

LOCAL INDUSTRIAL STRATEGY EMERGING STORYBOARD

E&E SCRUTINY COMMITTEE

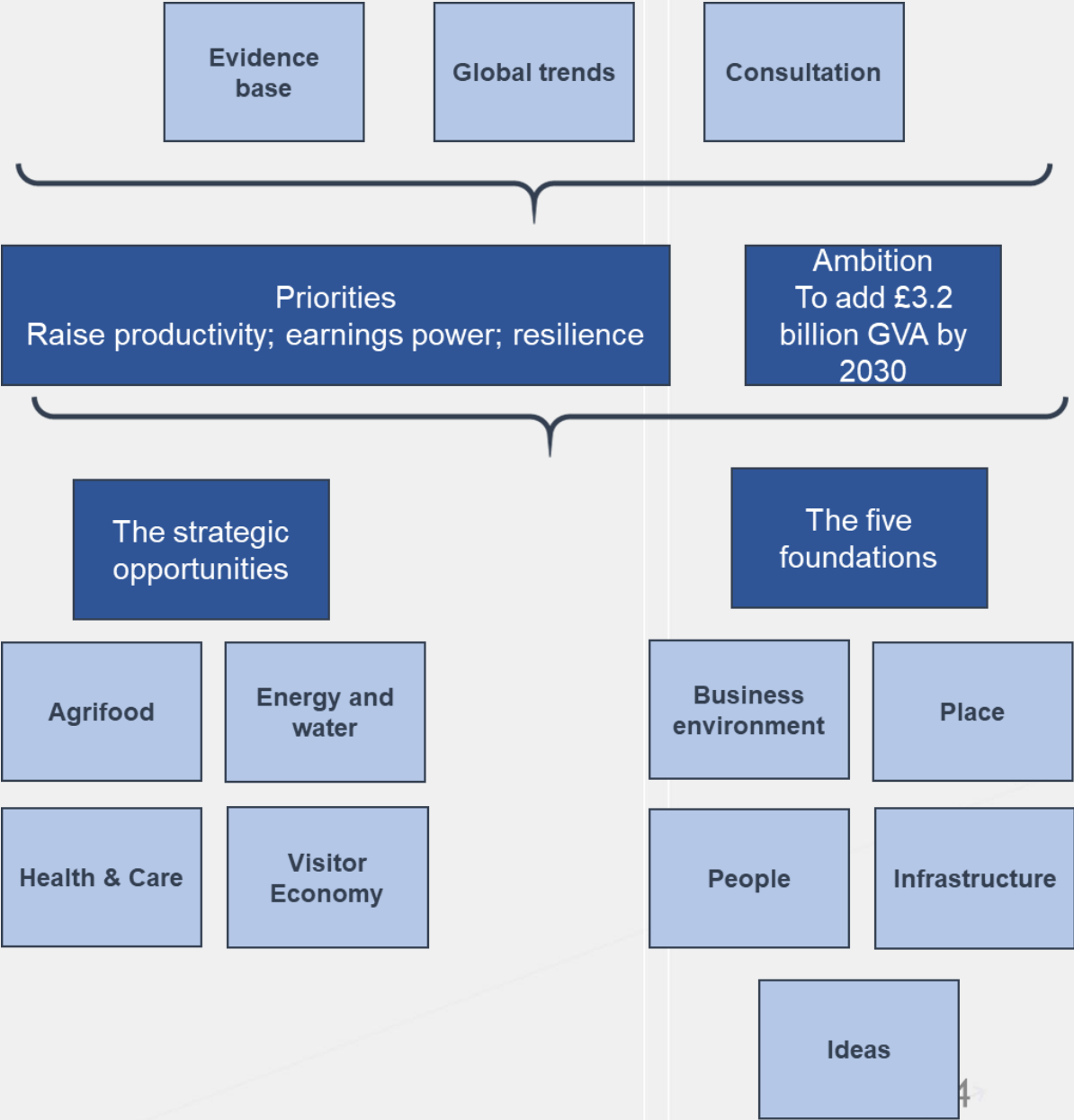
GREATER LINCOLNSHIRE



GREATER LINCOLNSHIRE LIS STORYBOARD

- The storyboard is helping to guide the development of the local industrial strategy. It outlines the emerging potential content, helping capture developing policy areas and enabling an in-depth conversation on strategic priorities and interventions across Greater Lincolnshire.
- The LIS will bring together an ambitious plan for Greater Lincolnshire, co-developed jointly with Government. This will draw on the distinctive specialisms of Greater Lincolnshire and the broad local response to the five foundations and will contain the four broad sections outlined here, plus a section on delivery and monitoring
- Consultation and dialogue began with the evolving opportunities framework and has been informed by a detailed evidence base. Data, facts and figures are being drawn together using existing Greater Lincolnshire work and Metro Dynamics analysis
- The LIS will also contain maps to develop a detailed understanding of place in the strategy and local case studies

LIS ON A PAGE



SECTION ONE

INTRODUCION, PRIORITIES AND PLACE



A FOCUS ON PLACES

This is a dispersed economy, made up of a distinctive city, market towns, rural, coastal, industrial and urban areas

We will use the LIS to raise the profile of our places and look to maximise the gains for all of our places, recognising that not every place will benefit in the same way and at the same time

We will include a section upfront which describes our local economies - the strengths, opportunities and challenges in each

We will use the strategic opportunities to focus on our distinctive elements and competitive advantage

We will use the five foundations to focus on broad ranging responses which will support, for example:

- All parts of the business base to be more resilient and productive
- All residents to reach their potential in Greater Lincolnshire
- All places to be deliver inclusive growth and housing

SECTION TWO

THE EVIDENCE



THE GREATER LINCOLNSHIRE ECONOMY

- **This is a £20.7bn economy with low productivity and wages** - the LIS can capitalise on opportunities and address challenges
- **Productivity is falling and failing to recover to 2007 levels** - People here work more hours and wages are lower. Since 2015 the situation appears to have been deteriorating.
- **The population is growing but ageing** - over 22% of the population is aged 65+ and the area has slightly slower population growth (3.4%) than the UK average (3.7%). Some areas like NE Lincs are seeing far slower population growth - even population decline - whereas some urban areas like Boston are adding population.
- **If our economy was performing at the national average this would add almost £9bn each year:** This extra £9bn would represent a 45% increase in the size of the economy - a fundamental transformation.

WITH AREAS OF DEPRIVATION CLUSTERED MAINLY IN THE EAST AND COASTAL AREAS

- **The western areas consistently perform best** - Central areas and those to the West contain a greater proportion of the LEPs major settlements and demonstrate better performance across a number of indicators. Lincoln, Grantham, and Scunthorpe are all in the West and host large employment centres (although this is not a uniform picture)
- **Lincoln has performed well** - business growth has been particularly strong in Lincoln at 20% between 2013-2018. There is a young population and growth in innovation assets, including investment by the University of Lincoln.
- **There is skills inequality** - with approximately a 47% difference between the East and West in terms of NVQ 4 qualifications. Over 30% of residents in the East from Mablethorpe to Skegness have no or low qualifications.
- **Pockets of low income and deprivation in the East** - the lowest salaries are clustered eastward in towns such as Skegness, Grimsby, and Mablethorpe. These towns are among the 10% most deprived in the country. These areas are also experiencing population decline.
- **Poor connectivity out to the East** - this is a large LEP geography with limited public transport networks (poor rail infrastructure in East Lindsey) and investment required in new transport and digital infrastructure.

WHAT'S DRIVING THE GREATER LINCOLNSHIRE ECONOMY - THE DISTINCTIVE SPECIALISMS

- **Manufacturing** - the largest sector at £4bn GVA. Its contribution to GVA has declined by 6% over the past twenty years, although this has steadied. Home to 2,370 businesses, including a diverse range of companies including Lincat, Dynex and Siemens and 3 high value manufacturing centres. Manufacturing's contribution to GVA is over twice that of the UK average.
- **Energy** - specialised in offshore wind, anaerobic digestion plants, engineering activities and related technical consultancy, with £2bn worth of projects in offshore wind completed or in construction close to the Humber estuary. At least 35 anaerobic digestion plants, with capacity for more. Plans to increase offshore wind capacity by 2030 could accrue £60bn of investment. The Race Bank Wind Farm has the 6th largest capacity of any offshore wind farm in the world.
- **Agrifood** - High job growth in Crop and Animal Production, Food and Beverage Service Activities, and Manufacture of Food Products, accounting for 43% of new jobs created. Agrifood is gaining in concentration between 2012-17. The sector is driving national innovation, for example 'Lincoln Agri Robotics', The Agrifood centre of Excellence, Three Food Enterprise Zones and Lincoln Institute for Agrifood Technology - which is the UK's largest centre for food chain automation and robotics.

AND OTHER SECTORS HAVE POTENTIAL TO GROW

- **Some issues reflect UK challenges around low productivity sectors** - two of the most unproductive sectors are retail & hospitality and public services. These sectors make the second and third largest contributions to GLLEP's GVA respectively and have the highest levels of employment with 50% of GLLEP jobs. By focusing on elements of these we can look to increase wages and productivity in these large, unproductive sectors:
 - **Health and Care** - already a large employer (62,000 jobs) and set to grow as the population ages. Specific challenges around the large geography, but opportunities to lead national innovation, starting with the National Centre for Rural Health and Care, tasked with shaping health and care provision in rural communities. Opportunities exist for collaboration with the Uni of Lincoln's School of Pharmacy.
- **Visitor Economy** - the area is home to a heritage city, 50 miles of coastline and coastal towns, and the Lincolnshire Wolds AONB. Recent investment includes £22m investment in Lincoln Castle, the International Bomber Command Centre and North Sea Observatory. Strong job growth in the accommodation sector with over 2,000 new jobs created and in some areas this is a major share of employment. Potential to maximise benefits from Tourism Sector Deal.

SECTION THREE

THE STRATEGIC OPPORTUNITIES



THESE ARE DISTINCTIVE TO THE GREATER LINCOLNSHIRE ECONOMY, AND EACH HAS A BOLD AMBITION

Energy and water: We will create a rural innovation testbed for energy generation, storage and distribution, ensuring that we maximise the local benefits of the energy cluster by adopting new whole system thinking to deliver medium sized energy operations and water and waste management.

Agri-food: Greater Lincolnshire will increase the international competitiveness of its agri-food sector by championing automation and resource efficiency to benefit its food chain. The core challenge is to deliver international competitiveness through productivity gains.

Health and care: We will develop new models of care for a dispersed and ageing economy, building a cluster of local businesses to support active ageing and rural healthcare

Visitor economy: We will grow an annualised tourism sector and promote Greater Lincolnshire as a leading UK tourist destination, building on recent investments and upgrades. The focus will be to develop the country's first LEP wide tourism zone bid on skills, innovation, & governance.

Defence Sector: We will develop a defence business park and harness the talent of the defence sector employees.

LEP PRIORITY SECTORS

The priority sectors demonstrate our most unique qualities and competitive edge;

- Agri-food
- Manufacturing
- Visitor Economy
- Energy & Water
- Ports & Logistics
- Health & Care
- Defence

GRIMSBY
PRODUCES ENOUGH
WIND ENERGY TO SUPPLY...

1/4 OF ANNUAL POWER
NEEDS OF MORE THAN
14 MILLION HOMES

CUTTING CARBON
EMISSIONS BY
25 MILLION
TONNES A YEAR.

LINCOLNSHIRE
**FEEDS
THE UK**

GROWING 25%
OF ENGLAND'S
VEGETABLES

PROCESSING 70%
OF ITS FISH

as a result, is a strategically
important component of
national food security

CARTWRIGHT
GROUP LTD
PURCHASED
26 ARCE SITE
IN BELTON



EXPANDING THEIR
MANUFACTURE TRAILERS
& COMMERCIAL VEHICLE
BODIES THAT ARE SUPPLIED
TO SOME OF THE UK'S
BIGGEST COMPANIES
INCLUDING ARGOS,
ROYAL MAIL AND ASDA.

**CATHEDRAL
CONNECTED**

A HIGH PROFILE,
MULTI-MILLION-POUND
TRANSFORMATIONAL
PROJECT WHICH WILL BRING
ECONOMIC AND SOCIAL
BENEFITS TO LINCOLNSHIRE.



**THE FIRST
PURPOSE-BUILT
ENGINEERING
SCHOOL
IN THE UK FOR
25 YEARS**

Opened by the University of
Lincoln in collaboration with
Siemens plc

SECTION FOUR

THE FIVE FOUNDATIONS OF PRODUCTIVITY



IDEAS



IDEAS

CAPITALISING ON OPPORTUNITY

- **A highly concentrated innovating business base** - 80% of total R&D investment occurs in businesses. Of this 80%, the majority of R&D investment is undertaken by a small selection of innovative firms.
- **Innovate UK grants have risen since 2004** - Funding allocations to Greater Lincolnshire have increased over time, and beginning in 2010 have increased rapidly. The sectors which attract the most funding are Manufacturing (32.8% of total) and Ageing Society, Health & Nutrition (31.1% of total).
- **Success in commercialising new ideas** - GLLEP ranks 14th among LEPs for sales of innovative products and services
- **Innovation activity in priority sectors** - GLLEP exceeds UK averages for grants offered by Innovate UK in Food Supply, Materials & Manufacturing, and Sustainability; and receives twice as much funding as the national average in Life Sciences.
- **Innovation assets clustered around Lincoln** - Lincoln is the hub for innovative activity, with five of GLLEP's top ten innovative organisations (by value of Innovate UK funding) located in the city.
- **Strong and growing university** - the University of Lincoln is now ranked in the top 50 UK universities, and has received 27% (£7.8m) of all Innovate UK funding allocated to GLLEP since 2004. The University of Lincoln ranks 3rd in total funding allocations of East Midlands academic institutions
- **The data may mask recent success** - 2015 is the latest data release available, but there has been a substantial increase innovative activity since then

IDEAS

WHAT ARE THE POTENTIAL ISSUES?

SUPPORTING MORE R&D AND ENTREPRENEURSHIP

- **R&D may be concentrated in a few businesses** - although GLLEP has a number of businesses actively involved in R&D, there is a long tail of businesses for whom it does not appear to be a current priority
- **R&D spend overall is low** - R&D spend per inhabitant in Lincolnshire is 21% of the East Midlands average and 18% of the UK average.
- **Very limited government sector R&D occurs** - per inhabitant, Government Sector R&D expenditure makes up less than 1% of the total for Lincolnshire, compared to 3.5% across the East Midlands and 6.5% across the UK
- **Heavy reliance on anchor institutions to drive innovation** - The University of Lincoln and a few other businesses drive GLLEP's innovation. Over-reliance on a small group of institutions leaves GLLEP exposed to risks, should some of these institutions move out of the area or stop making innovation a priority.

IDEAS

SO WHAT WILL WE FOCUS ON?

Strategic opportunities

- **Energy and water:** Support replicable local energy generation: anaerobic digestion, biomass, waste to energy; Develop and Enabling Framework & Organisation to support innovation & SME involvement
- **Agrifood:** strengthen role of NCFM and LIAT through partnerships with businesses in FEZ to enhance innovation; promote the adoption of technologies through existing projects such as COTEMACO Interreg
- **Health and care:** Develop Lincolnshire as an international centre for innovation for rural H&C solutions. Partner with the East Midlands AHSN and NCRHC to realise this vision; Develop a pharmaceuticals network based around the science & innovation park to look at digital health - focus on virtual care networks to address spatial inequalities in deployment.

Cross cutting interventions across the Across GL

- Develop “innovation champions” to ensure strong, connected leadership
- Greater Lincolnshire Innovation Programme to address gaps and provide pipeline of impactful activities for SME’s
- Create an innovation community with a hub & spoke model to link across the region
- Develop new research centres (energy and water) by working with LAs and Universities
- Become a “living lab” and testbed for developing solutions in strategic opportunity areas
- Develop new programmes to support innovation leadership particularly for SMEs
- Maximise the value of the Defence & Security sector

PEOPLE



PEOPLE

CAPITALISING ON OPPORTUNITY

- **High concentrations of young people in urban areas** - There are typically a higher proportion of young residents living in towns. The highest proportion of 20-34 year olds reside in Lincoln, with some areas within Lincoln district having between 30-50% of the population comprising 20-34 year olds. Other towns like Scunthorpe, Boston and Grimsby have proportions between 20-30%. Lincoln's student population is roughly 16,000, 1/3 of which are international students.
- **High levels of employment and economic activity** - GLLEP's 4.6% unemployment rate is comparable to the national average (4.3%) and the East Midlands unemployment rate (4.6%). In Lincoln, there is high job availability with almost 1 job available per person of working age in the city.
- **More residents as top managers and professionals, but large disparities** - Over a quarter of GLLEP residents are in top managerial roles with an encouraging 3% increase in the share of top managers & professions to current levels of 26.4% in 2018. However, there are strong disparities between the local authorities, with North East Lincolnshire's top managerial occupation shares at only 13.2%, half the GLLEP average.
- **Higher level skills are growing, but still underperforming** - Between 2008 and 2018 there was an 8% increase in the share of those with NVQ Level 4. Rutland has a more qualified population with the highest share of those with NVQ 4 and above (43.8%). 27% of GLLEP's 20-29 year olds have NVQ 4+ qualifications. This is higher than the share in New Anglia (25.7%) but lower than the East Midlands (34.6%) and UK share (39.6%).

PEOPLE

WHAT ARE THE POTENTIAL ISSUES?

THE FUTURE WORKFORCE AND INCLUSIVE GROWTH

- **Replacement demand deficit and lack of young talent** - the area has an older age profile and struggles to attract and retain young people. A major challenge for the area is to find suitably qualified and resilient residents to fill 200,000 projected job vacancies by 2022. Despite this, over the past five years GLLEP has had a higher than average level of youth unemployment.
- **There is a mismatch between the skills employers require and skills individuals can offer** - Over 20% of GLLEP job vacancies are due to skills shortages. Machine operative vacancies account for nearly one third (29%), and labour-intensive jobs account for 35% of skills shortage.
- **There is an oversupply of lower level and under supply of higher level skills** - 126,000 additional jobs will require NVQ Level 4 or higher by 2022. Not enough of GLLEP's workforce currently possess skills to this level.
- **Not all jobs in the region are equal** - 32% of employees are paid below the real living wage. Except for Rutland, GLLEP's local authorities all have a higher percentage of workers earning below the real living wage than the UK (22.8%).
- **Health barriers to employment for some residents** - over one third of workers in North and North East Lincolnshire are economically inactive due to illness. This is higher than the UK average (24.8%) and East Midlands average (27.2%).

PEOPLE

SO WHAT WILL WE FOCUS ON?

Strategic opportunities

- **Energy and water:** Target digital and engineering skills by developing a revised Education and Training Needs Assessment & Deliver Plan for HE and FE
- **Agrifood:** upskilling the industry through apprenticeships with NCFM in Holbeach (largest provider of food chain skills in the UK)
- **Health and care:** Address workforce challenges (e.g skills and retention) through promoting alternative career pathways and making Lincolnshire an attractive place to work; Align activities of LEP Employment & Skills Board with NHS Lincolnshire Workforce Action Board
- **Visitor economy:** Upskilling front line workers to create value added roles

Cross cutting interventions across the whole region

- Continue to develop links between businesses and schools through the Enterprise Adviser Network and our 'Give an Hour' campaign
- Successfully roll out the new Institute of Technology across the LEP area
- Engage with the new National Retraining Scheme for adults when it is rolled out across England in 2020
- Ensure that EU funds for skills and training are supporting residents across the whole LEP area
- Work with Government to maximise the effectiveness of the Apprenticeship Levy and T Levels
- Use our existing networks to understand and communicate employers real skills needs. It is not enough to say that we will upskill our young people and our residents.
- Support young people to develop the digital skills they need

PEOPLE....continued

SO WHAT WILL WE FOCUS ON?

CROSS CUTTING INTERVENTIONS....CONT

- Ensure that adults are not digitally excluded by working with Government to develop Digital Partnerships in our market towns
- Raise awareness of DWPs Fuller working lives agenda
- Find ways to support SMEs recruitment and workforce development

INFRASTRUCTURE

INFRASTRUCTURE

CAPITALISING ON OPPORTUNITY

- **An important UK location for trade and agriculture** - more Grade 1 agricultural land than any other LEP in England, producing and processing 12% of the UK's food supply. 75% of the UK's population are within a four hour transit time.
- **Enhanced connectivity** - through the A46 and A15, investment in the East coast mainline and South Humber line, and Humber Airport. The A46 presents large growth prospects; businesses along the Midlands portion of the A46 have economic output that comprises 9% of the English economy, which is projected to grow by 35% 2015-2030. The population along the road is to increase by 400,000.
- **Access to the Midlands' only ports** - including the largest port by tonnage, meaning good links to trade
- **A strategic approach to transport upgrades and investment** - including in excess of £52m LGF funding and focusing on upgrading road infrastructure. Plans to further improve flood defenses with £17.4m spent on flood defenses in Wrangle, Louth, Horncastle and Stamp End.
- **Air quality is improving** - Over the last six years, local authorities across Greater Lincolnshire have revoked 8 AQMAs, mainly in relation to poor air quality caused by industrial and road transport sources, reflecting the better air quality across the LEP.

INFRASTRUCTURE

WHAT ARE THE POTENTIAL ISSUES?

GEOGRAPHY AND CONNECTIVITY CAN BE BARRIERS

- **One of the large LEP areas, on the Eastern side of the country** - connectivity both within the LEP and outwards to other parts of the country is frequently poor.
- **Poor connectivity, with a reliance on roads** - existing rail infrastructure doesn't cover a large enough area. Large areas of East Lindsey do not have access to a rail station. The bus services which do exist are limited and infrequent. A-roads connect the east coast to larger settlements in the west but journey times are in excess of an hour. Poor connectivity in the east is likely contributing to poor employment and social outcomes for people.
- **Digital** - large variations across the area in ultrafast broadband with an evident east-west divide. While major settlements (predominantly in the west of GLLEP) have good and consistent access to these speeds, coastal and rural towns have lesser access. Many out-of-town areas only have access to medium broadband speeds (10-30Mbit/s) - this is insufficient for commercial properties.
- **Flood risks** - Flood risk is particularly pronounced along the coast and in the south east, as well as along the LEP's border with the D2N2 LEP, as this border follows the River Trent. Towns which may be particularly susceptible to flooding include Boston, Spalding, Brigg, and settlements along the coast.

INFRASTRUCTURE

SO WHAT WILL WE FOCUS ON?

Strategic opportunities

- **Energy and water / Agrifood:**
Continue to work with Water Resources East and implement a Water Management Plan to promote resource efficiency, including food-chain resource efficiency and innovation

Cross cutting interventions across the whole region

- Greater Lincolnshire wide strategic planning approach to meeting our housing and transport needs - support from Government
- Innovation in infrastructure Delivery
- Digital broadband connectivity programme - focus on take up
- 5G rural pilots
- Work with the Humber to grow the ports
- Work with partners and HMG to make the Greater Lincolnshire ports a free trade area
- Natural capital approaches to flood defences with Water Resources East

BUSINESS ENVIRONMENT



BUSINESS ENVIRONMENT

CAPITALISING ON OPPORTUNITY

- **Positive business growth rates in priority sectors** - with new business growth faster than the UK average in agrifood and ports and logistics.
- **Manufacturing forms a foundation for business** - manufacturing accounts for a 20% share of GLLEP's GVA, which is double manufacturing's share of GVA for the UK as a whole
- **Good rates of business survival** - 358 businesses per capita with survival and scale up rates in line with regional comparators.
- **A broad business base, not over-reliant on large companies** - GLLEP's distribution of employment is weighted heavily towards micro, small and medium size businesses, which account for 64.1% of employment in GLLEP. Of all LEPs, only Cornwall and Isles of Scilly (72%) and Cumbria (65.1%) have a larger share of employment contained in 'medium' or smaller sized businesses. For GLLEP, 24.4% of people are employed in micro businesses, 20.8% in small businesses, 18.9% in medium-sized businesses, and 35.8% in large businesses.
- **Investment is coming into the region** - Siemens, Northrup Gunman, and the University of Lincoln have all invested in new facilities in the area.
- **Trade occurs with a number of countries and across a variety of categories** - Chemicals, Machinery and Transport, and Food and Live Animals are the largest categories. Two thirds of exports are bound for EU countries.

BUSINESS ENVIRONMENT

WHAT ARE THE POTENTIAL ISSUES?

NET REDUCTION IN BUSINESS COUNT

- **High profile potential business relocations / closures** - A reduction in the number of major businesses (such as potential closures of British Steel, Novartis) operating in the area is likely to have negative flow on effects on the rest of the business base which are part of their supply chains.
- **Lower than expected levels of new business start-ups** - This potentially means less opportunity for scale ups and frontier firms, and to expand the business base more generally.
- Positive business growth rates in priority sectors, however a **negative net business birth rate** overall
- **Risk from Brexit** - 62.9% (£1,831m) of exports from GLLEP are destined for EU countries. Food processing is anticipated to have the largest trade impacts of any sector, while the exposure of the visitor economy to Brexit is likely to be highest in terms of the implications for the sector's workforce.
- **Regional disparities in business performance** - Although the contracting business environment is being felt throughout GLLEP, in 2017 it was most pronounced in Lincolnshire, where there were 275 fewer businesses in 2017 than 2016, and North East Lincolnshire, where there were 160 fewer businesses in 2017 than 2016.
- **Declining manufacturing sector** - the value of the manufacturing sector has declined by 6% in real terms since 1998, although the rate of decline has stabilised recently. Manufacturing businesses and employment tend to be concentrated in places throughout GLLEP, meaning those places are disproportionately impacted by manufacturing's decline.

BUSINESS ENVIRONMENT

SO WHAT WILL WE FOCUS ON?

Strategic opportunities

- **Energy and water:** Improve open data availability for energy to support digitisation and adapt to future business models
- **Agrifood:** build on existing Hunan Lincolnshire partnership agreement to support bilateral trade & knowledge exchange with China
- **Health and care:** Increase the capability and involvement of the Voluntary & Community Sector to support deployment of H&C solutions as part of a Business Development Strategy; Partner with the NHS to develop planned interventions & preventive H&C solutions particularly in areas of greatest need
- **Visitor economy:** Focus on digital adoption in SMEs for marketing and productivity

Cross cutting interventions across the whole region

- Continue to deliver Growth hub activity across Greater Lincolnshire - focus on business resilience and productivity support
- £7m Made Smarter proposal with D2N2 to support manufacturing
- Enhanced programme to support rapid growth Scale Up businesses
- Consider development of an internationalisation strategy - increase exports, inward investment etc - linking to Midlands Engine internationalisation strategy
- Digitisation of businesses through Growth Hub programmes e.g. Digital Business Support programme
- Defence sector programme to strengthen supply chains
- Investor development programme targeted at businesses in strategic opportunity areas

PLACE

PLACE

CAPITALISING ON OPPORTUNITY

- **Slow growing and ageing population** - leading to potential issues around workforce availability. GLLEP has an older population with a higher than average proportion of over 65s and a lower than average proportion of residents in younger age groups. This has implications for the productivity and financial sustainability of the LEP area.
- **Housing demand** - delivery is not keeping pace with demand, and need to ensure good mix of housing to attract and retain young people. Also risks around flooding in many places.
- **Growing resilient towns** - futureproofing the towns across the area, such as Boston, Scunthorpe and Gainsborough
- **Attracting and retaining talent** - the area does see positive levels of inward migration overall but younger people are leaving and those moving in are predominantly the 35-49s and 50-64s. North East Lincolnshire observed the largest net outmigration of 20-29s in 2018 (1,600). Also potential to increase commuting.
- **Rural challenges** - around demographics and infrastructure in particular. In some places less than 10% of the population are aged between 20 and 34; some locations have limited energy supply (no access to the grid); and low levels of connectivity (broadband, public transport and roads).
- **Spatial inequalities** - the east is more rural than the west of the LEP as its built-up areas are fewer and constitute a smaller square footage. Rural residents have more limited access to local amenities and public services. There are fewer career opportunities in the smaller urban areas in the east, and many are in lower paid, lower productivity industries due to the poor transport infrastructure connecting rural areas. Although we have observed the existence of this east-west divide, there are also pockets of deprivation in west parts of the LEP (particularly within Lincoln and Gainsborough) and areas of success in the east (particularly within Boston).

PLACE

WHAT ARE THE POTENTIAL ISSUES?

CONCERNS AROUND DEMOGRAPHICS AND INEQUALITY

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PLACE

SO WHAT WILL WE FOCUS ON?

Strategic opportunities

- **Agrifood:** promoting further clustering of businesses through its 3 FEZ and providing more commercial spaces
- **Visitor economy:** Create a destination marketing offer linking coast, city, countryside: AONB; coast; wolds; Viking way; heritage city

Cross cutting interventions across the whole region

- HIF bids for Grantham and St. George's Barracks
- Develop new approaches to housing & planning to respond to local need around flooding, young and older residents
- Developing local place based responses to spatial focused opportunities and challenges in GLLEP (eg coastal / city / south bank / West)
- Enhance the role of town centres, market towns and high streets as hubs using Stronger Towns fund as catalyst and supporting towns not already identified
- Future proofing local areas through digital linkages e.g. Connected rural villages
- Develop a new creative hub through the Cultural Development fund
- Reducing spatial inequalities by utilising Coastal Communities Alliance to develop opportunities in coastal areas

NEXT STEPS

AND TIMETABLE



NEXT STEPS

- Drafting started on full LIS
- Final expert panel to review LIS content
- Submit first draft for comment at the end of October