and continued to do, good work in support of small businesses;

- As Government implement their plans for productivity, it was suggested that there was a role for Councillors to seek to influence them. Members agreed and supported the findings within the report.

#### RESOLVED

That the report be noted.

#### 21 EXECUTIVE COUNCILLOR ANNOUNCEMENTS

Councillor S M Tweedale was invited to update the Committee on recent events within the County.

1. Mark Carney, Governor of the Bank of England, was interviewed by the Lincolnshire Echo during his recent visit to Lincoln. During that interview he praised Lincolnshire for its strong economic performance;
2. Having attended the Mayflower 400 Launch in Gainsborough, it was expected to bring a significant amount of visitors to Lincolnshire in 2020;
3. On the 10 and 11 September 2015, a high level delegation from the Chinese province of Hunan would be welcomed to Lincolnshire. A formal event had been arranged at the end of the visit where it was expected that Lincolnshire and Hunan would sign a formal treaty of friendship and Economic Cooperation. Hunan had an economic footprint bigger than the whole of UK Plc therefore this was a significant step for the county;
4. Although 115k visitors to Lincoln Castle were expected in the first year following the renovations, the Castle had received its 100k visitor suggesting that the yearly visitor total may reach 250k which was a considerable success. Prior to Lincoln Castle Revealed, the Castle received in the region of 80k visitors per year;
5. A number of historical aviation events were expected in the coming year so Tourism colleagues were trying to build these in with events at the Castle in order to further promote tourism in the County.

The Chairman thanked Councillor Tweedale for the update.

#### 22 ECONOMIC SCRUTINY COMMITTEE WORK PROGRAMME 2015

Consideration was given to a report of the Director Responsible for Democratic Services which provided the Committee with an opportunity to consider its work programme for the coming year.

Tracy Johnson, Scrutiny Officer, introduced the report and highlighted that, following discussion at the meeting, the following amendments would be made:-

- Economic Infrastructure Commissioning Strategy – this would now be considered at the October 2015 meeting of the Committee rather than September 2015 meeting;

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- Environment Commissioning Strategy – this would now be considered at the September 2015 meeting of the Committee rather than the October 2015 meeting;
- Strategic Economic Plan Refresh would be added to the Work Programme twice. Dates for consideration would be agreed after the meeting;

**RESOLVED**

That the Economic Scrutiny Committee Work Programme, with the amendments noted above, be approved.

The meeting closed at 12.38 pm



### Open Report on behalf of Executive Director for Environment and Economy

Report to:	<b>Economic Scrutiny Committee</b>
Date:	<b>8 September 2015</b>
Subject:	<b>Business Lincolnshire Growth Hub - Progress and Next Steps</b>

#### Summary:

This report provides information on the Business Lincolnshire Growth Hub, activity to date and future plans.

#### Actions Required:

It is recommended that members:

- i) Comment on the role of the Growth Hub and how Lincolnshire County Council can ensure all businesses are aware of the support available.
- ii) Note the current progress.

## 1. Background

The Strategic Economic Plan (SEP) sets out Lincolnshire County Council (LCC) and the Greater Lincolnshire Local Enterprise Partnership's (GL LEP) ambitious plans to create 13,000 new jobs, support 22,000 businesses and increase the value of the economy by £3.2bn.

Across the LEP area there are over 41,000 VAT/PAYE registered businesses; with a higher proportion of micro business and small and medium sized enterprises than in other regions. In order to ensure that businesses are able to grow we need to create an environment and culture of enterprise & innovation, with access to quality information, advice and support.

LCC has recognised the need for business support activity to be effectively co-ordinated, communicated and promoted. In January 2012 a mapping exercise was conducted creating an online web portal ([www.businesslincolnshire.com](http://www.businesslincolnshire.com) - currently 40,154 unique users).

During 2014 the Department for Business Innovation and Skills (BIS) required LCC and the LEP to work with business support partners, local authorities and intermediaries to collaborate in the delivery of all business support services in

order to help increase the culture of enterprise and innovation amongst the business community.

LCC bid and secured £300,000 of revenue funding from BIS to further develop the web portal and provide an enhanced Growth Hub service for 2015-2016. This funding has enabled LCC to create the Business Lincolnshire Growth Hub which will operate a one stop growth shop and support businesses from all sectors and growth stages. It provides a single access point to a targeted package of information, diagnostic, advisory, coaching, mentoring and development programmes.

The hub will also ensure that a 'single conversation' is facilitated with local businesses, raising awareness and uptake of both public and private sector support by improving co-ordination, marketing and signposting. There is also a requirement to map and simplify the local business support offer. As a result, all business support programmes that are currently running, and any future programmes, will be assessed in terms of strategic fit, coverage, impact, outputs, outcomes and customer satisfaction.

### **Business Lincolnshire Growth Hub Customer Service Focus**

The Growth Hub seeks to adhere to the following principles;

- Simplify access to the RIGHT business support
- Raise awareness - challenge 'disengagement' because of past experience and engage new organisations
- Knowledge of business need, listening and tailoring support, importance of local knowledge and experience of business advisers
- Effective and efficient customer journey – effective account management/CRM
- Hide the wiring – provide businesses with the right growth solutions regardless of how that support is funded

Growth Hub business support includes the following:

- Online information webportal - [www.businesslincolnshire.com](http://www.businesslincolnshire.com)
- Free of Charge (FoC) Business Growth Advisers and Skills Advisers
- Access to the National Business Support Helpline via phone and online webchat
- Facilitate access to the national programmes including the Business Growth Service

The 3 Business Growth Advisers are able to provide businesses with a;

- FoC Impartial Service
- Business Review and Action Plan
- Organisational needs analysis /training needs analysis
- Business Plan review/development
- Briefings, workshops, events and masterclasses

## **www.businesslincolnshire.com**

With regard to the Growth Hub's webportal [www.BusinessLincolnshire.com](http://www.BusinessLincolnshire.com), the Advice and Grant Scheme Finder has the most page views with information about Events, Starting-up and Finance close behind. The average session duration is 3 ¾ minutes with 4 pages per session viewed. Referrals and direct traffic make up 50% of our users.

## **Future Activity**

An internal detailed business support mapping process is underway and has already identified 95 business support schemes within the area. At least 50% of these are due to close during 2015 and whilst this may initially lead to gaps in delivery it will aid business support simplification process and will assist the Hub to commission business support to meet future growth needs strategically. In order to fulfil the BIS contract and ensure that there is a simpler coherent business support landscape a commissioning exercise will be undertaken to provide a detailed map of the business support offers and their outputs, outcomes, impact and client satisfaction.

## **Next Steps**

- The 2015/16 Growth Hub marketing plan will continue to be executed.
- The Hub business support simplification mapping will be commissioned and continue to focus on what already works well as well as what could be improved or discontinued.
- Future GL LEP plans are to establish priority growth sector support for the Manufacturing, Renewables, Agri-Food, Tourism and Care sectors through accessing the new European Structural Investment Funds (ESIF). Further support will also include Business Start Up and Access to Finance provision. The launch of the ESIF programme this year provides an opportunity for stakeholders to explore new and different approaches to collaborative working around the development of enterprise support.
- Existing support via the national programmes will be enhanced locally via the ESIF programme 2014-2020 to ensure that provision is tailored to support Lincolnshire's growth potential, which will include dedicated sector advisers, growth readiness programmes, supply chain cluster development, export taster programmes, sector development programmes, investor development and aftercare support etc.
- LCC has applied for £2,641,000 of ESIF funding to continue the growth, expand and meet market failure for 2016-2019. Access to growth finance will be supported through the continuation of the Lincolnshire Investment Network and the development work will continue to design a financial instrument; fund of funds and investment readiness support for businesses seeking growth capital via ESIF funding.
- In most cases the majority of business support will be delivered by the private sector or through existing nationally funded programmes. Where market failure prevails, enhancements will be commissioned via the ESIF Opt in/Open Call process and all provision will be aligned, promoted and accessed via the Business Lincolnshire Growth Hub.

## Management Information

Appendix A provides management information to show how many businesses have been supported through the Growth Hub to date, the types of businesses that are using the service and which district they are located in.

## Current Business Support Issues

The Business Growth Advisers are reporting that the current business issues include;

- Growing your business
- Access to grants
- Looking for new premises
- Utilising digital technology
- Becoming more resource efficient
- Using innovation to improve products, processes and services
- Improving skills of the workforce
- Exporting or accessing new markets
- Improving local supply chains
- Winning new business/contracts

## 2. Conclusion

The Business Lincolnshire Growth Hub is gaining momentum and business feedback to date is very encouraging, they are keen to access the 1 to 1 support. They also welcome the fact that business support services are aligned and acknowledge that it is far easier for a business to understand what is on offer when there is an impartial central coordination body bring together all the public and private sector support offers.

## 3. Consultation

### a) Policy Proofing Actions Required

n/a

## 4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Business Lincolnshire Growth Hub Adviser Update

## 5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Samantha Harrison, who can be contacted on 01522 550576 or [Samanthal.Harrison@lincolnshire.gov.uk](mailto:Samanthal.Harrison@lincolnshire.gov.uk).

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## Appendix A

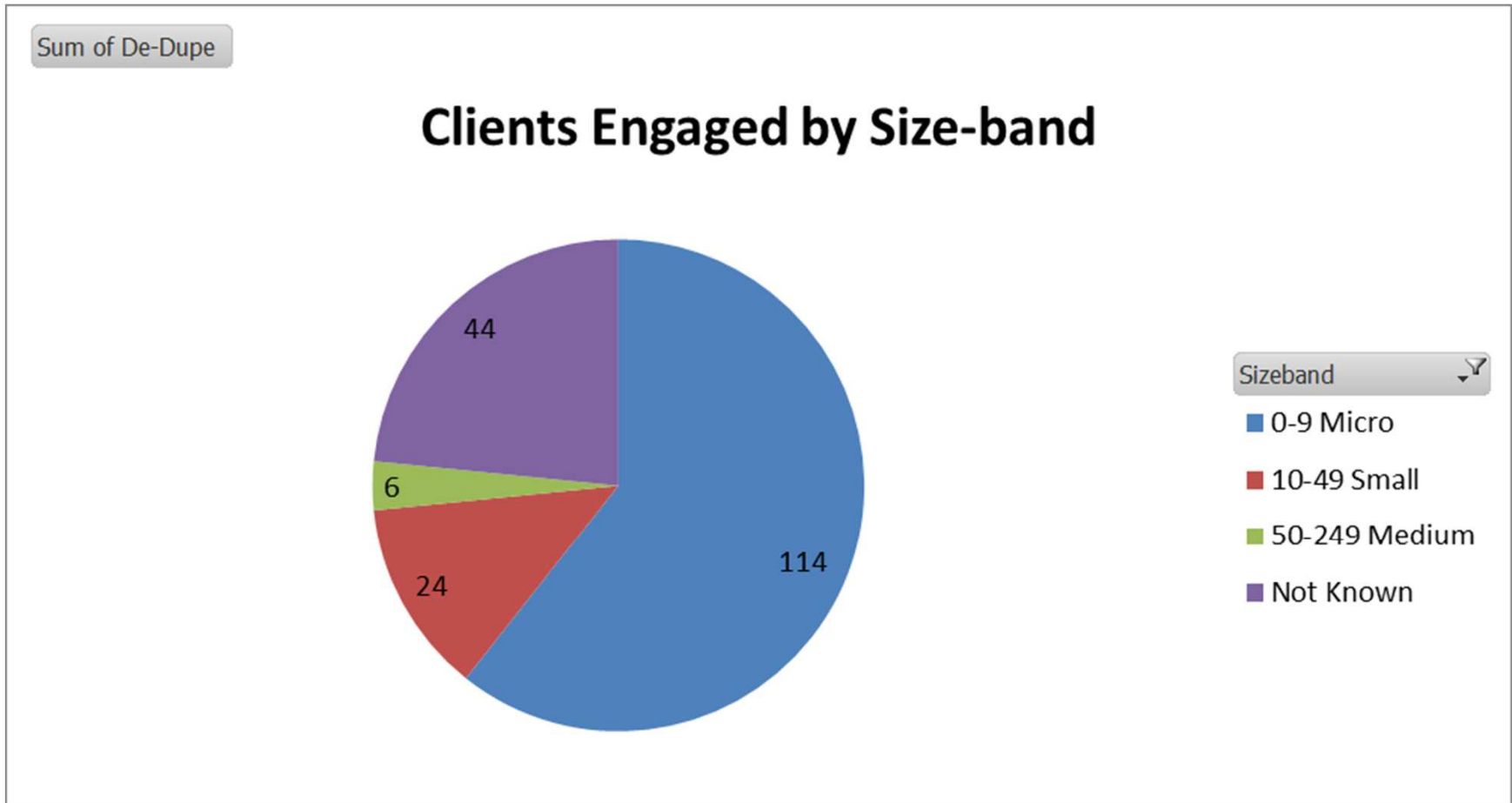
# ***Business Lincolnshire*** ***Growth Hub*** **Adviser Update**

# Current State of Play

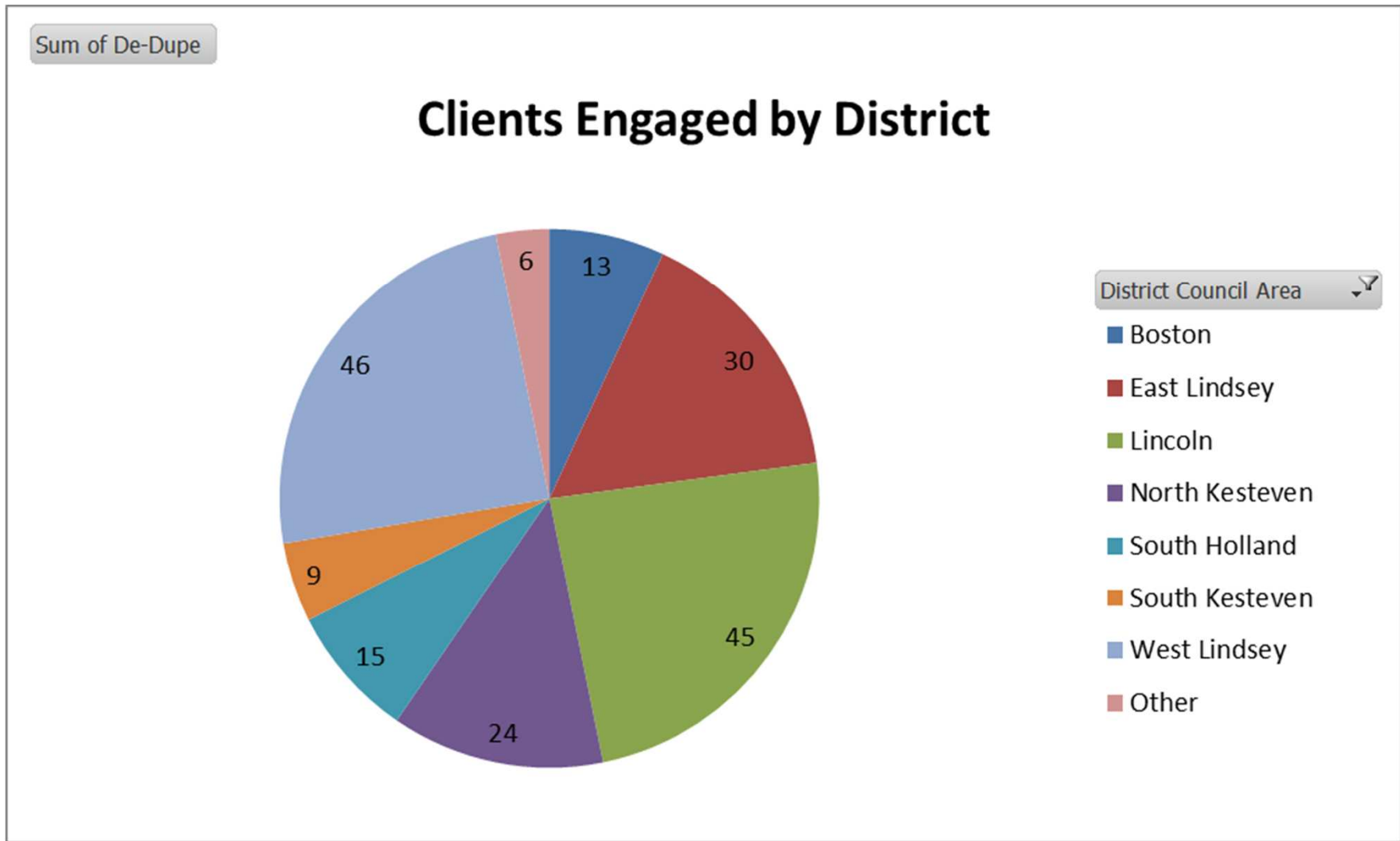
	YTD	Last Period	Growth	Target	Distance to Travel	% Achieved YTD
	25-Aug-15	19-Jun-15				
No of businesses engaged	188	90	98	660	472	28.48%
No of businesses assisted (2 hours)	103	53	50	330	227	31.21%
No of company specific diagnostics	75	46	29	250	175	30.00%
No of Training Needs Analysis	6	5	1	100	94	6.00%
No of jobs created	0	0	0	40	40	0.00%
No of jobs safeguarded.	0	0	0	40	40	0.00%



# Client Engaged by Size Band

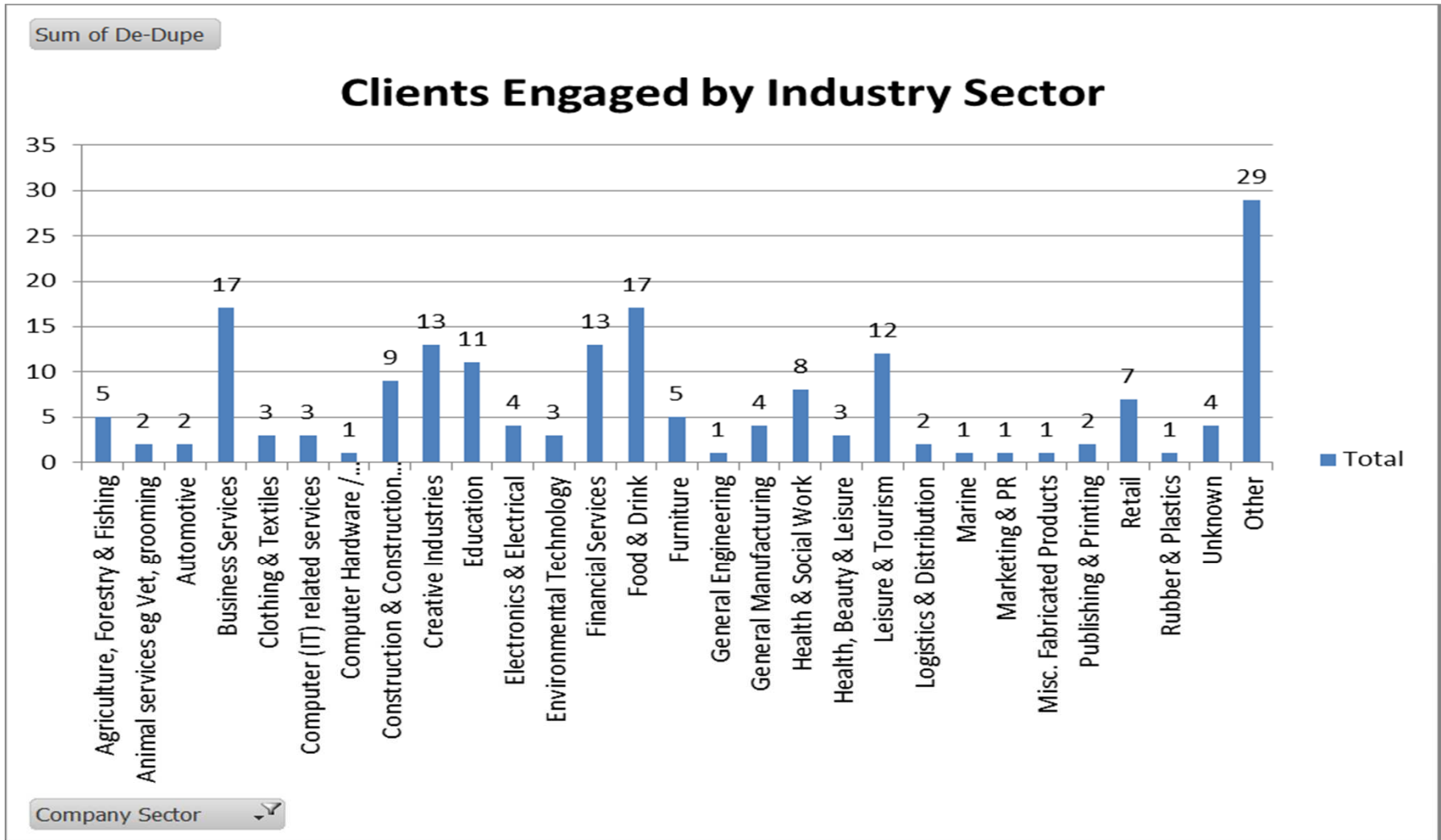


# Client Engaged by District

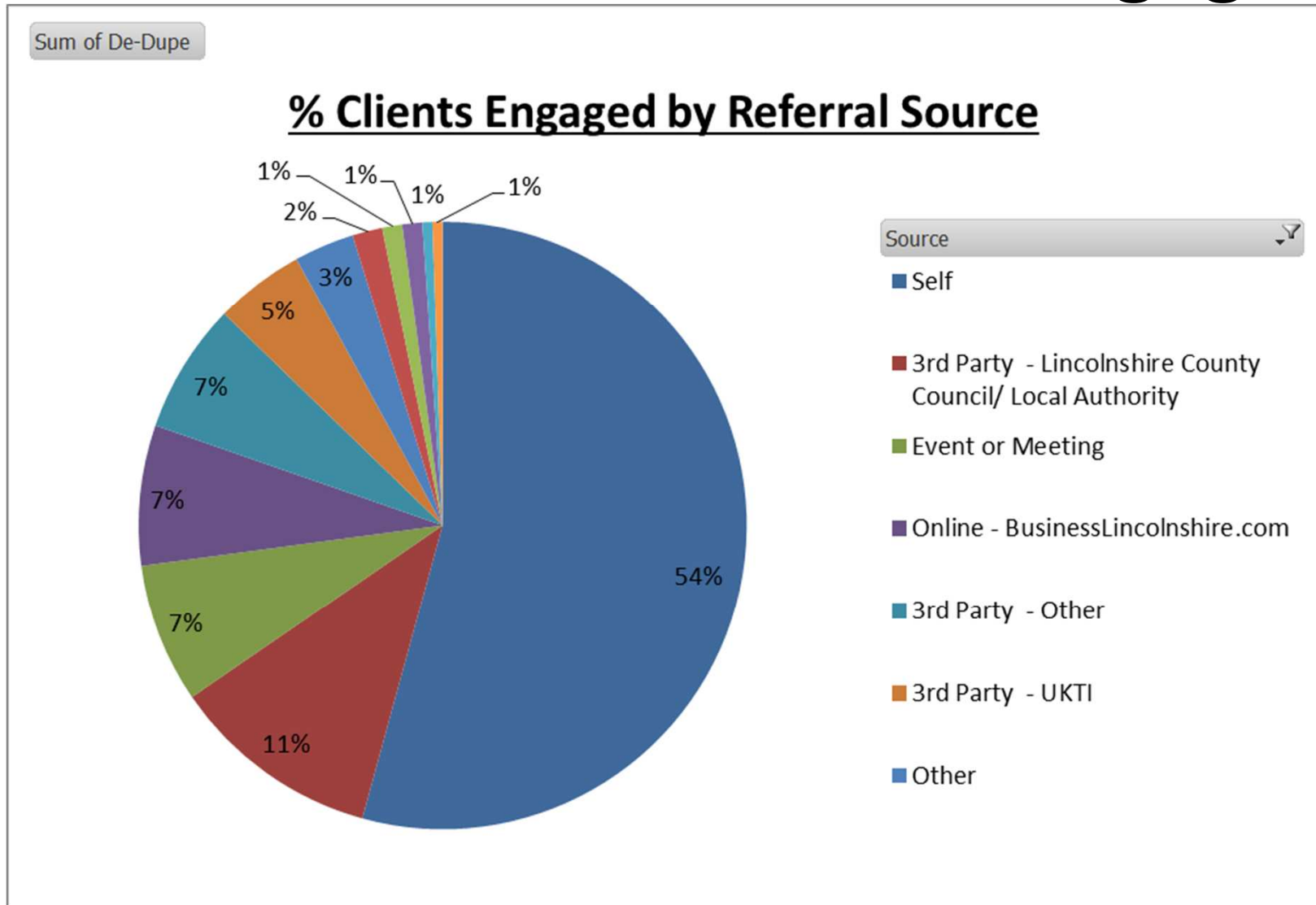


25/08/2015

# Client Engaged by Industry Sector



# Referral Source of Clients Engaged



25/08/2015

### Open Report on behalf of Executive Director for Environment and Economy

Report to:	<b>Economic Scrutiny Committee</b>
Date:	<b>8 September 2015</b>
Subject:	<b>Protecting and Sustaining the Environment Commissioning Strategy</b>

#### Summary:

Lincolnshire County Council's business plan will be produced during autumn 2015.

In order to provide a strong contribution on the economic development aspects of the business plan it is proposed that the Economic Scrutiny Committee considers each of the three commissioning strategies that contribute directly to economic growth. These commissioning strategies are:

- Environment
- Enterprise
- Infrastructure

This report considers the Protecting and Sustaining the Environment Commissioning Strategy and its relationship to the Enterprise Commissioning Strategy. This follows on from the consideration of the Enterprise Commissioning Strategy in July where Members confirmed that the ambitions and actions in the Commissioning Strategy were appropriate and supported.

It should be noted that the Environmental and Highways and Transport Scrutiny Committees will be asked to consider each strategy and the relationships between them ahead of the Executive being asked to formally adopt each of them early in 2016. Due to the schedule of meetings and work programmes of each committee this may mean each Scrutiny Committee sees information in a different sequence and will be updated at a different point in the process about the relationship between the strategies.

#### Actions Required:

Members are invited to review the Protecting and Sustaining the Environment Commissioning Strategy and in particular to address the following questions:

- Is the Protecting and Sustaining the Environment Commissioning Strategy aligned appropriately to the Strategic Economic Plan?

- How far does the Protecting and Sustaining the Environment Commissioning Strategy serve to facilitate the ambitions of the Economic Scrutiny Committee based on the work programme of the Committee?
- Is the balance between the commissioning and influencing of actions appropriate to available resources?
- Added together, how far do the objectives of the Strategy match your levels of ambition?
- How would you like to scrutinise the delivery of this Strategy?

## **1. Background**

### The Strategic Economic Plan (SEP) as an overall strategy

The overall strategy for economic growth in Lincolnshire is the Strategic Economic Plan which is promoted by the Greater Lincolnshire Local Enterprise Partnership (GL LEP). Officers from the County Council were asked to prepare the Strategic Economic Plan for the LEP, and the Economic Scrutiny Committee discussed and shaped the Strategic Economic Plan at their meetings in September 2013 and March 2014.

The Strategic Economic Plan has the objective of creating 13,000 new jobs, helping 22,000 businesses to grow, and building 100,000 new homes over a 20 year period. A summary is attached as Appendix A. There are five objectives within the Strategic Economic Plan:

- Driving the competitiveness of key economic sectors (agri-food, manufacturing, and visitor)
- Developing our emerging sectors (low carbon, ports and logistics, and health/care)
- Skills, innovation, technology and promotion
- A place to invest (housing and communities)
- A location for investors (environment/heritage, transport, water management, utilities)

Full details of the Strategic Economic Plan have previously been presented to the Committee and details can be found at [www.greaterlincolnshirelep.co.uk](http://www.greaterlincolnshirelep.co.uk).

The County Council do not intend to produce its own economic development strategy but instead to align strongly to the Strategic Economic Plan. This means that the main focus of the County Council's development activity will support the achievement of the Strategic Economic Plan. There will occasionally be times when the Council leads or supports a project which does not directly support the Strategic Economic Plan but which meets other priorities of the Council, but that will be rare.

The Strategic Economic Plan will be refreshed over summer 2015. This is because some of the specific actions in the Strategy are now being delivered, and because other actions have been refined over the 18 months since the Strategy was published. The aims of the Strategy will not change, but some of the detailed actions will be refined. The Greater Lincolnshire LEP currently engages regularly and directly with around 100 stakeholders, but the refresh of the Strategy does provide an opportunity to engage further with district councils and business representatives.

### Protecting and Sustaining the Environment Commissioning Strategy

The County Council is supporting the growth ambitions set out in the Strategic Economic Plan. Those ambitions are designed to change the economic base for the County. Not all the Commissioning Strategies can carry the same priority and it is proposed that the Environment and Infrastructure commissioning strategies are aligned so as to facilitate the SEP and Enterprise Commissioning Strategy.

Appendix B explains the connection between the three commissioning strategies that have a direct impact on the achievement of the Strategic Economic Plan. It shows that parts of the Environment and Infrastructure commissioning strategies meet the Strategic Economic Plan.

Appendix B also shows that the Protecting and Sustaining the Environment Commissioning Strategy is broken down into five main outcomes.

The main philosophy in the Enterprise Commissioning Strategy is that we will facilitate private sector schemes where possible rather than leading them ourselves. The Protecting and Sustaining the Environment Commissioning Strategy needs to create a culture and working environment in which the key outcomes can be achieved whilst ensuring that the growth ambitions can be realised.

This will require the Protecting and Sustaining the Environment Commissioning Strategy to facilitate a way of working that avoids protection of the environment for its own sake being the main philosophy. The main philosophy will need to recognise how the wider economic and social benefits of a thriving environment contribute to the creation of a thriving place thereby maximising the economic benefits for that place.

The Council's Natural Environment Strategy was completed in 2012, and links with the Climate Local Plan and the Joint Lincolnshire Flood Risk Management Strategy to provide an aligned approach to these areas of work within the framework of the commissioning strategies. As such, it is intended that between them these 'service-specific' strategies can support implementation across commissioning strategies, helping to create links between them and with other commissioning strategies managed by different Director areas.

Improved co-ordination of resources and commissioning of strategic-scale initiatives to join up the benefits of existing and projected initiatives lie at the heart of the Natural Environment Strategy. Under this remit, and linking into the GLLEP's

agenda for growth, the Council has been successful in leveraging in £250,000 through the Lincolnshire Chalk Streams Project, £1.7m from the Coastal Communities Fund towards Gibraltar Point and the Coastal Observatory, while the partnership context provided along the coast has led to Lincolnshire becoming one of the national pilots for the coastal communities team initiative.

Current plans for the immediate and medium term future, therefore, centre on developing our partnership approach, using the opportunities available to all our partner organisations to maximize potential for drawing in external investment while driving priorities for the natural environment that prioritise the capacity of the environment to grow the visitor economy, and hence contribute to the economic growth of the county as a whole.

The main outcome areas will incorporate the following priority actions:

### **Reducing carbon emissions**

In our commissioning approach we will seek to tackle carbon emissions and energy reductions in our own activities, and working with other organisations, communities and individuals to do so

And to work with others to further the Climate Local commitments (in addition to the above) which are :

- Increasing local resilience to the changing climate through developing community resilience plans, awareness raising and training
- Build a thriving low-carbon sector and attract further investment to support low carbon growth and green jobs
- Create an accessible Lincolnshire with a low carbon transport system
- Work with partners to promote energy and resource efficiency, reduce energy dependency and alleviate fuel poverty

### **Flood risk management**

The Joint Lincolnshire Flood Risk Management Strategy 2012-2025 sets out the following priority objectives

1. There will be a common works programme of measures to manage flood risk and drainage by 2013 (achieved)
2. Existing resources will be used in the most efficient way possible. We will attract as much external funding as possible, and will secure new resources locally and nationally.
3. The likelihood and impact of flooding from all sources will be reduced where possible from current levels by 2025. This includes accounting for increases in the risk of flooding caused by climate change.
4. Emergency planning and response arrangements managed by the Lincolnshire Resilience Forum will form part of a single, co-ordinated approach to managing flood risk and drainage as a whole.
5. The Lincolnshire Flood Risk and Drainage Management Partnership will work with local communities to develop flood risk and drainage management



services that meet local needs.

6. Local communities and businesses will be more aware of flood risk, and with the help of public authorities, will take steps to protect themselves through individual and community action.
7. Planning and development control across the county will take account of all forms of flood risk and sustainable drainage; development which could increase flood risk will be minimised, as will inappropriate development in areas of significant flood risk.
8. Flood risk and drainage management will be more accountable to the public through the local democratic process, and through more freely available information about flood risk and measures taken to control it.
9. Flood risk, drainage management and future development will contribute to better water quality, wider environmental benefits and sustainable growth.

In addition, since 2014 a joined up approach to flood risk and water resource management has been developed with the GLLEP, set out in a joint Water Management Plan to be launched in November 2015.

### **Protecting and enhancing the natural and built environment**

The Natural Environment Strategy 2012-18 sets out the following priority objectives

- Lincolnshire's countryside, coastline and towns are much richer in biodiversity by 2018
- The natural environment is better understood and is valued by residents, visitors and businesses for its intrinsic value and for its contribution to the local and regional economy and the health and amenity of local communities
- Effective promotion of Lincolnshire's natural environment, increases the county's profile as a tourist destination, contributing to increasing visitor numbers and the amount of time they spend within the area
- The natural environment of Lincolnshire is more resilient to climate change, the impacts of which are better understood
- The Council's approach to the natural environment is integrated across its different service areas and with that of its partners and local communities, making the most of existing resources and exploring to the full opportunities for attracting additional external resources and greater joint working between partner organisations.
- Planning policy balances promotion of sustainable growth and economic regeneration with the protection and enhancement of the natural environment. This will be achieved by liaison with Local Planning Authorities and through the Council's Minerals and Waste and Local Transport Planning Policy functions

In common with the flood risk agenda, the Council is promoting, through the

GLNP, a joined up approach with the GLLEP, particularly aiming to identify and maximise benefits to the county's economy from an enhanced visitor offer and health and amenity benefits to local communities.

### **Waste management**

The waste service will operate in an efficient and effective way to dispose of all wastes presented in as sustainable a manner as possible to lessen the impact on the environment, whilst at the same time seeking to minimise the costs so the service represents best value to the residents of Lincolnshire.

Working with district partners through the Lincolnshire Waste Partnership the waste service will seek to maximise the amounts of waste sent for recycling, and to reduce the levels of contamination thus ensuring high quality recycle with real financial value to lower costs and wherever possible produce an actual income to the authority.

The waste service will continue to look for ways in which the amount of waste from the general public can be reduced, waste that is presented can be sent for re-use, and ways in which the overall service to the public can be improved or costs can be reduced.

### **Sustainable Planning**

The planning service will provide a service to Developers and District Councils to ensure the 'open for business' philosophy is embedded into the service through enabling the delivery of development.

We will work in partnership with Districts to ensure an appropriate policy basis is included within Local Plans and provide the necessary support to deliver effective infrastructure planning.

A proactive approach will be taken to supporting development and sectors that align to the sector priorities within the SEP.

We will ensure an effective supply of land and sites to deliver the aggregate supplies required to deliver the housing growth being promoted across the County.

We will ensure an effective supply of regulated waste sites to deal sustainably with waste arisings resulting from the housing growth.

The services will become more customer focussed in terms of working with developers and partners to deliver a high quality service and development within the county.

We will promote a single point of contact principle, in that for a particular development both developers and partner organisations will have a focal point within the Development Management Teams, who will guide the development through all the relevant processes, from inception through to completion. Whilst

this may involve the development management staff acquiring and commissioning advice from the wider organisation, they will remain the focal point for developers and partners and be accountable within the planning process.

We will ensure that Development Management is joined up in terms of providing advice and services such as; highways advice, highway adoptions (Section 38s), highway improvements (Section 278s), flood risk and drainage (SuDS) advice and planning contributions (Section 106) requirements, as a single point of contact. This will mean that the Development Management staff and teams will be multi skilled in these respects. The intention is that when developers or partner organisations engage with the County Council (e.g. development team approach) they will be able to discuss all issues such as flood risk/drainage and highways etc. at the one time.

The Council Business Plan shows that the outcomes for 2015/2016 are:

NO OF JOBS CREATED AND/OR SAFEGUARDED	Target 2015/16 = 758
NO OF BUSINESSES SUPPORTED	Target 2015/16 = 350
NO OF QUALS ACHIEVED	Target 2015/16 = 902
EXTERNAL FUNDING ATTRACTED TO LINCS	Target 2015/16 = £54.8m
REDUCE THE RISK OF FLOODING	
Number of flood incidents (contextual measure)	
Number of flood prevention schemes implemented by LCC – 2015/16 = 24	
REDUCE CARBON EMISSIONS	
CO2 emissions from County Council activity	Target 2015/16 = 71,385t
Buildings (contextual measure)	
Business mileage (contextual measure)	
Fleet mileage (contextual measure)	
Community greenhouse gas emission levels for Lincolnshire (contextual measure)	
INCREASE RECYCLING	
Waste landfilled (ENV01)	Target 2015/16 = 13,000t
Household waste recycled and composted (NI192)	Target 2015/16 = 55.0%
Composted waste (BV82b) (contextual measure)	

Indicators for 2016/2017 will be created that reflect the adoption of the Commissioning Strategies and consultation will occur with both the relevant Scrutiny Committee and with those organisations who will be commissioned to deliver the Strategy.

#### Economic Scrutiny Committee's comments on the Protecting and Sustaining the Environment Commissioning Strategy

The Economic Scrutiny Committee has had the purpose of informing the council's strategic approach to economic development and the actions that support it. The purpose of this report is to ensure that the relationship with Protecting and

Sustaining the Environment Commissioning Strategy meets the Committee's expectations.

In scrutinising and advising on the Commissioning Strategy, the Economic Scrutiny Committee may want to explore the following questions:

- Is the Protecting and Sustaining the Environment Commissioning Strategy aligned appropriately to the Enterprise Strategy and the Strategic Economic Plan?
- Will the Protecting and Sustaining the Environment Commissioning Strategy facilitate the growth ambitions?
- Is there an appropriate balance between the two strategies to promote growth and ensure effective management of the natural environment?
- Are available resources appropriate to achieve direct commissioning where needed as well as effective influencing where this is a more appropriate approach to securing resource?
- Does the relationship between the strategies effectively address the role of partnership working and the ability to influence effective commissioning of activities both internal to LCC and from external organisations?

The issue of ongoing scrutiny of the Protecting and Sustaining the Environment Commissioning Strategy is considered to be an issue for the Environmental Scrutiny Committee to consider, but it would be helpful if there are any views on how that should be done so that they can be forwarded to that Committee.

- How would scrutiny of the delivery of the Protecting and Sustaining the Environment Commissioning Strategy be best achieved?

## **2. Conclusion**

The Enterprise Commissioning Strategy is aligned to the Strategic Economic Plan. This means that a detailed strategy is not required, but it is useful to describe the priorities that the Council will commission in support of the Strategic Economic Plan.

The Protecting and Sustaining the Environment Commissioning Strategy is building on the previous approach to the Environment Strategy adopted by the Council but making more of the economic benefits to be derived from a well managed environment.

The linkages set out in this report have a clear rationale and are considered to reflect the previously confirmed ambitions of the Economic Scrutiny Committee although it is useful for the Committee to explore how well those linkages reflect the Committee's work to date.

## **3. Consultation**

**a) Policy Proofing Actions Required**

n/a

**4. Appendices**

These are listed below and attached at the back of the report	
Appendix A	Summary of SEP
Appendix B	Commissioning Strategy diagram

**5. Background Papers**

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

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# Greater Lincolnshire

Local Enterprise Partnership



## Strategic Economic Plan Part 1: Our Plan

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# Part 1: Setting the scene



# Foreword

from the Chair of the LEP, Ursula Lidbetter



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

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

We want to help businesses across Greater Lincolnshire create wealth and jobs, contributing to the local economy.

We want to increase the skill levels of people in our communities, giving them opportunities and allowing local businesses to recruit the talented employees they need to develop.

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

As a board, we have a vision for the future – a list of priorities.

It has been developed following detailed research into our area's strengths, talking to our businesses and drawing on the expertise of those in economic development, especially in local authorities and the education sector. We've listened to their concerns and ideas and they've been built into this Strategic Economic Plan.

Together we can make Greater Lincolnshire stronger.

*Ursula Lidbetter*

**Ursula Lidbetter**

Chair, Greater Lincolnshire LEP

*These actions will create 13,000 new jobs, help 22,000 businesses and increase the value of the Greater Lincolnshire economy by £3.2 billion by 2030.*

# Introducing Greater Lincolnshire

Greater Lincolnshire contributes over £16 billion to the national economy.

It has a pivotal role in relation to the food security of the UK, growing more than one-eighth of the nation's food; it has significant competitive advantage in three of its defining and strongest industry sectors and has identified a further three sectors with real opportunities for substantial, and nationally important, future growth.

It is also an attractive option for investors; a range of factors come together to make it a great place to live and work:

its own airport serving the business community, two enterprise zones and central location;

two universities, two new university technical colleges and six colleges of further education;

- low housing costs and low crime rates;
- historic sites, beautiful countryside and miles of sandy beaches;
- pretty market towns as well as vibrant urban centres;

And it has real potential to deliver sustainable growth.

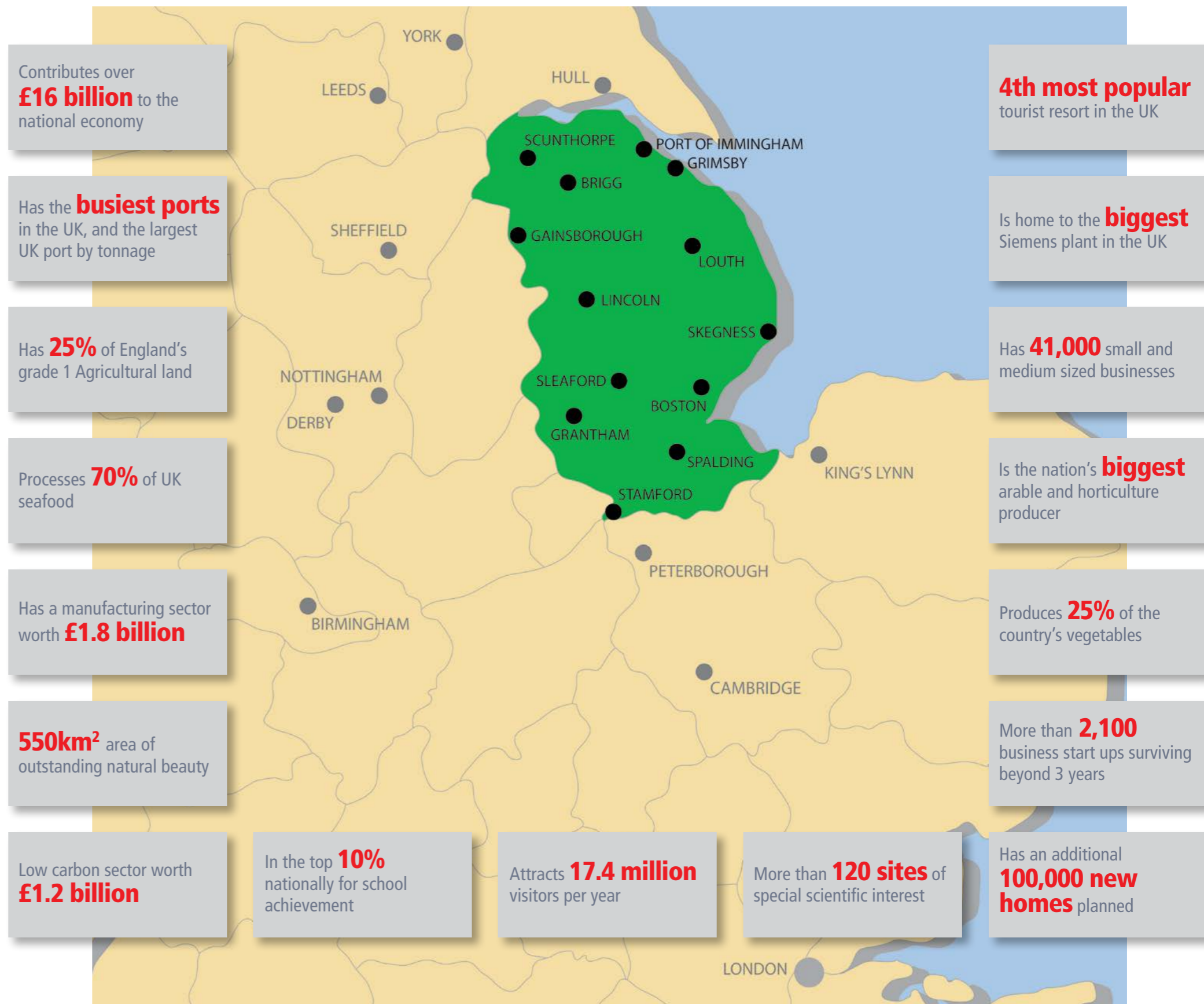
Almost 100,000 new houses are planned that will provide major growth opportunities along nationally important investment corridors.

And the small and medium-sized businesses in the area, over 40,000 of them, have massive supply-chain opportunities.

There are also factors that hold the economic growth of Greater Lincolnshire back. Transport bottlenecks, underdeveloped economic infrastructure and a risk of flooding are problems that need solving. Greater Lincolnshire is also very diverse; it has some of the most, and some of the least, deprived populations within its boundaries and, whilst employment levels are better than the national average overall, there is more to do to ensure that young people are able to take advantage of the work opportunities that are available.

The following pages describe the actions that the Greater Lincolnshire LEP will lead.

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## Our priorities for growth

Greater Lincolnshire’s priorities for growth are outlined below and are formed from the evidence base that we have developed, through commissioning studies, holding almost 100 face-to-face interviews with important businesses in the area, running board workshops and working with major partnerships to shape strategy.

### Greater Lincolnshire plays an important role in the national economy by contributing to:

- food security
- manufacturing output
- the UK visitor economy
- our country’s housing needs.

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

- are able to access the right skills and training
- can access new markets through innovation, supply chains, technology and financial improvements
- have confidence that there will be improved infrastructure and security
- can operate in a growing area, with vibrant housing and community provision that is recognised countrywide.

### So we know that the following LEP investment will directly meet what businesses need to grow:

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

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

### Our priorities and drivers for success are:

- 1 to drive the growth of the area’s three defining and strongest sectors that offer the most competitive advantage:
  - agri-food
  - manufacturing
  - visitor economy
- 2 to grow specific opportunities identified as future defining features of the area:
  - health and care
  - low carbon
  - ports and logistics
- 3 to drive this growth by putting expansion into new markets, modern telecommunications, infrastructure improvements and the skills of individuals and business owners at the forefront of what we do
- 4 to promote Greater Lincolnshire as a place for sustainable growth through improved transport infrastructure to connect us with national and international markets, enabling wider enjoyment of our world-class heritage sites, culture and strong communities
- 5 to recognise the need for new housing for the existing local population and those moving to the area, and to support balanced housing and economic development through promoting the area’s capacity to deliver high-quality growth.

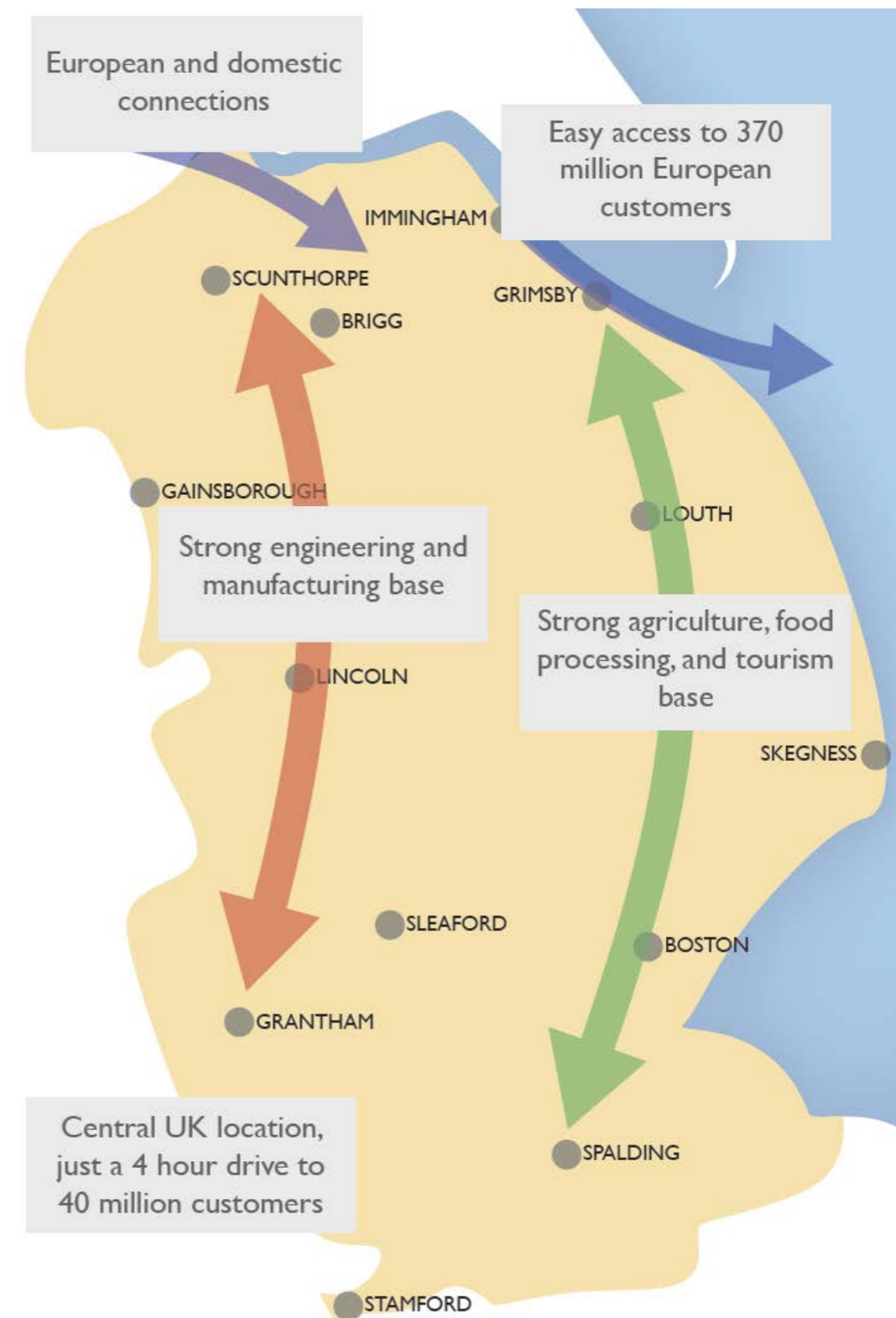
It is important that we recognise the large contribution our small businesses and our foreign-owned businesses will make to the success of this plan.

We also recognise the importance of the range of partners that will come together to deliver these priorities – local authorities, our schools, training providers, FE colleges, universities, Chambers of Commerce, the Federation of Small Business and our communities. There are a great number of very successful partnerships and networks across the area; we have an excellent track record of working together to achieve more.

These priorities underpin the individual sector plans that have been developed.

Each sector action plan will provide the detailed information that all of our partners, organisations and providers need to turn this overarching strategy into delivery projects.

Each sector-based action plan will, in turn, lead to themed plans, for example a Skills plan, an Innovation plan and a Promotion plan.



## Delivering major projects – now – to meet our strategic priorities

The Greater Lincolnshire LEP recognises that our leadership of economic growth must be balanced with the facilitation of projects that give businesses the confidence to invest. Projects of varied scope and scale are being developed but we focus here on those that meet our immediate strategic priorities and can be delivered in 2015/2016 and 2016/2017.

The Greater Lincolnshire LEP will promote a package of deliverable projects benefitting the whole of the LEP area that offer a strong growth deal to the LEP. The projects will demonstrate a significant impact on our priority sectors, our housing numbers, and the infrastructure that we need to support growth.

The board has assessed our programme on the basis of:

- **Deliverability** – does a project have match funding and planning permission in place?
- **Whole area** – will the whole of the LEP area benefit from the overall package of schemes?
- **Growth deal** – does a project offer substantial direct outcomes that support economic growth? Do the outcomes represent good value for money, will the Single Local Growth Fund (SLGF) lever other funding, and is there a clear plan in place to realise the benefits of the project?
- **Priority sectors** – does a project directly support agri-food, tourism, engineering, care, ports, and low carbon? Is there a project that is available to all businesses?
- **Housing** – does a project directly create housing growth?
- **Infrastructure** – does a project provide critical infrastructure for growth?

Specific projects are identified throughout this strategic economic plan. As a result of our assessment, the projects that the Greater Lincolnshire LEP intends to lead are set out below. The projects are deliverable in 2015/2016, meet the priorities of the SLGF, and will have a strong impact locally.

**Grantham southern relief road** – will create 17 hectares of employment land and 1,600 housing units, leveraging £260m of private sector funding.

**Boston quadrant** – will create 4.5 hectares of employment land and 500 housing units, leveraging £78m of private sector funding.

**Boole Technology Centre and Lincoln transport hub** – will create 93 jobs, assist 219 businesses and open up 3.76 hectares of employment land.

**Unlocking rural housing programme** – will create 2,059 housing units.

**Bishop Burton College, West Lindsey** – will develop a new agricultural college creating 35 new jobs and assisting 410 businesses.

**Innovation programme** – will provide advice and support to 400 of Greater Lincolnshire's growing businesses.

**Skegness western relief road** – will create 31 hectares of employment land, leveraging £2.9m of private sector funding.

**Grimsby Freeman Street and West & East Marsh Road** – will assist 166 businesses and create 280 housing units.

**Grantham College** – will create 43 new jobs and assist 300 businesses.

**Lincolnshire Lakes Blue and Green Infrastructure, Scunthorpe** – will open up employment land and create 600 housing units.

**Access to Employment Zones, North East Lincolnshire** – will open up employment land and create 600 housing units.

Together, these projects will:

- open up 57 hectares of employment land
- create 7,799 housing units
- create 171 jobs
- assist 1,495 businesses.

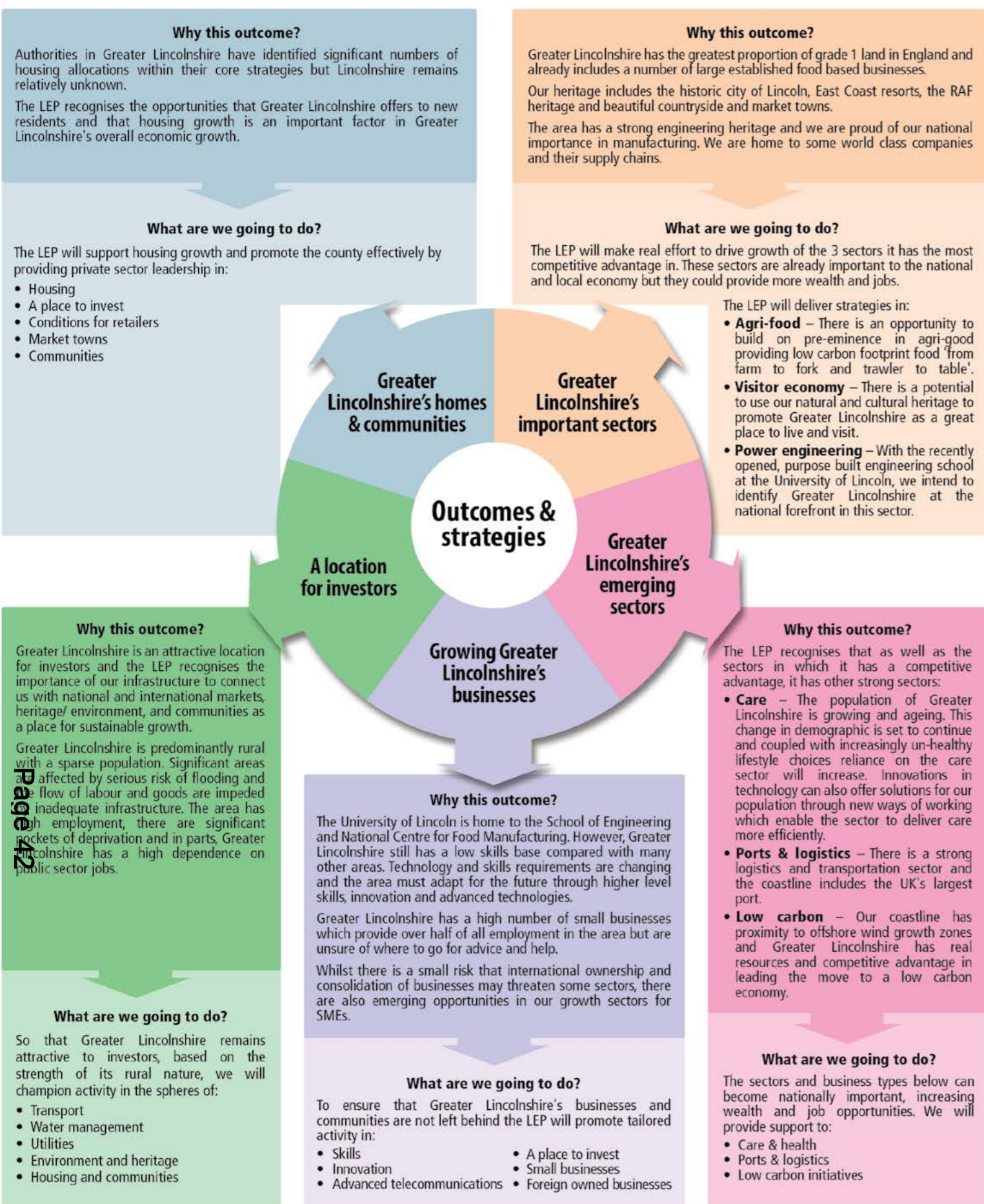
In addition to these projects, the LEP is keen to promote the following projects through future SLGF, EU and local funding:

- **Sleaford regeneration infrastructure**
- **Lincoln east-west growth corridor**
- **Humberstone airport**
- **Sandtoft business park, Scunthorpe**
- **Access to business finance programme**
- **Rural Skills Hub, East Lindsey**
- **Lincoln to Nottingham rail route**
- **Spalding rail freight hub**
- **Boston waterways**
- **Spalding western relief road**
- **Transport pinch-point schemes**
- **Horncastle flood management**
- **Skegness sustainable transport**
- **Cleethorpes regeneration**
- **Grimsby ice house**
- **Berkeley Circle highway improvements**
- **Brigg relief road**

Further project detail can be found in the Project Appendix.







## How government can help us meet our priorities

### Freedoms and flexibilities

We want government to contribute by:

- investing in transport infrastructure to reduce bottlenecks and improve connectivity
- supporting our drive to deliver a skilled workforce that meets the needs of our economy
- protecting the area from flood thereby creating more confidence for investors

Our Strategic Economic Plan sets out ambitious targets to achieve the following by 2030:

- create 13,000 new jobs
- support 22,000 businesses
- increase the value of the Greater Lincolnshire economy by £3.2 billion by 2030
- deliver up to 100,000 new homes

Our proposals for Single Local Growth Fund investment in 2015/16 and subsequent years will make a major contribution to achieving these targets – but some substantial barriers to realising our long-term growth potential remain:

- despite our world-class port facilities, the road and rail infrastructure in much of the LEP area is under-developed and congested, constraining access to markets and supply chains and preventing the effective operation of our labour markets
- there is a need for long-term investment in flood defences and water management to unlock the potential for economic and housing growth in both coastal and inland areas; and
- youth unemployment and low skills levels in parts of Greater Lincolnshire constrain growth and limit access to opportunity for many young people.

Unlocking these barriers to growth will require a sustained, long-term approach to investment – there are no quick fixes.

LEP partners have begun the next stage of an evolving dialogue on collaboration.

As the LEP evolves, so too must our relationship with government to support more effective local partnership working. Alongside our offer to government, we wish to achieve a series of integrated flexibilities

and freedoms to achieve greater local influence in the key areas of policy and delivery that will complement local collaboration to unlock Greater Lincolnshire's latent growth potential. These include:

- securing a long-term (6+4 year) commitment of Department for Transport (DfT) capital programme allocations to the local transport bodies, supported by local matched funding, to facilitate comprehensive investment programmes in key growth corridors and underpin long-term enhancement of rail services.
- incentivising the achievement of challenging local growth targets by establishing an 'earn-back' model linked to infrastructure investment in the growth corridors. This would allow local authorities to retain 100% of the business-rate growth generated by its strategic employment sites over the next 15 years, over an agreed baseline, for reinvestment in the revolving fund. Our ask of government is a licensed exemption from the effects of business rate resets and levies for these sites over this period.
- securing a longer-term commitment to the allocation of Flood Defence Grant In Aid (FDGiA) for prioritised schemes that would deliver substantial benefits for existing communities and unlock housing/economic growth. In addition, we would pilot and test new approaches to project appraisal which reflect the economic impact of schemes in areas of low population or business density.

In light of the statistics that show that fewer of our 16–24-year-olds are qualified to Level 3 and Level 4 when compared with the UK average, we must prioritise support to our young people so that they continue in further education and progress to higher levels of qualification.

Across our 25–34 age range the challenge is even greater; from national averages we would expect around 40% of this age group to be qualified to at least Level 4, yet only 27% of our 25–34-year-old residents actually are. We must tackle this problem. We want to encourage and provide the best possible opportunities for residents who want to progress to further and higher education and meet growing employer demand.

To help us do this we ask government to provide flexibility around the requirement that those aged 24+ must have a Learner Loan. We would like to explore options for the 25–34 age range to be exempt from this.



## A long-term commitment to infrastructure investment

A long-term commitment to infrastructure investment is critical to our efforts to accelerate economic and housing growth across Greater Lincolnshire. Current mechanisms for the allocation of DfT resources result in a relatively piecemeal approach to highways investment in our main growth corridors, limit the potential to unlock local match funding, and do not create the long-term certainty that private sector investors require. This acts as a significant barrier to growth.

Establishing a new 6+4-year allocation mechanism for DfT funds through the local transport bodies for priority schemes will address these constraints and underpin the establishment of a revolving infrastructure investment fund, supported by local public and private sector match funding, to focus investment in up to six main growth corridors. These include:

- **M180/A180** – Scunthorpe/Grimsby
- **A1** – Newark/Grantham/Stamford
- **A15** – Scunthorpe/Sleaford
- **A16** – Grimsby/Louth
- **A17** – Newark/Boston
- **A46** – Grimsby/Lincoln/Newark

and strategic rail routes including Lincoln-Newark-Nottingham and Doncaster-Cleethorpes.

## Incentivising local growth

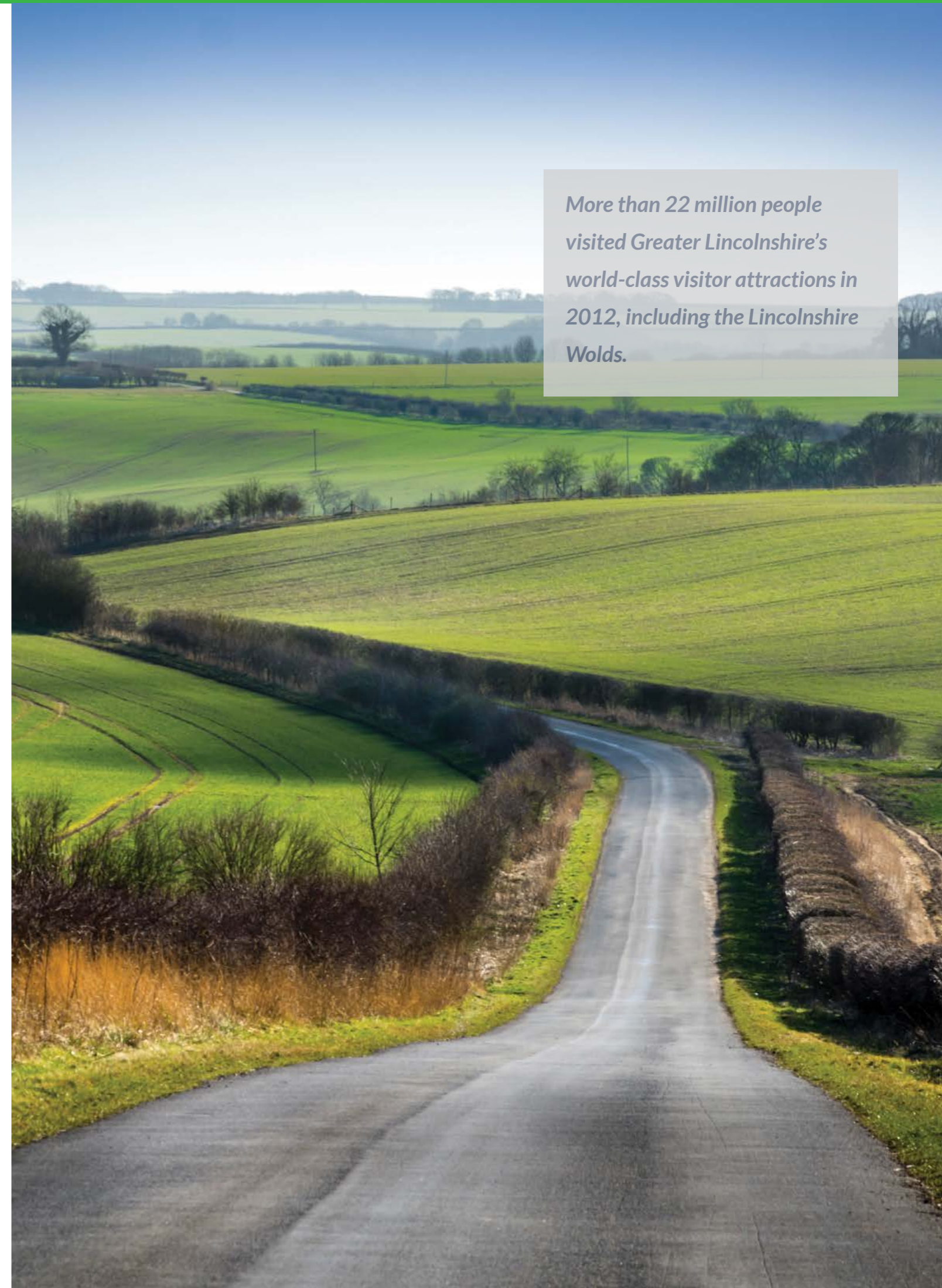
Building a long-term platform for road/rail investment in Greater Lincolnshire's strategic growth corridors will unlock barriers to growth and accelerate the development of key housing and employment sites

across the LEP area. Linked to our first ask in relation to the allocation of DfT funding, we propose to begin negotiations with government on the development of a growth incentive model linked to our collective ability to accelerate growth rates.

In return for a commitment from government to explore the potential for local authorities to retain (and reinvest through the proposed revolving fund) 100% of the uplift in business-rate growth across six to nine strategic employment sites over a 15-year period, we will:

- test the feasibility of establishing a revolving infrastructure investment fund underpinned by local match resources and including business rate returns, and prioritise future investments by the fund
- agree the schedule of strategic employment sites to be included within the earn-back model e.g. Science and Innovation Park, Teal Park, Humberside Airport and Europarc
- explore the potential to adopt simplified planning arrangements, including Local Development Orders, for the strategic sites identified for inclusion
- agree with government a series of baseline and 'stretch' targets in relation to employment, GVA and business-rate growth to monitor the operation and impact of the earn-back model.

*More than 22 million people visited Greater Lincolnshire's world-class visitor attractions in 2012, including the Lincolnshire Wolds.*







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## Part 2: Businesses



# Growing UK plc: driving the competitiveness of our key economic sectors

## Building on our strengths

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

- Page 45**
- drive productivity and output growth
  - capitalise on our knowledge/innovation base
  - develop our export potential
  - create a mix of entry-level, intermediate and highly skilled employment opportunities.

Through the Strategic Economic Plan, the LEP has identified and prioritised three core sectors where we can truly grow UK plc, support the whole range of small, medium and large businesses that make up our economy, and add real value to the government’s industrial strategy. These are:

- agri-food:** Greater Lincolnshire has more grade 1 agricultural land than any other LEP in England, producing/processing over 12% of the UK’s food supply, including more than 70% of its seafood and 25% of its vegetables; the sector employs more than 68,000 people across the supply chain, with a diverse mix of businesses, including Cranswick plc, Greencore, Moy Park, Walkers and Young’s Seafood, alongside a wide range of primary producers.
- manufacturing and engineering:** this sector contributes over £3.3bn (20%) of Greater Lincolnshire’s output, employs over 43,000 people and accounts for 42% of our exports; our manufacturing/engineering strengths encompass power engineering, petrochemicals/chemicals, steel manufacture and motorsport engineering, with global businesses including Siemens, Total, Phillips 66, Tata Steel and Pilbeam Racing Designs.
- our visitor economy** is worth over £1.3bn per annum to the Greater Lincolnshire economy, supports over 39,000 jobs and has long-term growth potential; more than 22 million people visited Greater Lincolnshire’s world-class visitor attractions in 2012, including Lincoln Castle and Cathedral, the Lincolnshire Wolds and the vibrant coastal resorts of Cleethorpes, Mablethorpe and Skegness – the UK’s fourth most popular holiday resort.

## Why focus on these sectors?

Greater Lincolnshire has a diverse base of almost 41,000 VAT/PAYE-registered businesses, with a higher proportion of microbusinesses and small/medium-sized enterprises (SMEs) than England as a whole. Our economic make-up is changing; although the number of employees in employment fell by 3.1% between 2009 and 2012, employment in the agri-food and manufacturing sectors remained stable. Public sector employment fell by 3.0% during the same period, as the Greater Lincolnshire economy rebalances in emerging from the recession.

Greater Lincolnshire’s economic output (GVA) was over £16.5bn in 2012, having grown by 3.8% since the onset of the recession in 2008. Although this is a positive sign of the area’s economic resilience and emergence from recession, GVA growth lagged behind that of the East Midlands (6%) and England as a whole (6.4%) over this period.

Workplace-based GVA per head in Greater Lincolnshire was just 72.7% of the UK average in 2012 – reflecting our particular mix of sectors, low economic participation rates in some parts of the GLLEP area and low levels of workforce productivity. This has resulted in Greater Lincolnshire’s status as a ‘Transition Region’ for the purposes of the European Union Structural and Investment Funds programme for the 2014–2020 period.

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

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

Source: Business & Employment Register Survey 2012, Office for National Statistics; Local Economy Forecasting Model, Cambridge Econometrics 2013

Moving forward, Greater Lincolnshire will continue to punch above its weight in agri-food, manufacturing and the visitor economy. In doing so, we will grow our contribution to UK plc. The following sections summarise our proposals – including priority Single Local Growth Fund projects – for each of these sectors.

*Bakkavor, a leading international manufacturer of fresh prepared foods and a revenue of £1.7bn, has 13 facilities in Lincolnshire employing around 5,000 people.*





## Agri-food

### Our strategy

Greater Lincolnshire is already making a substantial contribution to the UK's agri-food sector, delivering more than 10% of UK output and helping to reduce the balance of payments, enhance natural food security, protect the environment and reduce carbon emissions. The area is unique in bringing together each stage of the food supply chain and for the diverse mix of producers and processors collaborating to drive up innovation, quality and productivity across the sector. We have nationally significant agri-food clusters in seafood (winner of BIS's national cluster award in 2010) and fresh produce.

To realise its potential, the sector must address some significant barriers to growth, including access to skilled labour, access to finance, energy costs and managing scarce water resources. In some parts of the LEP area, flood risk management and the protection of valuable production and processing assets remain a significant concern.

#### We will:

- **develop Greater Lincolnshire's role as a centre for world-leading applied agricultural science and technology research in opportunity areas including food engineering, working in partnership with the University of Lincoln and other key stakeholders as well as adjoining LEPs**
- **drive up product and process innovation across the agri-food supply chain, developing the role of key innovation hubs including the National Centre for Food Manufacturing, operated by the University of Lincoln, and the Humber Seafood Institute**
- **invest in the infrastructure required to support long-term growth of the sector, including development of the Ports of Immingham and Boston, and Humberside Airport's Perishables Hub and long-term investment in enhancing the capacity of the A15, A17 and the Spalding Rail Freight Hub and other key routes to market, and developing new, effective approaches to water resource management to improve water quality and storage**

- **increase the supply of high-quality food-grade industrial accommodation to support the growth of the agri-food sector**
- **build the capacity and competitiveness of supply chains across the agri-food sector and stimulate collaboration within and across supply chains to address issues including energy costs, water resource management and workforce skills**
- **develop our skills base to facilitate access to entry-level, intermediate and higher-skilled apprenticeships and employment opportunities across the agri-food sector, through partnership with the University of Lincoln and the network of Further Education Colleges across Greater Lincolnshire.**

### Single Local Growth Fund priorities

#### Our SLGF priorities for 2015/16 for the agri-food sector are:

- **Spalding Rail Freight Hub:** infrastructure investment to facilitate the development of a 60 hectare rail freight interchange at Deeping Fen to support further growth of food processing activity in the southern part of the GLLEP area, promote intermodal shift and reduce carbon emissions
- **further expansion of Europarc,** the agri-food focused business park to the west of Grimsby on the A180 through infrastructure investment to unlock the next phase of development and substantial private sector leverage (developed jointly with the Humber LEP as part of the South Humber Bank programme)



## Manufacturing and engineering

### Our strategy

Greater Lincolnshire has a long and distinguished heritage in manufacturing and engineering, with significant concentrations of activity in metals manufacturing (North Lincolnshire), chemicals/ petrochemicals (North and North East Lincolnshire), power engineering (Lincoln), agricultural engineering (East Lindsey), rubber and plastics (East Lindsey), electrical machinery (Grantham/Stamford) and wood products (Boston).

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

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

#### We will:

- **develop world-class, industry-focused research and development activity at the University of Lincoln School of Engineering alongside an extensive programme of business engagement to facilitate technology transfer and commercialisation of research**
- **continue to invest in business infrastructure to support the growth of our manufacturing and engineering sector, including major road improvements in Grantham, Spalding, Lincoln and the A180, developing a wider range of scheduled services from Humberside Airport, alongside enhanced surface access, and further investment in port infrastructure and encourage investment in rail services to improve national connections to support business travel, particularly Lincoln to London connections.**
- **maintain a supply of high-quality, serviced employment sites and premises across Greater Lincolnshire to support the attraction of inward investment and facilitate the expansion of existing businesses; this will include promotion of our existing Enterprise Zones (EZ) in North and North East Lincolnshire and exploring the potential to develop further EZ-based initiatives in other parts of Greater Lincolnshire**

- **develop an integrated package of business advice and support for manufacturing and engineering firms, drawing together exports support services from UK Trade & Investment (UKTI), the Manufacturing Advisory Service, University of Lincoln and other public/private sector providers**
- **encourage employer engagement in apprenticeships and workforce development through a range of measures to de-risk investment in training.**

### Single Local Growth Fund priorities

#### Our SLGF priorities for 2015/16 for the manufacturing/ engineering sector are:

- **schemes to unlock development and housing land in order to help businesses meet supply-chain opportunities and to provide the people to work in the expanding sector. Particular schemes: Berkeley Circle and Sandtoft Business Park, Scunthorpe, Freeman Street/West and East Marsh Road and town centre improvements, Grimsby (developed jointly with Humber LEP)**
- **infrastructure and land assembly to unlock development of key sites within the South Humber Bank complex to support future growth of the renewable energy and chemicals/ petrochemicals sectors (developed jointly with Humber LEP)**
- **rail gauge investment between Immingham and the East Coast Main Line at Doncaster to enhance the rail freight capacity of the South Humber Line (developed jointly with Humber LEP)**





# Visitor economy

## Our strategy

With golden blue-flag beaches and resorts, historic sites, rolling hills, high-quality food, an iconic cathedral, bustling city centre and strong aviation heritage, Greater Lincolnshire has a wealth to offer the tourism sector. We are already investing in our most important assets, a £20m project will see the opening of a purpose-built Magna Carta Vault in Lincoln, doubling the number of visitors to Lincoln Castle and strengthening its role as a major UK centre for short breaks. Butlins has also recently completed a £13m investment programme at its Skegness resort.

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

### We will:

- work in partnership with public and private sector partners to extend the network of visitor attractions across Greater Lincolnshire, building on our diverse heritage and landscape assets
- simplify and co-ordinate Greater Lincolnshire's online presence and work with the network of destination management organisations to develop a series of niche marketing campaigns based on our product strengths in partnership with Visit England

- enhance the quality of the visitor experience through supporting the development of the visitor accommodation/hospitality sectors and delivering investment in local visitor infrastructure – including parking, tourist information and other services, as well as extending the cultural programmes that have received significant backing from the Arts Council in the East of the County
- develop the customer service and other skills of the visitor economy workforce and work with key employers to develop apprenticeships and other pathways into sustained employment.

We will take full advantage of future event opportunities. For example, in 2015 we will be hosting the British Cycling National Road Championships, the 800th Magna Carta Anniversary celebrations and the World Seafood Congress.

Nor can Greater Lincolnshire operate in isolation; Hull City of Culture 2017 is an example of how a major event close to our borders will provide additional impetus to our tourism growth.

### Single Local Growth Fund priorities

#### Our SLGF priorities for 2015/16 for the visitor economy sector are:

- Skegness western relief road, opening up land for investment in visitor economy attractions and reducing a transport bottleneck that affects tourism traffic and potentially deters repeat visitors
- implementing a multifaceted resort renaissance programme for Cleethorpes, unlocking sites for major hotel, conference and leisure developments and integrating public-realm improvements with Environment Agency investment in upgrading the town's flood defences
- improving the capacity of the Nottingham to Lincoln rail link and enhancing the East Midlands Trains services, alongside improvements to the frequency of services between Doncaster and Cleethorpes to support the growth of the visitor economy
- creating a major new visitor centre, based on Lincolnshire's historical connection with the Royal Air Force and themed around the cold war, at RAF Scampton, north of Lincoln
- developing a major new heritage and leisure attraction centred on the mixed-use refurbishment of the grade II\* listed Ice Factory at the Port of Grimsby (developed in partnership with Humber LEP)

*Butlins Holiday Park in Skegness invested £13 million into refurbishing its pool complex which is the biggest single investment on the Lincolnshire coast for over 10 years.*

# Growing UK plc: developing our emerging sectors

## Introduction

Alongside our focus on the three Greater Lincolnshire sectors which will make the most significant contribution to growing and rebalancing the UK economy, the LEP will champion the development of three emerging sectors with acknowledged growth potential in the medium/long-term, or where our partner LEPs will take a lead role.

- **The low carbon economy:** already worth £1.2bn per annum to Greater Lincolnshire and employing over 12,000 people, there are major opportunities for growth in offshore wind (linked to manufacturing/installation of turbines and in operations and maintenance activity) as well as in biomass, biofuels, energy from waste and the development of other low carbon or environmental goods and services; we will collaborate with our partner LEPs (Humber and New Anglia, both Centres of Offshore Renewable Excellence) to support delivery of some of this activity.
- **Ports and logistics:** Greater Lincolnshire's central location ensures that we can serve over 75% of the UK population within four hours' drive time and the Port of Immingham – the largest UK port by tonnage – is a key gateway to Europe and plays a vital role in supporting the UK energy sector through imports of oil, coal and biomass; the Ports of Grimsby (automotive import/export) and Boston (grain) and Humberside Airport (perishables) are also key assets, alongside a diverse logistics sector which employs 18,000 people.
- **Health and care:** our growing and ageing population and dispersed settlement pattern are driving opportunities for economic growth in Greater Lincolnshire's health and care sector, which currently employs 56,000 people and is worth £1.2bn per annum to our economy; opportunities include developing and embedding innovation across the NHS through the new Schools of Life Sciences and Pharmacy at the Lincoln Science and Innovation Park, deploying assistive technology and ensuring our housing stock can meet the 'whole-life' needs of residents.



*Stow-based Freewatt has been responsible for installing nearly 6MW of solar energy at 700 different locations around the county – enough to power 2,000 homes and save a staggering 3 million tonnes of CO<sup>2</sup> per year in the process.*



## Low carbon economy

### Our strategy

We are already at the forefront of the UK's emerging offshore wind sector. In North Lincolnshire, Able UK has now received consent to develop a new port facility and Marine Energy Park (forming part of a larger Enterprise Zone) with the potential to attract large-scale inward investment in the manufacture, storage, assembly and deployment of offshore wind turbines. This will create significant supply-chain opportunities across our manufacturing/engineering sectors.

The Port of Grimsby – cited in the Government's Offshore Wind Industrial Strategy – is developing its role as a UK centre for operations and maintenance (O&M), securing major investment from Centrica, DONG Energy and EON. We will collaborate with the Humber LEP and New Anglia LEP to take forward new opportunities in offshore wind.

The low carbon and environmental goods and services (LCEGS) sector offers much wider opportunities for Greater Lincolnshire – encompassing biofuels, biomass and other bio-energy initiatives and energy from waste. We are also working with businesses across all of our key sectors to develop their competitiveness through energy efficiency, waste management and other process-improvement support.

#### We will:

- continue to invest in the infrastructure to support the growth of the offshore wind sector, with a focus on our key Enterprise Zone sites (Able Marine Energy Park and Port of Grimsby) in partnership with Humber LEP
- raise awareness of supply-chain opportunities in offshore wind manufacturing/installation and O&M and build the capacity and capability of Greater Lincolnshire manufacturing and engineering firms to secure contracts (in partnership with Humber LEP and New Anglia LEP)
- work with our University Technical Colleges, FE Colleges, University, private training providers and manufacturing, engineering and energy sector employers to deliver an increase in low carbon apprenticeships and adult training opportunities

- support research and development and innovation activity across the LCEGS sector and promote technology transfer
- explore opportunities in new energies and technologies whilst preserving the area's attractive environment.

### Single Local Growth Fund priorities

#### Our SLGF priorities for 2015/16 for the low carbon economy are:

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



## Ports and logistics

### Our strategy

With our international ports – the Ports of Grimsby and Immingham handled over 60m tonnes in 2012, making them the busiest in the UK – Humberside Airport and excellent road and rail links (including both the A1 and East Coast Main Line), Greater Lincolnshire is a natural hub for the logistics sector. Our ports and logistics sector will continue to underpin growth of agri-food, manufacturing and the low carbon economy, including offshore wind – as well as generating opportunities for wider growth.

#### We will:

- invest in strategic infrastructure projects which increase the capacity and competitiveness of our ports/logistics sector, including rail gauge improvements on the South Humber Line and a new rail freight terminal at Spalding
- support ABP, Humberside Airport and other key partners to attract new international freight services which strengthen export opportunities for Greater Lincolnshire's firms
- develop opportunities for port-centric logistics by attracting a higher proportion of containerised freight with an origin or destination in Greater Lincolnshire and the adjoining area
- support employers to invest in apprenticeships and adult training opportunities to generate entry-level, intermediate and higher-skilled jobs for Greater Lincolnshire residents.

### Single Local Growth Fund priorities

#### Our SLGF priorities for 2015/16 for ports and logistics are:

- Spalding Western Relief Road – delivery of a relief road to reduce congestion based on the high number of HGV movements in the area, thus making the area more attractive for investment by logistics companies who are keen to locate close to the food production cluster but are deterred by congestion
- Port of Grimsby access and employment programme – to further develop job opportunities based on increased transport/logistics activity at the port, thereby contributing to the delivery of the Humber enterprise zone's ambitions (developed jointly with Humber LEP)
- rail gauge investment between Immingham and the East Coast Main Line at Doncaster to enhance the rail freight capacity of the South Humber Line (developed jointly with Humber LEP)
- Humberside Airport surface access improvements (developed jointly with Humber LEP)

*FreshLinc has developed into one of the leading logistics service providers in the UK and Europe, and operates from state-of-the-art facilities in South Lincolnshire.*



# Health and care: innovation for living

## Our strategy

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

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

### We will:

- support research and development and innovation across the health and care sector, stimulating collaboration between clinicians, researchers and businesses through Knowledge Transfer Partnerships and related activity, centred on the Lincoln Science and Innovation Park
- develop Greater Lincolnshire’s role as a ‘living laboratory’ to pilot and roll out assistive technologies to support the management of long-term conditions
- work with housing developers and registered providers to develop whole-life housing, personalised support packages and new models of supported living that promote independence, well-being and choice

- develop the skills base of the health and care sectors through enhanced information, advice and guidance, apprenticeships and adult training opportunities, to support long-term workforce recruitment and retention
- create opportunities for the frail, vulnerable and elderly to become a community resource through intergenerational schemes, volunteering schemes and involvement in research and development projects.

### Single Local Growth Fund priorities

#### Our SLGF priorities for 2015/16 for the health and care sector are:

- enabling infrastructure investment to unlock development of the Lincoln Science and Innovation Park, to include relocation of the School of Life Sciences and the provision of new incubator space
- developing apprenticeships and adult training programmes to improve access to employment opportunities in the health and care sector

# Skills, innovation, technology and promotion

## Small and foreign-owned businesses

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

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

Before we outline the measures we will take to create the right conditions for business growth, there are two important groups of businesses that must be recognised.

### Small businesses

Greater Lincolnshire has a strong and vibrant small-business community. These businesses are the hub of many communities and represent a chance to transform high streets, business parks and the local economy.

- Greater Lincolnshire has approximately 41,000 businesses, of which the vast majority are small and medium-sized enterprises (SMEs).
- 97% of Greater Lincolnshire businesses employ fewer than 50 people.
- Half of all employment in Greater Lincolnshire is provided by businesses employing less than 50 people, compared to 45% nationally.
- Businesses generally survive for longer in the area, particularly in Lincolnshire, which sees 60% of start-ups surviving for three years, compared to the national average of 58%.

Our research shows that the small-business community is often left with less help in comparison with larger businesses, which are more likely to receive support despite having the structures in place to enable them to access the information they need.

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

Our priority is to ensure that our SME community flourishes, creating more work opportunities (both employed and self-employed).

### We will do this by:

- creating a Growth Hub that will provide strategic coordination, through the development of a one stop shop to improve the access and reach of local and national business support offers
- creating the right conditions for growth, described in the next sections of this document
- making our businesses the best informed in the country so that they can take strategic decisions based on sound, impartial information
- improving access to finance and the ability to attract growth finance
- offering high-quality information, advice, and support to business start-ups.

### Foreign-owned businesses

Foreign-owned businesses are relatively few in the area but statistics show that they are more likely to invest locally and make a significant difference to the economy. The Greater Lincolnshire LEP and UKTI currently have 70 foreign-owned businesses on its Account Management list.

Our priority is to ensure foreign-owned businesses commit to investing and growing in our area, creating new jobs and opportunities.

### We will do this by:

- nurturing and supporting the foreign-owned businesses in the area so that they commit to investing locally
- ensuring that the owners of those businesses based here are aware of the benefits
- taking a ‘can-do’ approach to supporting their development and tailoring support to meet their needs.



## Skills

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

### The current picture

Within the Greater Lincolnshire area we have two universities, six colleges of further education, a range of smaller, independent providers and two new university technical colleges.

Our large geographical area can be a barrier to employer-led skills training and development, because of a lack of available training facilities AND because in a large rural area it is difficult to achieve cohort numbers to make training economically viable.

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

We have fantastic GCSE results; the proportion of our school leavers obtaining a Level 2 qualification is amongst the highest in England.

The most recent statistics show that we don’t maintain this competitive advantage (Census 2011).

Fewer of our 16–24-year-olds are qualified to Level 3 and Level 4 when compared with the UK average. Across our 25–34 age range, the challenge is even greater – from national averages we would expect around 40% of this age group to be qualified to at least Level 4, yet only 27% of our 25–34-year-old residents actually are.

The proportion of 16–64-year-olds in Greater Lincolnshire with no qualifications is 6% higher than the England average, and, despite the exemplary school-leaver achievements, this gap is predominantly amongst our 16–34-year-olds.

Participation in vocational learning is increasing but has traditionally been lower than the national average.

In particular, we must support our businesses to plan for succession, because the population of Greater Lincolnshire is growing, and ageing.

Given that our current (Dec 13) youth unemployment accounts for 29% of all job seekers in Greater Lincolnshire, higher than the 25% nationally, we must make it our priority to support our young people and to help them continue in further education and progress to higher levels of qualifications, so that they can take advantage of the opportunities that are currently available and those that arise as we implement our growth plans.

We have a committed resource in the Employment & Skills Board to navigate the complexities of the skills system and have piloted activity that addresses barriers, so we already know that we can make a difference. We want to extend what we are already doing and introduce new goals with programmes to deliver them.

### Our goals include:

- **supporting progression to higher-level qualifications; providing the best possible opportunities for residents who want to progress to further and higher education and meet growing employer demand**
- **seeking ways to ensure that all businesses, including those in rural areas, have access to good quality and relevant training provision, facilitating partnerships to overcome challenges of cost and accessibility**
- **stimulating demand for traineeships, new apprentices and higher-skilled opportunities**
- **supporting our SMEs to plan and deliver effective recruitment and induction strategies to create a better transition for young people from learning to the world of work.**

In developing our programme of growth we must not overlook our existing FE infrastructure. We know that a proportion of our FE estates will require refurbishment within the lifetime of this programme to 2020, and we expect a proportion of any skills capital allocation in 2016/17 to contribute to that aim.

*Larrington Trailers - based in Boston - is a leading innovator in agricultural trailers and has a history of leading the way in new design concepts.*

## Innovation

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

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

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

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

### Our goals include:

- **increasing our support for SMEs to collaborate with larger organisations, HEIs and with each other to take advantage of funding opportunities for skills, innovation and technology that they cannot access alone**
- **retaining more of our graduates through, for example, our successful intern programme**
- **building on the strengths of our innovation, enterprise and incubation centres, through increasing access to innovation support, knowledge, research and technical support**
- **developing sector ‘growth hubs’ which will provide a single access point to a targeted package of diagnostic, advisory, coaching, mentoring and business development programmes.**

The creation of sector-specific growth hubs will boost economic growth and improve co-ordination between local and national tiers. ‘Hubs’ will build on the BIS pathfinder [www.businesslincolnshire.com](http://www.businesslincolnshire.com), which increases marketing and signposting and builds the capacity and effectiveness of both public and private sector providers. This local information portal was built to address the lack of organised and accessible local and national information.

Importantly, hubs will maximise the reach of government support where local EU funds are used to expand the provision of national schemes (e.g. Manufacturing Advisory Service and Export Support). They will be tailored to focus on the support that local businesses require to grow and where the LEP can add most value – particularly innovation support, leadership and management training, investment readiness advice and digital economy exploitation.

Our longer term aim will be to build up to an Innovation Programme that comprises a co-ordinated package of knowledge-intensive business services, support for patenting and licensing, facilitating networks and access to research funding.

*In 2012, Siemens spent £6m on modernising its gas turbine manufacturing plant at its city centre site and opened the new engineering school in collaboration with the University of Lincoln.*

## Technology and superfast broadband

Technology is already transforming our area. Our newly created digital hubs are demonstrating its benefit and impact. Lincolnshire County Council is leading one of the first roll-outs of superfast broadband in the country, and similar programmes are running in North and North East Lincolnshire. This improved infrastructure increases our current business competitiveness and makes us an attractive location for inward investors.

### Our goals include:

- **developing initiatives that will encourage innovation in digital products and services**
- **ensuring that strategic business sectors have the skills necessary to integrate superfast broadband into their core business processes.**

## Underpinning skills activity

Supporting growth across all our goals, we want to:

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

## Promotion

Most businesses that we visited during this exercise asked the LEP to promote Greater Lincolnshire more widely. This was partly to attract qualified staff to the county, partly to help them to get into new markets, and partly to provide a local identity that they can associate their products with.

At the same time, many people, nationally and internationally, are unaware of the location and nature of Lincolnshire. There is, therefore, a strong role for both the public and private sectors in promotion.

### Our goals include:

- **identifying and making accessible all marketing activity to date and finding practical ways of sharing information to ease co-ordination**
- **engaging more fully with local stakeholders who have identified marketing as an important priority about what they would be prepared to commit in resources, and how this could be taken forward**
- **working on short-term opportunities, notably 2015's high-profile media and events programme to celebrate Lincoln Castle Revealed and the Magna Carta and the 'SO' cultural festival in East Lindsey**
- **developing and implementing a champions scheme.**



### Single Local Growth Fund priorities

#### Our SLGF priorities for 2015/16 for promotion are:

- Our programme of growth requires skills capital investment in 2015/16, and will, in subsequent years, include FE refurbishment costs. Investment in 2015/16 will be at Bishop Burton College (Riseholme) to establish a strong land-based FE facility, in partnership with significant employers in the East Lindsey area on a rural skills hub, and at Grantham College to strengthen the vocational and higher-level skills that it offers to the local business community
- A finance for business programme, to meet companies' major growth aspirations by offering them accessible finance where it is unavailable from traditional sources
- High quality business support schemes, focused on innovation and on investor development, to assist business leaders in growing their markets, becoming more profitable, and creating jobs
- We will be using our ESF allocation to unlock additional skills funding and to develop a range of skills programmes tailored to local need





# Part 3: A place to invest

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# A place to invest

Greater Lincolnshire is an attractive option for investors; a range of factors come together to make it a great place to live and work.

So that Greater Lincolnshire remains attractive to investors, we will champion activity in:

- Housing and communities
- Environment and heritage
- Transport
- Water management
- Utilities

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

The Greater Lincolnshire LEP's input will concentrate on actions that will renew and invigorate existing economic infrastructure as well as invest in new infrastructure necessary to support and enable this growth and safeguard the delivery of the strategic objectives outlined above.



## Homes and communities

Housing and the economy in Greater Lincolnshire are inextricably linked. As a sector, it contributes substantially to the local economy – two jobs per house built<sup>1</sup>. The Greater Lincolnshire LEP area is seeking to build 100,000 houses over the collective Local Plan periods. Generating investment in the area is essential to generate housing sales and to maximise build rates for developers. With increased economic development, sites that have planning approvals will see an increased incentive to build, causing increased housing delivery to meet the needs of residents now and in the future.

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

Greater Lincolnshire will not attract new people by its housing offer alone. The night-time and retail economy will attract people into the towns and city, increasing spending. This includes retail opportunities across the spectrum from lower-cost food options to high-end supermarkets and boutique smaller local shops. We also need to ensure that we cater for differing interests within the entertainment offer. This sustains and generates an increased market for the service and leisure industry – generating more employment opportunities in the area.

### Market towns and retail opportunities

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

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

1. Chartered Institute of Housing

## Enterprising communities

Greater Lincolnshire will remain a sustainable and vibrant area through investment in the enterprising communities found within it. The learning and skills opportunities will be enhanced by apprenticeships, community-led training, management and leadership opportunities and volunteering into employment.

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

The growth opportunities presented will include investment in areas of towns that need to be enhanced to attract new town centre housing opportunities. Also, a series of larger sites are coming forward for development that will allow the housing offer to progress to meet the needs of new communities generated by the expected economic growth.

Support for rural affordable housing needs to be considered to enable the expected delivery of 20% affordable housing – negotiated by each Planning Authority.

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

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



## Infrastructure and connectivity

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

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

### Weaknesses to be addressed through identified projects:

- Our low volume of housing market activity putting off national house builders
- The legacy and impact of poor quality affordable housing
- The restricted range of housing offer in some LEP areas
- The remoteness and poor external perception of the area
- The educational and cultural offer can appear weak in various market towns

The opposition to more housing in more affluent villages

Lack of public funding for regeneration and further cuts for example on welfare assistance

The opportunity to enhance community facilities

- Costs of development of affordable housing.

## Single Local Growth Fund priorities

### Our SLGF priorities for 2015/16 for infrastructure and connectivity are:

- **Grantham Southern Relief Road** – a link road that will open up land for housing and business development in one of the most strategically important towns in our area, showing a high quality gateway to visitors and investors alike
- **Boston distributor road** – a development, led by the private sector, to provide homes and employment land in Boston to meet the recognised skills and labour shortages in the area's agri-food sector
- **Lincolnshire Lakes** – an initial contribution to infrastructure that will open up land for housing development close to Scunthorpe, thereby taking advantage of the projected employment growth on the banks of the Humber
- **Sleaford regeneration route** – infrastructure to unlock land in and around Sleaford town centre for commercial and residential purposes. The Single Local Growth Fund will support the funding of critical infrastructure
- **Brigg Relief Road** – a route to unlock land in the market town of Brigg, again seeking to take advantage of projected job growth on the banks of the Humber
- **Rural housing unlocking fund** – a fund to provide investment in a series of defined medium-sized rural housing developments that have stalled due to a lack of finance. The fund will support named schemes, but has been developed as a programme in order to reduce bureaucratic costs to the LEP board and to DCLG/HCA.

*The £22m restoration of Lincoln Castle will vastly improve the visitor offer and will open in time to celebrate Magna Carta's 800th anniversary in 2015.*

## Environment and heritage

Greater Lincolnshire's tourism and heritage sector and the local food and drink industry rely on our unique and special landscape to produce and market their offers.

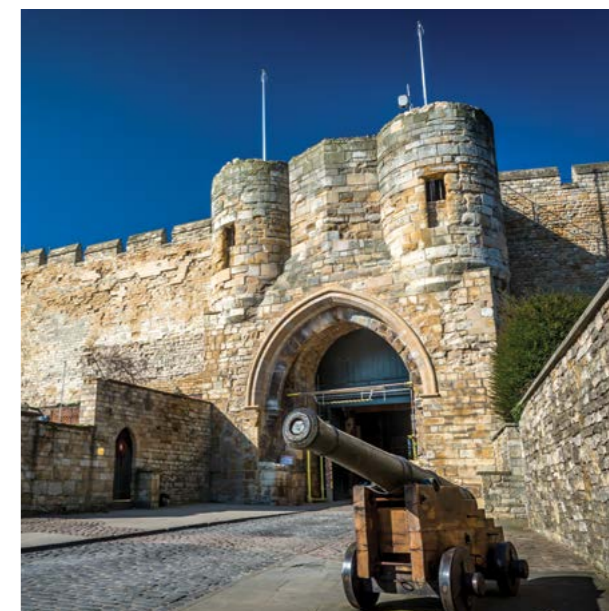
Food and farming, which contribute c.£1 billion to the local economy, is reliant on a good natural environment. The 'business' of protecting the natural environment is a growth sector in its own right across the UK, with an annual turnover of £54 million in 2010.

The importance of the natural environment to the economy is being increasingly recognised. As an example, over 52,000 people visited the seals at Donna Nook during November and December 2012.

It is important that we protect our rural economies and our natural environments, so that people are able to benefit from them, both economically and socially. We have an active Greater Lincolnshire Local Nature Partnership that has contributed to our plans.

### Our goals include:

- becoming a leader in agricultural innovation to ensure sustainable agricultural growth through application of technologies that reduce inputs, water use and soil impact
- establishing environmental tourism as part of wider destination-marketing strategies to diversify our visitor offer
- raising awareness of Greater Lincolnshire's natural environment and adding to the high-quality landscapes that will attract investment and the skills required for growth in all sectors
- supporting the role of skills-based learning and volunteering in the environmental sector as part of programmes to improve readiness to work and social inclusion
- supporting the work of Heritage Lincolnshire and the Lincolnshire Nature Partnership in order to protect and promote the area's natural and built resources.





## Transport

Demand for the movement of people and goods continues to grow across Greater Lincolnshire, putting increased stress on existing transport networks. Over 4 million lorry loads of goods per year add to pinch-points in traffic congestion, and poor access will weaken the future sustainability of the economy.

This is a major factor affecting the agri-food supply chain in terms of real cost and lost opportunity, as food production is extremely time-sensitive. For example, the vining pea crop requires processing within hours of being harvested and, in the summer months, vegetables need to have field heat removed as quickly as possible post-harvest, and products have to be delivered to end users in accordance with strict timetables.

The cost of freight is regularly cited as critical to business productivity. Our tourism sector will benefit greatly from improved access on the east of the greater Lincolnshire area.

The Local Transport Plans in Greater Lincolnshire put economic growth and regeneration firmly at the heart of transport strategies. These can be summarised as:

Lincolnshire	North Lincolnshire	North East Lincolnshire
inter+intra-regional access to support a growing economy	facilitate economic growth	enable sustainable growth
access to services, jobs and leisure	protect and enhance the natural environment	improve journey times
well-managed and safe environment	improve transport safety and security	support regeneration and employment

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### Single Local Growth Fund priorities

Our SLGF priorities for 2015/16 for transport are:

- **Lincoln transport hub** – a public transport interchange which will provide a substantially improved service to commuters and visitors, increasing Lincoln city centre’s attractiveness for investment, and opening up brownfield land for further development
- **Lincoln east–west link development opportunities** – provision of business sites and premises alongside a new link road that will be used to alleviate congestion and to extend the footprint of Lincoln city centre, thus increasing attractiveness to investors
- **Transport pinch-point scheme** – a programme-based budget to provide funding for small-scale improvements in a group of named transport bottlenecks, relieving congestion and assisting with the movement of goods. The schemes are small in nature and have been grouped in a programme to reduce bureaucratic costs to the LEP and to the DfT
- **Sustainable transport schemes** in North Lincolnshire, North East Lincolnshire, and Lincolnshire in order to improve local transport, promote sustainability, and reduce transport’s negative impact on the environment.

*The 110 bedroom DoubleTree by Hilton Hotel opened in 2013 and brought 70 new jobs to Lincoln – just one result of the millions invested in new hotels by city of Lincoln developers.*

## Water management

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

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

- Around 39% (2,761 km<sup>2</sup>) of Greater Lincolnshire lies within the flood plain and the area has been affected by a number of significant coastal and inland floods, most notably in 1953, 2007 and 2013.
- The Greater Lincolnshire area is also one of the driest in the country and is prone to drought. 2011/12 demonstrated the challenges and raised awareness of the need to adapt to this element of our changing climate.

**Greater Lincolnshire is a major area of agricultural production and food manufacturing that contributes significantly to UK food security.** Greater Lincolnshire accounts for 24% of all grade 1 agricultural land in England, the vast majority of which is protected by coastal flood defences. The fertility of the land has generated a thriving agriculture and food sector, which is a major employer in the LEP area. From a local base, the industry has expanded to manufacture food from both locally and internationally grown produce; in the north-east, production based on fishing represents further important diversification.

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

**The Ports of Immingham and Grimsby are the largest ports in the UK** by tonnage, and the area as a whole supplies around 1/8 of the total UK food consumption.

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

### Security from flooding is a key infrastructure requirement for our economy.

The threat of flooding affects **developer confidence and development viability.** This includes not just the areas lying in the coastal flood plain but many communities inland. At Louth and Horncastle in the Lincolnshire Wolds, risk management authorities have combined their efforts to prepare flood resilience measures against significant flood risk that affects the potential of these towns to drive growth and provide development opportunities. The LEP wishes to seize this opportunity to harness the potential of effective flood risk management to boost local growth.

Our objectives objectives as set out in our 2014 ‘Business Case for Water Management’ report are:

- to encourage development through protecting land from development
- to undertake a detailed feasibility study into protection for the whole coastline of the Greater Lincolnshire LEP area
- to promote the schemes that have arisen from our private-sector-led review into water management
- to use water to support economic growth through irrigation, cooling, and other production processes.

### Single Local Growth Fund priorities

Our SLGF priorities for 2015/16 for water management are:

- **Boston barrier** – the LEP urges government to start building the Boston Barrier soon, as this will contribute strongly to the attraction of investment to the town and surrounding area, as well as having flood management benefits. The LEP wishes to see the scheme extended so that it protects further development land in the town and generates water-based tourism.

## Utilities

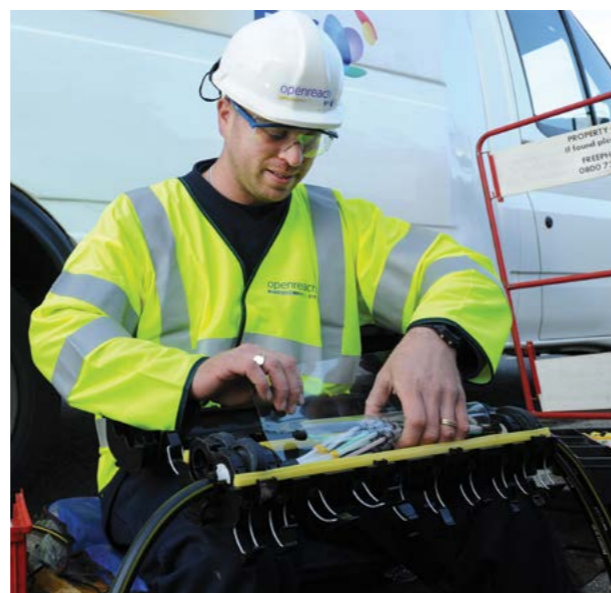
We know that providing a reliable infrastructure will allow us to reach our growth ambitions and potential.

Investments can stall due to the limited availability of utilities and the relative cost of upgrading them, so there is a need for a stronger dialogue between the utility companies and others, particularly at a local level.

The provision of affordable, 'fit for purpose' employment premises is dependent on the provision of sustainable infrastructure services: roads, water, sewerage, energy services and telecommunications. The provision of these services is equally critical to the growth of fully sustainable communities.

### Our goals include:

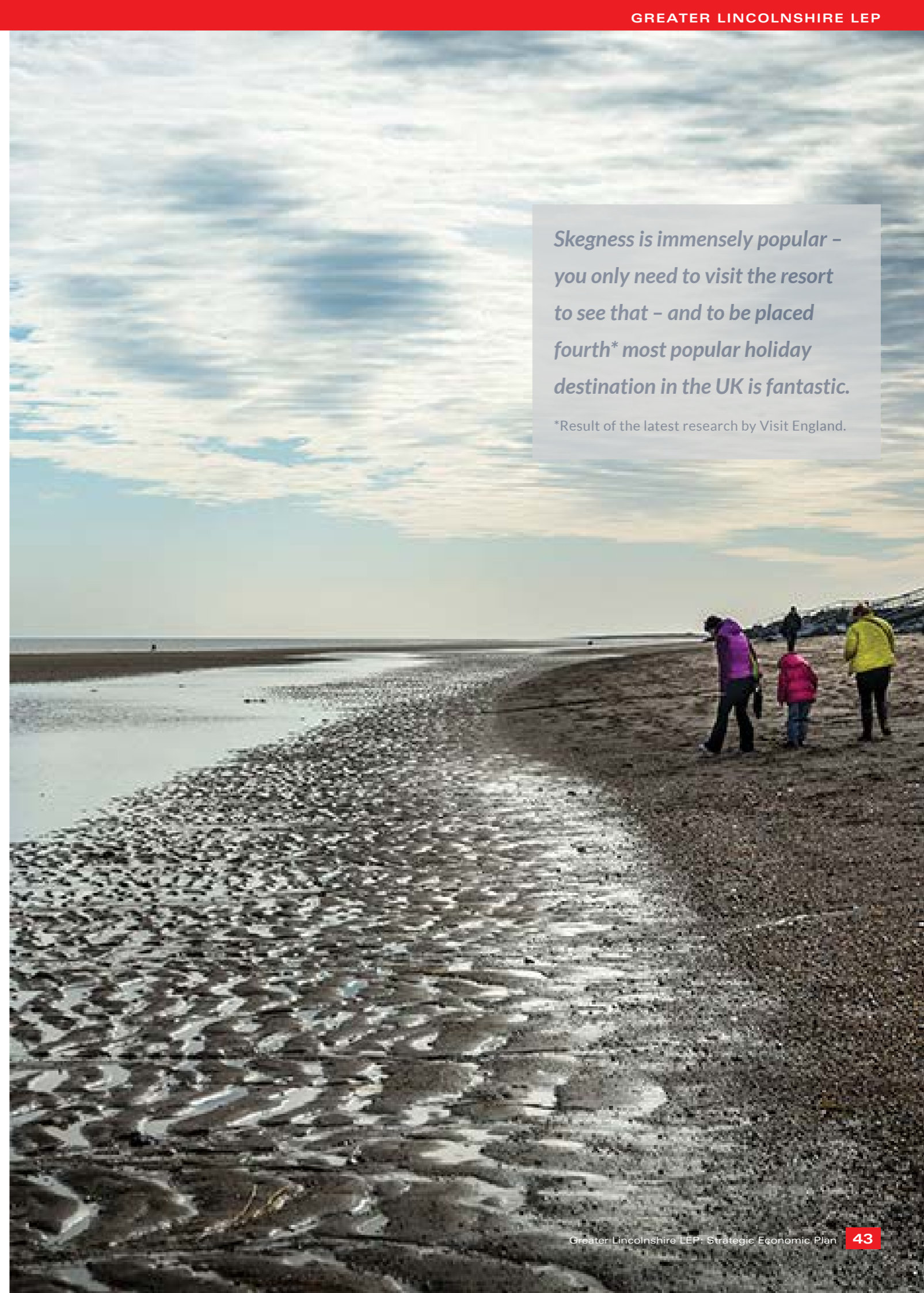
- taking a stronger role in dialogue with utility providers so that a better case can be made for investment in Greater Lincolnshire's utilities
- creating innovative approaches to finding the finance to unlock developments that have stalled as a result of utility costs
- ensuring a reliable utilities infrastructure to support growth
- delivering excellent digital communications and coverage; being a front runner in broadband and building on the current major investments already highlighted.



*Obam Lift Services has grown year on year since its foundation in 2000 and currently turns over £1.6 million with a staff of 14.*

*Skegness is immensely popular – you only need to visit the resort to see that – and to be placed fourth\* most popular holiday destination in the UK is fantastic.*

*\*Result of the latest research by Visit England.*







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# Part 4: Outputs and impact



# Outputs and impact

## Ability to deliver/track record

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

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

Lincolnshire County Council is the accountable body for the Greater Lincolnshire LEP, and under the current 2007–13 EU programme it has delivered almost ¾ of the currently contracted strategic projects, with great success. This includes council investment of £37.7m, which has attracted £110.8m in grants, with advice and support provided to other projects attracting a further £13.7m for our partners.

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

### The area's success is due to:

- active lobbying, research and partnership building
- knowledge of funding opportunities and the gaps in economic development provision that the local economy requires
- the ability to produce high-quality projects for funding – from project concept through bid writing and delivery
- a capital funding programme supported by levels of revenue that enable schemes to be designed, managed and delivered.

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

### For example the LEP has:

- opened an Invest and Grow fund to provide finance to businesses with growth ideas
- lent weight to the successful case for EU funding to match BDUK broadband schemes
- proactively advised companies on Regional Growth Fund applications, generating more than £25m in government grants to businesses in the area
- supported the successful South Humber Enterprise Zone submission and its implementation

- sponsored a series of studies into economic growth, including studies into sector opportunities and opportunities to collaborate with neighbouring LEPs
- supported the employer-led Lincolnshire & Rutland Employment and Skills Board to produce a series of skills-gaps reports
- actively lobbied government for recognition of innovative approaches to water management and for a direct London – Lincoln rail link
- supported employer-led groups such as the Lincolnshire Forum for Agriculture and Horticulture so that they can find innovative solutions to the problems and opportunities facing their sectors.

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

### Collaborative working

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

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

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

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

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

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

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

These assumptions are based on the value of the EU funding programme 2013/2020, and they assume that the EU funding will trigger investment on a 1:3 basis. The 2013/2020 allocation of EU funding to Greater Lincolnshire is 133m euros (roughly £115m). Our calculations are based on an assumption of a total spend of £390m and delivering schemes that meet our aims to:

- put skills, growing new markets, and modern telecommunications at the forefront of growing our businesses and sectors further (these are described as 'Business & Employment' schemes)
- make the most of Lincolnshire's attractiveness to investors through protecting what we have, improving connectivity, and increasing housing (these are described as 'Place' schemes).

Using both national research<sup>2</sup> and analysis of previous EU funding programmes, we anticipate that the following outputs could be achieved.

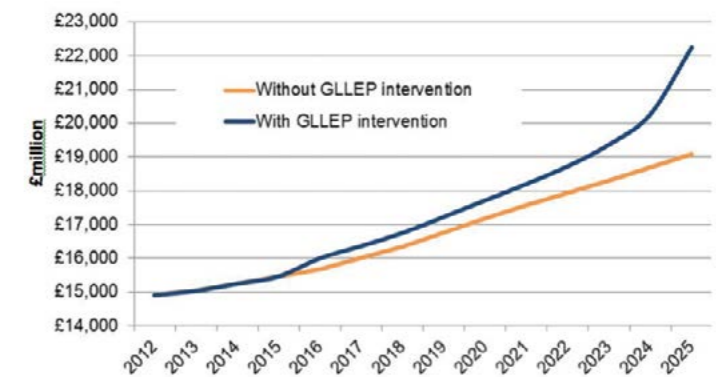
£1million spend =	Project Type		Average
	Business & Employment	Place	
Jobs created (gross)	52	22	37
Businesses assisted	112	22	67
GVA uplift	£11.9m	£5.7m	£8.8m

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

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

£1million spend =	Project Type		Average
	Business & Employment	Place	
Jobs created (gross)	8,011	5,109	13,119
Businesses assisted	17,140	5,175	22,314
GVA uplift	£1.82bn	£1.35bn	£3.17bn

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



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

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

Even more recently, we have been made aware of some figures for spending by LEPs to date that suggests that around £1.5bn of spending on projects already underway will deliver in the region of 217,000 jobs. This works out at £1m spend creating 145 jobs, which is considerably higher than the £1m spend creating on average 37 jobs we are forecasting. However, it should be noted that without the detail of these various projects, it is difficult to know whether we are comparing like with like, so we have taken a conservative view based on our experiences locally.

# Achieving value for money

Achieving value for money is critical for the Greater Lincolnshire LEP – and it is even more important due to the current fragile nature of local and national economies.

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

- a) at programme-development level
- b) at individual project level.

## Programme-development level

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

## Individual project level

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

Secondly, the appraisal process is expected to analyse the value for money of each project against set published criteria.

The GLLEP are also looking to achieve value for money through collaborations and targeted investment.

Projects that meet LEP objectives will agree a Service Level Agreement with the board so that performance can be overseen and managed.

A major focus of the GLLEP's strategy is to consider how added value can be achieved through facilitating joint working and collaboration and through targeting investment towards projects that will foster improvements across sectors and specialisms. The high-level strategy is to look at projects that will facilitate clustering activity, share knowledge across sectors and specialisms, and develop systems and processes that will ensure any investment achieves the maximum value.

Consultation with key partners and industry leads, along with research and analysis, has enabled insights which point to huge potential within our business community, and to opportunities to develop creative and innovative interventions. These opportunities include the potential for the agri-food, logistics and renewable energy sectors in the county to work more closely to share knowledge and resources.



# Conclusions and acknowledgements

Our Strategic Economic Plan sets out our vision for the future. It is ambitious, but deliverable.

We have worked closely with a range of partners to make sure that the plan meets local economic priorities and makes a positive contribution to national economic strategies too.

We are committed to achieving our objectives of:

- creating 13,000 new jobs
- assisting 22,000 businesses
- increasing the value of the Greater Lincolnshire economy by £3.2 billion by 2030

Communicating with the business community is vital. The board and secretariat will prioritise this through:

- Regular meetings
- Continued dialogue with the top 100 businesses
- Distributing a business friendly version of this plan

The Technical Appendix provides supplementary information for Government departments and other organisations looking for further detail.

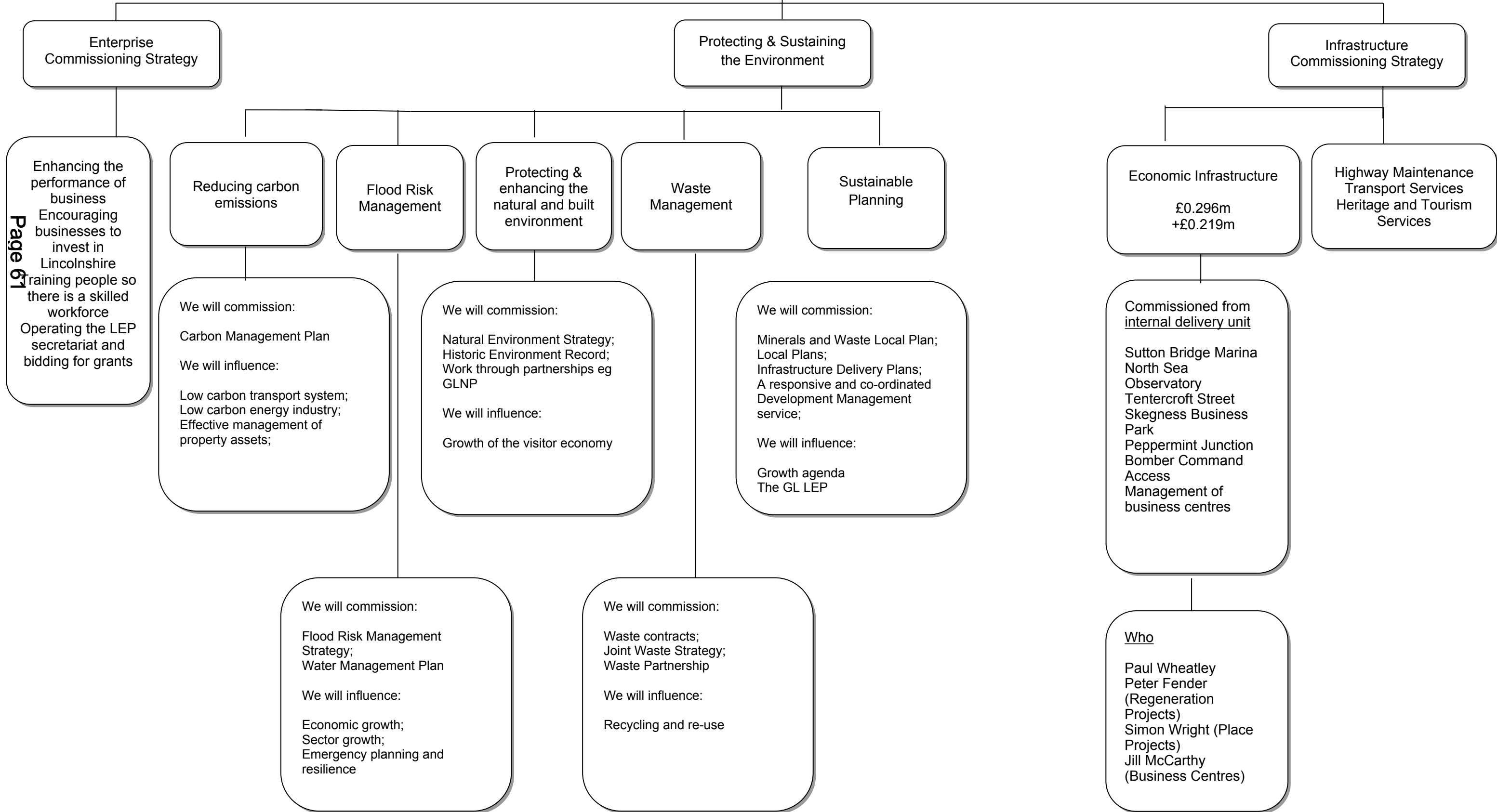
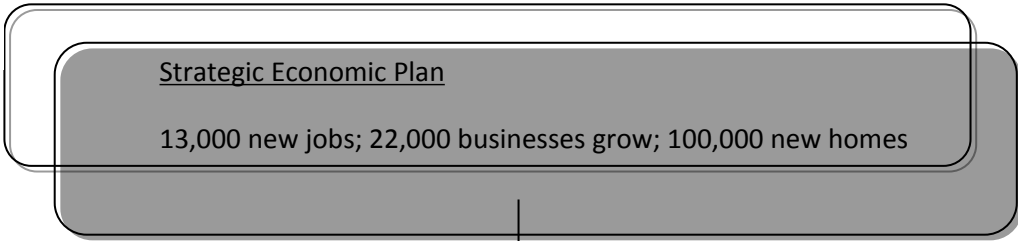
The board of the Greater Lincolnshire LEP acknowledges the support that was given to the production of this plan by:

- The members of parliament for the Greater Lincolnshire area
- BIS Local (East Midlands) and other government officials
- The Greater Lincolnshire Leaders' Forum
- The Greater Lincolnshire Lead Economic Development Councillors' Forum
- The business community in Greater Lincolnshire who have given us substantial input both directly and through strategic partnerships such as the Employment & Skills Board
- Community, heritage and environmental partners in Greater Lincolnshire









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### Open Report on behalf of Executive Director for Environment and Economy

Report to:	<b>Economic Scrutiny Committee</b>
Date:	<b>8 September 2015</b>
Subject:	<b>Impact of Transportation on Maximising Economic Growth (ITMEG) Scrutiny Review - Specific Actions</b>

#### **Summary:**

The ITMEG Task and Finish Group presented a report to the Council's Executive in September 2014 on the importance of the role of transport on economic growth around the County.

An action plan incorporating the Executive response to the initial report was presented to Economic Scrutiny Committee on 9 December 2014.

This report provides a second update on that action plan and makes further suggestions on the way in which the key issues raised through the report can be progressed.

#### **Actions Required:**

Members are asked to note progress being made against the action plan and make comments accordingly on the detailed workstreams.

### **1. Background**

The updated action plan is attached as an appendix to this report. As the nature of most of the recommendations is strategic, the extent of the progress is by definition limited in some areas. The Action Plan did make very specific links to the importance of using the ITMEG work to inform and drive the detail of the Commissioning Strategies and the Committee has a work programme that picks up the work required to get those strategies adopted by the Council. In those reports, Members should see the detail of the ITMEG work shaping our forward looking agenda and are invited to comment accordingly.

It can be confirmed that the strategic importance of the transport agenda continues to be raised through other forums and the ITMEG work is an important contribution to that agenda and debate. In that respect there are two areas of work that are being taken forward by the Greater Lincolnshire Local Enterprise Partnership (GL



LEP) that are highlighted in the action plan update and will form the basis of a detailed presentation to the Committee.

These two pieces of work relate to:

**A county wide transport strategy** which cuts across most of the ITMEG work and the key recommendations. This work is being considered by the GL LEP and it is important that the views of the Scrutiny Committee inform that discussion. The strategy is proposing an overall approach based on the following:

**Our Roads Strategy identifies key corridors within Greater Lincolnshire** that are most likely to contribute to growth in existing centres and along which new growth could be prioritised. We aim to encourage investment in and around the following routes:

- **South Humberside Corridor:** M180/A180 from A1 to Grimsby;
- **East Midlands Coastal Way:** A46 Newark to Lincoln and A158 Lincoln to Skegness;
- **Mid-Southern Lincolnshire Corridor:** A17 Newark to Kings Lynn;
- **Ermine Street North Corridor:** A15 Lincoln to M180 to Humber Bridge.
- **Lincoln Corridor** – A46 to and around Lincoln

Supported by key links:

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

We will support local road improvements that facilitate growth. We will also support improved operability and higher levels of maintenance for our existing principal road network, including the use of technology to improve journey reliability and safety.

**A rail strategy** - this work is also forming a central part of the work of the GL LEP and it is important that the views of the Scrutiny Committee inform the work of the GL LEP.

The focus of that work is to make the distinction between the service improvement that are required to serve our communities and the infrastructure requirements necessary for those service improvements to be delivered.

### Issues

Presentations will be provided on some of the detailed issues affecting that work to the Committee to inform their consideration and response.

It is important to note that our role as the County Council does differ in respect of each element of this work. As the highway authority we can drive some of the agenda within the context of the national funding regime but in terms of the rail agenda we are limited to more of a lobbying and facilitation role in that services and infrastructure are provided by other parties.

## 2. Conclusion

The ITMEG report identified a series of important connections between transport and local economic growth. Work continues to be progressed against its priorities.

The action plan summarises the overall approach and the detailed presentation on the transport strategy and the rail strategy are presented for Scrutiny comment.

## 3. Consultation

### a) Policy Proofing Actions Required

n/a

## 4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Executive response to ITMEG - Action plan arising from recommendations

## 5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Andy Gutherson, who can be contacted on 01522 554827 or [Andy.Gutherson@Lincolnshire.gov.uk](mailto:Andy.Gutherson@Lincolnshire.gov.uk).

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## EXECUTIVE RESPONSE TO IMPACT OF TRANSPORTATION ON MAXIMISING ECONOMIC GROWTH – ACTION PLAN ARISING FROM RECOMMENDATIONS

Recommendation	Recommendation Accepted? Yes/No	Initial Response	Action	Timescale	Who	Progress Update Sept 2015
1. Recognise, and address across its work, that perceptions about access and transport infrastructure impact upon economic growth through affecting the views of those considering investing, living, working, visiting or studying in the area.	Yes	Ensure that the commissioning strategies reflect this ambition	Integrate within Commissioning Strategy process Agree process for involvement of Scrutiny within the drafting and approval process for the Commissioning strategies	Commissioning Strategy to be adopted by April 2016		Separate reports on commissioning strategies programmed for the committee
2. Continue to support the delivery of the current four priority infrastructure schemes (Lincoln Eastern Bypass, Lincoln East West Link, Grantham Southern Relief Road and Spalding Western Relief Road), recognising that whilst these schemes are being branded as unlocking congestion in urban areas	Yes	Agreed	LEB orders to be reissued and engagement with DfT to manage the orders process EWL contract awarded GSRR delivery mechanism being agreed SWRR partnership agreements being developed with the main developer to ensure delivery	In line with individual project timelines		LEB – PI held during August. Awaiting SoS decision. EWL – on site; GSRR – first Phase of King 31 section contract awarded SWRR – work progressing in

Recommendation	Recommendation Accepted? Yes/No	Initial Response	Action	Timescale	Who	Progress Update Sept 2015
and promoting growth, they will also improve accessibility across the county network.			Include content within Commissioning Strategies to explain to public and investors how these schemes will collectively improve accessibility across county			conjunction with the development of the SEL LP due for public consultation Nov 2015
3. Commission further empirical research, including transport modelling, to allow the identification and priority ordering of our main road corridors in terms of their importance to the Greater Lincolnshire Economy.	Yes	Strategic transport model being commissioned (LLPT). Hotspot research on A15, A16 & A17 underway. Align evidence base for Local Plans with delivery of economic growth and SEP	Report back to Scrutiny on the outcome of the hotspot and transport modelling	Ongoing		Update provided to June mtg. Work progressing to refine the model and agree next stages of work
4. Develop plans, including through transport modelling, for improvements of the prioritised transport corridors, to contain a mixture of short term, longer term and	Yes	Align to outcomes of strategic modelling and ambition of the Local Plans around the County Ensure that Local Plans include policies to maximise developer	Ensure collaborative working with Districts on Local Plans and ensure that IDP's reflect the County Infrastructure Statement LCC scrutiny committee considers each district	Central Lincs Local Plan consultation 1 Oct - 11 Nov South East Lincs Local		Work progressing on Local Plan partnership working

Recommendation	Recommendation Accepted? Yes/No	Initial Response	Action	Timescale	Who	Progress Update Sept 2015
<p>compounding interventions. These should be evolved into clear, costed business plans. Opportunities for developer contributions should be identified. To ensure that developer contributions can be captured, it will be essential to fully inform and influence Local Development Plans.</p>		<p>contributions through S106 or CIL</p>	<p>Local Plan and in particular the impacts on the economy that any transport policies might have</p>	<p>Plan consultation Nov 2015.</p>		
<p>5. Implement a Tourism Sector Focused Transportation Action Plan to include the following activities:</p> <ul style="list-style-type: none"> <li>➤ Commission detailed research to examine and better understand the origination point for visitors to Lincolnshire's main tourist destinations.</li> <li>➤ Commission detailed research to identify the most heavily used routes</li> </ul>	<p>Yes as the basis for further work</p>	<p>Co-ordinate activities with work of the LEP on the visitor economy and provide a revised view on the necessity of the actions taking account of other activities being undertaken by others</p>	<p>Align with LEP work programme</p>			<p>The LGA/ PAS Peer Review identified actions that relate to these issues. ELDC Ch Exec providing lead sponsor role for the work and</p>

Recommendation	Recommendation Accepted? Yes/No	Initial Response	Action	Timescale	Who	Progress Update Sept 2015
<p>between Lincolnshire's main visitor centres.</p> <ul style="list-style-type: none"> <li>➤ Identify potential alternative routes to and between the main tourist destinations in Lincolnshire.</li> <li>➤ Create and fully communicate a Lincolnshire tourist routing plan.</li> <li>➤ Overhaul Lincolnshire's road signage to provide better direction to routes to and between the County's main tourist locations.</li> </ul>						
6. Develop opportunities to increase traffic flow wherever possible, such as through local improvements to road alignments, and increase speed limits where appropriate and safe to do so.	Yes	Develop commissioning strategy to provide the policy context and develop asset management and maintenance programme to deliver schemes	Integrate within Commissioning Strategy process	Commissioning Strategy to be adopted by April 2016		Separate reports on commissioning strategies programmed for the committee



<b>Recommendation</b>	<b>Recommendation Accepted? Yes/No</b>	<b>Initial Response</b>	<b>Action</b>	<b>Timescale</b>	<b>Who</b>	<b>Progress Update Sept 2015</b>
7. Continue to lobby for rail improvements, both in terms of rail infrastructure and scheduling of service. This should include the development and maintenance of ongoing dialogue with the Train Operating Companies.	Yes	Develop lobbying strategy and external funding strategy Set parameters via next LCC/ local MP's meeting	Integrate within Commissioning Strategy process Detailed action plan required supported by policy decision	Commissioning Strategy to be adopted by April 2016		GL LEP have commissioned work on rail which will be reported on detail to the mtg
8. Work with Network Rail and the Highways Agency to develop a set of economic impact criteria for the assessment of future network investment, which are relevant to Lincolnshire.	Yes	Align to outcomes of strategic modelling and ambition of the Local Plans around the County	Integrate within Commissioning Strategy process	Commissioning Strategy to be adopted by April 2016		Meetings to take place with Highways England in the autumn
9. Promote further investment in some of Greater Lincolnshire's other transportation infrastructure such as ports and airports, and work with adjoining authorities to explore and exploit joint projects of	Yes	Align to outcomes of strategic modelling and ambition of the Local Plans around the County	Integrate within Commissioning Strategy process Align with LEP work programme	Commissioning Strategy to be adopted by April 2016		Detailed work on commissioning strategies will be reported to scrutiny in due course and will align to GL LEP work on a

Recommendation	Recommendation Accepted? Yes/No	Initial Response	Action	Timescale	Who	Progress Update Sept 2015
mutual benefit.						county transport strategy
10. In the longer term, develop and deliver an aspirational programme of transportation improvements with a clear evidence base linked to supporting enhanced economic growth. Lobby and campaign for recognition and funding of the programme at the national and international level.	Yes	Develop lobbying strategy and external funding strategy	Integrate within Commissioning Strategy process	Commissioning Strategy to be adopted by April 2016		Detailed work on commissioning strategies will be reported to scrutiny in due course GL LEP Board considering a paper on transport strategy on 10 Sept.
11. Seek the support of MPs in Lincolnshire and the neighbouring areas to lobby for substantial further investment in the areas' transportation infrastructure to maximise local and national economic impact.	Yes	Develop lobbying strategy and external funding strategy Set parameters via next LCC/ local MP's meeting	Integrate within Commissioning Strategy process	Commissioning Strategy to be adopted by April 2016		Leader of LCC providing a co-ordinated approach to briefing of Lincolnshire MP's

**Open Report on behalf of Executive Director for Environment and Economy**

Report to:	<b>Economic Scrutiny Committee</b>
Date:	<b>8 September 2015</b>
Subject:	<b>The Economic Value of Nature Tourism in Greater Lincolnshire</b>

**Summary:**

Nature tourism makes a significant contribution to Lincolnshire's economy. In the past the scale and scope of this contribution has not been fully recognised. This is changing now that the Greater Lincolnshire Local Enterprise Partnership (GL LEP) is seeking to maximise Lincolnshire's key economic strengths, including the potential for growth in the visitor economy through nature tourism.

In order to prioritise those aspects of nature tourism with best potential for developing the visitor economy in Lincolnshire the Greater Lincolnshire Nature Partnership (GLNP), of which the County Council is a founding partner, has commissioned independent expert research in this area. The research project will identify current and future potential values for the nature tourism sector as well as barriers and opportunities. This will promote practical joint working between public, private and voluntary sectors with the direct outcome of increasing nature tourism's contribution to the visitor economy as a whole.

The project will be launched at the Greater Lincolnshire Nature Partnership conference in November and Committee members are invited to attend.

**Actions Required:**

Members are asked to:

- i) Consider and comment on the scope and objectives of the 'Value of Nature Tourism' project
- ii) Consider recommending support for the project
- iii) Suggest delegates who may wish to attend the GLNP conference in November to hear the outputs of the research

## 1. Background

Lincolnshire welcomed more than 18 million visitors and residents to attractions generating £1.2 billion for the economy and supporting 18,688 FTEs jobs in 2013, and these figures will be far higher for 2015. Yet these do not represent the whole picture – many natural attractions do not count visitor numbers and are not included in these figures despite the large numbers that visit them. For example:

- Over 60,000 visitors to the seals at Donna Nook in November and December extend the season offering the opportunity to create value in quieter months
- The Lincolnshire Wolds Walking Festival brings 4,600 visitors to a different part of the County and is valued at over £500,000. It has proved such a successful concept it is now being trialled in the south of the county
- Saltfleetby-Theddlethorpe Dunes National Nature Reserve supports over 26 FTE jobs and £845,000 in GVA, primarily through its 290,000 visitors per annum

Nature tourism\* is also a growth sector. The RSPB reserve at Frampton Marsh showed a 300% increase in employment following investment in visitor facilities. The reserve now supports 16 FTE jobs and has a total impact of over £1 million. This is corroborated with national research that finds the total GDP from the natural heritage tourism economy is £12.4 billion with total employment of 349,607; and it is forecast to grow strongly in the next 10 years (HLF, 2013, The Economic Impact of the UK Heritage Tourism Economy).

*\*nature tourism is tourism based on the natural attractions of an area. Examples include visiting nature reserves, birdwatching, photography, walking etc. (Tourism that encompasses an element of sustainability, e.g. eating locally, using public transport, not wasting water; is generally called eco tourism/sustainable tourism/green tourism.)*

Moving to consider nature, regular contact with nature, particularly at a young age, is shown to create an appreciation for the natural environment. Fostering this appreciation of the natural environment is crucial to ensuring its protection and enhancement both now and in the long term. Greater Lincolnshire has a diversity of natural assets but in order to retain the sense of place that brings our visitors, and keeps us staying locally we need to do a little more.

This sense of place will not just help the tourism economy but should help the wider economy too. There is an increasing body of evidence that higher quality places to live and work increase not only the draw to employers and employees but enable them to be more productive when they are working.

Bringing these areas of economy and nature together is a simple conceptual step, but it is one that is under-utilised at present. Members may recollect the 'Value of Nature' research paper prepared recently that outlined the broader benefits accruing to local communities from the Council's own investment in managing the natural environment. As a next step, the Greater Lincolnshire Nature Partnership is seeking to realise broader benefits from this investment, and that of other partner organisations.



The Greater Lincolnshire Nature Partnership (GLNP) is a partnership of 48 organisations across Greater Lincolnshire. The Partners include Lincolnshire County Council and almost all of the Districts, statutory agencies, Internal Drainage Boards and NGOs. Our role is to achieve more together than individual Partners can alone ([www.glnp.org.uk](http://www.glnp.org.uk)). The GLNP achieves this by adding value to existing initiatives, seeking to fill gaps and preventing duplication. There is a clear gap with nature and tourism and this is one area the GLNP is working to deliver on.

The GLNP Business Plan includes four areas for advocacy: agriculture, spatial planning, health and tourism. The vision for the tourism work area, which began this year is: *For the value of nature and nature tourism to be recognised and embedded within the wider tourism sector.*

As a first step, the GLNP seek to scope out the issues and develop solid evidence on which to base the steps for future work. In this way, an independent university with a background of work in this area has been contracted to research the value of nature tourism in Greater Lincolnshire. The research will further investigate potential future values of the nature tourism sector and opportunities and barriers for achieving this value.

The research will be concluded by autumn this year and launched at the GLNP conference in November (date to be confirmed). Members of the Economic Scrutiny Committee are welcome to attend the conference and suggestions are sought for other delegates who may be interested.

The research fills an important knowledge and marketing gap and will enable better decision making both at the policy level and for the individual small businesses that make up the majority of the sector. In the longer term it should also lead to better protection and management of the natural environment.

The opportunities and barriers presented in the final research will inform nature conservation, tourism and economic sectors providing practical recommendations for working together to increase the value of tourism revenue, while at the same time improving the quality and variety of the tourism offer.

## **2. Conclusion**

The 'Value of Nature Tourism' project undertaken by the GLNP presents an opportunity to better represent the full economic value of the assets and attractions that Greater Lincolnshire has to offer tourists and residents alike. From this baseline it is expected that significant economic growth can be achieved by the different sectors working together to implement the recommendations of the report. The GLNP would welcome support for this research project from the County Council.

## **3. Consultation**

**a) Policy Proofing Actions Required**

n/a

**4. Background Papers**

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Fran Smith, who can be contacted on 01507 528398 or [fran.smith@glnp.org.uk](mailto:fran.smith@glnp.org.uk).

### Open Report on behalf of Executive Director for Environment and Economy

Report to:	<b>Economic Scrutiny Committee</b>
Date:	<b>8 September 2015</b>
Subject:	<b>Midlands Engine / Northern Powerhouse</b>

#### Summary:

This report, which has also been shared with the Greater Lincolnshire Local Enterprise Partnership (GL LEP), provides the Economic Scrutiny Committee members with information about "The Midlands Engine". The Midlands Engine is a government led initiative to stimulate growth across the East and West Midlands. It is likely that announcements of government finance for growth and productivity will be focused around initiatives such as this, and so it is important that Lincolnshire County Council (LCC) plays a full role in the initiative.

#### Actions Required:

Members are asked to:

- i) Note the scope of the Midlands Engine
- ii) Identify any examples of how businesses and communities in their electoral divisions are connected into the East and West Midlands
- iii) Comment on the suggested inputs to the Midlands Engine

## 1. Background

### Long term economic plan for the Midlands

#### "The Midlands the Engine for Growth"

Before the general election the Prime Minister and the Chancellor announced plans for a Midlands Engine. This is an economic plan for the East and West Midlands. Jobs, skills, transport, science, and quality of life are at the heart of the six-point long term economic plan to make the Midlands the Engine for Growth in the UK. The plan aims to:

1. raise the long term growth rate of the Midlands to at least the forecast long term growth rate of the whole UK – adding an extra £34 billion to the Midlands economy in real terms by 2030, equivalent to over £3,000 per person.
2. create 300,000 extra jobs in the Midlands by backing the core strengths of the local economy like advanced manufacturing and engineering.
3. put skills at the heart of the economic revival of the Midlands, working with local businesses and the Local Enterprise Partnership on a radical new matching service for local working people and increasing skilled apprenticeships. The government is devolving power over skills, which is currently centred in Whitehall, to the Local Authorities and Local Enterprise Partnerships in the Midlands, on the condition that different areas combine together to produce a strong joint plan.
4. deliver £5.2 billion of investment into new transport infrastructure in the Midlands, upgrading the motorways to four lanes, delivering faster north-south rail connections and east-west links, and make the most of the economic opportunities of HS2.
5. back science and innovation in the Midlands, focussing on the plan for local universities to develop an Energy Research Accelerator and support new technology in the world-leading automotive sector.
6. improve the quality of life in the Midlands by regenerating run-down estates, investing in the county towns, supporting the construction of 30,000 new homes and making improvements to local education so 150,000 more pupils attend outstanding schools. Government will also support events to commemorate the 400th anniversary of Shakespeare's death, along with the engineering and military history of the region.

In making the Midlands an Engine for Growth, the pair announced a number of new measures to improve skills, transport links, invest in the science, innovation, and energy, and improve quality of life:

- improve skills with a new four point plan including agreement in principle to devolve skills spending to Combined Authorities in the Midlands as and when they are formed
- develop a new approach to matching people with job opportunities with Andy Street, Chief Executive of John Lewis and Chair of the Birmingham and Solihull LEP, working with businesses to match workers with apprenticeships, training opportunities and skilled job, supported by 100 new job coaches
- support the development of a major new university in Hereford - the Chancellor has asked Universities Minister Greg Clark to work with the Hereford team.
- invest £5.2bn to create a modern, interconnected transport network for the UK centred on the Midlands by starting work to upgrade the M1 and M5 to four lanes in summer 2015, and develop the case for electrifying the main rail lines between Bristol and Birmingham and Derby and Birmingham. The Chancellor will also back plans for a High Speed Rail Investment Summit in Birmingham
- build on the Midlands' world-leading scientific and engineering capability by inviting local leaders, universities and businesses to work together on building a strong case for new science investment in the Midlands, including looking at proposals for a new national hub for energy research



- capitalise on the Midlands' strong heritage in the automotive sector by announcing the expansion of the MIRA enterprise zone in Nuneaton, the UK's largest Automotive Technology Park
- create four new Food Enterprise Zones (FEZs) in the Midlands in 2015, which will provide a boost to the food supply chain industry and create hubs across the region to attract food and farming businesses (Note: 3 FEZs approved in Greater Lincolnshire)
- improve quality of life across the region by supporting the construction of up to 30,000 new homes and improve educational outcomes so that over 150,000 more pupils attend outstanding schools. The Department for Communities and Local Government will also work with the Treasury to look at how best we can kick-start estate regeneration in the Midlands.
- celebrate the 400th anniversary of Shakespeare's death in 2016 by supporting the transformation of Shakespeare's last house New Place into an exciting, innovative and inspiring heritage site. Alongside this, the Royal Mint will mark the anniversary with a new commemorative coin. Finally, the government will recognise the region's engineering and military history by supporting a memorial for the first tank which was designed and built in Lincoln.

### **What does this mean for Greater Lincolnshire?**

Much of the detail behind the plan at this stage is essentially a summary of existing commitments through Growth Deal funding, other scheduled Government investments in the Midlands area and the availability of national funding programmes to boost future growth (Rural Development Programme, Large Sites Infrastructure Fund, Get Britain Building, Builders Finance Fund, Local Infrastructure Fund).

The main focus of new scheduled investments is on the West Midlands area and along the M1 corridor. There are some references made to Growth Deal commitments in Greater Lincolnshire ie the three Food Enterprise Zones, a new Enterprise zone in Greater Lincolnshire, West Lindsey Housing Zone, Boston Barrier and other flood risk and sea defence initiatives on the Humber bank. Perhaps we need to engage more with the overall Midlands Engine strategies so that the focus on West Midlands and on M1 corridor is shifted.

Overall the plan aims to add £34 billion to the local economy and 300,000 jobs over the lifetime of the new Parliament. The announcements do not provide any detailed breakdown on where the specific housing or employment growth numbers will be targeted or accumulated from at this stage.

### **Suggested inputs and actions for Lincolnshire**

**Enterprise** - Greater Lincolnshire has a history of innovation in engineering - tractors, tanks, turbines to name a few. The University of Lincoln has a strong engineering school, with significant input from Siemens and Rolls Royce. We want further investment in the business focused aspects of engineering and renewables, creating technologies that can be exported across the world.

**Capital** - Our history of innovation shows that we are creative; look at how businesses like BGB Innovation (Grantham) have evolved from split rings to being a Queens Award for Export winner in innovation and technology. However, the simple fact that we are a rural area means that our capital is locked up in land and that increasingly restricts our businesses' ability to grow. The acceleration of a major business finance scheme -using ERDF and the legacy funding of RDAs- will tackle this and help us to create many more BGBs.

**People** - The Midlands will only grow if more houses are built, and we can see from our local plan allocations that Lincolnshire is prepared to commit to a major house building programme. Lincoln's Western Gateway will provide a modern housing zone, with the potential for a combined heat and power scheme from the Energy from Waste plant. It will be unlocked if government helps us to dual the Lincoln bypass, complementing the improvements to Newark's A1/A46/A17 junction to create a high speed route between the historic cities of the Midlands.

**Land** - Lincolnshire's food and fish production sector is second to none, and it is strategically located. Improvements to the A17 and A15 will help the sector to export more effectively through the North West and East Coast ports respectively. As the cluster adds substantial value to imported food, and is a high user of modern technology that is produced across the Midlands this would be an investment for the region and for the country.

## **2. Conclusion**

In conclusion, being part of the Midlands Engine is likely to be essential to our attraction of government grants and initiatives. Members' comments on how we should engage with this initiative would be very welcome.

## **3. Consultation**

### **a) Policy Proofing Actions Required**

n/a

## **4. Background Papers**

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Justin Brown, who can be contacted on 01522 550630 or [Justin.Brown@Lincolnshire.gov.uk](mailto:Justin.Brown@Lincolnshire.gov.uk).

### Open Report on behalf of Executive Director for Environment and Economy

Report to:	<b>Economic Scrutiny Committee</b>
Date:	<b>8 September 2015</b>
Subject:	<b>Council Business Plan 2015 - 2016 Performance Report - Quarter One</b>

#### Summary:

This report presents the Committee with Quarter 1 data in a new style performance report against the Council Business Plan.

#### Actions Required:

The Committee is invited to review, scrutinise and comment on Quarter 1 performance.

## 1. Background

### New Style of reporting

#### **Council Business Plan 2015/2016**

In October 2014, the Corporate Management Board supported a new Performance Management Framework for the Council which included a proposal to use infographics for performance reporting against the Council Business. The Council Business Plan 2015/16 was approved by Council in February 2015 and has been organised around the 17 commissioning strategies. Appendix A lists the measures in the Council Business Plan that are within the remit of this Scrutiny Committee.

#### **New style performance reporting**

The Council Business Plan 2015/2016 was developed as a simple, easy to read document with a view to using infographics to 'bring the plan to life' as part of a new style performance report. During July 2015, feedback was received on proposals for infographics from Corporate Management Board, Informal Executive and a workshop for Elected Members. This feedback has informed the infographics used to display Q1 performance (see Appendix B) which explains how information will be presented. The infographics are designed to aid effective review and scrutiny of performance and inform decision making.

## **Feedback from Elected Members on a new style of performance reporting**

Feedback has been positive. Members at the workshop specifically liked that:-

- The infographics show trends in performance;
- What is and is not being achieved is identified easily;
- The infographics provide a better balance with the big picture and detail between the commissioning strategies, targets and how we have performed.

### **Quarter One**

The purpose of reporting Quarter 1 data, where it is available, to the Scrutiny Committee is to allow the Committee to review and scrutinise performance using infographics. The aim is for all of the information in the infographics to be self-explanatory so that whatever is presented to the Committee should not need explaining. This way of reporting is new and still in development so please do bear this in mind when reviewing and scrutinising Quarter 1 performance.

### **Performance for Economic Scrutiny Committee**

Infographics are presented in Appendix C and a presentation will be provided at the meeting to aid discussion of performance. One commissioning strategy sits within the remit of this Committee - Sustaining and growing business and the economy.

### **Further information to improve the infographics**

In order to further improve the infographics the Commissioning Strategy Lead will provide information in Quarter 2 about the target, rationale for the target, target range, historical data as well as an explanation of the Businesses supported by the Council measure.

### **Web based reporting and paper reports**

Although ideally we would want to reduce the amount of paper used to present performance information and encourage Elected Members to use technology to view the infographics we have also produced paper based reports for Quarter 1 as we develop web based technology to present performance information.

### **Current Performance**

In the first quarter of 2015/16, two indicators have exceeded target and two have not achieved their target.

For 2015/16 we have a new indicator: 'The number of qualifications achieved by adults' and during Quarter 1 we have recorded 71 achievements. We are pleased we have been able to help more people to produce the evidence for their qualifications earlier in the financial year and we hope that this qualification will help them gain employment.

No external funding to Lincolnshire was attracted during the April to June period. This is due to no funding directly being approved because of delays in which the way the Government are appraising projects. However bids totalling £4,141,867 are currently being appraised and the outcomes will be known during Quarter 2.



We have created 71 new jobs and safeguarded 74. This means that the figure for the total number of jobs created and/or safeguarded indicator for Quarter 1 is 145. We create and safeguard jobs through visiting, nurturing and supporting businesses who wish to invest in Lincolnshire. Our performance figures for the current quarter are slightly below target, however, due to the data lag we are confident this indicator will be back on target for the end of Quarter 2 when UKTI figures will become available.

Between April and June we have supported 415 businesses within Lincolnshire. Performance is very strong and substantially above target because we have attracted additional funding and therefore can provide more support to businesses. A further major funding bid has been submitted and we will revise our target at Quarter 2 in light of the outcome of that bid.

Performance against the Council's indicators continues to be strong. The outcome of the team's bids for EU funding for business support and investment schemes will be known in the coming months, and targets will adjusted accordingly.

### **Economic Context**

The department's work is set in the context of the wider economic situation. The latest Quarterly Economic Survey (QES) is attached at Appendix F and it shows a slightly different situation to recent surveys.

On the positive side, the highest proportions of businesses have said that they expect to recruit in the next twelve months since the survey started. This is consistent with our more detailed surveys and it reinforces the importance of skills and apprenticeships that the Economic Scrutiny Committee recently discussed.

More concerningly, there has been a fall in the confidence of exporters. This is likely to be because of the strength of the pound against foreign currencies – especially the euro - and then broader economic difficulties in some international markets. It is too early to understand if this is a trend or a short-term position, and the team will continue to monitor developments. The team is also working with the government's UK Trade and Industry (UKTI) department to make sure that there is a high level of support for exporters in the county.

## **2. Conclusion**

Quarter 1 performance for the commissioning strategy within the remit of this Committee has been presented in a new style performance report with the aim to assist effective review and scrutiny of performance.

## **3. Consultation**

### **a) Policy Proofing Actions Required**

n/a

#### **4. Appendices**

These are listed below and attached at the back of the report	
Appendix A	Council Business Plan 2015/2016
Appendix B	Presentation on infographics
Appendix C	Explanation of infographics
Appendix D	Quarter 1 2015/2016
Appendix E	Lobbying for Lincolnshire
Appendix F	Quarterly Economic Survey (QES)

#### **5. Background Papers**

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Jasmine Sodhi / Justin Brown, who can be contacted on 01522 552124 / 01522 550630 or [Jasmine.Sodhi@Lincolnshire.gov.uk](mailto:Jasmine.Sodhi@Lincolnshire.gov.uk) / [Justin.Brown@Lincolnshire.gov.uk](mailto:Justin.Brown@Lincolnshire.gov.uk).

**Businesses are supported to grow and want to invest in the county; people have the skills and training to access local jobs supported by the right infrastructure and environment**

<b>Commissioning Strategy</b>	<b>Outcomes</b> Outcomes are the results or benefits for individuals, families, groups, communities, organisations or systems. Outcomes reflect priorities and resources are allocated to achieve stated outcomes.	<b>Measures</b> Measures are how we will monitor and report progress in achieving the outcome.
<p><b>Sustaining and growing business and the economy</b></p> <p>The purpose of this commissioning strategy is for businesses in our most important sectors to be developed, to encourage investment in Lincolnshire and help to train people so that there is a skilled workforce to whom businesses can offer quality jobs.</p>	<p>Jobs created as a result of the Council's support</p>	Number of jobs created and safeguarded result of the Council's support
		Number of businesses supported by the Council
		Number of qualifications achieved (Skills programmes, Vocational training Programmes, Adult and Community Learning) through programme support by the council
		Amount of external funding attracted to Lincolnshire (including Greater Lincolnshire Local Enterprise Partnership & EU funding programmes) by the council

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## **Appendix B - Explanation of infographics**

During July feedback was received on proposals for infographics from Corporate Management Board, Informal Executive and a workshop for Elected Members. This feedback has informed the infographics which are designed to aid effective review and scrutiny of performance and inform decision making.

A simple tick or cross, using traffic light colours is being used to summarise performance against target.

Illicit alcohol and tobacco seized per operation

0

Average number

✓ Achieved

Details

Illicit alcohol and tobacco seized per operation

0

Average number

✗ Not achieved

Details

Illicit alcohol and tobacco seized per operation

0

Number of products

➤ Improved but not achieved

Details

# Where targets are not appropriate



Direction of travel



Stayed the same

For contextual measures and where displaying a target is not appropriate (e.g. for road traffic incidents and fatalities in fires)

# Summarising performance

Measures are how we will monitor and report progress in achieving the outcome.



Actual performance and the judgement about performance can be seen at a glance

Further details of performance is shown on the following pages



Sustaining and growing business and the economy.

## Businesses Are Supported to Grow

jobs created and safeguarded

This is what is being measured

This indicator measures the number of jobs either created or safeguarded through council activity. By jobs created we mean jobs that would not exist but for the intervention of the council. This intervention may include working with businesses to encourage them to move into the county or to expand. Jobs safeguarded means jobs that would have otherwise been lost but for council intervention. Such Intervention can include the provision of advice and support, access to funding, and the creation or facilitation of various business support initiatives such as training, or provision of additional resources..



✓ Achieved

See the data



661

Q4 2014/15

482

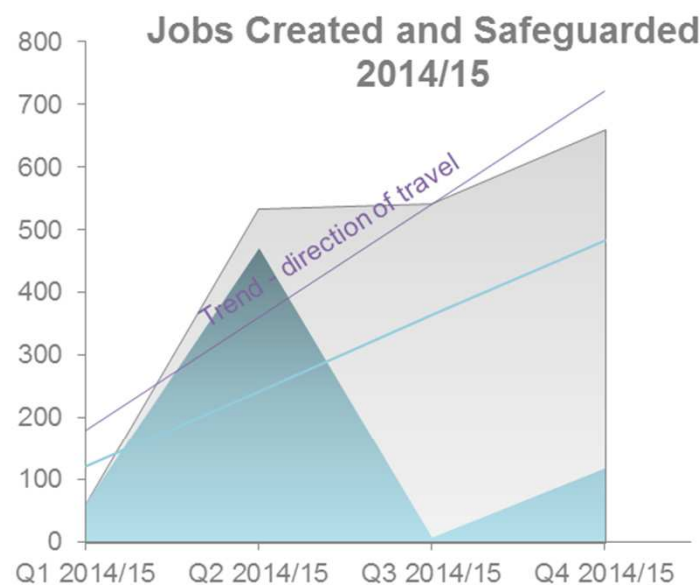
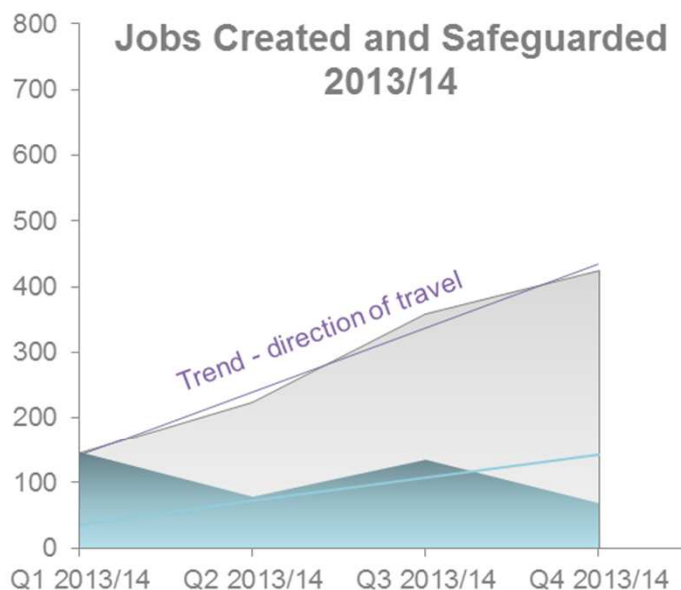
Target for Q4 2014/15

Reasons for performance levels

Performance in Q4 is broken down as follows : Number of Jobs Created, 451; Number of Jobs Safeguarded, 210 We have over achieved this target significantly as a result of particular success in landing FDI (Foreign Direct Investment) and inward investment into the County in collaboration with UK Trade & Investment Having analysed the trends over the 2014/15 quarters it has shown a sustained level of growth. This is clearly good for the economy as we now have 661 jobs created of which 451 are new jobs. This can be attributed to our increased inward investment promotional activities such as MIPIM (Le Marché International Des Professionnels de L'immobilier which are international property marketing shows held in France), MIPIM UK , and Belton House International Horse Trails Business Conference Events.



# Where historical data is available, information will be shown in this infographic



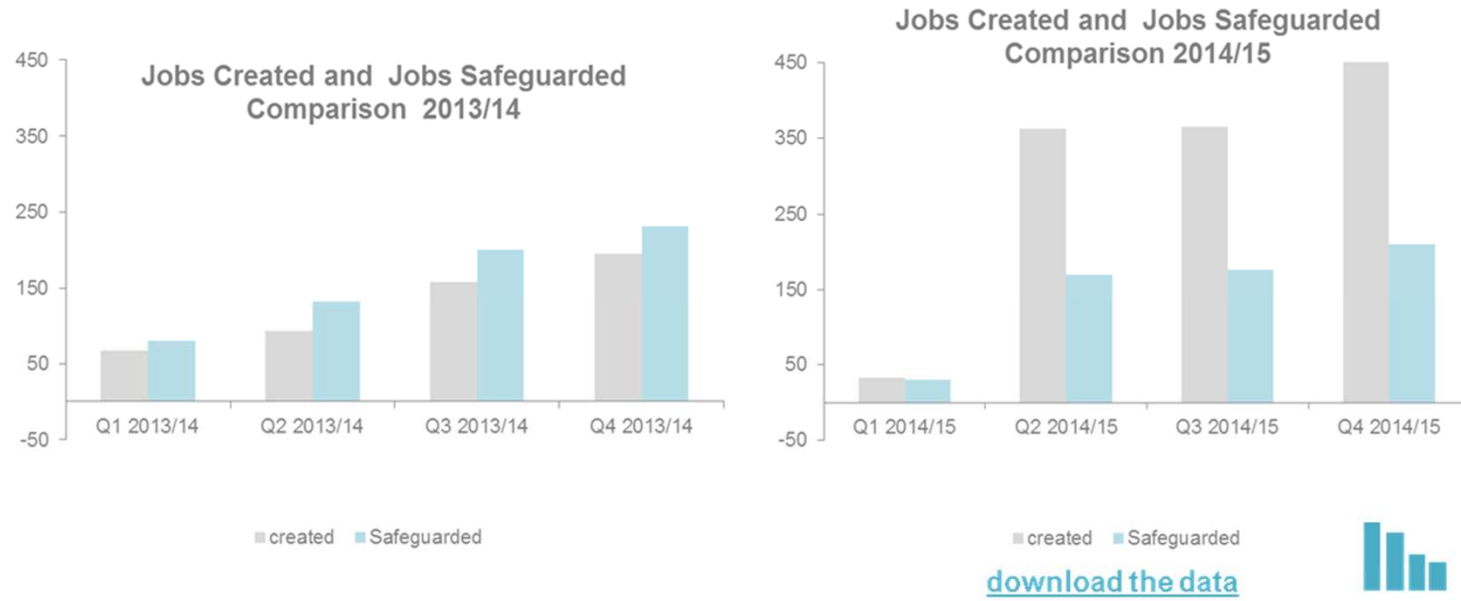
Cumulative Performance  
 Quarter Performance  
 Cumulative Target

Cumulative Performance  
 Quarter Performance  
 Cumulative Target

	Q1 2013/14	Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15
Quarter Value	146	78	134	68	63	470	9	119
Cumulative Value	146	224	358	426	63	533	542	661
Cumulative Target	36	72	108	142	121	242	363	482

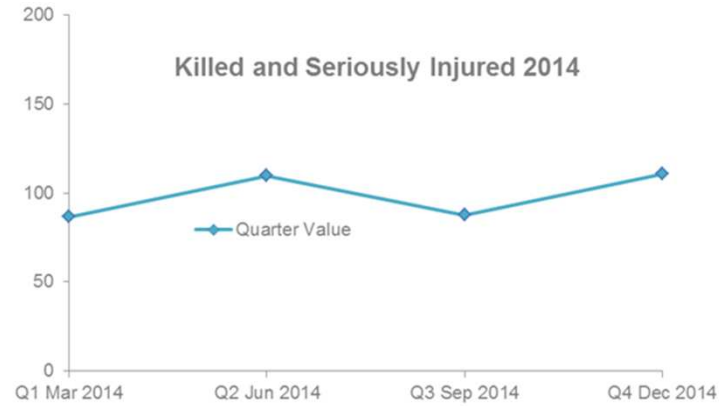
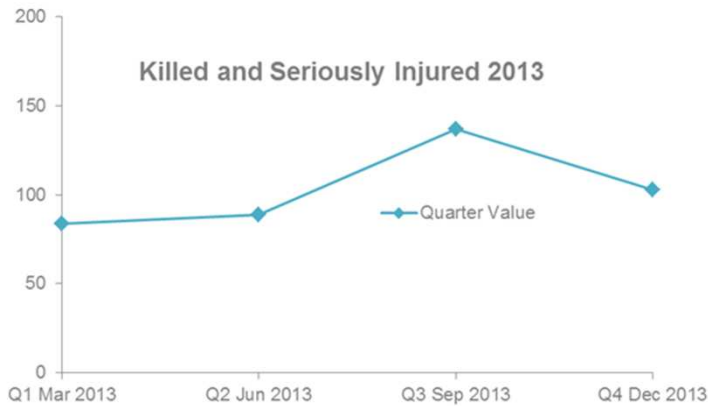
The number of jobs created and/or safeguarded over Q3 2014/15 has reduced when compared to the previous two quarters. It is unclear whether this is a seasonal issue or a slowing of general economic recovery. Quarter 4 data should give a clearer indication as to the ongoing trend. It should, however, be noted we have exceeded the target for the year.

Where a further break down of data is appropriate a simple bar chart is used



	Q1 2013/14	Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15
created	67	93	158	195	33	363	365	451
Safeguarded	79	131	200	231	30	170	177	210

# Historic performance where displaying a target is not appropriate



[download the data](#)



	Q1 Mar 2013	Q2 Jun 2013	Q3 Sep 2013	Q4 Dec 2013	Q1 Mar 2014	Q2 Jun 2014	Q3 Sep 2014	Q4 Dec 2014
Quarter Value	84	89	137	103	87	110	88	111

As data is reported by calendar year, with a 3 month (1 quarter) lag this can be shown easily in both the graphs and table.

Where a measure is reported nationally as the rate per population actual numbers are shown in the table.

Previous feedback from Elected Members has been to have actual numbers reported

	2013/14				2014/15	
	Q1	Q2	Q3	Q4	Q1	Q2
Indicator Value	2134	1704	1905	2041	2087	1910
Numerator	1826	1458	1630	1747	1786	1635
Denominator	85587	85587	85587	85587	85587	85587
Upper Range +2%	2346	2346	2346	2346	2170	2170
Lower Range -2%	2254	2254	2254	2254	2084	2084
Target	2300	2300	2300	2300	2127	2127

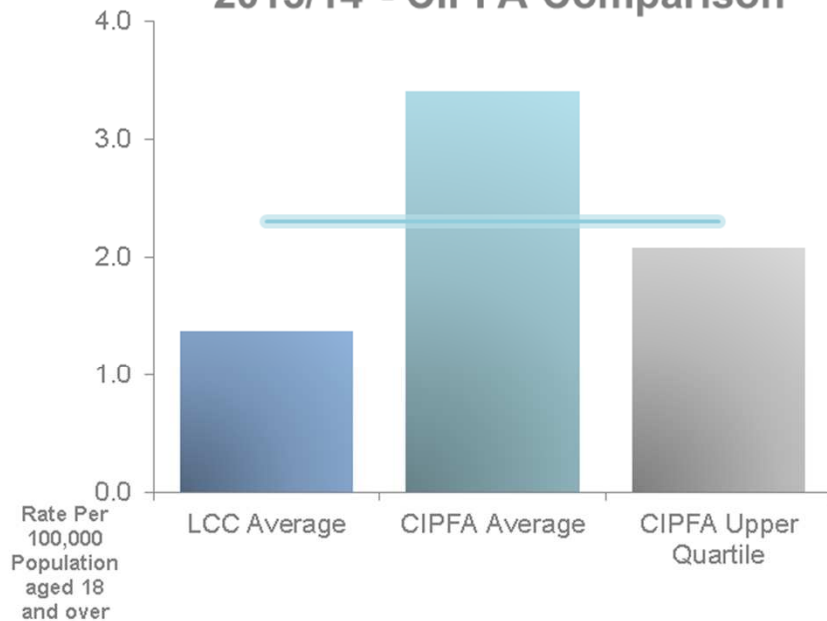
Performance within this target range is judged as being achieved



## Showing benchmarking data

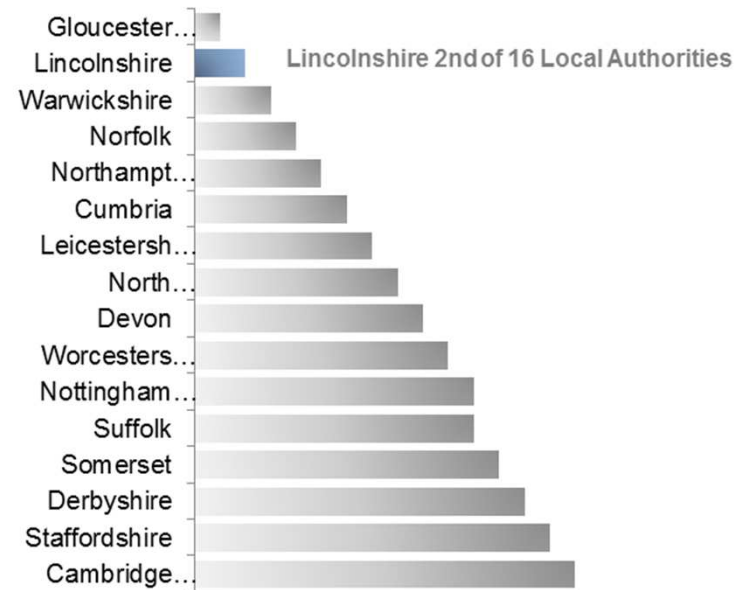
Lincolnshire County Council provides performance reports to the Chartered Institute of Public Finance and Accountancy which facilitates a benchmarking services to enable Adult Social Care performance to be monitored against other local authorities. Lincolnshire County Council is in a benchmarking group of 16 authorities and is ranked second for performance in this measure.

**Delayed Transfer from Hospital  
2013/14 - CIPFA Comparison**



	Value	Target	Upper Range	Lower range
LCC Average	1.4			
CIPFA Average	3.4			
CIPFA Upper Quartile	2.1			

**Delayed Transfer  
CIPFA Performance Ranking**





## Businesses Are Supported to Grow



**Businesses are supported to grow**

### Sustaining and growing business and the economy

The purpose of this commissioning strategy is for businesses in our most important sectors to be developed, to encourage investment in Lincolnshire and help to train people so that there is a skilled workforce to whom businesses can offer quality jobs.

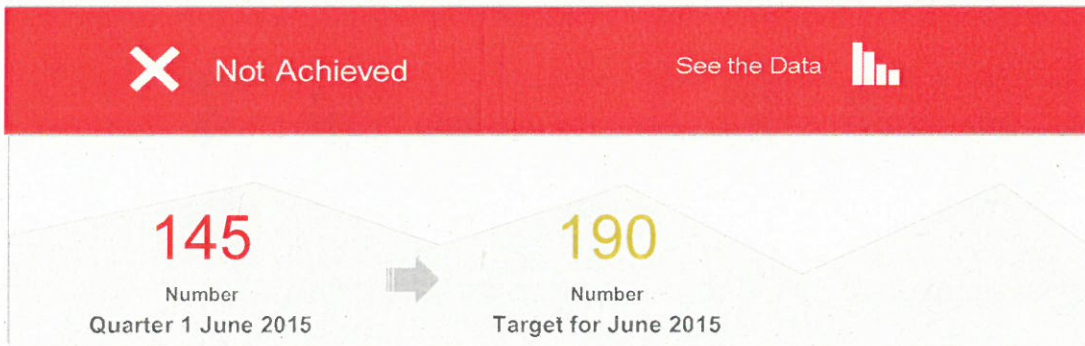
**Outcome**

### Jobs created as a result of the Council's support

**Measure**

### Jobs created and safeguarded

Number of jobs created and safeguarded as a result of the Council's support



There were 71 new jobs created and 74 jobs safeguarded. We create and safeguard jobs through:- visiting, nurturing and supporting businesses in the area; providing business space; and assisting businesses who wish to invest in Lincolnshire. Our performance figures for the current quarter are slightly below target, however, due to the data lag we are confident this indicator will be back on target for the end of Quarter 2 when UK Trade and Investment (Government department) figures will become available.

About the target

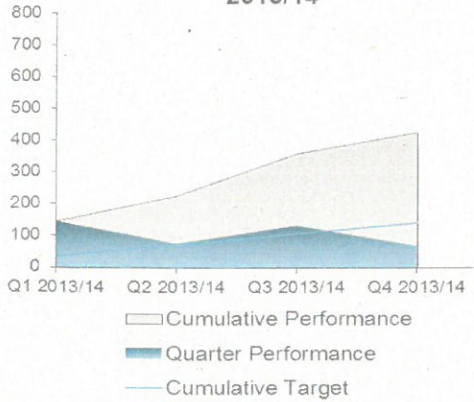
About the target range

About benchmarking

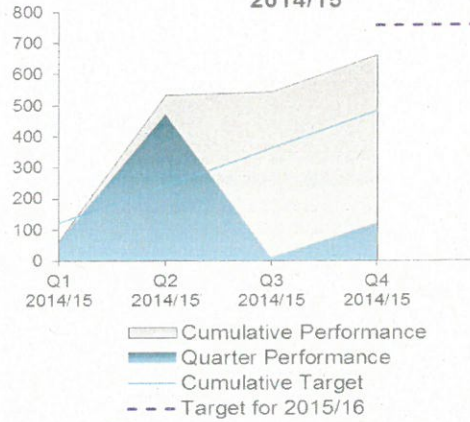


Further details

Jobs Created and Safeguarded  
2013/14

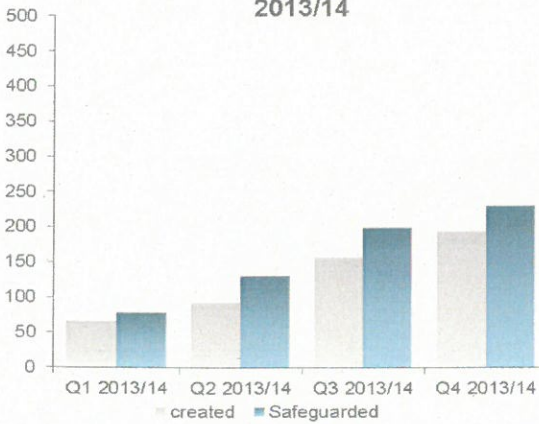


Jobs Created and Safeguarded  
2014/15

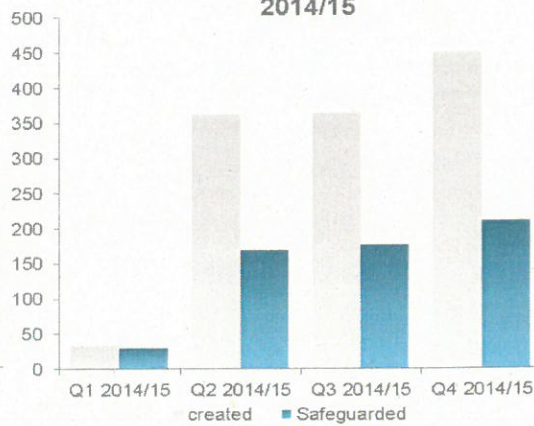


	Q1 2013/14	Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15
Quarter Value	146	78	134	68	63	470	9	119
Cumulative Value	146	224	358	426	63	533	542	661
Cumulative Target	36	72	108	142	121	242	363	482

Jobs Created and Jobs Safeguarded Comparison  
2013/14



Jobs Created and Jobs Safeguarded Comparison  
2014/15



	Q1 2013/14	Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15
Jobs created (cumulative)	67	93	158	195	33	363	365	451
Jobs safeguarded (cumulative)	79	131	200	231	30	170	177	210



## Businesses Are Supported to Grow



### Businesses are supported to grow

#### Sustaining and growing business and the economy

The purpose of this commissioning strategy is for businesses in our most important sectors to be developed, to encourage investment in Lincolnshire and help to train people so that there is a skilled workforce to whom businesses can offer quality jobs.

#### Outcome

#### Jobs created as a result of the Council's support

#### Measure

#### Businesses supported by the Council



Performance is very strong and substantially above target because we have attracted additional funding and therefore can provide more support to businesses. A further major funding bid has been submitted and we will revise our target at Quarter 2 in light of the outcome of that bid.



About the target

About the target range

About benchmarking





## Businesses Are Supported to Grow



**Businesses are supported to grow**

**Sustaining and growing business and the economy**

The purpose of this commissioning strategy is for businesses in our most important sectors to be developed, to encourage investment in Lincolnshire and help to train people so that there is a skilled workforce to whom businesses can offer quality jobs.

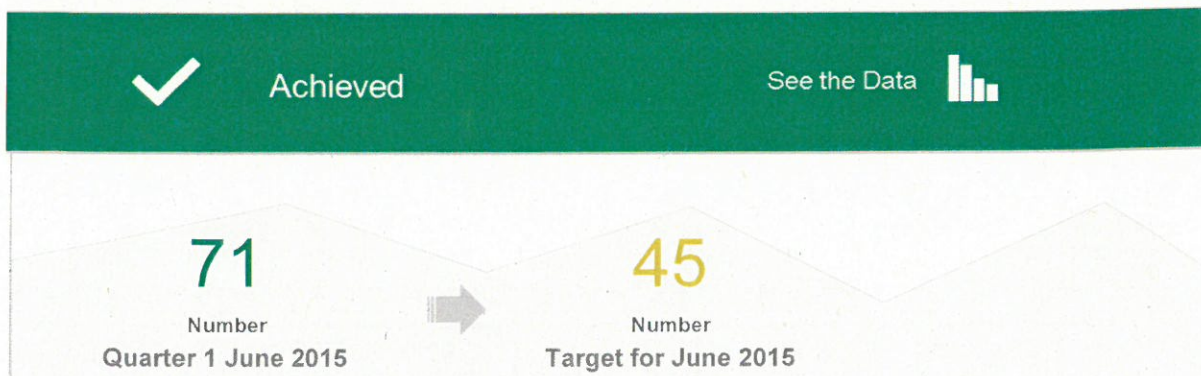
**Outcome**

**Jobs created as a result of the Council's support**

**Measure**

**Qualifications achieved by adults**

Number of qualifications achieved (Skills programmes, Vocational training Programmes, Adult and Community Learning) through programme support by the council



We are pleased that we have been able to help more people to produce the evidence for their qualifications earlier and we hope that this qualification will help them gain employment.

About the target

About the target range

About benchmarking

Further details

As this is a new Measure in 2015/16 historical data is not available.



## Businesses Are Supported to Grow



### Businesses are supported to grow

#### Sustaining and growing business and the economy

The purpose of this commissioning strategy is for businesses in our most important sectors to be developed, to encourage investment in Lincolnshire and help to train people so that there is a skilled workforce to whom businesses can offer quality jobs.

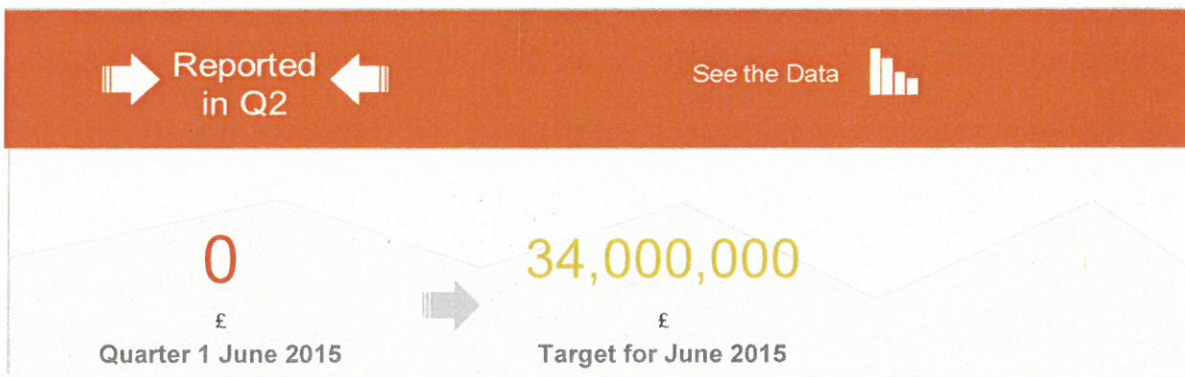
#### Outcome

#### Jobs created as a result of the Council's support

#### Measure

#### Amount of external funding attracted to Lincolnshire

Amount of external funding attracted to Lincolnshire (including Greater Lincolnshire Local Enterprise Partnership and European Union funding programmes) by the council



No funding has directly been approved because of delays in which the way the Government are appraising projects, however bids totalling £4,141,867 are currently being appraised and the outcomes will be known during Quarter 2.



About the target

About the target range

About benchmarking



What is in the core offer?  
 Why is it in the core offer?  
 How will we deliver that priority?  
 How we measure that priority?

# Economic Wellbeing & Resilience

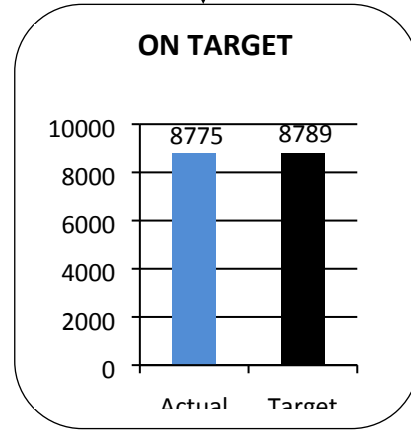
QUARTER 1 2015/2016  
 APPENDIX B

**What:**  
 Raising skills levels to meet employers' needs

**Why:**  
 To raise skill levels from below the national average

**How:**  
 European Social Fund, Employment and Skills Board, Learning Programmes

**Measure:**  
 EC:05 Number of People Engaged in Learning and/or Skills Training  
 Target 2015/16 = 902

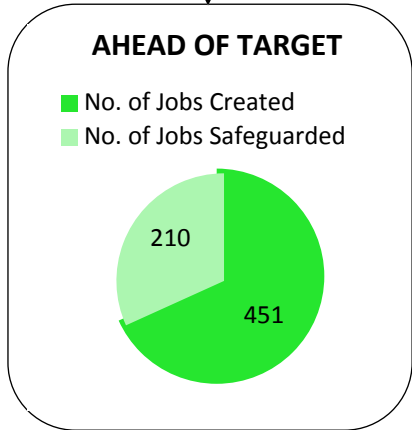


**What:**  
 Investing in and facilitating economic infrastructure

**Why:**  
 To provide businesses with opportunities and confidence

**How:**  
 Digital Networks, Business Sites, Business Premises, Tourist Attractions, Area Based Growth, Regeneration

**Measure:**  
 EC:01 Number of Jobs Created and/or Safeguarded  
 Target 2015/16 = 758

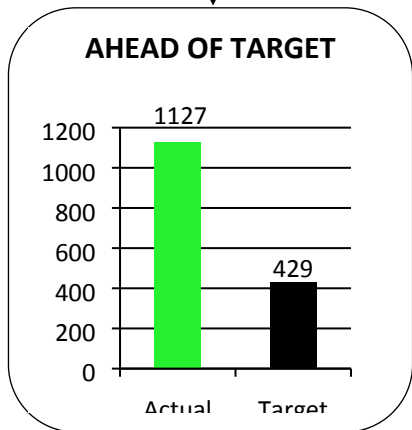


**What:**  
 Supporting business networks that deliver growth & investment

**Why:**  
 To help businesses help themselves

**How:**  
 Local Enterprise Partnerships, businesslincolnshire.com, Forum for Agriculture and Horticulture, Select and Tastes of Lincolnshire, Invest Lincolnshire

**Measure:**  
 EC:03 Business Supported to Improve their Performance  
 Target 2015/16 = 350

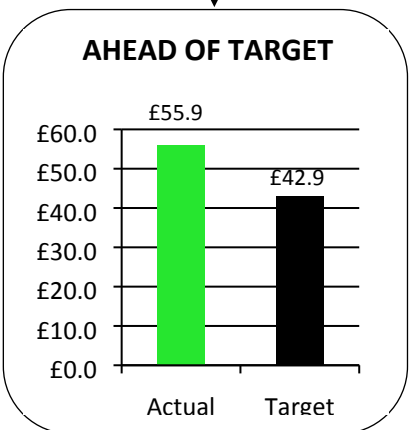


**What:**  
 Accessing Funding to support economic growth

**Why:**  
 To make public finances go further

**How:**  
 European Regional Development Fund, Rural Development Programme, Grantfinder, Growing Places Fund

**Measure:**  
 ER:02 External Funding Attracted to Lincolnshire  
 Target 2015/16 = £54,800,000



**What:**  
 Lobbying for Lincolnshire

**Why:**  
 To get the government to recognise Lincolnshire's specific needs

**How:**  
 Economic Assessment, Rural Policy, Coastal Communities Alliance

**Measure:**  
 See Lobbying Appendix C

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### Lobbying for Lincolnshire

The impacts of lobbying cannot always be easily measured with data and numerical indicators and lobbying is often about reacting to events as they arise. Nevertheless, lobbying plays an important role in bringing our issues to the fore and changing views. Thus we have outlined several key areas where we believe Economy and Culture should concentrate their efforts for the people of Lincolnshire in obtaining better facilities, improving the economy, up skilling our workforce and ensuring Lincolnshire is clearly marked on the map. These areas are:

Key Areas:	Activities taken place during Quarter 1 2015/16:
<ul style="list-style-type: none"> <li>Supporting the development of the economic case for further investment in rail services that serve the county</li> </ul>	<p>Trial services have run from London to Lincoln in support of some 2015/Magna Carta events; these have been relatively successful.</p> <p>LCC has supported the LEP in preparing a rail prospectus. LCC has also supported the LEP in becoming involved in the Transport for the North and Midlands Engine discussions about transport, this will position us effectively in discussions about rail investment.</p>
<ul style="list-style-type: none"> <li>Maintaining a dialogue with Ministers and government officials via the work of the GLLEP to maximise the funding available to deliver improvements to the local economy</li> </ul>	<p>The strategic economic plan is being refreshed, and this will be the document that is used to maintain a dialogue with ministers and government officials.</p> <p>The new SEP will be launched at the "Business Live" event which is being held on 23<sup>rd</sup> October 2015. Senior civil servants will attend this.</p> <p>Officers and business leaders will attend a meeting with George Eustice MP on 29<sup>th</sup> September to give government contributions towards their 25 Year Rural Plan.</p>
<ul style="list-style-type: none"> <li>Continuing to raise the issue of coastal flooding and the important role the coastline makes to rural economies through the Coastal Communities Alliance</li> </ul>	<p>Detailed dialogue between Environment Agency, LCC, and coastal defence partners is being undertaken. The purpose of this is to agree a plan of projects which could seek EU funding.</p>

<ul style="list-style-type: none"> <li>• Present evidence and promote cases to amend EU and national policy and funding criteria based on Lincolnshire's economic priorities</li> </ul>	<p>The EU Funding Programme has now been agreed. Lincolnshire's ability to use ERDF to tackle coastal flooding schemes has been recognised in the document.</p>
<ul style="list-style-type: none"> <li>• Continue to engage with national, rural and coastal networks that share common issues and to raise those issues with the decision makers</li> </ul>	<p>LCC has been asked by Department for Communities and Local Government to be the lead organisation on the Coastal Town Teams scheme, co-ordinating the actions of teams across the country.</p>





## Lincolnshire Economic Briefing

www.research-lincs.org.uk

### Headlines

#### National

Economic growth slows to 0.3 per cent (Q1 2015)

Main drivers of slowdown being construction falling by 1.6 per cent, production by 0.1 per cent, and agriculture by 0.2 per cent

Inflation returns to positive in May at 0.1 per cent

#### Local

Lincolnshire's employment rate currently 74.8 per cent, above the national rate (72.5 per cent)

Overall unemployment falling, but long term unemployment rises, now above the national rate

Bank lending to county SMEs on the increase

### Quarterly Economic Survey Snapshot – Q2



Domestic demand strong and stable

More businesses stating increased advanced orders/bookings

A new high (28 per cent) for businesses expecting to recruit over the next quarter

#### Workforce

(%) Increase

(%) Stay the Same

(%) Decrease



#### Sales and Markets Last 3 Months



#### Performance Next 12 Months

(%) Increase

(%) Stay the Same

(%) Decrease



More businesses now have negative expectations (in terms of profitability/turnover) for the year ahead

Polarisation of fortunes for services and production in export markets





# Domestic Demand Strong in Face of Overseas Market Instability

**Levels of domestic demand remain strong and stable for local businesses.** This is the key finding from the latest set of results of the Lincolnshire Quarterly Economic Survey.

This should improve over the next quarter with an **increase in businesses stating improved advance orders and bookings.**

Turning to export markets, what we are seeing at present is a polarisation of fortunes for businesses in Services and Production.

**Exporting businesses in the Service sector are experiencing stable conditions** with over four in five stating that sales have either improved or stayed the same.

Compare this with Manufacturing where only two thirds are reporting a similar position, and a third now saying that conditions have worsened.

Looking further ahead, 95 per cent of Service sector businesses stated that export orders/bookings had either increased or stayed the same. For Manufacturing this figure was much less at just over two thirds.

Whilst the numbers are small for exporting businesses (bearing in mind that only around one in eight businesses operate in export markets), Manufacturing businesses do appear

to be more at the mercy to changes to the various factors at play in export markets.

One factor in this will be the Pounds continued and increasing strength against the Euro which has risen to around 1.4 Euros, a figure last seen back in 2007.

This will also be one of the factors driving the recent increase in uncertainty among local businesses. **One in five businesses now have negative expectations for the year ahead** (in terms of their levels of profitability and turnover), up from the one in ten which has been the consistent level for the last few quarters.

This negativity has also meant **an increase in businesses stating that they have revised downwards plans for investing** in capital and /or training.

Despite this increase in uncertainty amongst some businesses, strong demand and relatively stable markets have meant that **more businesses are looking to recruit over the next quarter** (28 per cent – the highest figure on record).

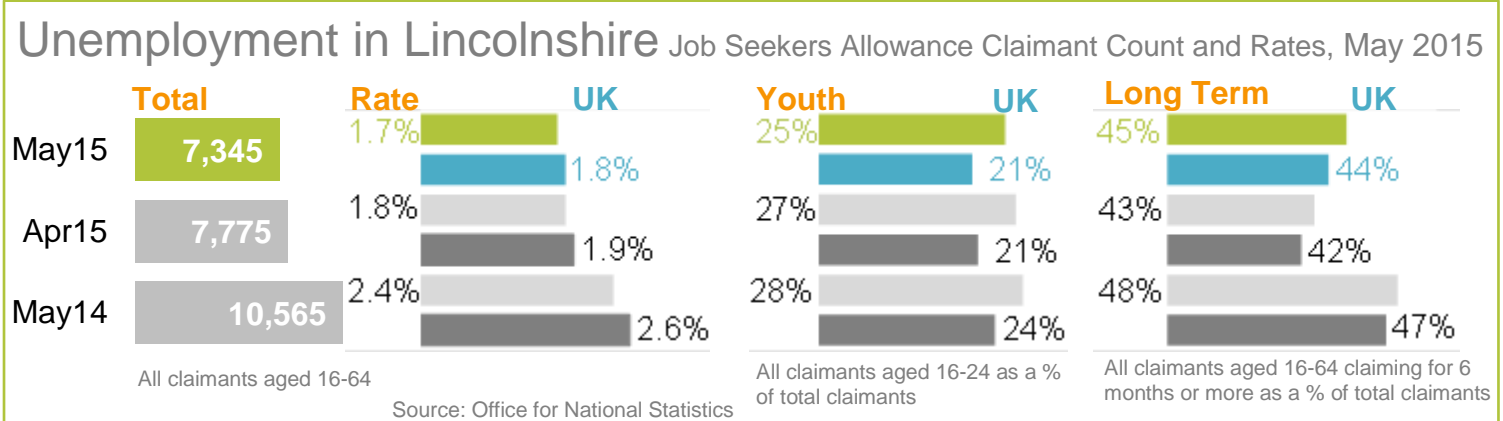
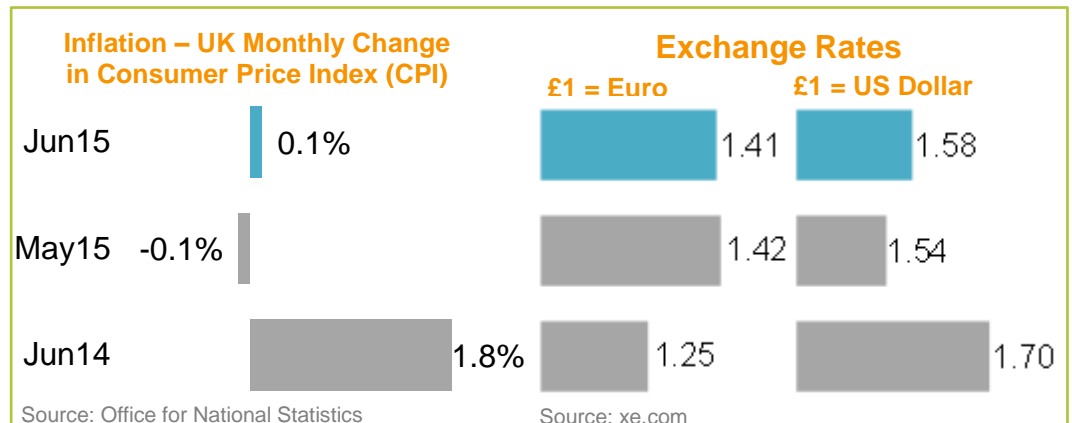
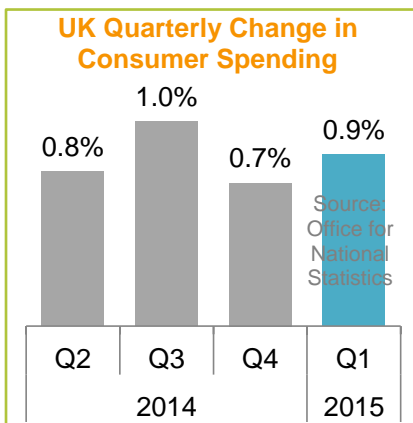
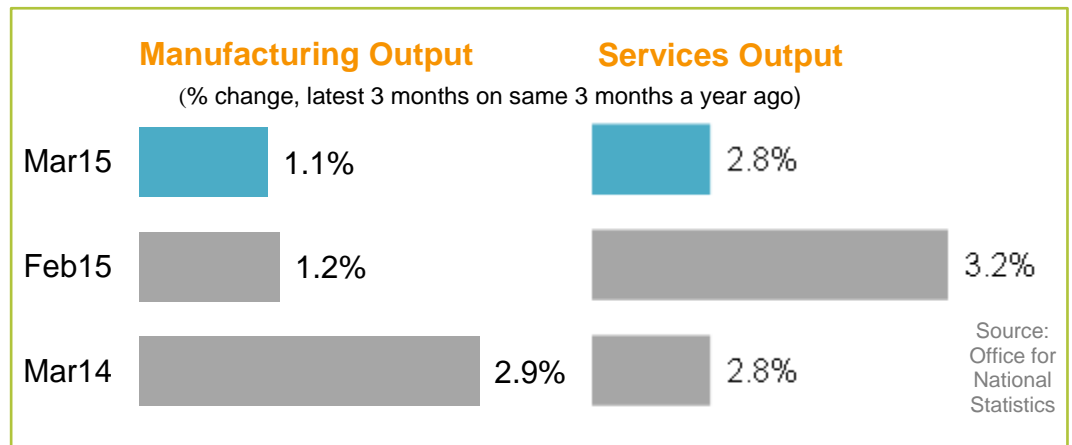
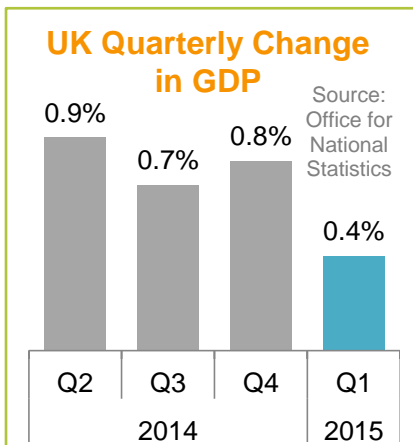
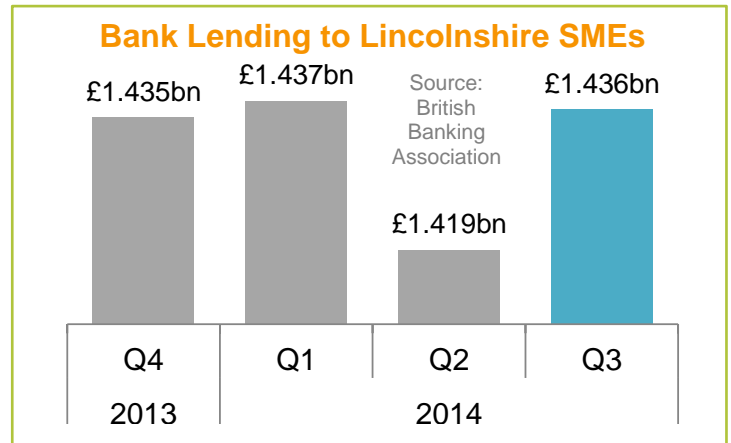
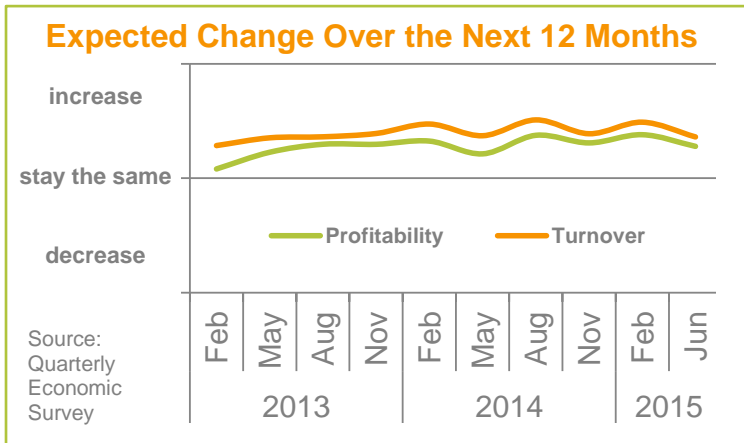
Finally, and on a more positive note, there has been a noticeable increase in businesses stating that cash flow has improved since Q1.

## Previous Quarter Comparison with National Results

	Manufacturing		Services	
	Lincolnshire	UK	Lincolnshire	UK
Their UK sales increased	↓	↓	↓	↓
Their UK orders increased	↑	↓	↓	↓
Their export sales increased	↑	↓	↓	↓
Their export orders increased	↑	—	↓	↓
They expect turnover to improve*	↑	↓	↑	↓
They expect their workforce to increase**	↑	↓	↑	↓

\*in the next 12 months \*\*in the next three months

## National and Local Economic Indicators





## Need Some Support?

### BusinessLincolnshire



The place to go for business growth

The Business Lincolnshire Growth Hub is a one-stop advice shop for Greater Lincolnshire businesses seeking support, particularly those wishing to increase their competitiveness and grow.

The Growth Hub provides a single access point to a package of information diagnostics, advisory support and business development programmes, making it easier for businesses to access the support they need.

We have a team of experienced business growth and skills advisers on hand to provide free impartial advice and a growth diagnostic, helping businesses to formulate and implement their growth plans.

Talk to our advisers today; build a relationship and work together to successfully grow your business.



Visit the website: [www.businesslincolnshire.com](http://www.businesslincolnshire.com) for more information.

### Free Tourism Business Listing

All tourism businesses within the county are entitled to a free business listing on the new [www.visitlincolnshire.com](http://www.visitlincolnshire.com) website, which was launched in April.

Businesses are encouraged to get in touch with Loryn Good, the Website Executive, to ensure their details are up to date and to provide details of any upcoming events.

Contact Loryn on [loryn.good@lincschamber.co.uk](mailto:loryn.good@lincschamber.co.uk) or on 01522 782332

## Useful Contacts

**Business Lincolnshire** - The local website linking you to schemes and services to help you start or grow your business: [www.businesslincolnshire.com](http://www.businesslincolnshire.com)  
[www.gov.uk](http://www.gov.uk)

**Lincolnshire & Rutland Employment and Skills Board** - Giving employers opportunities to lead and influence local training provision to have access to skills needed to grow their business.  
[www.lincsrutlandesb.com](http://www.lincsrutlandesb.com) tel: 01522 550545  
email: [clare.hughes@lincolnshire.gov.uk](mailto:clare.hughes@lincolnshire.gov.uk)

**Greater Lincolnshire Local Enterprise Partnership** - Supporting business in the region; aiming to improve infrastructure and conditions for doing business from the Humber to the Wash.  
[www.greaterlincolnshirelep.co.uk](http://www.greaterlincolnshirelep.co.uk)  
email: [GLLEPsecretariat@lincolnshire.gov.uk](mailto:GLLEPsecretariat@lincolnshire.gov.uk)

**Jobcentre Plus** - Providing services that support people of working age from welfare into work, helping employers fill their vacancies  
[www.gov.uk/jobs-jobsearch](http://www.gov.uk/jobs-jobsearch) [www.gov.uk/advertise-job](http://www.gov.uk/advertise-job)

**Select Lincolnshire** - Raising the profile of Lincolnshire, promoting and attracting investment into the county, signposting to local produce within the County and promoting food and drink across the UK. [www.selectlincolnshire.com](http://www.selectlincolnshire.com) tel: 01522 550618  
email: [select@lincolnshire.gov.uk](mailto:select@lincolnshire.gov.uk)

**Lincolnshire Chamber of Commerce**  
A membership organisation providing business - support advice and benefits. [www.lincs-chamber.co.uk](http://www.lincs-chamber.co.uk) tel: 01522 523333 email: [enquiries@lincs-chamber.co.uk](mailto:enquiries@lincs-chamber.co.uk)

**Trading Standards business advice**  
Giving support and encouragement to businesses by giving advice and information to help them get it right first time. [www.lincolnshire.gov.uk](http://www.lincolnshire.gov.uk) tel: 01522 782341  
email: [TradingStandards@lincolnshire.gov.uk](mailto:TradingStandards@lincolnshire.gov.uk)

**Federation of Small Businesses**  
A non-profit making membership group promoting the interests of the self-employed and owners of small businesses [www.fsb.org.uk](http://www.fsb.org.uk) email: [david.thorpe@fsb.org.uk](mailto:david.thorpe@fsb.org.uk) tel: 01522 790806 (Direct)  
m: 07917 628927 tel: 01522 688070 (Lincoln Office)

All information contained in this briefing is the most up-to-date available at time of publication (July 2015). This briefing has been produced by the Economic Research Team at Lincolnshire County Council, and published on the Lincolnshire Research Observatory (LRO) website. Visit the Economy theme page on the website for more information [www.research-lincs.org.uk/Economy](http://www.research-lincs.org.uk/Economy)

### Open Report on behalf of Executive Director for Environment and Economy

Report to:	<b>Economic Scrutiny Committee</b>
Date:	<b>8 September 2015</b>
Subject:	<b>Measuring Customer Satisfaction</b>

#### Summary:

This report presents various options for discussion on how the measurement of customer satisfaction information can be used to refine the services provided by the Council's economic development function.

#### Actions Required:

The Committee is asked to discuss and agree a way forward on how to implement future customer satisfaction measures.

## 1. Background

### Introduction

One of the many roles of the Economic Scrutiny Committee is to review and scrutinise quarterly performance indicators, priority activities, customer satisfaction information, and any other available performance measures related to the service areas within the remit of the Committee.

At present, customer satisfaction information brought before the Committee is limited to the element of quarterly performance reporting where officers report on feedback that has been received into the department or the Customer Service Centre.

At the request of the Chairman of the Economic Scrutiny Committee, Councillor Tony Bridges, the department has been asked to prepare information for the Committee on who the customer actually is, and whether customer feedback is being used to shape services.

The following views are put forward by the department as a realistic reflection of current practices and how these can be adapted. Two diagrams (Appendices A and B) have been produced to help illustrate both current practices and what the department feels should be considered.



## **Current Customer Satisfaction Measures**

The first diagram, 'Customer Satisfaction - What we have now' (Appendix A), is based on current documentation relating to the structure of Enterprise and its relationship through commissioning with other areas/departments of Lincolnshire County Council (LCC). Crucially it shows that there is no formal feedback loop from our direct service users (businesses and people engaged in programmes) in which to measure customer satisfaction.

At present we are reactive to customer satisfaction issues. That is that we respond to any issues arising and customer satisfaction is reported via positive or negative feedback (emails/letters/phone calls) received directly through the department or the Customer Service Centre.

## **Potential Customer Satisfaction Measures**

The second diagram, 'Customer Satisfaction - What we should have' (Appendix B), presents a more detailed structure of our planned activities and their various outputs, outcomes, and wider impacts. Customer satisfaction elements are highlighted in blue text.

If we want to be proactive around customer satisfaction, and use the resulting information as a management tool to shape services/policy/strategy, then we would suggest the following as a minimum (in line with the diagram 'Customer Satisfaction - What we could have' document at Appendix B):

- Measure customer satisfaction levels for our various business support schemes and with the Investor Promotion and Advice Service. This mechanism should capture satisfaction levels of both successful and unsuccessful applicants/enquirers.
- Measure satisfaction levels within the training schemes delivered, both in terms of applicants (successful and unsuccessful), and businesses engaged in shaping the schemes.

If we wanted to expand on this then we could consider the following:

- Regular feedback from the Greater Lincolnshire Local Enterprise Partnership (GLLEP) on how LCC is performing in its accountable body and secretariat role, and other facilitative roles e.g. European Structural Investment Fund (ESIF) programme. This element could incorporate some of the 360 degree feedback processes that managers and partners do as part of their annual appraisal.
- As part of the development of our "hit list" of top and most important businesses (that members of staff will have contact with and the responsibility to liaison with), this could be expanded so as to try and assess the impact of our activity on them.

- An overall measure of business confidence in the economy worded in such a way that reflects LCC's role in the local economy, both in terms of stimulating it through interventions, and as major consumer and supplier of products/services (*though we may want to limit this as discussed further on in this report*).

### **Cost Benefit Analysis**

The final question to consider in all this is 'What is the value to the department in ensuring high levels of customer satisfaction?', as there will be a cost to the department in collating this additional information.

A brief review of cost benefit analysis (CBA) of customer satisfaction tells us that, certainly for the private sector, the benefits of customer satisfaction far outweigh the costs. But how does this translate to the public sector?

Whilst admittedly not attempting to attach a monetary CBA figure to our activity in this area, we could instead take the view of 'What is the cost to Enterprise (and potentially LCC) of not knowing this information?'. The answer is potentially a lot if we (as a provider of services, and as an influencer) do not know the answer to a number of basic questions, such as:

1/ Have we made a difference to the businesses/individuals that we have supported?

2/ Was this difference positive? If not, why not?

3/ Was the business/individual satisfied in their contact with LCC Enterprise?

4/ What could we do differently to improve our "service/s"?

### **Areas of Influence**

One of the challenges in doing this is disentangling Enterprise activities from the rest of LCC's activities. We may find that actually, and to a certain extent, this is impossible to do in the eyes of businesses/individuals as we are part of such a large and diverse organisation.

For example, our studies regularly identify that transport issues are important to businesses. Many of these businesses will be local and small, and if asked for their views on whether LCC (through the work of Enterprise) is doing a "good job" then understandably we would probably get some very negative views despite this being no direct fault of Enterprise.

Whilst these views are important to the organisation as a whole, we do need to limit customer satisfaction and performance reporting to areas that we have or can influence. As such, the key to getting the balance right will be in asking the right questions.

## **Customer Satisfaction and Feedback**

In considering this issue of customer satisfaction we need to be careful to differentiate between customer satisfaction levels with services delivered direct, and customer feedback on issues impacting on local growth.

This report has generally dealt with capturing levels of customer satisfaction from those businesses/individuals we deal with direct, be that through a business support programme or an upskilling programme. It is our view that this is straightforward and simple to achieve, and should be a bare minimum in terms of customer satisfaction reporting.

We could take this a step further and try and capture customer satisfaction of our performance in influencing the local economy through our services. For example, when we support a business or an individual then we indirectly impact on the local economy, either through the supply chain, solving a skills gap for a business, or simply by just 'doing' and improving confidence levels across the economy. However, this effect is much less tangible than the first level of customer satisfaction, much more difficult to record and to assign our 'performance' in effecting the observed change.

Customer satisfaction starts to move into general feedback if we are considering capturing general business views on life in Lincolnshire. Our view is that the mechanisms already exist for this type of feedback in the form of the Lincolnshire Quarterly Economic Survey (QES), and the recent GLEP Employer Survey (the results of which were presented at June's Committee meeting). Businesses can respond through these on a variety of matters (performance, barriers to growth, skills gaps etc.) and they prompt discussion and shape policy accordingly. However this is not to say that these mechanisms cannot be improved (particularly in terms of reach and frequency) and we would certainly welcome the Committee's input on this.

## **2. Conclusion**

As part of striving for continuous improvement, the Enterprise service area can do more, and should be doing more, in terms of capturing customer satisfaction levels with its services that have direct contact with businesses and individuals.

This report has put forward a number of options on how this might be achieved and we ask the Committee for their views on these, and agreement on what will be taken forward.

## **3. Consultation**

### **a) Policy Proofing Actions Required**

n/a

#### **4. Appendices**

These are listed below and attached at the back of the report	
Appendix A	Customer Satisfaction - What we have now
Appendix B	Customer Satisfaction - What we could have
Appendix C	Customer Satisfaction information - Scrutiny Committees

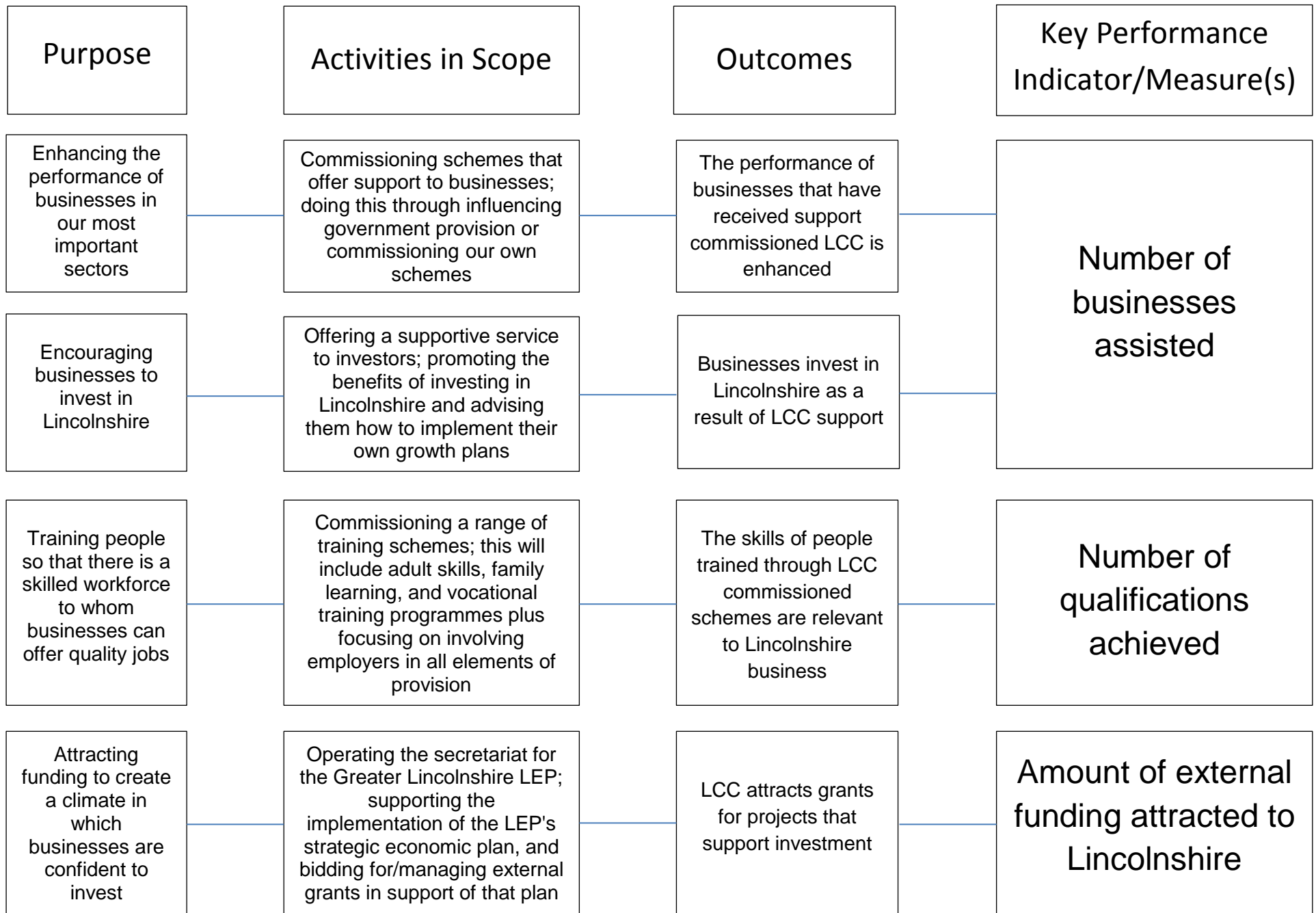
#### **5. Background Papers**

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Adam Peacock, who can be contacted on 01522 550564 or [adam.peacock@lincolnshire.gov.uk](mailto:adam.peacock@lincolnshire.gov.uk).

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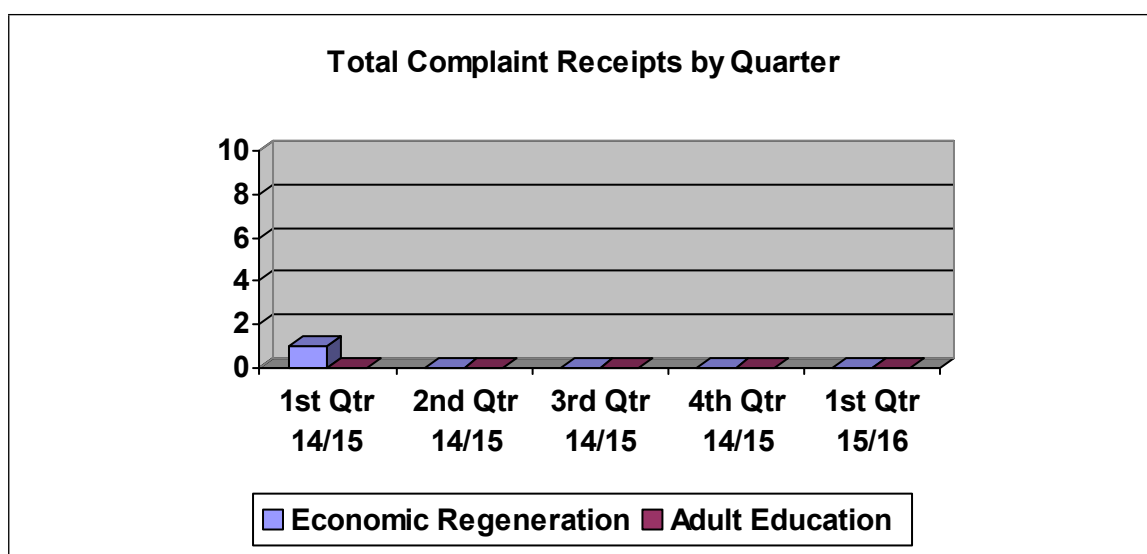
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Purpose	Activities in Scope	Output	Customers (Direct)	KPIs (Direct)	Outcome	Impact	Customers (In-direct)	KPIs (In-direct)
Enhancing the performance of businesses in our most important sectors	Commissioning schemes that offer support to businesses; doing this through influencing government provision or commissioning our own schemes	National and local business support schemes	Businesses engaged with <i>both successfully and un-successfully</i>	Businesses engaged with Businesses supported <b>Service satisfaction levels</b>	The performance of businesses that have received LCC commissioned support is enhanced  Businesses invest in Lincolnshire as a result of LCC support	Positive impacts on businesses in supply chain  General business confidence improved  Wider business investment	Greater Lincolnshire Economy	Confidence levels in the local economy
Encouraging businesses to invest in Lincolnshire	Offering a supportive service to investors; promoting the benefits of investing in Lincolnshire and advising them how to implement their own growth	Investor Promotion & Advice Service						
Training people so that there is a skilled workforce to whom businesses can offer quality jobs	Commissioning a range of training schemes; this will include adult skills, family learning, and vocational training programmes plus focusing on involving employers in all elements of provision	Training schemes	People engaged with <i>both successfully and un-successfully</i> and employers involved	Number of qual's achieved Number of employers involved <b>Programme satisfaction levels</b>	Skills gap reduced Employment rate increased Productivity increased			
Attracting funding to create a climate in which businesses are confident to invest	Operating the secretariat for the Greater Lincolnshire LEP; supporting the implementation of the LEP's strategic economic plan, and bidding for/managing external grants in support of that plan	Bids	<b>The GLLEP</b>	No. of bids No. of successful bids Amount of funding secured	LCC attracts grants for projects that support investment			

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## Appendix C- Customer Satisfaction Information – Scrutiny Committees

<b>Economic Scrutiny Committee</b>		
<b>Date Range for Report</b>	1 <sup>st</sup> April – 30 <sup>th</sup> June 2015 (1 <sup>st</sup> January – 31 <sup>st</sup> March 2015)	
<b>Total number of complaints received across all LCC service area.</b>	105 (122) * individual school complaints not included.	
<b>Total number of complaints relating to <u>Economic Scrutiny Committee</u></b>	0 (0)	
<b>Total number of compliments relating to <u>Economic Scrutiny Committee</u></b>	0 (4)	
<b>Total Service Area Complaints</b>	Economic Regeneration	0 (0)
	Adult Education	0 (0)
<b>Service Area Economic Regeneration Complaint Reasons</b>	Disability	0 (0)
	Disagree with Policy	0 (0)
	Disagree with Procedure	0 (0)
<b>Service Area Compliments</b>	Adult Education	0 (1)
	Economic Regeneration	0 (3)
<b>How many LCC Corporate complaints have not been resolved within service standard</b>	8 (10)	
<b>Number of complaints referred to Ombudsman</b>	7 (6)	





## Summary

### LCC Overview of Complaints

The total number of LCC complaints received for this Quarter (Q1) shows a 14% decrease on the previous Quarter (Q4). When comparing this Quarter with Q1 2014/15, there is a 33% decrease, when 157 complaints were received.

### Economic Regeneration Complaints

Economic Regeneration received no complaints this Quarter

### Adult Education Complaints

Adult Education received no complaints this Quarter.

### Compliments

Economic Regeneration received no compliments this Quarter. This is a decrease of 3 compliments as 3 were received last Quarter.

Adult Education received no compliments this Quarter. This is a decrease of 1 compliment as 1 was received last Quarter.

### Ombudsman Complaints

In Quarter 1 of 2015/16, 7 LCC complaints were registered with the ombudsman. Economic Regeneration and Adult Education received no complaints which have been considered by the ombudsman.

**Open Report on behalf of Richard Wills, the Director responsible for Democratic Services**

Report to:	<b>Economic Scrutiny Committee</b>
Date:	<b>8 September 2015</b>
Subject:	<b>Economic Scrutiny Committee Work Programme 2015/16</b>

**Summary:**

This item enables the Economic Scrutiny Committee to consider its own work programme for the coming year.

**Actions Required:**

To comment and agree on the content of the work programme, as set out in Appendix A to this report.

## **1. Background**

### Current Work Programme

At every meeting of the Committee, Members are invited to consider their future Work Programme and to agree on items to be included in the Work Programme. The current work programme for the Committee is attached at Appendix A to this report.

### Forward Plan

Also attached at Appendix B for the Committee's consideration is a list of the intended decisions of the Executive or Executive Councillor for Economic Development, Environment, Planning, Tourism, which fall within the remit of the Economic Scrutiny Committee.

### Scrutiny Activity Definitions

Set out below are the definitions used to describe the types of scrutiny, relating to the items:

Budget Scrutiny - The Committee is scrutinising the previous year's budget, the current year's budget or proposals for the future year's budget.

Pre-Decision Scrutiny - The Committee is scrutinising a proposal, prior to a decision on the proposal by the Executive, the Executive Councillor or a senior officer.

Performance Scrutiny - The Committee is scrutinising periodic performance, issue specific performance or external inspection reports.

Policy Development - The Committee is involved in the development of policy, usually at an early stage, where a range of options are being considered.

Consultation - The Committee is responding to (or making arrangements to respond to) a consultation, either formally or informally. This includes pre-consultation engagement.

Status Report - The Committee is considering a topic for the first time where a specific issue has been raised or members wish to gain a greater understanding.

Update Report - The Committee is scrutinising an item following earlier consideration.

Scrutiny Review Activity - This includes discussion on possible scrutiny review items; finalising the scoping for the review; monitoring or interim reports; approval of the final report; and the response to the report.

## **2. Conclusion**

That consideration is given to the content of this report.

## **3. Consultation**

### **a) Policy Proofing Actions Required**

No policy proofing is required for this report.

## **4. Appendices**

These are listed below and attached at the back of the report	
Appendix A	Economic Scrutiny Committee Work Programme
Appendix B	Economy Services Forward Plan

## **5. Background Papers**

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Tracy Johnson, who can be contacted on 01522 552164 or [tracy.johnson@lincolnshire.gov.uk](mailto:tracy.johnson@lincolnshire.gov.uk).

**ECONOMIC SCRUTINY COMMITTEE**

Chairman: Councillor Tony Bridges

Vice Chairman: Councillor Chris Pain

<b>20 October 2015</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Economic Infrastructure Commissioning Strategy – LCC Involvement in Sites and Premises	Paul Rusted Infrastructure Commissioner	Policy Development
LCC's Role in Planning	Phil Hughes Strategic Planning Manager	Policy Development
Tourism Review – Scope and Initial Discussions	Mary Powell Tourism and Visitor Economy Team Leader	Policy Development
LEP / Single Local Growth Fund - Six Monthly Performance Report	Halina Davies Growth Plan Project Manager Greater Lincolnshire Local Enterprise Partnership	Performance Scrutiny
Strategic Economic Plan - Refresh	Ruth Carver Investments and Operations Manager	Policy Development
Coastal Vision	David Hickman Environmental Services Team Leader	Status Report
Coastal Town Team	Nicola Radford Principal Development Officer (CAZ)  Paul Learoyd Lincs Wildlife Trust	Status Report

<b>8 December 2015</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
Enterprise Commissioning Strategy – Sign Off	Justin Brown	Policy Development
Tourism Review – Findings and Recommendations	Mary Powell	Policy Development
Lincoln Castle Revealed – Update	Mary Powell	Performance Scrutiny
Theme Performance: Quarter 2	Justin Brown	Performance Scrutiny

LEP 25 Year Water Strategy	Ruth Carver	Policy Development
EU Funding Update	Susannah Lewis Funding Team Leader	Policy Development
Place Marketing – Involving the Private Sector	Jill McCarthy Business Investment Manager	Status Report

**12 January 2016**

Item	Contributor	Purpose
Budget Proposals for 2016/17	Andy Gutherson  Dave Simpson Technical & Development Finance Manager	Budget Scrutiny

**23 February 2016**

Item	Contributor	Purpose
Theme Performance: Quarter 3	Justin Brown	Performance Scrutiny

**Items to be Scheduled**

Grantham Southern Economic Corridor	Paul Wheatley Group Manager – Economic Development	Status Report
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**For more information about the work of the Economic Scrutiny Committee please contact Tracy Johnson, Scrutiny Officer, on 01522 552164 or by e-mail at [tracy.johnson@lincolnshire.gov.uk](mailto:tracy.johnson@lincolnshire.gov.uk)**



**FORWARD PLAN OF DECISIONS RELATING TO ECONOMY SERVICES FROM 1 SEPTEMBER 2015**

DEC REF	MATTERS FOR DECISION	REPORT STATUS	DECISION MAKER AND DATE OF DECISION	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	DOCUMENTS TO BE CONSIDERED	OFFICER(S) FROM WHOM FURTHER INFORMATION CAN BE OBTAINED AND REPRESENTATIONS MADE (All officers are based at county Offices, Newland, Lincoln LN1 1YL unless otherwise stated)	DIVISIONS AFFECTED

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