



County Offices  
Newland  
Lincoln  
LN1 1YL

19 February 2024

**Environment and Economy Scrutiny Committee**

A meeting of the Environment and Economy Scrutiny Committee will be held on **Tuesday, 27 February 2024 at 10.00 am in the Council Chamber, County Offices, Newland, Lincoln LN1 1YL** for the transaction of the business set out on the attached Agenda.

Yours sincerely

A handwritten signature in cursive script that reads 'Debbie Barnes'.

Debbie Barnes OBE  
Chief Executive

**Membership of the Environment and Economy Scrutiny Committee (11 Members of the Council)**

Councillors I D Carrington (Chairman), M A Griggs (Vice-Chairman), Mrs A M Austin, A J Baxter, M D Boles, K H Cooke, I G Fleetwood, A G Hagues, H Spratt, G J Taylor and L Wootten



**ENVIRONMENT AND ECONOMY SCRUTINY COMMITTEE AGENDA  
TUESDAY, 27 FEBRUARY 2024**

<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 Members' Interests</b>	
<b>3</b>	<b>Minutes of the previous meeting held on 16 January 2024</b>	5 - 10
<b>4</b>	<b>Announcements by the Chairman, Executive Councillors and Lead Officers</b>	
<b>5</b>	<b>Visitor Economy Update</b> <i>(To receive a report from Mary Powell, Place and Investment Manager, which provides the Committee with an update on the Visitor Economy in Lincolnshire)</i>	11 - 18
<b>6</b>	<b>Greater Lincolnshire International Strategy and Action Plan 2022-2024 Update</b> <i>(To receive a report from Angela Driver, Enterprise Growth Manager, which provides the Committee with an update on the progress of activity highlighted within the International Strategy Action Plan and the broader Greater Lincolnshire International Strategy)</i>	19 - 58
<b>7</b>	<b>Inward Investment Strategic Plan</b> <i>(To receive a report from Tony Reynolds, Inward Investment Manager, on the Inward Investment Strategic Plan for Team Lincolnshire)</i>	59 - 80
<b>8</b>	<b>Service Level Performance Against the Performance Framework - Quarter 3 2023-2024</b> <i>(To receive a report from Samantha Harrison, Head of Economic Development, Chris Miller, Head of Environment, and Chris Yorston, Head of Waste, which enables the Committee to comment on 2023-24 Quarter 3 performance for Economy, Flooding and Waste)</i>	81 - 94
<b>9</b>	<b>Environment and Economy Scrutiny Committee Work Programme</b> <i>(To receive a report by Kiara Chatziioannou, Scrutiny Officer, which enables the Committee to comment on the content of its work programme for the coming year to ensure that scrutiny activity is focussed where it can be of greatest benefit)</i>	95 - 100

**10 CONSIDERATION OF EXEMPT INFORMATION**

In accordance with Section 100(A)(4) of the Local Government Act 1972, the following agenda item has not been circulated to the press and public on the grounds that it is considered to contain exempt information as defined in paragraph 3 of Part 1 of Schedule 12 A of the Local Government Act 1972, as amended. The press and public may be excluded from the meeting for the consideration of this item of business

**11 Local Electric Vehicle Infrastructure (LEVI) Pilot - Contract Procurement**

To Follow

*(To consider an exempt report from Vanessa Strange, Head of Infrastructure Investment, Tanya Vaughan, Senior Commissioning Officer – Economic Investment, and Dan Charlesworth, Commercial and Procurement Manager – Infrastructure Services, which invites the Committee to consider the procurement of a contract for the Local Electric Vehicle Infrastructure (LEVI) Pilot, which is due for a decision by the Executive Councillor for Economic Development, Environment and Planning between 4-8 March 2024. The views of the Committee will be passed on to the Executive Councillor as part of his consideration of the report)*

Democratic Services Officer Contact Details

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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

Contact details set out above.

Please note: This meeting will be broadcast live on the internet and access can be sought by accessing [Agenda for Environment and Economy Scrutiny Committee on Tuesday, 27th February, 2024, 10.00 am \(moderngov.co.uk\)](#)

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<https://www.lincolnshire.gov.uk/council-business/search-committee-records>



**ENVIRONMENT AND ECONOMY SCRUTINY  
COMMITTEE  
16 JANUARY 2024**

**PRESENT:**

Councillors M A Griggs (Vice-Chairman), A J Baxter, M D Boles, I G Fleetwood, A G Hagues, H Spratt, G J Taylor and L Wootten

Councillor C J Davie attended the meeting remotely.

Officers in attendance:-

Justin Brown (Assistant Director Growth), Kiara Chatziioannou (Scrutiny Officer), Michelle Grady (Assistant Director – Finance), Nicole Hilton (Assistant Director - Communities), Marianne Marshall (Communications) (Strategic Communications Lead), Chris Miller (Head of Environment), Mandy Ramm (Funding and Investment Manager, Infrastructure Investment) and Vanessa Strange (Head of Infrastructure Investment) and Jess Wosser-Yates (Democratic Services Officer)

**46      APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS**

Apologies for absence were received from Councilor I D Carrington, Mrs. A Austin and K H Cooke.

**47      DECLARATIONS OF MEMBERS' INTERESTS**

No interests were declared at this point in proceedings.

**48      MINUTES OF THE PREVIOUS MEETING HELD ON 28 NOVEMBER 2023**

**RESOLVED**

That the minutes of the previous meeting held on 28 November 2023 be approved and signed by the Chairman as a correct record

**49      ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS AND LEAD OFFICERS**

Councillor C Davie, Executive Councillor for Economic Development, Environment and Planning made the following announcements:

- He thanked all officers involved with the relief efforts following Storm Henk; the storm resulted in 128 properties in Lincolnshire experiencing internal flooding, and 170 reporting external flooding.

- It was noted that alongside the impact of Storm Babet, the combined number of properties reporting internal flooding was 842, with 56 having flooded during both storms.
- The Council had freed additional resources to enhance existing flood defenses.
- The Executive Councillor intended to write to the Prime Minister to request additional funding to ensure the County Council was sufficiently resourced to be resilient against flooding as the Lead Local Flood Authority.
- Following a successful programme in 2023, the Apprenticeship Champion Awards would be held at the Showroom in Lincoln on 16 May 2024. The event celebrated the valuable contributions of apprentices, employers and training providers and this year, the awards would be delivered in partnership with North and North East Lincolnshire Councils.
- Uptake of the adult education programme *Multiply* had increased across Lincolnshire; Boston Women's Aid had supported a service user to become financially stable and enrol back into college to complete a maths qualification which would eventually allow them to progress on an access to nursing course.

Members noted the announcements and raised the following matters in response to the Executive Councillors announcements regarding recent flooding:

- It was assured that additional funding would be utilised to ensure drains were maintained sufficiently to prevent blockages; the Executive Councillor was liaising with the Executive Councillor for Highways, Transport and I.T to promptly resolve this matter.
- The Executive Councillor noted that additional resources were required to ensure drain networks were operating sufficiently; Section 19 investigations carried out by the Flood and Water Team would help determine the issues causing flooding and identify the agencies responsibilities for maintenance.
- Members highlighted that communication between partners regarding road closures had been insufficient and noted that the decision for Nottinghamshire Council to close Trent Bridge went ahead without informing the Council or Lincolnshire residents. The Executive Councillor assured that work would be ongoing via the Local Resilience Forum (LRF) to improve communication and ensure residents were best informed.
- It was questioned whether any financial support would be available for residents impacted by Storm Henk; consequently, the Executive Councillor agreed to discuss with local members how best to support flooded homeowners.
- The Executive Councillor expressed that roads were closed to allow for maintenance and repairs, although he acknowledged the frustration of residents. He accepted that any road closure had a temporary adverse economic impact, however he assured he would work with local Members visit impacted divisions where possible.
- Members thanked the Local Resilience Forum, officers and colleagues responsible for flood alleviation across Lincolnshire.

- It was questioned whether any activities had been organised with partners to coordinate responses to flooding. The Committee was informed that the Working Group as part of the Flood and Water Management Committee would work closely with the Environment Agency (EA) and Anglian Water (AW). Additionally, both the EA and AW would offer an update on their work at the Flood and Water Management Scrutiny Committee meeting on 19 February 2024.
- The letter to the Prime Minister from the Executive Councillor acknowledged that the Environment Agency, as well as the Council, was underfunded in their flood alleviation efforts.
- The impact of climate change was acknowledged by the Committee and the Executive Councillor; Storms Babet and Henk, given their close succession, highlighted the contemporary increased frequency of extreme weather events. The Executive Councillor noted the importance of increasing Lincolnshire's resilience, water protection for residents and water security for businesses, although accepted that the matter was underpinned by a lack of funding from government which impeded sufficient maintenance of watercourses.

#### 50 REVENUE AND CAPITAL BUDGET PROPOSALS 2024/25

Consideration was given to a report from the Assistant Director – Finance, which outlined the Council's budget proposals and implications for the fiscal year 2024-2025 for the Council's environment and economy services.

The budget was adjusted to acknowledge the challenging economic context with persistent impacts of inflation and subsequent increased service costs. Members were informed that the Executive had considered proposals for the Council's revenue and capital budgets on 9 January 2024 to form the basis for consultation. This also united the settlement for local government and the budget to cover the cost of heightened inflation.

The Council had responded to the National Living Wage uplift by proposing a 4.99% increase in Council Tax, and Members were subsequently directed to Table 1.2.2 in the report which set out revenue proposals amounting to £2.2 million savings; although it was noted that pay inflation had not been included – it was expected to increase by 4% and once agreed, would be included the budget.

Increased costs had been associated with waste disposal and rights of way, and proposed changes to the Planning Team were offset by additional income. The Capital Programme set out additions, most notably to waste and flooding, and Members were informed that the Executive had approved an additional £4 million from the development fund to help support the impact of flooding in Lincolnshire.

During consideration of the report, the following matters were noted:

- Members expressed some concern regarding the impact of market price changes, most notably the sale or disposal of waste materials, and questioned whether officers were confident and prepared for the potential impact from the Environment Act especially with regards to flood incident response and prevention. The Assistant Director – Finance accepted the volatility of the national and local economic landscape and assured that ongoing work with the Department for Environment, Food and Rural Affairs (DEFRA) to prepare for the implementation of the Act.
- Officers assured that the £4 million approved by the Executive from the development fund would be used to support flood alleviation projects following the significant impact of Storm Babet and Storm Henk.
- Members raised some apprehension regarding the economic landscape, most notably the expected reduction in funding from government, the subsequent need to raise and optimize Council Tax, and the escalated cost of financing projects and services. Officers expressed that detailed contingency planning had occurred to mitigate the effects of inflation and to develop a medium-term financial plan to address uncertainties, particularly in relation to social care and transport.
- Members suggested that increase base rates as outlined on Table 1.3.2 of the report constituted a challenge and questioned whether there was any plans to mitigate medium-term risk; the treasury strategy had been scrutinised by the Overview and Scrutiny Management Board and the capital programme was based on contributions and grants where appropriate; the Council had used its own cash balance to supplement shortfalls which had prevented interest rates having to be paid – cash management strategy attempted to primarily consider the medium/long term.

#### RESOLVED

1. That the Committee supports the proposed budget for the service areas within the Committee's remit.
2. That the Committee's comments be captured and shared with the Executive in support to their consideration of a decision on 6 February 2024.

#### 51 TOWN CENTRES IMPROVEMENTS SCRUTINY REVIEW - EXECUTIVE RESPONSE ACTION PLAN

Consideration was given to a report from the Head of Infrastructure Investment and the Funding and Investment Manager on the Executive's response action plan on the Town Centres Improvement's Scrutiny Review. The Executive had considered the Town Centre Improvements in Lincolnshire report and had agreed to respond by 3 December 2023. This response indicated the accepted recommendations and sought to introduce an action plan for their implementation.

The Committee was guided through the report and was informed that the proposed outline plan commenced in April 2024 primarily for market towns across Lincolnshire, and the proposed actions were proportionate in regards to officer availability, the statutory roles of



the Council, and enhanced activities. The plan was described as a whole system approach dedicated to improving town centres.

It was further noted that a cross-council virtual officer working group would support the strategic overview of the agreed action plan and report on the delivery of the recommendations to Members. Additionally, external collaboration and engagement would be facilitated through a series of Local Transport Board meetings as set out in the report. The action plan also proposed a single point of contact (SPOC) dedicated to expertly feed into the officer working group in order to maintain a real time oversight of requirements in town centres. The Committee was informed that officers were currently reviewing a number of pilots with the University of Lincoln, and continued to engage with other partners to ensure work was not duplicated.

During consideration of the report, the following matters were noted:

- Members expressed encouragement in the opportunities being offered to improve Lincolnshire's town centres and requested that updates on the implementation of the action plan be considered by the Committee when appropriate.
- The Committee welcomed the work alongside Local Transport Boards given the rurality and size of Lincolnshire.
- The introduction of a SPOC was supported by the Committee; the Head of Infrastructure Investment subsequently highlighted that the training due to be undertaken by the SPOC would be considered by the Committee at a later meeting.
- Members acknowledged the integral role of partnership working, notably with local police colleagues and the Police Crime Commissioner in the implementation of the action plan.
- It was suggested that events in town centres could be better supported and promoted by utilising County News magazine and social media.
- Details were requested specifically regarding the pilots in Mablethorpe and Holbeach. The Funding and Investment Manager clarified that the Council had created an augmented reality train, whereby residents and visitors of Mablethorpe could download apps on their phones which would enable them access to historical and contemporary stories to increase footfall. Additionally, an app would be introduced in Holbeach which would enable local businesses to share their personal stories, and advertise offers on the app. The Funding and Investment manager noted that multiple District Council's were interested in introducing similar apps and pilots in their communities.
- It was highlighted that a similar local app was introduced in South Kesteven; it was noted that officers had liaised with South Kesteven District Council and it was assured that activity would not duplicated.
- Members requested additional information regarding the recommendation in the report that each County Councillor would receive £3,000 to support local activities aimed at increasing town centre footfall in their divisions. The Committee was

subsequently informed that there would be a pot of money that Councillors could choose to apply for support a relevant project in their local town centres.

- The Head of Infrastructure Investment noted that there had been enthusiasm from local members in Lincoln city as well as more rural areas, although the detail was being investigated as to whether the action plan would be implemented in the city or solely smaller town centres, although the importance of flexibility within implementing the action plan was noted too.
- The Head of Infrastructure Investment encouraged Members to contact her if they wanted to be on the cross-council virtual officer working group.

**RESOLVED**

1. That the Committee endorses the report and action plan
2. That the Committee's satisfaction be recorded on the detailed account provided regarding actions that seek to discharge the recommendations
3. That a further update on the progression of the action plan be brought back to the Committee for its consideration in September 2024.

52 ENVIRONMENT AND ECONOMY SCRUTINY COMMITTEE WORK PROGRAMME

Consideration was given to a report from the Scrutiny Officer which enabled the Committee to comment on the contents of its work programme.

Members were informed that there had been no amendments to the published work programme.

**RESOLVED**

That the work programme be agreed.

The meeting closed at 11.04 am



**Open Report on behalf of Andy Gutherson, Executive Director - Place**

Report to:	<b>Environment and Economy Scrutiny Committee</b>
Date:	<b>27 February 2024</b>
Subject:	<b>Visitor Economy Update</b>

**Summary:**

It has been a difficult year for Visitor Economy businesses with bad weather, challenging economic climate, staff shortages and reduced opening hours. The Council has continued to take strategic leadership and support this priority sector, through providing direct support to raise the profile of the sector via [www.visitlincolnshire.com](http://www.visitlincolnshire.com) and support the continued development through specialist support, development programmes and tools and enhance the visitor experience.

Fundamentally our strategic objective has always been to increase the number of higher spending staying visitors to the county.

**Actions Required:**

Members of the Environment and Economy Scrutiny Committee are invited to:

- 1) Note the achievements of the revitalised [www.visitlincolnshire.com](http://www.visitlincolnshire.com) website.
- 2) To consider the proposed objectives for the Strategic Plan for the Visitor Economy in Lincolnshire.
- 3) To endorse our support for the Local Visitor Economy Partnership (LVEP) and our role within it.
- 4) To advise on how we can encourage more of the local population to engage with the website.

**1. Background**

In the County Council's Corporate Plan, it says that we will 'champion Lincolnshire as a destination of choice'. This report provides a progress report on how we deliver on the ambition that 'more people visit and enjoy Lincolnshire's leisure, tourism and cultural experiences'.

Lincolnshire County Council (LCC) has been active in tourism since the early 1990s. *Our strategic objective has always been to increase the number of higher spending staying visitors to the county, and that remains the case today.*

LCC undertakes a strategic place leadership role, we inspire through our award-winning attractions, we provide a platform to support all visitor economy businesses (website entries and social media, business support, development programmes), we actively undertake an attract and dispersal strategy to enhance the visitor experience, this includes local, national and international visitors.

We have had periods where we invested heavily in promotion of city coast and countryside, in product development, and now after the Covid lockdowns our investment is in supporting businesses through up-skilling, and in high level promotion. Fundamentally that business support and promotion retain that strategic objective, of increasing the number of higher spend visitors to the county.

This Visitor Economy Team continues to focus on actions ‘to achieve an ambitious and sustainable tourism sector in Greater Lincolnshire which grows, increases in value, and provides jobs, investment and a quality product offer’.

### **Visitor Economy Data**

There are a variety of ways to establish the state of business in the Visitor Economy and there is no doubt that 2023 has been a difficult year for Lincolnshire businesses. The annual STEAM data is comprehensive but lags 4-5 months behind and the 2023 figures won't be available until the Spring of 2024. The figures for [www.visitlincolnshire.com](http://www.visitlincolnshire.com) which LCC own and run, are a good indicator of interest in the county and of course, feedback from the businesses themselves.

### **STEAM (Scarborough tourism economic impact assessment modelling tool) 2022 Key Findings for Lincolnshire** ( there is a time lag due to data capture and analysis) :

**Employment supported by the sector is about in line with 2016** – following the visitor numbers trend. 28,215 people are supported by the visitor economy sector and adjacent sectors.

**Economic impact has increased by £0.59 billion (28.9%) to £2.62 billion in 2022.** This puts the trend back on track, following two “lost” years in 2020 and 2021. Economic impact is about £150 million higher than 2019 levels.

It is estimated **visitor numbers remain lower than pre-covid levels.** This indicates that the recovery is not complete. In total there were 30.82 million visits made to Greater Lincolnshire in 2022, 16.8% above 2021 but 7.8% lower than 2016 levels; and every subsequent year pre-covid.

**Staying visitors account for 55% of the economic impact, but 15% of the total visitor numbers.**

- a. There were 4.76 million staying visitors, worth £1.45 billion in 2022. There were 2% more staying visitors than 2019 pre-covid; and 29% more than 2021. An average staying visitor spends **£305** in Greater Lincolnshire.
- b. 26 million people visited tourist sites in Greater Lincolnshire during 2022, worth £1.17 billion to the economy. Day visitor numbers were well below 2016-2019 levels. An average day visitor spends **£45** during a visit to Greater Lincolnshire.
- c. 60% of direct employment in the visitor economy is supported by staying visitors.

**The trend from serviced to non-serviced accommodation continues.** 1.16 million visitors stayed in serviced accommodation (hotels, B&B) during 2022, below 2018 and 2019 levels. Whereas 1.86 million visitors stayed in non-serviced accommodation (self-catering, Air BnB). In terms of impact, serviced accommodation was worth £325 million, employing 4,950 people. Non-serviced accommodation was worth £866 million, employing 6,360 people.

#### **Analytics for [www.visitlincolnshire.com](http://www.visitlincolnshire.com)**

The website was rebuilt during the covid lockdown, it was one of the main actions coming out of the Tourism Commission, (public and private sector Visitor Economy Task Force) there was a clear need for increased profile and marketing support for visitor economy businesses who were suffering greatly.

A strategy for [www.visitlincolnshire.com](http://www.visitlincolnshire.com) has been produced. Our vision is that the site is **“A beautifully curated, expertly delivered, online platform that adds value to all Lincolnshire businesses by inspiring and attracting consumers to our product offer; and converting them to purchase/consume; and extend their stay”**.

[www.visitlincolnshire.com](http://www.visitlincolnshire.com) (VLS) has seen excellent growth in 2023. The website has achieved an increase in user traffic up 61% in 2023 compared to 2022. Search engine optimisation is excellent, and it appears first or second in most searches.

The website saw 1,257,024 page views Jan-Dec 2023. Page views peaked in August with 167,216 during the height of the summer period, coinciding with the school summer holidays.

Stamford has ranked at number 1 in search for an extended period of time now. The Stamford Destination page directs a significant amount of constant traffic to the website (average 49,500 a month).

Growth is attributed to the optimised and continuously updated events pages and also the new valuable destination and category level content added in recent months.

The site is performing for the Visitor Economy businesses as intended; for example, the average conversion rate of visitors clicking through to a booking link or for more information is around 19.3% across the site for the period June to December 2023, this has consistently been around 13-15% since 2021, we understand the industry standard is around 5%. The rise in this figure is pleasing and shows that [www.visitlincolnshire.com](http://www.visitlincolnshire.com) is delivering business

and providing the potential visitor with what they want; as well as delivering valuable traffic to businesses booking pages.

95% of all traffic is from across the UK, with 4% from the Lincoln area and 35% from the London area. Top four overseas countries are USA, Australia, Netherlands and France. The website is as useful to local residents as it is to visitors. We need to ensure that more locals are aware of the website for their own days out, places to eat, walks and events.

We were one of four areas in the UK that took part in the Year of the Coast Spring campaign. It achieved 8.2 million impressions of which 4.5 million were for Lincolnshire. We had a higher-than-average campaign click-through rate of 3.35% (2.75 campaign average). Sutton on Sea and our nature content were the best performing posts.

### **Business Feedback**

The bad weather really affected the 2023 season, especially where day-trippers are concerned, and it was very quiet until well into August. In general people came but spend was down and the footfall did not convert into sales. The cost of doing business was an issue, when the businesses were taking money, they were not making much money.

Businesses report no pattern to trade and there were a lot of last-minute bookings and cutting of rates at the 11<sup>th</sup> hour on the whole pubs/restaurants did better than retail and there have been closures across the board and we have seen some quality businesses go. There have been a number of B&B's that have closed but there has been growth in the number of self-catering businesses. LCC Countryside team have reported a quieter year with car parks less busy.

The wedding market is important for many of our hotels and bigger venues. People are scaling down and no-frills wedding packages are the trend, with smaller weddings, more 'DIY' with the hospitality business often just providing the venue. There may be both an economic and a covid influence here when people enjoyed their smaller weddings more.

The situation in Lincolnshire is probably no different to the rest of England. National Coastal Tourism Academy members from around England reported in June that all resorts were much quieter than usual; and throughout the year have reflected on the last-minute nature of bookings. They also reported that even when people came, they were not spending.

It is fair to say that many people have spent the savings that they built up during lockdown. There is nervousness around what 2024 will bring, the economy is likely to be still very challenging and people will remain very careful with their money.

### **Improvements to [www.visitlincolnshire.com](http://www.visitlincolnshire.com)**

It is important to constantly upgrade our content on the site, this helps us to keep visitors on the site and maintain our top position in search engine optimisation. This is continual and the team have plans for the areas where we can do still better in 2024.

Growth is attributed to the optimised and continuously updated Events pages and the constant addition of new content. **Walking** is one of the most popular areas of the site. The

team have worked with the Countryside Team to improve the presentation and searchability of walks and we now feature over 200 LCC, Poacher Line and Area of Outstanding Natural Beauty (AONB) walks, and the profile of the Viking Way has also been raised; walking is one of the most popular areas of the website.

We will continue to raise the profile of the Viking Way in time for its relaunch in early 2024 and during the year work on a new area for the King Charles III England Coast Path (KCIIECP). Viking Way and KCIIECP are our two major walks and will be presented accordingly. [www.visitlincolnshire.com](http://www.visitlincolnshire.com) has a large and growing audience of both residents and visitors to the county, working with other areas of LCC is a win win and has potential for further development. We have also refreshed the existing cycling pages and added new routes.

**Nature Tourism** is an important part of the Lincolnshire offer and there are some exciting developments which will be of interest to our visitors. The vastly bigger Coronation National Nature Reserve, formerly known as Saltfleetby/Theddlethorpe; the new National Trust reserve at Sandilands; investment at The Royal Society for the Protection of Birds (RSPB) Frampton Marsh; Boothby Wildlands and Wilder Doddington. We are half-way through completing our offer to the bird watching market: there is now a Coastal Trail and a Wolds Trail, and we just need to complete a Fens Trail and one for Western Lincolnshire giving us coverage for the whole county. Much of the work on the Bird Trails has been done by Lincolnshire Bird Club, Lincolnshire Wildlife Trust (LWT), RSPB and the Greater Lincolnshire Nature Partnership. They are written in a very accessible style, providing insider tips on the best places to go and what to find.

When [www.visitlincolnshire.com](http://www.visitlincolnshire.com) was launched in 2021 it was still lockdown and Events was an area that was paused as not a priority. The **Events** area has now been developed and is thriving, a great driver of traffic to the website and very good for our search engine optimisation; as well as being an effective way to refresh the homepage content look and feel as the events calendar automatically refreshes over time as events come and go.

Increasingly visitors are interested in '**Experiences**' and it is common for people to gift trips, afternoon teas, event tickets, learning opportunities and so on. Making memories instead of buying 'things'. To encourage businesses to take advantage of this shift in consumer and visitor behaviour we have produced a toolkit [Lincolnshire Experience Maker Toolkit - Business Lincolnshire \(visitlincolnshire.com\)](#) to help them put together experience packages. We have also launched a brand new Experience section on the visitor site, which consists of a new Experience page in the main navigation along side product 'widgets' on individual business' pages which link to this page. We do recognise the businesses need encouragement and imagination to develop ideas and so we have partnered this activity with support from the Business Lincolnshire Growth Hub Specialist Advisor to assist with product development and diversification. However, we do not see Experiences as a short-lived trend, so it is worth our investment.

**Film Tourism** has been identified by VisitEngland as a key visitor trend – and especially the activity of visiting locations that have been featured in popular film and television productions. This is termed 'Set Jetting'. We have developed new pages on the website that highlight key filming locations in the county, and this will further develop to include suggested itineraries that visitors can create full days out enjoying stepping in the footsteps

of their favourite tv and film characters. This work is supported by a comprehensive social media schedule of activity too.

### **Environmental Impact Support**

Toolkits are a simple way of supporting businesses and seem to work well. Toolkits support any training that we are able to run or can be used independently by businesses. As well as the Experiences Toolkit and the Green Tourism Toolkit, a toolkit has just been produced for the King Charles III England Coast Path (KCIIIIECP), the Lincolnshire section of which is due to complete in early 2025. There are many business opportunities that will be created by this path and with a year to go time to put plans in place.

A short series of face-to-face business workshops will be run in the Spring / Summer to bring the KCIIIIECP Toolkit to life and explore opportunities and potential partnership working with complementary businesses – all with the aim of bringing new tourism product to market and encouraging coast path usage.

The Green Tourism Toolkit is to be rebranded as the Green Hospitality Toolkit and a number of retail case studies are to be added. The toolkit contains a wealth of helpful information that is useful to a wider sector than just tourism hence the renaming. In 2023 there were 679 users, 974 sessions and 1,601 page views. We continue to present the toolkit and its contents at various tourism and hospitality face to face networking events across the region. To date this has included events in North, North East Lincs and also East Lindsey.

### **Visitor Economy Business Development Support**

Through the Business Lincolnshire Growth Hub, we offer fully funded specialist visitor Economy advice and support covering Greater Lincolnshire and Rutland (excluding Boston, East Lindsey, and South Holland, who have a separate offer) Lincoln City, North Kesteven, South Kesteven and West Lindsey, through our adviser Hayley Toyne.

Common support themes include product development and understanding where gaps in current product offers may exist, Public Relations (PR) and communications including fully utilising existing promotional channels available to businesses (i.e., Visit Lincolnshire website and social media, other destination marketing providers), help with online bookability, grant finding, and help with legislation and regulation updates (for example single use plastics, or package holiday regulations).

During lockdown our tourism businesses asked for accessible business development support and we developed [www.business.visitlincolnshire.com](http://www.business.visitlincolnshire.com) which features around 70 especially filmed masterclass videos along side a selection of other support options including downloads, templates, guides, further reading, and the aforementioned toolkits

Working with the Business Lincolnshire Growth Hub we have developed a number of training programmes, including the current programme **Your Business Boost** this is a strategically designed business support initiative aimed at propelling businesses in the Retail, Hospitality, and Leisure sectors toward their fullest potential. The programme recognises their unique challenges and opportunities and tailors its approach accordingly, through a series of themed interventions. To date we have supported just under one



hundred businesses that have accessed the masterclass based programmes Feedback includes *“Really great sessions lots of things to take away and think of. Already changed the home page on our website”*. *“Thank you for a fantastic session - the best yet. So much information and helpful guidance. Thanks again.”* *“Another great session - thank you. Some insightful ideas for expanding our business’ green credentials”*. Positive feedback encourages us to put on more courses when funds are available.

We have also been working to support the Inward Investment activities in terms of working in partnership to produce a **Film Location** offer and Visitor Economy Investment opportunities.

Increasingly, production companies are looking for new and interesting locations to film in. Showcasing our beautiful county to an international audience is fabulous for our tourist industry and our reputation. But we also see economic benefits while film companies are here – to our hospitality, catering and other local businesses.

Lincolnshire County Council is a member of the Filming in England Partnership working with Creative England. This means our tourism staff actively work with local partners and national agencies to welcome filming to Lincolnshire, helping companies to find great locations in our county to assist film and TV productions. <https://www.visitlincolnshire.com/press/lincolnshire-film-tv-location-service>

This activity complements the visitor facing work on Visit Lincolnshire.

While currently a ‘challenger location’ to the UK’s most famous tourism destinations, the area’s visitor offer aligns closely with high-growth market segments of recent years, and projected demand for ‘staycations’ from UK residents in the post-pandemic era. In a growing domestic market, potential cost advantages versus ‘hotspot’ locations further add to Greater Lincolnshire’s visitor appeal.

For businesses investing in the UK’s visitor economy, this means profitable opportunities across a range of areas showing evidence of good demand and constrained supply, including hotels, pubs, other accommodation, major visitor attractions and services including restaurants and cafés. Lincolnshire’s vision is to become the destination of choice in the UK’s thriving domestic and international tourism market.

<https://business.visitlincolnshire.com/resources/commercial/investment-opportunities>

### **Local Visitor Economy Partnership**

Moving forward, we are working in partnership with Visitor Economy bodies across Greater Lincolnshire to align under the new Local Visitor Economy Partnership accreditation.

Visit England is changing the structure of tourism through the creation of circa 40 Local Visitor Economic Partnerships (LVEPs). In November Destination Lincolnshire submitted a LVEP accreditation application on behalf of Greater Lincolnshire and Rutland, which has now been approved.

LVEPs will be strategic and high performing and will be accredited by Visit England. They will lead, manage, and market destinations, collaborating both locally and nationally. Each LVEP is to have a Destination Management Plan.

Destination Lincolnshire is leading a Destination Management Plan (DMP) for Greater Lincolnshire and Rutland. Work started in July, and it will be finished by February 2024 with sign off and adoption of the plan expected in March 2024. It will be aligned to the LVEP policy and emerging devolution conversations. LCC endorse the LVEP and are a co-funder of the DMP.

From our point of view, our contribution to the county's tourism includes, but is not limited to, the operation of [www.visitlincolnshire.com](http://www.visitlincolnshire.com) as an "attract and disperse" website, delivery of business support to a wide range of SMEs in the tourism sector, both 1:1 and backed up by [www.business.visitlincolnshire.com](http://www.business.visitlincolnshire.com), and product development based on nature and on outdoor walking, and the development of thematic itineraries. We see our ability to commission training through our Adult Education and Multiply budgets to be an important opportunity to tackle the skills needs in the sector.

## 2. Conclusion

[www.visitlincolnshire.com](http://www.visitlincolnshire.com) is crucial to everything we do and whilst it is delivering very well as an attract and dispersal website, it still has enormous potential for development. We particularly value your thoughts on encouraging its use by residents.

Our vision is that the website will continue to be **"A beautifully curated, expertly delivered, online platform that adds value to Lincolnshire businesses by inspiring and attracting consumers to our product offer; and converting them to purchase/consume; and extend their stay"**.

The Environment and Scrutiny Committee are invited to review the impact and progress to date and endorse our role within the wider Local Visitor Economy Partnership.

## 3. Consultation

### a) Risks and Impact Analysis

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 Mary Powell Place & Investment Manager  
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**Open Report on behalf of Andy Gutherson Executive Director - Place**

Report to:	<b>Environment and Economy Scrutiny Committee</b>
Date:	<b>27 February 2024</b>
Subject:	<b>Greater Lincolnshire International Strategy and Action Plan 2022-2024 Update</b>

**Summary:**

This report provides an update on activity highlighted in the Action Plan document that was created to support the Greater Lincolnshire International Strategy launched in Q4 2022.

It was recognised when undertaking the strategy work that there were already good levels of support available to businesses interested in or engaging in International Trade, however several recommendations pointed towards improving knowledge sharing, collaboration, coordination and centralisation of information and there have been a number of successes which are highlighted in this update.

International Trade remains a priority area for business support services which contribute to the 'Create Thriving Environments' ambition within the Council's Corporate Plan. There is still more that can be done to further enhance this area of the business support offer. Exporters continue to face challenges around the increased administrative burden when exporting to Europe and there are future challenges as global trade rules are amended to take account of climate change.

It is recommended that a number of the activities in the action plan extend into 2024–25.

**Actions Required:**

The Committee is invited to:

- 1) Note the current progress and the impact from delivery of the International Strategy Action Plan and confirm agreement to continue activity into 2024-25
- 2) Recommend whether to continue activity to progress the International Strategy Action Plan, taking account of the options proposed in the conclusion of this report.
- 3) Continue to support the Growth Hub in highlighting services to business contacts and provide input to assist Officers plan future International Trade Support

## 1. Background

- 1.1.1 The Greater Lincolnshire International Strategy was launched in Q4 2022 following review and confirmation by the International Trade Steering Group, Economic Scrutiny Committee, and the Greater Lincolnshire Local Enterprise Partnership (GLLEP) Board earlier in 2022.
- 1.1.2 The Strategy was produced by independent economic development consultants operating on behalf of the Department for Business and Trade (DBT), and it sets out a series of recommendations that could help DBT and its stakeholders increase international trade levels across the Greater Lincolnshire region.
- 1.1.3 The report highlights that there are a range of partners providing international trade support services and many of the action points within the associated action plan are focussed on how the various organisations can work more closely together to encourage international trade via to export and import practices.
- 1.1.4 Supporting businesses to trade internationally is an important part of economic development. There is evidence to show that businesses who trade internationally will invest more in research and product development, staff training, and facilities for their business. The EU Exit, and globalisation more generally, mean that the ability to trade internationally will become more important for businesses to enable them to compete and grow.
- 1.1.5 The business support activities delivered under the international trade umbrella relate to the 'Create thriving environments' pillar of the Council's Corporate Plan and this work is measured in terms of the number of businesses supported, Performance Indicator 82.
- 1.1.6 The Through consultation with the business and stakeholder community in relation to the Action Plan, five immediate priorities were identified. These included:
- A review of how current online material could be promoted through a single gateway, delivering information in a manner that can be understood and acted upon quickly.
  - How technology can be used to share market information and events programmes more efficiently.
  - How the Humber Freeport can promote the value of international trade to Greater Lincolnshire businesses.
  - How partners can build and develop collaborative practices to support international activities.
  - How an export/ import focused 'Peer to Peer' network could provide knowledge to new or early-stage exporters/ importers

### **Export Data**

- 1.1.7 There is no published export data available at a county level due to commercial sensitivity, however the International Strategy highlighted some interesting statistics:

43.9% of Lincolnshire’s products and services were exported to the EU in 2017.. While there is only limited data at County level, ONS data indicates that Lincolnshire exports more goods to EU countries compared to the rest of the world, with a 63%:37% split in 2015. Lincolnshire’s largest exporting industry is food and drink, with the greatest volume traded to European countries. Other national and regional data also identifies that the USA and is also an important market. These markets will remain important to Lincolnshire exporters in the future.

The infographic below from the Strategy provided more detail on exporting and importing in Greater Lincolnshire.



The Strategy document also highlighted Greater Lincolnshire’s top 10 export countries, both within and outside of the EU in 2019.

Country	Statistical value
Germany	£149 million
USA	£142 million
Irish Republic	£129 million
Netherlands	£114 million
France	£87 million
Spain	£79 million
China	£42 million
Italy	£41 million
Belgium	£41 million
Japan	£29 million

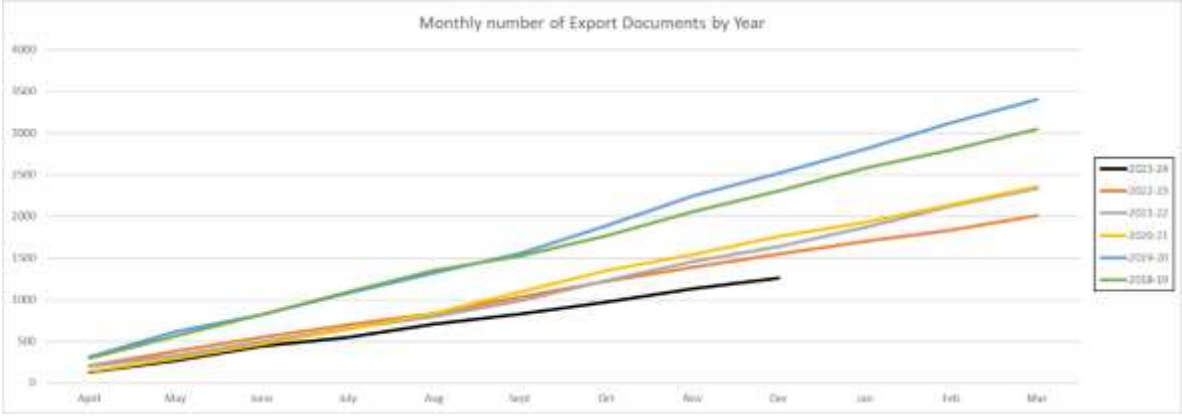
Whilst we do not have further updated published statistics from DBT to compare directly with the data in the Strategy, there is an indication that, four out of the top five export countries are within Europe with the USA also continuing to be an important market.

We are also aware that the East Midlands and the West Midlands are on the same trajectory in terms of the dips and peaks in export trade over time, so Greater Lincolnshire is following the same trends in data overall.

DBT have also confirmed that Export volumes overall are back to pre-covid levels, however generally speaking, there has been a shift and exporters are replacing European markets with other countries.

Additional local export data has been shared by Lincolnshire Chamber of Commerce (CoC) who provide an export documentation service to businesses in Greater Lincolnshire. Whilst this data is only a subset of all Greater Lincolnshire exports, it provides an interesting set of proxy data which we can track over time.

The graph below shows the cumulative monthly count of documents certified by Lincolnshire Chamber – this could include CoC’s, EUR1’s<sup>1</sup>, invoices and other documents. An average of 200 documents per month are certified, but the figures show declining levels of usage year on year, and we are working with colleagues at Lincolnshire Chamber of Commerce to identify why this may be.



Lincolnshire Chamber of Commerce also track the export markets that users of the Lincolnshire Chamber Export Documentation service are sending good to. Taking data to date, these are:

- Egypt
- Qatar
- India
- UAE
- Algeria

<sup>1</sup> An EUR1, also known as a 'movement certificate', enables importers in certain countries to import goods at a reduced or nil rate of import duty under trade agreements between the UK and partner countries.

## Action Plan Update – Highlights

1.1.8 A more detailed response to each of the 18 points in the action plan has been provided in appendix 1 to this paper. This section of the paper provides some highlights.

1.1.9 It should be noted that, since the launch of the Strategy and Action Plan, there have been some changes in the personnel named in the plan. Since Q1 2023, there is no longer a dedicated officer for International Trade activity in the Lincolnshire County Council (LCC) Enterprise Growth Team. The coordination activity required to progress the actions has therefore been progressed by the wider Enterprise Growth Team alongside their existing portfolio of work. Activity relating to actions in the plan have therefore been progressing at a slower pace, but nevertheless, there has been some good progress and there is evidence of improved communication, collaboration, and coordination.

### 1.1.10 Communication and Website Content:

A large part of the Action plan is focussed towards developing improved collaboration and communication between the various elements of the International Trade support ecosystem and to have a dedicated communication campaign to focus on key messages in relation to International Trade support. A number of actions have been completed to support these aims:

- A contract has been procured with Social Change UK to implement an export focused communication campaign which incorporates messages from Business Lincolnshire, DBT and Lincolnshire Chamber of Commerce as well as local success stories which have been produced by Business Lincolnshire and DBT.
- There is a bi-monthly meeting of Business Lincolnshire, Lincolnshire Chamber of Commerce, Global Trade Department and Social Change UK to discuss current and future activity and agree key messages. To date there have been 167 content pieces across the Business Lincolnshire Newsletter and Social Media Channels reaching an audience of 70,594, and engaging with 2,864 through clicks, likes, shares etc.
- There was a review of the Business Lincolnshire Exporting and Internationalisation support page and the content has been extended to include the information highlighted in the Action Plan. The content of this page forms part of our ongoing website review and there are plans for new assets and information to be provided as part of the next steps.
- The government's international trade support website [www.great.gov.uk](http://www.great.gov.uk), has also undergone a significant review and streamlining which makes it much easier to navigate and there are strong linkages between the Business Lincolnshire website and [great.gov.uk](http://great.gov.uk).
- A new Export Support flier has been created that helps businesses understand the various types of exporting support that are available locally. An animated video and 3 talking heads videos are currently under development which will also

be used to tap into business global trade pain points, explain what support is available and where to go to access it.

- International Trade was the focus of a #BLLive event in November 22 which included all of the main providers of international trade support and attracted an audience of 227.
- The number of visitors to the international trade pages on the Business Lincolnshire website has increased significantly as the table below highlights. This correlates closely with the inclusion of international trade related content in the Business Lincolnshire newsletter and social media channels and the heightened activity which occurred at the time of the Going Global conference at the end of November.

Month	Page views
Jan-23	23
Feb-23	32
Mar-23	54
Apr-23	38
May-23	14
Jun-23	84
Jul-23	70
Aug-23	36
Sep-23	74
Oct-23	41
Nov-23	133
Dec-23	128
1st - 19th Jan 2024	48
<b>Total</b>	<b>775</b>

#### 1.1.11 Adviser Training & Tools:

- In October 2022, all Business Lincolnshire generalist and specialist advisors took part in an information sharing webinar which included up to date information about the services provided by DBT, Lincolnshire Chamber of Commerce and the Empowering SMEs<sup>2</sup> in International Trade Programme. Feedback from the session was very positive and has developed improved cross referral. The activity will be repeated bi-annually.
- DBT have developed an improved partner communication toolkit which is now shared with the growth hub. This provides up to date information about support, events, new markets etc. which is shared with Advisers so they are better informed and can make appropriate referrals.
- We are developing an adviser prompt tool that might be used by advisers as part of their initial conversations with businesses to ascertain the appetite a company has to trade internationally (export and/or import).

#### 1.1.12 Going Global Export Conference

Business Lincolnshire’s **Going Global Conference** was held on Monday 27th November at the International Bomber Command Centre, there were over 60

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<sup>2</sup> Small and medium-sized enterprises.



businesses in attendance. The event provided a mix of networking, keynote speakers and panel discussions with a focus on using real life business case studies to promote exporting and share knowledge.

The case studies were provided by DBT Export Champions from Lincolnshire – Concept Smokescreens, Plum Products, Equidet and PAB Group, who reflected on their export journey, shared best practice and top tips for those who were either new to exporting/importing or just beginning their journey. The feedback from the event was excellent and generated a wait list for the Business Lincolnshire International Trade Peer Network.

#### 1.1.13 Existing and New provision

When the Action Plan was developed there was an expectation that there may be additional funding for International Trade support available through the UK Shared Prosperity Fund (UKSPF), but there has not been any additional funding through this route or through DBT for enhanced services. However, through LCC there has been an enhancement to the support available through the delivery of the International Trade Peer Network and Roundtable programme which is outlined below.

Our Business Lincolnshire international trade expert adviser retired in 2023 and the initial triage role that he was undertaking is now undertaken by the Business Lincolnshire Growth Hub Adviser. The Growth Hub Adviser will ask the business owner about their business and the type of international trade support that they are seeking; and at the same time, they might identify wider support to signpost them to.

The international trade support currently available consists of:

- A new **International Trade Peer Network and Roundtable** programme which Lincolnshire Chamber of Commerce has been procured to deliver on behalf of Business Lincolnshire. The Peer Network is delivered through a series of high impact group sessions with each cohort led by a trained facilitator. The programme also includes some 121 support, professional service advice and mentoring. The aim of the Large Business Round-Tables is to bring together larger businesses with experience in international trade who are able to share best practice, provide inspiration and perhaps mentor newer lesser experienced businesses.
- Services from the Department for Business and Trade, which includes **two dedicated advisors who cover Lincolnshire**, and in addition a further DBT international trade advisor linked to the Greater Lincolnshire Local Enterprise Partnership. These advisors offer one to one and sector specialist support, via a regional team to Lincolnshire's larger and more established exporters, in addition to a wide range of DBT events and webinars designed to support all needs. [www.Great.gov.uk](http://www.Great.gov.uk) is a fantastic online information resource for exporters and those interested in or planning to export.

- The Global Trade Department deliver a successful support programme to both importers and exporters on behalf of the three East Midlands Growth Hubs, called **Empowering SMEs in International Trade**. This includes **short Trade Clinics through to longer Export Manager programmes** alongside a range of online webinars.
- Lincolnshire Chamber of Commerce host an **International Trade Hub** helping connect businesses all around the world and an international trade documentation service alongside accredited training programmes to upskill business owners and their teams.

#### 1.1.14 New Markets:

The **UK have negotiated over 70 Free Trade Agreements (FTA) to date**. These are high-level agreements and will benefit UK industry with lower tariffs, and government-2-government agreements on digital documentation. However, for most SMEs these FTAs are difficult to navigate.

In addition to the Free Trade Agreements, the UK Government also utilises Memorandum of Understanding (MOUs) as an alternative government to government route to trade and cooperation. This vehicle is mostly being utilised in the USA. There is currently no trade deal with the US and the MOUs are a way to formalise evidence-based cooperation and promote the viability of a US trade deal in the future.

There is no central searchable list of MOUs, but we are working with DBT colleagues to assess these, as nurturing MOUs in the USA, where sectors align, may offer good opportunities for businesses, particularly as Greater Lincolnshire already has a high proportion of exports to the USA. The most recent MOU trade deal with US State of Washington is a good example and information about this can be found [here](#).

These MOUs are already proving useful to UK business such as the motorsports sector, which has extensive links to North Carolina (the home of Nascar) and Indiana (home of the Indy 500). North Carolina also has a cluster of Agri-tech and pharmaceutical companies within the Research Triangle, who are leading the way with a diverse business ecosystem of over 7,000 companies across multiple industries including Agri-tech, Cleantech, Life Sciences, Advanced Manufacturing and Technology.

In addition, the [www.Great.gov.uk](http://www.Great.gov.uk) website includes a wealth of information about new markets and the Business Lincolnshire website includes much clearer links with this market information.

The talking heads and animation videos currently under development will include a focus on how to research new market opportunities.

### 1.1.15 Case Studies:

Lincolnshire based **Plum Play** are a family business who have been manufacturing activity toys for 35 years. They now sell their products in 57 countries, and they put their export journey at the centre of their success with expanding into new markets being the company's strategic priority since 2015.

**Plum Products MD Paul Schaffer** said: *"Expanding into global markets has massively future-proofed and de-risked Plum Play. If we had kept to trading in the UK only, we wouldn't have been able to keep sales steady, let alone grow the business to the scale it's currently at.....Business Lincolnshire were super helpful throughout these periods of change. By facilitating customs advice and guiding us through how to accurately fill out important documentation to remain compliant, they really helped us to strip the jargon and navigate these changes in trading rules."*

The full case study can be found [here](#).

Lincolnshire based online gifting company, the **British Hamper Company**, has been the subject of a DBT case study. They sell luxury food hampers worldwide and their biggest market is the USA with growing markets in Australia, the Far East, UAE, Canada, and the EU.

**James Tod - Co-founder and Managing Director, The British Hamper Company** said *"We've had a relationship with DIT [now DBT] since we started and have had brilliant support over the years, from helping us expand into different export markets, to helping us with our systems so we can process the complex paperwork that's required for food produce"*.

The full case study can be found [here](#).

### **Environmental Impact – Sustainable Global Trade**

1.1.16 Sustainability is an important strand in all business support delivery activity. Businesses undertaking global trade must become much more aware of their international supply chains and prepare for the transformation that will come in response to climate change.

1.1.17 Business Lincolnshire is currently developing a 'talking heads' video which will highlight the topic of sustainable global trade and signpost to tools that global traders can access to assess their current mode of operating and guide them to adopt sustainable trade practices that will serve to gain competitive advantage, futureproof growth and to assist with carbon related legislative changes that are coming into force. This 'talking heads' video will feature on the Business Lincolnshire website and will be utilised as part of the international trade comms campaign. Sustainable global trade will also be one of the pillars of the ongoing comms campaign with assets produced and shared via the [www.businesslincolnshire.com](http://www.businesslincolnshire.com) and partner websites and social media.

1.1.18 One such legislative change is the EU Carbon Border Adjustment Mechanism (CBAM) regulations which commenced transitional phase on 1<sup>st</sup> October 2023. Initially CBAM regulations will be focussed on a subset of imports including cement, iron and steel, aluminium, fertilisers, electricity, and hydrogen and this will operate as a pilot with a view to rolling out further over time.

1.1.19 CBAM has been implemented to mitigate the risk of so called 'carbon leakage', where carbon intensive production is moved outside of the EU where less stringent climate policies exist or where EU manufactured products are replaced by more carbon intensive imports and thereby support the decarbonisation of EU industry. CBAM will ensure the carbon price of imports is equivalent to the carbon price of domestic production, and that the EU's climate objectives are not undermined and therefore, UK importers will need to put appropriate measures in place to be able to meet the reporting requirements.

## 2. Conclusion

There has been good progress across many of the actions highlighted within the International Strategy Action Plan and improved cross communication, cross referral and information sharing processes have been established. Some of the action items are now closed but others could still be progressed.

The initial planned phase of the International Trade Strategy work was 2022 to 2024. As we are nearing the end of this period, there is a decision to be made as to whether to continue to progress the remaining actions, or to bring work on the action plan to a close at this point.

Given that partner organisations are willing and supportive in wanting to continue to deliver international trade support in a coordinated and collaborative way, there is evidence of sustained demand for International Trade support and there are sustainable global trade legislative changes planned which business owners will need support to navigate, our recommendation would be to continue to progress activity as much as current capacity allows.

If the work on the action plan is to be progressed, we would also recommend:

- Simplifying the plan by closing actions 5, 6, 7, 8, 11, 12, 14, 15, 17 as separate actions and progress these under action item 1. Item 1 relates to the coordinated comms campaign which, if agreed, should run for a further 12 months to end March 2025, alongside the bi-monthly partner comms meetings.
- Continuing to progress activity under action items 1, 2, 3, 4, 9, 10, 16, 18 including:
  - extending the Export Peer Network programme to support 2 further cohorts and introduce focused support for Sustainable Global Trade and upcoming legislative changes through the Business Lincolnshire Website, Peer Network, and the Empowering SMEs in International Trade programme.
  - Investigating how Greater Lincolnshire businesses might benefit from International Trade MOU's.
- Continue to lobby DBT for improved access to Greater Lincolnshire data.

- Work with DBT to refresh the Greater International Strategy plan during 2025 to measure the impact of the activity and to determine next steps.

### 3. Consultation

#### a) Risks and Impact Analysis

N/A

### 4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Greater Lincolnshire International Trade Action Plan 2022-24

### 5. Background Papers

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

This report was written by Angela Driver, who can be contacted on [Angela.Driver@lincolnshire.gov.uk](mailto:Angela.Driver@lincolnshire.gov.uk), and Jeannine Thornley, who can be contacted on [Jeannine.Thornley@lincolnshire.gov.uk](mailto:Jeannine.Thornley@lincolnshire.gov.uk).

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## Greater Lincolnshire International Trade Action Plan 2022-24

	Recommendation	Why is it important?	Stakeholder involvement (key contact)	Outcome anticipated	Action	Date
1	<p>Growth Hub will work with partners to devise <b>a single export campaign</b> which brings together key players perhaps in a task and finish group to agree a range of actions that promote the benefits of trade to business and how services, activities and events can be cross promoted.</p> <p><b>Growth Hub to present coherent integrated content on its website</b> that focuses on the support available and not who provides it.</p>	<p>There is a need to provide more online encouragement for new exporters to begin their journey.</p> <p>GLLEP is well-placed to lead a campaign to align the range of support through a single lens. This will lead to integrated content on its and other partners website</p>	<ul style="list-style-type: none"> <li>• Growth Hub (Jeannine Thornley)</li> <li>• Key regional networks</li> <li>• Lincolnshire Chamber (Eve Farley)</li> <li>• Hull and Humber Chamber</li> </ul>	<p>Greater number of businesses able to access information to begin their export experience</p>	<p>BL and partners to drive forward promotional activities arising from strategy and action plan, led by Business Lincolnshire, overseen by Internationalisation Steering Group.</p> <p>Bring together existing support and promote effectively via Business Lincolnshire website and wider.</p> <p>Create and deliver effective communications campaign to promote all</p>	<p>By 31/12/2022 (comms campaign ongoing)</p>

					internationalisation support in Greater Lincolnshire	
1	<p><b>Update at January 2024:</b></p> <p>Q4 2022, Procurement activity to secure supplier to deliver a comms campaign, won by Social Change UK Ltd. The contract includes delivery including content pieces for website and social media channels promoting various elements as highlighted in a number of points in the action plan. Messages have included content to highlight activity of DBT, the Export Department and Lincolnshire Chamber of Commerce to develop a coordinated and diverse range of subject areas.</p> <p>Examples of content pieces include multiple <a href="#">factsheets</a>, <a href="#">news stories</a>, <a href="#">case studies</a> – click the links to see a small number of examples.</p> <p>The content on the Business Lincolnshire website has undergone significant review and information is now more logically set out and organised to include Local and National support offers, Trade Agreements, Market Reports and Freeports - see <a href="#">Exporting   Business Lincolnshire   Business Lincolnshire</a>.</p> <p>The Business Lincolnshire website signposts to <a href="http://www.great.gov.uk">www.great.gov.uk</a> which is the UK government resource portal for businesses searching for an International Trade support. Great.gov.uk has been significantly improved recently and now provides much clearer navigation across a full range of international trade subjects – “Codes, Tariffs and Procedures”, “Duties, Taxes and Customs”, “Funding and Finance”, “Finding New Markets”, “Establishing Businesses Overseas” and “Expanding Knowledge”.</p> <p>There have also been new documents added as downloadable resources including lists of local professional service organisations that support exporters and importers, Freight Forwarders and an International Trade Support flier which relates to action point 13.</p> <p>There have been two events specifically focussed on exporting.</p> <p>The <b>#BLLive event</b> on 22<sup>nd</sup> November 2022 covered Growing Through Importing and Exporting and attracted an audience of 227 across social media channels.</p>					



In addition, **Business Lincolnshire's Going Global Conference** was held on Monday 27th November at the International Bomber Command Centre, there were over 60 businesses in attendance. The event provided a mix of networking, keynote speakers and panel discussions with a focus on using real life business case studies to promote exporting and share knowledge. The case studies were provided by DBT Export Champions from Lincolnshire who reflected on their export journey, shared best practice and top tips for those who were either new to exporting/importing or just beginning their journey. The feedback from the event was excellent and generated a wait list for the Business Lincolnshire International Trade Peer Network.

### Take up of support Metrics

To date there have been 167 content pieces across the Business Lincolnshire Newsletter and Social Media Channels reaching an audience of 70,594, and engaging with 2,864 through clicks, likes, shares etc.

The number of the visitors to the international trade main landing page on the Business Lincolnshire website have increased significantly through 2023 - Q1 23 – 109, Q2 23 – 136, Q3 2023 – 180, Q4 2023 – 302. This correlates closely with the inclusion of international trade related content in the Business Lincolnshire newsletter and social media channels and the heightened activity which occurred at the time of the Going Global conference at the end of November.

There have been a total of 38 enquiries to the Empowering SMEs in International Trade Programme and 23 of these businesses have received more intensive support of between 2 and 30 hours per business. A total of 189.5 support hours have been delivered with an average of 8 hours of support delivered per business.

Lincolnshire Chamber of Commerce track the number of users of the Export documentation service. The data below shows the monthly count of documents certified by Lincolnshire Chamber - this could include CofO's, EUR1's, Invoices and Other Docs

<u>Months</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>Aug</u>	<u>Sept</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>
2023-24	129	136	180	106	153	127	141	157	133			
2022-23	207	175	167	148	137	198	191	165	161	152	133	179
2021-22	196	136	165	159	141	190	245	223	184	230	257	207
2020-21	136	152	176	182	191	253	260	189	220	169	209	221

	2019-20	317	302	200	261	237	242	327	358	270	288	321	281
	2018-19	299	262	257	276	255	174	245	288	248	270	224	248
	<b>Next Step Actions Include:</b>												
	<ul style="list-style-type: none"> <li>• Extend delivery of comms activity through to end 24-25 Financial Year</li> <li>• Creation of an animation which highlights the customer journey for a business interested in accessing new markets. This will be developed in March 2024.</li> <li>• Further development of International Trade Case Studies including 3 talking heads videos being developed by the end March 2024 focussing on new Trade Agreements, Sustainable International Trade and Local Business support services and organisations, plus 5 further case studies – including Thread Bear, The Recovery Coach, Oink, Baa Baby and PAB Languages</li> <li>• Coordinate a Bi- Monthly meeting of representatives from DBT, Lincolnshire Chamber, the Export Department and Social Change UK ltd., to continue to share updates and coordinate messages</li> <li>• Continue to add to and update the <a href="http://www.businesslincolnshire.com">www.businesslincolnshire.com</a> international trade related content</li> <li>• Ongoing maintenance of the Business Lincolnshire International Trade webpages and comms channels including: <ul style="list-style-type: none"> <li>○ Trade Missions &amp; doing business online overseas (item 5)</li> <li>○ Freeports (item 6)</li> <li>○ Promote New Market opportunities (item 7)</li> <li>○ Cultural differences (item 8)</li> <li>○ Market Information (item 11)</li> <li>○ National campaigns and national support offers (item 12)</li> <li>○ Export Finance information (item 14)</li> <li>○ HMRC information (item 15)</li> <li>○ Case Studies (item 17)</li> </ul> </li> </ul>												
2	Exporting should be viewed as a route to improve resilience and productivity. Growth Hub should consider developing	By developing knowledge and export capability, there will be	<ul style="list-style-type: none"> <li>• Growth Hub (Jeannine Thornley)</li> </ul>	Increased number of businesses aware of, and progressing export opportunities	BL to develop and deliver bespoke training to business advisers, both	By 31/3/23							

	exporting as a <b>thread through all Growth Hub business support programmes with advisers' upskilled to spot businesses with export capacity.</b>	opportunities to identify a greater number of companies with export potential and provide early stage support.			publicly funded and external, to enable them to spot, support and signpost new and potential exporters	
2	<p><b>Update at January 2024:</b>  On 13th October 2022, 26 delegates including Business Lincolnshire Growth Hub Generalist and Specialist Advisers, Enterprise Growth Officers and team members from external organisations, took part in an online training webinar where delivery suppliers spent time talking through their business support offers, referral mechanisms, and providing time for Q&amp;A. There have also been a number of informal briefings of advisers and there have been examples of improved cross referral between the various business support organisations.</p> <div data-bbox="286 746 1966 1204" style="border: 1px solid orange; padding: 10px;"> <p><b>Internal case study – Tonye Kharma - Enrich Geo – Example of cross referral</b>  Enrich Geo is a young and vibrant Technologies Solution company with offices in London and Grantham. The company has a rich combination of technology experts as well as domain specialists in the field of Life Sciences, Manufacturing &amp; Supply Chain, Oil &amp; Gas and Agriculture. The founders of the company bring in overall 100 years of collective leadership experience and have a strong IT, finance and customer experience, initially focussing on African companies and now have set their eyes on the European market. Tonye Kharma, (based in Grantham) first contacted the Chamber “call to companies to join the P2P programme” outreach. Tonye was our first sign up for the 2nd P2P. The Peer Network Team worked 1-2 -1 with Tonye which included a briefing from Heather Martin, DBT. As a result of the briefing, Tonye signed up to the DBT Export Academy, and Heather brokered a discussion with InnovateUK Edge. After long discussions and introductions Tonye applied to Innovate Edge and are now in the running for funding to develop their offering. The business continues to gather momentum and are a company to watch for a future promotional case study.</p> </div> <p>DBT have also been liaising the District Council colleagues to undertake one-to-one briefings and International Trade support features in other strategic and partner meetings.</p>					

	<p><b>Next Step Actions Include:</b></p> <ul style="list-style-type: none"> <li>• Refresher training session for Advisers towards the Q4 2024</li> <li>• Development of a set of International Trade diagnostic questions that Advisers can build into discussions with businesses</li> <li>• Pilot an online Panel Q&amp;A event to provide a live forum for business to come with queries</li> </ul>					
3	Consider providing practical information and examples of the <b>benefit of Trade Agreements as they are secured</b>	Businesses are seeking to understand the benefits of Trade Agreements and how they can use them to export.	<ul style="list-style-type: none"> <li>• DBT (Mick Carling)</li> <li>• Chamber (Eve Farley)</li> <li>• Growth Hub (Jeannine Thornley)</li> </ul>	Businesses focusing on growing markets where the UK has established new agreements	BL to ensure relevant, easily accessible and up to date information is available online at and promoted effectively by all stakeholders.	By 31/12/22
3	<p><b>Update at January 2024:</b></p> <p>The UK have negotiated over 70 Free Trade Agreements to date. These are high-level agreements and will benefit UK industry with lower tariffs, and government-2-government agreements on digital documentation. However, for most SMEs these FTAs are difficult to navigate. An alternative agreement for SMEs, are the MOUs being signed between the UK and overseas regions. MOU's for example with US states, are unique to our relationship with individual states, and set out mutual goals and activities to strengthen our economic ties and they offer a framework to help address trade barriers, increase trade and investment and enhance business networks, and ultimately grow and increase jobs.</p> <p>There are opportunities through an agreed MOU, such as:-</p> <ul style="list-style-type: none"> <li>• Commitments to promoting trade between the parties, using trade missions, roundtables and targeted events, business delegations and information sharing.</li> <li>• Cooperation on government procurement, including aspirations for equal treatment, alongside support for regulators that may wish to mutually recognise qualifications.</li> <li>• Co-operation between academic institutions.</li> </ul> <p>These MOUs are already proving useful to UK business such as the motorsports sector, which has extensive links to North Carolina (the home of Nascar) and Indiana (home of the Indy 500). North Carolina has a cluster of Agri-tech and pharmaceutical companies, within the Research Triangle leading the way with a diverse business ecosystem with over 7,000 companies across multiple industries including Agtech, Cleantech, Life Sciences, Advantaged Manufacturing and Technology.</p>					

	<p>Lincolnshire Chamber of Commerce have been utilising existing connections with North Carolina - UK Honorary Consul Justin Sosne, Economic Community Development Manager Carl Rees and 2 academics who are nurturing the North Carolina Agri-tech cluster - to establish a relationship for the Peer Network participants and are working towards a round table and virtual mission for the group.</p> <p>Business Lincolnshire will work with partners to develop further content for the website and for the comms campaign to highlight the MOU opportunities for businesses and how they might take advantage of this route.</p> <p><b>Next Steps:</b></p> <ul style="list-style-type: none"> <li>Investigate how Greater Lincolnshire Businesses might benefit from International Trade MOUs and develop future content for the comms campaign</li> <li>Create and promote Talking Heads video focussing on Trade Agreements and how to research new markets</li> </ul>					
4	<p>Explore how the new Levelling Up fund (or similar) could <b>add capacity to existing export services</b></p>	<p>Export capacity is currently stretched. Additional resource would help target and reach more businesses, this would allow great tailored support being provided to individual businesses</p>	<ul style="list-style-type: none"> <li>DBT (Mick Carling)</li> <li>Growth Hub (Jeannine Thornley)</li> </ul>	<p>More companies supported to become exporters/importers or expand their internationalisation activities.</p>	<p>Consider funding opportunities if required/as they become available depending on export support landscape and gaps</p>	<p>From September 2022</p>
4	<p><b>Update at January 2024:</b></p> <p>To date there have been no additional funding opportunities identified for Business Lincolnshire to extend its support offer via the UK Shared Prosperity Fund (UKSPF). However, a small amount of LCC funding has been allocated to delivery of items within the International Strategy Action Plan and some of this funding has been allocated to extending services through a procured Export Peer-2 -Peer Network and Roundtable Programme which has been very well received by local businesses and the offer will be extended into 24-25.</p> <p>LCC currently has two Export Peer-2 -Peer (P2P) cohorts running side-by-side and there will be a Large Business Round table in early March.</p>					

The first P2P group is ending, with the last face-2-face meeting scheduled for mid-March. However, this group has developed a good team relationship and will continue to support each other and access support from Business Lincolnshire and the Chamber. The 2<sup>nd</sup> P2P are halfway through the programme with 2 further meetings scheduled for February and March. The business round table will also take place in March.

In addition, Greater Lincolnshire businesses are also able to access the DBT funded East Midlands Empowering SMEs in International Trade programme which includes a mixture of support including lunchtime webinars, dedicated 1-2-1 support, compliance reviews, sustainable trade planning and a Global Trade Manager Programme. So far, in Greater Lincolnshire, There have been a total of 38 enquiries to the Empowering SMEs in International Trade Programme and 23 of these businesses have received more intensive support of between 2 and 30 hours per business. A total of 189.5 support hours have been delivered with an average of 8 hours of support delivered per business. Two examples of businesses that have received support follow:

### Case Study 1 - Lincolnshire-based manufacturer of baby accessories.

This business had to stop shipping their sheepskin-based products to Ireland post Brexit because of sanitary measures imposed on EU imports from the UK. Ireland was a massive territory for this small business, and therefore the issue threatened a big loss in revenue. They were unable to get to the bottom of why their goods were blocked at Irish customs.

Some products used by the business are also imported to the UK from 3<sup>rd</sup> countries so a 'double duty scenario' existed which inflated the landed cost in Ireland making the goods more expensive on the Irish market and leaving the company less able to compete with other suppliers.

Through the Empowering SMEs programme, a product classification exercise was undertaken, liaising with HMRC to ensure that the company was using the correct commodity codes to ship product. The team then located the EU regulation governing the import and placing of such goods on the EU market. Obtaining more information from the supplier on the manufacturing process of the goods, the team were able to find a derogation in the regulation that effectively exempts the company's products from sanitary controls and expensive Export Health Certificates.

The business is now equipped with the exact verbiage to include on export documentation, together with the exemption codes to be used on the export and import entries to ensure that custom officials treat these goods as 'standard' rather than those requiring 'sanitary controls'. The business is now ready to resume a level of frictionless export to Ireland and mainland Europe.

Should the business decide to register for VAT in Ireland and offer DPD delivery to its consumers, it all but replicates the customer experience it was able to provide pre-Brexit, significantly enhancing its competitive position. Furthermore, we have discussed with the business options to reduce the 'double duty' scenario, giving it the option to either reduce its retail pricing or boost its margins.

**Case Study 2 - Lincolnshire-based experience company**

This is a small business with a complex organisation involving directors in different countries, and consumers travelling from the US to consume a service in the EU. Situations such as these can have complex legal and tax implications for UK companies now that the UK is not part of the EU. One director resides in the UK, the other in the US, the service delivery is in France, and customer-base in the US. One of the most complicated elements of this situation is 1) EU VAT on the service and 2) finding the most suitable tax and legal position to adopt to sell the service, ensuring that the company abides by local regulation. Essentially the directors needed to know whether they could operate the business from the UK, or whether they needed to establish a separate trading entity in France, and in which case, whether this ought to be a subsidiary or branch of the UK parent, or entirely separate entity to the UK company.

It has become more challenging for UK nationals to establish EU entities post Brexit; entry requirements for UK citizens are administered by each EU Member State rather than at the EU Commission level, leaving the legalities difficult to navigate. Furthermore, some states have restrictions around equity capital and bank accounts being owned by non-EU nationals.

The support provided included a thorough cost / benefit analysis for each option, assessing VAT, entry requirements for directors, French incorporation requirements, and local regulation governing the advertising and selling of the service. The business has now had several detailed discussions with suppliers in France and has (to quote) *“been able to talk from a highly informed viewpoint about its plans for expansion in the market, ensuring it gained the credibility it so very much needed at this stage”*.

**Next Steps:**

- Extend delivery of the LCC funded International Trade Peer Network through until the end of March 2025.
- Introduce focused support for Sustainable Global Trade and upcoming legislative changes through the Business Lincolnshire Website, Peer Network and the Empowering SMEs in International Trade programme
- Continue to work with DBT to scan for additional sources of funding.
- Build in Export business support capacity into post 2025 delivery plans under the devolved authority.

5	With Covid-19 moving the majority of business activity	Businesses recognise the value	<ul style="list-style-type: none"> <li>• DBT (Heather Martin) (delivery)</li> </ul>	More efficient use of time and digital	BL to continue to work with relevant	Ongoing
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	<p>online, identify how businesses can <b>access virtual content such as Meet the Buyer and Trade Missions</b></p> <p>Where appropriate <b>encourage a business to become an international seller online.</b></p>	<p>of trade missions. The pandemic has led to the rapid increase of online engagement. It is felt that future introductory sessions could be online, this would reduce time input at this early stage and retain the value to business previously gained.</p> <p>With increased use of technology, explore how support and advice can encourage businesses that sell online to sell internationally online</p>	<ul style="list-style-type: none"> <li>Lincolnshire Chamber (Eve Farley)</li> <li>Local Authority (promotion only)</li> </ul>	<p>resources, with improved outcomes potentially available to businesses.</p> <p>Increased number of businesses using online sales to increase their international presence</p>	<p>partner organisations to identify and promote suitable trade missions and meet the buyer events.</p> <p>Growth Hub to amplify promotional activity.</p>	
5	<p><b>Update at January 2024:</b>          There are a number of examples of coordinated comms in relation to this action point, for example, in September 2023 there was a Food and Drink <a href="#">Meet the Buyer event</a> that was highlighted. Other examples include the <a href="#">UK Trade Mission to Arab Health 2024 in Dubai, UAE</a>.</p>					

	<p><b>Next Steps:</b>          Additional information in relation to Trade Missions will be added to the Business Lincolnshire website. Ongoing updates to the Business Lincolnshire website will be undertaken as and when new information is available as part of Action item 1.          See Item 3 – MOU’s and potential collaboration with virtual trade missions</p> <p><b>Action closed and will be tracked as part of item 1</b></p>					
6	<p>Consider how the <b>East Midlands Airport and the Humber Freeport</b> designations could be used to promote the value international trade and the supply chain opportunities it can bring. Focusing on potential exporters and those businesses that could be attracted to the Freeport zone.</p> <p>Review the package of trade support to add to the inward investment proposition</p>	<p>Freeport designation provides a time-limited focus on trade, partners can focus key messaging on the value of exporting, opportunities to boost supply chains and the ease of international trade</p>	<ul style="list-style-type: none"> <li>• DBT ( Mick Carling)</li> <li>• Business Lincolnshire (Jeannine Thornley)</li> <li>• DBT (Heather Martin)</li> </ul>	<p>Increased awareness of international trade opportunities and successful delivery of the Freeports</p>	<p>BL to work with DBT/partners to obtain detailed information when available and promote effectively to exporters and importers to enable them to make informed decisions and grasp opportunities and benefits.</p>	<p>2022/23</p>
6	<p><b>Update at January 2024:</b>          Freeports has a dedicated tile on the Business Lincolnshire Website to help and promote the opportunities available for businesses - <a href="#">Freeports   Exports   Business Lincolnshire   Business Lincolnshire</a>. The content includes information about the Humber Freeport and the East Midlands Freeport at East Midlands airport.</p>					

	<p>The window to claim freeport tax reliefs in England was extended from five to ten years as announced in the Autumn Statement November 2023 – this extension of the tax window is recognition that this is a long-term project and needs sufficient time to plan, build and deliver the developments. This announcement was amplified to businesses through the Business Lincolnshire newsletter, and all our social media platforms.</p> <p>Freeport updates have featured numerous times in the comms activity, with some examples including <a href="#">web content</a>, <a href="#">LinkedIn content</a></p> <p><b>Next Steps:</b> Additional information in relation to Freeports will be added to the Business Lincolnshire website and we will keep working with GLLEP colleagues who are leading on this work to ensure information remains up to date. Ongoing updates to the Business Lincolnshire website will be undertaken as and when new information is available as part of Action item 1.</p> <p><b>Action closed and will be tracked as part of item 1</b></p>					
7	<p>Explore how Great.gov.uk’s ‘Export Opportunities’ can be better shared with the GLLEP business community</p> <p><b>Create a pictorial matrix of support - a diagram setting out which services are provided</b></p> <p>Provide clarity about how we can help businesses handle the changes brought by the new trade deal with the EU, promote Greater Lincolnshire on a</p>	<p>Businesses recognise that ‘Export opportunities’ offers valuable intelligence. Ensuring that the information is widely shared will help businesses understand new opportunities.</p> <p>Developing a matrix would set out the full range of services, this could</p>	<ul style="list-style-type: none"> <li>● DBT (Content – Simon Grandidge)</li> <li>● Growth Hub and Partners (content + promotion)</li> <li>● HMRC</li> <li>● Chamber (Eve Farley)</li> </ul>	<p>More businesses pursuing and winning export opportunities.</p> <p>Better information on available support developed and promoted to businesses.</p> <p>Improved numbers of business understanding the range of services available to support international trade.</p>	<p>Business Lincolnshire to work with DBT to best utilise current and future export campaigns and promote effectively to the region’s businesses.</p> <p>Infographic distributed showing all existing support, and promoted widely.</p>	Current/Ongoing

	global stage and <b>take advantage of new global trading opportunities.</b>	be communicated to business and would also help identify if any gaps in service delivery exist.				
7	<p><b>Update at January 2024:</b></p> <p>In terms of the pictorial view of support a 2 page export flyer has been developed and this has been shared with advisers and partner organisations and is available as a <a href="#">downloadable document</a> on the <a href="#">Business Lincolnshire International Trade pages</a>. Printed copies are also made available at business events.</p> <p>The comms campaign has included a number of examples where export opportunities have been highlighted and messaging was used to encourage business owners to consider overseas markets, highlight that you don't have to be a large business to export and highlighting <a href="#">Local Internationalisation Support</a> and <a href="#">new market opportunities</a></p> <p><b>Next Steps:</b></p> <p>Additional information in relation to new markets will be added to the Business Lincolnshire website and we will continue to work with Lincolnshire Chamber of Commerce and DBT to raise awareness of new market opportunities. Ongoing updates to the Business Lincolnshire website and comms channels will be undertaken as and when new information is available as part of Action item 1.</p> <p><b>Action closed and will be tracked as part of item 1</b></p>					
8	Consider how to increase business knowledge of <b>cultural differences in trade markets</b>	Previous training has been cited as very valuable. There is potential to revisit this using video technology and fact sheets.	<ul style="list-style-type: none"> <li>• DBT Advisers (Heather Martin)</li> <li>• Lincolnshire Chamber (delivery – Eve Farley))</li> <li>• Business Lincolnshire</li> </ul>	Improved cultural understanding will enhance trade operations and lead to greater levels of exporting	Business Lincolnshire and Chamber to develop and deliver 'peer network' or similar specific to exporting, and	2022/23 and beyond.

			(promotion – Holly Wells)		round table events for exporters.	
8	<p><b>Update at January 2024:</b></p> <p>Consideration of cultural differences in different markets was the subject of one of the keynote speeches at the Going Global Conference, where a local business owner talked about their very practical experiences of operating in different markets. For those that were unable to attend the conference, this content is being developed into a downloadable ‘top tips’ document that can also be shared as part of the comms campaign to heighten awareness of some of the key considerations.</p> <p>Iwona Lebedowicz from PAB Languages, speaker at the Going Global event, is a member of the Chamber’s International Trade Hub and supports the Peer Network with understanding cultural differences and languages. In addition, Peer Network participant, Naetha Uren from Recovery Coach Academy is breaking into new markets and has recently had all her course material modules translated into Arabic as a direct result of discussion and support through the Peer Network.</p> <p>In addition, the Comms campaign highlighted a DBT export academy workshop that was all about <a href="#">encouraging SMEs to invest in language capabilities to become more successful in exporting</a>.</p> <p>A ‘Top Tips’ document &amp; talking head video are being developed to highlight some of the cultural pitfalls to be aware of which will form part of the comms campaign.</p> <p><b>Action closed and will be tracked as part of item 1</b></p>					
9	Continue to build collaboration and international activities in partnership with the regions Universities and DBT’s Education Specialist.	Leveraging the strengths of the Higher Education sector provides potentially significant number of advocates for Growth Hub in	<ul style="list-style-type: none"> <li>University of Lincoln/BGU – Ruchi Aggarwal/Wayne Dyble</li> <li>Growth Hub (Jeannine Thornley)</li> </ul>	Improved capacity and support that will enable business to explore exporting or new markets	BL to work with educational partners to agree most fruitful way forward and identify/pursue partnership working opportunities.	2022-23

	<p>a. Consider how <b>alumni can operate as market champions</b></p> <p>b. Explore how <b>existing students can support businesses</b> to develop their exporting potential – this could include cultural, language support and market analysis</p>	<p>international markets. This presents opportunities to connect businesses to alumni.</p> <p>Connecting current students with local businesses to deliver small exporting facing projects would be mutually beneficial to both businesses and students in terms of gaining commercial experience.</p>	<ul style="list-style-type: none"> <li>• DBT (Mick Carling)</li> </ul>			
9	<p><b>Update at January 2024:</b></p> <p>It has been difficult to make progress on this item in the action plan partly due to the dramatically reduced number of overseas students at both universities and also in part due to personnel changes at the University of Lincoln. It has therefore not been possible so far to identify a practical workable process to match students to opportunities. It is also important to identify a solution that ensures that student placements offered are mutually beneficial and students are not just seen as a ‘free’ resource for businesses.</p> <p><b>Next Steps –</b></p> <ul style="list-style-type: none"> <li>• Reopen dialogue with the Universities and colleges to see if a solution might be taken forwards</li> <li>• Seek to identify any other regions where there might be some proven models that could be replicated.</li> </ul>					

10	<p>Work with Growth Hub’s <b>largest exporting companies to explore how their reach can assist smaller companies to export</b> – this could be best practice sharing, mentoring or opening supply chain links in overseas markets</p>	<p>Growth Hub’s largest exporters have significant expertise that could assist smaller companies. Setting up mentoring, or best practice networks would help with knowledge transfer between businesses</p>	<ul style="list-style-type: none"> <li>• DBT (Heather Martin)</li> <li>• Lincolnshire Chamber (Eve Farley)</li> <li>• Growth Hub (Jeannine Thornley)</li> </ul>	<p>Increased knowledge and sharing of best practice will help increase confidence to export</p>	<p>DBT and partners to identify larger exporting companies.</p> <p>Work with partners to bring together larger companies for a round table to agree needs, challenges and priorities for them, and to link them with appropriate support.</p>	<p>2022/23 and beyond.</p>
10	<p><b>Update at January 2024:</b></p> <p><b>Large Business Round Table</b></p> <p>The Large Business Round Table will be taking place early March with a guest speaker (Dr Phil Budden) from MIT, Boston, USA, and hosted by key stakeholder Wilkin Chapman. Wilkin Chapman are supporting this effort by inviting their major clients and DBT will also nominate clients who would benefit from this meeting.</p> <p><b>Next Steps –</b></p> <ul style="list-style-type: none"> <li>• Continue to work with DBT and partners to identify larger exporting businesses to increase the sector reach and knowledge and expertise within the Round Table setting.</li> <li>• Continue delivery to end of 24-25 financial year.</li> </ul>					

1 1	<b>Make market information available at regional level as well as national level</b>	Regional data will be more meaningful for certain businesses, this would require adaptations to existing material, but provide valuable 'localised' information for businesses	<ul style="list-style-type: none"> <li>DBT (Mick Carling)</li> </ul>	Having access to a range of geographies for large markets will give businesses more confidence and insight into the market.	Work with DBT to obtain and utilise market information effectively.	Current/Ongoing
1 1	<p><b>Update at January 2024:</b></p> <p>The Department for Business &amp; Trade (DBT) website has undergone an update and is more user friendly. The courses and training are separated into:-</p> <ul style="list-style-type: none"> <li>Join the UK Export Academy – you have to sign up to take full advantage of the resources available.</li> <li>Learn to Export – some great resources for businesses that are just starting to explore exporting opportunities.</li> <li>Where to Export – you need to have an account – but this takes a more 'deep dive' approach into exporting – including the opportunity to create an exporting plan</li> </ul> <p>Businesses can access the 'Find new markets for your business' functionality, where the business can enter their sector and it will identify high potential countries for that sector. It details latest trade statistics, duties and customs and you can also check for known trade barriers. DBT has a dedicated tile on the Business Lincolnshire Website to help and promote the opportunities available for businesses - <a href="#">Great.Gov.UK   Exporting   Business Lincolnshire   Business Lincolnshire</a> and all relevant DBT events in the East Midlands are entered onto the Business Lincolnshire website and promoted through the Business Lincolnshire Newsletter and all our social media channels.</p> <p><b>Next Steps:</b> Additional information in relation to new markets will be added to the Business Lincolnshire website and we will continue to work with Lincolnshire Chamber of Commerce and DBT to raise awareness of new market opportunities. Ongoing updates to the Business Lincolnshire website and comms channels will be undertaken as and when new information is available as part of Action item 1.</p> <p><b>Action closed and will be tracked as part of item 1</b></p>					



<p>1 2</p>	<p>Continue to work with DBT and Midlands Engine recommendations and <b>national campaigns, such as the national Food &amp; Drink campaign</b> to look for synergies with them to help stimulate export growth locally. For example, this will directly support the UK Food Valley, UK FPN (Lincolnshire) and Lincolnshire Food &amp; Drink sector.</p> <p><b>Promote the Export Academy, Export Support Service</b> and similar campaigns to existing/potential exporters and once safe to return, deliver on a group basis</p>	<p>Using campaigns may help businesses to know what to explore and gives them key pointers on exporting.</p>	<ul style="list-style-type: none"> <li>• DBT (Mick Carling)</li> <li>• Lincolnshire Chamber (Eve Farley)</li> </ul>	<p>Businesses knowing about national campaigns and exploring key areas of exports effectively.</p> <p>Increased number of businesses securing new knowledge and building their confidence to begin exporting</p>	<p>Include in communications campaign – making sure that it is linked into national campaigns (point 1)</p> <p>Growth Hub are part of the Midlands Engine Group which meets quarterly, and works closely with the East Midland Growth Hub cluster</p>	<p>2022 - 23</p>
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<p>1 2</p>	<p><b>Update at January 2024:</b></p> <p>Examples of promotion of national campaigns, DBT Support offer, Export Academy with posts and comms linking to <a href="http://www.great.gov.uk">www.great.gov.uk</a>, <a href="#">highlighting local adviser Heather Martin</a>, and <a href="#">highlighting masterclass events</a> and <a href="#">networking opportunities</a></p> <p><b>Next Steps:</b> Additional information in relation to national campaigns and national support offers will be added to the Business Lincolnshire website and we will continue to work with Lincolnshire Chamber of Commerce and DBT to raise awareness of activity. Ongoing updates to the Business Lincolnshire website and comms channels will be undertaken as and when new information is available as part of Action item 1.</p> <p><b>Action closed and will be tracked as part of item 1</b></p>					
<p>1 3</p>	<p>Identify the <b>regional businesses and intermediaries who offer international trade support services</b> e.g.</p> <ul style="list-style-type: none"> <li>• <i>Bespoke international market research</i></li> <li>• <i>Freight forwarders</i></li> <li>• <i>International partner and supplier research and vetting</i></li> <li>• <i>Trade compliance audits</i></li> <li>• <i>Customs facilitations and special procedure applications</i></li> <li>• <i>Authorised Economic Operator (AEO) applications</i></li> </ul>	<p>Businesses are often deterred from exporting because they are concerned about the resource implications. A reference tool would help close knowledge gaps.</p> <p>To help businesses understand the range of support they can access to support their export ambitions.</p>	<ul style="list-style-type: none"> <li>• DBT (Heather Martin)</li> <li>• Growth Hub (Jeannine Thornley)</li> <li>• Chamber (Eve Farley)</li> <li>• Private Sector e.g. banks.</li> </ul>	<p>Businesses can access a range of support services to assist them with their export journey</p> <p>Information to be included on the Growth Hub website</p>	<p>Business Lincolnshire to identify and promote effectively and clearly.</p>	<p>By end September 2022</p>

	<ul style="list-style-type: none"> <li>• Translation services- for packaging, instruction manuals, marketing materials</li> <li>• Technical language courses – interpretation of legal documents</li> <li>• Lincolnshire Chamber International Trade Hub</li> </ul>					
1 3	<p><b>Update at January 2024:</b></p> <p>Additional information has been added as a downloadable resource to the Business Lincolnshire website. Local Internationalisation Support now has its own dedicated tile on the Business Lincolnshire website - <a href="#">Local Internationalisation Support   Exporting &amp; Internationalisation   Business Lincolnshire   Business Lincolnshire</a></p> <ul style="list-style-type: none"> <li>• Professional Services Support download - <a href="#">professional-services.pdf (businesslincolnshire.com)</a></li> <li>• Freight Forwarders - <a href="#">freight-forwarders.pdf (businesslincolnshire.com)</a></li> <li>• Support to export flyer - <a href="#">Support to Export flyer.indd (businesslincolnshire.com)</a></li> </ul> <p><b>Action Complete</b></p>					

14	Collate the full range of Trade Finance support for exporters, Export Guarantees, UK Export Finance etc. Include product	Help businesses to find and access finance support to help them get to	<ul style="list-style-type: none"> <li>• DBT (Mick Carling)</li> <li>• UK Export Finance</li> <li>• Banks</li> </ul>	Businesses can access export finance and feel they are supported	Ensure information available is complete and up	By end July 2022
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	development innovations to ensure goods and services are suitable for new markets	market faster and de risk the process e.g. working capital support, bond support, creDBT insurance	<ul style="list-style-type: none"> <li>Lincolnshire Chamber (Eve Farley)</li> </ul>	to enter new markets	to date, and promote it effectively.	
<p><b>Update at January 2024:</b> Additional information in relation to Export finance has been added to the Business Lincolnshire website. Ongoing updates to the Business Lincolnshire website will be undertaken as and when new information is available as part of Action item 1.</p> <p><b>Action Complete</b></p>						
15	Compliance with UK and overseas customs is imperative and international traders are often unaware of their obligations in this regard, leaving them vulnerable at customs clearance or in the event of an HMRC audit.	Greater awareness amongst businesses of the <b>support provided by HMRC. HMRC offers a range of mechanisms designed to facilitate and simplify international trade</b> , these require an application and formal authorisation from HMRC i.e. Authorised Economic Operator, (AEO) status, outward processing, etc.	<ul style="list-style-type: none"> <li>HMRC</li> <li>DBT (Heather Martin)</li> <li>International Trade Advisors</li> <li>Growth Hub (Jeannine Thornley)</li> <li>Lincolnshire Chamber (Eve Farley)</li> </ul>	Ensuring new exporters are compliant and have set up robust trading processes. Increase the number of sustainable export businesses.	Identify those partners who offer this service and signpost/promote effectively through available channels and comms campaign.	Current/Ongoing

**Update at January 2024:**

Additional information in relation to HMRC support has been added to the Business Lincolnshire website. Ongoing updates to the Business Lincolnshire website will be undertaken as and when new information is available and will be tracked as part of Action item 1.

HM Revenue and Customs

Click on the link to access the most up to date guidance from HM Revenue and Customs on Import, export and customs for businesses

- [Business tax: Import, export and customs for businesses - detailed information - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/business-tax-import-export-and-customs-for-businesses)

From getting started, to declaring your goods to freeports and so much more!

You can also access email updates, and watch informative videos and webinars about importing and exporting - click here to read more

- [HMRC email updates, videos and webinars about importing and exporting - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/hmrc-email-updates-videos-and-webinars-about-importing-and-exporting)

Regular news articles are published on the Business Lincolnshire Website and cascaded through the social media channels to ensure all businesses are kept informed of changes and additional resources and support opportunities.

**Action Complete**

16	Use of 'Export Mentors', potentially using UKSPF funds. This would build on the role of Export Champions. Mentors would provide support to new exporters providing practical knowledge and insights.	New and novice exporters value the input from experienced exporters very highly. By assigning mentors to those businesses who are actively moving towards their first order a Mentor would be able to provide significant advice and support	<ul style="list-style-type: none"> <li>• DBT (Mick Carling)</li> <li>• Export Champions (various)</li> <li>• Business Networks</li> <li>• Lincolnshire Chamber (Eve Farley)</li> </ul>	Increased conversion of first order opportunities and more business trading overseas	Utilise existing Export Mentors e.g. Export Manager Programme, DBT Export Champions, Peer Network, and Chamber International Trade offer  Create and distribute a list of mentors	Current/Ongoing
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<p>16</p>	<p><b>Update at January 2024:</b></p> <p>UKSPF funds have not been made available to extend export support with a mentoring programme, however, there have been good examples of informal mentoring activity as part of the Export Peer Network and Roundtable programme. The groups have access to a well utilised WhatsApp group where discussions are had, and ideas shared. A promotional video was shot at a recent Peer Network meeting – with a quote from one of the participants being:- <i>“A diverse group of business leaders, who are all exploring the International Trade journey and actually taking a lot of opportunity to share knowledge between each other, which I think is one of the real benefits of Peer-2-Peer networking”</i>. - Emma Olivier-Townrow, Business Development Manager, Stokes Tea and Coffee</p> <p>Link to full video - <a href="#">Business Lincolnshire Export Peer To Peer Networks - YouTube</a></p> <p>The team are also planning a mentoring session for the Peer Network participants with Dynex Semi-conductors, and LV Shipping.</p> <p><b>Next Steps:</b></p> <ul style="list-style-type: none"> <li>• Informal mentoring will continue as part of the extended Export Peer Network and Roundtable programme</li> <li>• A more formal export programme will be considered as part of post 2025 delivery plans under the devolved authority</li> </ul>					
<p>17</p>	<p>Consider the <b>increased use of case studies to demonstrate to new exporters how they can successfully trade internationally</b></p>	<p>Businesses have commented that they like to see how others successfully export. They are keen to learn what works and what doesn't. Case Studies are acknowledged as a highly valuable demonstration of how to trade and</p>	<ul style="list-style-type: none"> <li>• DBT (Mick Carling)</li> <li>• Lincolnshire Chamber (Eve Farley)</li> <li>• Hull and Humber Chamber</li> <li>• Export Champions (various)</li> </ul>	<p>Increased number of new exporters.</p> <p>Case Studies are one of a number of important mechanisms which will encourage new exporters to enter international trade.</p>	<p>Commitment from DBT and Chamber to provide Case Studies to use as part of the comms campaign</p>	<p>31/12/2022</p>

		the key elements that need to be emulated by new exporters				
<p><b>Update at January 2024:</b></p> <p>The Going Global Conference had a focus on using real life business case studies to promote exporting and share knowledge. The case studies were provided by DBT Export Champions from Lincolnshire – Concept Smokescreens, Plum Products, Equidet and PAB Group, who reflected on their export journey, shared best practice and top tips for those who were either new to exporting/importing or just beginning their journey.</p> <p>Business Lincolnshire have developed a formal case study with Lincolnshire based Plum Play, a family business who have been manufacturing activity toys for 35 years. They now sell their products in 57 countries and they put their export journey at the centre of their success with expanding into new markets being the company’s strategic priority since 2015.</p> <p>Plum Products MD Paul Schaffer said: <i>“Expanding into global markets has massively future-proofed and de-risked Plum Play. If we had kept to trading in the UK only, we wouldn’t have been able to keep sales steady, let alone grow the business to the scale it’s currently at.....Business Lincolnshire were super helpful throughout these periods of change. By facilitating customs advice and guiding us through how to accurately fill out important documentation to remain compliant, they really helped us to strip the jargon and navigate these changes in trading rules.”</i></p> <p>The full case study can be found <a href="#">here</a>.</p> <p>DBT have developed a formal case study with Lincolnshire based online gifting company, the British Hamper Company who sell luxury food hampers worldwide. Their biggest market is the USA with growing markets in Australia, the Far East, UAE, Canada and the EU.</p> <p>James Tod - Co-founder and Managing Director, The British Hamper Company said <i>“We’ve had a relationship with DIT [now DBT] since we started and have had brilliant support over the years, from helping us expand into different export markets, to helping us with our systems so we can process the complex paperwork that’s required for food produce.”</i></p> <p>The full case study can be found <a href="#">here</a>.</p>						

	<p><b>Next Steps:</b> Case studies will continue to be developed and added to the Business Lincolnshire website and comms channels. This will form part of Action item 1. <b>Action closed and will be tracked as part of item 1</b></p>					
18	<p>Ensure the application and <b>monitoring of appropriate export metrics</b> to properly track exporting and importing data in Greater Lincolnshire.</p> <p>Examples include:</p> <ul style="list-style-type: none"> <li>No of businesses accessing Lincolnshire Chamber’s export documentation service and International Trade Hub. What are they accessing?</li> <li>No of businesses accessing Business Lincolnshire’s export services e.g Export Department</li> <li>Number of businesses accessing the range of support offered by DBT, and details of which services.</li> </ul>	<p>Data collected will provide long term evidence of trends and prompt appropriate action where required.</p>	<ul style="list-style-type: none"> <li><b>Business Lincolnshire</b> (Jeannine Thornley)</li> <li><b>Lincolnshire Chamber</b> (Eve Farley)</li> <li><b>DBT</b> (Mick Carling)</li> <li><b>Export Dept</b> (Andrea Collins)</li> </ul>	<p>Increased ability to adjust and target support and promotion where it is most needed.</p>	<p>Work closely with the relevant providers and stakeholders to collect and analyse appropriate data.</p> <p>Identify gaps in available data and measurement and how to address them.</p> <p>Review progress at regular intervals.</p>	<p>Current and ongoing</p>



- Hits to Business Lincolnshire’s website Export pages.

**Update at January 2024:**

To date there have been 167 content pieces across the Business Lincolnshire Newsletter and Social Media Channels reaching an audience of 70,594, and engaging with 2,864 through clicks, likes, shares etc.

	Jan 23	Feb 23	Mar 23	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23	Oct 23	Nov 23	Dec 23	Total
BL Website visitors	23	32	54	38	14	84	70	36	74	41	133	128	727

- International Trade was the focus of a #BLLive event in November 22 which attracted an audience of 227.
- Over 60 businesses attended the Going Global conference on November 2023.

	Jan 23	Feb 23	Mar 23	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23	Oct 23	Nov 23	Dec 23	Total
BL Website visitors	23	32	54	38	14	84	70	36	74	41	133	128	727
Lincs Chamber Export Documentation service	152	133	179	129	136	180	106	153	127	141	157	133	1726

There have been a total of 38 enquiries to the Empowering SMEs in International Trade Programme and 23 of these businesses have received more intensive support of between 2 and 30 hours per business. A total of 189.5 support hours have been delivered with an average of 8 hours of support delivered per business.

It is still not possible to report DBT data in terms of overall export metrics at a county level and also how many businesses in Greater Lincolnshire are receiving support from DBT colleagues.





**Open Report on behalf of Andy Gutherson Executive Director - Place**

Report to:	<b>Environment and Economy Scrutiny Committee</b>
Date:	<b>27 February 2024</b>
Subject:	<b>Inward Investment Strategic Plan</b>

**Summary:**

The Inward Investment Strategic Plan has been developed in consultation with the Team Lincolnshire (TL) Steering Group, which consists of public and private sector members who are united in helping Greater Lincolnshire to prosper.

This provides an update to the plan approved in January 2023. Outlining the new strategic aims and objectives linked with the investment priorities of Lincolnshire County Council (LCC) and the Greater Lincolnshire Local Enterprise Partnership (GLLEP). Additionally, an interim update of performance on attachment against KPI's achieved to Jan 2024.

**Actions Required:**

The Environment and Economy Scrutiny Committee is invited to:

- 1) Note the progress towards the Inward Investment Strategic Plan
- 2) Consider and endorse the proposed investment alignment of the Inward Investment Service, the support for Foreign Direct Investment businesses and the Team Lincolnshire ambassadorial programme to help secure strategic supply chain investment within our priority sectors.

**1. Background**

In the County Council's corporate plan we have committed to undertake activities to 'raise the county's profile nationally and internationally through the delivery of a focused investor promotion strategy and relationship-building, attracting business investment and using our partnership brand, Team Lincolnshire, to do this'.

The Team Lincolnshire (TL) ambassador programme was formally launched in 2017 as a public/private sector programme created to promote Greater Lincolnshire as a place to

live, work, learn and invest. LCC and the GLEP recognise the value of the knowledge and expertise that the TL members bring and how this, together with their ambassadorial role, has an important part to play in Lincolnshire's growth.

### **1.1 – Review of 2023-25 Strategic Plan**

The 3 objectives set for the 2023/25 were as follows:

1. To continue to attract and achieve business investment in the Agri food sector aligning to Food Valley ambitions.
2. To support the defence sector, grow and establish recognised Regional Defence & Security Cluster (RDSC) status.
3. To capitalise on the Humber Freeport & East Midlands Freeport designations to support trade, investment & supply chain opportunities.

#### Overarching strategic ambitions

- To capitalise on “Place” assets to encourage inward investment, business growth and destination marketing.
- Promote opportunities to investors on their journey to net zero. Raising awareness of financial, technical and supply chain support for businesses. Working with our colleagues in LCC to champion working and travel methods to consider lessening the environmental impacts of our actions every day.

The 2023/2025 Strategic Plan harnesses the progress made over the previous 2 years in areas such as the agrifood sector. It also embraces new investment opportunities and will continue to encourage inward investment and growth of the businesses already located in the County; putting “Place” at the heart of everything we do.

The priorities are as follows:

- 1. To capitalise on “Place” assets to encourage inward investment, business growth and destination marketing.**

*In addition to sector propositions to promote Greater Lincolnshire expertise, skills and investment opportunities we have developed a “Place” designed to promote Greater Lincolnshire as a great place to live. The intended audience are the families from the investing businesses that would potentially locate into the area through relocation of work from both across the UK and Overseas.*

- 2. To continue to attract and achieve business investment into the agrifood sector aligning with UK Food Valley ambitions.**

*Good progress is being made with collaborations with University of Lincoln and Department of Business and Trade raising the region’s profile. A number of investor engagements are live across varied subsectors of the Agri food sector. For example, Aqua culture is developing across the County with three projects at*

varying stages. One investor is very close to commencing development, one finalising funding and a third seeking land.

**3. To capitalise on East Midlands Airport and the Humber Freeport designations to support trade, investment & supply chain opportunities.**

*We are working closely with the newly appointed CEO of Humber Freeport, the Humber future network and also via the Midlands Engine group we are connected with East Midlands Freeport representatives.*

**4. To promote opportunities to investors on their journey to net zero.**

*The Key success in this area has been collaboration across our connections. Utilising schemes run by large businesses and foreign direct investors to support the supply chain and smaller local businesses in term of technologies and partnership. A recent circular economy event run by Team Lincolnshire partnered with Corrbord a large cardboard manufacturer in Scunthorpe who utilises power produced by an Anaerobic Digester. This takes food waste and maize, converts the organic matter in biogas with the waste digestate producing a liquid fertiliser to be returned to the local farmers.*

**5. To support the defence sector to grow and establish recognised Regional Defence & Security Cluster (RDSC) status.**

*This has been achieved with the group successfully achieving RDSC status in 2023. Members of the LCC's Inward Investment team supported University of Lincoln to promote the defence sector at the Defence and Security Equipment International (DSEI) conference held at Excel in September. This was supported also by local defence sector businesses on the stand giving them the opportunity also to network with businesses and suppliers. Useful connections were made and valued education into the sector achieved as well as building closer connections between the Investment Team and the Defence cluster members.*

**1.2 – The Strategic Plan is evaluated and monitored through a set of KPIs:**

KPI Measure 2023-2025	Target
Business to business opportunities Actual to Dec '23	250 171
Direct involvement in influencing and/or developing investment sites both commercial and residential with in the region. To Dec '23	100 32
Attract and support 5 new inward investments into the region (utilising the sector investment propositions) To Dec'23	5 4

Influence and facilitate a further 2 investment opportunities within the South Lincs Food Enterprise Zone To Dec'23	2 1
Support the creation of 250* new jobs. <i>*Mindful of the current economic situation</i> To Dec'23	250 78
Increase TL membership – Maintain a minimum of 120. To Dec'23	120 143 (27 net new)
Attract 5 new members from North, North East Lincs & Rutland To Dec'23	5 5
TL member satisfaction with the Ambassador Programme Due Oct'24	95%+
Investor satisfaction with the information and support provided to aid their investment decision within Lincs. Due Oct'24	90%+

#### 1.4 – Alignment of Service

The Inward Investment element of the team's work demands a dedicated and strategic approach to promotional activity to ensure Lincolnshire is seen externally as a significant area of investment opportunity, particularly in our key Industry sectors of strength. Research, Identification of UK and global markets and investors, building relationships and continued engagement is paramount to success.

To this end, we have aligned our service offer, the Inward Investment Service was refreshed during 2023, which now includes a holistic offer focusing on Inward Investment, Foreign Direct Investment(FDI) management and the Team Lincolnshire ambassadorial programme as one offer. From July 2023 there has also been a dedicated focus on Industry Sectors has been undertaken to shape all Business and Investor engagement.

The creation of three dedicated Officer portfolios builds enhanced knowledge and deeper relationship, maximising connectivity, and collaboration in this way compliments how business and supply chains operate in their day-to-day business activities. This will clearly define our business propositions and ambitions to further grow the Team Lincolnshire Ambassador programme for the benefit of businesses located within Lincolnshire, help to secure investment and the growth of existing foreign owned businesses located in Lincolnshire.

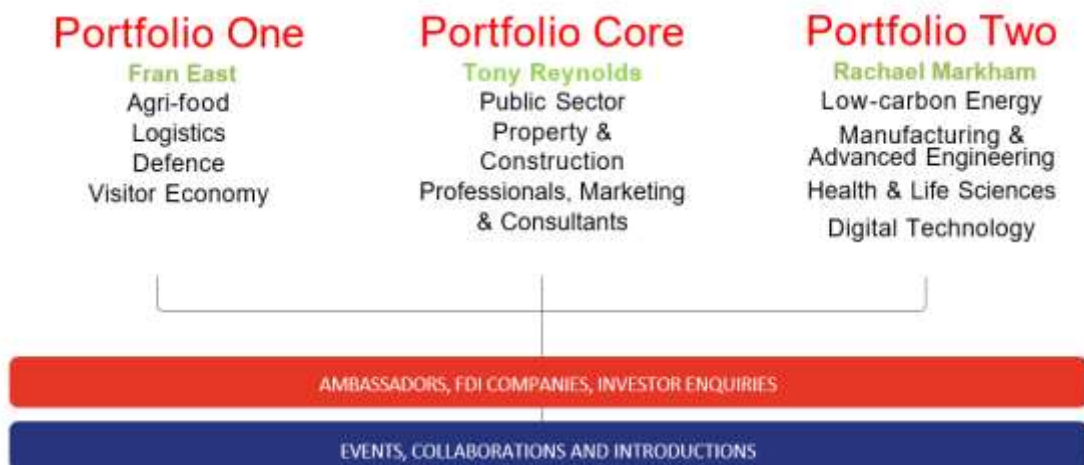
## Inward Investment Team



LCC Inward Investment team specialise in three areas.

- 1) Inward Investment
- 2) Team Lincolnshire ambassador programme.
- 3) FDI & UK Corporate and SME Engagement.

## Portfolio approach



### 1.5– Inward Investment Analysis

#### 1.5.1 – Foreign Direct Investment – Key Account Management

One element of inward investment activity is a Key Account Management Programme run on behalf of the Department of Business and Trade. 35 FDI (Foreign Direct Invested) businesses are supported by the team. We support their development and ongoing investment projects in the region and this leads to new supply chain opportunities, a greater commitment to Lincolnshire and business and employee growth. During this period 9 projects have been supported with an additional 7 due to complete by April 2024.

An example of this would be an Irish owned business buying out a Lincolnshire company. As part of their strategy, they sought much larger premises in the County to accommodate the strategic growth planned. We helped source the premises and supported on their journey achieving all the necessary permissions with the local District authority. Additionally, we helped promote new job opportunities and continue to support them as both an FDI on our Key Account management programme. Subsequently they have become an Ambassador for Team Lincolnshire, connecting with other Ambassadors, attending networking and sector focused events.

**1.5.2 – New to region Inward Investment Enquiries**

We also support inward investment enquiries from businesses looking to potentially locate in Greater Lincolnshire from either elsewhere in the UK or from Overseas. These enquiries are supported by the sector specialist in our team also. The table below defines these by sector.

Inward investment enquiries: 87

Sector	Number
Adv Eng/Man	23
Agri/Food/Aqua	22
Energy	15
Construction	7
Auto	5
Retail	4
Tech	4
Chemical	3
Healthcare	1
Sport Econ	1
Medical	1
Mining	1

**1.5.3 Team Lincolnshire Ambassador Programme**

There are currently 143 Team Lincolnshire Ambassadors. Since its establishment in 2017 has supported 1,416 collaborations between Ambassadors, creating 1,022 new jobs to date.

**1.6 Future Focus – Strategic Plan tactical updates from March 2024**

The Team Lincolnshire Ambassador programme website [www.teamlincolnshire.com](http://www.teamlincolnshire.com) launched in October 2021 will be further enhanced during 2024 to provide more functionality to support Ambassadors and local businesses connect and collaborate.



In addition, a new dedicated **Invest Lincolnshire** brand and sister offer is being constructed for launch in 2024. This will showcase all Industry sector propositions and be dedicated to potential Investors and Businesses looking to relocate into Lincolnshire from wider in UK and overseas. Building high quality sector-based relationships and support early is key.

**Invest Lincolnshire** will have a dedicated investment portal built to showcase and support both UK and Overseas business and investors seeking dedicated sector propositions and links to highlight and inform what Lincolnshire has to offer for new investment.

Key stakeholders for both propositions remain Lincolnshire County Council, North and North East Lincolnshire. Greater Lincolnshire LEP, Business Lincolnshire Growth Hub, Universities and Colleges. These will both be supported with marketing campaigns through social media platforms to promote our place and drive investment.

Existing Sector propositions in Agri-Food, Low Carbon energy & Industry, Logistics, Defence, Advanced Engineering and Manufacturing, Visitor economy and Film Locations will continue to be developed and updated during the period of this plan, strengthening the focus on telling the Lincolnshire story. They can be found on [Business and Investment – Team Lincolnshire](#)

## **2. Conclusion**

During 2023/4 there have been a number of enhancements to the Inward Investment Service, including new staff members with sector expertise and private sector knowledge, an alignment of the three areas; Inward Investment promotion, support for our existing foreign direct investment businesses who have chosen to locate in Lincolnshire and the Team Lincolnshire ambassadorial programme, this has allowed the team to support all three offers through a sectoral lens and provide a robust service to ensure the continued growth of the businesses and the attraction of new businesses into Lincolnshire.

This coupled with the objectives and priorities listed in the Strategic Plan continue to ensure that the service plays to Lincolnshire's strengths and secures new strategic supply chain investment.

The Environment and Scrutiny Committee are invited to review and endorse the realignment of the Inward Investment Service and note the progress to date of the Inward Investment Strategic Plan for 2023/2025.

## **3. Consultation**

### **a) Risks and Impact Analysis**

N/A

#### 4. Appendices

These are listed below and attached at the back of the report	
Appendix A	TL Business Plan Objectives 2023/25 Final Version

#### 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 Tony Reynolds, who can be contacted on 07816933642 or [Tony.Reynolds@lincolnshire.gov.uk](mailto:Tony.Reynolds@lincolnshire.gov.uk)

## Business Plan Strategic Objectives

2023-2025



# Common threads through all objectives:



## Skills

### TL Definition:

*Team Lincolnshire will promote the opportunities of the region to attract new recruits to the area and work with Colleges & Universities to upskill and retain those already located here.*

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## Sustainability

*Team Lincolnshire will promote sustainability and champion ambassadors to do business without negatively impacting the environment, community or society as a whole.*



## Health & Wellbeing

*Team Lincolnshire will provide a supportive, caring community; share good practice on health & wellbeing and promote the sector to support inward investment.*



## Digital

*Team Lincolnshire will support the digitalization agenda utilising a range of technologies to attract our different audiences and provide opportunities to businesses on digital transformation.*

To capitalise on  
“Place” assets to  
encourage  
inward  
investment,  
business growth  
and destination  
marketing

## Priorities for 2023-25

### Our Aims



- Team Lincolnshire “Together We Are Greater”
- Capitalise on Place as an investment tool
- Communicate, champion and promote all that is great about Greater Lincolnshire
- Help to inform future investors about the wider opportunities linked to live, work, learn and invest
- Review and find information to support the investment opportunities
- Harvesting the merits of Greater Lincolnshire and showcase to investors

To continue to attract and achieve business investment into the agrifood sector aligning with UK Food Valley ambitions

**Priorities for 2023-25**  
**Our Aims**



- National and international recognition that Greater Lincolnshire is the UK Food Valley
- Align to UK Food Valley ambitions:
  - Focus on low carbon food chains
  - Focus on productivity by adopting digital and automation technology
  - Focus on naturally healthy food and protein transition
- Build stronger relationships with industry bodies related to the food sector
- Promote our role as industry/world leaders for food manufacturing, seafood processing and automation in food processing – via HPO
- Work with the UK Food Valley team to promote the opportunities for low carbon food chains, technologies, processing and distribution
- Promote our 3 Food Enterprise Zones, including the flagship South Lincolnshire FEZ for agri-tech innovation businesses
- Lobbying support to unlock utility and infrastructure challenges

To capitalise on Humber Freeport and East Midlands Freeport and the designations to support trade, investment & supply chain opportunities

## Priorities for 2023-25

### Our Aims



- Promote the High Potential Opportunity for the Humber Freeport to international investors as Britain's global gateway
- Ensure future investors understand the opportunities in relation to the Custom Zone and Tax regulation benefits resulting from the Freeport status
- Utilise the tax zone opportunities to attract new businesses and stimulate new investment
- Work with local partners and Government to attract investment incentives for strategic sites in Greater Lincolnshire

To promote opportunities to investors on their journey to net zero

## Priorities for 2023-25

Our Aims



- Promote the industrial decarbonisation agenda
- Support businesses to increase their sustainability and achieve net zero status
- Promote our clean, green, energy region
- Learn from businesses achieving net zero and educate others
- Raise awareness of the financial, commercial, technical, supply chain opportunity support for businesses
- Work with local partners to land investment opportunities in the low carbon arena, particularly in industrial decarbonisation and the circular economy



To support the defence sector to grow and establish recognised Regional Defence & Security Cluster (RDSC) status

**Priorities 2023-25**  
**Our Aims**



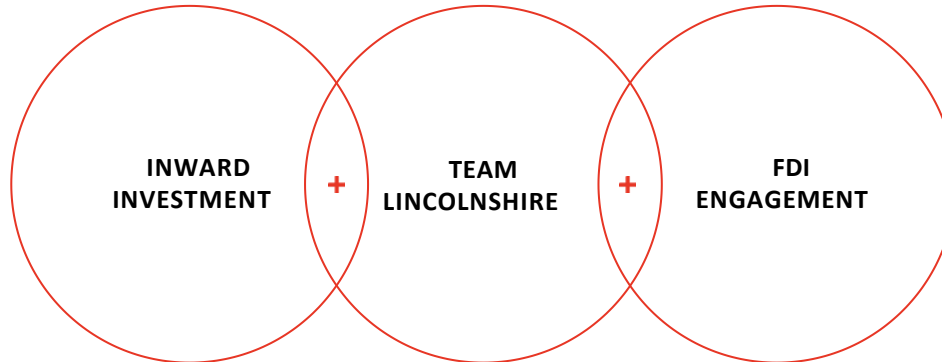
- Showcase the opportunities in relation to the defence & security industry presence within Greater Lincolnshire
- Support the development and growth of the Greater Lincolnshire Defence & Security Network
- Support in attracting new inward investment as a result of the Defence & Security Investment Proposition

# KPIs – 2023/25

Measure	Target
Business to business opportunities To Dec '23	250 171
Direct involvement in influencing and/or developing investment sites both commercial and residential with in the region To Dec '23	100 32
Attract and support 5 new inward investments into the region (utilising the sector investment propositions) To Dec'23	5 4
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Attract 5 new members from North, North East Lincs & Rutland To Dec'23	5 5
TL member satisfaction with the Ambassador Programme Due Oct'24	95%+
Investor satisfaction with the information and support provided to aid their investment decision within Lincs Due Oct'24	90%+



# Inward Investment Team



## Our Purpose

To create new quality employment opportunities and to improve the prosperity for the people of Lincolnshire

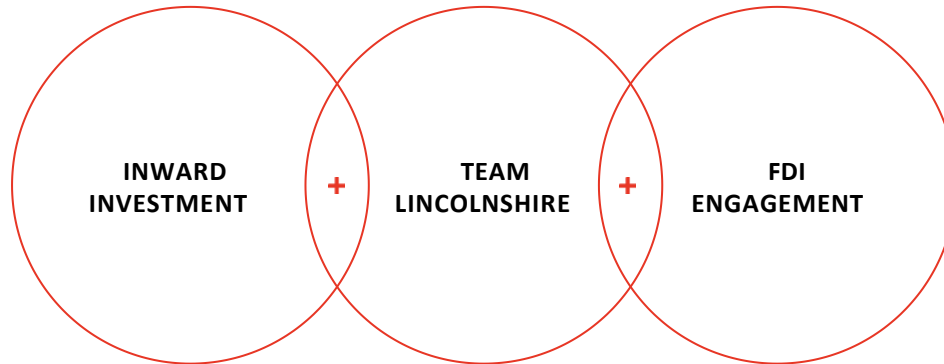
## Our objective

To connect businesses and their Leadership to promote collaboration and investment opportunities.

## Our aim

To build relationships and create investment opportunities through various programmes, events and engagement.

# Inward Investment Team



**LCC Inward Investment team specialise in three areas.**

- 1) Inward Investment**
- 2) Team Lincolnshire ambassador programme.**
- 3) FDI & UK Corporate and SME Engagement.**

# Portfolio approach

## Portfolio One

**Fran East**

- Agri-food
- Logistics
- Defence
- Visitor Economy

## Portfolio Core

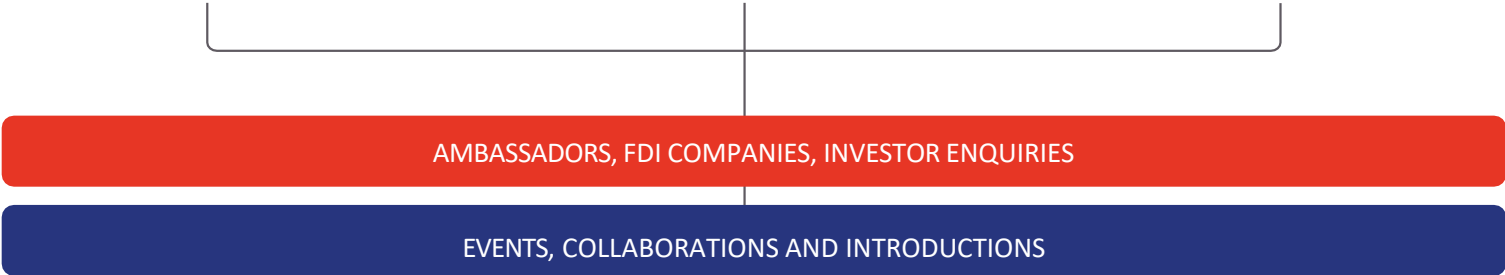
**Tony Reynolds**

- Public Sector
- Property & Construction
- Professionals, Marketing & Consultants

## Portfolio Two

**Rachael Markham**

- Low-carbon Energy
- Manufacturing & Advanced Engineering
- Health & Life Sciences
- Digital Technology



# Inward Investment Team data 22-24

## 24 Month analysis Jan22-24

FDI programme- 35 DBT KAM (9 Projects landed)  
Inward Investment enquiries- All sectors 87  
Inward Investment projects- Landed 17  
Team Lincolnshire Ambassadors- 143.

Sector analysis Inward investment enquiries Inward investment enquiries: 87

Sector	Number
Adv Eng/Man	23
Agri/Food/Aqua	22
Energy	15
Construction	7
Auto	5
Retail	4
Tech	4
Chemical	3
Healthcare	1
Sport Econ	1
Medical	1
Mining	1

# Meet the Inward Investment Team



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**Open Report on behalf of Andy Gutherson, Executive Director – Place**

Report to:	<b>Environment and Economy Scrutiny Committee</b>
Date:	<b>27 February 2024</b>
Subject:	<b>Service Level Performance against the Corporate Performance Framework 2023-24 Quarter 3</b>

**Summary:**

This report summarises the Service Level Performance against the Success Framework 2023-24 for Quarter 3. All performance that can be reported in Quarter 3 is included in this report.

Full-service level reporting to all scrutiny committees can be found here [Service level performance data](#).

**Actions Required:**

To consider and comment on the Environment and Economy Service Level Performance for 2023- 24 Quarter 3.

## 1. Background

This report details the Service Level Performance measures for the Environment and Economy Scrutiny Committee that can reported in Quarter 3.

- 4 measures that exceeded their target
- 1 measures that achieved their target
- 2 measure did not meet their target
- 1 measure that does not have a target (contextual)

### 1.1 Economy

#### 1.1.1 Measures that exceeded their target

**PI 69 Businesses supported by the Council**

April 2023- December 2023

**Actual: 1,529**

**Quarter 2 Target: 1,154**

**Annual target: 1,700**

Performance for Quarter 3 has seen an additional 819 Businesses Supported bringing the total for 2023/24 to 1,529, exceeding the target of 1,154.

The Business Lincolnshire Growth Hub has supported 557 businesses in Quarter 3 with this being the second financial quarter of a new UK Shared Prosperity shared service model. This has seen several new services commissioned. The scope of delivery includes generalist and specialist support for Manufacturing, Low Carbon, Retail Leisure & Hospitality, Agriculture and Horticulture, Finance Readiness, and Digitalisation as well as Scale Up, Start-up and Social Economy.

The Growth Hub has also provided International Trade Support including the Export Peer Network and Roundtable and the Empowering Small and Midsize Enterprises in International Trade programmes. There is also funded activity through the Mosaic Digital Hub which focuses on the Growth of the Digital sector.

Quarter 3 saw the launch of the sector specific 'Internationalisation month', this included the successful and well received delivery of a Going Global conference. Activity against the delivery profile has gained momentum, with the introduction of increased activity across all new programmes expected to generate significant output numbers over the remaining quarter of 2023/24 and into 2024/25.

In Quarter 3, 33 businesses were engaged on stage 1 of the Made Smarter industrial digitisation programme which involves assisting manufacturing businesses with data capture, assessment and a digital action plan, which will aim to increase efficiencies and reduce costs. This quarter also saw the implementation of an additional micro businesses element to the Programme, which will appeal to more businesses within Lincolnshire.

The Inward Investment service includes Team Lincolnshire (TL), inward investment enquiry handling and the account management of foreign owned businesses. Quarter 3 saw 197 businesses supported through the hosting and attendance at multiple events. This included a well-attended First Annual TL Conference, with 96 ambassadors, a presence at the Greater Lincolnshire LEP (Local Enterprise Partnership) Conference, and attendance at a Property and Business Expo in Nottingham. A December Team Lincolnshire networking event attracted 55 ambassadors and we have hosted Team Lincolnshire Coffee Clubs focussing on Intellectual Property and Brand Protection. We have held 15 Key Account Management meetings with our Foreign Direct Investors and have received 19 inward investment enquiries.

Multiply is a national initiative which aims to support people to understand and work with numbers in everyday life. In Quarter 3, the Multiply Grant scheme was launched for Year 2 of the Programme with 7 applications for Multiply Champions Grants processed, including 3 from North Sea camp Prison. A number of Businesses engaged through the Lets Talk Lincolnshire Multiply Survey – a Survey aimed at gauging information from the Lincolnshire citizens on how the Programme should help them.

The Economic Infrastructure Business Accommodation Portfolio has 229 leasehold properties across 24 estates in 17 towns and villages. This comprises of 6 business centres

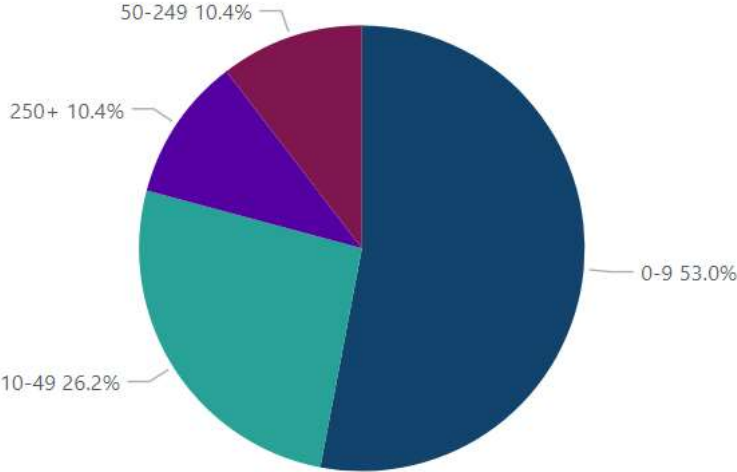
and other accommodation with 165 office units, 8 food workshops, 38 industrial workspaces, and 18 miscellaneous units.

The Economic Infrastructure Portfolio team enhances that service level to its tenants, continuing to support them by nurturing through effective relationships and physical and financial support. The team also refers businesses to the Business Lincolnshire Growth Hub to enable them access to advice and support to upskill and grow.

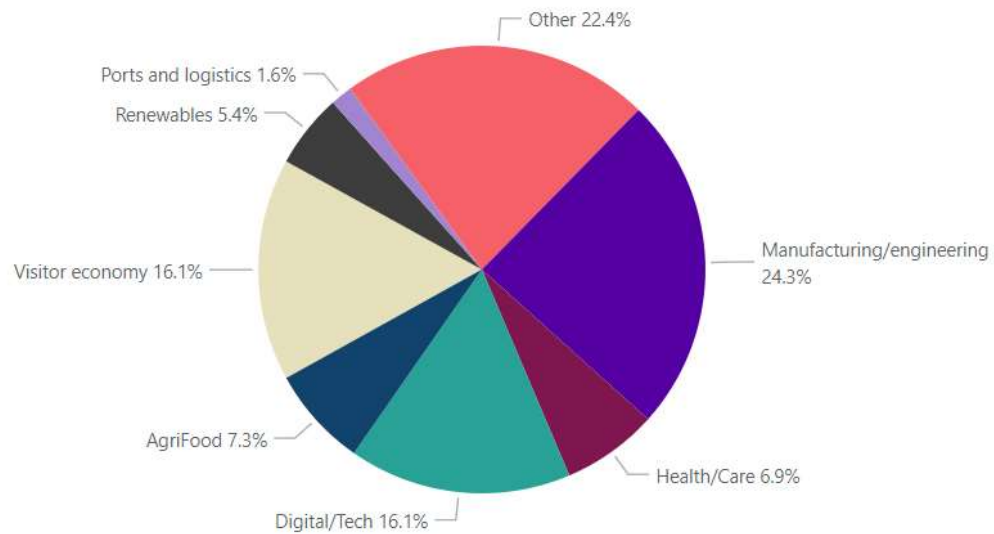
In Quarter 3, 137 tenants received accommodation support, including some who leased more than one unit. As a result of enhanced relationship management 2 Businesses received additional support during the quarter.



Businesses by Size



## Businesses by Priority Sectors



April 2023 – December 2023

### PI 70 - Qualifications achieved by adults

April 2023- December 2023

**Actual: 1,376**

**Quarter 3 Target: 900**

**Annual Target: 1,400**

#### Qualification Programme Background information

Lincolnshire receives around £11 million of Adult Education funding to deliver qualifications from the Education & Skills Funding Agency (ESFA). From this £11 million, Lincolnshire County Council's (LCC) allocation is just under £500,000 (4.5%).

LCC uses its qualification funding allocation to fill gaps in Further Education (FE) qualification programmes across the county. Through the annual commissioning process, Providers are asked to submit their delivery plans for the following academic year detailing, at a course level, demand for qualification programmes at a local level (both from prospective learners as well as local employers) and how they will focus on geographical areas of need. Through the commissioning moderation process duplication is removed and courses ranked in accordance with the strategic priority of supporting our key sectors, innovation and progression opportunities. A recommendation is then made to the council's Learning Board for discussion and approval.

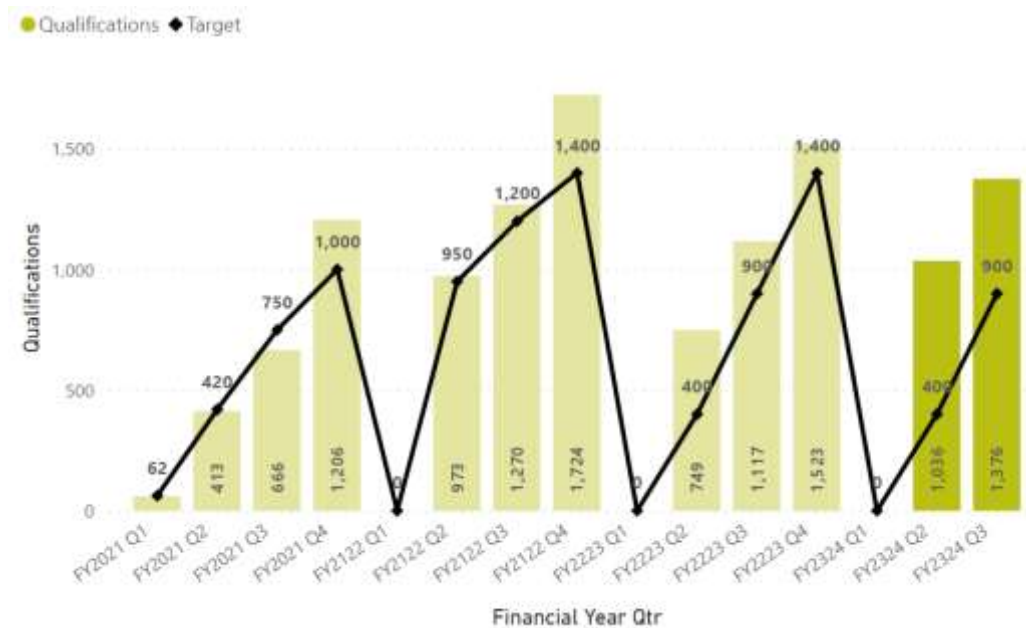
LCC also uses some of its Community Learning allocation to engage with hard-to-reach learners and progress them onto other FE funded provision. For example, 19% of Boston College LCC learners progressed onto other courses that they deliver.

Quarterly performance information:

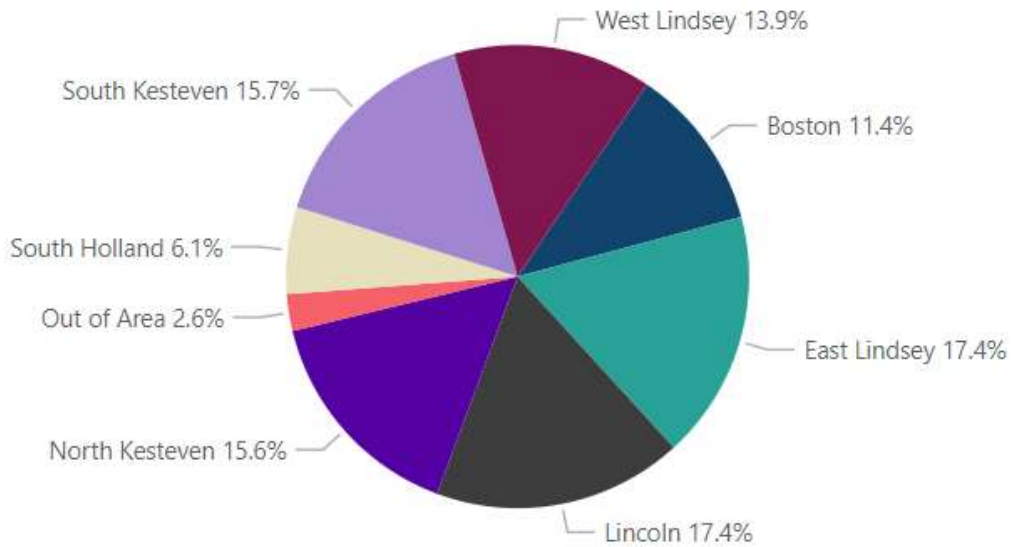
The number of qualifications achieved by adults at the end of Quarter 3 was 1,376 which has exceeded the target of 900. This increase in performance builds on the position reported at the end of Quarter 2 and reflects the success of a project that offers qualifications through sector specific provision including First Aid, Health and Safety and Food Safety. Due to the nature of this project, targeting the 'seldom heard', it wasn't possible to set a qualification target. Of the 1,376 qualifications that were achieved between April and December, 63% of them were delivered in classroom settings, with 37% delivered online.

Provision continues to be aimed at targeted learners with the effect that 59% of qualifications were achieved by male learners, 66% were achieved by unemployed learners and 34% by learners with no, or low levels of prior attainment. 51% of qualifications achieved were at Entry Level with 27% at Level 1, 21% at Level 2 and 1% at Level 3.

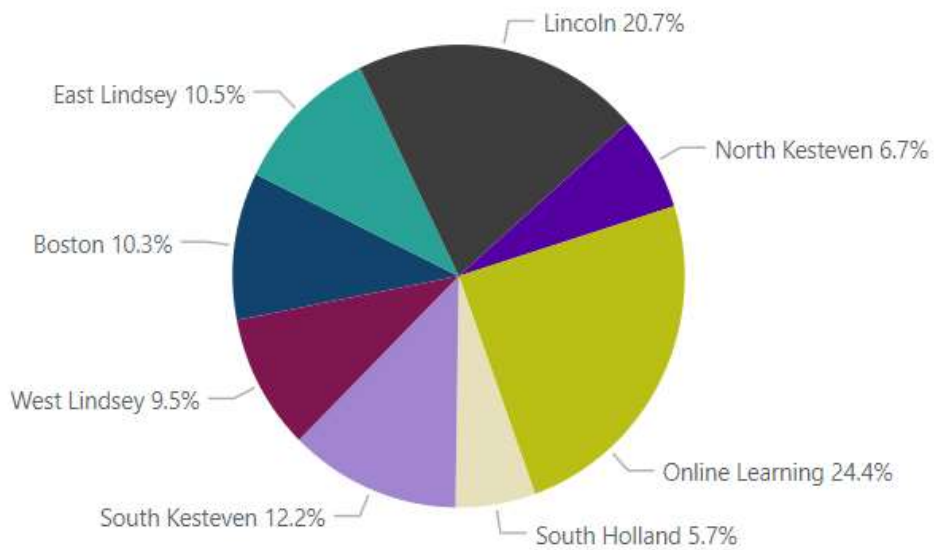
With a continued focus on supporting employability, the range of qualifications was varied and included 104 GCSE's or functional skills in English or maths as well as a host of other vocational qualifications. In support of Lincolnshire's priority employment sectors, 514 qualifications related to the wider care sectors, 333 to construction, 162 to accountancy and business administration and 139 to hospitality.



**Number of learners (based on learner postcode)**



**Number of enrolments (based on postcode location of the course)**



August 2023 – December 2023

**PI 71 - Amount of external funding attracted to Lincolnshire** ★

April 2023- December 2023

**Actual: £9,878,598**

**Quarter 2 Target: £7,643,791**

**Annual target: £14m**

An additional £1,518,447 of external funding was received in Quarter 3 2023/24 bringing the cumulative Actual for the year to £9,878,598 which is above the Quarter 3 target of £7,643,791.

Funding received in Quarter 3 is broken down as follows:

- Funding of £102,980 was secured from the Department for Business and Trade (DBT) for the Business Lincolnshire Growth Hub service.
- UK Shared Prosperity Funds of £39,197 to provide Service Delivery to 7 Local Authorities across the Greater Lincolnshire Region.
- The Department for Business and Trade (DBT) contribution for Quarter 3 of £14,250 to support foreign owned businesses who are being key account managed across the region.

Further funding received during Quarter 3 is:

- Adult Education Budget from Department for Education (DfE) £548,637.
- Multiply Numeracy Programme £350,272.
- Local Electric Vehicle Infrastructure Capability Funding from Department for Transport £243,450.
- Local Enterprise Partnership funding received of £151,377.
  - £144,677 for Career Hub Grant Income Claim.
  - £6,700 to further progress Defence Board.
- Made Smarter Government Initiative £68,284.



**1.1.2 Measures that achieved their target.**

None in Quarter 3

**1.1.3 Measures that did not meet their target.**

None in Quarter 3

## 1.2 Flooding

### 1.2.1 All Flooding PIs are reported as Measured (do not have targets)

#### PI 72 Flooding incidents investigated

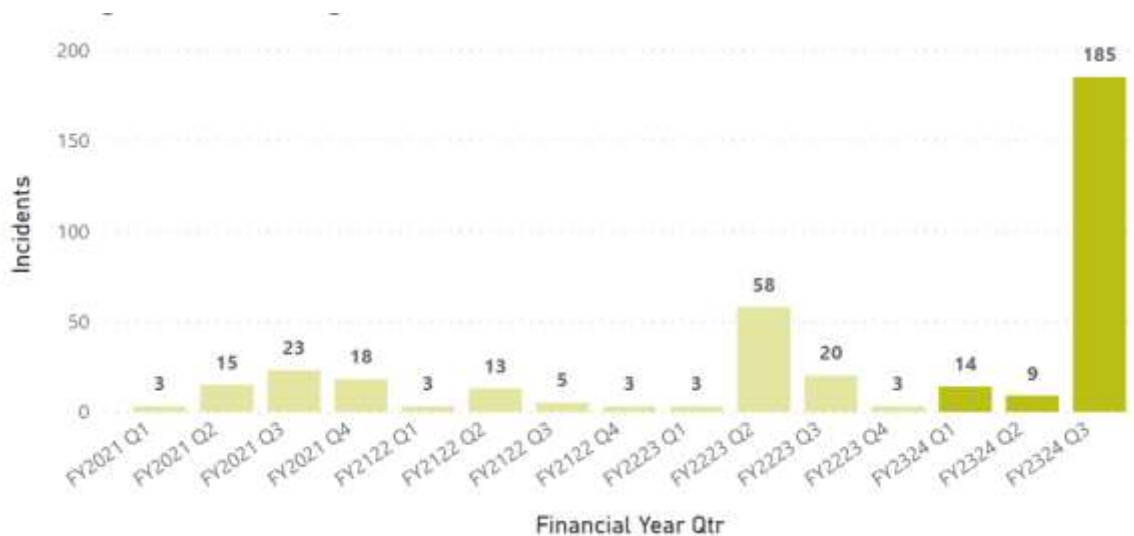
October 2023- December 2023

During Quarter 3 Lincolnshire was severely affected by Storm Babet which caused 723 properties to be internally flooded with a further 504 properties suffering external flooding. 48 roads were needed to be closed and there were 98 further instances where highways suffered flooding. This storm has generated a need for 180 section 19 investigations alongside 5 instances of non-storm related flooding.

In total 185 investigations were commenced in Quarter 3 covering a total of 732 internally flooded properties. As at the end of the Quarter 3 period (October to December 2023), there were a total of 239 ongoing Section 19 reports being prepared as a result of investigations being undertaken, spanning from 2019 to present.

On 2 January 2024 (Quarter 4 reporting period) the County suffered further flood events following Storm Henk. The figures for this storm will be added as part of the Quarter 4 reporting but early indications show that there is likely to be 131 internally flooded properties of which 42 flooded in both Babet and Henk. It is possible that at least a further 68 section 19 reports will be required.

Details of all current section 19 investigations, along with their status, can be found on the Flood and Water Management Scrutiny Committee meeting page on the Lincolnshire County Council website [Browse meetings - Flood and Water Management Scrutiny Committee \(moderngov.co.uk\)](https://www.lincolnshire.gov.uk/moderngov/committees/flood-and-water-management-scrutiny-committee)





## 1.3 Waste

### 1.3.1 Glossary of terms of the waste hierarchy

All local authorities and businesses have a legal responsibility to apply the “waste hierarchy” in dealing with waste. The waste hierarchy is a simple ranking system used for the different waste management options according to which is the best for the environment. The most preferred option is to prevent waste, and the least preferred choice is disposal in landfill sites.



#### **Prevention**

Reducing the amount of waste which is produced in the first place is the highest priority as it helps sustain raw materials for longer which is a major objective of a Circular Economy. This can be achieved by using less material in design and manufacture and keeping products for longer. We have a KPI for the amount of “Household Waste Collected” in kilograms per household which has an annual target of 1000kg/HH. This can be affected by economic factors as people produce less waste if they spend less money but overall and is difficult to influence. However, it does show the trends in how much waste we produce.

#### **Re-use**

Preparing materials for re-use in their original form is the second-best approach to dealing with waste. This can be achieved by checking, cleaning, repairing and refurbishing items. Using charity shops is a good method of reusing. In Lincolnshire we are planning to introduce a re-use process at Household Waste Recycling Centres whereby residents can present materials which is then passed onto other residents without having to recycle or incinerate.

#### **Recycling**

Recycling involves processing materials that would otherwise be sent to landfills and turning them into new products. It's the third step of the waste management hierarchy because of the extra energy and resources that go into creating a new product. We measure recycling rates for all material which is presented at Household Waste Recycling Centres where it is delivered by the public. We also measure the overall recycling rate which includes all

materials including wheely bins at the kerbside and recycling centres. Treatment of food and organic waste by Anaerobic Digestion is classed as recycling which is why it is preferable to incineration.

**Recovery**

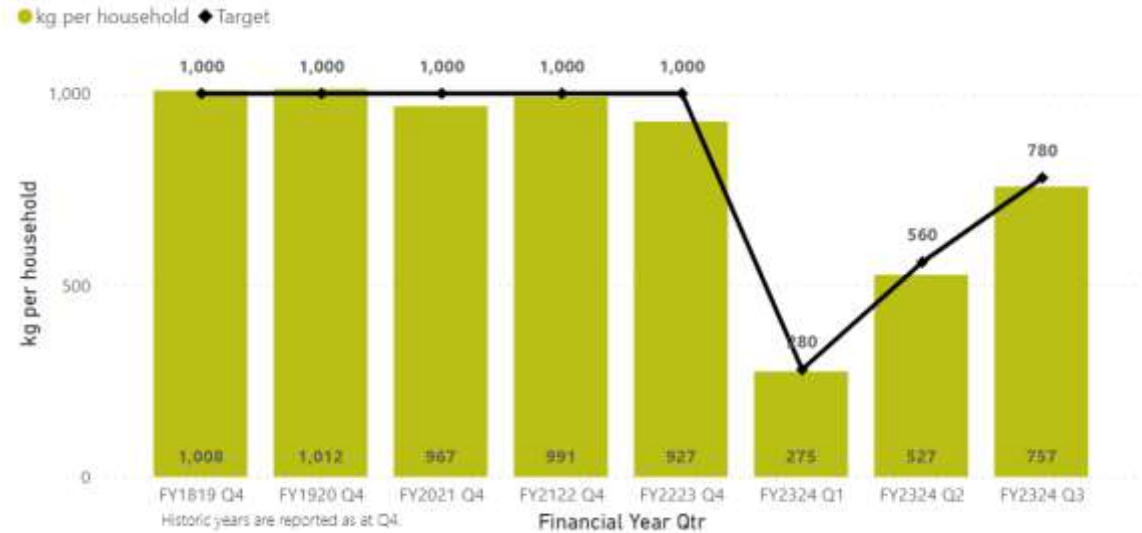
When further recycling is not practical or possible, waste can be treated through such processes as incineration to recover energy. In Lincolnshire we operate an Energy from Waste facility which turned 57% of our waste into energy in 2020/21 which was sold as electricity to the National Grid. Material for recovery is normally collected in the black bin at each household or can be collected at recycling centres. This is preferable to landfilling waste as there is less impact on the environment as greenhouse gases are reduced.

**Disposal**

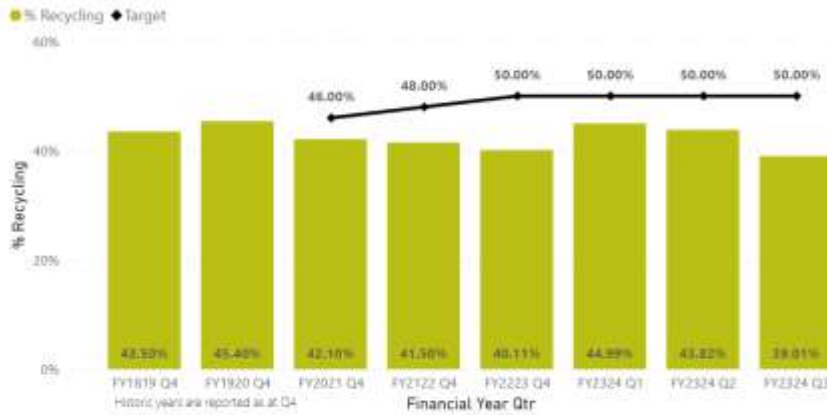
When all else fails, materials that cannot be reused, recycled, or recovered for energy will be landfilled. This is an unsustainable method of waste management because waste that sits in landfills can continue to have a damaging environmental impact as such sites continuously release large amounts of damaging carbon into the atmosphere. In 2020/21 we sent 3% of our waste to landfill and such material includes hazardous waste which cannot be treated and certain inert materials such as soil and rubble. Landfills can also leak chemicals and toxic liquids that can contaminate the soil and groundwater.

**1.3.2 Quarter 2 Waste performance graphs**

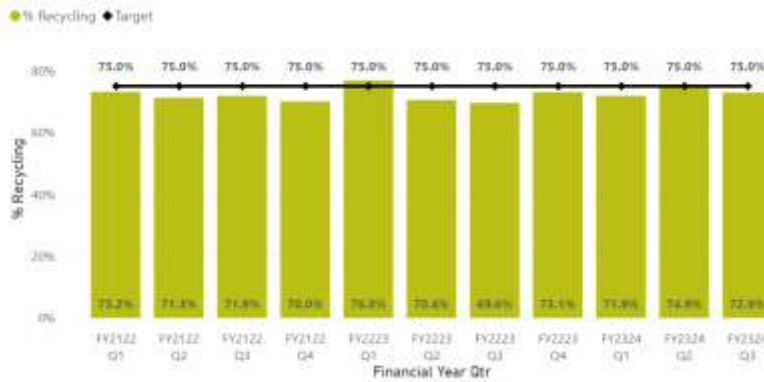
**PI 161 - Household waste collected (kilograms per household) ✓**



**PI 160 Recycling Rate (new national formula) ❌**



**PI 76 Recycling at County Council owned Household Waste Recycling Centres ❌**



**PI 162 Household waste to landfill (percentage) ☆**



**1.3.3 Quarter 3 Summary of Waste performance**

The household waste collected for Quarter 3 is 757kg per household and that is below the target of 780kg which is good news as prevention is the highest objective of the waste hierarchy. This means that less waste is being presented by the public with less haulage and processing needed.

The overall recycling rate for all waste streams is 39.01% which is below the target of 50%. It is difficult to understand why kerbside recycling continues to struggle but it is hoped that with the government's new guidelines for "Simpler Recycling", we will be able to considerably improve in this area, in particular the separate collection of food waste should provide an increase of approximately 7%.

The recycling rate at Household Waste Recycling Centres is 72.9% for Quarter 3. This is slight reduction from quarter 2, however this can be attributed to seasonal variation associated with the reduction of green waste presented at the recycling centres.

The performance indicator for landfill waste continues to be very low which is excellent news. The target for the full year is 5% but we are projecting an actual rate of 0.31%. Landfill has historically been used where we have unplanned outages at the Energy from Waste facility and is the last resort. We may never achieve 0% waste to landfill, but we will always strive towards that target.

### **National Context**

The 4 performance indicators show good trends in how we manage waste, and it should be noted that we are already meeting most of the government's planned changes. Simpler Recycling aims to minimise waste and drive-up recycling rates to meet the targets of the Environment Act 2021. Nationally, between 2000 and 2022 there has been an increase of 11% in recycling rates to 42%. However, in recent years household recycling rates have plateaued at around 42% to 44% which reflects what has happened in Lincolnshire.

Simpler Recycling requires the following materials to be collected across all authorities:

- paper and card,
- plastic,
- glass,
- metal,
- food waste,
- garden waste

However, it should be noted that the government is concerned about the number of bins households may need and have therefore relaxed the approach to allow co-mingled recycled materials. Fortunately, Lincolnshire has successfully met this requirement for many years and therefore the only change we will have to make is to have separate food waste collections by April 2026. Separate food waste will require capital expenditure to our Waste Transfer Stations, but there should be significant revenue savings once collections of food begin. It is estimated that Lincolnshire residents produce approximately 30,000 tonnes of food waste per year which is currently mixed with other material in residents' black bins and processed at the Energy from Waste facility at a cost of £65 - £99 per tonne. If we dispose of food waste at an Anaerobic Digestion (AD) facility the disposal cost will be significantly lower and may be net £0 which could provide an annual revenue saving of £2 million - £3 million. This is similar to the recent approach with paper and card whereby the material is collected separately and recycled at a paper mill. The paper and card are much

cleaner as it is uncontaminated and has much greater value which provides a constant income for the authority.

A second benefit of separate food waste disposal will be an improvement in our recycling rate. AD is classed as recycling which will move the food waste from Recovery to Recycling on the Waste Hierarchy and will provide an approximate 7% improvement in the overall recycling rate.

There is a great deal of government emphasis on improving recycling rates, but waste prevention should always be our highest priority and disposal of material through landfilling should always be our last resort. Overall Lincolnshire has excellent services already in place, but the Environment Act requirements represent a commercial opportunity which will further benefit the environment.

## **2. Conclusion**

The Environment and Economy Scrutiny Committee is requested to consider and comment on the report.

## **3. Consultation**

### **a) Risks and Impact Analysis**

n/a

## **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, Head of Economic Development, who can be contacted on 07920 750343 or [samanthal.harrison@lincolnshire.gov.uk](mailto:samanthal.harrison@lincolnshire.gov.uk); Chris Miller, Head of Environment, who can be contacted on 01522 782020 or [Chris.Miller@lincolnshire.gov.uk](mailto:Chris.Miller@lincolnshire.gov.uk); and Chris Yorston, Head of Waste who can be contacted on 01522 552005 or [Chris.Yorston@lincolnshire.gov.uk](mailto:Chris.Yorston@lincolnshire.gov.uk).

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**Open Report on behalf of Andrew Crookham, Deputy Chief Executive & Executive Director - Resources**

Report to:	<b>Environment and Economy Scrutiny Committee</b>
Date:	<b>27 February 2024</b>
Subject:	<b>Environment and Economy Scrutiny Committee Work Programme</b>

**Summary:**

This item enables the Committee to consider and comment on the content of its work programme for the year to ensure that scrutiny activity is focused where it can be of greatest benefit. The work programme will be reviewed at each meeting of the Committee to ensure that its contents are still relevant and will add value to the work of the Council and partners.

**Actions Required:**

Members of the Committee are invited to review the work programme and highlight any additional scrutiny activity which could be included for consideration in the work programme.

**1. Background**

Overview and Scrutiny should be positive, constructive, independent, fair, and open. The scrutiny process should be challenging, as its aim is to identify areas for improvement. Scrutiny activity should be targeted, focused and timely and include issues of corporate and local importance, where scrutiny activity can influence and add value.

All members of overview and scrutiny committees are encouraged to bring forward important items of community interest to the committee whilst recognising that not all items will be taken up depending on available resource.

Members are encouraged to highlight items that could be included for consideration in the work programme.

**2. Work Programme**

<b>27 FEBRUARY 2024– 10:00am</b>			
<i>Item</i>		<i>Contributor(s)</i>	<i>Notes</i>
1	Visitor Economy Update (incl. Visit Lincolnshire & Tourism Commission Y2	Mary Powell, Place and Investment Manager	Annual Performance Report

<b>27 FEBRUARY 2024– 10:00am</b>			
<i>Item</i>		<i>Contributor(s)</i>	<i>Notes</i>
	& Local Visitor Economy Partnership)		
2	Greater Lincolnshire Internationalisation Strategy and Action Plan 2022-2024 – Update	Angela Driver, Enterprise Growth manager	Annual Position Report
3	Inward Investment Strategic Plan for Team Lincolnshire	Tony Reynolds, Inward Investment Manager	Scrutiny Report
4	Service Level Performance Reporting Against the Performance Framework 2023 - 2024 – Quarter 3: <i>Economy, Flooding and Waste</i>	Samantha Harrison, Head of Economic Development Chris Miller, Head of Environment Chris Yorston, Head of Waste	Quarterly Service Performance Monitoring Report
5	Local Electric Vehicle Infrastructure (LEVI) Pilot – Contract Procurement	Justin Brown, Assistant Director -Growth Tanya Vaughan, Senior Commissioning Officer Economic Investment	<b>EXEMPT REPORT</b> [Pre-decision Scrutiny] (Executive Councillor Decision 4 - 8 March 2024)

<b>16 APRIL 2024– 10:00am</b>			
<i>Item</i>		<i>Contributor(s)</i>	<i>Notes</i>
1	Introduction to East Atlantic Flying Way Heritage Site Bid	Chris Miller, Head of Environment	Scrutiny Report
2	Carbon Management Plan	Chris Miller, Head of Environment Dan Clayton, Sustainability Manager	[Pre-decision Scrutiny] (Executive Councillor Decision TBC)
3	Theddlethorpe Geological Disposal Facility Working Group – 6-Monthly Update	Justin Brown, Assistant Director, Growth	Scrutiny Report 6-monthly update on the work of the Theddlethorpe Geological Disposal Facility Working Group



<b>28 MAY 2024– 10:00am</b>			
<i>Item</i>		<i>Contributor(s)</i>	<i>Notes</i>
1	Draft Lincolnshire Minerals and Waste Local Plan: Preferred Approach	Adrian Winkley, Minerals and Waste Policy and Compliance Manager	[Pre-decision Scrutiny] (Executive Decision TBC)
2	Waste Transfer Station Improvements	Chris Yorston, Head of Waste	[Pre-decision Scrutiny] (Exec Cllr Decision 3 -7 June 2024)
3	LCC Business Centres and Economic Development Portfolio - Performance Report	Simon Wright, Regeneration and Portfolio Manager	Annual Position/Performance Report
4	Transition of Local Enterprise Partnerships (LEPs)	Justin Brown, Assistant Director -Growth	Scrutiny Report

<b>09 JULY 2024– 10:00am</b>			
<i>Item</i>		<i>Contributor(s)</i>	<i>Notes</i>
1	Adult Learning Provision 2023-24 and plans for the 2024-25 academic year	Thea Croxall, Adult Learning & Skills Manager Jenny Riordan, Principal Officer for Learning and Skills	Annual Position Report
2	Business Lincolnshire Growth Hub Annual Performance and Future Business Support Landscape	Samantha Harrison, Head of Economic Development	Annual Position Report
3	Service Level Performance Reporting Against the Performance Framework 2023 - 2024 – Quarter 4: <i>Economy, Flooding and Waste</i>	Samantha Harrison, Head of Economic Development Chris Miller, Head of Environment Chris Yorston, Head of Waste	Quarterly Service Performance Monitoring Report

<b>10 SEPTEMBER 2024– 10:00am</b>			
<i>Item</i>		<i>Contributor(s)</i>	<i>Notes</i>
1	Broadband Programme – Annual Position Report	Stephen Brookes, Broadband Programme Manager	Annual Position Report

<b>10 SEPTEMBER 2024– 10:00am</b>			
<i>Item</i>		<i>Contributor(s)</i>	<i>Notes</i>
2	Service Level Performance Reporting Against the Performance Framework 2024 - 2025 – Quarter 1: <i>Economy, Flooding and Waste</i>	Samantha Harrison, Head of Economic Development Chris Miller, Head of Environment Chris Yorston, Head of Waste	Quarterly Service Performance  Monitoring Report
3	Sutton Bridge Place Making - Update Report	Mick King, Head of Economic Infrastructure	Project Update Scrutiny Report

<b>15 OCTOBER 2024– 10:00am</b>			
<i>Item</i>		<i>Contributor(s)</i>	<i>Notes</i>
1	TBC		

<b>26 NOVEMBER 2024– 10:00am</b>			
<i>Item</i>		<i>Contributor(s)</i>	<i>Notes</i>
1	Service Level Performance Reporting Against the Performance Framework 2024 - 2025 – Quarter 2: <i>Economy, Flooding and Waste</i>	Samantha Harrison, Head of Economic Development Chris Miller, Head of Environment Chris Yorston, Head of Waste	Quarterly Service Performance Monitoring Report

### 3. Items to be Programmed.

<b>Topic</b>	<b>Est Date</b>
Alternative Fuels	TBC
Climate Change Impact	2024
Elements of Environment Act- (Waiting for Gov Guidance/Updates)	2024
Food Waste Collection- (Waiting for Env Act Updates)	W/S 2024
Green Technology Grant	TBC
Historic Places Team Strategy	TBC
Horncastle Industrial Estate extension	TBC
Introduction to East Atlantic Flying Way Heritage Site Bid	W 2024
Lincolnshire Reservoir– Progress Updates	2024
Local Nature Recovery Strategy (inc. Greater Lincolnshire Nature Partnership Update)	TBC
Motorhomes & Campervans Working Group	W 2024
New Burdens Doctrine – Funding for Net Additional Costs	TBC
Property Green Agenda – potential guest presentation facilitated by Sustainability	TBC
Verge Biomass Management	TBC
Waste Performance Targets - Setting of Targets	TBC

Topic	Est Date
Town Centre Improvements Action Plan Update	A 2024
Agri Sector Supports Action Plan Update	A 2024

A= Autumn, W= Winter, S=Spring, TBC= To be confirmed

#### 4. Conclusion

Members of the Committee are invited review and comment on the work programme and highlight any additional scrutiny activity which could be included for consideration in the work programme.

#### 5. Consultation

##### a) Risks and Impact Analysis

Not Applicable.

#### 6. Appendices

These are listed below and attached at the back of the report	
Appendix A	Forward Plan - Decisions relating to the Environment and Economy Scrutiny Committee.

#### 7. 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 Kiara Chatziioannou, Scrutiny Officer, who can be contacted on 07500 571868 or by e-mail at [kiara.chatziioannou@lincolnshire.gov.uk](mailto:kiara.chatziioannou@lincolnshire.gov.uk).

## Forward Plan - Decisions relating to the Environment and Economy Scrutiny Committee

MATTERS FOR DECISION	DATE OF DECISION	DECISION MAKER	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	HOW AND WHEN TO COMMENT PRIOR TO THE DECISION BEING TAKEN	KEY DECISION YES/NO	DIVISIONS AFFECTED
<b>Local Electric Vehicle Infrastructure (LEVI) Pilot – Contract Procurement EXEMPT [I030025]</b>	Between 4 - 8 March 2024	Executive Councillor: Highways, Transport and IT	Environment and Economy Scrutiny Committee	Senior Commissioning Officer Economic Investment, E-mail: <a href="mailto:Tanya.Vaughan@lincolnshire.gov.uk">Tanya.Vaughan@lincolnshire.gov.uk</a>	Yes	Birchwood; Boston Coastal; Boston North; Boston Rural; Boston South; Boston West; Boultham; Carholme; Hartsholme; Horncastle and the Keals; Skegness North; Skegness South; Sleaford; St Giles; Stamford East; Stamford West
<b>Waste Transfer Station Improvements [I029445]</b>	Between 03-07 June 2024	Executive Councillor: Waste and Trading Standards	Environment and Economy Scrutiny Committee	Head of Waste, E-mail: <a href="mailto:chris.yorston@lincolnshire.gov.uk">chris.yorston@lincolnshire.gov.uk</a>	Yes	All Divisions
<b>Draft Lincolnshire Minerals and Waste Local Plan: Preferred Approach [I028138]</b>	4 June 2024	Executive	Environment and Economy Scrutiny Committee	Minerals and Waste Policy and Compliance Manager, E-mail: <a href="mailto:adrian.winkley@lincolnshire.gov.uk">adrian.winkley@lincolnshire.gov.uk</a>	No	All Divisions