



LINCOLNSHIRE'S INVESTMENT PLAN FOR ECONOMIC DEVELOPMENT

“SRIP+”

2009 – 2010

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Context

Building on the principles set out in the government's Review of Sub-National Economic Development and Regeneration (SNR) first published in July 2007, *emda* has developed new arrangements for delivery at sub-regional level in the East Midlands. *emda*'s key objective is to achieve closer alignment between single programme and local authority economic development activity whilst at the same time continuing to deliver the priorities agreed with Sub-Regional Strategic Partnerships for the period covered by the 2008 – 2011 Comprehensive Spending Review.

This document therefore builds on the 2008 – 2011 Sub Regional Investment Plan (SRIP) which was approved by the Lincolnshire Enterprise (LE) Company Members and *emda* Board, and the Lincolnshire County Council (LCC) Economic Development Strategy 2008 – 10.

It sets out the priorities for investment in economic development for Lincolnshire in 2009-2010 using the LCC economic regeneration budgets and *emda*'s single programme budget for Lincolnshire invested through Lincolnshire Enterprise.

Our vision for Lincolnshire to be an economically successful, accessible county comprising a network of inclusive communities with an enviable quality of life which is an integral part of its wider region, remains unchanged.

Our Priorities

During the first year of operation of the aligned SRIP and LCC Economic Development Strategy we will pursue areas of joint work whilst largely maintaining the current delivery structures. There is already a strong pipeline of activity that is committed or in development against these priorities and we will continue to focus on these priorities. However a closer relationship between the SRIP and the LCC Economic Development Strategy will also enable us to focus additional work.

We undertake large amounts of research based on the RES evidence base, the work of our research team and input from public, private and third sector stakeholders through the Lincolnshire Enterprise board and other mechanisms. Our strategies and priorities are based on this research, which shows that while Lincolnshire residents enjoy a high quality of life, within the county some areas suffer from specific issues seen as key by the population. While the county is seen as a desirable area to live and work, this can in itself bring its own challenges with the resulting population growth and demographic change. Lincolnshire as a whole may be less affected by the economic down-turn than some other areas of the country, however it will be affected, and it is important that we continue to use our research findings in order to identify and respond to potential affects on local businesses and communities quickly and effectively. Looking to the long term economic future of the county, the indications are that Lincolnshire will continue to provide significant employment opportunities for its increasing resident workforce, and although the proportion of higher added-value industries is likely to remain below regional and national levels, the number is set to rise and it is important that we are well positioned to support emerging employment sectors.

Our main priorities for the coming year are to promote economic growth, to support disadvantaged communities and to use our influence and opportunities for gaining additional economic benefits for the county.

Our programme over the coming year will include, where appropriate, activities to help mitigate the impact of the economic downturn.

1. Promoting economic growth

The 2008-09 SRIP explains that we will do this by **stimulating innovation, encouraging enterprise, investor development, and land property and development**, and these remain our focus along with **transport and accessibility**. This programme directly meets the aims of the Regional Economic Strategy because it will raise skills levels of people in employment, help the region have highly productive and competitive businesses, promote innovation, and provide good quality employment land. We will facilitate and manage programmes of work with cross-cutting economic themes, managing the Coastal, Wolds and Wash Fens Rural Development programmes, enabling businesses and community groups to attract £6m in grants. We will also drive forward projects that bid into the new ERDF programme managed by emda.

1.1 Stimulating Innovation

There are three main strands of activity within the 'Stimulating Innovation' priority for investment: Innovation Lincolnshire; Innovation through ICT; and Energy and resources.

a) Innovation Lincolnshire

We will stimulate innovation through:

- Promotion and provision of direct support to enable businesses to innovate through the use of technology, supplementing the regional business support officer offer as appropriate to meet the needs of the Lincolnshire employment sectors and businesses.

We will build on existing activity to stimulate innovation and growth in Lincolnshire businesses through a programme of grants and specialist one to one support via the Innovation Lincolnshire Phase 2 project and the region-wide Business Transformation Grant. It is also intended to build on the Innovation Lincolnshire 'wheel and spokes' model by developing further virtual and physical Enterprise and Innovation Centres to complement Lincoln's new Brayford Innovation Centre. These centres will be run consistently throughout the county via inclusion in the successful Centre Managers' Network.

b) Innovation through ICT

Complementary to the Innovation Lincolnshire approach is the further development on the successful Lincolnshire Broadband Initiative (LBI) into a new programme – "innovation through ICT". We will:

- Support businesses to increase the impact of using ICT as a driver to achieve innovation - in products, markets, services and processes
- Support businesses to maximise productivity through ICT applications and processes
- Add value, and be complementary, to the current national and regional business support approach – in keeping with BSSP and the brokerage model
- Build a community of practice, providing access to current, independent technical and market information, exchange experience and best practice on ICT
- To retain and make more broadly available, the expertise, capacity and processes of the Lincolnshire Broadband Initiative team, including retaining technical and procurement expertise to advise on ICT policy and supply side availability of ICT services

The programme would be focussed upon the delivery of bespoke ICT innovation advice and match funded grants (50% from the business). We are keen to engage *emda* developing the scope of the programme (discussions being established).

c) Energy & Resources

We will stimulate innovation through:

- Promoting alternative energies to businesses with a particular emphasis on biomass technology;
- Developing Lincolnshire's supply-side for knowledge transfer businesses in the alternative energy industry;
- Investigating the potential of alternative and bio-energy crops and advising Lincolnshire growers on the opportunity.

The environmental technology sector is viewed as a potential growth area for Lincolnshire and it will be a key priority to work with partners to grow the county's sustainable energy economy and improve resource efficiency. We will work with *emda* to ensure that Lincolnshire achieves maximum benefit from regional studies. We will continue the successful LIGHT (Lincolnshire Green Heat) biomass project using it to increase

understanding of the energy and cost savings that biomass technology can bring to local businesses.

1.2 Encouraging Enterprise

We will encourage enterprise through:

- Supporting important new employment sectors – eg environmental technologies, creative industries;
- Support of the land-based and food production sectors, including coordination of the Lincolnshire Forum for Agriculture and Horticulture and Select Lincolnshire initiative and its association promotional activities;
- Leading the regional local authority ESF consortium, drawing down £5m in grants on behalf of the authorities and providing training to 1500 people in Lincolnshire as well as delivering vocational training programmes that support our priorities;
- Developing added value employer services linked to our responsibility for 14-19 funding for young people in work;
- Direct provision of business support and loans.

This strand of activity is geared towards the acceleration of business start-up rates, the expansion of existing businesses and further development of the clusters of successful businesses already operating in the county. Activity will range from projects which support business such as workspace refurbishment, helping migrant communities unleash their entrepreneurial potential and the Redundant Rural Buildings Grant, to projects that help develop an enterprise culture. This will include support for national programmes such as Young Enterprise and Enterprise Week as well as joint working with the LSC and Lincolnshire and Rutland Education Business Partnership to ensure that local resources are effectively targeted.

We will continue to work closely with the regional Business Link service, delivered by East Midlands Business, to ensure that their activity addresses the specific needs of Lincolnshire businesses. In particular, regional programmes such as Mentoring 4 All will be enhanced at local level to deliver incremental outputs and outcomes, ensuring that the barriers to growth in Lincolnshire are reduced.

1.3 Investor Development

We will stimulate investor development through:

- Supporting and safeguarding the role of major employers, a priority activity being the development of Teal Park in Lincoln, to assist companies such as Siemens and local suppliers to invest in the area;
- Strengthening our relationship with new and existing major businesses so that they receive good quality support during the economic down-turn;
- Increasing our promotional activity, particularly with intermediaries and to government agencies.

Working with our partners in the districts, we shall lead development and delivery of a new investor development and aftercare strategy for Lincolnshire that takes account of Lincolnshire-wide requirements, the credit crunch and recession which require more emphasis on supporting established companies and safeguarding jobs, the results and learning points from investment to date and the changes resulting from the introduction of a new centrally-delivered Investor Development service.

1.4 Land, Property and Development

a) The Economic Infrastructure

We will facilitate, manage and lead land, property and physical regeneration through:

- Steering delivery of New Growth Point funding as an accountable body and ensuring that economic infrastructure is supported in these areas (Grantham, Lincoln, and Gainsborough);
- Facilitating area based growth outside New Growth Points, based on clear local strategies;
- Developing of a network of quality employment sites and premises across the county including development and operation of managed innovation and incubation business centres and development of new strategic employment sites;
- Enhancing the role, economic infrastructure, service provision and environment of market towns;
- Increasing public realm regeneration activities for the benefit of all Lincolnshire settlements but with a particular emphasis on major settlements;
- Building on the 2008 Utilities Study through the Lincolnshire Employment Land Working Group taking forward an Infrastructure Delivery plan to address the provision of basic utilities for potential employment sites.

A major priority will be to co-ordinate existing studies (for example, on utilities) and bring forward new studies (for example, on Highways and Business Accommodation Facilities) in order to prioritise prime investment sites and premises across the county and to look at opportunities that might be delivered through ERDF Priority Axis 1 or Priority Axis 2 funding. We are undertaking feasibility work on preparing land for employment sites in Caistor, Hemswell and Colsterworth and for a motorsport cluster at Cadwell Park.

A wealth of capital projects will be underway in 2009/10 including Gainsborough Public Realm, Crease Drove Workspace, Spalding Red Lion Street, Sparkhouse 2 at Lincoln University and continuation of the Rural Redundant Buildings Grant. Single programme funding will be used to unlock significant ERDF PA1 and PA2 funding at the Deepings Centre and industrial estate extensions in Alford and Skegness.

b) The Tourism Infrastructure

We will facilitate, manage and lead development of the tourism infrastructure and support of the tourism sector, which generates one-seventh of the county's wealth, through:

- Promotion, attraction of funding, and encouragement and support of private sector investment;
- Development of the tourism product to attract more from the "discoverer" and "habitual" market segments as defined by Arkenford research;
- Development of programmes such as the Boston Barrage programme, waterways infrastructure programme, the Lincoln Castle programme (which includes relocation of the crown court to promote the role of Lincoln and subsequently enables redevelopment of the castle), and Aviation Heritage programme;
- Facilitating innovative and iconic new initiatives that raise the profile of Lincolnshire and the East Midlands on a national and international scale, for example, the Historic Lincoln and Sea Change initiatives;
- Stimulation of private sector led hotel developments.

1.5 Transport and Accessibility

Lincolnshire County Council is the county's strategic transport authority. We will therefore explore ways in which productive links can be made between the actions in the Local Transport Plan, Growth Point Programmes of Development and in this programme with the aim of realising economic benefits from transport and accessibility improvements.

We will:

- Develop tactical transport infrastructure solutions to stimulate economic growth in the new growth point areas;
- Provide socio-economic services in market towns and larger villages to maintain the vitality of our rural areas;
- Facilitate and support improvements in service provision in rural areas.

This programme of activity directly meets the aims of the RES because it will improve the quality of infrastructure, improve community cohesion, encourage economic renewal, and promote economic inclusion.

2. Building sustainable, economically empowered communities

The 2008-09 SRIP prioritises **employment, learning and skills**, and **achieving equality**. There is already a strong pipeline of activity that is committed or in development against these priorities, and we will continue to work on these projects whilst ensuring that they deliver outputs that are appropriate to their clients and to the RES.

2.1 Employment, Learning & Skills

The long-term aims of this strand are to increase Lincolnshire's employment rate to 80%, promote the attainment of Level 3 skills and reduce the number of people in receipt of benefits in line with Lincolnshire LAA targets.

We will address the skills gap through:

- Research by the LCC Economic Regeneration Research Team to assess the current situation, gather the views of local businesses through their employer panel and specific projects to fill gaps in knowledge such as how to best target 14-19 funding to meet employers needs;
- Working with the Employment and Skills Board for Lincolnshire and Rutland to identify the key skills issues in the county, both from an employer and individuals perspective;
- Leading the regional local authority ESF consortium, drawing down £5m in grants on behalf of the authorities and providing training to 1,500 people in Lincolnshire as well as delivering vocational training programmes that support our priorities;
- Work with voluntary sector organisations to understand the skills issues associated with worklessness and to provide support in the worklessness agenda, focusing on the growth point areas.

The recently formed Employment & Skills Board for Lincolnshire and Rutland will provide a governance framework for the effective integration of employment and skills to develop a multi-agency approach to supplying a skilled workforce. Working with the Skills Board, we will continue to support projects that address high levels of "worklessness" in specific areas of the county by working with partners to increase the employability of those currently lacking the skills and qualifications needed to improve the local economy.

We will also support activity that addresses the higher level skills gaps in the county especially in our priority sectors. This includes the Studentlink project, currently running under the Hot Prospects brand, to provide work experience opportunities for first year students and graduates plus skills support for migrant workers through the Technical and Business ESOL, the Holbeach campus of Lincoln University and the ESOL at the Abbey Access Centre in Lincoln.

2.2 Achieving Equality

Our priorities in the Achieving Equalities area for 2009 – 10 are focused on addressing deprivation resulting from worklessness and empowering communities by increasing their engagement with the public sector and supporting them to fulfil their own economic potential, for example, by engaging with the public sector or by working with the voluntary sector:

- Supporting a multi-agency approach to tackling deprivation in coastal communities and raising the importance of this issue with the government through the Coastal Communities Alliance;
- Improving the ability of training/learning providers to engage with hard to reach groups;
- Vocational training to support those most at risk of economic disadvantage;
- Training the voluntary sector (for example around Human Resource and accountancy issues) so that they are equipped to tender for contracts from the statutory organisations;
- Providing advice, funding support and assistance to key communities which have the potential to become more economically successful;
- Developing initiatives which allow communities to have greater positive influence on improving services delivered by the public sector and supporting activities which lead to improved community cohesion;
- Investigating the potential for increasing the services delivered by community groups into social enterprises.

Projects supported under the Equalities IAGF launched in June 2008 will continue. They include Boston Bargate Green Market and UnVAEL Your Potential in East Lindsey. The newly launched Making the Connection project will continue to support the opportunities for local people to move into local jobs by working with local employers to identify skills gaps and then providing the relevant skills training.

3. Additionality

3.1 Lincolnshire's Local Area Agreement and Sustainable Communities Strategy

The Lincolnshire Local Area Agreement (LAA) has four main economic targets which are concerned with lowering NEET (people not in employment, education or training) levels, reducing long term unemployment, raising vocational qualification levels, and new business creation. The programmes set out above clearly support the achievement of those targets.

The LAA provides the near term action plan to deliver Lincolnshire's Sustainable Communities Strategy (SCS) which is being refreshed during the early part of 2009. We will work with colleagues and partners to complete development of the Economy theme in the SCS.

3.2 Research

The Economic Regeneration Research team of Lincolnshire County Council carries out a programme of work to support the attraction of an anticipated £79m of funding (between 2008 and 2013) from the EU, emda, and central government departments. The proposed work programme for the coming year includes: continued monitoring, measurement and forecasting of the county's economy and its drivers alongside production of an economic assessment for Lincolnshire; establishing of an employer panel; statistical support of lobbying campaigns; production and review of a single evidence base for the LAA; projects to identify and fill gaps in knowledge such as how to best target 14-19 funding to meet employers needs; development of shared services for information management. Delivery of this work programme will ensure that the county can respond to developments in government policy, evidence the case for additional support and ensure that services are developed in the areas of most need.

Alignment

The real benefit of bringing the SRIP and LCC Economic Development Strategy closer together is the ability to implement major schemes which will probably have a long development period. Whilst we will work on these important longer term schemes, we recognise the imperative to achieve quick spend. This will be achieved by identifying new economic activity, aligning funds in support of that activity, and commissioning projects quickly. In terms of funding alignment, the programmes to support economic growth and to support disadvantaged communities are allied to the RES and the LCC Economic Development Strategy. Additionally, though, substantial elements relating to business development and industrial sites are closely allied to Priority 1 of the current ERDF programme, elements of the achieving equality and improving service provision are allied to Priority 2 of the ERDF programme, and elements of the vocational training provision fit with the current ESF programme. Lincolnshire County Council is an ESF co financier.

We will ensure that we continue to operate a balanced programme which delivers against our priorities across all of the county's seven Districts as well as making County wide investments. Through this approach we will address the needs of both rural and urban communities, and in particular will continue to "rural proof" our activities.

A consequence of our focus is that we will not invest equally across all of the Strategic Priorities of the RES and some are not specifically targeted for investment. However, our investments impact across all three Structural Themes of the RES.

Priorities for investing the Single Programme funding allocated to Lincolnshire have been arrived at by considering the following criteria:

- Alignment with the Lincolnshire Economic Strategy
- Alignment with the Lincolnshire County Council Economic Development strategy
- Alignment with *emda's* Corporate Plan

Where possible we have also looked for opportunities to align Single Programme and LCC budgets and to leverage in other funding, for example ERDF. We have also ensured that we continue to meet ongoing commitments to existing projects and programme.