

Public Document Pack

NORTH LINCOLNSHIRE COUNCIL

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| GREATER LINCOLNSHIRE JOINT STRATEGIC OVERSIGHT COMMITTEE |
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19 March 2021

Chairman: Councillor Martin Hill OBE **Venue:** Virtual Meeting -
Microsoft Teams

Time: 4.00 pm **E-Mail Address:**
Richard.Mell@northlincs.gov.uk

AGENDA

1. Declarations of interest (if any)
2. Terms of Reference - Report of the Director : Governance and Partnerships (North Lincolnshire Council - B McIntyre) (Pages 1 - 4)
3. Joint Intelligence and Strategy Unit - Report of the Deputy Chief Executive (North Lincolnshire Council - S. Green) (Pages 5 - 8)
4. Strategic Themes and Sectors - Report of the Deputy Chief Executive (north Lincolnshire Council - S Green) (Pages 9 - 12)
5. UK Food Valley - Sustainable Food from Land and Sea - Report of the Executive Director of Place (Lincolnshire County Council - A Gutherson) (Pages 13 - 30)
6. Lincolnshire Day - Report of the Executive Director of Place (Lincolnshire County Council - A. Gutherson) (Pages 31 - 34)
7. Any other items which the chair decides are urgent by reason of special circumstances which must be specified

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**GREATER LINCOLNSHIRE
JOINT STRATEGIC OVERSIGHT COMMITTEE**

TERMS OF REFERENCE

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To confirm the Terms of Reference for the Greater Lincolnshire Joint Strategic Oversight Committee

2. BACKGROUND INFORMATION

- 2.1 The Joint Strategic Oversight Committee for Greater Lincolnshire has been established as an Executive Committee of the three upper tier local authorities that make up Greater Lincolnshire: North Lincolnshire Council, North East Lincolnshire Council and Lincolnshire County Council.
- 2.2 The Terms of Reference in appendix 1 includes description of the overall purpose and functions of the committee.

3. DETAIL OF OPTIONS/PROPOSAL

- 3.1 The report seeks confirmation of the Terms of Reference.

4. RESOURCE AND LEGAL IMPLICATIONS

- 4.1 The Terms of reference sets out the scope of the committee, its membership and administrative arrangements for the meeting. The position of chair and secretariat will rotate annually, starting with the Lincolnshire County Council Leader and North Lincolnshire Council respectively.

4.2 Where formal commitment of resources is required, each local authority would take recommendations back through the relevant decision making process.

5. RISKS AND OPPORTUNITIES (INCLUDE EQUALITY IMPACT ASSESSMENT IF RELEVANT)

5.1 N/A

6. CONSULTATION/ENGAGEMENT

6.1 The terms of reference have been agreed by each Council through its Executive.

7. GOVERNANCE – DECISION(S) FOR MEMBER COUNCIL’S REQUIRED (in accordance with the Joint Committee’s Terms of Reference).

7.1 None required

8. RECOMMENDATIONS

8.1 That the Joint Committee confirm the Terms of Reference.

DIRECTOR OF GOVERNANCE AND PARTNERSHIPS - NORTH LINCOLNSHIRE
COUNCIL

Address: Church Square House, 30-40 High Street, Scunthorpe
Post Code: DN15 6NL
Author: Becky McIntyre
Date: 5 March 2021

Background Papers used in the preparation of this report

None

APPENDIX 1

The core functions of the Greater Lincolnshire Strategic Oversight Committee are to:

1. Facilitate cooperation and collaboration between Lincolnshire County Council, North Lincolnshire Council and North East Lincolnshire Council, in so far as it relates to their executive functions on the following themes:
 - a) The development and application of strategy across the Greater Lincolnshire economic region
 - b) The development of opportunities to gain greater alignment across Greater Lincolnshire, where scale and scope are required and can enhance upper tier functions
 - c) The strategic alignment of investment across Greater Lincolnshire
2. Consider strategic use of public funds across the common functions and activities of the Councils, to benefit the economy and support the collective ambitions of the three councils and the region.
3. Act as a formal link between the three upper tier local authorities in Greater Lincolnshire on activity related to the above themes

Terms of Reference

1. Develop and recommend for consideration by each of the authorities, proposals relating to the core functions of the joint committee.
2. Act as an advocate for investment in the sustainable economic development of Greater Lincolnshire and maintain oversight for delivery arrangements relating to the core functions.
3. Align and make recommendations on capital expenditure programmes that operate across Greater Lincolnshire, to ensure the strategic ambitions are effectively delivered in relation to the core functions.
4. Consider reports from sub-regional groups, or other such body or subcommittee/committee and refer recommendations back to the three Councils for further attention.
5. Consider and make recommendations in relation to strategic funding for activities aligned to the core functions.

6. The committee shall comprise of the Leader and one Executive Member from each Council. The joint committee will be chaired on a rotating basis by the Leader of each of the three local authorities (first year – Lincolnshire County Council). A co-opted member representative from the Greater Lincolnshire Local Enterprise Partnership will be in attendance as a non-voting member (together with its Chief Executive or nominated officer as supporting officer).
7. Any recommendations made by the joint committee must be referred back to each of the three authorities for consideration through existing democratic processes.
8. The Secretariat of the Greater Lincolnshire Joint Strategic Overview Committee is also to be on a rotating basis (first year North Lincolnshire Council). Meetings are open to the press and public, and agendas, minutes and papers are published by the Secretariat, in line with the requirements of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) Regulations 2012.

**GREATER LINCOLNSHIRE
JOINT STRATEGIC OVERSIGHT COMMITTEE**

JOINT INTELLIGENCE AND STRATEGY UNIT

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To establish a Joint Intelligence and Strategy Unit providing meaningful intelligence, insight and agreed recommendations on strategies and policies to support the agreed agenda of the GLSOC.

2. BACKGROUND INFORMATION

- 2.1 The core functions of the Greater Lincolnshire Strategic Oversight Committee are to facilitate cooperation and collaboration between Lincolnshire County Council, North Lincolnshire Council and North East Lincolnshire Council, in so far as it relates to their executive functions on the following themes: a) The development and application of strategy across the Greater Lincolnshire economic region b) The development of opportunities to gain greater alignment across Greater Lincolnshire, where scale and scope are required and can enhance upper tier functions c) The strategic alignment of investment across Greater Lincolnshire.
- 2.2 To ensure that these objectives are being met and that the upper tier authority Leaders and Chief Executives are informed of key issues through insight and strategy development and to ensure a coordinated conduit for the GLSOC to commission through its partner organisations key work strands and policy development there is a need to establish a supporting intelligence and strategy unit.

3. DETAIL OF OPTIONS/PROPOSAL

- 3.1 To establish a Joint Intelligence and Strategy Unit providing meaningful intelligence, insight and agreed recommendations on strategies and policies to support the agreed agenda of the GLSOC.
- 3.2 Through its creation the JISU will ensure added value through enabling both the economies of scale and scope that a Greater Lincolnshire approach offers with commensurate enhancement of capacity and capability that a more singular approach would negate.

- 3.3 The JISU will be supported through existing upper tier officers. Any request for additional resources will be subject to further GLSOC approval.
- 3.4 Proposed membership is as follows: Lincolnshire County Council, North East Lincolnshire Council, North Lincolnshire Council, Greater Lincolnshire Local Enterprise Partnership, University of Lincoln and a Beis representative. Specific guests will be co-opted and invited to contribute depending on agreed topics. The initial proposed chair and secretariat of the JISU is through the GLEP.
- 3.5 The unit will develop on behalf of the GLSOC clear outcomes, formalised reports and accountability.
- 3.6 An overview of activity includes:
- To utilise research and intelligence to support emerging policies of the GLEP and GLSOC;
 - To act as the tactical team where appropriate on issues that affect Greater Lincolnshire, initiating and resourcing actions on emerging joint issues;
 - To inform and support the GLEP in developing the regional economic strategy and Local Industrial Strategy by providing policy guidance and proactive oversight of enabling programmes;
 - To enable the GLEP and its identified partners to deliver required regeneration programmes by helping to remove barriers, duplication and facilitate timely delivery;
 - To work collaboratively in bidding for government and other resources to support the priorities of the LEP and GLSOC;
 - To commission, prioritise and lead policy work in the Greater Lincolnshire area on agreed thematic areas and common areas of interest;
 - To facilitate collaboration between local authorities and strategic partners (Universities) to support the GLEP and GLSOC agenda.

4. RESOURCE AND LEGAL IMPLICATIONS

- 4.1 There are no resource implications associated with this paper. Any subsequent requirement for resources will be subject to a further paper seeking authorisation to this Committee.

5. RISKS AND OPPORTUNITIES (INCLUDE EQUALITY IMPACT ASSESSMENT IF RELEVANT)

- 5.1 There are no known risk or equality issues associated with this paper.

6. CONSULTATION/ENGAGEMENT

6.1 This paper has been discussed and agreed between all upper tier and GLEP senior officers.

7. GOVERNANCE – DECISION(S) FOR MEMBER COUNCIL’S REQUIRED (in accordance with the Joint Committee’s Terms of Reference).

7.1 None.

8. RECOMMENDATIONS

8.1 That the Greater Lincolnshire Strategic Oversight Committee approve the proposed creation of the Greater Lincolnshire Joint Intelligence and Strategy Unit as described within this paper.

DEPUTY CHIEF EXECUTIVE – NORTH LINCOLNSHIRE COUNCIL

Church Square House
30-40 High Street
SCUNTHORPE
DN15 6NL

Author: Simon Green
Date: 8 March 2021

Background Papers used in the preparation of this report – Nil

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**GREATER LINCOLNSHIRE
JOINT STRATEGIC OVERSIGHT COMMITTEE**

STRATEGIC THEMES AND SECTORS

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To confirm the Committee's strategic statement of ambition.
- 1.2 The Greater Lincolnshire Strategic Oversight Committee agrees the strategic leadership of key themes and their sector development.

2. BACKGROUND INFORMATION

- 2.1 The core functions of the Greater Lincolnshire Strategic Oversight Committee (GLSOC) are to facilitate cooperation and collaboration between Lincolnshire County Council, North Lincolnshire Council and North East Lincolnshire Council, in so far as it relates to their executive functions on the following themes:
 - a) The development and application of strategy across the Greater Lincolnshire economic region
 - b) The development of opportunities to gain greater alignment across Greater Lincolnshire, where scale and scope are required and can enhance upper tier functions
 - c) The strategic alignment of investment across Greater Lincolnshire.
- 2.2 For historic reasons the Greater Lincolnshire area has experienced several differing initiatives and strategic plans which whilst well-meaning and relevant often overlap and / or fail to fully encompass a true greater Lincolnshire approach to strategic planning.
- 2.3 It is also recognised that certain sectors of activity do not carry the same strategic relevance for all upper tier members of the committee.
- 2.4 A number of plans have evolved over recent years with the Strategic Infrastructure Development Plan, Lincs growth and more recently the Greater Lincolnshire LEP Local Industrial Strategy being good examples of an increasingly unifying approach. To build upon this direction and momentum it is proposed that the GLSOC identify and take on board the

strategic leadership of key themes and sectors which demonstrate issues of joint interest for the Committee's members and where a unified greater Lincolnshire approach can add value.

3. DETAIL OF OPTIONS/PROPOSAL

3.1 Strategic Statement of Ambition

By working together across Lincolnshire we will achieve greater economic growth, wealth and influence for the county.

Our residents will see better job prospects, greater investment and genuine devolution as we work in closer collaboration and speak with one voice on statutory responsibilities for the benefit of all.

3.2 Proposed Strategic Themes

3.2.1 It is proposed that the Greater Lincolnshire Strategic Oversight Committee agrees to take on board the strategic leadership of the following themes and sector development:

- Tourism
- Food
- Infrastructure
- Skills

3.2.2 Also proposed is a joint oversight of the industrial De-Carbonisation agenda with the Humber Leadership Board and a nuanced and targeted approach to marketing for industrial and commercial sectors through the Greater Lincolnshire LEP.

3.3 Proposed Structure

3.3.1 It is proposed that to enable the effective and efficient operation of the Joint Committees approach that a programme management approach is adopted. This will allow the Committee to have strategic capacity and oversight whilst also be aware of the performance of each of the strands of activity. In addition it will also utilise existing structures and assets thus also reducing costs and duplication. It is proposed that this role be undertaken through the Greater Lincolnshire Local Enterprise Partnership.

3.3.2 Each new workstrand will establish and / or utilise existing structures where possible to feed progress into the Joint Committee whose role is to take action on exception reporting and to agree strategic direction. It is also proposed that to ensure ownership and

performance reporting each strand will have a commensurate Local Authority /LEP lead.

3.3 Resource Implications:

3.3.1 For the sector workstrands of activity it is proposed that each of the Local Authorities / GLEP each take a lead to ensure single lead and point of contact along with avoiding duplication of resources and the ability to utilise assets appropriately behind each workstrand. It is proposed that this is met through existing resources.

3.3.2 To undertake the programme management role and enhanced marketing complementing the key sectors it is envisaged that additional resources are needed to successfully manage this along with the ability to either commission work or have the relevant research capacity available in-house. Again to ensure efficiency it is proposed that the relevant lead Authority hosts this function the details of which will be brought back to the Committee in a separate paper.

4. **RESOURCE AND LEGAL IMPLICATIONS**

4.1 There are no resource implications with this paper. Any subsequent need for additional resource will be subject to a further paper to this Committee.

5. **RISKS AND OPPORTUNITIES (INCLUDE EQUALITY IMPACT ASSESSMENT IF RELEVANT)**

5.1 There are no known risks or equality issues with this paper.

6. **CONSULTATION/ENGAGEMENT**

6.1 This paper has been consulted on and agreed by all upper tier and GLEP.

7. **GOVERNANCE – DECISION(S) FOR MEMBER COUNCIL'S REQUIRED (in accordance with the Joint Committee's Terms of Reference).**

7.1 None

8. **RECOMMENDATIONS**

8.1 That the Joint Committee agree to the proposed statement of ambition, strategic themes and sectors identified.

- 8.2 That the Joint Committee agree to the programme management approach outlined within this paper and the lead role on overseeing this being with the Greater Lincolnshire LEP.
- 8.3 That the Joint Committee agree to setting policy for place, reinforce the need for collaborative working and an outcome based approach and the need to speak to Government with one voice.
- 8.4 That the Joint Committee note the anticipated need for enhanced resources but that any subsequent decision regarding resource allocation be subject to a future further paper containing details and implications.

DEPUTY CHIEF EXECUTIVE – NORTH LINCOLNSHIRE COUNCIL

Church Square House
30-40 High Street
SCUNTHORPE
DN15 6NL

Author: Simon Green
Date: 8 March 2021

Background Papers used in the preparation of this report – Nil

**GREATER LINCOLNSHIRE
JOINT STRATEGIC OVERSIGHT COMMITTEE**

UK FOOD VALLEY

1. OBJECTIVE AND KEY POINTS IN THIS REPORT

- 1.1 To confirm the strategic support for the delivery of the UK Food Valley ambition and the development of the proposition as set out in the GL LEP Board report.
- 1.2 To recognise the future resource implications arising from this commitment

2. BACKGROUND INFORMATION

- 2.1 The Greater Lincolnshire Local Enterprise Partnership (GL LEP) has been developing a concept based on demonstrating and accelerating the current Greater Lincolnshire food cluster of land and sea to the UK economy and positioning Greater Lincolnshire as the UK's Food Valley. A paper was considered by the GL LEP Board on Friday 26 February (attached as Appendix A). The recommendations in the report were endorsed by the GL LEP Board.

3. DETAIL OF OPTIONS/PROPOSAL

3.1 Alignment to strategic priorities

The ambitions and aspirations set out in the GL LEP Board report align with the strategic priorities being agreed by the joint committee and link closely with a range of existing projects and initiatives across Greater Lincolnshire and which each of the three upper tier authorities are engaged in.

The strategy sets out a longer term approach to a) positioning Greater Lincolnshire as the UK's Food Valley b) aligning existing and future activity to the position, and c) developing programmes that enhance and support the

ambition of becoming the UK's Food Valley from the public sector, the private sector and the education and research sectors.

4. RESOURCE AND LEGAL IMPLICATIONS

4.1 None arising directly from the report.

4.2 In legal terms, future local government involvement in the development of the initiative could raise issues around subsidy control depending on what form that involvement takes. Local government action in support of the Food Valley may require specific decision-making within each Council supported by legal comments and assessment of equality impacts.

4.3 Specific Council funding contributions or other initiatives will require appropriate budget provision and business case approval. Other implications could relate to the need to resource project development and delivery

5. RISKS AND OPPORTUNITIES (INCLUDE EQUALITY IMPACT ASSESSMENT IF RELEVANT)

5.1 None arising directly from this report

6. CONSULTATION/ENGAGEMENT

6.1 No engagement beyond that set out in the GL LEP report has been carried out to date

7. GOVERNANCE – DECISION(S) FOR MEMBER COUNCIL'S REQUIRED (in accordance with the Joint Committee's Terms of Reference).

7.1 Discussion

Confirmation of the political alignment to this concept will ensure effective engagement with the initiative being taken forward by the GL LEP and (subject to appropriate decision-making and governance within each Council) enable effective resource allocation to support the activities that will require local authority delivery of eg infrastructure provision.

7.2 Individual authorities to review their project capacity, resource and support to the GL LEP project arrangements

8. RECOMMENDATIONS

8..1 The Joint Committee confirm their support for the UK's Food Valley strategy.

- 8.2 The Joint Committee recognise the need for appropriate resource and capacity to be aligned to supporting the GL LEP project and developing appropriate detailed delivery support as required.
- 8.3 The Joint Committee request a report back setting out governance and resource proposals.

EXECUTIVE DIRECTOR OF PLACE
Andy Gutherson, Lincolnshire County Council

Address: Lincolnshire County Council, County Offices, Newland, Lincoln
Post Code: LN1 1YL
Author: Andy Gutherson
Date: 4 March 2021

Background Papers used in the preparation of this report –
Appendix A – UK Food Valley – Sustainable Food from Land and Sea

UK Food Valley - Sustainable Food from Land & Sea

Introduction

The UK's Food Valley¹ has been debated widely across Greater Lincolnshire since early 2020 and the LEP Food Board and the LEP Board are supporting a two pronged approach:

- Creating a business environment, support and investment package cementing Greater Lincolnshire's² role as the premier food chain investment location in the UK.

This package will include investment in infrastructure, utilities, skills, business support and innovation to help businesses expand or invest, supported by accelerated streamlined planning processes.

- Promoting the scale, diversity and capacity of the existing food cluster.

Using this promotional programme to attract further investment, customers, collaboration and policy support to continue the cluster's growth.

The overall aim will be to secure Greater Lincolnshire's position as a global top 10 cluster for the food chain based on a triple helix of: industry investment; aligned with a World class knowledge cluster; and, enabled by a proactive, dynamic public sector providing the conditions for growth.

In consulting on these proposals the following key aspects or attributes of the proposal have been stressed by stakeholders, which are picked up in the proposals which follow:

- The cluster has to be, *and be seen to be*, World class given the number of major global investors already in the GLLEP food chain and the desire to attract more;
- Other areas of the UK are developing food chain development programmes, but to date these are being positioned as regional programmes, whereas Lincolnshire should position the Food Valley as an international cluster;
- The programme needs to be developed at pace so that first mover advantage is not lost;
- A 'cluster development programme on steroids' is needed;
- The cluster has to act 'more like an American' can do programme, rather than a traditional UK programme, with a proactive, dynamic feel to how it works;
- Infrastructure is a key enabler in attracting business to invest and grow, with roads, rail, ports, clean energy, water and digital connectivity all important to the food industry;

¹ Or other name to be determined

² Potentially ultimately a wider area

- Layering of support is needed e.g. planning, promotion, skills, innovation etc. all accessed through one structure, but based on uniting the efforts of multiple partners;
- Innovation has to be a key differentiator for the cluster as the speed of change accelerates, with a particular focus on showing leadership in:
 - low or Net Zero food chains and supply chain efficiency;
 - diet and health;
 - automation will increasingly break the link between staff numbers and output and the cluster should build on its existing R&D leadership in this area;
- Attracting talent has to be at the core of the work the cluster does and additional staff will be needed with higher skills levels to succeed in applying digital and automation technologies
- The cluster should champion businesses and organisations involved in all aspects of the production and distribution of food and drink, including the wider technology and professional services cluster, from inputs supplied to farms through to the factory gate and warehouse. Whilst not excluding working with retailers or food service, the cluster will focus on developing the production end of the food chain.

The proposals set out below, envisage an 18 month development phase (mid 2021-December 2022), followed by a growth phase from 2023-25 and moving towards a maturity phase from 2026 onwards.

Next Steps

Proposed key next steps (see full GANTT in the following proposals for more details):

- By June 2021 - Secure a development budget (in cash and in kind) for the 18 month development phase.
- October 2021 - launch initial co-ordinated core programme of business support.
- By November 2021 - have a Board in place, private sector led, to guide the development.
- By December 2021 - have a full development team in place to lead development work and have a full brand and website ready to launch in January 2022.
- November 2022 - food sector investment conference, building on the 'UK Food Valley' programme, and setting out plans for the 2023-2025 growth phase.

UK's Food Valley - Sustainable Food from Land & Sea

Development Plan 2021-'25

The concept of developing a strong programme for the UK Food Valley was endorsed by the Greater Lincolnshire Food Board in November 2020 and by the LEP Board in February 2021. This plan sets out:

- The objectives and scope of the Food Valley, including the activities it will deliver;
- Proposals for management and decision making;
- Phasing of the development and indicative budget for phase 1.

Objectives and Scope

The five objectives of the UK Food Valley are:

- **Obj 1 Promotion** - promote the UK Food Valley cluster as an international top 10 centre of excellence and concentration in the food chain to attract customers and investors;
- **Obj 2 Knowledge, Innovation & Skills** - provide a co-ordinated skills, innovation and business support programme for food chain companies which continues to be enhanced and developed;
- **Obj 3 Investment** - attract investment into the food cluster through providing a comprehensive package of investment support and proactive marketing of the investment opportunity;
- **Obj 4 Workforce** - promote the region's food industry as a career of choice for young people and career changers;
- **Obj 5 Infrastructure & Utilities** - co-ordinate intelligence on industry needs in relation to premises, infrastructure and utilities and work with the public sector to provide a supportive investment climate combining ease of planning with World class infrastructure.

The public sector (LEP, Councils, Education sector, government agencies) will support the delivery of the UK Food Valley programme and work with industry trade bodies to deliver industry support.

Recent industry feedback, from the GLLEP Food Board and other sources, suggests that there are a few key innovation or thematic areas which all food chain business need to embrace in the next 5-10 years.

It is therefore suggested that the Food Valley should focus its innovation and skills activities initially on key industry needs where there are pre-competitive opportunities for industry leadership including:

- **Environment and Low Carbon** - the UK's commitment to Net Zero and pressure from consumers and the supply chain means that delivering low carbon, low environmental impact food chains is essential across the sector. Leadership in this area will position the food chain as a globally leading cluster.
- **Automation and Labour** - the food chain, from end to end, is facing increased competition for workers and rising costs of employment. As a sector wide challenge, the cluster should continue to work with the University's UK leading centre of food chain automation and digitalisation to accelerate adoption of new technologies. This should be complemented by an industry wide programme of skills development to deliver higher skilled, more productive and higher paid jobs to attract a future workforce.
- **New Product Development (NPD)** - NPD is needed in terms of the core food product, packaging and distribution to ensure that the industry responds to rapid changes in the commercial market. Helping develop a cluster approach to innovation on NPD will create synergies and accelerate the NPD process benefitting all businesses in the cluster. The NPD programme will also embrace the protein transition and the demand for naturally good for you foods, e.g. fish, plant proteins, vegetables, in which Greater Lincolnshire is the leading UK centre of production.

Geographic area

The prime area covered by the UK Food Valley will be Greater Lincolnshire, with the option, after the initial start-up phase, to extend its geographic coverage to include other areas subject to agreement by the industry led Food Valley Board.

Scope

The scope of the Food Valley programme will encompass all companies involved in the production, processing and distribution of food and drink (and non-food co and by products, e.g. bioplastics) caught, grown or produced up to the 'factory gate'. The industries supported will thus include:

- Fisheries and aquaculture businesses;
- Farmers and horticultural producers;
- Food producers and manufacturers;
- Food storage, logistics and distribution companies;
- Input suppliers to the industry e.g. machinery, technology, packaging, fertilisers, banks etc.;
- Professional advisors to the industry e.g. accountants, lawyers, consultants;
- Research, innovation and skills providers.

Challenges and Opportunities

The challenges and opportunities the Food Valley programme is keen to respond to include:

- The food chain is undergoing a period of rapid change and growth, with Greater Lincolnshire at the forefront of this growth and keen to develop its role as the UK's premier food cluster.
- There is an opportunity to grow the cluster even faster by focusing on key enablers of growth, e.g.: innovation; workforce supply; commercial space availability and planning; infrastructure; trade and inward investment opportunities. However, Lincolnshire is not alone in seeing growth potential in the food industry and so needs to redouble its focus on supporting sector growth.
- International connectivity is a key feature of the Greater Lincolnshire food chain, from a high dependency on imports in the seafood and fresh produce clusters, to growing exports, the increasing number of inward investors and the development of overseas ventures by Lincolnshire based companies. Post Brexit and Covid, the reconfiguration of international supply chains and new opportunities for trade means that the industry must continue to embrace an outward looking international mindset to food chain development.
- Greater Lincolnshire has a large number of public and private sector led bodies who support the food sector, and links with many regional and national support agencies. However, at present this support is fragmented and managed as a series of discrete activities rather than as one co-ordinated programme. The many staff involved in this work do collaborate informally, but strengthening and formalising the 'team' approach would deliver more impact and help promote Greater Lincolnshire as a truly global food cluster.

The leading clusters typically have:

- **Combinations of Promotion and Industry Support Programmes** - they combine a clear promotional agenda to market their food cluster and its member companies, with a programme of investment support and services to help businesses in the cluster grow and thrive.
- **Management** - they are managed by a board which includes industry leadership, often supported by regional government agencies and knowledge (University, research centre) sector board members, who collectively promote the triple helix of: business investment; supported by a proactive public sector; drawing on regional clusters of innovation and skills development support.
- **Longevity** - they are long term (permanent) programmes/organisations. Most appear to continue to grow and broaden their remit for at least 20 years after establishment, with the largest having core teams of 25 or more staff who co-ordinate a broad programme of sector development activity.

- **Scale** - they vary greatly in scale³, but the largest bring together hundreds of companies with large teams of public sector support bodies. The Rotterdam food cluster, for example supports a regional sector with 43,000 jobs, and companies with a combined turnover of €25billion.
- **Physical and virtual** - most have a physical hub, typically an innovation centre or food business park, which normally hosts their core team, and a wider programme of events and business support services which reach out across the region. Other examples also include a hub and spoke model, with a central hub and other linked delivery sites and teams.
- **Priority themes** - most of the clusters have developed a focus on a few, industry led, priority themes for industry development. In many cases these mirror the areas Greater Lincolnshire's food sector is targeting e.g. many of the other clusters focus on: digitalisation and innovation; sustainability and low carbon food; protein transition and new food product development.
- **International** - they often have very active programmes of international engagement and collaboration to develop trade and knowledge exchange links. These internationalisation programmes are used to attract investors and trade to the cluster and to promote collaborative programmes of skills, research and innovation.

Based on this international best practice the recommended approach to the UK Food Valley is that it should be led by an industry led Board. Industry members should join a Company Limited by Guarantee which will give them access to its services. The Food Valley will work in pre-competitive areas including attracting investment and support to the cluster, skills, innovation and collaborative project development. It will not engage directly in food production or trading activities, which will remain the sole domain of businesses in the industry.

Activities

The Food Valley will deliver four main areas of activity

1. **Business Support** - the UK Food Valley business support programme will co-ordinate all existing support services for the food industry and work with partners to secure additional investment in business services and investment support. This will include:
 - Skills and workforce development programmes;
 - Innovation, R&D and technology deployment programmes;
 - Investment grants and support for capital projects;

³ To some extent depending on when they were first established and whether they focus just on one food sector, e.g. the Norwegian Centre of Excellence in Seafood Innovation, or cover all types of food in a region

- A monthly newsletter will update cluster members on the services and support opportunities available
2. **Branding of the Food Cluster** - the UK Food Valley will be developed as a brand for the area's food chain for industry development purposes (but not for food sales to the public). It will work alongside district, county and national investment promotion bodies to champion the sector both in the UK and internationally. A linked programme of promotion will include:
 - Promotional events and trade shows;
 - Participation in trade missions;
 - An annual food chain investment conference to promote the Greater Lincolnshire food chain cluster.
 3. **Inward Investment Support** - to secure new investments into the cluster the UK Food Valley team, in partnership with District and Unitary Councils, the County Council Place and Investment Team and DIT, will work to promote the area as the premier inward investment location for the food chain in the UK. The aim will be to accelerate growth of the industry so that the cluster continues to grow creating a virtuous circle for existing companies, through supporting the growth of sector specific infrastructure and support.
 4. **Promoting the Industry's Development Needs** - the UK Food Valley will remain politically neutral, but will ensure that the development needs of the food industry are clearly promoted with decision makers at every level. This will include working with Councils and other local bodies to ensure that the food industry's needs are met e.g. in relation to the availability of premises and planning permission, utilities, transport infrastructure etc.

After the initial development phase, ending in December 2022, a fifth activity strand will be added on internationalisation. This will build on the High Potential Opportunity (HPO) in food processing and automation which Greater Lincolnshire will launch in 2021 with DIT, and expand international work to develop more collaborative projects.

Phase 1 will develop the regional support package and establish the membership and brand to give real credibility to the cluster, so it competes with other leading global food clusters (see annex 1).

Management & Decision Making

The UK Food Valley will be incorporated as a Company Limited by Guarantee, owned by its members and funding partners and able to contract independently of any of its members and funders. The Greater Lincolnshire Food Board will act as a wider industry advisory board for the main Strategic Board and meet quarterly. This will be developed and agreed with partners.

UK Food Valley Board

The UK Food Valley will be overseen by a **Strategic Board**, comprising:

- An industry chair;
- 2 additional industry representatives;
- 1 Greater LEP representative;
- 1 rep from Lincolnshire County Council
- 1 representative of North Lincolnshire (for North and North East Lincolnshire Unitaries);
- 1 representatives on behalf of the Districts;
- 1 representative from Rutland

The UK Food Valley Cluster Director (after appointment) will attend the Board on a non-voting basis.

The **Food Valley Strategic Board** will meet bi-monthly for the first year and move to every 3 months from year 2. It will be responsible for the budget, direction and development of the Food Valley. Operation of the Board, and its future structure, will be reviewed at the end of phase 1 (December 2022) and subsequently every three years (or sooner if recommended by the Board).

To support the work of the Strategic Board there will be two sub-boards:

- A **Food Innovation and Enterprise Board**, led by the LEP, industry and knowledge sector, to work collaboratively on programmes to drive investment in commercial food chain companies. This will cover innovation, skills and investment in the industry including grant schemes and other commercial investment incentives;
- An **Infrastructure and Planning Board** with representatives of planning authorities, infrastructure (transport, water and energy), statutory agencies (e.g. EA) and industry who will meet to agree how to ensure industry growth is enabled by a proactive approach to infrastructure development and the provision of sites for food chain expansion.

Operations

A small core operational team will be established, based at a food cluster hub. The location of the central team will be decided by the Board by summer 2021, with sites such as the Hub Building being constructed at South Lincolnshire Food Enterprise Zone a potential location. The core team, by the end of 2022, is expected to include:

- UK Food Valley Cluster Director;
- Head of events, communications and PR;
- Head of programmes (skills, innovation and business support);
- Administrative assistant.

The core team will include opportunities for secondments from partner bodies. The core team will be complemented by existing posts and activities in partner delivery bodies who will either align their activities with the UK Food Valley programme and/or second staff into the Food Valley team. The wider team of delivery bodies includes:

- Greater Lincolnshire LEP and Growth Hub;
- Lincolnshire County Council Inward Investment Team (Place and Investment);
- Unitary, District and Borough Council Economic Development Teams;
- Europarc III, Central Lincolnshire and South Lincolnshire Food Enterprise Zones;
- University of Lincoln: National Centre for Food Manufacturing (NCFM); Lincoln Institute for AgriFood Technology (LIAT); Lincoln Agri-Robotics;
- Colleges and Higher Education providers including the Food Research and Process Engineering Research Centre (FRPERC) at Grimsby Institute;
- Lincolnshire Institute of Technology (IoT) which focuses on technology skills for the food chain;
- Barclays Eagle Farm Lab at Riseholme which supports agritech start ups;
- Food Sector & Business Groups supporting the industry, including: Seafood Grimsby and Humber, Lincolnshire Chamber of Commerce, UK Fresh Produce Network;
- Agriculture Groups: NFU, CLA, Lincolnshire Agricultural Society, Lincolnshire Institute of Agricultural Management (IAgrM).

An early target for the Food Valley will be to create a platform for promotion of industry information, support events and project development activities, draws on all partner organisations. The aim will be make it easier for food chain companies to identify the support they need and to access all of this through one portal.

Links to national bodies

Where applicable the Food Valley portal will also signpost food business to national programmes which can support their development. The Food Valley will ensure that it draws on input from regional and national bodies which support food chain growth, through collaborating on food chain events, support programmes and investment support. Key partners include:

- Department for International Trade (DIT) which is working with Greater Lincolnshire on a High Potential Opportunity (HPO) for the region's food processing and linked technology cluster, as well as supporting wider inward investment work;
- Seafish, DEFRA arms-length body for the sea food sector headquartered in Grimsby;
- Food and Drink Sector Council (FDSC) which is managed by DEFRA and which advises government on future food chain policy;
- Food and Drink Federation (FDF);

- Institute of Grocery and Distribution (IGD);
- Agricultural and Horticultural Development Board (AHDB);
- Manufacturing Technology Centre (MTC) and the Catapult Network.

Phasing

Phase 1 UK Food Valley Establishment (Mid 2021- December 2022)

Phase 1 of the UK Food Valley programme is focused on capacity building to align the work of the many organisations that currently support the food industry in Greater Lincolnshire. The aim, by December 2022, is to have a detailed development and business plan to deliver faster industry growth, through co-ordination and growth of the business support and growth services provided to the food cluster.

Phase 2 Growth (2023-2025)

The size of team, targets and focus for phase 2 will be determined by the Strategic Board in 2022, based on experience from phase 1. It is anticipated that the core team will grow modestly (potentially to 5-6 staff), but will be reinforced by project based staff as a result of successful bids the UK Food Valley will participate in. In phase 2 more focus will be placed on international connectivity with the aim to conclude formal partnerships with overseas food clusters.

Phase 3 Moving Towards Maturity (2026 onwards)

In phase 3 the aim will be that the UK Food Valley is recognised nationally and internationally as a globally competitive food cluster, supported by an established team of specialist staff.

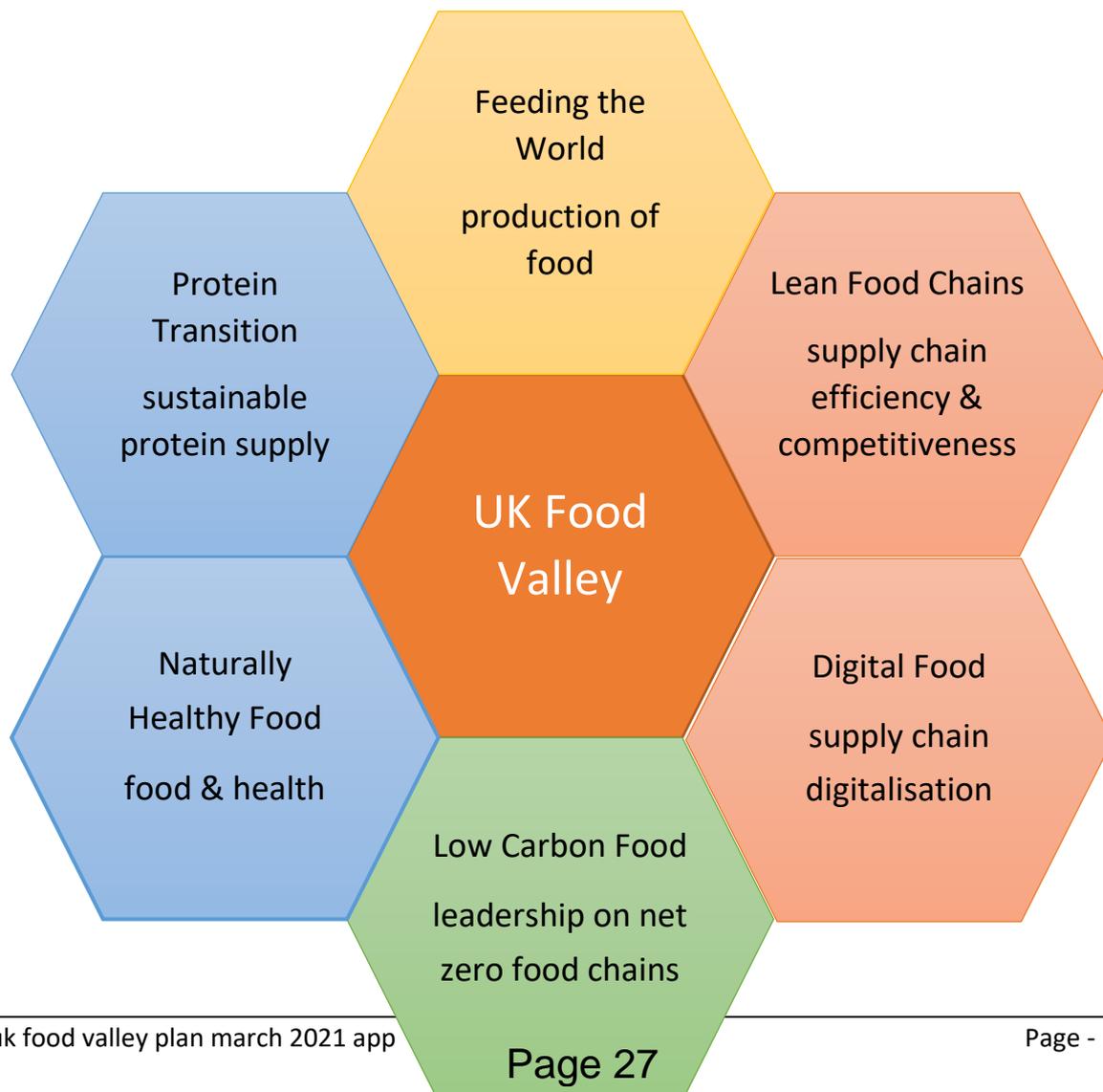
Vision 2030 - Greater Lincolnshire's Food Chain in 2030

The proposed approach is to develop a 'UK Food Valley' ecosystem focused on a few themes in which we can provide thought and delivery leadership, to address two key questions:

- What do we want to be known for?
- How to do we communicate a clarity of vision nationally and internationally to attract further investment and partnership opportunities to our food chain?

Given the international nature of our food chain (more than 75 large national and international food companies in the area), it is important to focus on the global drivers of the food chain to enable the region to attract investment from international companies and supply chains, by aligning with the UN Sustainable Development Goals (SDGs) and the role the food chain plays in their delivery.

The UK Food Valley - Sustainable Food from Land & Sea



The UK Food Valley - Sustainable Food from Land & Sea

| Theme | Alignment with UN Sustainable Development Goals ⁴ | Alignment with Greater Lincolnshire Local Industrial Strategy (LIS - June 2020 draft) | Opportunity |
|-------------------|--|---|---|
| Feeding the World | <p>Goal 2 Zero Hunger - In 2019, 750 million people were exposed to severe levels of food insecurity and an estimated 2 billion people did not have regular access to safe, nutritious and sufficient food in 2019</p> <p>Goal 8 Decent Work and Economic Growth - which includes the need to deliver good jobs and growth without transgressing planetary boundaries or ecological limits</p> | <p>Agrifood is 18% of the local economy (3% nationally), the source of 43% of new jobs locally and the heart of food innovation through the Lincoln Institute for Agrifood Technology (LIAT), National Centre for Food Manufacturing (NCFM), Riseholme College and three Food Enterprise Zones. As new technologies develop there will be opportunities to deliver food more efficiently to a growing global population</p> | <p>Greater Lincolnshire's food businesses have the scale, capacity and ambition to grow accelerating sector growth, substituting imports and increasing exports. The opportunity for Greater Lincolnshire is to capitalise on these trends and use innovation to improve productivity not only locally but in food production across the globe, taking a leadership role for this sector nationally</p> |
| Lean Food Chains | <p>Goal 12 Responsible Consumption & Production - an estimated 1.3 billion tons of food, worth around \$1 trillion – ends up rotting in the bins of consumers and retailers, or spoiling due to poor transportation and harvesting practices</p> | <p>The LIS commits to increasing the international competitiveness of its agrifood sector by championing automation and resource efficiency to benefit its food chain. The LIS also sets out plans to develop a Memorandum of</p> | <p>Greater Lincolnshire based R&D and innovation teams have spearheaded the development of Europe's largest digital food chain team in the last 5 years. This positions the area to lead this agenda as the speed of technology adoption</p> |

⁴ UN (2017), Sustainable Development Goals 2015-2030

| Theme | Alignment with UN Sustainable Development Goals ⁴ | Alignment with Greater Lincolnshire Local Industrial Strategy (LIS - June 2020 draft) | Opportunity |
|------------------------|--|--|--|
| Digital Food | Goal 9 Industries, Infrastructure & Innovation - 96% of the world's population lived within reach of a mobile-cellular signal (2018), and 90% of people could access the Internet through a 3G or higher-quality network | Understanding with BEIS, DEFRA and UKRI to collaborate on development of a local innovation plan for priority sectors building on the area's traditional strengths in manufacturing. This will link to emerging relevant sector deals and Made Smarter, which features the food sector | accelerates. The development of automation, energy and waste efficiency technologies and a focus on manufacturing, positions the region well to lead the development and deployment of lean manufacturing principles to the food chain, building on local industry champions |
| Protein Transition | Goal 2 Zero Hunger - In 2019, close to 750 million people, nearly 10%, were exposed to severe levels of food insecurity and an estimated 2 billion people did not have regular access to safe, nutritious and sufficient food in 2019 | The LIS includes a focus on Health and Care with a particular focus on ageing. As people age their nutritional needs change, they need more protein and fresh produce and less carbohydrates, which fits well with the profile of Greater Lincolnshire's food sector | Greater Lincolnshire is the centre of the UK fresh produce (vegetables, salads and fruit) and fish sectors, both of which are naturally healthy foods with clear recommendations to increase consumption. It is also a major producer of potatoes, cereals and lean meats, including poultry, eggs and pork products, which are part of a balanced diet. This strong local focus on healthy foods positions the sector well for growth as the focus on dietary health and sustainable protein grows post Covid and due to an ageing population |
| Naturally Healthy Food | Goal 14 Life Below Water - marine fisheries directly or indirectly employ over 200 million people | | |

| Theme | Alignment with UN Sustainable Development Goals ⁴ | Alignment with Greater Lincolnshire Local Industrial Strategy (LIS - June 2020 draft) | Opportunity |
|-----------------|--|---|---|
| Low Carbon Food | <p>Goal 13: Take Urgent Action to Combat Climate Change and its Impacts - 2019 was the second warmest year on record and the end of the warmest decade (2010-2019) ever recorded. Carbon dioxide (CO₂) levels and other greenhouse gases in the atmosphere rose to new records in 2019</p> | <p>The LIS seeks to support clean energy generation, storage and distribution, and maximise benefits from the energy cluster by adopting new 'whole of system' thinking to manage energy and support industrial decarbonisation. This will be enabled by innovation and the adoption of digital technologies.</p> <p>The LIS also aims to increase the capacity of the area's ports and logistics sector to deliver clean growth by helping deliver the Clean Maritime Plan and by facilitating modal shift to rail freight</p> | <p>Greater Lincolnshire has a large and rapidly growing low carbon sector and is championing smart grids and similar technologies. Its research base has focused on more efficient food cool chain solutions and reductions in waste. The growth in the use of AD, solar and wind power in the sector is strong. Foods such as fish, white meat and fresh produce also have lower carbon footprints. The industry is also developing new ports and logistics solutions with an emphasis on using lower carbon transport options</p> |

**GREATER LINCOLNSHIRE
JOINT STRATEGIC OVERSIGHT COMMITTEE**

LINCOLNSHIRE DAY

1. OBJECTIVE AND KEY POINTS IN THIS REPORT

- 1.1 This report sets out a proposal for maximising the impact of Lincolnshire Day and seeks support from each partner authority to work up a programme of activities
- 1.2 It is recommended that the joint committee agree the proposed programme of activity to promote and celebrate Lincolnshire Day.

2. BACKGROUND INFORMATION

- 2.1 Lincolnshire Day can be traced back to 1536 and highlights the rich heritage that Greater Lincolnshire offers. It provides an excellent opportunity for the three partner authorities to showcase the benefits of working together across the Greater Lincolnshire region to promote the wealth of assets that Greater Lincolnshire offers and instil pride across Greater Lincolnshire.
- 2.2 Historically, Lincolnshire Day on October 1st has seen some key activity, promoted by BBC Radio Lincolnshire, The Lincolnshire Agricultural Society, Tourist Information Centres, Visit Lincoln, and schools. This paper presents a range of options for the Joint Committee to consider in order to enhance the profile of Lincolnshire Day and the Greater Lincolnshire region.
- 2.3 The proposals would see the three partner authorities working with organisations such as BBC Lincolnshire, Lincolnshire Agricultural Society (educational team), the tourism industry and the Greater Lincolnshire Local Enterprise Partnership to both develop and deliver a range of activities to celebrate Lincolnshire Day.

3. **DETAIL OF OPTIONS/PROPOSAL**

3.1 The joint committee is asked to consider three themes for Lincolnshire Day in 2021. The themes would see a range of initiatives being developed and delivered that demonstrate the importance of Greater Lincolnshire as a key economic region of the UK. The themes are set out below:

3.2 Theme 1: Think bigger

- The focus is an event celebrating big achievements and historic sites of importance in Greater Lincolnshire.

- It includes the commissioning of a giant map and an invite to businesses/attractions to come to an event and 'put themselves on the map'.

- To widen the theme, we would position giant deckchairs in locations around Greater Lincolnshire for photo or selfie opportunities – branded 'Think bigger'.

- To enable community participation we'd create and share a virtual map online and invite people to add and tag their own special places.

3.3 Theme 2: Hidden Gems – Rediscovering Greater Lincolnshire

- This sees us highlighting the key towns and attractions across Greater Lincolnshire and creating a middle focal point.

- Residents would be asked to tell us their hidden gems of the county – best places for open space, best places to walk, the best resort, best place to eat etc.

- It sees the creation of a centre point attraction - a middle focal point (a black and white signpost) at the Centre of Greater Lincolnshire, highlighting all the key locations.

- We would also use a pop up exhibition around the centre point attraction, celebrating Lincolnshire's finest. This provides a potential event opportunity for community engagement and networking.

3.4 Theme 3: This is us

- The production of an emotive Lincolnshire day place video - highlighting communities and individuals from across greater Lincolnshire talking

about what they love about the county and how they feel about Lincolnshire in one word, giving ownership back to the community.

- It would see projections of the words onto our key buildings on Lincolnshire Day – Lincoln Castle, Normanby Hall, Grimsby Dock Tower, Skegness clock tower etc., plus writing walls in key locations.

3.5 The delivery of the selected theme would utilise a range of channels. It provides multiple opportunities for business promotion and networking. As an example, the big deckchairs could be housed in prominent locations, highlighting and promoting businesses. The video could also be an effective tool to enable inclusion and promotion.

3.6 The approach enables schools to get involved in Lincolnshire Day. We would create a pack to send to schools which would include a virtual assembly video, a certificate, a pack of flags and the Lincolnshire flag / coat of arms to colour in.

3.7 The event would be promoted through engagement with local media, including BBC Radio Lincolnshire, BBC Radio Humberside and BBC Look North. This would link back to Lincolnshire's offer. To further add prominence to the day council buildings would fly Lincolnshire flags and we would have an official Lincolnshire day ceremony with invited representatives from each council and other parties.

4. RESOURCE AND LEGAL IMPLICATIONS

4.1 A budget will have to be agreed to deliver the marketing, comms and engagement events.

5. RISKS AND OPPORTUNITIES (INCLUDE EQUALITY IMPACT ASSESSMENT IF RELEVANT)

5.1 The delivery of this programme will deliver the following outcomes:

- Increased pride in the County
- An event that goes from strength to strength
- Strong local activity that inspires and celebrates
- Promotional effort that supports our year round campaigns

6. CONSULTATION/ENGAGEMENT

6.1 Engagement will occur as part of the development and delivery of the programme of activities.

**7. GOVERNANCE – DECISION(S) FOR MEMBER COUNCIL’S REQUIRED
(in accordance with the Joint Committee’s Terms of Reference).**

7.1 Each member authority will commit to developing the communications and marketing programme required to maximise the impact of Lincolnshire day on the Greater Lincolnshire area

8. RECOMMENDATIONS

8.1 The joint committee agrees on which theme theme is preferred (the activities that sit under that can be mixed and matched and developed) to promote and celebrate Lincolnshire Day.

8.2 The joint committee receive a report back on a detailed programme of events and activities for the partner authorities to endorse in advance of Lincolnshire Day.

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Date: 10 March 2021

Background Papers used in the preparation of this report - Nil