



Central Lincolnshire Economic Growth Delivery Plan

A prosperous, stronger and sustainable central Lincolnshire

2015 – 2020

April 2016

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1.0 Introduction

A prosperous, stronger and sustainable central Lincolnshire is the Central Lincolnshire Local Plan vision. We therefore have a clear aim, to ensure that Central Lincolnshire continues to be a great place to live and work, by delivering sustainable growth over the next 20 years.

Sustainable growth means that Central Lincolnshire will continue to provide;

- homes that meet the range of our needs,
- a vibrant economy and jobs, and
- infrastructure, such as schools, roads, health services and community facilities

This will ensure that Central Lincolnshire can accommodate the needs of an increasing and an ageing population and strengthens its economy. This will ensure it continues to be vibrant and prosperous place, where all residents enjoy a great quality of life.

An ambitious level of growth will be pursued to ensure that Central Lincolnshire provides a dynamic location in which to invest, live, work and visit. This Delivery Plan provides information about the quantum of development and links through to the Employment policies in the Local Plan.

2.0 Policy Background

The economic policy landscape of England has changed since 2008. This has not only shifted the focus to rebalancing the economy but has also created new structures and organisations within which Councils need to work in order to achieve both local and national priorities. The focus on growth within the private sector has geared Government policy and resulting interventions. Funding is far more restrictive and Councils and other organisations need to be creative in order to maximise the benefits. They also need to be receptive to new growth and opportunities. Working more creatively, there is a greater emphasis on delivering development in partnership, with the public sector providing some financial input but this being matched by the private and third sectors.

In Lincolnshire the Greater Lincolnshire Local Enterprise Partnership (GLLEP) has been created to provide a high level steer on the direction for the area, outlining the key opportunities as well as issues that need to be overcome. It has published a number of documents outlining key development strategies for growth sectors as well as its Strategic Economic Plan (SEP) which outlines the general themes for future development across the whole of Greater Lincolnshire. The SEP goes on to highlight key projects for delivery over the short and medium terms which have subsequently received an element of Government support but which require the private sector to also play a part in their delivery.

Whilst the GLLEP targets are for the whole of Greater Lincolnshire, an element of these will be delivered in the Central Lincolnshire area. At a Central Lincolnshire level, the chart below highlights key Council strategies, statements and commitments made by the Central Lincolnshire partners and how these follow through to the Central Lincolnshire Joint Local Plan ambitions and subsequently also assist with the aims and ambitions of the GLLEP. All partners are geared up to provide growth and have committed to this in their respective plans. This desire for both employment and housing growth across Central Lincolnshire is reflected in the Corporate Plans as

well as more specific development proposals for specific areas within the Councils that they are seeking to revitalise.



NOTE: it should be noted that there are other objectives not related to employment within the various strategies and plans identified here, as well as other documents.

Within this context, and as proactive growth measures, available tools have been employed to ensure that Central Lincolnshire is seen as open for growth. The GLLEP has identified Enterprise Zones in a small number of key locations, including at Lincolnshire Showground at Riseholme to the north of Lincoln. This will be focussed on benefitting agri-food industries which are a key growth sector for not only the GLLEP but one of the defining sectors of Lincolnshire. Similarly, Local Development Orders (LDOs) will be used at Hemswell Cliff and Lincolnshire Showground, to again provide comfort that there is a desire for further growth in key areas.

Alongside the more formal tools there is also work progressing on alleviating associated issues. There continue to be perceived difficulties with aspects of services, such as infrastructure and broadband provision. These are being pursued through other projects as it is known that these impact on businesses. A range of other business services are also provided, such as with sourcing potential funding, R&D opportunities, business support and small workspace provision across Central Lincolnshire in support of business and job creation. Furthermore, the Central Lincolnshire area now boasts two universities bringing further opportunities for collaboration and development.

3.0 Identified need for growth

As has been outlined there is an open for growth attitude across Central Lincolnshire which dovetails with the aims and objectives of the GLLEP and is reflected at the Councils level. As part of the preparation for this Local Plan, background studies to identify the quantum of development have been prepared to provide a robust reasoning for the level of growth that will be pursued. They also provide comfort that the level of growth can be achieved. The Central Lincolnshire Economic Needs Assessment (Turley and Kosgen, March 2015) was produced to assist with establishing a defensible employment range for Central Lincolnshire that then provides a basis for a range of job targets leading in turn to identifying appropriate businesses opportunities to enable this growth to happen.

The report highlights various scenarios based on different baseline projections, namely a Baseline, a Lower Growth Scenario and a Higher Growth Scenario. These highlight that growth in Central Lincolnshire has continued to be strong, even during a difficult economic period, with consistently positive demand likely to come forward for developments in the area. The report goes further and identifies a number of sectors which are likely to grow including professional and business services and the visitor economy. These mirror, to an extent, the sectors identified by the GLLEP.

Across the Plan period there will be a baseline target of 628 FTE jobs per annum across Central Lincolnshire with provision made to increase this to 936 FTE jobs per annum should there be more sufficient demand. Using the Baseline Scenario, used in setting the objectively assessed need, there would be approximately, 12,197 (gross) new jobs delivered by 2030, and this job figure rises to 15,071 (gross) by 2036, equivalent to some 11,894 FTEs. However, there remains ambition to strive beyond this level over the plan period. Sites to accommodate this latter ambitious level of growth have been identified and it is known that this can be accommodated within the lifespan of this Plan. This higher, ambitious, level of growth, should it be achieved, is supported by the GLLEPs own ambitious growth target.

4.0 What do we want to achieve?

In simple terms this Economic Growth Delivery Plan seeks to outline the key priorities, objectives and actions that will be undertaken in order to support the growth advocated by the Central Lincolnshire Local Plan. The vision for the Central Lincolnshire economy is concerned with unlocking potential to deliver growth. It assumes that the basic raw materials for growth are inherent in the economy and that faster higher value growth requires the targeted application of additional resources and that the aspiration for growth will be backed by strong leadership, conviction and funding.

The objectively assessed baseline level of jobs growth, 12,197 (gross) jobs by 2030, is considered to be a realistic and achievable target. During the Plan period, efforts will be made to achieve a more ambitious level of growth however, should conditions allow for it.

The need for an Economic Growth Delivery Plan for Central Lincolnshire reflects a number of factors:-

- Central Lincolnshire is a functional economic area
- To make the most of common strengths – Lincoln Principal Urban Area, Connectivity (A46, A17, A15 etc.), two universities, aviation heritage, wider tourism appeal
- Exploit shared advantages to deliver scale economies and create enhanced leverage
- Support and leverage diversity/speciality within the economic mix
- Strategic planning occurs on a Central Lincolnshire basis

From an economic perspective the key to delivering success will be `unlocking potential to deliver growth`. The potential of the Central Lincolnshire Economy to grow will depend on the availability of capital investment, delivering a workforce that has the right skills, making land and associated infrastructure available, and having a coordinated and partnership approach amongst relevant organisations and agencies to support that growth.

This Plan has 8 interrelated strategic Economic priorities to deliver sustainable growth:

- 1 To deliver sustainable economic growth across the Central Lincolnshire Area
- 2 To deliver a range of strategic employment sites to attract new inward investment and facilitate the expansion of existing business.
- 3 To protect existing employment land from being lost to non-employment uses
- 4 To enable employment growth of an appropriate scale across the rural parts of the Central Lincolnshire area
- 5 To facilitate the necessary infrastructure to support growth
- 6 To stimulate the local economy by supporting new and existing businesses, tourism and attracting inward investment
- 7 Ensuring access to employment and skills provision
- 8 Delivering and maintaining a robust and up to date evidence base

The following sections of the Plan set out

- The relationship between the priorities and the Local Plan (Section 4.1)
- The key challenges that will need to be tackled to deliver each of the priorities (Section 5.0)
- How we will deliver the priorities including resources, working with our partners (Section 6.0)

- What we are going to do in a high level action plan (Section 5.0)

4.1 The relationship with the Local Plan

The Local Plan sets out the level and distribution of growth across central Lincolnshire through a number of policies. Policies which have a specific impact upon employment and economic growth include:

LP1: A Presumption in Favour of Sustainable Development

LP2: The Spatial Strategy and Settlement Hierarchy

LP3: Level and Distribution of Growth

LP4: Growth in Villages

LP5: Delivering Prosperity and Jobs

- Strategic Employment Sites (SES)
- Employment Provision within Sustainable Urban Extensions (ESUEs)
- Important Established Employment Areas (EEA)
- Local Employment Sites (LES)
- Other employment Proposals
- Expansion of Existing Businesses
- Loss of Employment Sites and Buildings to Non Employment Uses

LP6: Retail and Town Centres in Central Lincolnshire

LP7: A Sustainable Visitor Economy

LP8: Lincolnshire Showground

LP12: Infrastructure to Support Growth

LP13: Accessibility and Transport

LP14: Managing Water Resources and Flood Risk

LP25: The Historic Environment

LP27: Main Town Centre Uses - Frontages and Advertisements

LP29-LP37: Lincoln Sustainable Urban Extensions/Lincoln Policies

LP38-LP42: Gainsborough Policies

LP43-LP47: Sleaford Policies

The table below sets out the Economic Growth Delivery Plan priorities for the delivery of economic growth across central Lincolnshire and their relationship with the Local plan policies.

Local Plan Vision: A prosperous, stronger and sustainable central Lincolnshire

Local Plan Employment Objective: To create and improve access to high quality employment and training opportunities for everyone within Central Lincolnshire area

Strategic Economic Priority	Relevant Local Plan Policy(ies)	Economic Delivery Plan Objective to meet priority
<p>1. Deliver Sustainable Economic Growth</p>	<p>LP5: Delivering Prosperity and Jobs</p> <ul style="list-style-type: none"> • Strategic Employment Sites (SES) • Employment Provision within Sustainable Urban Extensions (ESUEs) • Important Established Employment Areas (EEA) • Local Employment Sites (LES) • Other Employment Proposals • Expansion of Existing Businesses • Loss of Employment Sites and Buildings to Non Employment Uses <p>LP6: Retail and Town Centres in Central Lincolnshire LP7: A Sustainable Visitor Economy LP8: Lincolnshire Showground LP12: Infrastructure to Support Growth LP27: Main Town Centre Uses - Frontages and Advertisements LP29-LP37: Lincoln Sustainable Urban Extensions/Lincoln Policies LP38-LP42: Gainsborough Policies LP43-LP47: Sleaford Policies</p>	<p>1.1 Support the delivery of a planning policy framework to stimulate growth</p> <p>1.2 Deliver focussed economic plans and strategic employment sites. Protect existing employment sites.</p> <p>1.3 Support delivery of sustainable urban extensions</p> <p>1.4 Deliver Gainsborough and Sleaford Masterplans</p> <p>1.5 Deliver Lincoln City Centre Masterplan</p> <p>1.6 Deliver Economic Plan for Grow LN6 area</p> <p>1.7 Deliver rural employment growth</p> <p>1.8 Deliver added value to the Visitor Economy through Visit Lincoln Partnership</p>
<p>2. To deliver a range of strategic employment sites</p>	<p>LP5: Delivering Prosperity and Jobs</p> <ul style="list-style-type: none"> • Strategic Employment Sites (SES) • Employment Provision within Sustainable 	<p>2.1 Deliver focussed economic plans and strategic employment sites.</p> <p>2.2 Develop an inward investment strategy to attract new businesses to the area</p>

	<p>Urban Extensions (ESUEs)</p> <ul style="list-style-type: none"> • Important Established Employment Areas (EEA) • Local Employment Sites (LES) • Other Employment Proposals • Expansion of Existing Businesses • Loss of Employment Sites and Buildings to Non Employment Uses <p>LP8: Lincolnshire Showground LP12: Infrastructure to Support Growth LP30-LP37: Lincoln Sustainable Urban Extensions//Lincoln Policies LP38-LP42: Gainsborough Policies LP43-LP47: Sleaford Policies</p>	<p>2.3 Develop relationships with identified growth businesses to facilitate that growth</p> <p>2.4 Develop Teal Park, Brayford Enterprise Park, Lincoln Science and Innovation Park, Sleaford Enterprise Park etc.</p>
<p>3. To protect Existing Employment land, where appropriate</p>	<p>LP5: Delivering Prosperity and Jobs</p> <ul style="list-style-type: none"> • Strategic Employment Sites (SES) • Employment Provision within Sustainable Urban Extensions (ESUEs) • Important Established Employment Areas (EEA) • Local Employment Sites (LES) • Other Employment Proposals • Expansion of Existing Businesses • Loss of Employment Sites and Buildings to Non Employment Uses <p>LP8: Lincolnshire Showground</p>	<p>3.1 Maintaining existing employment land where it supports local job opportunities from non-employment uses</p>

	<p>LP12: Infrastructure to Support Growth</p> <p>LP30-LP37: Lincoln Sustainable Urban Extensions//Lincoln Policies</p> <p>LP38-LP42: Gainsborough Policies</p> <p>LP43-LP47: Sleaford Policies</p> <p>LP55: Development in Hamlets and the Countryside</p>	
<p>4. To enable employment growth across rural parts of Central Lincolnshire</p>	<p>LP5: Delivering Prosperity and Jobs</p> <ul style="list-style-type: none"> • Local Employment Sites (LES) • Other Employment Proposals • Expansion of Existing Businesses • Loss of Employment Sites and Buildings to Non Employment Uses <p>LP7: A Sustainable Visitor Economy Policies</p> <p>LP55: Development in Hamlets and the Countryside</p>	<p>4.1 Develop relationships with identified growth businesses to facilitate that growth</p> <p>4.2 Support in situ business expansion</p> <p>4.3 Promote Visit Lincoln Partnership</p>
<p>5.To facilitate the necessary infrastructure to support growth</p>	<p>LP5: Delivering Prosperity and Jobs</p> <ul style="list-style-type: none"> • Strategic Employment Sites (SES) • Employment Provision within Sustainable Urban Extensions (ESUEs) • Important Established Employment Areas (EEA) • Local Employment Sites (LES) • Other Employment Proposals • Expansion of Existing Businesses • Loss of Employment Sites and Buildings to Non Employment Uses <p>LP12: Infrastructure to Support Growth</p>	<p>5.1 Invest in regeneration and infrastructure projects</p> <p>5.2 Develop Central Lincolnshire as a competitive location</p> <p>5.3 Develop Teal Park, Brayford Enterprise Park, Lincoln Science and Innovation Park, Sleaford Enterprise Park etc.</p> <p>5.4 Work with GLLEP to secure funding to support infrastructure investment</p>

	<p>LP13: Accessibility and Transport LP14: Managing Water Resources and Flood Risk LP30-LP37: Lincoln Sustainable Urban Extensions//Lincoln Policies LP38-LP42: Gainsborough Policies LP43-LP47: Sleaford Policies</p>	
<p>6. To stimulate the local economy by supporting new and existing businesses, tourism and attracting inward investment</p>	<p>LP5: Delivering Prosperity and Jobs</p> <ul style="list-style-type: none"> • Strategic Employment Sites (SES) • Employment Provision within Sustainable Urban Extensions (ESUEs) • Important Established Employment Areas (EEA) • Local Employment Sites (LES) • Other Employment Proposals • Expansion of Existing Businesses • Loss of Employment Sites and Buildings to Non Employment Uses <p>LP6: Retail and Town Centres in Central Lincolnshire LP7: A Sustainable Visitor Economy LP12: Infrastructure to Support Growth LP25: The Historic Environment LP27: Main Town Centre Uses - Frontages and Advertisements LP30-LP37: Lincoln Sustainable Urban Extensions//Lincoln Policies LP38-LP42: Gainsborough Policies LP43-LP47: Sleaford Policies</p>	<p>6.1 Maximise traditional economic strengths</p> <p>6.2 Address structural weakness and competitive strength</p> <p>6.3 Identify and exploit new sector/market opportunities</p> <p>6.4 Identify and support existing business capable of significant growth</p> <p>6.5 Support new market development</p> <p>6.6 Support new product development</p> <p>6.7 Support entrepreneurs, start-ups and innovation</p> <p>6.8 Support workforce development</p>
<p>7. Ensuring Access to Employment and skills provision</p>	<p>LP5: Delivering Prosperity and Jobs</p> <ul style="list-style-type: none"> • Strategic Employment Sites (SES) 	<p>7.1 Work with private sector to connect businesses with skills providers</p>

	<ul style="list-style-type: none"> • Employment Provision within Sustainable Urban Extensions (ESUEs) • Important Established Employment Areas (EEA) • Local Employment Sites (LES) • Other Employment Proposals • Expansion of Existing Businesses • Loss of Employment Sites and Buildings to Non Employment Uses 	<p>7.2 Work with schools, academies, FE colleges and Universities to deliver appropriately skilled and work ready workforce aligned with strategic growth objectives and foster a climate of entrepreneurship</p>
<p>8. Delivering and maintain a robust and up to date evidence base</p>		<p>8.1 An evidence base that informs future priorities for Central Lincolnshire</p> <p>8.2 Monitoring delivery of the Plan</p>

5.0 Why do we have these strategic economic priorities? The Need for Growth in Central Lincolnshire

5.1 Priority One: Deliver Sustainable Economic Growth

The evidence shows that Central Lincolnshire is expected to continue to experience a level of population growth that exceeds that of the United Kingdom average. That being the case, it is imperative that local employment opportunities are provided to ensure that the level of population growth is sustainable in the long term and to ensure that Central Lincolnshire remains a vibrant balanced economy and not one that is a commuter or retirement haven.

5.1.1 Reasons why this is a priority:

- The Central Lincolnshire Economic Needs Assessment, prepared in March 2015, states that Central Lincolnshire will need to provide for an employment growth of 15,071 (gross) jobs by 2036.
- The Central Lincolnshire economy has grown and has further potential to grow but appropriate infrastructure, such as serviced sites, highways, broadband and utility provision, are required to enable the projected employment growth targets to be met, and accommodate the new businesses to the area in line with the Greater Lincolnshire Local Enterprise Partnership Strategic Economic Plan.

Delivering the Priority: Challenges the Plan needs to address

- *Delivering high quality strategic employment sites with the appropriate level of infrastructure*
- *Attracting inward investment to Central Lincolnshire*
- *Ensuring a ready supply of employment land that offers choice of tenure in the right location*
- *Engaging with communities to understand the need for growth*
- *Provision of people with the right skills to access the employment opportunities*

5.2 Priority Two: Deliver a range of strategic employment sites to attract inward investment and support expansion of existing businesses

A key factor in making Central Lincolnshire an attractive place for businesses to grow and invest is to ensure that it has a ready supply of strategic employment allocations that are fully serviced, well located to the key transport routes, and which offer a choice of tenures. From a marketing point of view, it is essential that Central Lincolnshire can compete with neighbouring authorities in attracting new investment and the strategic sites need to be a key element of that marketing offer.

5.2.1 Reasons why this is a priority

- The level of employment growth outlined in the Economic Needs Assessment is ambitious. Whilst the majority of that growth will come from new business start-ups and existing indigenous business expansion, in terms of the image that Central Lincolnshire wants to portray, that of being a vibrant, growing and dynamic area, that is capable of being an attractive proposition for footloose inward investors, it is essential that the area has a set of strategic sites that show the area is serious about attracting and supporting business growth and expansion and inward investment. The strategic employment sites are the shop window to the business community that shows that Central Lincolnshire is a place that wants to grow and that wants to deliver the quality of jobs that goes hand in hand with population growth.

Delivering the Priority: Challenges the Plan needs to address

- *Ensuring all strategic employment sites are fully serviced and available to end users when they need the land*
- *Attracting the funding necessary to open up some of the key sites*
- *Attracting inward investment to Central Lincolnshire*
- *Offering a level of business support that competes with what is available elsewhere within the region*

5.3. Priority Three: To protect existing Employment Land where appropriate

Whilst the strategic employment sites are essential to showcase Central Lincolnshire for business growth, it will be essential to maintain existing employment land across the area to ensure that sustainable communities can be maintained and not become dormitory settlements for larger towns and cities. In some cases the land may not be suitable for continued employment use but that must be considered the exception rather than the rule.

5.3.1 Reasons why this is a priority

Delivering the Priority : Challenges the Plan needs to address

- ***Protecting existing employment land from non-employment development, in particular residential development***
 - ***Maintaining employment opportunities in rural areas***
 - ***The development cost equation. Residential development is always of greater value than employment use.***
- Sites that are currently in employment use often provide the only source of affordable development land in a given community, particularly for business start-ups or smaller businesses looking to expand up the ladder. This is particularly the case in smaller settlements where the delivery of new employment land can often prove difficult for a variety of planning and economic reasons. Therefore if existing sites are lost to non-employment uses, it can often hinder the ability of new businesses to start up or set up within their community. If we are to maintain a supply of rural employment opportunities it is important that sites are available to encourage that local business growth to occur and not be forced to locate on main employment sites away from such communities.

Delivering the Priority: Challenges the Plan needs to address

- ***Loss of employment land, particularly in rural settlements, limiting the ability to maintain employment in rural communities***
- ***The development cost equation. Residential use is always of greater value than employment use***
- ***Pressure to deliver housing on brownfield land to meet housing growth targets***
- ***Maintaining employment opportunities in rural communities***

5.4. Priority 4: To enable employment growth across rural parts of Central Lincolnshire

A key to the successful delivery of the employment targets set for Central Lincolnshire will be to encourage employment growth throughout the area and not just in the main population centres. The Local Plan is seeking to deliver sustainable balanced communities and growth and that can only be achieved through balanced employment and housing growth. To maintain vibrant and thriving rural communities there must be the ability to deliver local employment opportunities.

5.4.1 Reasons why this is a priority

- It is important that the Local Plan allows development to take place across Central Lincolnshire, albeit at an appropriate scale to the settlement where it occurs. Just because a settlement is not designated as a growth village does not mean that it cannot deliver employment opportunities for those that live there. It is important that each settlement within the area achieves its own sustainability level.

5.5. Priority Five: To facilitate the necessary infrastructure to support growth

The success of the Central Lincolnshire Economy is down to a variety of factors, however a key factor in that success or otherwise is the quality of infrastructure available to support employment and business growth. Good quality strategic sites, well connected in terms of roads, rail, utilities and broadband, will be crucial to achieving a competitive economy. If the basic infrastructure is not in place, it will not be possible to attract new business and employment growth, given the highly competitive nature of the jobs and business market.

5.5.1 Reasons why this is a priority

- The national perception of Lincolnshire is that of a County with relatively poor and underdeveloped transport links. In terms of trying to attract inward investment this is a particular problem.

- Major transport investments are essential to portraying the right conditions to attract growth. In this respect the delivery of the Lincoln Eastern Bypass and the East-West Link will be important statements that show this area is committed to supporting housing and employment growth.
- Without the right infrastructure, the growth potential of Central Lincolnshire will be constrained and employment targets not met

Delivering the Priority : Challenges the Plan needs to address

- *Attracting sufficient investment to deliver the required infrastructure*
- *The actual cost of delivering the necessary infrastructure*
- *Co-ordinating the investment plans of the major utility companies*
- *Working with the GLLEP to source funding to deliver on key growth investments*

5.6. Priority Six: To stimulate the local economy by supporting new and existing businesses, tourism and attracting inward investment

The provision of suitable infrastructure and employment sites is one aspect of delivering for future employment growth. However equally important is the need to provide training and business support, new business start-up support and to have a coherent and relevant inward investment strategy.

5.6.1 Reasons why this is a priority

- Over 90% of businesses within Central Lincolnshire are micro businesses employing less than 9 people. These are the businesses that have the potential to create most new employment. Equally they are also the most likely to require support to develop and grow.
- Tourism has been identified by the GLLEP through its Strategic Economic Plan (SEP) as a major growth sector for the Lincolnshire Economy. Given the key heritage attractions of Lincoln and the countryside and aviation attractions of the rural parts of Central Lincolnshire, employment growth in this area will be key to meeting overall growth targets.
- Whilst employment growth from indigenous business expansion will play the major role in delivering future employment growth, inward investment will also have a key role to play, both in terms of attracting new business and jobs but also in terms of sending out a clear message that Central Lincolnshire is a location that is open for business.

Delivering the Priority : Challenges the Plan needs to address

- *Delivering effective business support to the small business sector*
- *Delivering an effective and coordinated inward investment strategy across Central Lincolnshire*
- *Overcoming the negative perception of Lincolnshire as a place to do business*
- *Effectively promoting Central Lincolnshire as a tourism destination and delivering the necessary support infrastructure*

5.7 Priority Seven: Ensuring Access to Employment and skills provision

Linked to the above priority of offering high quality business support, it will be essential to ensure that Central Lincolnshire has a workforce that is equipped with the skills necessary to support high technology employment growth and deliver the skills that are required by the areas businesses.

5.7.1 Reasons why this is a Priority

- A successful economy needs to have a workforce that is adaptable, innovative and flexible. Having the requisite skills is a key component part of this factor.
- Continual improvement of skills is also a hallmark of successful economies so it is imperative that the workforce of Central Lincolnshire has the opportunity to continually improve their skills through a programme of skills training.

Delivering the Priority : Challenges the Plan needs to address

- *Delivering the skills agenda to small businesses in a way that meets their needs*
- *Identifying the right training requirements for individual businesses and business sectors*
- *Engaging directly with those businesses most in need of workforce training*

5.8. Priority Eight: Delivering and maintain a robust and up to date evidence base

The new local plan has a lifespan of over 20 years and this strategy will require to remain relevant and effective throughout that period. This can only be achieved by constantly monitoring and reviewing what has been done and by obtaining evidence that shows the effectiveness of its delivery on an ongoing basis. It is this up to date evidence that will be used to inform any relevant changes that are required to this strategy to continue its support of growth in Central Lincolnshire.

5.8.1 Reasons why this is a Priority

- The strategy must remain up to date and relevant over the period covered by the plan. The success of the strategy is based on having a sound understanding of the local economy and how it is being affected by the proposals of this strategy. Continually monitoring progress will be key to maintaining an effective delivery programme.

Delivering the Priority : Challenges the Plan needs to address

- *Putting in place effective monitoring and recording procedures to track the effectiveness of the delivery of this strategy.*
- *Responding to business signals*

6.0. How will we deliver these priorities? Resources Partners and Stakeholders

The Central Lincolnshire authorities are working in partnership to deliver sustainable growth. We recognise that it cannot be delivered in isolation and needs the support of a range of stakeholders and partners. The resources, input and support from this wide range of partners and stakeholders will be essential to bring forward economic delivery, and the necessary infrastructure,

Key partners and stakeholders include public and private sector organisations:

- Greater Lincoln Local Enterprise Partnership – Key organisation tasked with delivering economic growth throughout the County. Source of significant European and Central Government funding.

- The Business Community, particularly the top 200 growth companies – Ultimately it is the businesses themselves that will create the growth and new jobs within the Central Lincolnshire area.
- Utility and infrastructure providers including transport and broadband
- Schools, Colleges and Universities
- Neighbouring Authorities – particularly A46, A1 corridor
- Training providers
- Private Developers and Agents – Deliverers of some of the basic infrastructure and knowledge that is required to develop our commercial sites.
- Local Authorities – NKDC, City of Lincoln, WLDC and Lincolnshire County Council

7.0. What we are going to do: High Level Action Plan

The action plan sets out what we will do to deliver our strategic objectives. Whilst actions are presented against specific objectives and priorities it is recognised they are interlinked and the actions will contribute to the delivery of more than one objective in many cases.

The High Level Action Plan will be developed following adoption of the Local Plan and will be reviewed on an annual basis by the Heads of Planning of the Central Lincolnshire partner authorities. In addition, periodic reviews of the Economic Growth Plan will be undertaken to ensure that it remains a robust delivery document to support economic growth.

8.0 Conclusion

This Economic Growth Plan sits alongside the Housing and Infrastructure Delivery Plan for Central Lincolnshire and the three should be read together as they are interrelated.