

## **COUNCIL**

<b>DATE</b>	15 December 2022
<b>REPORT OF</b>	Cllr Philip Jackson, Leader and Portfolio Holder for Economy, Net Zero, Skills and Housing
<b>RESPONSIBLE OFFICER</b>	Rob Walsh, Chief Executive
<b>SUBJECT</b>	Greater Lincolnshire Devolution
<b>STATUS</b>	Open

### **CONTRIBUTION TO OUR AIMS**

A devolution deal for Greater Lincolnshire underpins the Council's strategic priorities in supporting and enabling economic growth and improving the infrastructure within North East Lincolnshire.

### **EXECUTIVE SUMMARY**

This report asks the Council to support draft proposals for devolution for Greater Lincolnshire and to enter into negotiations with Government to seek a devolution deal at the earliest opportunity.

### **RECOMMENDATIONS**

It is recommended that full Council supports: -

1. Engagement with government officials to secure a devolution deal for Greater Lincolnshire on the basis of the draft devolution prospectus at Appendix A.
2. In principle, devolution to a mayoral county combined authority for Greater Lincolnshire; and
3. Continued engagement with key stakeholders with a view to Appendix A being further developed and enhanced as the basis of the devolution bid to government to ensure that Greater Lincolnshire is in as strong a position as possible to secure a deal.

### **REASONS FOR DECISION**

The authority is involved in discussions with Councils across Lincolnshire around the development of a devolution deal for Greater Lincolnshire. The proposals, if approved, are about transferring powers, funding and influence from Whitehall to Greater Lincolnshire; giving local people a much greater say over the issues that affect them; and providing more investment in those areas that make the biggest difference to the region's economy and infrastructure.

Should the council decide not to approve the recommendations, it will lose the opportunity to explore the benefits of the devolution process and may lose access to future government funding and the local determination of policy and spending priorities.

## 1. BACKGROUND AND ISSUES

- 1.1 The levelling up white paper sets out the Government's ambitions for devolution across England by 2030 and provides the framework for devolving powers to local economic geographies. The white paper is being enshrined in legislation through The Levelling Up and Regeneration Bill currently in Parliament.
- 1.2 A first wave of new devolution deals is being negotiated between the Government and upper tier councils with deals already announced in Nottinghamshire, Derbyshire and North Yorkshire.
- 1.3 The Government has yet to set out a timetable for the second wave of deals, however this is expected to be negotiated in 2023 and would provide upper tier councils with an opportunity to seek the transfer of a range of new powers and budgets from Government that can be targeted to local need, used to boost growth in the local economy and level up Greater Lincolnshire.
- 1.4 Working together, Lincolnshire County Council, North Lincolnshire Council and North East Lincolnshire Council, the seven district councils across Greater Lincolnshire, business and key stakeholders have developed options for a devolution deal for the economic geography of Greater Lincolnshire. This has been informed by:
  - Collaboration across all 10 Councils in Greater Lincolnshire to develop a long-term vision for greater Lincolnshire to deliver a better future for the communities, visitors, and businesses of Greater Lincolnshire. A copy of the vision document is attached as appendix B.
  - Business Engagement through the Greater Lincolnshire Local Enterprise Partnership to gauge the interest, understanding and desire for devolution from local business.
  - Involvement of all 10 Councils in Greater Lincolnshire including discussions with council leaders and a series of meetings of chief executives to refine proposals for devolution to meet the needs of all parts of the historical county.
  - Officer level workshops to explore the detail of skills, innovation, investment and infrastructure asks and principles for devolution.

### A Devolution Deal for Greater Lincolnshire

- 1.5 Engagement across Greater Lincolnshire has informed the development of proposals for devolution set out in the draft *Devolution Greater Lincolnshire: Growth | Energy | Food* document which is attached to the report at Appendix A.
- 1.6 The proposals seek to achieve the maximum level of devolution for Greater Lincolnshire to bring greatest benefit for Greater Lincolnshire's residents and deliver on the area's ambitious strategies for growth across key sectors that would lead to more high skill, high wage jobs.

- 1.7 The focus of the proposed deal would be to:
- Boost growth and productivity in key sectors and supply chains by levelling up infrastructure to create high skill, high wage jobs
  - Increase living standards and opportunity by levelling up skills and access to employment and new high skill, high wage jobs
  - Target investment to level up our towns and places to deliver sustainable growth
- 1.8 Key sectors of the Greater Lincolnshire economic geography are also of strategic importance to the UK and devolution for Greater Lincolnshire will support wider UK objectives for levelling up, energy security, food security and achieving net zero.
- 1.9 A devolution deal for Greater Lincolnshire will be subject to negotiation with Government and the council is invited to consider the proposals for devolution as basis for engaging with Government officials to secure a future deal.
- 1.10 Many of the areas benefitting from devolution have gone on to negotiate additional deals with the Government that build on their initial success. The Greater Lincolnshire proposals for devolution are considered the appropriate asks for a first deal aligned to the powers that are currently available in the devolution framework. If successful they would provide a platform to negotiate further deals to deliver on wider aspects of the Greater Lincolnshire vision in the future.

### **Agreeing a devolution deal**

- 1.11 The Levelling Up and Regeneration Bill sets out the levels, requirements, and process for devolution. New powers and funding would be devolved from Government to a new county combined authority and the maximum level of devolution – level 3 - would only be achieved if this also included a directly elected mayor.
- 1.12 This new type of combined authority has an initial prescribed voting membership of the mayor and upper tier councils, identified as constituent members. It can also involve a range of stake holders including district councils and businesses as non-constituency members, scrutiny committee members and advisory boards.
- 1.13 In return for devolution of powers the Government expects the county combined authority to provide strong and effective leadership; flexibility; and appropriate accountability. The proposed East Midlands mayoral county combined authority for Nottinghamshire, Nottingham, Derbyshire and Derby provides a high-level model accepted by Government as meeting these principles and leaves significant element of the governance to be determined by the new organisation once formed.

- 1.14 The Government has set out that devolution deals should be led by upper tier councils. In preparation for any negotiation upper tier councils will continue to engage with district councils, businesses, the education sector and other stakeholders to develop the strongest possible devolution proposition and negotiating position for Greater Lincolnshire. This will include building on initial local discussions to negotiate and agree the governance arrangements and principles for a mayoral county combined authority within the constraints of the legislation.
- 1.15 Members will be asked to formally consider progress at a number of decision points including agreement to:
- seek a deal and enter into negotiation with government (this report)
  - consult on a draft devolution deal following negotiations with Government (future report)
  - the final deal and to establish a mayoral county combined authority (future report).
- 1.16 If successful residents across Greater Lincolnshire could be invited to elect a mayor in 2025.

## **2. RISKS AND OPPORTUNITIES**

- 2.1 There are both risks and opportunities associated with entering into negotiations with the Government regarding a devolution deal for Greater Lincolnshire. The primary objective is to secure, as practicably and effectively as possible, the best possible deal for North East Lincolnshire.
- 2.2 If a devolution deal is successful, it will unlock considerable opportunities and Government funding to make Greater Lincolnshire a better place to live and work. Failure to achieve a deal may place opportunities to access future Government funding sources at risk and also reduce the council's influence on a sub-regional basis.

## **3. OTHER OPTIONS CONSIDERED**

- 3.1 That Council does not agree to the recommendations and wishes to withdraw from the devolution process.

## **4. REPUTATION AND COMMUNICATIONS CONSIDERATIONS**

- 4.1 Levelling up and devolution deals have attracted significant political and media interest during the past few years and will continue to do so. Devolution deals have been announced or are being progressed for over 50% of the country.
- 4.2 There are potential positive reputational implications for the Council if a devolution deal is agreed for Greater Lincolnshire as it would unlock Government powers and funding which will benefit residents and businesses in North East Lincolnshire.

## **5. FINANCIAL CONSIDERATIONS**

- 5.1 Devolution provides greater freedoms and flexibility and should generate a range of benefits at local level, allowing investments and improvements to local services and local areas.
- 5.2 The detail of those benefits will form a key part of any negotiations with government and include, but are not limited to:
- Infrastructure
  - Investment and Growth
  - Skills and Learning
  - Governance arrangements, including costs of a Mayoral office
- 5.3 Such detail will form part of further updates as details emerge.

## **6. CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS**

There are no direct climate change and environmental implications arising from the proposals in this report.

## **7. CHILDREN AND YOUNG PEOPLE IMPLICATIONS**

There are no direct implications for children and young people arising from the proposals in this report.

## **8. CONSULTATION WITH SCRUTINY**

As devolutions discussions progress (and if the proposed deals develops more fully), it is intended to engage Scrutiny on specific aspects of the arrangements in the coming months.

## **9. FINANCIAL IMPLICATIONS**

There are no direct financial implications arising from this report. The future financial implications of a Greater Lincolnshire Devolution Deal will need to be further analysed as negotiations progress.

## **10. LEGAL IMPLICATIONS**

There are no immediate legal implications arising, as the above report merely seeks support to embark on more formal negotiations with central government and Greater Lincolnshire partners. As negotiations continue and matters crystallise the wider implications will become known and be able to be articulated more fully.

## **11. HUMAN RESOURCES IMPLICATIONS**

There are no immediate human resource implications arising from the recommendations in this report.

## **12. WARD IMPLICATIONS**

All Wards are affected.

**13. BACKGROUND PAPERS**

Summary of business engagement:  
East Midlands Devolution Deal

Appendices:  
A – Prospectus  
B - Vision

**14. CONTACT OFFICER(S)**

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**CLLR PHILIP JACKSON**  
**LEADER AND PORTFOLIO HOLDER FOR**  
**ECONOMY, NET ZERO, SKILLS AND HOUSING**

# Devolution Greater Lincolnshire

Growth | Energy | Food



# Devolution Greater Lincolnshire Growth | Energy | Food

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*These proposals provide a framework for discussions with Government on a devolution deal and to level up Greater Lincolnshire. They are subject to the governance and approval processes of participating councils.*

*Throughout this document references to Greater Lincolnshire include the County and Districts of Lincolnshire and the unitary areas of North Lincolnshire and North East Lincolnshire.*



# Devolution Greater Lincolnshire Growth | Energy | Food

The future for Greater Lincolnshire is one where our 1.1 million residents have good lives, with independence, wealth and good health. Where our communities are connected and working together we ensure national food security, logistic networks and clean energy to power the UK's homes and economy.

It is a future driven by local councils working together through a shared vision to realise the potential of the Greater Lincolnshire economy to benefit our residents including:

- securing the opportunity for everyone who wants a job to get one, so that the proportion of economically inactive people is no longer 17% higher in Greater Lincolnshire than it is nationally
- supporting all working age adults to have opportunities to enhance their skill level, boosting productivity and improving on the 29% of our working age residents who have a level 4 qualification or above
- investment in public transport connectivity and infrastructure so that it is no longer holding back our economy, with improvements reducing isolation and loneliness for our more vulnerable residents
- protection for thousands of homes and businesses, and hectares of productive land that are currently at risk from coastal erosion, sea level rise and flooding.

Growth is fundamental to delivering our vision and future prosperity. The public and private sectors are already collaborating to tackle common challenges that until now have held back growth across Greater Lincolnshire. But there is a need for further powers, funding and flexibility from Government to accelerate progress and address:

- the need to capitalise on economic opportunity through better alignment of skills, employment, and career opportunities
- low business productivity affecting investment and earning potential which can be addressed by raising skills levels
- pockets of significant unemployment and economic inactivity
- the need to manage water as an asset, to mitigate the threat of coastal erosion and flooding, and meet our unique demands for water that support growth in agriculture and innovations in manufacturing and carbon capture
- a population ageing above the national average which will lead to disproportionate demand for care and health services, and a reduced labour market. We need to attract and retain younger workers to maintain a viable workforce and for future growth
- the costs of rurality: Our geography includes the 4th most sparsely and largest populated county in England. We need to improve connectivity and access not just through road, but also rail, digital and energy distribution infrastructure.

### **Devolution for Greater Lincolnshire is an enabler for growth.**

Transferring powers, funding and flexibility to Greater Lincolnshire through a devolution deal would accelerate delivery on our ambitious strategies for growth across the key sectors of our economic geography that will lead to more high wage, high skilled jobs. It would provide the catalyst to improve learning, training and pathways into those jobs to raise living standards and level up for local residents.

Our plans for devolution are focused on the unique challenges and opportunities within Greater Lincolnshire. Opportunities that can make a significant contribution to the future security of the UK, from green energy to food, water and defence.

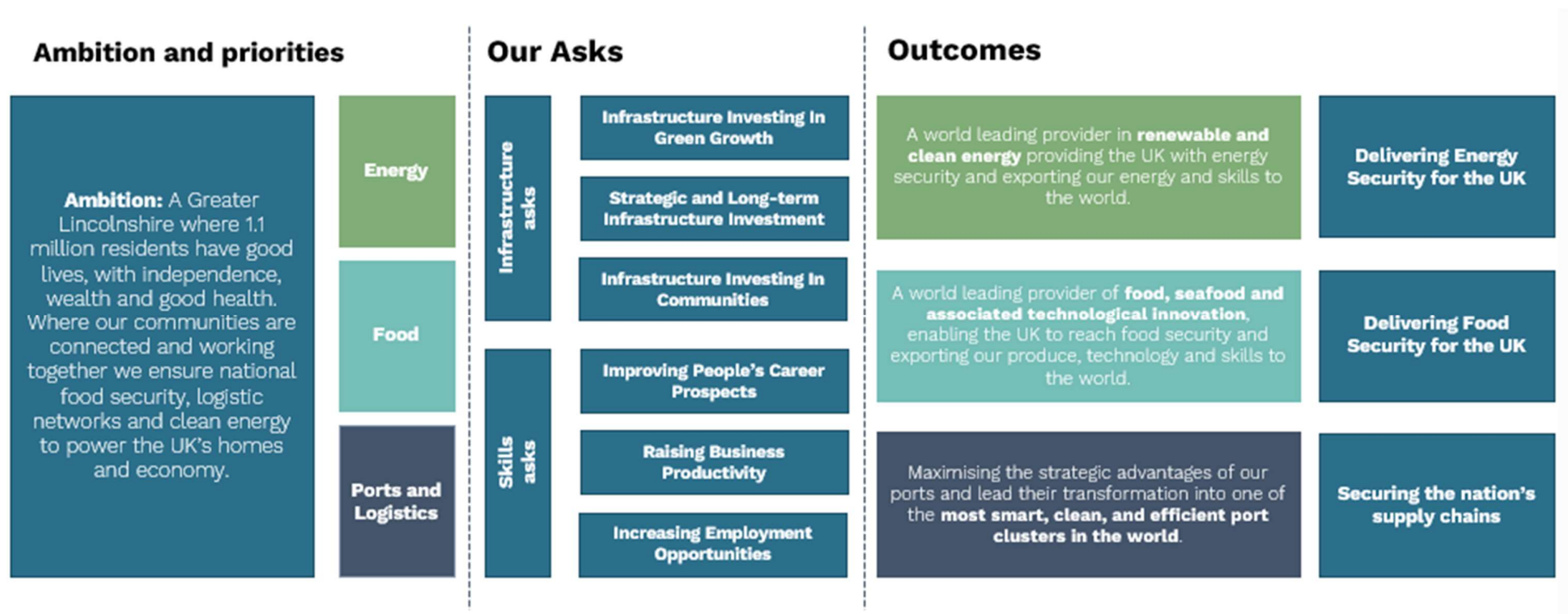
Devolution for Greater Lincolnshire has the strong support of our business community. Over 200 businesses representing around 40,000 employees across Greater Lincolnshire have already had their say and continue to be engaged in the development of our plans. Their needs – greater influence over digital infrastructure, physical infrastructure, and skills development – are reflected in the proposals for devolution to Greater Lincolnshire.

As there is currently no one democratic body that covers our economic area we will seek to establish a county combined authority as a strong and accountable model of leadership for levelling up Greater Lincolnshire, including an elected mayor if this is a requirement in the final legislation. The Mayor and County Combined Authority will compliment and work with existing public/private partnerships and neighbouring combined authorities to support wider growth opportunities.

### ***Greater Lincolnshire in 2050:***

<b>Voice</b>	Citizens have an increased say, involvement and role in deciding what happens and how it gets implemented.
<b>Mobility</b>	Every town is accessible to everyone via public transport, in a safe and sustainable way.
<b>Connectivity</b>	A digitally connected place where the infrastructure is as important as any basic utility.
<b>Homes</b>	There are enough of the homes that people need, which are affordable to them, and decent and dignified to live in.
<b>Health</b>	All citizens have an equal chance of living a healthy life, regardless of status, or background.
<b>Jobs</b>	Everyone enjoys a fulfilling job.
<b>Education</b>	Every child receives an excellent education, in a high quality environment. Every adult is able to improve their skills to stay actively employed.
<b>Biodiversity net gain</b>	Developments give back more nature than they disturb through biodiversity net gain.

## Our ambitions, asks and outcomes for devolution for Greater Lincolnshire



# Devolution Greater Lincolnshire: Our potential for growth

**Greater Lincolnshire has a unique place in the future success of our nation as the source of clean energy, carbon capture opportunities, and food security. We play a vital role in global trade, securing the nation's supply chains in key industries.**

Securing growth in Greater Lincolnshire matters to the UK.

This is a time of significant opportunity for Greater Lincolnshire. We are at the heart of delivering on vital national growth sectors – through the UK Food Valley, our Freeport and our market leader role in offshore renewables.

At the same time, we have a clear focus on delivering against the Levelling Up agenda and transforming our town centres and resorts. Devolution is essential to complement those initiatives through local powers, influence and decision making.

The key sectors of our economic geography are of strategic importance to the UK. Devolution to Greater Lincolnshire will support wider UK objectives for growth across the following areas:

## **Energy, decarbonisation and net zero**

Greater Lincolnshire is at the heart of the UK's offshore renewable energy generation and the decarbonisation of industry. We are pivotable to the nation becoming a net energy exporter by 2040 and achieving net zero. Devolution to Greater Lincolnshire is a fundamental part of investing in the North Sea and the onshore infrastructure required to expand our renewable capacity and innovate in carbon capture.

*“Energy is the lifeblood of the global economy. From heating our homes to powering our factories, everything we do depends on a reliable flow of affordable energy.*

*Our island's resources, with its shallow seabeds and high winds offers us unique advantages that have made us global leaders in offshore wind and pioneers of floating wind. With smarter planning we can maintain high environmental standards while increasing the pace of deployment by 25 per cent. Our ambition is to deliver up to 50GW by 2030, including up to 5GW of innovative floating wind.*

*Accelerating our domestic supply of clean and affordable electricity also requires accelerating the connecting network infrastructure to support it.”*

## **British Energy Security Strategy**

### **Food, fish seafood and food manufacturing**

As the UK seeks to grow a prosperous food sector that ensures a secure food supply in an unpredictable world, devolution to Greater Lincolnshire will support delivery of a world leading food cluster with the potential to add 50% GVA by 2030, equating to around £2 billion. With its focus on new food chain automation and digital technology, innovation within the food valley supports the UK's ambition to become a science superpower.

*“The coronavirus (COVID-19) pandemic and turbulence caused by the invasion of Ukraine are reminders of the crucial importance of UK food producers to our national resilience.*

*Today, food manufacturers provide employment opportunities in areas where there might otherwise be deprivation; they offer apprenticeships and opportunity; they invest in research and development, and they give local areas a sense of pride and identity. None of our food manufacturers could succeed without the farmers and fishermen who supply them with high quality produce.*

*The food industry also has a central role to play in the government's levelling up agenda... It is the largest manufacturing sector in the UK, bigger than automotive and aerospace combined. It invests in local communities.”*

### **Government Food Strategy**

### **Ports, logistics and supply chains**

The Government's Maritime 2050 Strategy recognises that the UK economy is highly dependent on the maritime sector, with 95% of goods exports and imports moved by sea, including nearly half of the country's food supplies and a quarter of its energy supply.

The UK's continued success as a global trading nation is dependent on its ability to import and export goods efficiently. Devolution to Greater Lincolnshire will support the next phase in the evolution of our ports and the competitiveness of our logistic sector that underpin trade and national supply chains.

*“The maritime sector has played a critical role for centuries in the growth and development of the UK as a primary facilitator of global trade.*

*Our highly successful commercial ports have constantly evolved, investing billions in their operations to ensure they remain at the fore of new patterns of trade.*

*Today we rely on the sector not only for the import and export of goods, but also the value the wider maritime sector brings to our economy through the likes of businesses services.”*

### **Government's Maritime 2050 Strategy**

# Devolution Greater Lincolnshire: Delivering energy security for the UK

We will be a world leading provider in renewable and clean energy providing the UK with energy security and exporting our energy and skills to the world.





**Why Greater Lincolnshire:** We are fundamentally connected with at least 25% of the UK's energy production and Greater Lincolnshire is at the forefront of the UK's Green Industrial Revolution. We are creating profitable opportunities for low carbon energy and industrial businesses, all aligned with ambitious national sustainability and energy export goals:

- The low carbon economy and green energy production across Greater Lincolnshire are already worth £1.2bn per annum to the economy, employing over 12,000 people.
- Grimsby is home to the largest offshore wind operations and maintenance cluster in the world, serving the largest windfarms in the world, delivering green energy, and offering opportunities to retrain into new high skill high wage jobs.
- Scunthorpe has strategically important steel, engineering and industrial expertise to support green energy and manufacturing opportunities whilst maximising steel and logistics opportunities in the town.
- Ground-breaking projects for industrial decarbonisation, green jet fuel, carbon capture and hydrogen offer global leadership, could protect jobs in steel, chemicals and manufacturing across Greater Lincolnshire, create new green jobs and inspire the move to net zero across the UK.

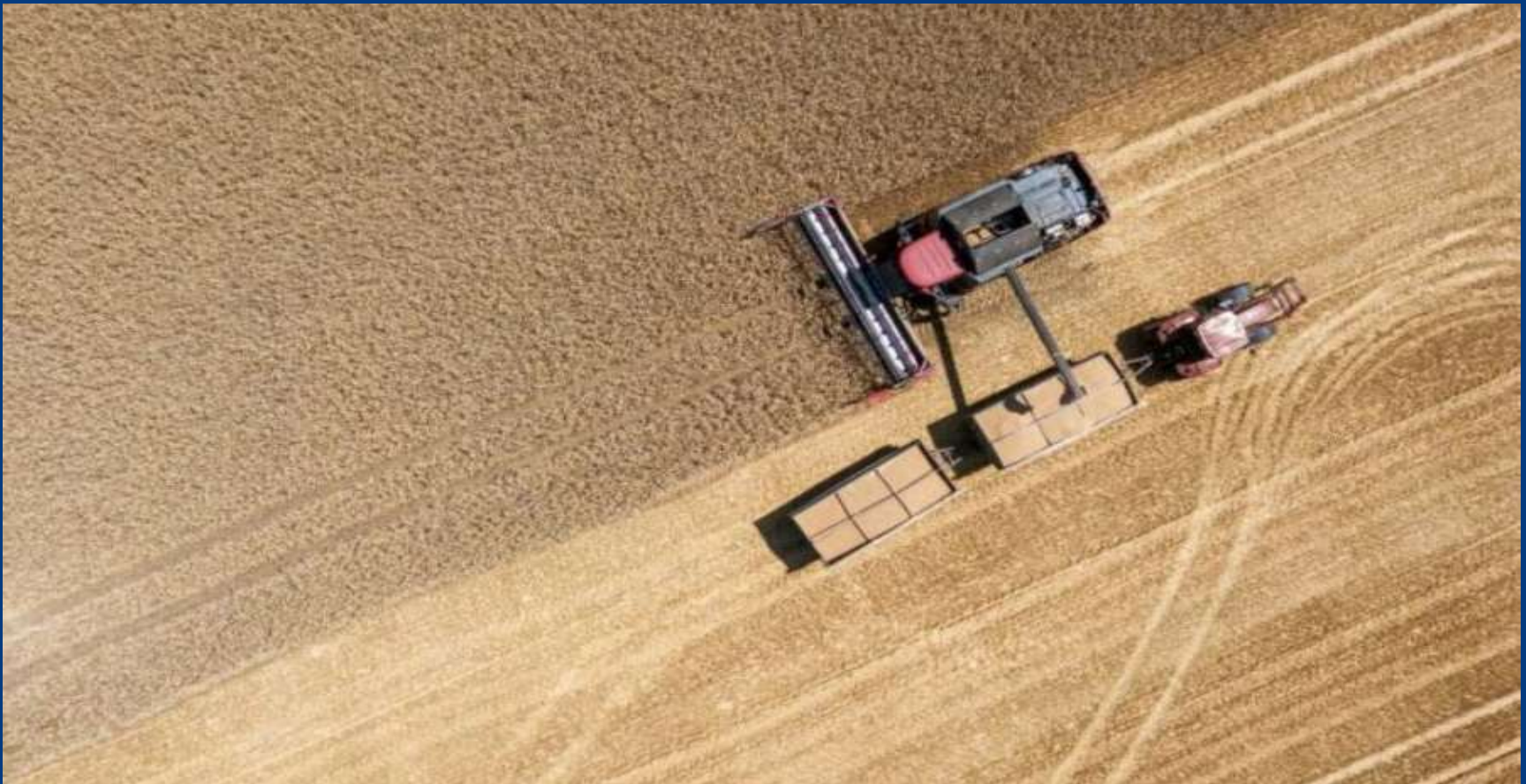
**Our potential for growth:** We will deliver growth in offshore wind as well as global leading projects for carbon capture, green jet fuel and hydrogen that significantly contribute to the UK's green targets, protect jobs in heavy industry across Greater Lincolnshire and create future high skilled high wage jobs.

Major projects to deliver growth include:

- Proposals for Hornsea 3 and 4 and the Race Bank Extension would significantly increase capacity of a number of the UK's largest off-shore wind farms and create high skilled jobs responsible for well over a third of the 30GW envisaged for the UK by 2030.
- Developments such as the Humber 2030 Vision, Humber Zero Carbon Capture Project and the Killingholme Marshes Drainage Scheme that will significantly increase demand for skilled engineers to support construction, manufacturing and maintenance, requiring employers to up-skill their existing workforce to meet evolving industry training standards.
- Able Marine Energy Park - a strategic location in the National Renewable Infrastructure Plan and a freeport tax site - is set to become a bespoke, world-leading facility to serve the needs of the burgeoning offshore renewable energy sectors.
- Proposals to meet 30% of UK Government hydrogen production targets by 2030 will create new jobs and reduce UK reliance on natural gas.

# Devolution Greater Lincolnshire: Delivering food security for the UK

We will be a world leading provider of food, associated technological innovation, enabling the UK to reach food security and exporting our produce, technology and skills to the world.





# Devolution Greater Lincolnshire: Delivering food security

**Why Greater Lincolnshire:** We have an international reputation for food, seafood, and farming and one of the largest concentrations of food manufacturing, seafood processing, research, storage and distribution areas in Europe:

- Greater Lincolnshire supplies 70% of seafood consumed in the UK, 30% of the nation's vegetables, 18% of poultry, with a total agricultural output of over £2bn in 2019.
- The seafood processing and trading cluster consists of approximately 70 businesses employing 5,500 people, with the immediate supply-chain employing over 10,000 people. The cluster is the largest in Europe and is worth over £1.5 billion to the economy.
- Greater Lincolnshire is home to a major food logistics cluster supporting the area's seafood processing, agriculture and food manufacturing industries.
- The agri-food chain provides 24% of jobs throughout Greater Lincolnshire rising to 40% in South Holland; with 75,000 employees in the farm to factory gate supply chain.
- We lead the UK, developing the skills needed to transform the agri-food sector. Through the National Centre for Food Manufacturing, the Agri-Food Centre of Excellence and the work of our academic partners, we are driving the application of new technologies and increased productivity in this sector.

**Our potential for growth:** The UK Food Valley will be a top 10 global cluster by 2030 delivering more high skill, high wage jobs and making the food chain a career of choice for aspirational young people through innovation including:

- Greater Lincolnshire is home to Europe's largest Agri-food Tech automation and robotics cluster, attracting businesses which are investing heavily in automation.

Recognised by the Department for International Trade as a High Potential Opportunity (HPO), to design, manufacture and commercialise automation and robotics technologies, growth in these tools will reduce the need for hard to fill low wage seasonal jobs in agriculture and replace them with high skill high wage roles.

- Leading national efforts to reduce carbon emissions from food production and manufacturing. This will focus on how new technology and skills, new energy sources and production processes can be used to reduce the carbon emissions from production, processing, transport, and storage of food.
- A proposal for a Centre for Food Logistics based around the Boston port, providing training in logistics, and allowing agrifood firms across the UK Food Valley to import inputs close to home and reduce costs.
- Support further growth in the agri-tech sector through our new agricultural growth zone, creating a centre to support agriculture and developing a skills pipeline to attract the next generation into the industry.

# Devolution Greater Lincolnshire: Securing the nation's supply chains

We will maximise the strategic advantages of our ports and lead their transformation into one of the most smart, clean, and efficient port clusters in the world.



# Devolution Greater Lincolnshire: Securing supply chains

**Why Greater Lincolnshire:** Lincolnshire is the UK gateway to Europe for the Midlands Engine and Northern Powerhouse: Benefiting from prime deep water locations our ports and connectivity advantages have supported the growth of a UK-leading logistics cluster, serving industry sectors including renewables, advanced manufacturing, food manufacturing and energy.

- Our ports are nationally significant assets: Immingham - the UK's biggest port by tonnage - specialises in commodities and has direct routes to North and South America, Africa, Australia, the Middle East and the Far East.
- Grimsby is a nationally significant car import terminal, handling 500,000 imported vehicles a year, and has become an established O&M location for offshore wind firms Ørsted Energy, Centrica, Siemens, E.On and RES. Similarly, Killinghome has deep sea car vessel facilities.
- As the only coastal part of the Midlands, the ports of Boston, Gainsborough and waterways to Wisbech have regional significance and provide direct access into the UK Food Valley.
- Considerable investment has been made in the Humber ports and logistics sector:
  - £40m in the Port of Grimsby to provide facilities to build and maintain wind farm assets,
  - £120m by ABP to upgrade container terminals at Immingham, and its automotive terminal at Grimsby, and
  - £65m in the bulk terminal at Immingham, which handles vessels up to 366 metres in length and imports for British Steel's Scunthorpe plant.
- Our South Lincolnshire Logistics Hub is strategically located within the UK's leading food production area, enabling fast access to UK population centres and international markets.

**Our potential for growth:** Greater Lincolnshire will support the transformation of our port cluster into one of the most smart, clean and efficient sectors in the world, leveraging greater value from the ports by handling increasing volumes of trade and attracting more value-added manufacturing activity. We will also ensure that our ports and logistics clusters are strongly connected into the region's decarbonisation activity.

We will enhance our competitiveness in logistics activity by ensuring that the necessary key physical infrastructure is in place to support the cluster. Major projects in Greater Lincolnshire include:

- The Humber freeport has the potential to become the largest of the UK freeports and a powerful driver of economic growth in local manufacturing firms and logistics.
- The South Humber Industrial Investment Plan (SHIIP) is a major 15-year programme of investment delivering substantial new industrial infrastructure to support the Northern Lincolnshire ports and releasing good-quality development land for employment between the Ports of Immingham and Grimsby.



# Devolution Greater Lincolnshire: Our plan for devolution

Achieving the greatest benefits for our residents, businesses and visitors



# Devolution Greater Lincolnshire: Our plan for devolution

Our plan for devolution is underpinned by an agreed set of principles:

1. **Start of a journey:** This deal is the first step towards greater local control and deeper relationships locally and with Government.
2. **Greater Lincolnshire Geography:** We will work across Greater Lincolnshire on the areas that make sense to grow the economy for all, recognising that there the benefits will build over time and in different ways
3. **Greater Lincolnshire flexibility and reach:** We will target delivery at the level that makes sense within our geography, enabling local and cross-cutting interventions.
4. **Additionality and sovereignty:** We will only act to be additive to existing activity in a way that maintains local sovereignty.
5. **Socio-economic focus:** We will focus primarily on encouraging good, inclusive local growth that improves the lives of our residents.
6. **Draws down from Government:** We will always draw down powers from Government through full devolution, co-commissioning and piloting innovation
7. **Clear asks:** We will be specific about the powers, and funding required to make an impact locally.
8. **Sustainable:** We will transition to new powers over time, so that change is sustainable and manageable.

In Greater Lincolnshire we are seeking the highest level of devolution at the earliest opportunity that will enable us to achieve the greatest benefits for our residents. As there is currently no one democratic body that covers our economic area we will seek to establish a county combined authority as an efficient and accountable model of leadership for levelling up Greater Lincolnshire, including an elected mayor if this is a requirement in the final legislation.

Our asks include a broad range of powers, services and budgets set out in the Government's Framework for Devolution in the Levelling Up White Paper.

Nearly three quarters of businesses talking to us about devolution told us that new and innovative approaches are required to address their needs. Therefore, our asks also include powers beyond those listed in the White Paper which are needed to address our unique needs and opportunities for growth and levelling up.

Devolution of these powers will provide the Government with an opportunity to enhance the devolution framework to reflect new and innovative asks.

## A Greater Lincolnshire Investment Fund

We are seeking a single long-term investment fund over 30 years, to provide local capacity to target money on interventions and make the best impact. This will deliver significant benefits for Greater Lincolnshire, allowing larger, strategic investments and effectively addressing some of our longer term and fundamental issues, such as rural deprivation and low productivity.

This money will be invested in enabling infrastructure, energy efficiency, business productivity and innovation in our key sectors of food, energy, ports and logistics, and targeted skills and employment support to tackle spatial deprivation in our coastal, rural and urban communities.

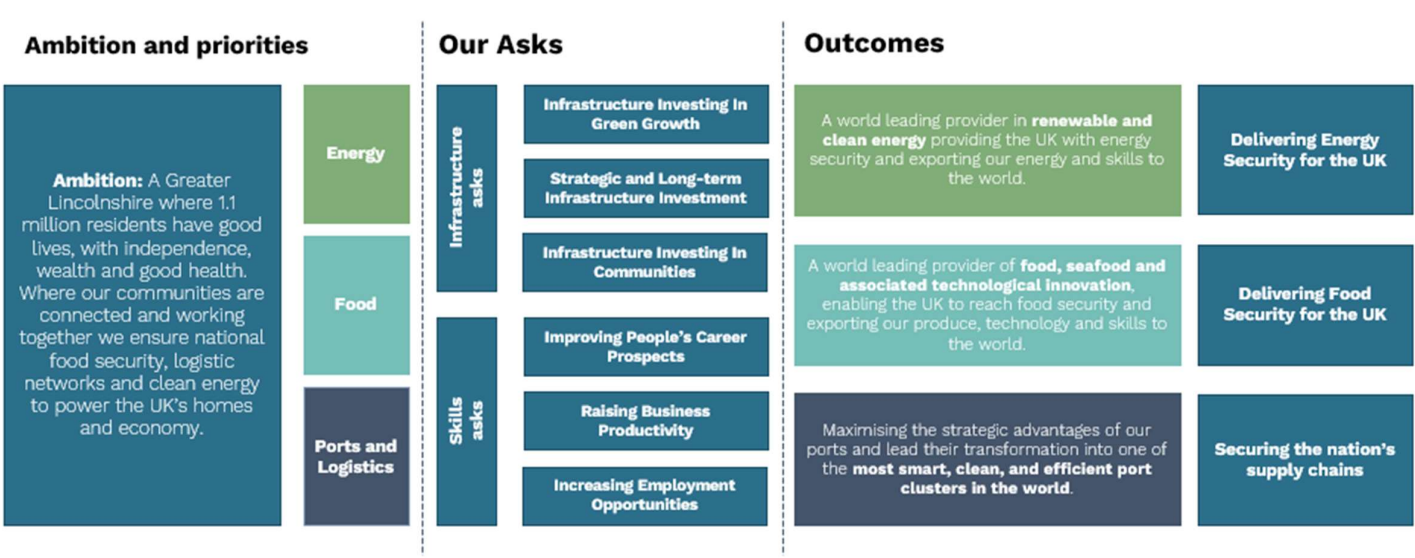
The Greater Lincolnshire Investment Fund will complement Levelling Up Fund and Shared Prosperity Investment, as well as devolved responsibility for other new funds or initiatives supporting our businesses, our place and our people.

For our key areas, we will commit to working collaboratively locally and with Government to deliver local priorities. Some of this will be based on commissioning of approaches and projects, and full devolution of additional funds and powers may follow on from successful pilot projects.

Our plan for devolution supports levelling up across Greater Lincolnshire with a focus on:

- Place – local decisions and investment in infrastructure unlock growth in our county, particularly in key sectors that create high wage, high skills jobs that boost living standards. Long term strategic planning and social investment enable sustainable growth and level up our left behind neighbourhoods, market and industrial towns and city for residents as thriving, attractive communities that they are proud of and competitive destinations for visitors.
- People – skills, training and employment opportunities in Greater Lincolnshire are tailored to spread opportunity and access to high wage, high skills that can boost living standards; and address labour shortages across our key industrial sectors.

Our ambitions, asks and outcomes we seek through this deal are shown below:



# Devolution Greater Lincolnshire: Infrastructure

Greater Lincolnshire has a strong case for investment, supported by the local industrial strategy evidence base, local plans and emerging local transport plans. This solid foundation is already reaping rewards with a multitude of projects underway across the area.

However, there is an opportunity to go further and faster to boost growth and address levelling up challenges within Greater Lincolnshire and the wider economy.

In order for Greater Lincolnshire to realise its potential, significant investment in infrastructure is required to tackle areas of inequality. These include focusing on enhancing digital connectivity, enabling access to work and addressing the causes of market failures in housing delivery and high-speed broadband roll out.



*Strategic and long-term investment to meet growth needs*

The Ports & Logistics sector employs around 18,000 people, is worth £700 million to the Greater Lincolnshire economy, and accounts for over 25% of UK rail freight. But rail capacity is a constraint on future growth and our economic area is held back by poor connectivity with a reliance on congested and rural roads for business, logistics, tourism and access to amenities – all maintained through much reduced road maintenance funding.

With coastal and low-lying regions, water management is a crucial aspect of climate resilience, and Greater Lincolnshire has plans to become a rural innovation testbed for energy and water management. Greater Lincolnshire will therefore be at the forefront of the UK's climate strategies.

We plan to use the devolution of infrastructure powers to create investments in infrastructure which level up opportunity for all, specifically:

- investment in green growth and our environment.
- a planned approach to strategic and long-term investment for transport and utility purposes that provides confidence for investment and relocation.
- investment in infrastructure which enhances the quality of communities and accessibility of homes for all.



## Infrastructure Theme 1:

### INVESTMENT IN GREEN GROWTH AND OUR ENVIRONMENT

Within this theme we have the following priority areas:

- Investing to achieve net zero, to drive productivity and to grow jobs;
- Investing to take advantage of our unique natural environment in a responsible way, whilst protecting our communities from the impact of climate change.

#### Priority 1: Investing to achieve net zero, to drive productivity and to grow jobs

Greater Lincolnshire is at the forefront of the UK's offshore energy production, hydrogen innovation and the development of decarbonisation for heavy industry but we need to ensure that this is supported by infrastructure such as the energy grid capacity and pipelines that are required to deliver growth.

With this in place we will establish the UK's first net zero carbon industrial cluster by 2040 which will capture and store around 10% of UK carbon dioxide emissions and develop blue and green hydrogen infrastructure and production.

Our asks are:

**Ask 1: Co-commissioning a joint strategy for developing the unique infrastructure required in Greater Lincolnshire to enable carbon capture and storage innovation and other green growth (CO-COMMISSIONING ASK)**

**Rationale:** Greater Lincolnshire's energy and low carbon sectors are national leaders, and our geology provides significant opportunities for further growth. This will include transforming the energy intensive industries which are typically found in northern Lincolnshire and enabling the ambitions of the Humber Energy Board to be achieved. Taking advantage of these opportunities requires input from government through DEFRA, BEIS, and other departments, and from global business, higher education, and local authorities. Often this input is fragmented which leads to missed opportunities or to abortive work. A co-commissioned strategy will enable us to accelerate delivery.

**Ask 2: Pilot the roll-out of the use of mixed dual fuel methane and hydrogen in the domestic heating network which has been tested in northern Lincolnshire (PILOTING INNOVATION ASK)**

**Rationale:** Initiatives such as the Hydrogen Town and collaboration with Cadent has shown that there is a real prospect of this fuel source being market ready if supported by the right infrastructure projects for production and storage. Rolling out new approaches to energy can be time consuming. Devolution would ensure that timely investment decisions are achieved to enable the technology to come to the market more quickly with obvious advantages.



**Ask 3: Devolution of the delivery of electric charging in rural areas, market towns and urban centres and charging for homes without driveways beyond the LEVI scheme. (DEVOLUTION ASK)**

**Rationale:** A LEVI project to deliver vehicle charging points in areas where the private sector would be unlikely to invest has now been approved and will run to 2023 in parts of the region. The approach in Greater Lincolnshire will lead to faster delivery of EV charging in difficult to reach locations and will provide learning points for when DfT roll out the programme more widely. Given that one of the Greater Lincolnshire partners will have already delivered the LEVI pilot scheme, devolved funding for the roll-out of the scheme is sought to expand the reach of the programme to the full region.

**Ask 4: -Pilot an investment model for SMEs that incentivises the switch to low or non-carbon energy models. (PILOTING INNOVATION ASK)**

**Rationale:** The cost of switching energy models can be prohibitive for SME with consequences for the environment and their ability to trade with larger organisations seeking green supply chains. With appropriate funding the pilot seeks to address these challenges and provide a model for wider use.

## **Priority 2: Investing to take advantage of our unique natural environment in a responsible way, whilst protecting our communities from climate change impact.**

Greater Lincolnshire is a largely rural, low-lying landscape including nationally important natural treasures such as lime woods, chalk streams, saltmarsh and the only area of outstanding natural beauty (AONB) in the East Midlands covering the Lincolnshire Wolds.

Our diverse geography is vulnerable to the impacts of climate change, with high levels of risk from coastal flooding only increasing as sea levels rise. However, this risk provides us with the opportunity to accelerate the drive towards nature recovery, to match the energy ambitions and attack both climate change and biodiversity loss. Our long-established and collaborative Local Nature Partnerships with a long tradition of working co-operatively, and the location for two of the environmental land management scheme test pilots, provide us with a head start in the transition towards a successful nature recovery network

Inland we are one of the driest counties. Our ambitions for the UK Food Valley and UK food security are reliant on Greater Lincolnshire achieving water security to meet the needs of agriculture and the new growing demand for water for decarbonisation.

Our asks are:

**Ask 5: Devolution of funding to deliver the strategic work streams required to meet the challenge of implementing a single Local Nature Recovery Network for the whole of Greater Lincolnshire (DEVOLUTION ASK)**

**Rationale:** This would enable the new authority to meet the challenge of implementing a joint network for the whole region in working with our Local Nature Wildlife Partnerships. It would provide a multi-year resource to allow strategic planning and delivery of ecological mitigation ahead of development (as demonstrably achieved as part of the South Humber Industrial Programme), to promote a balance between biodiversity and growth, strategic natural flood prevention and enable creation of new habitats to offset developments.

**Ask 6: Co-commissioning of Environmental Land Management Scheme planning/awards, to support faster expansion of the nature recovery network as an enabler for growth (CO-COMMISSIONING ASK)**

**Rationale:** The government's agriculture act recognises the importance of farming and environmental priorities being much more closely aligned. Greater Lincolnshire has a high proportion of farming businesses, and a range of landscapes which benefit the community and visitors. Enabling the CCA to co-commission ELMS with DEFRA will enable there to be a clear, planned, and prioritized approach to environment mitigation.

**Ask 7: Piloting a Water Sustainability Agency to develop a Greater Lincolnshire Water Strategy, protect the country from food shortages caused by floods and droughts and co-commission flood prevention and water management programmes to support growth. This will include the ability to set local tax incentives for business to develop water resources and water efficiency management on their sites and contributing to flood relief schemes. (PILOTING INNOVATION ASK)**

**Rationale:** With coastal and low-lying regions, water management is a crucial aspect of climate resilience, and Greater Lincolnshire has plans to become a rural innovation testbed for energy and water management.

The issue of water involves the management of risk during wet periods and the maintenance of supply during drier times. It also includes significant mitigation requirements to create a sustainable balance between growth and the impact such growth would have on the water system. It involves several agencies, all of whom have responsibilities which need to be better co-ordinated, including water companies and internal drainage boards. The new authority will achieve this through the piloting of the agency proposed.

## Infrastructure Theme 2:

### A PLANNED APPROACH TO STRATEGIC AND LONG-TERM INVESTMENT FOR TRANSPORT AND UTILITY PURPOSES THAT PROVIDES CONFIDENCE FOR INVESTMENT AND RELOCATION

Within this theme we have the following priority areas:

- Infrastructure which supports the movement of people, goods, and ideas
- Investing in a modern transport system which offers a mix of solutions that connects people to learning, business opportunity, jobs, leisure and services

#### Priority 3: Infrastructure which supports the movement of people, goods, and ideas

To level up Greater Lincolnshire, we intend to prioritise investment in infrastructure that boosts the strategic opportunities identified in the Local Industrial Strategy and Economic Plan for Growth, and that supports residents to travel to new high skill, high wage jobs.

Midlands Connect has identified the Trans Midlands Trade Corridor and the A1 as priorities. East west movements particularly by rail, but also upgrading the A46, are recognised as vital for growing ports and linking the Humber and East Midland Freeports and we have a pipeline of infrastructure projects to invest in and accelerate growth.

Our asks are:

**Ask 8. A multi-year transport infrastructure settlement to be devolved to local leaders to support delivery of joint local transport plan which covers road, rail, freight, public transport, and active travel (FULL DEVOLUTION ASK)**

**Rationale:** Investment in infrastructure is critical to drive business confidence, but it currently relies on bids to government and its various agencies. These bids are often based upon nationally set priorities. The bidding process means that there is limited certainty over future funding and locally determined priorities are not necessarily joined up or met. Devolving the funding over a multi-year basis will address these challenges.

**Ask 9. A joint digital strategy supported by DCMS and BEIS that drives digital innovation and commercial investment, underpinned by digital infrastructure including 5G roll out and local commissioning of funding for broadband connectivity, full fibre to premises and accelerated delivery of the rural gigabit scheme. (CO-COMMISSIONING ASK)**

**Rationale:** Recent Open Market reviews have shown where private investment will and won't provide broadband. The Rural Gigabit programme in Greater Lincolnshire is expected to be delivered in the medium rather than short term. Businesses and communities tell us that they are hampered by poor digital connectivity and mobile phone signals. This also restricts the digital transformation of local councils. Tackling this problem quickly will enable businesses to improve productivity and residents to access modern digital services.

#### **Priority 4: Modern transport which offers a mix of solutions that connects people to learning, business opportunity, jobs, and services**

Greater Lincolnshire is a large geography with limited public transport networks. This reduces the opportunity to travel to work, learning and leisure, contributing to greater inequality.

Despite the geographical challenges we face, Greater Lincolnshire has been at the forefront of demand responsive transport, developing innovative services that we intend to expand further as we create a transport network which breaks the link between poor transport connectivity and the skills gap. We recognise the vital role of rail, especially for freight, access to higher education and tourism and we will grow patronage beyond pre pandemic levels.

Many parts of our geography are low lying and well suited to active travel and there are also significant opportunities to grow the green visitor economy. Several high calibre cycling routes have been identified across Greater Lincolnshire which would enhance the offer for visitors and residents, connecting important destinations.

Our asks are:

**Ask 10: Devolution of all funding which promotes active travel for routes to support our growth sectors, access to jobs and education/training, and which boosts the green and visitor economy. (FULL DEVOLUTION ASK)**

**Rationale:** The competitive nature of Active Travel funding has led to a patchwork of delivery, with some communities seeing that other areas of the country can travel sustainably to work whilst they cannot. Many businesses in Greater Lincolnshire operate within supply chains which insist upon low carbon activity. The lack of a coherent approach to active travel puts them at a disadvantage compared to their competitors.

**Ask 11: Local Leadership for rail services to align to local need and priorities, including a five-year investment plan and transition to a minimum level of service provision. (CO-COMMISSIONING AND PILOTING INNOVATION ASK)**

**Rationale:** Rail freight and passenger rail travel are vital in greater Lincolnshire. Increases in rail freight must contribute to our ambitions for decarbonisation. Passenger services will, by the nature of our large and predominantly rural area, be less well used than in major urban areas and this could lead to decisions being taken by operators on the basis of simple market forces. A co-commissioned approach to rail services will provide a much stronger voice to articulate the local context to influence and inform provision.

For example, the Ports & Logistics sector employs around 18,000 people, is worth £700 million to the Lincolnshire economy, and accounts for over 25% of UK rail freight. But rail capacity is a constraint on future growth of the sector. More generally, our economic area is held back by poor connectivity with a reliance on congested and rural roads for business, logistics, tourism and access to amenities.

**Ask 12: Devolution of funding and powers to deliver a Greater Lincolnshire Bus Service Improvement Plan, including flexibility in the application of Government regulation and funding for public transport in the region to better serve rural areas (DEVOLUTION ASK)**

**Rationale:** we believe that introducing local leadership to public transport provision could require flexibility within regulatory frameworks. Greater Lincolnshire would wish to pilot approaches to that flexibility as part of our County Deal.

**Ask 13: Pilot e-bus programmes in four areas across Greater Lincolnshire (PILOTING INNOVATION ASK)**

**Rationale:** Our ambition to decarbonise Greater Lincolnshire requires a concerted effort of residents, businesses, and local authorities. Often areas with smaller populations will be unable to benefit from the latest technology because our lower critical mass makes private investment less viable. The post-Covid-lockdown period has caused significant viability problems for bus operators and much of our bus fleet is outdated.

**Ask 14: Local prioritisation and leadership of investment for transport and other infrastructure in our market and industrial towns through devolved responsibility for appropriate funding. (DEVOLUTION ASK)**

**Rationale:** The bidding culture for funding means that it can be difficult to provide the long-term commitment to initiatives and secure funding for complementary projects as part of a coherent strategy to meet local needs.

Devolving the funding through the County Deal will mean that decisions on the allocation of funding will be taken according to nuanced local needs and will mean that local leaders can set a long term strategy to join up local projects which help to level up communities.

## Infrastructure Theme 3:

### INVESTMENT IN INFRASTRUCTURE WHICH ENHANCES THE QUALITY OF COMMUNITIES AND ACCESSIBILITY OF HOMES FOR ALL

Within this theme we have the following priority areas:

- Investing in high quality homes, locations and services.

#### Priority 5: Investing in high quality homes, locations and services

Recruiting and retaining a younger workforce to offset our ageing population and deliver future growth requires Greater Lincolnshire to have the right housing in the right locations. Access to high quality housing is important to improve the health outcomes and life chances of residents.

We are committed to a long-term plan for sustainable growth across Greater Lincolnshire as well as the short-term actions needed now to improve living standards for our existing residents.

Delivering sustainable growth requires development sites to get the right infrastructure at the right time and requires an approach to enabling housing delivery at a pace which supports economic growth. This can be achieved through a spatial plan for Greater Lincolnshire. Aligned with other policy and investment decisions, the plan would provide a framework for infrastructure at the right geographical scale to give effect to national priorities aimed at supporting sustainable growth and improving the overall wellbeing of the environment and communities.

We are proud of Lincolnshire's heritage and connection to the armed forces and want to ensure that as the RAF estate is consolidated into Coningsby, Waddington and Cranwell, the Government, MOD and regulators work with local leaders to ensure the timely release of strategically important sites for growth - such as RAF Scampton - with the infrastructure required for housing and business.

We also intend to level up our left behind neighbourhoods, market towns, urban centres and city for residents as thriving, attractive communities and competitive destinations for visitors.

Our asks are:

**Ask 15: Co-commission an investment plan with BEIS, National Grid, Western Power and Northern Power Grid which underpins our strategy for growth (CO-COMMISSIONING ASK)**

**Rationale:** The investment plans of power suppliers are often based upon data which is quickly out of date, and which cannot adapt to the commercial realities of site development whether for housing or other uses. Communication between local areas and the energy providers will be strengthened. The private sector's involvement in R&D and subsequent application of new approaches to energy supply will be critical for growth of the area. Additionally, the co-commissioning of an investment strategy will enable developers to have more certainty about when a power supply might become available for a parcel of land.

To address supply issues, the new authority will additionally work with these partners on a strategy to improve the energy efficiency of all homes in all sectors.

**Rationale:** Greater Lincolnshire has a strong One Public Estate programme. However, where centralised government departments are disposing of land (eg ex-military bases and ex North Sea Gas terminals), the ethos of the programme is not adopted to the same extent. Publicly owned land could be better used to support housing and commercial growth; there are several examples where local authorities have had to compete with the private sector to acquire land when other suitable pockets of publicly owned land have remained unused. Involving all government departments who have land to dispose of will enable facilities to be put to productive use more quickly and at greater benefit to the taxpayer.

**Ask 17: Devolved funding for infrastructure projects that unlock and bring forward sites which are hindered by viability problems, including co-commissioning an investment programme with Homes England that supports our strategy for housing growth (DEVOLUTION ASK).**

**Rationale:** The cost of delivering major housing schemes in Greater Lincolnshire, mitigating against risks of floods for example and addressing gaps in utility supply, mean that there are numerous uneconomical/unviable sites and subsequently fewer homes are available for our communities. Grant funding is required to intervene, bridge, de-risk and accelerate housing & employment sites. Devolving a budget, similar to the Homes England “Homes

**Ask 16: A joint board to co-commission the acquisition, disposal and investment strategies for public agency land in greater Lincolnshire (CO-COMMISSIONING ASK).**

Infrastructure Fund”, will allow the new authority to accelerate housing and economic growth across both urban and rural settings.

**Ask 18: A pilot approach to drive regeneration, improvement and consistency for the people that live in over 90,000 private rented sector homes across Lincolnshire (PILOTING INNOVATION ASK).**

**Rationale:** Analysis has shown that private rented housing stock in Greater Lincolnshire’s urban and rural areas is often of a poor standard. By enabling local ownership of emerging regulatory powers, including the implementation and management of selective licensing schemes across the whole area, the County Deal will be able to improve private rented housing stock across the whole area to the benefit of its residents.

**Ask 19: Devolution of appropriate new funding to support delivery of strategic regeneration. (DEVOLUTION ASK)**

**Rationale:** The bidding culture for Government funding means that it can be difficult to provide the long-term commitment to initiatives which are seeking to address deep-seated problems. Devolving the funding through the County Deal will mean that decisions on the allocation of strategic funding will be taken according to nuanced local needs and a long-term strategy for levelling up communities, linked to other local initiatives, programmes and priorities.



**Ask 20: Ability to create and draw funding to develop specific Mayoral Development Corporations to unlock stuck sites.**  
(DEVOLUTION ASK)

**Rationale:** Mayoral Development Corporations (MDCs) have powers to acquire, develop, hold and dispose of land and property and have powers to facilitate the provision of infrastructure and have been instrumental in unlocking growth in other areas.

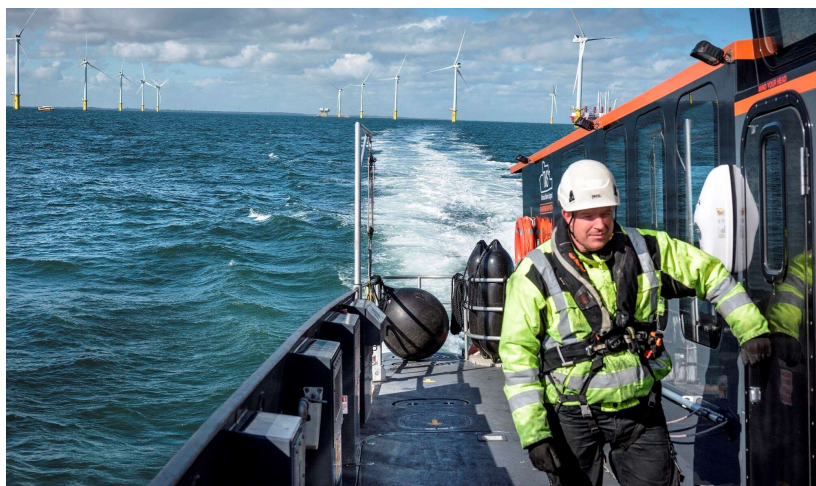
Devolution of this power through a County Deal would provide the new authority with further tools to support growth where allocated sites remain unprogressed.

## Skills and employment

Taking a whole system approach to employment and skills, which helps everyone to be able to gain the job that they want whilst helping employers to raise productivity and create better jobs in Greater Lincolnshire is key to sharing opportunity and raising living standards.

Our leading sectors have the potential to create high skill, high wage jobs that can level up Greater Lincolnshire. Our vision is threefold, and it encompasses support for people of all ages

First, we will provide the entry level training and employment support which helps people into employment. Second, we will provide access to the right training in the higher level skills that our most important business sectors need in order to build on their competitive advantage. And third, we will provide productivity and



*Raising awareness of the wide range of new industries, offering exciting opportunities across Lincolnshire*

innovation support to our most important business sectors so that they continue to create the jobs of the future.

Our approach to skills is responsive to the needs of employers, recognising the requirements that employers have in order to operate productively. These requirements include ensuring that there is a pipeline of motivated and competent staff who want to develop their career in Greater Lincolnshire, delivering training which meets the needs of employers, and providing the support which make it as easy as possible for people to gain and remain in employment.

Our approach will complement wider investments in the local training provider market; it has been developed following advice from the Federation of greater Lincolnshire Colleges and from engagement with private training providers, universities and businesses. Our approach recognises that our training providers are critical to the delivery of our County Deal aims, and that we will invest in those providers' so that we can offer training and employment which is of the same level of quality as our leading business sectors.

We plan to use the devolution of Skills and Employment to create a whole system approach across three further themes:

- |                        |   |
|------------------------|---|
| <b>Skills Theme 1:</b> | <b>improving people's career prospects and earnings potential</b> |
| <b>Skills Theme 2:</b> | <b>raising business productivity</b>                              |
| <b>Skills Theme 3:</b> | <b>increasing employment opportunities</b>                        |

## Skills Theme 1:

### IMPROVING PEOPLE'S CAREER PROSPECTS AND EARNINGS POTENTIAL

Within this theme we have the following priority areas:

- Raising awareness, inspiration, and access to the support for our residents to train, retrain, and upskill for the job they want.
- Growing skills capacity for the future.

#### **Priority 1: Raising awareness, inspiration, and access to the support for our residents to train, retrain, and upskill for the job they want.**

We have a significant cohort of our working age population that left school with few, if any, qualifications, working in often seasonal and casual roles. We have lower levels of young people progressing into a traditional higher education pathway, families needing or choosing to earn rather than learn.

We want to change this engrained culture by raising awareness of the range of new industries, offering exciting opportunities but requiring different skills which many of our residents don't know about. We want to promote employment opportunities to increase the number of graduates and encourage them to gain employment locally and to stay in our region.

Our asks are:

**Ask 21: Devolved funds to provide a high quality and uniform approach to careers advice for all ages, devolved to the new authority to procure and manage (DEVOLUTION ASK).**

**Rationale:** People living in Greater Lincolnshire are often unaware of the career opportunities available to them and the pathways to pursue in order to achieve a good quality career. This is often because of the inconsistent nature of careers provision and the “stop start” nature of the funding. Having a single long-term approach aimed at all ages will enable us to overcome those challenges and support local skills improvement plans. We will support career leaders and advisers to spend time in Greater Lincolnshire industries to be better informed about career opportunities. We will work closely with OFSTED to ensure that a high level of quality in careers advice is offered.

**Ask 22: Power to flex, innovate and adapt the loans, allowances and funding rules to encourage more adults to train (DEVOLUTION ASK).**

**Rationale:** The barriers facing people who want to learn can be multiple and affected by their personal circumstance or the circumstances of the economy in which they live. Low pay and seasonality are perhaps the most striking examples in Greater Lincolnshire. Giving the new authority the ability to adapt funding entitlements to meet individual needs will lead to more people undertaking training.

We will accelerate implementation of the new lifelong learning allowance in Greater Lincolnshire now rather than 2025 by: introducing an individual learning account for all 16-year-olds and pilot innovative skills voucher entitlement; waiving the ELQ (Equivalent or Lower Qualification) criterion that restricts many individuals' ability to fund training; working with DWP to enable adult learners to be able to stay on Universal Credit whilst studying and to enable trainees to continue separate paid employment alongside their training placement for more than 16 hours a week.

We will additionally use devolved powers to secure transport to support learners' access to training/employment and to address issues such as childcare and mental health support

## **Priority 2: Growing skills capacity for the future.**

We want more adults to participate in learning and progress into and through employment raising the qualification levels of the workforce, reversing the decline and gap with national performance levels and support the existing workforce to access high skill high wage jobs that raise living standards.

Our asks are:

### **Ask 23: Fully devolved Adult Education Budget with a funded 2-year transition period (DEVOLUTION ASK)**

**Rationale:** Full devolution of the AEB will provide the new authority with the freedom to flex and manage at place level all AEB allocations and to focus funds on local priorities in a way which is difficult to achieve with regional or national commissioning.

Devolution of this funding will provide certainty to local providers when they take a risk to address local problems without being sure that there will be a long-term market for that provision. Devolution of AEB will also enable us to fund specialist providers, linking to key industries and being flexible to different opportunities (eg the construction phase of major investments will require different levels and skills of staff to the operational phase) .

We recognise that this is a significant change and are therefore seeking a two-year transition period.

**Ask 24: A pilot programme to improve the private and public sector skills infrastructure in greater Lincolnshire (PILOT FOR INNOVATION ASK).**

**Rationale:** Our colleges, universities, and private training providers are ambitious for the future growth of Greater Lincolnshire. However, their ambition is constrained because of a lack of finance to invest and because of the difficulties in recruiting and retaining suitably qualified teaching staff. Greater Lincolnshire LEP has, through external grant programmes, piloted activity to exchange teaching staff between colleges and industry. Further investment is needed in a strategically programmed way rather than through competitive bidding. Our colleges also tell us that their recruitment is constrained by the national cap on FE lecturers' salaries. We wish to work with DWP and DfE on a pilot programme to improve the private and public sector skills infrastructure, addressing physical capital as well as recruitment and new teaching methods.

**Ask 25: To pilot the roll out of higher-level qualifications, working with the area's further education colleges on their practical implementation, in the area's priority economic sectors (PILOT FOR INNOVATION ASK).**

**Rationale:** Our future is one where we support all working age adults to have opportunities to enhance their skill level, boosting productivity and improving on the 29% of our working age residents who have a level 4 qualification or above.

This pilot would directly target this aspiration whilst supporting growth in strategically important economic sectors that are key to future prosperity across Greater Lincolnshire.

**Ask 26: Devolution of a long term budget for Skills Bootcamps to quickly raise skills levels in those occupations which have hard to fill vacancies in critical roles (PILOT FOR INNOVATION ASK).**

**Rationale:** We want the provision of skills in Greater Lincolnshire to be flexible and able to respond to gaps in the labour market, particularly where these restrain growth in our game changing sectors. The pilot would build on our expertise to provide a more responsive skills offer that meets the needs of business and learners.

## Skills Theme 2:

### RAISING BUSINESS PRODUCTIVITY

Within this theme we have the following priority areas:

- Driving innovation, enterprise and adoption of new technologies

#### Priority 1: Driving innovation, enterprise and adoption of new technologies

We want to keep up the momentum of our advancement in renewables, robotics, digital logistics, seafood processing and food technologies by attracting and placing more graduates to work across our growing clusters and contribute to the UK's ambition to become a science superpower.

We want more people to progress into further and higher education and more businesses to take up the opportunities of working closely with a college or university. We will promote and build on the Graduates into SMEs schemes, further reinforcing the links between education and knowledge transfer whilst also addressing cost and return within smaller business enterprises.

Innovation and growth in our fish, seafood and vegetable businesses can offer wider benefits for the national health, but small Lincolnshire businesses can find bidding for UK Research and Innovation (UKRI) competitions restrictive and a constraint on innovation in fast moving industries.

We want more businesses across Lincolnshire to be able to access innovation programmes and be supported to compete for funding

through streamlined processes that can unleash further creative innovation in our key sectors.

Our asks are:

**Ask 27: Piloting a programme which takes SMEs to a pre-innovation stage which will enable them to adopt innovations more readily. (PILOTING INNOVATION ASK)**

**Rationale:** The proposed pilot programme will create a pathway of SMEs who are well-prepared for UKRI support and will consider how to tackle barriers that hinder the take up of innovation. Greater Lincolnshire's businesses will create high quality careers as they adapt to future economic conditions. In order to adapt, they will need support and advice, often from UK Research and Innovation and Innovate UK funded activity. However, the competitive nature of these programmes can make them difficult for our priority sectors to access, and it appears that the success rate when greater Lincolnshire SMEs bid for SMART funding is just 2.5%.

Limited access to innovation support is a main reason that innovation levels are not higher. The University of Lincoln has identified that SMEs are not prepared to absorb innovation, do not have the financial resources to provide the right levels of match funding, and are deterred by the risk of failing in an application, believing that important time and resource will be lost. Delivering an "Innovation Readiness" pilot with UKRI and Innovate UK, the new authority will make innovation support and knowledge transfer more accessible and better focused on our priorities.

**Ask 28: Co-commissioning of UKRI and Innovate UK programmes to drive business innovation across Lincolnshire (CO-COMMISSIONING ASK)**

**Rationale:** Our analysis shows that there are significant business investments in innovation which in turn will often drive their supply chain's own investment in innovation. These investments are underpinned by programmes such as productivity Hub, Catapult, Made Smarter, and Freeport Innovation Partnerships. Businesses can also access R&D tax credits, and their motivation to innovate can be driven by legislative changes rather than by business leaders identifying productivity gains. The picture of innovation support and motivation is complicated. The new authority proposes to work with Innovate UK and UKRI to produce a clear map of support, and to co-commission a programme for our priority sectors.

**Ask 29: Pilot four centres of innovation targeting food technology (Holbeach), advanced manufacturing (Scunthorpe), decarbonisation (Stallingborough) and defence (Lincoln). (PILOTING INNOVATION ASK)**

**Rationale:** The new authority will work with government to establish four Innovation Acceleration Zones harness the expertise available across Greater Lincolnshire, support future growth and our contribution to the future security of the UK.

## Skills Theme 3:

### INCREASING EMPLOYMENT OPPORTUNITIES

Within this theme we have the following priority areas:

- Enabling and promoting a greater volume and diversity of work based recruitment and training pathways to well paid and higher skilled employment;
- Establishing a 'whole system' approach to getting more people into well paid work.

#### Priority 1: Enabling a greater volume and diversity of work-based recruitment and training pathways into well-paid and higher skilled employment

Apprenticeships can provide a pathway into high skill, high wage jobs and exciting careers in our key sectors, but apprenticeship starts have declined across the whole country over the last 5 years.

We want to provide an apprenticeship place for everyone in Greater Lincolnshire who wants one, but we need flexibility within the funding of apprenticeships to boost participation. We also intend to pilot new occupational traineeships to increase young people progressing onto apprenticeships and employment.

As well as apprenticeships we want to provide more support for T Level work placements through our employer partnerships and provider networks so that every young person studying has a guaranteed local placement.

Our asks are:

**Ask 30: A Greater Lincolnshire Skills Investment Revenue Fund and develop bespoke apprenticeship arrangements for Lincolnshire including a Lincolnshire portal for apprenticeship requests (PILOTING INNOVATION ASK)**

**Rationale:** To address some of our employment and skills issues and opportunities, the new authority will need to commission activity which complements, but is not funded by, mainstream programmes. It is believed that significant proportions of the apprenticeship levy paid by major employers in Greater Lincolnshire goes unspent and could be recovered and invested into those new activities which the authority would wish to commission. Businesses have said that they find it difficult to locate information and advice on apprenticeships, and students/parents have said the same. Therefore, we will introduce a Greater Lincolnshire Portal, promoting apprenticeships and matching employers with people interested in undertaking an apprenticeship, we will also facilitate the match of transfer of Levy funds via the Digital Apprenticeship System

**Ask 31: Power to deploy a top sliced element of the IFATE (Institute for Apprenticeship & Technical Education) funds to build face to face capacity to support our small businesses at a local level to access the people and training services they need. (DEVOLUTION ASK)**

**Rationale:** The new authority will work with government to pilot new activity which will make a meaningful difference to the particular conditions in Greater Lincolnshire. This includes cost and access challenges experienced by our rural areas and a top sliced allocation of IFATE is sought to add extra capacity to the work to overcome employment and skills provision in our most rural areas.



## Priority 2: Creating a 'whole system' approach to getting more people into better paid work

Everyone, irrespective of their background, should be able to achieve their full potential. Greater Lincolnshire is a diverse area where social mobility is extremely polarized. This means that people born into low-income families, regardless of their talent, or their hard work, do not have the same access to opportunities as those born into more privileged circumstances.

We believe there should be an obligation on all nationally commissioned DWP providers to share information, consult and work jointly with local authorities. We want greater flexibility to wrap the support necessary across public services for people to take steps towards the workplace and the attractive jobs offered by growth in Lincolnshire.

We need to offer more support to get those of working age to be economically active and provide an appropriately skilled and available labour pool.

Our asks are:

**Ask 32: Devolved funds for programmes led by DWP, DfE, and other government sponsored training provision to a local level so that they can be commissioned and managed co-terminus to our economic opportunities and are targeted on local need. (DEVOLUTION ASK)**

**Rationale:** DfE and DWP regional boundaries currently cut through the Greater Lincolnshire geography which, allied to different levels of commissioning of provision, leads to fragmentation. This means that the provision of employment support can be patchy and that there are missed opportunities to align services which would help to overcome barriers to employment.

Having a single provider with shared accountability will enable the new authority to establish a strong dialogue and avoid the risks that occur through multiple communication channels with multiple providers, creating rebalanced contract incentives to favour those furthest from the workplace.

As part of this work, we will seek to pilot new occupational traineeships, accompanied by a small remuneration to increase attractiveness to young people. We will also co-commission DWP services to reach those the economically inactive and those under-employed in low paid work and extend the DWP 'Work Coaches' network to widen support that can be offered to unemployed and disadvantaged young people. We will co-commission sector-based learning academy provision with DWP so that it meets the recruitment needs of the area and its businesses.


Improved data sharing across public bodies including health, welfare, education and local councils is fundamental to being able to operate more effectively.

**Ask 33: Power to establish a duty on all relevant public bodies to support employment and training provision for those leaving care.**  
(DEVOLUTION ASK)

**Rationale:** The upper tier authorities in greater Lincolnshire are responsible for caring for the most vulnerable in society, and evidence shows that young people who leave care and transition into good quality employment will often thrive successfully. All public bodies in greater Lincolnshire create jobs, and by establishing a duty to co-operate in supporting young people leaving care the public organisations will give this cohort the opportunity for a positive start to their careers and adult life.





An aerial photograph of a coastal region, likely Greater Lincolnshire, with a semi-transparent map overlay. The map shows the coastline and internal land features. The text is overlaid on the left side of the image.

# **A Vision for Greater Lincolnshire**

A flourishing future for all

July 2022



**Greater Lincolnshire** has a unique place in the future success of our nation as the source of clean energy, carbon capture opportunities and food security. This vision is our chance to set a new standard for what a good life is in the 21st century.

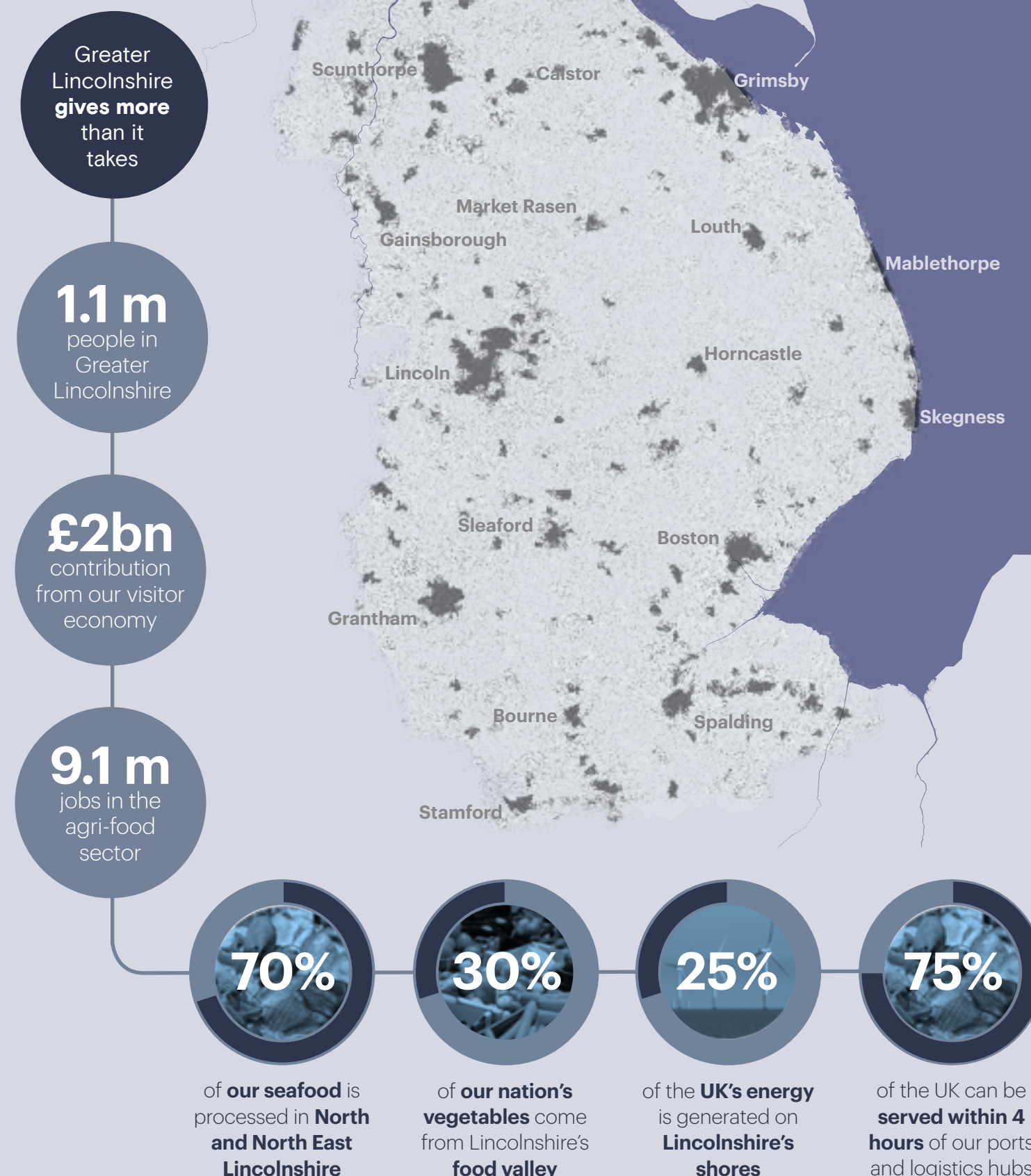
We are a diverse place of places powering and feeding the nation, home to 1.1m people, with 60% of us living in our many market towns, seaside settlements and historic Lincoln city. We have a unique place in the future success of our nation as the source of clean energy, carbon capture opportunities and food security.

We have top-rated education, a visitor economy worth over £2 billion, and are leaders in ports, logistics, defence, engineering, food production, and energy production. Many of us enjoy easy access to our beautiful countryside, miles of coast and our wide beaches. From the Humber to the Wash, life is good for many.

Yet the economy doesn't work for everyone and the potential of Lincolnshire is more significant than what is currently realised. Around

150,000 people are economically inactive, and the proportion of economically inactive people who want a job is 17% higher in Greater Lincolnshire than nationally. Only 29% of our working age residents have a level 4 qualification or above, which is 32% lower than nationally, and we are ambitious to support all working age adults to have opportunities to enhance their skill level.

Our lack of public transport connectivity and infrastructure holds back our economy, contributes far too much air pollution and compounds isolation and loneliness for some of our more vulnerable residents. Services are expensive to deliver and Lincolnshire does not get its fair share of government funding to deliver services across our large area, which creates a risk that too many people are dependent upon the state or



**We have always been pioneers.** From Isaac Newton's role in the enlightenment and modern science, to draining the fens and agricultural mechanisation which has enabled us to feed the nation. Now we are on the cusp of a unique innovation-led economy that will help solve climate change and hunger. It is time to harness our creativity and ingenuity together to make the most of our natural assets.





charitable donations. Thousands of our homes and businesses, and hectares of productive land are at risk of coastal erosion, sea level rise and flooding.

As we come out through a global pandemic, we need to reframe our ambitions. Lincolnshire's many assets, not least our population, huge areas of productive land and unique natural environment can be harnessed. They can help create a future that works for every one of us living here whilst being at the forefront of respecting and enhancing the wellbeing of the planet.

Greater Lincolnshire's vision is to create a flourishing future for all. We will do this by drawing on our great natural assets, common purpose and history of ingenuity. We will harness our vibrant areas while setting new standards for a regenerative economy:

a system where we give much more than we take. Together, we are connected place of places powering and feeding the nation. Together, we enable our residents to be independent and achieve wealth and good health. Together, we protect and enhance the wellbeing of the world.

In 2050 we will look back to a turning point in the 2020s where we asked, "what does a good life look like for everyone?". We will be proud to have taken rapid and decisive action to deploy technologies, policies, and our collective skills to set us on a path to meet our own, local version of the UN sustainable development goals set out in this vision. The moves we made put Greater Lincolnshire first by realised our needs through a strategy that also placed us central to UK innovation and independence post-Brexit.



**Lincoln** is a historic cathedral City with a thriving economic and cultural life. The City is the focus for innovation and development within the sub-region. It has a high jobs density and serves a travel to work catchment of more than 350,000.

4 <https://www.plumplot.co.uk/Lincolnshire-population.html>

5 [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/88150/greater-lincolnshire.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/88150/greater-lincolnshire.pdf)

6 NOMIS

7 [https://www.greaterlincolnshirelep.co.uk/assets/documents/Greater\\_Lincolnshire\\_Local\\_Skills\\_Report\\_April\\_2021.pdf](https://www.greaterlincolnshirelep.co.uk/assets/documents/Greater_Lincolnshire_Local_Skills_Report_April_2021.pdf)

## WHAT IS IN A VISION?

This is the first 2050 vision for Greater Lincolnshire covering from Humber to the Wash. This vision draws on many sources of information and inspiration including our public health responses to the pandemic and associated challenges, our LEP Economic Recovery and Renewal plan and engagement with business. It draws upon work with service providers and citizen engagement.

From this collaboration it has never been clearer that the complex challenges we face as a society can only be solved through working together, tackling them in partnership with one another, and drawing on our strengths to create a whole that is greater than the sum of its parts. In order to guide our journey, we need to know our destination. It is that destination that is described here.

### What is this vision?

- An ambition for life in Greater Lincolnshire in 2050
- A focus on Humber to the Wash, cherishing that we are a place of places, powering and feeding the nation
- Something that grapples with the big issues and ensures we are well prepared for change, together
- Something to inspire and invoke courage and innovation
- Something that helps us harness local assets and resources in ways that help us achieve our shared goals

### What is it not?

- A plan to override all other plans, but it can act as a guiding light
- Just about place or economy, but rather it is first and foremost about people
- Owned by just one organisation, or just the public authorities – ownership lies with us all including employers, the third sector and every citizen.
- Perfect or something that has all the answers



## OUR PLACE, OUR HISTORY, OUR ASSETS



### **Lincolnshire has a rich history of innovation and independence of mind.**

Isaac Newton's family home is famously situated here and was the location for many of his truly ground-breaking experiments. The story of the pilgrim separatist movement that founded the United States started in Gainsborough and Boston. Our county was at the forefront of mechanising agriculture through the invention of the tractor, which later revolutionised our national security with the adaptation of tractors to tanks.



### **We have been the birthplace of many reformers**

from political leaders such as Margaret Thatcher to Edith Smith, the UK's first female Police Constable. Our towns feature in British literary classics by world renowned authors including D. H. Lawrence and George Elliot. Stamford's Georgian architecture is so outstanding that it was designated the UK's first conservation town. We can even claim the world's first rock festival, with Jimmy Hendrix headlining Spalding's Barbeque 67, two years before Woodstock.



### **In the early 2020s our economy was worth more than £20bn per annum.**

The strengths and opportunities in specific sectors were agri-foods, energy and water, ports & logistics, the digital economy, visitor economy, and health & care. In all these sectors, GLLEP were experiencing positive jobs growth and positive business birth rates. We were increasingly recognised as an agri-food centre of excellence and our ports and logistics hubs already acted as gateway to other regions including the Northern Powerhouse.



### **Our history has shaped the communities that have settled here and our local economy.**

Many places in Lincolnshire have a long association with the RAF, including bases at Cranwell, Waddington and Digby to name but a few. Relatively low house prices and an outstanding natural environment make Lincolnshire a very attractive place to call home.



## A CASE FOR CHANGE

Every great place faces challenges. Every great vision makes the big calls to tackle threats head on and capture opportunities arising from its assets and the changing world we live in.

### Coastal erosion, extreme weather patterns and sea level rise.



“

I'm worried about stories of floods. I want to keep our home, and hopefully one day extend it as our family grows.

”

The threat of coastal erosion, extreme weather patterns and sea level rise also presents an opportunity to be a global leader in climate adaptation. Forecasts indicate that without mitigation, nearly one third of Greater Lincolnshire including Grimsby, Mablethorpe, Skegness, Boston as well as parts of Cleethorpes, Lincoln, Scunthorpe, Gainsborough, Woodhall Spa, Immingham and more are at risk of being below annual flood level in 2050. This could translate to hundreds of thousands of homes, businesses, livelihoods, and productive land at risk and could create a negative spiral of decline and retreat. Our natural assets in these areas are a positive which we want to protect. In the past Lincolnshire has made a virtue of low lying areas and managing it through dams, dikes, ditches, and pumps to create fertile land to feed our nation. We will invest in exceptional water management alongside renewable energy technologies and become a global leader in the field of climate adaptation, an industry that is worth billions of pounds.

### The cost of public services is growing.



Lincolnshire has 20-26% higher levels of inactivity among people over 55 than the rest of England, which is one of the top risk factors for preventable disability.

The underlying cost per person is higher in rural areas than cities. OECD rural studies suggest transport service provision becomes more expensive in areas with lower population densities. This is also true of the cost of providing social care, which is higher in rural areas than urban areas. We must rethink how services are provided, what preventative measures are in place for certain families, where and how future populations live. We can be world-leading in innovation of the delivery of digital rural health and care. A thriving economy is also vital ensuring, and how we capture that growth locally for reinvestment is crucial.

## A CASE FOR CHANGE

Every great place faces challenges. Every great vision makes the big calls to tackle threats head on and capture opportunities arising from its assets and the changing world we live in.

### Aging population



“

Since my health issues impacted my mobility, I have socialised a lot less. I'm often waiting for family to visit as I can't get out and about like I used to.

”

We have an aging population that needs care. The aging population in Lincolnshire has increased 30% faster than the rest of the UK rate since 2020. Within 20 years, over half of East Lindsey's population will be 65 or older. This is similar in West Lindsey, South Holland, Boston, North Kesteven and South Kesteven. Older populations often increasingly suffer from loneliness and contribute less to the economy. We can become a leader in innovation and research in the delivery of healthcare in rural communities, linked to our aging better programme. To avoid a negative economic spiral, we can tackle isolation and loneliness, focus on the right support, and simultaneously make efforts to attract more young people to stay or set up in Lincs. We will work together to understand challenges faced and tackle them head on, for example by encouraging intergenerational support, more people to start a family and working for world leading businesses to grow a better economy.

### We are undergoing rapid change in technologies.



Over 16,000 Lincolnshire residents are employed in a digital role with over 8,250 specifically within the digital sector experiencing a 17% increase in just three years

Cloud computing, artificial intelligence, robotics, and gene editing are changing industries and the world of work. Some jobs can be done from anywhere. As more activities are automated some jobs won't exist. This will challenge some traditional industries and livelihoods. However, technology has the potential to transform Greater Lincolnshire's core industrial sectors of farming, food, ports and logistics, manufacturing, and water management. In the food, agriculture and tourism sectors, highly physical work can be unsuitable for people in later life, but new technology can support an older workforce in these industries. Greater Lincolnshire has an opportunity to place itself at the forefront of the 4th Industrial revolution.



## OUR VISION FOR GREATER LINCOLNSHIRE IS TO CREATE A FLOURISHING FUTURE FOR ALL.

We embrace the 21st century and set new standards for a regenerative economy: we give so much more than we take. We are critical to the success of the UK. Our uniqueness creates opportunities for all.

Together we are **an interconnected place of places powering and feeding the nation.**

Together our residents have good lives, with **independence, wealth and good health.**

Together we ensure **national food security and clean energy supply** to power the UK's homes and economy.

Together we **protect and enhance the wellbeing of the world.**

## Our missions



We will achieve this by simultaneously protecting our ecosystem and making good use of our great natural assets, including miles of coast and vast areas of productive land.

Through ground-breaking sustainable water management, leading the transition to clean

energy, locally grown healthy produce and an increasingly circular economic model we have a net-positive ecological impact.

We will help the wellbeing of the world through the shift to renewable energy, slowing of sea level rise, and provision of food technology.



## COMMUNITY

Our focus on boosting community means we have citizen-led transformation in our market towns, city, seaside resorts and rural hamlets. We are renown for our ingenuity, shared values and mindset that have driven positive change, reinforced self-help and community-led solutions, and helped us all live a great life.

**Our past our local heroes give us great inspiration and confidence that we can achieve great changes.**

We are even more inspired by today's heroes. They are the carer, the conservationist, the shop keeper, the fisherman, the farmer, the world leading environmental engineer, the local architect, the artist, the digital entrepreneur, the firefighter, and the emergency care volunteer.

**We cherish the diversity of the many unique places from Humber to the Wash.** The historic beauty of Stamford and Lincoln, connectivity of Grantham

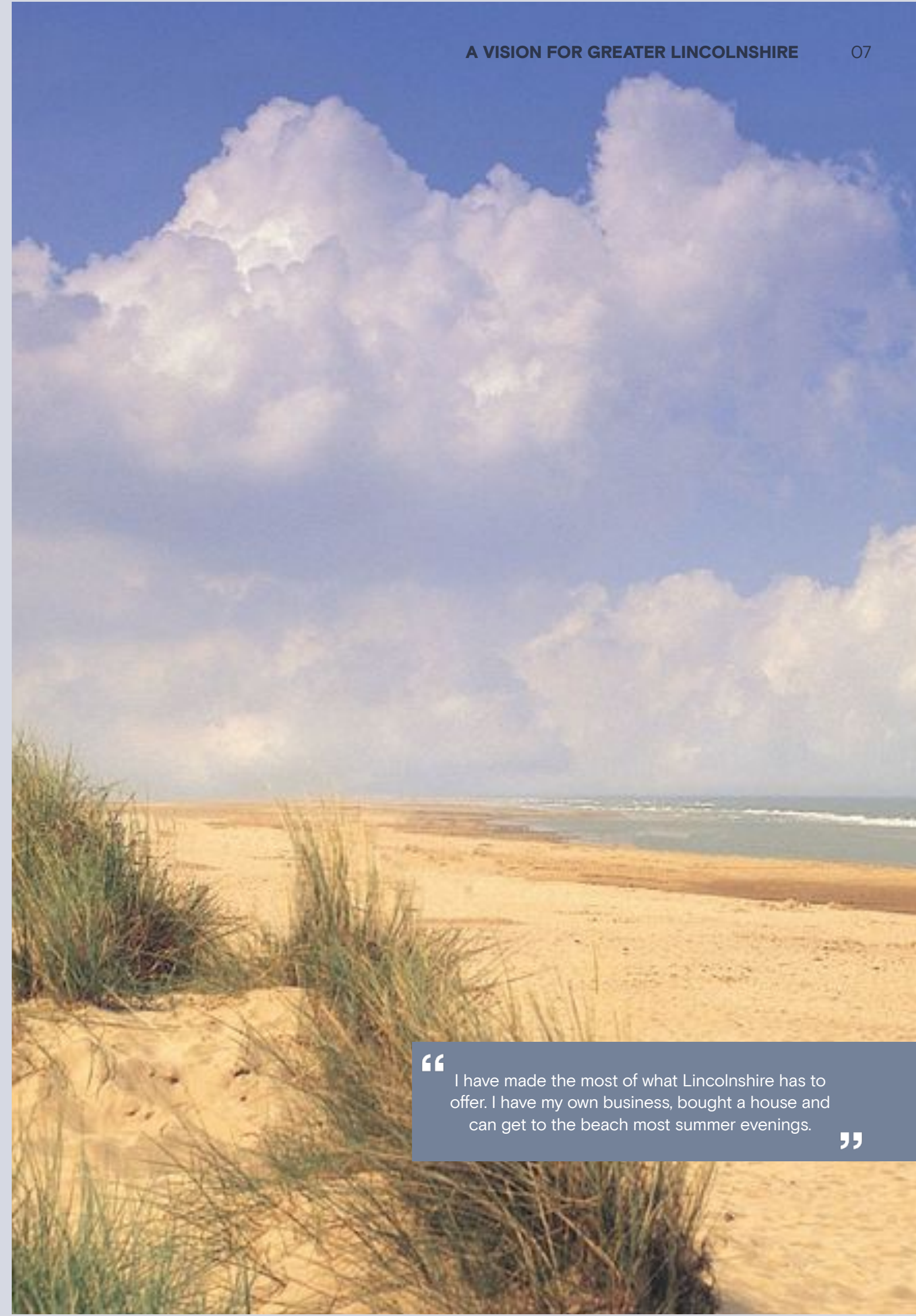
and grand past of Gainsborough make us proud. The shared family holidays in Skegness, Mablethorpe, and Cleethorpes bring us closer together. The world-leading, high-tech industries of the Humber bank and Boston inspire us.

**We cherish the diversity of the people in our places, the skills they bring, the kindness they show and the stories they tell.** Together we are helping each other lead a good life. Together we are feeding and giving energy to the UK. Together we are supporting the wellbeing of the world.

“

I have made the most of what Lincolnshire has to offer. I have my own business, bought a house and can get to the beach most summer evenings.

”





## MISSION TARGETS

**CULTURE**

All citizens and visitors are provided with a high-quality, diverse art and cultural offering. Several towns are renowned for their culture and arts scene. Young people and all our children become acquainted with art and culture.



“

I have been spending time in nature after it was prescribed by the GP. Meeting people along the way helps me feel part of a wider community.

”

**COMMUNITY RESILIENCE**

People are proud of the places they live and their fellow citizens. We work together with a spirit of high trust, care and focus on wellbeing. Inequalities no longer exist.

**INDEPENDENCE**

People enjoy their independence, promote diversity, participation, collaboration and reciprocity.

**IMPROVED OUTCOMES**

We have reset a new relationship with our communities.

**VOICE**

Citizens have an increased say, involvement and role in deciding what happens and how it gets implemented.

**HERITAGE**

Fixing up historic buildings and assets – making the most of what we have (rarely knocking down and starting new).

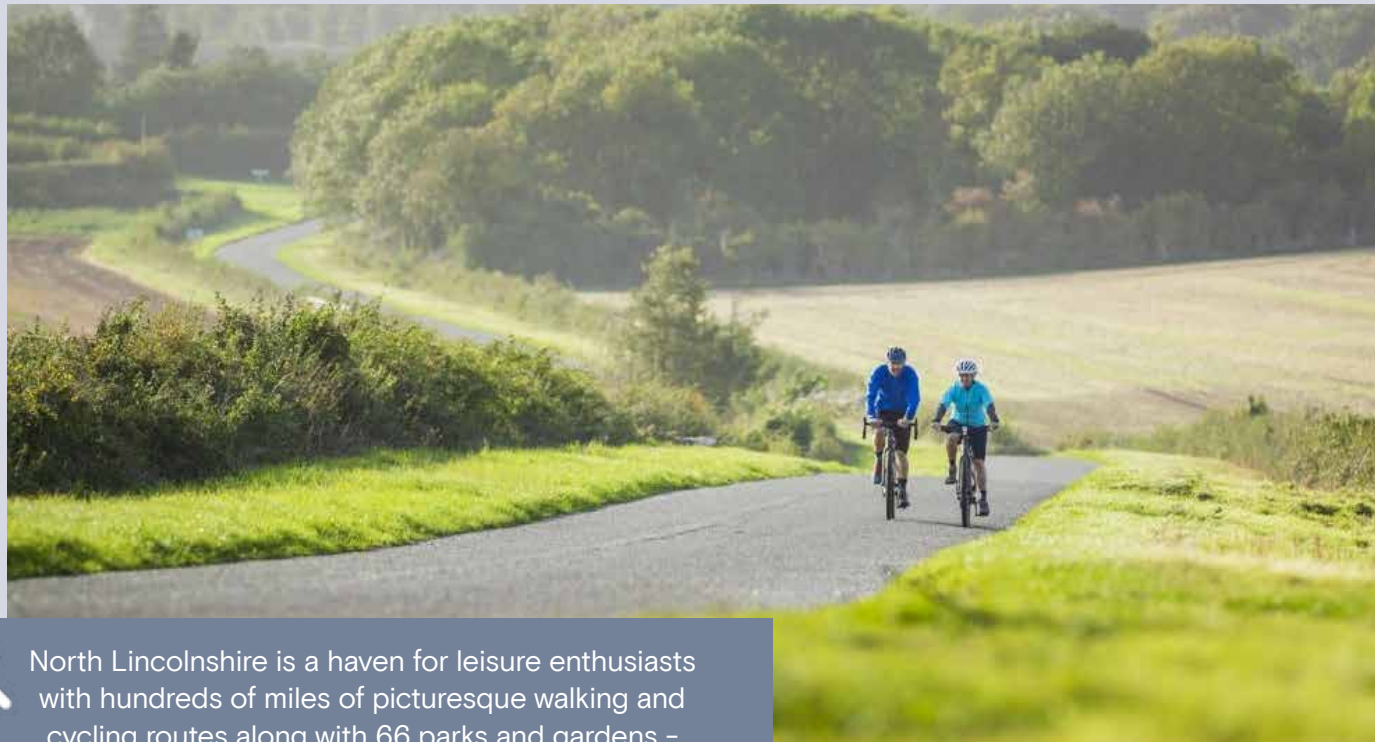
**PEACE & JUSTICE**

Every town is a safe and livable for residents and visitor.



## MOVING & LIVING WELL

Our great places are connected by zero-carbon public transport. Neighbourhoods fulfil everyone's needs by providing places to meet and build our networks, homes, places to work and fair access to the services we need, including digital connections. All of which gives us independence and joy. Active travel is the norm and there is a well embedded infrastructure to encourage it. Our towns, villages and city, resorts and ports, and high-tech hub are accessible and interconnected within Greater Lincolnshire, to the UK and the world.



North Lincolnshire is a haven for leisure enthusiasts with hundreds of miles of picturesque walking and cycling routes along with 66 parks and gardens – including five holding the prestigious green flag award.

**Travel solutions are abundant, sustainable and green.** Trains have been upgraded, are more frequent and we've invested in other modes such as rapid bus transit schemes. Zero emission cars are available to all. Hydrogen powered vehicles move freight rapidly between producers, ports and consumers using a network of modern infrastructure. Cycleways are very well used because most of us use our e-bike or walk for journeys less than a mile. This means we have vastly reduced congestion and our air is always clean. This has reinforced Lincolnshire as an active, health, independent population.

**We live in great towns and neighbourhoods that fulfil most of our regular needs within a modest walking distance.** With everything easily accessible and great places to socialise, we have eradicated loneliness, our community spirit is considered the best in the country, and we all have a huge amount of independence, self-sufficiency and joy.

**We have capitalised on our assets and brought buildings back into use to strengthen our communities.** New homes, streets, parks, the places we work and our civic buildings are all well designed, developed at a 'human scale' with minimal impact on the local

or global ecosystem. We have renewed our neighborhoods and regenerated our town centres.

**Our towns, villages and city high streets are hives of activity.** They are great places for people to meet, and for young and old spend their leisure time safely together. We have seen the creative reuse of buildings like department stores into spaces to live, work, and play, which seamlessly blending marketplaces and co-working space. New entrepreneurs are starting out on their journey, taking advantage of the creative community, digital connectivity, inspired by their work-live opportunities. Our seaside is renown as the best promenades in the UK, rivalling any in Europe.

**We have all the homes that people need, in the right place.** We have deployed clever thinking, new material, and the wise use of technology to create new types of beautiful, affordable housing. People take pride in their homes so the building we do have are well maintained, decent, safe, and warm places to live.

**Our buildings and streets are fitted with the latest smart devices to help those who need it.** Our streets, waste, lighting, transport systems are all monitored and guided by smart



technology, helping ensure public services are well directed and timely. Everything is transparent so citizens are able to see the information and help themselves. Community pride means we all look after our public spaces.

**We don't take access to the countryside for granted or inadvertently neglect our urban spaces.** We've planted trees in every street. Our parks are well maintained. Some things haven't changed. We still cherish our neighbourhoods in bloom. We still love leaning over the fence to catch up with our neighbours. However, our renewed towns, villages, and city are healthy, safe, beautiful, and welcoming for every user.



“ My proudest achievement is that I do not own a car, and don't intend to. I'm making the most of my bike and the limited public transport available. It would be good if we could have more ”

## MISSION TARGETS



### DESIGN QUALITY

Gentle density - for example, semi-detached homes, rowhouses, stacked townhouses, etc - beautiful architecture, and spaces in between.



### MOBILITY

Every town is accessible to everyone via public transport, in a safe and sustainable way.



### CONNECTIVITY

A digitally connected place where the infrastructure is as important as any basic utility and citizen skills are outstanding so we are all connected to the world.



### HOMES

There are enough of the homes that people need, which are affordable to them and decent and dignified to live in.



### HEALTH

All citizens have an equal chance of living a healthy life, regardless of socioeconomic status, or background.



### FOOD

All citizens have access to healthy food choices that are affordable to them.

## INNOVATION-LED ECONOMY AND SHARED PROSPERITY

We are world leading in energy, green technology, digital technology, and water management. We have ensured the UK has decarbonised and is self-sufficient in food and energy. Everyone has a well-paid, fulfilling job. Our modernised infrastructure no longer holds back growth, it only holds back the water.

**Our renewable energy derived from wind, sun and tidal movement, alongside new hydrogen fuel technology, is powering production in our local economy and the UK as a whole.** We export our expertise all over the world to tackle climate change and this has driven up GDP. Thanks to investment and innovation in our world class ports and logistic sector, seafood and food industries through the Food Valley and A15 agri-tech growth corridor initiatives we are feeding the nation and the nation is a net exporter of agricultural services and produce.

**We are proud to have turned the very real local risk of sea level rise into an opportunity** using our spirit of ingenuity and embracing new technology. This includes AI, robotics and genomics in industry. It includes adopting new materials and construction techniques. In taking decisive action in the 2020s to save our local homes, business premises and productive land from sea level rise,

we developed the means to save the wellbeing of billions of people across the planet.

**Being at the forefront of the fourth industrial revolution means we have created a high growth, high-wage economy that is the envy of the country.** We have made sure it has benefited everyone through outstanding school education and expanded post-16 skills training. Fully integrated work between universities, colleges and employers is the norm and technology transfer is driving innovation. Lincoln University has expended into many local towns. Branches of other world-leading universities have set up in our area.

**Every school is outstanding and our university is a global leader in research and teaching.** No one is left without a well-paid, fulfilling job. Food banks are thing of the past that we look back on with dismay. All but the most vulnerable are self-reliant



The low carbon economy and energy production across Lincolnshire are already worth £1.2bn per annum to the economy.

and independent, and we have taken extraordinary measures to focus on early intervention and preventative support for those people. Community resilience coupled with a successful economy means there is always help and support for the vulnerable among us.

**We have created an entrepreneur's paradise and are considered the number one best environment to set up and grow small businesses.** The digital connectivity is second to none. That means people have chosen to move to Lincolnshire to enjoy our work life balance. It is the access to nature, wide beaches and big skies that remains an outstanding part of the draw to the most talented people. Our town centres are hubs of cultural activities, there is a vibrant night-time

economy and historical buildings have been carefully repurposed for work and pleasure. This has attracted young people to stay after university and inspired local young people to stay and build their career. They take advantage of good value homes and great prospects of working in fulfilling jobs.

**We are one of the top tourist destinations including food tourism.** Our visitor economy has been transformed through investment and benefits from more reliable employment for workers in the sector. Our attractions and unique landscape make us a regular feature in international tourist guides. We are the ongoing subject of a globally popular Netflix series about innovation-led economy.



## MISSION TARGETS

**JOBS**

Everyone enjoys a fulfilling job.

**EDUCATION**

Every child receives an excellent education, in a high quality environment. Every adult is able to refresh and improve their skills in order stay actively employed.



75k employees in farm to factory gate supply chain which is, proportionally to the total number of jobs, 3x higher than national figures

**INCOME**

Everyone is financially secure, enabling them to be independent and support their loved ones. They will be supported on occasions where they cannot provide for themselves.

**WORLD LEADING FOOD & FARMING**

World leading provider of food, associated technological innovation, enabling the UK to reach food security and exporting our produce, technology and skills to the world.

**CLEAN, GREEN ENERGY**

World leading provider in renewable and clean energy providing the UK with energy security and exporting our energy and skills to the world.

**WORLD-LEADING WATER MANAGEMENT**

World leader in water management ensuring Greater Lincolnshire's industry and residents are resilience to flooding and we are exporting our skills to the world.

**TOURISM**

Destinations are thriving and prize-winning. Secure at least one truly world-beating attraction that makes it into every Tourist Guide to the UK/ Europe.

**ENTREPRENEURS & ENTERPRISE**

Entrepreneurs enjoy an outstanding business environment with a great range of facilities, infrastructure, access to finance, and focus on environmental and social impact.

## ECOLOGY & ECOSYSTEM

We will achieve our vision by simultaneously protecting our ecosystem and making good use of our great natural assets. Through ground-breaking sustainable water management, leading the transition to clean energy, locally grown healthy produce and an increasingly circular economic model we have a net-positive ecological impact. We will help the wellbeing of the world.

**Lincolnshire's natural environment is our biggest asset.** The sun, wind, and waves have powered our renewable future. The sea keeps us connected to global markets, supporting our economy, which in turn supports a good life for all. The verdant, fertile land and access to the sea enables us to feed the nation. Our coastal Salt Marshes stores more carbon per unit of area than rainforests. They also reduce wave energy as a natural defense against flooding. The beaches attract people to live here and visitors to spend time and money here. We know how precious this resource is, hence, we treat it with the utmost respect.

**Habitats are protected and have been enhanced.** We have primarily built our homes and industry on previously used land and deployed clever technologies and policies that led to

rapid decarbonisation in the 2020s. It was in our interest to be good global citizens and meet our commitments in the Paris Accord to keep global temperature rises to 1.5c.

**Our economic growth sectors have thrived on strong environmental and social agenda.**

For example, our food production focuses on making us well, through whole foods and better nutrition rather than fatty, high-sugar fast food. It's also the thousands of small things that have mattered. We have planted street trees, cherished our parks, shifted our waste management to a circular economic model through community-led change. Zero food waste schemes bring unloved food together in community projects that promote cooking classes, bringing people, together to tackle loneliness and provide meals for people that cannot provide for themselves.





## MISSION TARGETS

**DECARBONISATION  
& AIR POLLUTION**

Meet our Paris commitments through taking rapid action and working within carbon budgets. Manage ozone depletion. Reduce air pollution from all harmful sources.

**COASTAL EROSION**

Learn to effectively protect our coast and areas at risk of flooding and in doing so become world leaders.

**SUSTAINABLE LAND  
USE**

Concentrate on sustainable forms of development and land use.

**PROTECT OUR  
WATER**

Curb excessive use of fertilizer, reduce carbon emissions to address ocean acidification and only use the fresh water we need.



Greater Lincolnshire is a key player in the global green energy revolution, within an eco-system that supports hundreds of high-skilled, well-paid, sustainable jobs.