

# Greater Lincolnshire

A Place to Grow... faster than anywhere





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This is a proposal from organisations in Greater Lincolnshire to accelerate growth and productivity in our economy, deliver a step change in our skills base, be at the forefront of new technologies, improve health and wellbeing outcomes and deliver radical public service reform for the benefit of our citizens. The guiding principle of this Expression of Interest is that the risks of commissioning and delivery are devolved to the local place where they are best and most efficiently managed. We make strong proposals for governance accordingly.

We are an economic powerhouse, key to the Midlands Engine, the Humber “Energy Estuary” and the Northern Powerhouse, integral to UK Plc and a major gateway to Europe. We have clear high-growth potential in key industry sectors and we have the space and political will to exploit this. If we can gain from the Government the devolution of a range of specific powers and control over the associated funding **we can achieve growth more quickly than anywhere else**

**in the UK**, enhance our collective financial resilience and establish a sustainable platform for our area to thrive, adapt and innovate. We will;

- increase the value of the Greater Lincolnshire economy by £8bn;
- create 29,000 new jobs;
- deliver 100,000 new homes;
- redesign locally services for the administration of justice, health and social care, flood and water management and public safety.

Greater Lincolnshire has a population of 1,060,000. It consists of the Unitary Authorities of North Lincolnshire and North East Lincolnshire (both bordering the south bank of the Humber Estuary) together with the County of Lincolnshire and its constituent seven districts, bounded entirely by the Local Enterprise Partnership of the same name.

The area makes distinctive contributions worth £16bn GVA to the UK economy. Some of the most significant energy, food manufacturing and chemical industries in England are located here. It has the largest UK port by tonnage and the area's logistics companies serve the whole of the UK. Tourist visitors visiting the area generate more than £1bn business a year.



## Accelerated Growth

*The south bank of the Humber is at the centre of an emerging £100bn offshore wind market, with the potential to create wholly new supply chains. We will deliver an 'Energy Estuary' working with partners in all sectors across the Humber and create new UK modal shifts in transport across the north, decongesting the south east ports. We are at the centre of new offshore gas production in the southern North Sea and home to the 2nd largest chemical cluster (£6bn pa), the largest helicopter facility in England and the largest UK refinery cluster – 27 % of UK total capacity.*

*Food processing is a major sector for growth and innovation. The sector has potential for the growth of national and international companies and small businesses alike. Logistics is a key area for both food and freight and transport infrastructure is key to our future growth.*

*Southern Lincolnshire is growing fast because it is the most affordable housing area within an hour's commute of London and it acts as a strategic gateway into Greater Lincolnshire.*

*We plan to double the value of the visitor economy to £2bn over the next 5 years by capitalising on our heritage and environment assets.*

### We offer to...

- grow the area's three defining and most competitive sectors:
  - **agri-food** - 25% of England's grade 1 land, already producing 25% of the country's vegetables, which is vital to the food security of the UK. We also process 70% of UK seafood;
  - create an environment which encourages inward investment and develops **manufacturing and engineering** (a sector currently worth £1.8bn) to continue to develop innovative ideas and put Greater Lincolnshire on the map as a global manufacturing and engineering hub;
  - **a visitor economy** that attracts 17.4 million visitors per year to our world class heritage sites, our 550km<sup>2</sup> area of outstanding natural beauty and our major coastal resorts.

- boost the future defining advantages of the area:
  - the busiest ports in the UK, the largest UK port complex by tonnage and the largest Ro-Ro facility on the East Coast together with the biggest undeveloped deep-water estuary in Europe and the landside space to exploit a huge logistics opportunity. We will develop our unique estuary land assets to **create new logistics, manufacturing and trade routes** in order to become the North's 'Gateway to Europe';
  - becoming the renewable **energy and offshore wind** capital of Europe;
  - **health and care** – implement the GLLEP Care Sector plan encompassing community resourcing, improved housing, workforce development and research.
- drive this growth by putting expansion into new markets, modern telecommunications, infrastructure improvements and the skills of individuals and business owners;
- be an active contributor to the Northern Powerhouse and Midlands Engine and to participate in the Midlands Connect programme in order to encourage cohesion across the Midlands region;
- enable our universities, colleges, and intermediary organisations to support businesses to obtain investment funding through collaboration in innovative projects and through the elimination of the disjointed and cyclical bidding rounds;
- grow the economy more quickly through EUSIF devolution leading to speedier decision taking, delivery of projects and in reducing the costs of administration;
- develop Greater Lincolnshire's environmental offer as a direct contributor to the visitor economy and the health of our communities;
- deliver the Government's Rural Productivity Plan.

### In order to do this we seek...

- **a pilot scheme for statutory agencies** (including Natural England, MMO, Highways for England, English Heritage and the Environment Agency), to be accountable to our new Greater Lincolnshire governance structure to deliver our ambitions for growth and to fast track delivery;
- **alignment with the local Growth Plan of business support budgets**, including those of the Business Growth Service, Manufacturing Advice Service, HEFCE

Catalyst and the UK Trade and Investment (UKTI) Export Advice service;  
Devolution of the governance of these funds to provide strategic leadership and integration of EU funded “opt ins”;

- **appropriate share of Single Local Growth Fund monies**, and from devolved transportation capital, so that we can create a Greater Lincolnshire Investment Fund which enables us to invest in projects which will generate high quality jobs and housing. Funding for this will be augmented by ringfencing a proportion of the EU funding programme;
- **devolution of the management of our EU programme** including granting of Intermediate Body status. The EUSIF programme gives the LEP the opportunity to develop local solutions to economic opportunities, but the setting of strategies and the processing of applications is done nationally with limited involvement at the local level. Devolution will improve the speed with which projects come forward and thus help to promote productivity more quickly and reduce the costs of administration;
- approval for the South Humber Estuary coastal ports and airports **enterprise zone and the enterprise zones** currently being considered by the GLLEP;
- the **development of a strategic land use plan** that aligns our economic ambitions with private and public sector funding streams, streamlined planning and development process for major projects through enhanced CPO procedures / support to acquire locked critical land assets (similar to New Town Act powers) and site exemptions from use of ‘zones’ and local development orders.

## Transport

*Business leaders in Greater Lincolnshire have consistently identified connectivity as a significant enabler for prosperity. Connectivity includes access to high speed telecommunications. However, accessibility through transport is usually cited as the highest priority. Many of our growth sectors rely on good transport; especially food manufacturing and tourism.*

### We offer to...

- utilise the planning process and local investment funding (matched with

LGF) to facilitate enhanced growth around the A1 and East Coast Main Line corridor, the A17 and A15, strategic routes to coasts and ports and to Skegness, Boston and Sleaford;

- invest in infrastructure (transport and housing) through a local infrastructure delivery plan, prepared by an Infrastructure Board that would involve other public sector partners such as EA, Network Rail, Highways England, Historic England, HCA and some private sector providers including utility operators and digital communications and infrastructure companies.

### In order to do this we seek...

- **amendment to the Highways England programme** to give priority to connection points for A46/ A17/ A52/ A18 onto the strategic network e.g. A1 and M180 in order to produce faster east-west links as set out in the Midlands Engine commitments;
- commitment from the Department for Transport to allocate funding within its second Roads Investment Strategy for 2020;
- **recognition that the following road corridors within Greater Lincolnshire fulfil a national role** in moving people and goods:
  - A46 Newark to Lincoln and A158 Lincoln to Skegness;
  - A17 Newark to Kings Lynn;
  - A15 Lincoln to M180 to Humber Bridge;
  - A16 East Coast Route;
  - A52 from the Wash to the A1.
- rationalisation of the appraisal process for transport projects to considerably shorten timescales, and then implementation of the new process in conjunction with DfT;
- powers to adopt bus service franchise powers to be applied in appropriate areas;
- powers to apply a discounted fuel duty scheme to support transport in rural areas;
- phased implementation of the outcomes of the GLLEP’s rail strategy, which supports the Midlands Engine commitment to improving rail services and seeks gauge improvements and electrification.

## Skills

*Greater Lincolnshire has a comparatively low skills base and is often described as a low wage, low productivity economy, with consequent lower GVA than the UK average.*

*One particular challenge to Greater Lincolnshire's growth is the difficulty in recruiting and retaining skilled workers in the health and care sectors. The GLLEP has produced a Health and Care sector strategy which identifies priorities, of which a Medical School is key. It is widely recognised that areas with a medical school find it easier to retain trained medical staff than those without. Other increasingly important sectors in the region, such as construction and engineering, defence and aerospace, also have significant skills needs and gaps in current provision.*

*A further challenge is the need to rapidly up skill and re-skill the workforce in order to access the thousands of new jobs that will shortly be arriving with the development of a new offshore wind industry.*

*This proposal promotes a pioneering approach to integrated skills development across the shared economic geography. We want to develop a workforce to drive the local economy, both through supporting existing businesses and attracting more diverse and higher value inward investment. We look flexibly across our boundaries to address skills for the southern part of the GLLEP area in a new and emerging skills partnership with Greater Peterborough, recognizing the real impact of travel to work areas and economic geography.*

### We offer...

- faster business growth, and lower unemployment;
- lower youth unemployment and fewer NEET (not in employment, education or training) because young people have better employability skills and understand the opportunities available to them locally;
- greater value for money – e.g. services for Work Programme clients will be integrated at local level reducing wasteful duplication; SME employer engagement carried out by different agencies will be joined up reducing duplication;

- a more integrated approach to the delivery of professional and technical skills with enhanced collaboration between employers, the GLLEP and providers, enabled perhaps through local outcome agreements;
- strong support for an 'area review' of the post-16 education and skills system to ensure that is responsive to local economic priorities; this should be comprehensive and thus include schools, academies, UTCs and colleges, as well as any relevant local authority, private sector and university provision;
- to re-shape and re-structure the Further Education (FE) provision within Greater Lincolnshire so that a new FE system is put in place with appropriate governance to ensure that it delivers people with the right skills in the right place;
- a boost to our economy, and productivity, by creating a local workforce that can fill the 200,000 job vacancies that are predicted to be available over the next ten years as our industries grow and as people retire by:
  - creating a seamless transfer from learning to work;
  - working closely with employers, the National Careers Service, and the Careers and Enterprise Company to shape their provision in line with our jobs and skills forecasts. We will also work closely with our SMEs in order to create more apprenticeships;
  - eradicating the very low HE participation rate locally through supporting the efforts of the all further education and higher education establishments in Greater Lincolnshire;
- providing sufficient supply of good education places that matches the pattern of economic growth and allows parental choice to achieve the education and skills necessary for 21st Century society;
- innovation and investment in new models of delivery for technical and professional skills against our skills priorities and to meet the specific needs of the related industries;
- support to schools, UTC and college leaders so that they can develop curricula which meet the priorities that are set out in the council's strategy framework for education;

- changing the landscape of education and skills development across the health and care sector, including flexible vocational routes and support to establish a Career College and a Post-Graduate Medical School followed by a Graduate Medical School;
- Support to restructure education and skills development in the health and care sector to enable flexible routes to medical, nursing and other care professions and match the needs identified in the area Health and Care sustainability programmes;
- support for the efforts of the higher education and skills sector in raising aspirations and creating sustainable integrated lifelong learning pathways at all stages of education, skills development and continuing professional development;
- educating and retaining high quality skilled graduates, and utilising the skills of the significant number of RAF personnel leaving the forces and settling in the area mid-career in order to contribute to local economic growth.

## Page 90 In order to do this we seek...

The powers to give strategic direction to the range of education and skills funding streams which could be integrated to maximise the potential of the emerging GLLEP Skills Strategy and to achieve skills development through devolving:

- **power to reshape and re-structure Further Education (FE) provision** within Greater Lincolnshire, in line with the governments invitation issued in the Rural Productivity Plan of August 2015;
- **funding streams of Post 16 Education Funding Agency and Skills Funding Agency (SFA) budgets;**
- responsibility for all of the **funding relating to career information, advice and guidance** (CIAG) for adults and young people, including a new Career & Enterprise Company;
- the transfer of the duty on schools around career information, advice and guidance (CIAG), to the GLLEP;
- an increased role in the coordination of the delivery of professional and technical skills across the region, following an 'area review' of the post-16 technical and professional skills system to ensure that is responsive to local economic priorities;

- responsibility for commissioning part of the Adult Skills & the Skills Infrastructure budgets (e.g. National Apprenticeship Service helpline) and to be an integral part of the area reviews of post-16 provision;
- **responsibility for identifying and managing the expansion of apprenticeships** in food, farming and tourism, in line with the commitment in the RPP, and in engineering and renewables;
- **devolved commissioning to the local level of the Youth Contract** supporting 16/17 year olds into education or employment;
- **decision making for local school funding;**
- control over the incentives on providers in order to provide more flexibility over who is entitled to receive support;
- for FE providers in Greater Lincolnshire to be given a duty to co-operate with the GLLEP's new joint skills board, and an SFA procurement regime that mirrors the LEP's strategies and offers some flexibility to move funding amongst headings;
- devolution of the responsibilities and resources of Health Education England, Skills for Health and Skills for Care and the power to reshape commissioning health and care education opportunities;
- **to commission locally adult universal benefits integrated with Council Tax benefits**, commission the next phase of the Work Programme; and to discuss joint accountability with DWP for the work of Jobcentre Plus.



# Housing

*With house prices eight times the average salary, pricing many people out of the housing market, there is a need to fix the housing market in Greater Lincolnshire if aspirations for economic growth are to be realised.*

*The volume of housing required allows for the pressure created as a consequence of the ageing population not releasing the housing stock in the face of requirements to house the growing workforce.*

*Local Authorities in Greater Lincolnshire have allocated significant amounts of land for housing. We are positive about population growth in conjunction with economic growth in the key sectors identified. We wish to minimise the time taken from allocation to build.*



## We offer to...

- deliver 100,000 new homes (consistent with the Greater Lincolnshire Strategic Economic Plan and emerging Local Plans), with an appropriate proportion of affordable housing and starter homes supported by appropriate infrastructure and our local public assets;
- develop and co-ordinate 'Right to build' schemes by the community;
- develop a Greater Lincolnshire Housing Partnership of registered providers, developers, and land owners together with HCA, LEP and Councils in the area.

## In order to do this we seek...

- **enhanced powers to allow councils to use short hold assured tenancies**, to remove borrowing caps and allow councils and Registered Providers (RPs) to use prudential borrowing., and to allow financing through a council's general fund.
- to increase and improve the quality and affordability of housing supply through
  - the One Public Estate approach for land including control over nationally held public assets such as surplus MOD land and Network Rail land.
  - freedom to develop local housing rules on right to buy and housing stock financing and management;
- **the pooling and devolution of central government and HCA resources** into a Housing Investment Fund;
- devolved power for both Registered Providers and Local Authorities to set rents and retain right to buy receipts;
- to explore a unique deal that specifically tackles the underlying causes of in- work poverty including linking the payment of Housing Benefit to the delivery of certain minimum housing standards in the private rented sector.



## Water

*We must prioritise tackling flood risk. We have a long and highly vulnerable coastline. No other part of Britain faces the scale of significant inundation from the sea as does Greater Lincolnshire.*

*A serious coastal flood in Greater Lincolnshire would seriously compromise the UK's capacity to produce high grade crops for up to seven years. Our action on this is acknowledged as one of the leading areas for collaboration to address flood risk but more is needed.*

*We wish to incentivise investment in water management and realise the potential for substantial private contributions to flood defence.*

### We offer to utilise...

- delegated powers and funding to deliver a 30% efficiency in developing projects currently subject to Defra's funding controls and approval processes;
- the Water Resources study recently commissioned by the Greater Lincolnshire LEP to devise means of applying spatial planning priorities and infrastructure funding and provide water resources for an expanding manufacturing sector and a growing population;
- the water resources study to manage flood risk as well as a range of coastal flood defence investments and other minor local schemes.

### In order to do this we seek...

- delegation of decision-making powers over flood risk management priorities (including large-scale coastal management schemes) and resources in the medium-term programme (MTP) from national to the local level to increase the effectiveness of our existing partnership arrangements;
- **tax incentives for agri-food businesses and the steel industry** to develop water resources or water efficiency measures on their sites;

- **freedom to extend the arrangements for tax relief for businesses** contributing to flood relief schemes benefitting from national funding to include privately proposed and funded schemes that meet the objectives of the Local Flood Risk Management Strategy and the LEP Growth Strategy;
- **devolution of the EA powers around flood risk operations** and use of the capital funding within the Medium Term Programme (MTP).





## Health

*Our acute health sector faces significant issues in respect of both performance and financial viability. We have above average growth in our elderly population. We have plans across our area (Lincolnshire Health and Care (LHAC) and 'Healthy Lives Healthy Futures') which reflect the NHS 5-year view in seeking an integrated strategic approach to health and social care reform which fairly and accurately incorporates the priorities of the full range of NHS and social care stakeholders, including acute trusts.*

*Clinical Commissioning Groups and local authorities will continue to collaborate while each retains their statutory function.*

### We offer to deliver...

- a substantially more integrated approach to health and care service planning and delivery in Greater Lincolnshire, offering better outcomes and more cost effective health and care services;
- greater support to people with physical and mental health issues to be active in the workplace;
- further development of neighbourhood based services including a significant increase in care delivered closer to home and improved outcomes;
- a model for emergency care, urgent care and planned care services that delivers safe, high quality services which are affordable and sustainable;
- a substantial increase in physical activity levels and engagement in arts and cultural activity to improve health outcomes and reduce demand on acute NHS services.

### In order to do this we seek...

- **devolution of the range of commissioning resources that support the health and wellbeing** of Greater Lincolnshire people. These include the resources of Public Health England, NHS England and Health Education England;

- greater coordination of Local NHS and Social Care Commissioners with a devolved place-based health & social care budget with a minimum four year settlement;
- **integrated commissioning of all community services.** This includes health and social care delivered services;
- joint commissioning of DCMS sports, physical activity, culture and arts programmes to align with local health and wellbeing strategies.

## Public protection

*Crime is local. Altogether 92% of prisoners from Lincolnshire reside in Lincolnshire prisons but the drivers of crime and anti-social behaviour lie in our communities, and solutions are also to be found there.*

*There are current proposals, which we believe we can assist with, to provide better access to Magistrates Courts services through reducing the estate and re-investing savings.*

### We offer to deliver...

- improved access to justice whilst making savings through the integration of courts with the local public estate;
- to reduce re-offending rates through integration of Offender Management with Community Safety, Health and Safeguarding programmes.

### In order to do this we seek...

- **transfer of the commissioning of Prison Services to local political control;**
- **transfer of the administration of HMCTS and the MoJ estate** to be delivered by local authorities in the area.

## Our leadership

We believe that bringing the risks of commissioning and delivery to the local place enables them to be best managed. We understand that government expects robust structures of governance to be put in place to enable this to take place. We rule nothing out in terms of new governance in seeking to deliver our new agenda for growth.

**We anticipate that the range of powers and funding sought in this expression of interest may take us into territory for which the governance arrangements would be no less than a Combined Authority. We wish to enter into discussions with the Government over the precise governance arrangements that would be most appropriate in order to fully secure the scale of devolution that we seek.**

Whilst this prospectus requests devolved powers we in turn will distribute powers differently. In achieving our ambitions our approach to governance will be:

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- to enable people do things for themselves as individuals;
  - to empower community partners at a local level;
  - to encourage private, public and third sector organisations to align their activities with our ambitions;
  - for the devolution partners to identify gaps, prioritise and utilise the devolved powers and resources in the delivery of our ambitions.

We will strengthen neighbourhoods and communities by devolving powers and funding from the Greater Lincolnshire level to individual constituent councils or groups thereof.

We recognise that for many activities political boundaries are crossed and we will continue to interact with our neighbours. We shall work collaboratively with those organisations that share many similar characteristics and operate beyond our area including those in Peterborough, Hull, East Riding of Yorkshire, Kings Lynn and West Norfolk, and on our western boundary.

It is also hoped the Government will accept the arguments for a more flexible approach to the current council tax referendum limits and processes nationally. This would also fit well with the principles of local accountability and decision making which underpin the approach to devolution.

## We offer...

- a governance arrangement that will provide transparent democratic accountability and an effective interface for ministers whilst continuing to ensure that specialists such as clinical commissioners maintain a strong voice;
- integrated democratic leadership of local authorities working with elected bodies including the PCCs bringing these elected leaders together with the NHS leadership and the Chair of the LEP.

## In order to do this we seek...

- as well as potential flexibilities around the local element of business rates we wish to explore with the Government flexibilities around use of capital receipts and borrowing powers for critical infrastructure investment. We recognise that any package of freedoms and developments over the medium term will need overall fiscal neutrality for the Greater Lincolnshire partners and HM Treasury;
- Government to review the funding allocation formula for Greater Lincolnshire** to ensure it matches the actual needs profile of our population;
- power to acquire nationally held local public sector land, including non-operational MOD land, for the overall benefit of the region – thereby giving improved and effective strategic planning for enterprise, housing, growth and infrastructure. Subsequently we would also want to keep any capital receipt for the sale of any land in our control.

***We believe that, in discussion with government, we can develop these proposals to form a strong, viable and transformational plan for Greater Lincolnshire, and we ask government to engage with us to that end.***





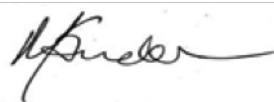
**Cllr Martin Hill OBE**  
Leader of Lincolnshire  
County Council



**Cllr Lord Gary Porter**  
South Holland  
District Council



**Cllr Craig Leyland**  
East Lindsey  
District Council



**Dr Margaret Sanderson**  
Chair of North  
Lincolnshire CCG



**Mark Webb**  
Chair of North East  
Lincolnshire CCG



**Dr Allan Kitt**  
Chief Officer South West  
Lincolnshire CCG



**Cllr Lady Liz Redfern**  
Leader of North  
Lincolnshire Council



**Cllr Ric Metcalf**  
City of Lincoln  
Council



**Cllr Peter Bedford**  
Boston Borough Council



**Dr Peter Holmes**  
Chair of Lincolnshire  
East CCG



**Dr Sunil Hindocha**  
Clinical Chief Officer  
Lincolnshire West CCG



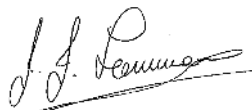
**Dr Kevin Hill**  
Chair of South  
Lincolnshire CCG



**Cllr Ray Oxby**  
Leader of North East  
Lincolnshire Council



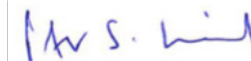
**Cllr Bob Adams**  
South Kesteven  
District Council



**Cllr Jeff Summers**  
West Lindsey  
District Council



**Prof. Mary Stuart**  
Vice Chancellor  
University of Lincoln



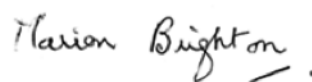
**Rev. Prof. Peter Neil**  
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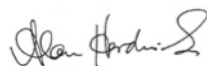
**Margaret Serna**  
Chair of the Board of  
Corporation  
Lincoln College Group



**Ursula Lidbetter MBE**  
Chair of Greater  
Lincolnshire LEP



**Cllr Marion Brighton  
OBE**  
North Kesteven  
District Council



**Alan Hardwick**  
The Police and Crime  
Commissioner for  
Lincolnshire

