

Lincolnshire – a place to grow!

For businesses, people and communities

A PROSPECTUS FOR PROSPERITY IN LINCOLNSHIRE

SEPTEMBER 2010



Imagine Lincolnshire's economy in 2030 ...

*Lincolnshire has built on its assets and strengths to become **one of the highest quality and most sustainable economies in Europe**, known for the **high quality of life** our residents enjoy.*

*Our established and growing **clusters of economic excellence** in agriculture, food manufacturing, power engineering, leisure and creative industries have become globally recognised.*

*These clusters are part of a very much **more diverse economy** based on **high quality skills** and an **entrepreneurial spirit** that has created a 'can-do' culture.*

*Our **top 30 UK university** leads on research and transferring knowledge into the county, within a **top-quality education** system that develops the knowledge, skills and values of Lincolnshire residents and visitors.*

PREFACE

Developing the economy of Lincolnshire is more than investing in business and infrastructure. A place is only truly successful and prosperous if there is a balance between a strong economy, stable communities and an attractive environment: in short, a place where people want to live. We have therefore spent some time considering what a prosperous Lincolnshire might feel like. We believe this is more important than coming up with targets and indicators even though targets are necessary to measure and direct progress.

So, this prospectus considers the values we believe are important in developing our economy. It also expands the vision to describe what a successful and prosperous Lincolnshire might feel like. We are sure that if there is a good understanding of the vision for Lincolnshire then organisations and individuals will find ways of contributing to Lincolnshire's prosperity.

This is Lincolnshire's prospectus which was initially developed to set out a vision for a sustainable economy to sit at the heart of the County's Sustainable Communities Strategy. We therefore consulted widely on this document and sought the views of a range of partners across the public, private and third sectors. We are grateful to all who took time to comment on, shape and endorse our vision for Lincolnshire.

The next step is to set out the activities necessary to transform our economy in order to deliver our vision.

These activities will shape the programmes of local government and the wider public sector. However such programmes contribute much less than 1% of Lincolnshire's economic activity, although in Lincolnshire the total investment by the public sector (as an employer and a purchaser of goods and services) makes up a significant part of the economy. The level of public sector investment is likely to fall in the wake of the 2010 Comprehensive Spending Review.

The largest contribution to the economy comes from the private sector, so it is vital that we work with businesses and their representative groups.

But prosperity and overall economic well-being are also strongly influenced by many other organisations and communities themselves. We need to recognise and support the contribution made by these groups which are often referred to as the Third Sector.

Our proposals to deliver our ambition for prosperity through growth will therefore recognise everyone's contribution to make Lincolnshire ***one of the highest quality and most sustainable economies in Europe.***

Professor Andrew Atherton
Deputy Vice Chancellor
University of Lincoln

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Executive Director
Lincolnshire County Council

Joint Theme Leaders

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OUR VALUES

Lincolnshire has the unique potential to combine a high quality of life with a strong economy in a balance that makes the county a great place to live, work and thrive. The deep-running roots of innovation which underpinned the growth of our economy in the past remain as a resource and means of creating prosperity in the future.

The way in which we develop the economy of Lincolnshire needs some shared values.

We want Lincolnshire to be a place to grow without:

- losing Lincolnshire's unique identity
- exploiting people
- damaging our environment.

And a place for the economy to grow by:

- building prosperity for all
- improving people's skills
- building on our inherent strengths.

Where prosperity is defined in the wider terms of:

- quality of life and opportunity, for individuals and communities
- caring for our environment and ensuring its long-term sustainability
- building on our history and identity.

OBJECTIVES

In the next 2 years, we will:

- complete existing programmes and pull together the delivery plans to develop Lincolnshire's economy, counter the effects of reductions in public sector spending and prepare for future growth as the economy recovers from the recent recession. Specific targets and indicators were developed for these short-term objectives as part of the Sustainable Communities Strategy.
- take advantage of opportunities presented by the need to become more efficient by developing a more joined up approach and working together on the future direction of the county's economy. This will include taking advantage of Government's invitation to create Local Enterprise Partnerships as vehicles to drive forward economic development.

Over the coming 20 years, Lincolnshire will be *a place to grow...*

- the economy in absolute terms;
- educational attainment;
- the skill base of our people;
- the quality of life for communities and individuals.

OUTCOMES

In order to help organise how we will deliver our vision, we will brigade our plans and programmes around three inter related outcomes which will help us to achieve our vision.

We will create an economy that is high quality and sustainable:

- with **clusters of economic excellence**
- which is **diverse with high skills levels**
- and is **led by research and knowledge transfer**

We will use these outcomes as the tool to manage our delivery agenda and report on progress.

It will not be possible to measure the long term outcomes for some time. However, the direction of travel can be assessed and some milestones established.

WHAT WILL THIS FEEL AND LOOK LIKE?

By 2030, Lincolnshire will be a place to grow:



Communities and families:

- Lincolnshire will offer local opportunity and career development while being globally connected. Businesses and people will be outward-looking but proud of their local communities and county. They will contribute to the social wellbeing and cultural vitality of Lincolnshire.
- There will be community based economies which will link in with wider clusters of similar activity to create career advancement within the county. More jobs will be created as entrepreneurs set up dynamic businesses which will grow and stimulate employment. This will not only retain the most talented people, it will also attract in families and individuals with ambitions to develop and learn.
- Lincolnshire will be a place where families thrive. Families will settle and stay, attracted and retained by the quality of life with opportunities for work, leisure, culture and creativity. Communities will be active, made up of people who care about and contribute to the development of their own villages, towns and county.

Education for all; throughout life:

- Lincolnshire will have a ‘lifelong learning’ education system, where people start learning before school and continue to do so throughout their lives.
- Learning will start in the family before school and be ‘second nature’ for all who live and work in Lincolnshire.
- The learning culture will be supported by our University which will become one of the top 30 in the UK. The University will be part of a top-quality education system. There will be collaborative and flexible models of education for those of school age, with fluid progression to further and higher education that will be available at all stages of career and life.
- Education will have two roles: to develop and nurture the individual and their creativity; and to help people engage in the county’s economy encouraging people to be entrepreneurial. The skills, leadership and technical expertise to drive forward the county’s key clusters of excellence are developed in the county’s schools, colleges and universities.

Creative people, creating wealth:

- Whereas in 2010 Lincolnshire had fewer entrepreneurs than most other places in Britain, by 2030 the county will be a ***hotbed of entrepreneurship***, from local entrepreneurs starting their own ventures from their bedrooms and kitchen tables to global leaders and their businesses attracted to Lincolnshire.

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- These businesses will attract the ***infrastructure for entrepreneurship***, including: finance and real venture capital; technical expertise; high end service businesses providing consultants and other support; other companies seeking to tap in to the entrepreneurial vibe; and a highly skilled, creative workforce.
- The ***culture of entrepreneurship*** will be evident in families, community networks and innovative social enterprises.

A good life...

- Lincolnshire will have become a laboratory for experimentation in sustainability. The green areas and outdoor environment of Lincolnshire will be a resource and asset for residents, protected from damage yet with clear opportunities for sustainable development. Stewardship for the environment will be part of the daily working lives of the county's residents.
- Sustainable technologies for waste, recycling, purification, conservation and housing will be developed as exemplars of sustainable living, in urban and rural parts of the county.
- People will lead healthier lives which, coupled with longer life expectancy, will mean they are better equipped to be part of and contribute to the county's prosperity.
- Working locally in globally connected 'community economies' will reduce the challenges, costs and damage of commuting and congestion, giving a better work/life balance.

- A highly skilled and very entrepreneurial workforce will create a highly productive economy where fulfilling and rewarding employment displaces long working hours in low-value added services and industry.

Reliable and adaptive infrastructure:

- Lincolnshire will invest in 'soft' as well as 'hard' infrastructure: connectivity, digital technologies and virtual working and networking will overcome the problems of distance in a large, mainly rural county.
- Vibrant communities will mobilise to improve their own infrastructure, rather than wait for somebody else to solve their problems and fund these solutions.
- Strategic investment, based on the returns from economic growth and external investment attracted to the county, will have opened up new infrastructure developments to ease circulation around major settlements and improve north-south as well as east-west flows.



TAKING THE PROSPERITY AGENDA FORWARD

So far the Prosperity Prospectus is a concept – a vision, some values and some ambitions. It needs to be taken forward to develop more tangible medium – long term strategic delivery plans with a series of programmes of activity that can make a difference to Lincolnshire’s economy and its people’s prosperity.

Strategic Development

In taking the thinking forward we need to address the following areas:

- **Identify key risks to economy**
There are external risks that may be beyond our control but that will act as a context for future plans. Other risks might be able to be influenced locally.
- **Lead Economic Assessment of the Area**
The County Council has the statutory duty to do this and will involve District Councils and other stakeholders.
- **Develop medium – long term Strategic Delivery Plans**
These will address the social and environmental well being factors as well as purely economic ones.

Table 1 on the page 9 summarises our vision for what the economy would look like in 2030 following successful implementation of the vision contained in Lincolnshire’s Prosperity Prospectus.

- **Sectors and Places**
The vision assumes that we will build on the strengths in our economy as well as seeking to diversify into sectors that will be sustainable in future.

Our strategy should recognise that some places have a natural affinity with some sectors. Therefore when it comes to shaping the economy and specifically when determining priorities for investment, it is necessary to think of two dimensions of economic activity: Places and Sectors.

The Prosperity Prospectus concentrates on the whole County. However, many activities will be more localised. Some of these will have a significant impact on the whole of Lincolnshire but others will have significance in their immediate area. More localised initiatives will be encouraged as long as they do not undermine the strategy.

Programmes and Projects

In the near term we already have a well developed programme of activity to set the foundations to make Lincolnshire ***one of the highest quality and most sustainable economies in Europe***. Key elements of this programme are summarised in Table 2 on pages 10 – 12. We will need to develop our delivery plan to cover 2011 – 2014, identifying the key programmes, projects and activities which will create step changes in prosperity: “transformational” activities.

TABLE 1: THE LINCOLNSHIRE ECONOMY IN 2030

		Communities and People				
		Communities & families	Education for all – throughout our lives	Creative people, creating wealth	A good life	Reliable & adaptive infrastructure
Economy	Quality of life & economy	<ul style="list-style-type: none"> • A community-based & -focused economy • Families thrive - parents work-life balance 	<ul style="list-style-type: none"> • Learning is ‘2nd nature’ to / for all • Learning as personal growth as well as for career / employment 	<ul style="list-style-type: none"> • A pervasive culture of entrepreneurship • A place entrepreneurs aspire to move to – and do... 	<ul style="list-style-type: none"> • Lab for sustainable experimentation • Work-life balance ‘rules’ • Healthier and more rewarding lives 	<ul style="list-style-type: none"> • Connected – physical & virtually • Vibrant communities mobilising • Strategic projects for ‘step change’
	Clusters of economic excellence	<ul style="list-style-type: none"> • Career advancement within the county 	<ul style="list-style-type: none"> • Education as a growth cluster • Relevant education, generating skills for clusters 	<ul style="list-style-type: none"> • Creating a virtual economy • The creative, as well as creating, county 	<ul style="list-style-type: none"> • Clusters around a ‘quality economy’ – from ‘slow’ to ‘good’ • ‘Exporting’ the good life economy 	<ul style="list-style-type: none"> • ‘Soft’ + ‘hard’ infrastructures for growth • Leading edge technologies for clusters
	Diverse & entrepreneurial economy	<ul style="list-style-type: none"> • Space & help to create your own venture • Creating a family economy of goods & services 	<ul style="list-style-type: none"> • Enterprising education – making more people enterprising, and being enterprising in doing so 	<ul style="list-style-type: none"> • A ‘hotbed’ of entrepreneurs • New sectors and industries opening up • From global entrepreneurs to local heroes 	<ul style="list-style-type: none"> • Many opportunities to start and run an enterprise • Social and voluntary enterprise 	<ul style="list-style-type: none"> • The right infrastructure for entrepreneurs
	Top-quality education	<ul style="list-style-type: none"> • Learning through work as well as to work • Family-focused education • Communities managing and creating their own learning 	<ul style="list-style-type: none"> • ‘0 to 100’ education – opportunities throughout • Top 30 university – a ‘beacon’ in a top quality system of primary, secondary and tertiary education 	<ul style="list-style-type: none"> • U4E (University for Enterprise) established in communities • University and colleges as ‘magnets’ for investment and entrepreneurship 	<ul style="list-style-type: none"> • Research & expertise on quality of life & economy • Expertise & leading know-how on sustainability 	<ul style="list-style-type: none"> • A dynamic and inclusive learning ‘grid’ for access to education • Totally flexible learning

TABLE 2: NEAR TERM ACTIVITIES

Partner Group	Clusters of economic excellence	A diverse economy with high level skills	Top quality education with knowledge transfer	Economic contributions to other Themes and Outcomes	Enabling Activities
Local Authorities	<p>DEVELOPMENT AND MANAGEMENT OF BUSINESS INCUBATION & INNOVATION CENTRES:</p> <ul style="list-style-type: none"> • Innovation Centre network • Ongoing capital build programme (Red Lion Street, Eventus, Grantham Station Point) <p>BUSINESS SUPPORT:</p> <ul style="list-style-type: none"> • “Innovation Lincolnshire”* • “Sustain Lincolnshire”** <p>SECTOR SPECIFIC SUPPORT:</p> <ul style="list-style-type: none"> • Tastes/Select Lincolnshire • “Key Account Management” with major food employers in South Holland • Development of Teal Park (engineering) • Development of Lincoln Castle • Tourism and culture assets along the coast • Promotion of tourist offer (County wide) 	<ul style="list-style-type: none"> • Care and hospitality in East Lindsey (Skilling up the Coast) • Sky Centre (creative industries incubation support) • Adult Apprenticeships • Employment & Skills planning • Promotion of Inward investment opportunities (at District and County level) • Growth Points development (Gainsborough, Grantham and Lincoln) 	<ul style="list-style-type: none"> • Leadership & Management Development College • Engineering School • Partnerships between business and FE/HE providers at District level (SHDC/BBC) 	<p>HERITAGE:</p> <ul style="list-style-type: none"> • Grant support for Public Realm enhancement (with English Heritage) • Major Public Realm schemes: Boston & Gainsborough Market Places; Historic Lincoln • Market Town development in East Lindsey) • Heritage buildings returned to economic use (Boston) <p>HOUSING:</p> <ul style="list-style-type: none"> • Management of housing growth and provision (LDF development; owned housing stock; flood resilience) • Carbon reduction schemes • Coastal Strategy development <p>CONNECTIONS:</p> <ul style="list-style-type: none"> • ICT/Broadband access 	<ul style="list-style-type: none"> • Economic Assessment • Coastal Pathfinder • Delivery of Masterplans (Lincoln, Gainsborough, Sleaford)

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Partner Group	Clusters of economic excellence	A diverse economy with high level skills	Top quality education with knowledge transfer	Economic contributions to other Themes and Outcomes	Enabling Activities
Education and training providers	<ul style="list-style-type: none"> • FE and HE support (training and R&D) targeted at priority sectors in particular food production • “Bespoke” training solutions developed between FE/HE providers and major employers 	<ul style="list-style-type: none"> • FE colleges delivering training for young people in tourism/hospitality sector: link to Skilling up the Coast and Heritage support • EF Colleges working with JCP and SFA on retraining following redundancy (including targeted activity through ESF/SFA Priority 2 co-funding) 	<ul style="list-style-type: none"> • FE and HE support (training and R&D) targeted at priority sectors in particular food production. 	<p>HOUSING:</p> <ul style="list-style-type: none"> • Focus from FE colleges on skills linked with sustainable construction <p>CONNECTIONS:</p> <ul style="list-style-type: none"> • Focus from FE colleges on skills linked with digital technologies 	
Public Sector Agencies	<ul style="list-style-type: none"> • Business Link support targeted tourism businesses (links to Lincolnshire Tourism) • Business Link working closely with iNets to target support in food and sustainable construction. 	<ul style="list-style-type: none"> • JCP promoting development of customer service skills • JCP promoting government initiatives to maximise employment of young people – eg Future Jobs Fund • Business Link targeted support to existing and potential entrepreneurs in ERDF Priority Axis 2 areas. • SFA responsive to local needs through Train to Gain 	<ul style="list-style-type: none"> • JCP supporting graduate internships 		<ul style="list-style-type: none"> • Encouragement of employers to take up recruitment subsidies through JCP • Local influencing of regional strategy develop

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Partner Group	Clusters of economic excellence	A diverse economy with high level skills	Top quality education with knowledge transfer	Economic contributions to other Themes and Outcomes	Enabling Activities
Businesses (private and third sector)		<ul style="list-style-type: none"> • Financial support by businesses to Apprenticeship training 		HERITAGE/HOUSING: <ul style="list-style-type: none"> • Tradesmen and apprentices sponsored to support heritage building restoration and low carbon agenda 	