

LINCOLNSHIRE ASSEMBLY

# Lincolnshire

Economic Strategy | 2008-2012

*turning the corner*





## Foreword

I am pleased to present, on behalf of the Lincolnshire Assembly, the Lincolnshire Economic Strategy for 2008-2012. The Strategy highlights the challenges and priorities for the Lincolnshire economy and sets out a framework for action to secure long term prosperity for the county.

The Lincolnshire Economic Strategy has been produced by the Lincolnshire Assembly, a body of public, private and third sector organisations that work together to develop solutions to the important issues facing the county. This strategy follows the publication of the first Lincolnshire Economic Strategy in 2005. Since that time, it is encouraging to see that Lincolnshire has experienced significant economic growth, and is no longer experiencing a 'hidden crisis' in economic performance.

Lincolnshire is a distinctive and diverse county which offers much for residents and investors alike. Rural living, good schools and relatively cheap housing make Lincolnshire an attractive place for those wishing to live, work or retire here. The county has experienced the highest growth in population in the region, the third largest in the country. Agriculture and food remain integral to the Lincolnshire economy, but there has been significant growth in other sectors, such as tourism, services and construction, and the 'green shoots' of new sectors emerging.

Continued action and investment by the Assembly's partners are needed for this growth to be sustained, particularly in a climate of global economic uncertainty. There remain a number of challenges for the Lincolnshire economy; including low skills, low levels of new business creation, and growing disparities in health, deprivation and opportunity, particularly in rural and coastal areas. Environmental sustainability, and the risk of coastal and river flooding, are growing concerns for many areas of Lincolnshire.

Extensive data analysis has been used to create an up-to-date picture of the Lincolnshire economy, a clear understanding of where the county is now, and the challenges and opportunities that shape Lincolnshire's future. The Strategy has been subject to consultation with a broad range of organisations across Lincolnshire and we are grateful for their contribution and ongoing support.

The Lincolnshire Economic Strategy has been produced following the publication of the Regional Economic Strategy: '*A Flourishing Region*' and the Lincolnshire Local Area Agreement. It is intended to align with, and complement, these strategies and it provides a basis for continued cooperation and the realisation of shared goals for economic wellbeing.

We look forward to working closely with partners at both a regional and county level in securing the long term prosperity of Lincolnshire.

A handwritten signature in black ink that reads "John Lincoln". The signature is written in a cursive style.

The Rt Revd Dr John Saxbee, Bishop of Lincoln  
Chairman of Lincolnshire Assembly

# Lincolnshire Economic Strategy 2008-2012

As the UK economy slows, Lincolnshire will be affected - yet it has a number of distinctive and latent strengths on which to build. However, the county also faces challenges, in particular increasing disparities in wealth and socio-economic factors that need to be addressed by effective strategic planning and implementation at sub-regional level.



## Executive Summary

A revised and refreshed strategy	1.1	This document presents the revised and refreshed Lincolnshire Economic Strategy for 2008–2012. The strategy has been developed for the Lincolnshire Assembly by the University of Lincoln, with inputs from members of the Lincolnshire Assembly co-ordinated by Lincolnshire Enterprise (LE). It represents a framework for focus and action to address economic development priorities in Lincolnshire.
The original LES	1.2	The original Lincolnshire Economic Strategy (LES), developed in 2005, highlighted the underperformance of the Lincolnshire economy compared with the East Midlands and UK. It demonstrated that Lincolnshire faced an economic crisis that acted as a brake on the East Midlands region and required significant, co-ordinated action accompanied by substantial investment.
Lincolnshire is turning a corner	1.3	Since then, conditions have improved, and Lincolnshire appears to be turning the corner towards growth and development. Gross Value Added (GVA) per head is no longer falling faster than the region, and over the next 8 years is expected to grow more quickly than the East Midlands as a whole. However, Lincolnshire still has a long way to go because it is starting from a low base. The next 3 to 5 years will be critical to the future prosperity of the county. Investment is needed now to ensure current and future growth.
The need for continued and focused action	1.4	However, the county still faces several key challenges, including; low skills, low levels of business start-up, and growing disparities in opportunity and prosperity. This refresh highlights the need for continued and focused action to address and overcome these challenges, as well as to capitalise on recent improvements in economic performance.

## Recent Policy Developments

Alignment with the RES	2.1	The Regional Economic Strategy (RES), <i>A Flourishing Region 2006-2020</i> , sets out cross-cutting themes and strategic priorities for economic development across the East Midlands. For the Eastern sub-area of the East Midlands, which includes Lincolnshire, it highlights four strategic priorities: enterprise and business support; employment, learning and skills; land and development; and transport and logistics. A key objective of this refresh is alignment of the Lincolnshire Economic Strategy with the Regional Economic Strategy.
Local Area Agreement and a long term vision for Lincolnshire	2.2	Local Area Agreements provide a new set of economic development priorities for county and district authorities and a framework for performance monitoring. The long term vision for the county – <i>Big County, Big Skies, Big Futures</i> – developed by the Lincolnshire Assembly, sets out a ‘destination’ vision for Lincolnshire and outlines the county’s future ambitions and aspirations. The Lincolnshire Economic Strategy will contribute to enacting this vision for Lincolnshire.
Sub National Review	2.3	The forthcoming introduction of Sub National Review of Economic Development is likely to bring changes to the way that agencies and authorities work together to promote economic development.
Link with regional and sub-regional strategies	2.4	This refresh of the Lincolnshire Economic Strategy is intended to complement regional and sub-regional strategies, and the longer term vision for Lincolnshire.

## The Purpose of the Strategy

A strategy for economic growth and prosperity	3.1	The Lincolnshire Economic Strategy continues to be Lincolnshire's strategy for economic growth and prosperity. It provides a framework for collaborative actions to enhance the economic development and performance of the county.
	3.2	The three purposes of the Lincolnshire Economic Strategy are to:  I. Provide a shared framework for future economic development  II. Inform and guide planning on how best to use resources that are or will become available to support economic development  III. Identify where additional activities and resources are necessary
Based on a comprehensive review of data and existing studies	3.3	The revised strategy is informed by a comprehensive review of data and studies of the Lincolnshire economy. These include recent work undertaken by Lincolnshire Enterprise in its sub-regional profile, Lincolnshire Landscapes produced by Lincolnshire Research Observatory, as well as the Lincolnshire Economic Development Strategy produced by Lincolnshire County Council. Recently updated datasets from NOMIS – the official labour market statistics, and the Office of National Statistics (ONS), and findings from studies undertaken by the University of Lincoln and other organisations have been incorporated into the review.
Subject to extensive consultation with key stakeholders	3.4	Extensive consultation across public, private and third sector organisations has been undertaken to gather insight into recent trends and developments in the Lincolnshire economy, and to identify and seek consensus on strategic priorities. Face-to-face interviews were conducted with individuals from a range of organisations, including <i>emda</i> , county and district authorities, the Learning and Skills Council (LSC), and the Institute of Directors. Focus group events were held with the Lincolnshire Assembly, Lincolnshire Enterprise Board, and the Greater Lincoln Partnership.

# The Lincolnshire Economy

## 4.1 Enterprise and Productivity: Lincolnshire is turning the corner...

GVA remains low... but the gap with the region is no longer widening	4.1.1	Although economic productivity remains lower than the regional average, the GVA gap between Lincolnshire and the East Midlands is no longer widening. In the medium-term, GVA is expected to grow at a rate that exceeds the East Midlands. Lincolnshire GVA is forecast to increase from £8.9 billion in 2006 to £11.7 billion in 2016; an overall rate of 31.5% compared with 30.2% for the region.
Land-based activities remain important but there is growth in other sectors	4.1.2	Agriculture and land-based activities continue to be a significant sector within the Lincolnshire economy. However, there is evidence to suggest that with new practices in supply chain management, logistics, and technological development these sectors are moving up the value chain. There has also been significant growth in other sectors; for example, construction doubled in employment over the last 15 years, and the service sector has experienced considerable growth. Tourism continues to be an important area of economic activity, providing a £0.9 billion contribution to the economy and accounting for 16,120 full time jobs in 2006.
Low levels of new business creation	4.1.3	New business creation remains low in Lincolnshire compared with the regional average. Start-up rates also vary significantly across the county, from 26 per 10,000 adults in Lincoln to 36 per 10,000 adults in South Holland.
Low growth rates but a stable business population	4.1.4	Growth rates in existing businesses remain low across the county. Business support providers report that low aspirations are a particular barrier to innovation and growth. However, survival rates for all types of business across the county are strong, which suggests a relatively stable firm base. The picture, then, is of a low-growth, relatively stable economy which may be better placed to deal with the current economic downturn than areas where economic activity is more cyclical.

### In Summary:

- **GVA per head has stabilised and is expected to grow at a faster rate than the region;**
- **Agriculture and land-based activities are increasing in value-added, and are diversifying;**
- **Other sectors have emerged which have experienced growth, particularly construction and services;**
- **However, there are not enough entrepreneurs in the county and there is untapped potential for growth within existing businesses.**

## 4.2 Labour Market and Population: A case of quantity rather than quality of employment

High levels of employment	4.2.1	Lincolnshire has an economically active population and low levels of unemployment. At 81.9%, the economic activity rate is higher than the East Midlands average of 80.1%. Employment growth is expected to continue at a rate well above the regional average (5.6% vs 3.1% respectively). There is not, in other words, an unemployment problem in Lincolnshire.
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The fastest growing population in the East Midlands	4.2.2	Lincolnshire has the fastest growing population of any county in the East Midlands. Between 2004 and 2029, the population of Lincolnshire is expected to grow by 24%, compared with 14% in the region. The highest levels of growth are anticipated in North Kesteven and South Holland. Growth Point status in Gainsborough, Grantham and Lincoln is also likely to bring about substantial population increases up to 2016.
High levels of in-migration	4.2.3	Population growth has been driven primarily by in-migration from the rest of the UK. The majority of migrants come from elsewhere in the East Midlands and the UK. Since 2004, there has been a large number of migrants from the new accession countries of the European Union although, more recently, there is anecdotal evidence to suggest that some European migrants are returning to their home countries.
Low skills and low wage occupations	4.2.4	Lincolnshire offers limited opportunities in senior management and professional occupations compared with other counties in the region. A higher proportion of people work in low wage and low skilled employment, such as process and machinery operations, in Lincolnshire than elsewhere in the region.
A weak skills position	4.2.5	The skills position remains weak, with more than one third of working age adults in Lincolnshire (34%) having no qualifications, and a low proportion of people with level 3 qualifications (37%) compared with the region (40%). Qualification levels are highest in North and South Kesteven, where around half the working age population are qualified to level 3, and lowest in Boston and South Holland, where fewer than 30% hold a level 3 qualification.
Basic skills remain a priority	4.2.6	Basic skills development remains a priority for education funders and providers in Lincolnshire. Basic skills are reported to be a particular problem in remote rural and deprived areas.
Good school performance and HE participation	4.2.7	Lincolnshire performs better than average at GCSE-level, and at 29-32%, has a higher than average rate of Higher Education (HE) participation. However, there are pockets of very low HE take-up (fewer than 16% of school leavers) in parts of Gainsborough, Grantham, Lincoln, and in coastal and remote rural areas.
High levels of out-commuting	4.2.8	The Lincolnshire economy suffers from a 'skills drain', with an increasing number of people, particularly in south Lincolnshire, working beyond the county boundary. The number of out commuters in the county has increased 50% in the last ten years and now accounts for almost 1 in 10 of the economically active population.
Out-migration of young people	4.2.9	It also suffers from a 'brain drain' - there is net out-migration of people aged 18-24 leaving the county for higher education and higher skilled jobs and not returning.

**In Summary:**

- **A strong and growing economically active population;**
- **A low skills, low wage economy with limited opportunities for professionals and managers;**
- **Growing levels of out-commuting suggest that Lincolnshire is an attractive place to live, but not necessarily to work;**
- **Low HE participation in some areas and loss of graduates exacerbate the low skills offer of the Lincolnshire workforce.**

### 4.3 Quality of Life and Deprivation: 'A Tale of 2 Lincolnshires'

Good quality of life...but pockets of deprivation	4.3.1	Lincolnshire is perceived to offer a good quality of life, with rural living, relatively cheap housing and good schools. Crime is low when compared to regional and national averages and has been falling since 2002/03. However, there are pockets of deprivation across the county, with concentrations along the east coast and in urban areas such as Lincoln, Gainsborough, Grantham, and Boston.
Health issues linked to deprivation	4.3.2	There are clear links between deprivation and health issues, including premature mortality, obesity, cardiovascular diseases and diabetes. Boston, East Lindsey and Lincoln have lower life expectancies than the national average. Poor sexual health, teenage pregnancy rates and drug treatment rates also correlate with levels of deprivation. Stress related illness and problems associated with debt and financial exclusion are also reported to be an increasing problem in the county.
Low aspirations and expectations	4.3.3	Stakeholders report low expectations and aspirations among residents in some areas of Lincolnshire, particularly in deprived areas of Gainsborough, Lincoln, Grantham and Boston and some remote rural areas. There is considered to be a lack of role models among these communities and limited engagement in community activities.
A growing elderly population	4.3.4	Lincolnshire has a large and growing elderly population. In coastal areas, retirees account for as much as 27% of the population. This trend is projected to continue across Lincolnshire, particularly in North Kesteven, East Lindsey and West Lindsey, where the number of residents over the age of 65 is expected to more than double between 2004 and 2029.
Limited integration of migrant groups	4.3.5	There is evidence that certain areas of Lincolnshire could be more effective at integrating migrants into their communities. This is a problem given the numbers of people that are migrating into Lincolnshire.

#### In Summary:

- **For the majority of residents, Lincolnshire offers a good quality of life;**
- **However, there are deprived 'pockets' where residents are more likely to have low aspirations, lack basic skills and experience health problems;**
- **Lincolnshire has experienced significant in-migration from elsewhere in the UK and from Europe. However, migrants do not always feel part of their community.**

### 4.4 Communities and Connectivity

A low population density	4.4.1	Lincolnshire's low population density poses particular challenges for the provision of key public services, such as transport and utilities. At 116 people per sq. km, it has a significantly lower population density than the East Midlands (279) and England (290).
Availability of relatively cheap housing	4.4.2	Lincolnshire offers an abundance of relatively cheap housing. It has seen the largest volume of house building of any county in the East Midlands, and house prices remain cheaper than the regional average. The low cost of housing and relatively low cost of living are thought to be partly responsible for the high numbers of out-commuters and retirees that are based in Lincolnshire.

Home affordability	4.4.3	Home affordability remains low (16% compared with a national average of 24%), providing households in Lincolnshire with less scope to secure capital gains and to have the potential for leveraged funding against the capital values of homes. Recent falls in house prices will reduce the already low asset values held by many Lincolnshire homeowners.
Transport, a continued barrier	4.4.4	Transport is regarded as a barrier to economic growth and community cohesiveness. Transport links to the south and west of the county (Lincoln, Grantham) are better developed than for the central and eastern parts of Lincolnshire. A good quality public transport system remains a key priority for residents of Lincolnshire, particularly for more remote areas.
Other forms of connectivity	4.4.5	'Other' infrastructure across some parts of Lincolnshire is poorly developed. Limited availability and the slow speed of broadband, particularly in rural areas, are thought to constrain business development and home working. Underdeveloped utilities and a lack of fully serviced business development land are thought to deter the relocation of large firms into the area.

**In Summary:**

- **Despite an abundance of relatively cheap housing, there is a shortage of affordable housing;**
- **Public transport and integration of modes of transport in Lincolnshire remain a problem;**
- **The size of the county and dispersion of settlements inevitably increases travel distances and times;**
- **Poorly developed infrastructures, such as broadband and utilities, constrain business development in remote areas.**

## 4.5 Environment and Sustainability

Commitment to good air quality and reducing emissions	4.5.1	The county enjoys good air quality, with carbon emissions per capita lower than the regional average. All councils in Lincolnshire have signed up to the Nottingham Declaration on Climate Change and so are each exploring opportunities to tackle climate change through the reduction of carbon dioxide emissions.
Risk of coastal and fluvial flooding	4.5.2	Parts of the fenland and coastal areas of Lincolnshire are vulnerable to the possibility of flooding. The development and improvement of coastal defence systems are, therefore, priorities for residents and businesses in these areas. Fluvial flooding is also a key concern for inland settlements in Lincolnshire. Lincoln, Boston and Sleaford have the largest number of properties at risk of fluvial flooding.
Lincolnshire as an 'environmental champion'?	4.5.3	Lincolnshire's strength in agricultural and land-based activities means that it is well placed to respond to the opportunities emerging in the area of alternative energy sources, in particular bio-fuels, energy crops, and wind power.

**In Summary:**

- **Lincolnshire has low carbon emissions and there is commitment to further reduce these;**
- **Coastal and fenland areas are vulnerable to the effects of climate change;**
- **There may be potential for Lincolnshire to exploit opportunities for alternative energy sources and power generation.**

## Economic Development in a Changing National Context

The effect of economic slowdown	5.1	Lincolnshire will inevitably be affected by the factors impacting on the UK economy in 2008-9 and which are leading to a marked slowdown in economic activity. The 'credit crunch', slowdown in the housing sector, consequent deterioration in demand in housing and construction, sharply increasing energy prices and the reduction in employment growth, will all have negative effects which are likely to constrain development for several years. These factors will affect businesses of all sizes in the county, with the small business sector potentially being most vulnerable.
Latent strengths act as drivers for economic development	5.2	However, there are latent strengths which the changing economic context is starting to bring to the forefront and which can act as drivers for economic development. Lincolnshire's agricultural land base and workforce should be seen as a major strategic asset. Accompanied by the investments in value-added production made in the food sector, this industry should see growing employment and prosperity. Increasing fuel and energy prices may affect a large and rural county disproportionately, yet there is increasing awareness of the need for energy conservation and sustainability, potentially leading to patterns of greater local and domestic production and consumption, a reduction in discretionary travel, and growth in sustainable energy production.

### In Summary:

- **Businesses in Lincolnshire will be affected by the economic downturn that is likely to occur as a result of the 'credit crunch' in 2008-09;**
- **However, increasing land values and food prices may benefit Lincolnshire's agricultural and food sectors;**
- **Changing fuel and energy prices are likely to affect Lincolnshire disproportionately, but may increase awareness of energy conservation and the need for sustainable energy production.**

## The Strategic Approach

Priority themes and actions	6.1	This section of the document sets out the themes and proposed priority actions for the economic development strategy. Table 1 outlines the five priority themes that have been identified from the data analysis and stakeholder interviews as key to the development of the Lincolnshire economy. It sets out the primary issues within each theme, proposed actions to take in response to each, and desired outcomes.
Indicators to reflect economic health	6.2	Indicators that reflect the health of the economy in each of the priority themes, and the effectiveness of actions undertaken by the Lincolnshire Assembly and its partners, have also been identified. Where possible, existing indicators (highlighted in bold) have been used. Where there are no existing indicators, additional indicators have been suggested.
Links to the RES and LAA	6.3	Lincolnshire's economic development occurs within a regional as well as a sub-regional context. The priorities of the Regional Economic Strategy and the Lincolnshire Local Area Agreement (LAA), together with the new emerging Sustainable Community Strategy, all affect the economic development of Lincolnshire. Diagram 1 sets out how the LES relates to the priorities of the RES and LAA.

**Diagram 1: The LAA, LES and RES Priorities**

Local Area Agreement	Lincolnshire Economic Strategy	Regional Economic Strategy
Skills and Economic Conditions	Enterprise and Productivity Labour Market and Skills	Raise Productivity
Children and Young People Health Alcohol Harm and Community Safety Social Cohesion Quality of Life for Vulnerable People	Quality of Life and Deprivation	Achieve Equality
Better Communities and Housing Getting Connected	Communities and Connectivity	Ensure Sustainability
Climate Change	Environment and Sustainability	

**Table 1 - Lincolnshire Economic Strategy Framework**

**Development Actions**

**Enterprise and Productivity**

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• GVA below regional levels but stabilising</li> <li>• Land-based activities remain important</li> <li>• Growth in construction and service sectors, as well as tourism activity</li> <li>• Low levels of business start-up</li> <li>• Low innovation and growth in existing firms</li> <li>• Fragmented business support and a perceived lack of private sector support in rural areas</li> <li>• Underdeveloped broadband and utilities deter business development and growth</li> <li>• Lack of a distinctive identity to 'sell' Lincolnshire</li> </ul> | <ul style="list-style-type: none"> <li>• Enhance support for enterprise and business start-up</li> <li>• Focus support on rural, mid-career, and migrant businesses</li> <li>• Support for social enterprise, e.g. via the Third Sector Strategy</li> <li>• Continue support for tourism economy</li> <li>• Continue support for innovation within existing businesses</li> <li>• Market Lincolnshire to attract and retain external investors</li> <li>• Provide suitable fully serviced land for businesses</li> </ul> |
|--|--|

**Labour Market and Population**

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|--|---|
| <ul style="list-style-type: none"> <li>• High levels of economic activity and growing population</li> <li>• Low skills, low wage economy</li> <li>• Low basic skills, especially in rural areas</li> <li>• Few professional level jobs</li> <li>• Increasing level of out-commuting</li> <li>• 'Brain-drain' of young people</li> <li>• Pockets of low HE take-up</li> </ul> | <ul style="list-style-type: none"> <li>• Retain high levels of employment</li> <li>• Promote workforce development to Lincolnshire employers</li> <li>• Attract businesses that employ higher level skills</li> <li>• Basic skills training, particularly in deprived and rural areas</li> <li>• Market Lincolnshire as a place not just to live – but to live, work and invest</li> <li>• Increase HE participation, particularly in rural areas</li> <li>• Continue to develop links between Higher Education Intitutes (HEIs) and local employers</li> </ul> |
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**Quality of Life and Deprivation**

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|---|---|
| <ul style="list-style-type: none"> <li>• Good quality of life for the majority</li> <li>• Growing retirement and in-migrant populations</li> <li>• Pockets of deprivation along east coast and some urban areas</li> <li>• Low expectations and aspirations of residents in deprived areas</li> <li>• Poor health in areas of deprivation</li> <li>• Persistent levels of debt and financial exclusion</li> <li>• Lack of community engagement and role models/leadership</li> <li>• Limited integration of migrant groups</li> </ul> | <ul style="list-style-type: none"> <li>• Quality of life emphasised in marketing promotions of Lincolnshire</li> <li>• Explore potential of, and support for, retiree and migrant entrepreneurship,</li> <li>• Actions to promote health within deprived communities</li> <li>• Raising awareness of skills development and job opportunities within deprived communities</li> <li>• Promotion of participation in community activities among all groups</li> </ul> |
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**Communities and Connectivity**

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|--|---|
| <ul style="list-style-type: none"> <li>• Relatively low house prices but shortage of affordable housing</li> <li>• Dispersed population a challenge for service delivery, e.g. transport and utilities</li> <li>• Lack of consensus on transport infrastructure – “not that bad” or “a barrier to economic growth”?</li> <li>• Out-commuting affects community cohesiveness</li> <li>• Underdeveloped broadband and utilities deter business development and growth</li> </ul> | <ul style="list-style-type: none"> <li>• Support development of affordable/social housing</li> <li>• Assess the economic impact of transport on businesses in Lincolnshire</li> <li>• Improve broadband availability, particularly in remote areas</li> <li>• Explore possibility of providing utilities at key employment sites</li> <li>• Ensure economic infrastructure is supported by cooperation in areas with Growth Points status (Gainsborough, Grantham and Lincoln)</li> </ul> |
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**Environment and Sustainability**

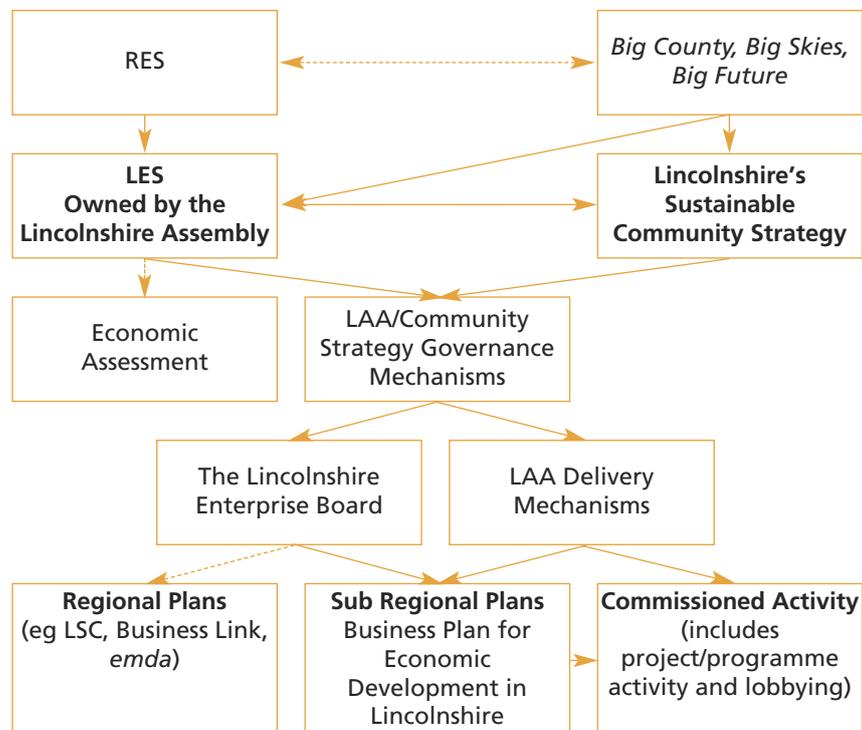
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| <ul style="list-style-type: none"> <li>• Local authorities committed to tackling climate change</li> <li>• Risk of coastal and fluvial flooding</li> <li>• Potential for production of fuel crops, bio-fuels, wind power</li> <li>• Environmental technologies a potential growth sector</li> </ul> | <ul style="list-style-type: none"> <li>• Activities to reduce carbon emissions, as outlined in Nottingham Declaration</li> <li>• Continued investment in flood defences to protect properties and agricultural land</li> <li>• Sustainable development options for areas at risk of coastal flooding explored by Lincolnshire Coastal Study Group</li> <li>• Enhanced business support for environmental businesses and sustainable energy production</li> </ul> |
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Outcomes	Indicators
<ul style="list-style-type: none"> <li>• Land-based activities continue to thrive and become more value-adding</li> <li>• Continued growth of construction and service sectors (in economic downturn)</li> <li>• Increased levels of business start-up</li> <li>• Increased levels of inward investment</li> <li>• Growth and innovation within existing Lincolnshire businesses</li> <li>• Growth in GVA per head, and continued convergence with East Midlands levels</li> </ul>	<ul style="list-style-type: none"> <li>• GVA per head in Lincolnshire compared with East Midlands (ONS)</li> <li>• <b>Number of new VAT business registrations (LAA – LE)</b></li> <li>• <b>Registered businesses showing growth (National Indicator)</b></li> <li>• Change in the number of employees per firm (Annual Business inquiry)</li> <li>• Number of business support consultations (Business Link)</li> <li>• <b>Number of jobs created or safeguarded (LE)</b></li> <li>• <b>Number of people assisted to get a job (LE)</b></li> <li>• <b>Number of HE/business collaboration projects (LE)</b></li> </ul>
<ul style="list-style-type: none"> <li>• Continued high and growing levels of employment</li> <li>• Increased skills in the workforce</li> <li>• Improved basic skills</li> <li>• Increase in businesses employing skilled and professional workers</li> <li>• Greater participation in HE across Lincolnshire</li> <li>• Increased employment of graduates in Lincolnshire businesses</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Unemployment Rate (LAA)</b></li> <li>• <b>Proportion of workforce qualified to level 3 and above (Annual Pop Survey – LSC)</b></li> <li>• <b>Proportion of 16-18 year olds not in education, training or employment (LAA – Connexions)</b></li> <li>• <b>Improve basic skills of adults (LSC)</b></li> <li>• Participation in HE (POLAR)</li> <li>• Proportion of graduates retained in Lincolnshire</li> </ul>
<ul style="list-style-type: none"> <li>• Quality of life retained as a key characteristic of Lincolnshire</li> <li>• Engagement of retiree and migrant populations in new business creation</li> <li>• Improved engagement of different groups within community activities</li> <li>• Greater integration of different groups within Lincolnshire communities</li> </ul>	<ul style="list-style-type: none"> <li>• Deprivation according to Index of Multiple Deprivation Communities and Local Government (CLG)</li> <li>• <b>Proportion of people who believe people from different backgrounds get on well together (LAA)</b></li> <li>• <b>Participation in community activities (LAA)</b></li> </ul>
<ul style="list-style-type: none"> <li>• Increase availability of affordable housing</li> <li>• Greater understanding of the efficiency of transport in Lincolnshire for employers</li> <li>• Utilities in place in business development sites to attract new firms to the area</li> <li>• Broadband available for all homes and businesses in Lincolnshire, including those in remote rural areas</li> <li>• Increased dwellings and employment land resulting from Growth Points</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Net additional dwellings in the current year (Regional Spatial Strategy [RSS])</b></li> <li>• <b>Number of new affordable houses provided (LAA)</b></li> <li>• House price to income ratios (Land Registry/Lincolnshire Research Observatory [LRO])</li> <li>• Proportion of households within broadband coverage areas</li> <li>• <b>Employment land supply by type (RSS)</b></li> <li>• <b>Average person journey time (DfT/PSA target)</b></li> </ul>
<ul style="list-style-type: none"> <li>• Reduction in carbon emissions per head</li> <li>• Growth in businesses involved in environmental technologies and sustainable energy production</li> <li>• Appropriate protection/development of agricultural and coastal areas at risk of flooding</li> <li>• Growth in businesses employing environmentally sustainable practices</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Carbon emissions per head (PSA target)</b></li> <li>• <b>Action taken to implement flood and coastal erosion management plans (RSS)</b></li> <li>• Number of businesses involved in environmental technologies</li> <li>• <b>Renewable energy capacity (MW) installed by type (RSS)</b></li> </ul>

## Putting the Strategy into Action

Moving from strategy to action	7.1	The Lincolnshire Economic Strategy provides a framework for economic development priorities and actions to be taken forward by Lincolnshire Enterprise and its partners on behalf of the Lincolnshire Assembly. This section sets out how the framework outlined in Table 1 will be put into action.
Refining actions and indicators	7.2	For each priority, as identified in Table 1, the proposed actions and indicators will be further refined and developed with the Lincolnshire Assembly and Lincolnshire Enterprise Board.
Delivery plans	7.3	Delivery plans will be developed for each of the priority themes outlined in the framework. These will set out the actions related to each priority theme, and the indicators that will be used to monitor the effectiveness of actions taken by Lincolnshire Enterprise and its partners.
Taking forward actions	7.4	Some actions will be taken forward via plans already in place or under development, such as the Sub-Regional Investment Plan. For activity not covered in existing plans, this may be commissioned from 'headroom' in budgets or other funding sources such as the European Regional Development Fund (ERDF) or central government funding streams.
Lincolnshire Enterprise Board	7.5	The Lincolnshire Enterprise Board will form the delivery board for the LES. In this role it will perform a similar function to the Local Area Agreement Strategy Board. It will oversee delivery of LES actions via existing regional and sub-regional plans, as well as additional commissioned activity. The proposed approach for taking the LES forward, and how the LES relates to the LAA and forthcoming Sub National Review, are summarised in Diagram 2.

**Diagram 2: Putting the LES into Action**



## Executive Board Members

**Chairman:** The Rt Revd Dr John Saxbee  
Bishop of Lincoln

**Business Manager:** David Hickman  
Lincolnshire Assembly

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East Lindsey District Council

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Lincolnshire Primary Care Trust

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Lincolnshire Police

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Karen Parsons  
Director of Skills and Workforce  
Children's Links

Andrew Thurston  
Chief Executive  
Lincolnshire Enterprise

## The Lincolnshire Assembly

The Lincolnshire Assembly is a partnership body which seeks to speak with one voice for Lincolnshire. Its purpose is to:

*"Provide a means of securing a common voice for and action in support of the collective communities of Lincolnshire, embracing all sectors of our community"*



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This document is available in alternative formats and other languages. For further information please contact the Lincolnshire Assembly:

Lincolnshire Assembly Offices | 28 Eastgate | Lincoln | LN2 4AA

Telephone: 01522 561612 | Fax: 01522 561619 | Email: [dhickman.lincsassembly@lincolncathedral.com](mailto:dhickman.lincsassembly@lincolncathedral.com)

[www.lincolnshireassembly.co.uk](http://www.lincolnshireassembly.co.uk)