Greater Lincolnshire
Combined County Authority

GREATER LINCOLNSHIRE'S PLAN FOR GROWTH









2026-2036

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INTRODUCTION

Greater Lincolnshire feeds, powers and protects the nation. We contribute significantly to the resilience of the UK. Our goal is to establish Greater Lincolnshire as a place where investment in economic growth delivers quality local jobs, attracts investment and simultaneously strengthens national security, food and energy security, critical infrastructure, supply chains and the skills, technologies and communities on which national resilience depends. Few places combine at comparable scale the capabilities and reindustrialisation opportunities the UK increasingly depends upon for its security and resilience.

Greater Lincolnshire is one of Britain's most distinctive regions, stretching from the industry of the Humber Bank to the cathedral towers of Lincoln, taking in seaside resorts and the rolling Lincolnshire Wolds, down to the fenland and farmland of the Wash. It is a varied and polycentric place as large as the city regions of London, Birmingham, Manchester, Leeds, and Liverpool combined, with over a million residents living across a city, towns, villages, and some of the country's most productive rural areas.

As a polycentric area we need to invest in, support, and stimulate growth in multiple locations, reflecting the sector base, population, and infrastructure. That breadth is an advantage: no dense city region can offer food, energy, defence and trade capability in a single geography. It also means acting decisively on the things only we can fix, for example, prioritising action on the critical flood risks facing coastal locations and a resilient water system that responds to what farmers and industry need.

For the first time in the modern era, our area is coming together as one through devolution, bringing real powers and resources to bear on this opportunity. Using these new powers, we have an opportunity to improve jobs, skills, and the conditions for businesses to grow, driving prosperity across every part of Greater Lincolnshire. This Plan for Growth is central to our approach going forward, setting out how the Mayor and Greater Lincolnshire Combined County Authority (GLCCA) will work with businesses, residents, and partners to deliver economic growth and a long-term vision over the next ten years.

Our Plan for Growth is ambitious in how our capabilities that drive national resilience will grow over the next decade, creating good jobs and bringing investment into our region. **Greater Lincolnshire's growth is a national asset, and investing in it strengthens the resilience of the United Kingdom.**

FOREWORD FROM THE MAYOR



Welcome to the future of greater Lincolnshire. Greater Lincolnshire is an extraordinary place. We feed Britain. We power Britain. We protect Britain. And now it is time for us to think even bigger.

I have always believed that if your dreams don't frighten you a little, perhaps you're not dreaming big enough. My late father used to say, "Dream big and dare to fail". That is the spirit I want us to bring to Greater Lincolnshire.

For generations, our region has played a vital role in Britain's story. Our farmers and food businesses feed the nation. Our energy industries help power it. Our RAF bases, veterans, defence businesses and innovators help protect it. Our ports connect Britain to the world. But I don't simply want to celebrate what we have already achieved. I want us to build what comes next. I want Greater Lincolnshire to become a global leader in the industries shaping the future: agri-tech, defence, advanced manufacturing, energy, artificial intelligence, robotics, autonomous transport and technologies we haven't even imagined yet. Because while we are proudly rural, our ambitions are global.

For decades, our enormous contribution has not been matched by the infrastructure, investment and opportunities our communities deserve. Too many talented young people feel they must leave to build their careers. Too many ambitious businesses are held back by poor connectivity, grid constraints, water capacity, transport and a lack of suitable space to grow. I want to change that.

Devolution gives Greater Lincolnshire an extraordinary opportunity: greater powers, greater resources and a stronger voice to champion our region at home and around the world. This Plan for Growth is about exactly that. Or, as I prefer to call it: super galactic growth! Not growth for statistics on a spreadsheet, but growth people can see and feel: better paid jobs, opportunities for our young people, thriving businesses and investment in our towns, villages and communities.

My ambition is for Greater Lincolnshire to become the UK's Resilience Region, strengthening the food security, energy security, infrastructure and defence capability upon which the country depends, while creating prosperity here at home.

That means tackling the barriers holding businesses back: improving roads and transport, digital connectivity, energy and water capacity, homes and employment sites, and equipping our people with the skills needed for the industries of tomorrow. It also means looking beyond our borders: building international partnerships, opening new markets and bringing global investment into Greater Lincolnshire.

My message to investors and innovators is simple: come and see what we are building. Come and work with us. Come and invest in Greater Lincolnshire.

Government, councils, businesses, universities, colleges and communities all have a part to play. By working together, we can harness the extraordinary talent, determination and ingenuity already found across our region.

For two thousand years, Greater Lincolnshire has helped shape Britain's history. Now we are going to help shape its future. It is time to be bold. It is time to dream big. And it is time to show the country and the world what Greater Lincolnshire can do.

We feed Britain. We power Britain. We protect Britain. The future is Greater Lincolnshire.

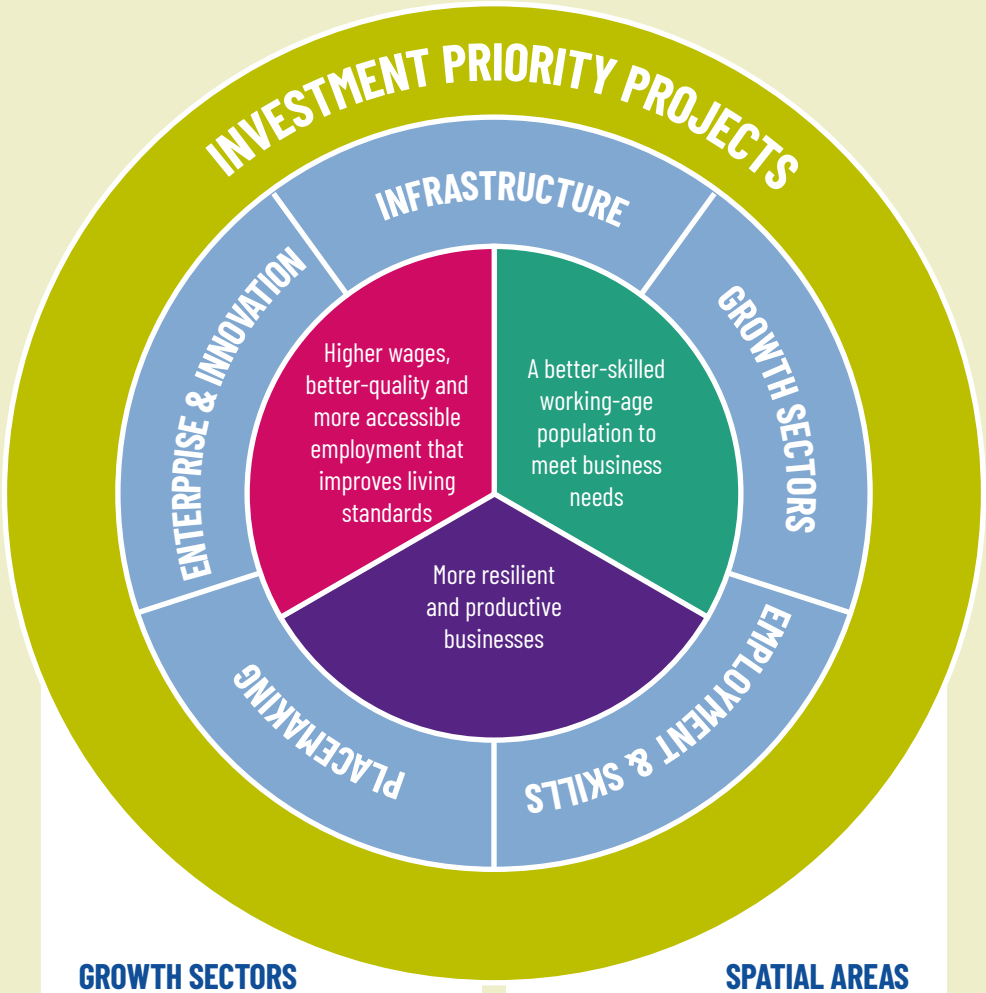
Dame Andrea Jenkyns DBE
Mayor of Greater Lincolnshire

Greater Lincolnshire Combined County Authority **and the Plan for Growth**

GLCCA was established in February 2025, bringing together Lincolnshire County Council, the seven district councils, North East Lincolnshire Council and North Lincolnshire Council, with our first mayor, Dame Andrea Jenkyns, elected that May. We have secured over £1 billion in long-term investment, targeted capital and brownfield funding to unlock complex sites, and new powers across transport, skills, housing and economic development, alongside greater control over funding and policy levers.

As a result, GLCCA moves the region from fragmented delivery to coordinated, large-scale impact with greater local control. As a strategic lead, we aim to achieve better outcomes by doing things differently: connecting services, leveraging local assets, and acting as a champion for the region. This Plan for Growth, alongside the GLCCA Corporate Plan provides a clear framework and long-term vision for the next ten years, aligning sectors, places, and investment, driving GLCCA activity and strengthening the case to government and funding partners for targeted support.

3 CONSTRUCTING GREATER LINCOLNSHIRE'S PLAN FOR GROWTH



GROWTH SECTORS

- **Agri-Food & Agri-Tech**
- **Defence**
- **Advanced Manufacturing**
- **Energy**
- **Ports & Logistics**

SPATIAL AREAS

- **Coastal Corridor**
- **Rural Heartland**
- **Growing Lincoln**
- **South Lincolnshire**
- **Humber-Trent Arc**
- **Western Spine**

3 headline outcomes, that all elements of the Local Growth Plan are working towards

5 cross cutting priorities that sit as overarching, including identifying growth sectors

Place-based opportunities within Greater Lincolnshire that have distinctive strengths and challenges and require specific interventions

3.1. OUR APPROACH **TO GROWTH**

This Plan for Growth provides a ten-year framework for delivering inclusive economic growth through three interconnected outcomes, informed through extensive analysis and engagement with businesses, local authorities, education providers, and delivery partners.

Higher wages and better-quality jobs to raise living standards	A better-skilled working-age population to meet business needs	More resilient and productive businesses

The outcomes are mutually reinforcing. More productive businesses create demand for skilled workers, a stronger workforce supports business growth and investment, and together they generate the high-quality employment needed to improve living standards across Greater Lincolnshire.

We will measure progress against the outcomes using the success measures below. Over the ten-year life of the plan, we want to see sustained improvement against the baseline position in the year of publication. We will work with government, the private sector, investors and regional partners to deliver against these measures, and will target GLCCA's efforts accordingly.

Outcome	Measure	Baseline	UK Baseline
Higher wages and better-quality jobs to raise living standards	Median weekly wages [1]	£532 per week	£682 per week
A better-skilled working-age population to meet business needs	Increased proportion of working-age residents qualified to RQF Level 2+, Level 3+ and Level 4+ [2]	RQF2+: 83% RQF3+: 58% RQF4+: 34%	RQF2+: 87% RQF3+: 69% RQF4+: 48%
More resilient and productive businesses	GVA per hour worked [3]	£38 GVA per hour worked	£44 GVA per hour worked

To achieve these outcomes, Greater Lincolnshire's unique size, variation, and economic geography necessitates an approach to growth that works across sectors, places and region-wide interventions simultaneously. Our polycentric mix of urban, rural and coastal communities means the opportunity looks different in each part of the region, and our approach is built to capture all of it. The plan is therefore built around complementary lenses.

The first recognises that growth is experienced differently across places. We adopt a spatial approach in this Plan for Growth, reflecting the distinct roles and opportunities across a typology of places, which we bring to life here through Growing Lincoln, South Lincolnshire, Humber-Trent Arc, Coastal Corridor, Rural Heartland, and the Western Spine. Delivery, investment and interventions will be tailored to local circumstances where needed, while contributing to shared regional outcomes.

Secondly, there are cross-cutting priorities for thematic areas where it makes sense to focus region-wide on infrastructure, employment and skills, business investment, and placemaking. Together these are designed to boost the enabling conditions required to unlock growth, remove barriers to investment and maximise the impact of the region's growth sectors and places.

Finally, we focus on Greater Lincolnshire's vital growth driving sectors: agri-food, defence, advanced manufacturing, energy, and ports and logistics. These sectors have been identified through an extensive analysis of our region's areas of comparative advantage. Together they represent our greatest opportunities to drive productivity, attract investment and strengthen the area's contribution to the national economy. Alongside this, this Plan for Growth will support the vital foundational sectors of health & care, construction, and the visitor economy to create good quality career pathways across the region as they provide the everyday goods and services Greater Lincolnshire needs to thrive.

Together, the plan's sectors, places, and cross-cutting priorities provide the foundations for Greater Lincolnshire to become the UK's Resilience Region. Our growth sectors contain capabilities of national importance, our places host the businesses, workers and assets that sustain them, and our cross-cutting priorities address the constraints that could prevent them from growing. The plan links national need, Greater Lincolnshire's distinctive capabilities, and the investment required to strengthen both regional prosperity and the resilience of the United Kingdom.

Delivery will depend on local government working together across Greater Lincolnshire. Each organisation brings its own powers, expertise, and knowledge of its places, and the lead role will vary according to the issue and the scale at which action is most effective. GLCCA will provide strategic leadership across the region, working with local authorities and other partners to turn the priorities in this plan into delivery.

1 ONS, Annual Survey of Hours and Earnings, Table 7 (2026)
2 ONS, Annual Population Survey, Nomis (2026). Level 2 is equivalent to GCSEs at grades 9 to 4 or an intermediate apprenticeship; Level 3 to A-levels, T-levels or an advanced apprenticeship; and Level 4 and above to higher technical qualifications and degrees, including Higher National Certificates and Diplomas, foundation degrees, higher and degree apprenticeships, bachelor's degrees and postgraduate qualifications.
3 ONS, Subregional Productivity, Table A4: Current Price (unsmoothed) GVA (B) per hour worked (2026)

4 GREATER **LINCOLNSHIRE'S PLACES**

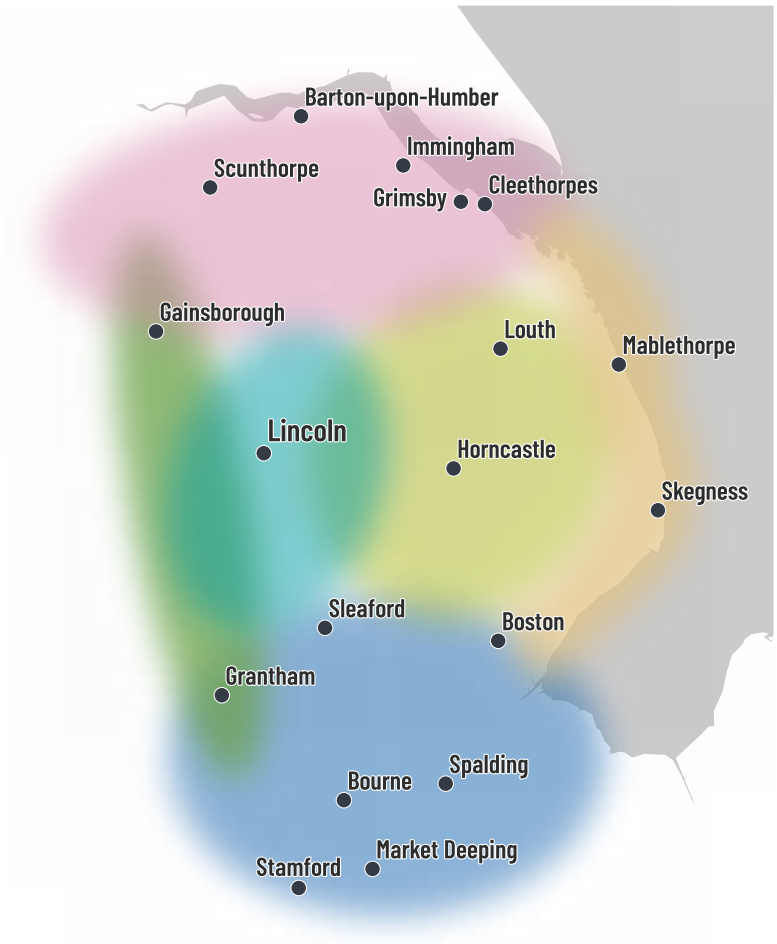
SPATIAL GROWTH AREAS

- Coastal Corridor
- Rural Heartland
- Growing Lincoln
- South Lincolnshire
- Humber-Trent Arc
- Western Spine

This Plan for Growth does not take a singular approach to growth across Greater Lincolnshire. Greater Lincolnshire will succeed when all parts of the region are seeing increased prosperity and positive progress across the three outcomes.

We have identified six spatial areas, each with a distinct growth opportunity and its own route to realising it. Local partners will be vital to unlocking growth in these places, bringing an understanding of the fabric of their communities and local conditions that strengthens how this plan is delivered on the ground.

The areas are not intended as hard boundaries. Many places will recognise themselves in more than one area, some share challenges, and growth sectors are not constrained to single areas. They reflect the variety of our region and, where possible, align with the spatial geographies used in other regional and local strategies.





COASTAL CORRIDOR

The Coastal Corridor runs from Saltfleet, through Skegness, and to the Wash – it is centred around a chain of historic seaside resorts that help attract over 2.7 million visitors a year to the area. These resorts are situated within low-lying farmland and natural assets, including dunes, mudflats, and marshes. The area faces long journey times to employment, seasonal employment dependency linked to tourism, with part-time jobs accounting for 41% of employment, and pockets of persistent deprivation. This is compounded by flood risk. Nationally significant levels of infrastructure investment required in coastal defences will be required to unlock future growth and protect its population of c60,000 people with the businesses, farmland and supply chains behind them.

RURAL HEARTLAND

The Rural Heartland forms the core of our region, with its primary strengths in agriculture and the visitor economy. Along with South Lincolnshire, it is home to much of the region's most productive farmland, and its character is defined by the Lincolnshire Wolds, which draws over 3.5 million visitors annually, and a network of market towns. The area also hosts the defence assets in RAF Digby and RAF Coningsby. Linked to this, Rural Heartland has a developed small and medium sized enterprise (SME) manufacturing base, including specialist aircraft manufacturing and maintenance activity. Rurality brings its own challenges, with access to the Wolds and between market towns by public transport limited, and parts of the area undergoing rapid population ageing with relatively high social isolation and deprivation.

GROWING LINCOLN

Growing Lincoln contains the region's city and is an urban hub for the innovation economy, anchored by the University of Lincoln and the Lincoln Science and Innovation Park, with the area hosting leading capabilities in agri-tech, manufacturing, and Research &Development (R&D). It is also home to major RAF bases and defence innovation assets including DecisionWorks, alongside world-class visitor attractions such as the cathedral, castle and the International Bomber Command Centre. Delivery of physical space is a major constraint, limiting the ability of businesses to scale and making it harder to retain the city's young, skilled graduate population. Lincoln also contains areas of acute deprivation and ensuring local residents can access the opportunities of the innovation economy remains a central challenge.

SOUTH LINCOLNSHIRE

South Lincolnshire is a major agricultural centre and a vital part of the UK's food distribution network. The Port of Boston and major cold storage sites link supply chains across the Fens and East Anglia, while the South Lincolnshire Food Enterprise Zone is an important locus for innovation in food tech and manufacturing. Market towns across the area offer a high quality of life, attracting visitors and serving as key commuting hubs. Infrastructure is a major challenge, particularly at pinch points in complex supply chains such as the Cross Keys swing bridge. The proposed reservoir will help address water scarcity; housing affordability is a challenge around Stamford, while viability pressures affect Boston and South Holland.

HUMBER-TRENT ARC

The Humber-Trent Arc combines nationally significant port, energy and manufacturing assets, good road and rail links to Yorkshire, and the region's airport – Humberside Airport. It boasts the UK's busiest port complex centred around the ports of Immingham and Grimsby. Grimsby's Food Enterprise Zone and world-leading energy Operations & Maintenance hub, alongside British Steel, major refineries and chemicals businesses set within large investable sites including opportunities for a new AI Growth Zone. Cross-border linkages are vital to this place, both into the North bank of the Humber, organised through the recent Humber Economic Strategy, and into the Trent Supercluster. This strength sits alongside significant disadvantage, with over a quarter of North East Lincolnshire's neighbourhoods ranking among England's most deprived 10%, for example, as well as facing growth constraints from a water deficit and limited grid capacity.

WESTERN SPINE

Centred on the A1 corridor, the Western Spine links Grantham and Gainsborough, with strong ties into Growing Lincoln and its assets. The area hosts important defence assets in RAF Cranwell and RAF Digby, and neighbours the STEP Fusion project at West Burton. The A1 and A46 anchor freight and cross-border links into Nottinghamshire, while Grantham's East Coast Main Line connection ties it into London and the wider North. Significant housing growth is planned in both towns, though further momentum is needed to ensure they develop as employment-led hubs. Both contain pockets of significant deprivation, and improving town centre quality remains a priority alongside growth, with utilities constraints posing a further risk to development as elsewhere in our region.

Greater Lincolnshire and its places don't operate in isolation, working outside of the geographical boundaries in order to drive growth and extract value from assets with key complementarities...

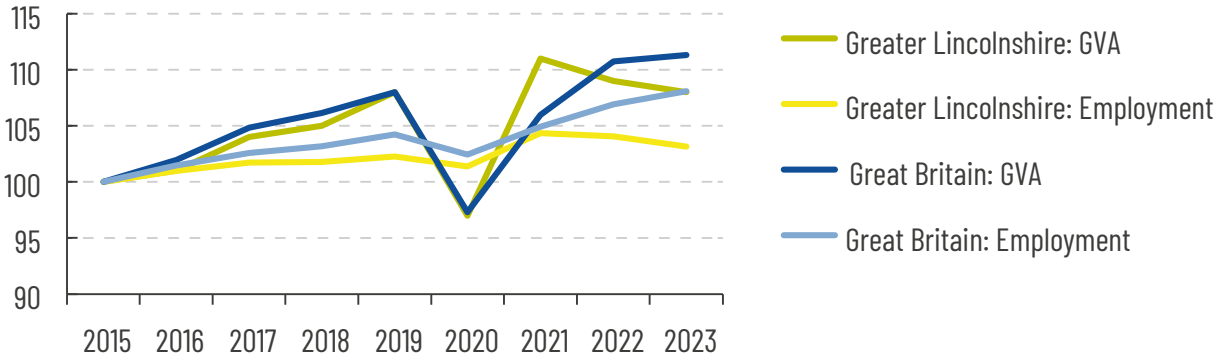
Spotlight: The Humber Growth Board

The Humber Growth Board, established as a Joint Mayoral Committee bringing together the Greater Lincolnshire Combined County Authority and Hull and East Yorkshire Combined Authority, represents a significant step towards coordinated cross-estuary working. Chaired by Mayor Luke Campbell in its inaugural year, the Board brings together the two Mayors representing the north and south banks of the Humber, along with representatives from all four constituent local authorities, to coordinate cross-Humber collaboration, particularly on economic development.

5 THE GREATER LINCOLNSHIRE ECONOMIC STORY

Greater Lincolnshire is a £27 billion economy, employing over 450,000 people.[4][5] It is a broad and varied economy, spanning large industrial businesses, major defence installations, and highly productive agri-food production, among much else. Our region hosts two respected universities, a strong SME base, and a visitor economy drawing on our many attractions which both provides important jobs as well as driving place brand. The scale of the prize lies in the gap between this base and what it could produce. **The size of the economy and employment in our region have been broadly flat since 2019,** with the latest data showing Gross Value Added (GVA) growth of 0.4% between 2019 and 2023, compared to 2.6% for the UK as a whole.

Figure1: Total employment and Gross Value Added in Greater Lincolnshire and Great Britain, where 2015 = 100[6]



Greater Lincolnshire's labour market is comparatively small and dispersed across a predominantly rural geography, reflecting a population density of 155 people per km^2, against a national average of 434. Our region tends to attract people in their mid-careers and older while losing young adults, with Lincoln the clear outlier to this pattern. The employment rate, at 71%, is among the lowest in the country, falling 9 percentage points short of the national 80% target, and behind comparator areas. This reflects higher economic inactivity, which averaged 24% between 2021 and 2025 against 21% across the UK, driven in part by rising long-term sickness.[7] Our area's employment make-up is also changing, with the fall in manufacturing's share of employment the most prominent shift, from 25% in Greater Lincolnshire in 1991 to 14% today.

Looking ahead, this plan's evidence base and sector analysis has identified five sectors with the potential to drive growth across the region: agri-food, defence, advanced manufacturing, energy, and ports and logistics. These sectors have already shown their strength nationally and have been positive contributors to the region's employment growth since the pandemic. These sectors are explored in further detail in the sectors-focussed section of this plan.

Building on this requires growing the volume of activity in these sectors and addressing the innovation investment environment, helping the businesses within them to tap into existing government support and innovate, move into higher-value activities, and develop new business lines. Through this, Greater Lincolnshire can draw on its many strengths, established businesses, and experience already embedded in our region, offering a route to growth. Major projects are already underway that are beginning to realise these opportunities, ranging from the multi-billion-pound investment in steel production at Scunthorpe, to investment in energy across the Humber, to the UK Food Valley cluster building on our region's agri-food strengths.

As well as these growth sectors, it is important to consider the foundational sectors that account for just over half of employment in Greater Lincolnshire, with higher concentrations of jobs and opportunity in places across our region. Foundational sectors are those that provide the essential goods and services people rely on day to day, including health and social care, education, retail and construction. Voluntary, community, faith and social enterprise organisations also make an important contribution to this foundational economy, providing services, employment and community infrastructure that support people to participate in work and help places thrive. These employers are also often the first rung on the ladder, offering accessible entry-level, part-time and flexible roles, where young people, returners and those furthest from the labour market can build skills, confidence and experience. Together, these foundational sectors anchor daily life, sustain places and communities, and support wider economic activity.

Realising Greater Lincolnshire's growth potential matters because of what it means for people and places. The aim is good work, with jobs that are well paid and secure within reach of where residents live and offering routes to progress their careers. The growth sectors described above and overleaf provide many opportunities to achieve this. That said, translating growth into better jobs, higher wages and improved living standards requires addressing our region's binding constraints on growth. These are the facts that most severely limit private investment and our ability to retain and attract businesses and addressing them would generate the largest gains for the economy. They are described below.

4 Unless otherwise stated, the statistics in this Plan are drawn from the GLCCA sector deep dive and evidence base, which were compiled in 2025.
5 ONS (2026)
6 ONS (2026)
7 BRES (2026)

HIGHLIGHTING GROWTH SECTORS

We have prioritised five sectors where Greater Lincolnshire combines existing scale, previous growth and future growth potential and **nationally important assets.**

Agri-food and Agri-tech

Feeding the nation

£5.3 billion Agri-food GVA and 70,000+ jobs across an end-to-end food system	15% of England's agricultural output from 8% of its farmed area	145 Agri-tech firms, 4 times the national average, supported by LIAT, NCFM and 3 Food Enterprise Zones .

Defence

Protecting the nation

£1.2 billion annual turnover, growing at around 9% a year 2019-24.	9,500+ RAF personnel and UK's ISTAR headquarters	A MOD-endorsed cluster of 204 businesses and around 5,000 jobs

Advanced Manufacturing

A platform for higher-value industrial growth

£5 billion Manufacturing GVA accounting for 19% of Greater Lincolnshire's economy, 2 times the national share.	Freeport incentives, Able Marine Energy Park, The Helm, HETA and the University of Lincoln's engineering capability.	Manufacturing 1.5 times national specialisation anchored by steel, chemicals, fuels, machinery, materials and food manufacturing

Energy

Powering the nation

8,100 jobs, with the sector contributing 2% of the economy, compared with 1% nationally.	Energy output grew by >5% a year between 2018-23	£15 billion of Humber investment, alongside STEP, offshore wind and hydrogen

Ports & Logistics

Connecting national supply chains

37,000 jobs, accounting for 8% of employment, compared with 6% nationally.	Grimsby and Immingham handle 12% of UK cargo, while 25% of UK rail freight passes through the wider port network.	A ports ecosystem 6 times more concentrated than nationally, capable of reaching 75% of the UK population within four hours



UNDERSTANDING THE BINDING CONSTRAINTS ON GROWTH

INFRASTRUCTURE

Electricity capacity is already restricting the ability to connect new development, industrial activity and low-carbon infrastructure. In 2023, one-seventh of Greater Lincolnshire's primary substations were at capacity. By 2032, this is forecast to increase to at least two-thirds. In South Holland and Boston, more than **one-third of primary substations were already at capacity in 2023**, forecast to increase to at least three-quarters by 2032. Electrifying all HGVs would require capacity equivalent to **1.3 times the remaining demand headroom** on the existing electricity network.

Water presents a parallel constraint. Greater Lincolnshire is exceptionally dry, but its principal industries, housing ambitions and natural assets are highly water-dependent. Industrial demand in North Lincolnshire is forecast to require an additional **37,000 cubic metres of water per day over the next ten years**, on top of the 47,000 cubic metres currently supplied. In terms of flooding, coastal and river flood risk affects **38% of Greater Lincolnshire's land area**.

Transport accessibility is also highly uneven. Journey times to larger employment sites in parts of East Lindsey are **more than three times the England average** by public transport or car and travel times in North Lincolnshire are at least 20% longer than national average for mid-sized employment sites. Bus passenger journeys in Lincolnshire fell by **29% between 2010/11 and 2022/23** and **30% of businesses** identify poor transport infrastructure as a barrier to growth, with 12% identifying it as their single most important constraint.

EMPLOYMENT AND SKILLS

Greater Lincolnshire's ageing population and high economic inactivity rate are reducing the labour available to businesses. The working-age population comprises approximately **657,100 people**, equivalent to 60% of the total population. Approximately **56,000 residents are economically inactive because of long-term sickness**, representing 9% of the working-age population. A further 28,800 people are inactive because they are looking after their family or home, while 24,700 are economically inactive students.

Greater Lincolnshire **attracts mid-to-late-career residents but consistently loses 20-to-24-year-olds**. The available workforce does not consistently have the qualifications or occupational skills required by employers. **49% of working-age adults** are qualified to Level 2 or below, **7% have no formal qualifications and** basic skills gaps affect approximately **35% of the population**, including literacy and numeracy barriers that restrict employment and progression. **39% of vacancies are hard to fill**, reflecting persistent skills shortages and gaps in higher-level qualifications.

ENTERPRISE AND INNOVATION

The region has innovative businesses and significant research and commercial assets, but too few firms are investing in R&D, commercialising new ideas or progressing to scale-up. This limits productivity growth and the value retained locally from new technologies and major investments. Greater Lincolnshire has nearly **49,000 businesses**, but the business base contracted by **2% between 2023 and 2024** with business growth averaging approximately **1% a year between 2010 and 2024**, below regional and national rates.

Business R&D expenditure per resident is among the lowest nationally, and the **proportion of firms undertaking internal R&D has declined.** Greater Lincolnshire has a broadly comparable proportion of innovation-active businesses, but fewer businesses invest in R&D and fewer reach scale-up stage and **knowledge-intensive services account for 10% of employment**, less than half the national share. This limits the local supply of professional, scientific, technical and digital capabilities that can support innovation across the wider economy. Rural areas perform less strongly on innovation and postgraduate-skills indicators, indicating that access to innovation capability is uneven across the region.

PLACEMAKING

Housing delivery averaged **4,479 homes a year between 2021/22 and 2023/24, 20% below target**. Fewer than **5,000** additional affordable homes were added between 2001 and 2021 and housing affordability ratios range from **4.4 in North East Lincolnshire to 8.5 in South Kesteven**. Demographic and housing pressures are also changing the types and locations of homes required with **24% of Greater Lincolnshire's population aged 65 or over** and this share is projected to increase to **41% by 2043**, placing greater emphasis on appropriate and accessible housing. In North East Lincolnshire and North Lincolnshire, more than half of the housing stock has three bedrooms, while the **limited availability of smaller homes restricts options for single people, couples and first-time buyers**.

Commercial and housing delivery is constrained by viability gaps, with the cost of development often exceeding achievable values. Only **2% of Greater Lincolnshire's office space is Grade A**, compared with **28% nationally**. Engagement also identifies shortages of laboratory and flexible grow-on space, particularly in Lincoln, which constrain business expansion and inward investment.

Greater Lincolnshire welcomed **13.1 million domestic day visits in 2025**, while its visitor economy generates **£216 million in annual visitor spending in Lincoln alone**. Yet **12% of neighbourhoods** are among **England's most deprived 10%,** and seasonal employment and weak town-centre vitality limit the value retained locally.

From our work on the evidence and engagement with business and government, the constraints can be summarised as below:

INFRASTRUCTURE	• **Access to both energy and water is stretched with a constrained grid and growing water scarcity limiting expansion.** Investments are underway but these are long-term projects and certain areas face growing flood risk. • **Commercial and housing delivery is constrained by viability gaps,** with the cost of development often exceeding achievable values. This limits speculative development and the availability of grow-on employment space, restricting business expansion and housing delivery where it is needed. • **Logistics chokepoints and a limited road and rail network pose challenges** for businesses dependent on time-critical supply chains and put food resilience at risk. • **For residents, journey times to jobs exceed the national average,** with limited public transport provision falling hardest on those, such as shift workers or young people, least likely to have access to a car.
SKILLS	• **Qualification levels are below regional and national averages,** while economic inactivity has increased, driven primarily by long-term sickness with health acting as a key constraint on labour market participation. Addressing health-related barriers will be critical to expanding the available workforce and supporting sustainable employment. • **Greater Lincolnshire attracts an inflow of mid-to-late career workers but loses young adults** who see fewer high-value knowledge economy jobs and limited visibility of desirable career pathways in the region's major sectors.
ENTERPRISE & INNOVATION	• **Low business investment in innovation** and uneven technology adoption constrain productivity and competitiveness. **Too few firms undertake R&D,** adopt new processes or bring ideas into commercial use. • **Businesses do not always have access to the finance, support and networks** needed to scale. This makes it harder for local firms to benefit from major projects, new markets and inward investment.
PLACEMAKING	• **Investment in town centres and local amenities is the lever for talent attraction, inward investment and business confidence.** Coastal and rural areas have the most to gain, where seasonal employment volatility, concentrated deprivation and perceptions of key sectors currently hold back what these places can attract.





6 DELIVERING GROWTH FOR **GREATER LINCOLNSHIRE**

Turning Greater Lincolnshire's economic strengths into prosperity requires an approach that strengthens the conditions for economic growth and targets investment and action where the opportunity is greatest. These conditions also underpin the resilience of nationally important food, defence, energy, industrial and logistics capabilities located within the region. We will focus on four cross-cutting pillars – infrastructure, employment and skills, enterprise & innovation, and placemaking – that affect and underpin economic activity across all of Greater Lincolnshire, from its city and market towns to its ports, coast and rural areas. Delivered by GLCCA and its partners, action on each pillar provides the foundation on which the growth sector priorities in Section 7 are built.

The priorities and actions that follow set the direction for delivery over the next ten years. Each section also signposts relevant ongoing work being taken forward through other strategies and organisations, with whom GLCCA will work in delivering this Plan for Growth. They provide an evidence-led framework from which GLCCA, local government, businesses, and other partners can develop more detailed activity at the appropriate scale. The next stage will use this framework to build a stronger pipeline of projects and investment propositions, supported by the emerging Investment Strategy.



GROWTH THEMES	OBJECTIVE
Infrastructure	**Transport.** Build an integrated transport system aligned to future growth, improving the reliability and efficiency of movement for people and goods across Greater Lincolnshire. **Water.** Prioritise water scarcity and flooding as binding constraints on growth and housing delivery, coordinating action, influencing investment and aligning partners to support Greater Lincolnshire's economic priorities. **Energy.** Address energy access constraints to unlock growth, by coordinating partners and improving the prioritisation of power and capacity availability where investment, housing delivery and employment growth are planned. **Digital and Data.** Become a smart rural area, with consistent and high-quality digital connectivity across Greater Lincolnshire, and data that improves services and everyday activity for residents and businesses.
Employment & Skills	Provide Greater Lincolnshire residents with learning opportunities that improve their personal, and local economic prosperity, while tackling health, access and participation barriers.
Enterprise & Innovation	Create the conditions for businesses to start, grow, innovate and become global leads, with the support needed to raise productivity and compete.
Place making	**Places to Live & Work.** Deliver the right homes and employment space, in the right areas, supported by high-quality places that attract people, jobs and investment. Thriving places & Destination Making. Strengthen the quality, identity and performance of Greater Lincolnshire's city, towns and destinations, improving the attractiveness to people, supporting investment, talent attraction and visitor economy growth.

PILLAR 1: **INFRASTRUCTURE**

TRANSPORT

Through this Growth Plan, we commit to:

Build an integrated transport system aligned to future growth, improving the reliability and efficiency of movement for people and goods across Greater Lincolnshire

Transport is one of the most significant enablers of growth across Greater Lincolnshire's dispersed and predominantly rural economy. The evidence suggests that Greater Lincolnshire's challenge is often not absolute distance but accessibility. It is not simply about moving people between places, but about connecting residents to employment, skills and services whilst enabling businesses to move goods efficiently and reliably. Public transport journey times to employment centres are significantly above national averages in many parts of the area, particularly within rural and coastal communities, creating barriers to labour market participation, skills access and workforce mobility. Freight and movement of goods along strategic corridors is vital to nationally significant sectors including food production, logistics, ports and manufacturing, for example Spalding is the largest food logistics hub in the UK. Reliability and resilience of the wider road network are increasingly important considerations for future growth. In the north, the motorways and A roads, together with the rail freight network, form a nationally important industrial, employment and port corridor, connecting Scunthorpe and the South Humber Bank to the Humber ports, Humberside Airport, and the wider national road and rail system.

The Plan for Growth as a coordinating framework for economic development

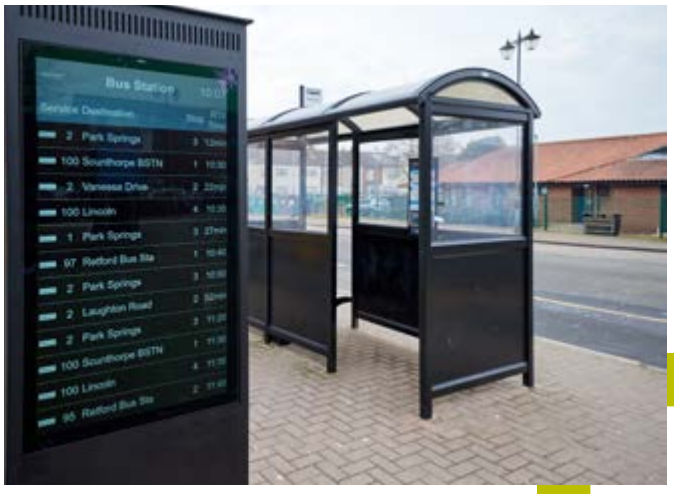
At GLCCA level, the establishment of **Transport for Greater Lincolnshire (TfGL)** marks a step change in how transport is planned and delivered across the area and the Combined Authority is currently developing its first **Local Transport Plan (LTP),** backed by a **£131m annual transport budget.**

TFGL	LOCAL TRANSPORT PLAN
Benefitting from the convening powers of the Mayor of Greater Lincolnshire, TfGL is an advisory group of the GLCCA Transport Board; it seeks to provide leadership on transport related-matters across Greater Lincolnshire to enable and accelerate growth, in support of Combined County Authority and Mayoral functions.	Will provide a single statutory strategy for improving transport connectivity and guiding investment across Lincolnshire, North Lincolnshire and North East Lincolnshire.

3 times
Longer journey times to major employment sites in East Lindsey vs England average

£131m
Annual transport budget supporting the delivery of GLCCA's first Transport Plan

A15/16/17
Have limited road capacity constraining logistics growth



FROM CHALLENGE TO ACTION

WHAT NEEDS TO CHANGE	OUR 10-YEAR AMBITIONS	HOW WE GET THERE...
Too many residents face barriers accessing jobs, training and essential services because transport connectivity does not always reflect the realities of a large rural and coastal geography.	✓ Enable stronger connectivity along **growth-critical corridors** ✓ Improve access to **jobs, skills and services** ✓ Enhance **freight performance and resilience**	• Work with partners in developing a **Strategic Local Transport Plan** that focuses on both improving transport infrastructure and better integrating different modes to serve the dispersed rural geography. • Define a **Key Route Network** (road) and rail strategy that reflects where growth is expected, using sectors and labour markets to inform priorities within the emerging strategic Local Transport Plan. • Support a **hub-and-node integrated transport network** that connects people to jobs, skills and services especially in rural/coastal areas, with easy-to-use systems and fares • Position Greater Lincolnshire's **freight network** (road and rail) as **nationally critical economic infrastructure,** working with DfT and National Highways and freight operators to prioritise reliability improvements on nationally significant logistics corridors (e.g. A1, A17/A16, Newark Bypass, Humber port routes, Sutton Bridge, A15 corridor aligned to EDGE proposition)
The efficient movement of goods is critical to Greater Lincolnshire's economy, but network constraints and reliability issues can limit business growth, productivity and investment.		



WATER

Through this Growth Plan, we commit to:

Prioritise water scarcity and flooding as binding constraints on business growth and housing delivery, with GLCCA coordinating action, influencing investment and aligning partners to support the region's economic priorities

Water should not be viewed solely as an environmental or utility issue, but as a critical economic asset to build resilience. Water security underpins our most important sectors and growth opportunities; flooding threatens the future of residents' homes and businesses. Our region hosts some of the UK's most productive agricultural land and a growing pipeline of major development opportunities, yet also faces significant constraints linked to water availability and flood risk. 38% of Greater Lincolnshire sits within a medium or high flood risk area, while the Environment Agency forecasts significant water deficits in the South Humber Bank and Lincolnshire Central zones, indicating limited supply capacity relative to demand. Future growth will require a more integrated approach that considers water supply, wastewater, flood management and environmental enhancement as part of a single economic development system.

The Plan for Growth as a coordinating framework for economic development

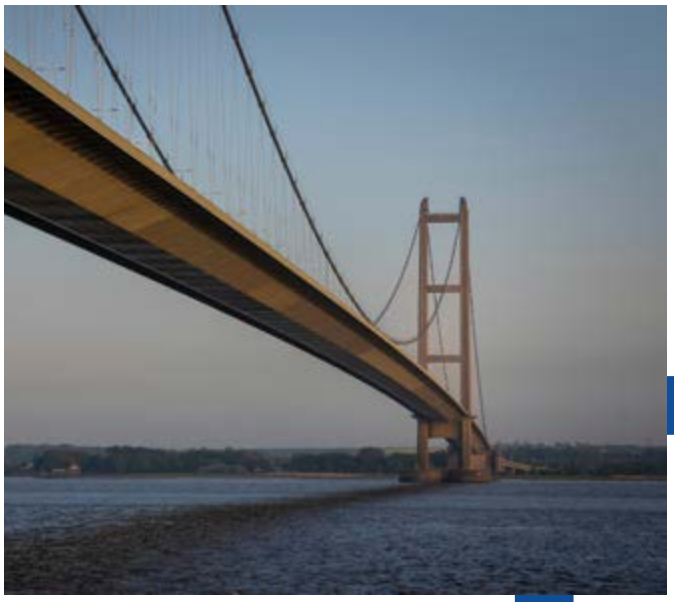
GLCCA is already responding through a whole-systems approach, coordinated through the **Mayoral Enhanced Water Partnership.** As well as this, major projects in development include the proposed Lincolnshire Reservoir, a desalination plant at Mablethorpe, a strategic interconnecting pipeline network and the Pyewipe water reuse scheme in Grimsby. **For flooding,** the region is developing the Humber 2100+, Lincolnshire Coast 2100+ and Fens 2100+ long-term resilience strategies, as well as host to a large number of Internal Drainage Boards, which manage water levels and land drainage across the region's low-lying areas.

ENHANCED WATER PARTNERSHIP	2100+ PARTNERSHIPS
The Mayoral-led partnership through which GLCCA and delivery partners coordinate a whole-systems response to water scarcity and flood risk, aligning investment and policy influence across Greater Lincolnshire's water needs.	Three long-term partnerships developing 100-year strategies to manage flood risk across the Humber estuary, the Lincolnshire coast and the Fens, with Greater Lincolnshire a key stakeholder in all three.

One third
Less rainfall in Greater Lincolnshire than British average and is one of the driest parts of the UK

38%
Of Greater Lincolnshire is in Flood Zone 2 (medium) or 3 (high)

37,000 m^3
Of water per day forecast to be required by North Lincolnshire alone over next decade



FROM CHALLENGE TO ACTION

WHAT NEEDS TO CHANGE	OUR 10-YEAR AMBITIONS	HOW WE GET THERE...
Flood risk, coastal change and adaptation are no longer background considerations; they are fast becoming defining constraints on where growth can happen, where investment is viable, and whether communities and economic assets along the Lincolnshire coast remain resilient over the long term. Water management is fragmented, making it harder to align investment, infrastructure and environmental priorities with Greater Lincolnshire's growth ambitions. Growing demand for water is colliding with declining availability, with future growth increasingly constrained, limiting the expansion of existing businesses and the delivery of new housing and infrastructure.	**GLCCA's role is to convene** partners, **coordinate** activity and **influence** national investment and planning decisions to ensure water infrastructure supports Greater Lincolnshire's growth ambitions. ✓ Improve **management and use of water resources** to support local growth ✓ Protect **communities, assets and nationally significant supply chains** ✓ **Deliver long-term resilience in the Coastal Corridor** across growth-critical areas through both strategy and delivery planning	• **Make the strategic case** for sustained, long-term investment in **water, flood and coastal resilience,** positioning the 2100 programmes as nationally significant; essential to safeguarding business growth, food security and housing delivery, and to protecting critical infrastructure and communities against escalating climate risk. • **Work with partners to align water infrastructure planning** with the needs of Greater Lincolnshire's businesses, housing pipelines and future strategic employment sites • **Making the case for retaining and managing water better for local growth,** articulating the economic consequences where local demand is unmet while resources are transferred out of the area. • Having the **Enhanced Water Partnership** act as the central mechanism to **coordinate action with DEFRA, regulators, Internal Drainage Boards, and other partners** on the water need Greater Lincolnshire has for growth, including escalation of constraints, influencing national decision-making and investment planning • **Embed adaptation and resilience** within future infrastructure, housing, economic development and placemaking decisions



ENERGY

Through this Growth Plan, we commit to:

Address energy access constraints to unlock growth, coordinating partners and improving the prioritisation of power and capacity availability where investment, housing delivery and employment growth are planned

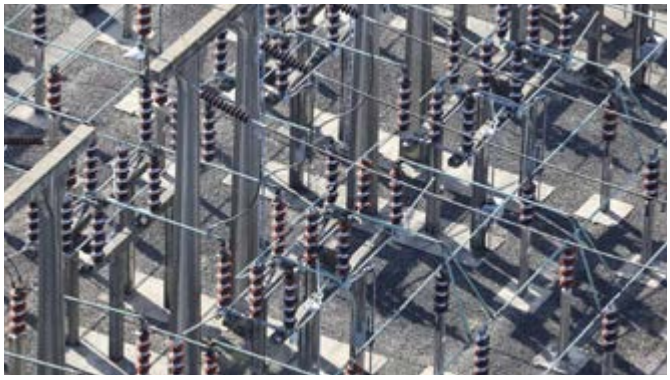
Greater Lincolnshire powers the country, generating around a quarter of the UK's energy output. The resilience of the Greater Lincolnshire energy system is vital for UK security. Investment across the Humber and wider geography is creating substantial growth opportunities, but local businesses and communities do not always benefit from ready access to power itself. Grid capacity, connection timescales and energy infrastructure availability are becoming increasingly significant constraints on housing delivery, employment growth and private sector investment, with wider engagement having highlighted the current importance of energy access in business location decisions. The challenge for Greater Lincolnshire is not simply how energy is generated, but how energy infrastructure is planned, prioritised and delivered in ways that support local growth. Ensuring power and capacity are available where investment, housing and employment growth are planned will be critical over the course of this plan. Doing so would help unlock housing and employment sites, give businesses the confidence to expand and electrify, and attract new investment, supporting local jobs and supply chains. Nationally, it will strengthen industrial output, energy security and delivery of housing and clean energy ambitions.

The Plan for Growth as a coordinating framework for economic development

Formal strategic energy plans are still emerging for Greater Lincolnshire, but in the north of our region the key initiative is the **Humber Energy Board**, the partnership coordinating cross-boundary energy and electrification activity across the whole estuary.

HUMBER ENERGY BOARD

The industry, public sector and academic partnership coordinating the Humber's energy and electrification strategy, recognised in the region's devolution deal as a collaborative partner and tasked with developing a joint strategy for the estuary.



25%
Of UK's energy output is generated in Greater Lincolnshire

14%
Of primary electricity substations are already at capacity, rising to at least two-thirds by 2032

8100
Employed in the energy sector, with Greater Lincolnshire hosting over 300 energy businesses

FROM CHALLENGE TO ACTION

WHAT NEEDS TO CHANGE	OUR 10-YEAR AMBITIONS	HOW WE GET THERE...

National energy infrastructure planning and prioritisation does not always reflect the locations where local housing, employment and investment growth are planned
 	
Investment opportunities are increasingly being constrained by access to energy, with grid capacity and connection times becoming barriers to growth
	GLCCA's role is to influence national energy investment, coordinate partners and align infrastructure planning with growth. Energy infrastructure is nationally planned and delivered, but local coordination and clear demand signalling are critical to ensuring that Greater Lincolnshire's needs are prioritised
	
	✓ Support **improved access to energy and grid capacity**
	
	✓ **Support the prioritisation of** connections and capacity along **growth-critical locations**
	
	✓ **Strengthen coordination** with the Department for Energy Security & Net Zero (DESNZ), Great British (GB) Energy and network operators to influence investment and accelerate delivery
	
	✓ Improve **confidence for investors** by supporting more consistent and timely delivery of energy infrastructure
	
	✓ Support businesses to adapt to energy constraints, including **exploring alternative and decentralised energy solutions**
		• Shift from 'hosting national assets' to **securing local access, accelerating connections and unblocking strategic sites**
		
		  • Build a clear, evidence-led case that **access to energy (not generation) is the core constraint.**
		
		• **Work with partners (including the Humber Energy Board) to align energy provision with housing pipelines and strategic employment sites.** This will require **structured engagement with DESNZ and GB Energy** to align national energy policy, investment levers and place-based delivery, positioning constraints as a national delivery issue
		
		  • **Being explicit about the delivery risk and what is at stake** (lost investment opportunities and business retention risks) where grid timelines extend beyond typical investor horizons.
		
		• Work with the **National Energy System Operator, National Grid and distribution network operators** to improve visibility and prioritisation of Greater Lincolnshire's growth needs, using established processes and evidence to ensure power and capacity are actually **delivered and accessible at the pace required for investment decisions**
		
		• **Supporting businesses to respond to energy constraints,** including the adoption of on-site generation, storage and other decentralised energy solutions where appropriate



DIGITAL & DATA

Through this Growth Plan, we commit to:

Become a smart rural area, with consistent and high-quality digital connectivity across Greater Lincolnshire, and data that improves services and everyday activity for residents and businesses

Whilst local overall digital coverage has improved significantly in recent years, persistent gaps remain across parts of Greater Lincolnshire's rural and coastal geography. In a predominantly rural area, digital connectivity plays a critical role in overcoming distance and access constraints enabling businesses, residents and services to operate effectively outside main towns. This directly impacts the area's key growth sectors. From agri-food and manufacturing through to logistics and defence, businesses are becoming more reliant on high-quality digital infrastructure, data-driven decision-making and the adoption of new technologies. Meanwhile the rapid growth of data-intensive industries, artificial intelligence and digital technologies is creating new infrastructure requirements and increasing demand for digital capability across the workforce. A North Lincolnshire AI Growth Zone could create significant demand for digital infrastructure, energy and specialist skills, while opening new opportunities for the region's industrial businesses to adopt and apply. Future success will therefore depend not only on improving connectivity where gaps remain, but also ensuring businesses are able to adopt, utilise and benefit from new technologies.

The Plan for Growth as a coordinating framework for economic development

Businesses across Greater Lincolnshire are already being supported to adopt digital technologies through programmes such as Made Smarter and wider business support activity (e.g., Business Lincolnshire Growth Hub). These foundations provide a platform for accelerating digital adoption across key growth sectors.

Business Support	Digital Innovation in Growth Sectors
Growth Hub and Made Smarter programmes are already helping businesses adopt digital technologies, improve productivity and build the capabilities needed for digital transformation	Digital, data and AI capabilities are increasingly being developed through Greater Lincolnshire's defence, agri-tech and advanced manufacturing ecosystems, supported by assets such as the University of Lincoln and Lincoln Science & Innovation Park

Strong
Coverage in Lincoln, Boston and North East Lincolnshire

Digital
Digital, data and AI seen as baseline skills for the future workforce

Inconsistent
Connectivity in rural districts such as East Lindsey and West Lindsey



FROM CHALLENGE TO ACTION

WHAT NEEDS TO CHANGE	OUR 10-YEAR AMBITIONS	HOW WE GET THERE...
Digital connectivity remains inconsistent across parts of Greater Lincolnshire, limiting business productivity and service delivery Businesses and communities need stronger digital and data capabilities to benefit from emerging technologies and future economic opportunities	✓ **Improve the consistency and reliability of digital connectivity** across all parts of Greater Lincolnshire ✓ **Develop a 'smart rural' model across Greater Lincolnshire,** where improved connectivity enables access to services, flexible employment, and more productive and resilient rural businesses	Support associated digital infrastructure and align this with employment and housing development, ensuring high-quality connectivity is embedded as a core requirement of delivery Target investment and interventions in areas of weakest and most inconsistent coverage, particularly in the Rural Heartland, Coastal Corridor, and South Lincolnshire where patchy connectivity limits business activity and service delivery • Work with telecoms providers, Ofcom and national government to address localised gaps in provision, improving consistency of coverage within districts rather than focusing only on headline metrics Use improved connectivity as a platform to support a 'smart rural' model enabling digital service delivery and more productive rural businesses Be explicit about the impact of patchy connectivity on business location, service delivery and rural productivity, strengthening the case for targeted intervention





WHAT THIS MEANS FOR OUR PLACES

The priorities set out above will be applied differently across Greater Lincolnshire, reflecting the opportunities, constraints and delivery conditions in each place.

HUMBER-TRENT ARC

Utilities capacity is a pressing constraint locally, with the concentration of large industrial businesses means that energy and water infrastructure pressures are felt particularly acutely and are actively restraining growth. For example, industrial water forecasts for North Lincolnshire indicate a requirement for an additional 37,000 cubic metres per day over the next 10 years, which would be on top of the 47,000 cubic metres currently supplied. On transport, the routes leading into and out of the ports are vitally important, with the reliability of the area's freight infrastructure critical to its economic function and requiring continued attention and improvement.

SOUTH LINCOLNSHIRE

Reliable distribution is essential for the cold storage businesses based in South Lincolnshire, as well as many others across the area's economy. Flood risk poses a particular threat, affecting both the production and movement of food, with a significant proportion of Grade 1 agricultural land in South Lincolnshire falling within risk areas. The 2100+ partnerships will be central to building the resilience the area needs. Utilities constraints present an equally serious challenge to future development. Three-quarters of primary electricity substations in South Holland and Boston are forecast to reach capacity by 2032, and water scarcity is an equivalent concern, together representing a material barrier to growth if not addressed.

COASTAL CORRIDOR & RURAL HEARTLAND

Long journey times to employment, services and skills provision are a defining challenge for the area, and Greater Lincolnshire's new transport powers create an important opportunity to respond. Developing policy to support a hub-and-node integrated transport network will be central to connecting residents to jobs and opportunities.

BUILDING ON SUCCESS

South Humber Industrial Investment Programme

The South Humber Industrial Investment Programme (SHIIP) is helping to establish the South Humber Bank as one of the UK's most investment-ready industrial locations. Backed by £33m of public investment, the programme has unlocked six strategic development sites across 189 ha of Enterprise Zone land, creating the conditions to attract major private sector investment into one of the country's most important industrial and energy hubs.

The programme combines strategic infrastructure, development-ready employment land and innovative environmental solutions to reduce barriers to investment. The Humber Link Road has improved connectivity between the ports of Immingham and Grimsby, while speculative industrial space and a pioneering ecological mitigation scheme have increased the attractiveness of the area for developers and occupiers.

Spalding Western Relief Road

The Spalding Western Relief Road is a strategic piece of infrastructure that will support the long-term growth and transformation of one of Lincolnshire's most important market towns. More than a transport investment, the scheme provides the infrastructure needed to unlock housing, improve connectivity and create the conditions for sustainable economic growth over the coming decades.



The completed northern section already supports the delivery of the Northern Spalding Sustainable Urban Extension, including around 1,000 new homes, while forming part of a wider strategic route around the town. Once complete, the scheme will provide an alternative to movements through the town centre, improving journey reliability and reducing constraints associated with increasing rail freight activity.

As Greater Lincolnshire plans for future growth, the Western Relief Road demonstrates how infrastructure investment can unlock wider economic and housing opportunities. Its continued delivery has the potential to support new communities, improve access for businesses and residents, and reinforce Spalding's role as a key centre.



PILLAR 2: **EMPLOYMENT & SKILLS**

Through this Growth Plan, we commit to:

Provide Greater Lincolnshire residents with learning opportunities that improve their personal, and local economic prosperity, while tackling health, access and participation barriers.

Greater Lincolnshire's growth potential and contribution to national resilience depend on businesses finding the skills they need and residents being able to enter and progress in work. This requires clearer pathways from entry-level learning through technical education and apprenticeships into higher education and good local careers. Greater Lincolnshire's colleges, universities and training providers work with employers to support business growth and provide the expertise and facilities needed for major investment.

Major opportunities in food, energy, defence, advanced manufacturing, ports and logistics are creating significant demand for technical, digital and construction skills, for example across the Humber-Trent arc, where planned construction and engineering activity will require substantial numbers of additional workers in the coming years. Meeting this demand requires both higher-level skills qualification challenges and access to relevant entry and intermediate provision varies across the region. Stronger links across the system, alongside new or expanded provision where gaps exist will help more residents progress towards the jobs created by Greater Lincolnshire's growth.

The Plan for Growth as a coordinating framework for economic development

The emerging **Greater Lincolnshire Employment and Skills Strategy** will provide the overarching framework for this agenda. It will bring together the priorities established through the **Adult Skills Fund (ASF) Strategic Skills Plan,** the **Get Lincolnshire Working Plan** and this **Local Plan for Growth.** It will also draw on the employer evidence assembled through the **Local Skills Improvement Plan** and respond to workforce needs emerging from nationally significant developments.

GET LINCOLNSHIRE WORKING PLAN	LOCAL SKILLS IMPROVEMENT PLAN
Key objectives focussed on raising the employment rate and reducing health-related economic inactivity with specific activities around Connect to Work, apprenticeships support, business engagement and rural access.	Provides an employer-led evidence base on skills needs, recruitment pressures and access to training, covering Greater Lincolnshire's growth and foundational sectors alongside cross-cutting needs in digital capability, employability and people management.

24%
Average economic inactivity rate 2021-25 vs. GB average of 21%

34%
Residents qualified to RQF4+ (degree level or above) in GL vs GB average of 48%

7.8%
Of 16-17 year olds in Greater Lincolnshire are not in education, employment, or training (NEETs), vs. an England average of 5.6%



FROM CHALLENGE TO ACTION

WHAT NEEDS TO CHANGE	OUR 10-YEAR AMBITIONS	HOW WE GET THERE...
Too many residents are **excluded from employment and training** because of health-related inactivity, poor wellbeing and fragmented support, including a long term challenge around young people who are not in Education, Employment, or Training (NEET).	✓ Raise **participation** and remove barriers to work and training, **reducing the NEET rate** ✓ Build a system that supports **health and wealth**, strengthening employability and access to good work alongside physical and mental health and wellbeing	• **Strengthen careers awareness and employer engagement** in schools and colleges, giving young people a clearer view of technical, vocational and higher education routes into local work, by using the Greater Lincolnshire Careers Hub and supporting a reduction in NEET. Work with Government to develop tailored employment support programmes that address Greater Lincolnshire specific challenges facing unemployed adults, including careers support to them • Using our devolved adult skills powers and funding, ensure there are more **accessible pathways from basic and entry-level learning** through to intermediate and higher-level qualifications. • Building on the Get Lincolnshire Working Partnership **test new approaches to addressing health-related barriers to work**, working with partners across the University sector, health partners, businesses and the voluntary sector.
Employers and major projects cannot always access the **technical, digital and higher-level skills** needed to support growth in Greater Lincolnshire's priority sectors.	✓ **Grow the pipeline** of higher-level and technical skills for growth sectors and major projects, enabling more people to access higher-value jobs progressing from entry and intermediate levels. ✓ Strengthen the local labour market by **reducing reliance on external labour**, improving productivity by **retaining and attracting skilled workers**, including graduates.	• Work with further and higher education providers to develop **stronger progression pathways into the region's growth sectors and construction**, prioritising higher-level technical qualifications aligned to employer demand and reducing the need for young people to leave the region to progress • Use **major growth sector projects** as the organising mission for technical skills provision, building on existing initiatives such as Lincoln's Defence Technical Excellence College (DTEC) designation, **creating advance demand signals that enable providers to develop specialist courses, facilities and instructors ahead of need** • **Embed digital, data and AI capability as a baseline workforce skill**, rather than advanced capability, across growth sectors and the wider foundational economy • Where businesses in our priority sectors are not already engaging in government programmes and training schemes, support them to link up so that we **increase the number of local organisations offering work experience, apprenticeship programmes, T Levels, helping to reduce the job vacancy rate.**
Rural and coastal communities face additional barriers to work, training and progression because opportunity is often distant, dispersed and difficult to access.	✓ Improve **access to education and training** opportunities	• Develop a **rural and coastal access plan** to deliver more innovative skills provision via non-traditional channels where access to education sites is currently a challenge.



WHAT THIS MEANS FOR OUR PLACES

The priorities set out above will be applied differently across Greater Lincolnshire, reflecting the opportunities, constraints and delivery conditions in each place.

GROWING LINCOLN

Growing Lincoln has a particular opportunity to retain more of the skilled people who study and train locally. The university, colleges and specialist facilities (e.g. DTEC) can support clearer routes into defence, digital, engineering and agri-tech careers. This must work for graduates and those following technical or vocational pathways, helping more young people build their future in Greater Lincolnshire.

WESTERN SPINE

The Western Spine can connect planned growth with better local career pathways. Gainsborough South West ranks in the bottom 5% of neighbourhoods in England for deprivation, while residents across parts of West Lindsey face barriers accessing education, training and larger employment centres. Grantham provides strong transport links and an established employment base. Gainsborough can play an important role too, with flexible provision responding to STEP Fusion (Spherical Tokamak for Energy Production), and new careers in engineering, construction and energy

COASTAL CORRIDOR

Low qualifications, unemployment, inactivity and NEET are not unique to the coast, Lincoln, Grimsby and Gainsborough also face these challenges. Along the Coastal Corridor long journey times, dispersed communities, seasonal work and health barriers make access to support particularly difficult. Existing assets include Grimsby Institute, Skegness College and Boston College. Provision should build on these strengths through flexible local delivery, stronger employer links and non-traditional channels that reach residents unable to access campus-based support.

BUILDING ON SUCCESS



Defence Technical Excellence College

Lincoln College's designation as one of only five national Defence Technical Excellence Colleges (DTEC) demonstrates how skills provision can be aligned proactively to future employer demand. Building on established relationships with the RAF and major defence employers, the DTEC is developing specialist training in aerospace engineering, advanced manufacturing and digital defence technologies, with curricula co-designed alongside industry. This creates clearer pathways from further education into higher-value technical careers while helping providers invest in the specialist facilities, equipment and instructors needed to meet future workforce requirements. As Greater Lincolnshire seeks to support growth across defence, engineering and advanced manufacturing, the DTEC provides a model for how major sector opportunities can be used to shape skills provision ahead of demand rather than respond after shortages emerge.

Greater Lincolnshire CAREERS HUB | THE CAREERS & ENTERPRISE COMPANY

Greater Lincolnshire Careers Hub

The Greater Lincolnshire Careers Hub provides a dedicated programme at the front end of workforce development, connecting education with employers across all sectors. It helps young people understand local opportunities, develop workplace skills and make informed choices, supporting the region's future talent pipeline. Its effectiveness is demonstrated by careers provision exceeding national benchmarks and increased access to work experience. The Hub's partnerships feature in national Careers & Enterprise Company reports on health and social care and housebuilding. By coordinating employer engagement and aligning careers education with economic priorities, the Hub lays the foundations for a skilled, inclusive and sustainable workforce.

PILLAR 3: **ENTERPRISE & INNOVATION**

Through this Growth Plan, we commit to:

Create the conditions for businesses to start, grow and innovate, with the support needed to raise productivity and compete

Greater Lincolnshire has a large SME base and a growing pipeline of investment opportunities, but turning these strengths into lasting growth requires a stronger environment for enterprise. Businesses need access to consistent support and suitable finance alongside the networks that help them become more resilient, enter new markets, respond to major projects and grow. Innovation is part of this challenge. Research & Development expenditure remains low and too few businesses are investing consistently in new processes or technology. For many established SMEs the most immediate productivity gains will come from adopting tools that already exist, including automation, robotics, AI and better use of data. Other firms will need specialist support to test ideas and bring new products to market. Opportunities linked to UK Food Valley, the Humber industrial economy, the Trent Supercluster, and Lincolnshire EDGE could attract new businesses and investment into the region. The wider benefit will depend on local firms being able to enter supply chains and expand alongside them. A stronger enterprise and innovation offer can make these connections, supporting established businesses while attracting new investment into Greater Lincolnshire.

The Plan for Growth as a coordinating framework for economic development

Greater Lincolnshire is building a more coordinated offer for businesses and investors. The Greater Lincolnshire Innovation Strategy sets out how more firms will be supported to innovate and how the region will pursue a smaller number of strategic opportunities. Alongside the Investment Prospectus and existing business support provision, it provides a basis for connecting businesses to advice, finance, new markets and specialist expertise.

GLCCA Innovation Strategy	Business Support
Sets out an approach that supports innovation across the wider business base while accelerating opportunities in data and AI, food security, advanced manufacturing and energy	The Business Lincolnshire Growth Hub remains the region's primary business support offer, helping businesses access advice, funding, networks and specialist support to start, grow and improve productivity.

£15m
From UKRI's Local Innovation Partnerships Fund for EDGE Dual-Use Agri-tech and Defence Cluster

800+
Jobs supported by Lincoln Science and Innovation Park, further expansion planned

Low
R&D spending is amongst the lowest in the country with a declining business base



FROM CHALLENGE TO ACTION

WHAT NEEDS TO CHANGE	OUR 10-YEAR AMBITIONS	HOW WE GET THERE...
Businesses **struggle to access the support, finance and growth opportunities needed to improve productivity and scale**, which can be particularly difficult for firms in rural and coastal areas. This limits the extent to which major sector opportunities translate into wider economic growth across Greater Lincolnshire **Innovation and technology adoption remain uneven across the business base** which limits the ability of firms to improve productivity or bring new ideas to market. Greater Lincolnshire does not yet have a sufficiently visible and coordinated **offer to investors.**	✓ Provide a **clear and consistent enterprise support offer** for businesses across Greater Lincolnshire ✓ **Broaden innovation and technology adoption** across businesses of all sizes and sectors ✓ Deliver a **stronger and more competitive investment offer** to **attract and retain investment** that creates opportunities for local businesses and supply chains ✓ Increase **productivity**, strengthen sector performance, and ensure **both high-growth and foundational sectors** contribute to **sustainable job creation** and **economic resilience** across the region.	**Strengthen business support, start and scale-up pathways,** helping firms start, grow and remain in the region, aligned with UK Research and Innovation (UKRI) and Innovate UK strategy, while increasing the adoption of technologies and processes that improve productivity. • Maintaining consistent business support and improving access to business finance, using sector growth opportunities to focus delivery, while securing longer-term funding certainty on key programmes or services e.g. Growth Hub, Made Smarter. **Supporting the foundational economy** to build resilience through tailored support and increasing local spend, including management & leadership skills and mentoring. • Ensure that our major employer sectors in health & care and construction have access to the skills and business support needed to improve productivity and business resilience. • Support high street retail and food & beverage businesses to improve business practices through mentoring and access to training. • Build a visitor economy growth plan, addressing seasonal business resilience, product development, digital marketing, business diversification, destination management, and quality improvement. **Deliver the Innovation Strategy,** helping more businesses adopt new approaches and technologies that improve productivity. • Use the Innovation Strategy's priority **accelerators** to develop investable opportunities around data and AI, food security, and advanced manufacturing linked to energy. • **Improve connections** between businesses, colleges, universities and specialist innovation assets, making expertise easier to access. • Help local businesses enter the markets and supply chains created by projects including UK Food Valley, STEP, Lincolnshire EDGE and investment across the Humber. **Build a proactive inward-investment offer** around Greater Lincolnshire's sectors and major growth opportunities. • Turn Greater Lincolnshire's sector strengths into clear propositions for investors and growing businesses, using the Investment Prospectus as the basis for a shared regional offer. • Provide a consistent single front door and soft-landing approach, connecting investors to coordinated support, local partners, business networks and skills provision.



WHAT THIS MEANS FOR OUR PLACES

The priorities set out above will be applied differently across Greater Lincolnshire, reflecting the opportunities, constraints and delivery conditions in each place.

HUMBER-TRENT ARC

The Humber Freeport is the area's principal platform for attracting and stimulating investment, offering both a mechanism to support the expansion of existing businesses and a compelling proposition for new entrants. The opportunity is most powerful if innovative businesses can be drawn to the area, helping to address Greater Lincolnshire's comparatively low levels of R&D spending and building a more dynamic business base over time.

GROWING LINCOLN

Lincoln's Science and Innovation Park has been a success, but the city needs more employment land and commercial space to ensure that innovative spin-outs, scale-ups, and incoming businesses can find the room to grow and take full advantage of the city's concentration of assets. Addressing this constraint will both enable expansion and underpin a more proactive and targeted investment offer for the city.

BUILDING ON SUCCESS

EDGE Dual-Use Agri-tech and Defence cluster

Lincolnshire EDGE is a £15 million innovation programme funded through the UK Research and Innovation Local Innovation Partnerships Fund. Led by the Greater Lincolnshire Combined County Authority and the University of Lincoln, it will create a nationally significant dual-use innovation ecosystem in Greater Lincolnshire.

Centred on a corridor linking RAF Waddington, the University of Lincoln, Lincoln Science & Innovation Park, and Lincoln Institute for Agri-food Technology, EDGE brings together Lincolnshire's two strongest and most distinctive sectors: Agri-Tech and Defence & Security. As the only place in the UK where these sectors converge at scale, Lincolnshire is uniquely positioned to drive innovation, technology transfer, and commercial growth.

The programme comprises of three interconnected projects:

- EDGE Venture will provide leadership, business support and access to investment to help innovative companies grow.
- The EDGE Decision Innovation Accelerator will develop a secure, nationally competitive digital dual-use infrastructure for transforming high-stakes decision-intelligence challenges into innovative, validated commercial solutions.
- The EDGE Ground Autonomy Testbed will provide a unique environment for testing AI, robotics and autonomous ground vehicles before commercial deployment.

This investment is important because it will strengthen Lincolnshire's role in the UK innovation economy, attract businesses, accelerate adoption of emerging technologies, and create high-value jobs. Over the next decade, EDGE aims to establish the county as the UK's leading destination for developing, testing, and commercialising dual-use technologies, driving productivity, economic growth and national competitiveness.



PILLAR 4: **PLACEMAKING**

PLACES TO LIVE AND WORK

Through this Growth Plan, we commit to:

Deliver the right homes and employment space, in the right areas, supported by high-quality places that attract people, jobs and investment.

Greater Lincolnshire needs places that can accommodate business growth and provide the homes required by its workforce. Successful growth also requires the social and community infrastructure that enables new and existing neighbourhoods to function as places where people can meet and participate in local life. This is particularly important given the need to attract and retain more working-age residents. Housing and employment development must therefore be considered together, with delivery aligned to infrastructure, transport and the needs of local economies. Delivery has not always kept pace with demand, although the picture varies across the region. South Holland has a strong record of meeting housing supply targets, while Lincoln faces a significant shortfall relative to demand. A limited supply of suitable commercial and grow-on space also constrains businesses seeking to expand. Major opportunities around UK Food Valley, Lincolnshire EDGE, the Trent Supercluster, and the South Humber Bank will add to demand for homes and business premises. Viability remains a recurring challenge. Infrastructure costs, site preparation and achievable development values can prevent important sites from coming forward. Identifying land or promoting an investment opportunity may not be enough where the market cannot meet the initial cost of development. GLCCA will work with local authorities, Homes England, infrastructure providers and investors to identify where coordinated action or targeted public intervention could bring forward further private investment.

The Plan for Growth as a coordinating framework for economic development

GLCCA's Housing Strategy establishes a strategic pipeline for identifying and prioritising housing sites, supported by work to establish a Strategic Place Partnership with Homes England. GLCCA has secured a range of housing-related funding streams to support growth and accelerate housing delivery. This includes £34 million through the Brownfield Housing Fund, which will help bring forward complex and challenging sites, unlocking the delivery of up to 1,142 new homes across Greater Lincolnshire. The forthcoming Spatial Development Strategy will build on this approach by aligning homes, employment locations and infrastructure with future economic growth.

GLCCA Housing Strategy	Spatial Development Strategy
GLCCA's five-year framework for housing delivery, setting out how devolved powers, funding and partnerships with Homes England will be used to unlock stalled sites and align housing growth with employment and infrastructure priorities, ahead of the forthcoming Spatial Development Strategy.	Will provide the long-term spatial framework for coordinating housing, employment development and infrastructure across Greater Lincolnshire, working through local plans and with local authorities.

20%
Housing delivery below government-mandated targets, 2021/22-2023/24

4,479
Average net additional dwellings delivered per year, 2021/22-2023/24

4.4 – 8.5
Affordability ratio range across Greater Lincolnshire districts



FROM CHALLENGE TO ACTION

WHAT NEEDS TO CHANGE	OUR 10-YEAR AMBITIONS	HOW WE GET THERE...
• **Housing delivery across Greater Lincolnshire is 20%** below new government targets, although performance varies. The region is also planning for significant growth to meet the government ambition for housing delivery. • **Employment land and commercial space do not always meet business demand,** limiting the ability of firms to expand. • **Viability, infrastructure gaps and complex sites constrain both housing and employment development,** even where there is demand and private/public sector interest.	✓ Support **improved housing delivery and place quality** across Greater Lincolnshire, providing residents with **attainable, well-placed and appropriate housing options** that reflect their financial circumstances and personal needs ✓ Ensure homes are delivered in **locations that align with jobs and infrastructure** ✓ **Bring forward employment land and commercial space** that responds to business demand.	• **Unlocking delivery and viability in and connected to employment centres and densification,** prioritising stalled sites and aligning housing with infrastructure and employment • Develop a **strategic pipeline of employment land and grow-on space**, building on the housing pipeline approach to support business expansion and relocation. • **Help pump-prime enabling infrastructure** (including utilities and site preparation) so strategic sites can move from "planned" to "deliverable" at pace • Facilitate ongoing working with **Homes England** and support the next step in **Strategic Place Partnership** establishment • **Work with Homes England and partners to support delivery of a broader range of tenures and housing types,** including social and affordable housing provision • Develop the **Spatial Development Strategy**, using the CCA's strategic role alongside partners such as MHCLG and Homes England rather than for direct delivery • Build on previous town-centre investment via Town Deals, Future High Streets Fund and Levelling Up Fund and align future regeneration activity with **Pride in Place** and other relevant programmes, supporting local priorities in towns across Greater Lincolnshire.



THRIVING PLACES AND **DESTINATION MAKING**

Through this Growth Plan, we commit to:

Strengthen the quality, identity and performance of Greater Lincolnshire's city, towns and destinations, improving the attractiveness to people, supporting investment, talent attraction and visitor economy growth

The visitor economy plays an important role in Greater Lincolnshire, with heritage assets across the region's towns, coast and countryside forming a strong part of local identity as well as a significant draw for visitors. It also offers an accessible route into employment for residents. However, retail vacancy has risen since 2022, with high streets particularly exposed, creating knock-on effects for footfall, local spend and wider vitality. Greater Lincolnshire also faces significant deprivation challenges, with 12% of neighbourhoods among the most deprived 10% nationally, concentrated in specific areas around the region. Our region has successfully secured public investment in recent years, helping to make progress, most recently with the Pride in Place programme, which aims to support town and community viability. Participating neighbourhoods across the region, including Boston, Spalding, Skegness, Scunthorpe, Lincoln and Immingham & Habrough, will each receive up to £20 million over 10 years. The Plan for Growth has a role in coordinating and amplifying this and other public investments, helping to enhance the built and natural environment, along with community facilities, to improve quality of life. Combined, this will strengthen Greater Lincolnshire's offer so that it attracts more visitors, investment, and retains young adults.

The Plan for Growth as a coordinating framework for economic development

Thriving places and effective destination-making do not happen in a vacuum, and the Local Growth Plan is not seeking to duplicate the detailed spatial, economic and cultural work already underway across Greater Lincolnshire. Instead, it acts as the coordinating framework that draws together and gives strategic coherence to the district-level local plans, town and city masterplans, visitor economy strategies, and place-based regeneration programmes already in train across Lincolnshire, North Lincolnshire and North East Lincolnshire. Under the Placemaking priority, its role is to identify where these individual efforts can be mutually reinforcing; aligning investment, infrastructure and skills provision behind a shared sense of identity and opportunity for our towns, coastal communities and city centres; rather than prescribing a single blueprint from the centre. This means recognising the distinct character and offer of each place, from Lincoln's heritage and knowledge economy to the coastal visitor economy and the market towns that anchor rural growth, and ensuring that Mayoral and combined authority resources are directed to strengthen, not override, locally-led ambitions.

13.1m
Domestic day visits to Greater Lincolnshire and Rutland in 2025

12%
Of Greater Lincolnshire's neighbourhoods are among the most deprived 10% nationally

£20m
Secured for place-based regeneration funding in Greater Lincolnshire's devolution deal



FROM CHALLENGE TO ACTION

WHAT NEEDS TO CHANGE	OUR 10-YEAR AMBITIONS	HOW WE GET THERE...

• **Greater Lincolnshire has significant assets, across the region, hosting:** Lincoln as a nationally important heritage destination, 186 miles of coastline, an Area of Outstanding Natural Beauty, and beautiful market towns, among much else.
 	
• **However, performance is currently falling short of its potential.** Market towns are under growing pressure and areas of the coast are facing compounding deprivation
	✓ Strengthen Greater Lincolnshire's growth prospects by improving **place quality, town centre vitality and the performance of destinations**
	
	✓ Support **talent attraction and retention** by increasing the competitiveness of the city and market towns as places to live, work and visit
	
	✓ Deliver a **stronger visitor economy** and **place brand**
		• Support targeted town centre regeneration and public realm investment to improve vitality, liveability and attractiveness across **market towns and city**, improving high streets and workforce retention.
		
		• Building a **clearer place identity and stronger visitor economy offer** across the whole of Greater Lincolnshire
		
		  • **Support work with DCMS/Visit England** to align physical investment and national marketing activity and attain LVEP status
		
		  • **Support UNESCO World Heritage status bid for Lincoln and build a plan for how this can benefit the wider regional visitor economy**
		
		• Develop a **clear place narrative and positioning for Greater Lincolnshire**, linking heritage, culture and economic strengths, working with our creative sector to help build this out





WHAT THIS MEANS FOR OUR PLACES

The priorities set out above will be applied differently across Greater Lincolnshire, reflecting the opportunities, constraints and delivery conditions in each place.

GROWING LINCOLN

Growing Lincoln needs homes and commercial space that keep pace with its economy. Limited delivery makes it harder for businesses to expand and for younger workers to stay locally. Housing, employment sites and city-centre investment therefore need to be planned together. Lincoln's heritage, culture and public spaces also have an important role in attracting visitors, supporting local businesses and making the city a place where people want to build a career and a life.

COASTAL CORRIDOR

Coastal placemaking must support stronger year-round communities as well as successful visitor destinations. Parts of the coast continue to face deprivation, seasonal employment and long-term flood risk. Future investment should respond by connecting town-centre regeneration with new employment opportunities, building confidence among businesses and residents in the coast's future.

SOUTH LINCOLNSHIRE

South Lincolnshire's market towns offer an attractive quality of life and play important roles in food, logistics and local services. The pressures they face vary, from housing affordability around Stamford to development viability elsewhere. A more joined-up approach to homes, employment locations and town-centre improvements would allow these places to accommodate growth without losing their distinctive character.

BUILDING ON SUCCESS



Pride in Place

Pride in Place is supporting a new generation of community-led regeneration across Greater Lincolnshire. Through ten-year investment plans, neighbourhood boards in places including Boston, Spalding, Skegness, Scunthorpe, Gainsborough West and Birchwood West are bringing together residents, businesses and local organisations to shape a shared vision for their communities. Each area is eligible for up to £20 million of funding over a decade, creating the opportunity to combine long-term planning with locally determined priorities.

The Bass Maltings

The Bass Maltings in Sleaford demonstrates how heritage assets can act as catalysts for wider placemaking and regeneration. The complex is the largest group of floor maltings ever built in England. The site is recognised by Historic England as a significant heritage asset. Historic buildings are deeply connected to local identity and community pride, creating opportunities to strengthen the attractiveness, vibrancy and distinctiveness of places whilst supporting economic growth. Impact is best achieved when heritage-led regeneration is combined with investment in infrastructure, connectivity, and the wider built environment. In Sleaford, the opportunity extends beyond the future of a single asset. Bringing together the Maltings, rail connections, public realm improvements and surrounding development opportunities, has the potential to create a more connected and attractive town centre, supporting residents, visitors and businesses alike.

The Maltings illustrates how integrated, place-based investment can transform underutilised assets into anchors for wider regeneration, supporting more vibrant places and contributing to long-term economic resilience.





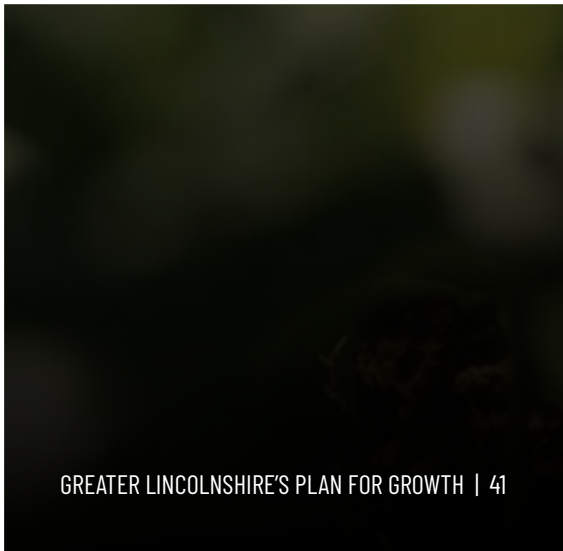
7 GREATER LINCOLNSHIRE'S **GROWTH SECTORS**

Section 7 sets out our approach to Greater Lincolnshire's growth sectors, where we see the greatest growth opportunities over the course of this plan in areas where the region already holds a distinctive and nationally significant advantage, building the Resilience Region. Through this Plan for Growth, we will strengthen the capabilities on which the UK depends while turning Greater Lincolnshire's national role into greater prosperity for businesses, residents and communities across the region.

Decades of embedded expertise, established supply chains, and a workforce with specialist know-how have given businesses in these sectors a distinctive competitive edge. Major new projects offer a chance for renewal, modernisation, and expansion, with significant opportunities to secure investment that retains and attracts new businesses. Greater Lincolnshire's distinctive strength also lies not only in these sectors individually, but in their convergence. Shared capabilities in AI, autonomous systems, robotics, sensing, data and engineering increasingly connect defence, agri-food, advanced manufacturing, energy and logistics, creating opportunities to apply innovation, skills and supply chains across sector boundaries.

The table below summarises our objectives across the growth-driving sectors. Taken together, they describe an ambition to retain, grow and attract businesses in Greater Lincolnshire. Through this, we will expand good work across the region, so that residents can find secure, well-paid jobs close to home, build careers and improve their living standards.

GROWTH DRIVING SECTORS	OBJECTIVE
Agri-food	Support the UK Food Valley in its goal to become a top 10 global cluster
Defence	Establish Greater Lincolnshire as the UK's premier defence and security ecosystem
Advanced Manufacturing	Stabilise and strengthen Greater Lincolnshire's manufacturing base as a nationally significant backbone sector while creating the conditions to move up the value chain
Energy	Position Greater Lincolnshire as England's energy-industrial hub
Ports & Logistics	Strengthen Greater Lincolnshire's ports as nationally critical economic gateways for trade, food and energy



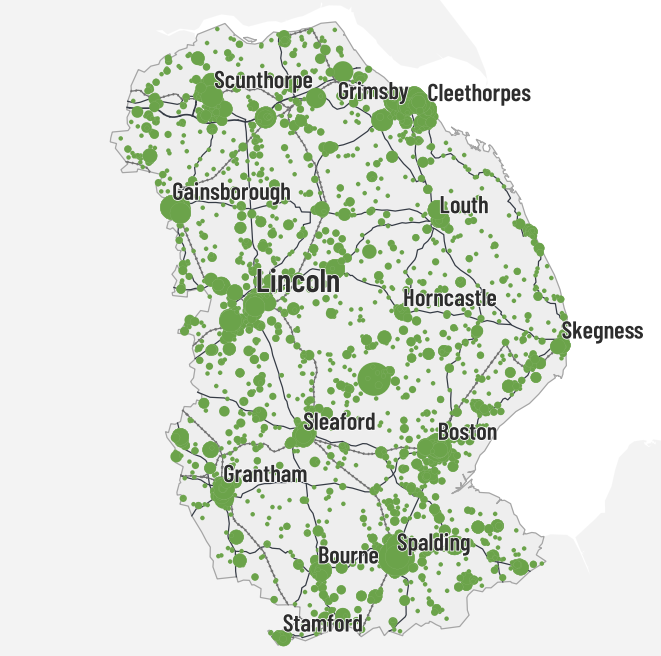
AGRI-FOOD

Through this Growth Plan, we commit to:

Support the UK Food Valley in its goal to become a top 10 global cluster

Greater Lincolnshire is critical to national food security, from farm to processing to export, and sits at the heart of the UK Food Valley (UKFV). The sector contributes approximately £5.3 billion in GVA and supports over 70,000 jobs, accounting for around 15% of employment and delivering roughly three times the national economic contribution per head. Output and productivity have grown against a flat national picture. This is a highly specialised, nationally significant cluster with employment specialisation 2.2 times the national average, and it concentrates around 8% of total UK farm output – including approximately 14% of all crops – within Greater Lincolnshire across over 25% of England's Grade 1 agricultural land.

Figure 2: Agri-food businesses across Greater Lincolnshire[8]



Our region hosts an end-to-end, industrial-scale agri-food system spanning primary production, processing, storage, and global logistics. Major assets include Europe's largest cold storage cluster in Grimsby and large-scale food manufacturing firms such as 2 Sisters, Greencore and Pilgrims Pride that drive national food security. The sector is investing £1 billion annually, with major logistics and processing infrastructure – such as the £130 million Magnavale facility – underpinning growth, competitiveness, and export capability. Despite the scale, over 90% of businesses within the sector are SMEs.

This cluster is supported by the ambitious UKFV programme, which has helped to organise the sector into collective action. UKFV encompasses the Lincoln Institute for Agri-Food Technology and the National Centre for Food Manufacturing (NCFM), as well as multiple Food Enterprise Zones. It is investing in Riseholme College, including a new Centre for Plant and Soil Science, ensuring that businesses across the sector have access to skilled people who can work with the latest technology to innovate and grow. These new facilities help to ensure that Greater Lincolnshire's best and brightest are equipped to meet the sector's demand and support the long-term future of agri-food industry.

The result is a region that leads in agri-tech, robotics, and data-driven agriculture, enabling real-world testing, skills development, and innovation at scale. This includes significant dual-use crossover with defence. Greater Lincolnshire is one of the only UK locations that combines both sectors at significant scale and concentration. The EDGE programme – targeting over £200 million in innovation activity, more than £150 million in private investment, and the creation of 40 or more spin-outs – positions Greater Lincolnshire as a leading UK testbed for AI, robotics, and autonomous systems at scale.

	GROWTH ACTION AREAS
1	Secure Greater Lincolnshire's role as a nationally critical food system by strengthening nationally significant food production, processing and logistics clusters across South, South East and North East Lincolnshire and accelerating agri-tech and digitalisation development and deployment across the area through a Lincoln centred innovation core
2	Secure future agri-food investment, solving national food system challenges
3	Deliver the Lincolnshire EDGE dual-use innovation ecosystem
4	Develop a place-based, employer-led Agri-skills pipeline focussed on technical and digital roles, with a strong emphasis on early career pathways, local progression, and hyperlocal delivery
5	Support and improve key infrastructure that the sector relies on, through the Enhanced Water Partnership to drive change around water constraints and flood risk and improving freight routes within and outside the county
6	Develop a farm innovation fund or agri-tech accelerator focussed on automation and digital technology, resilient food chains and innovation

8 The Data City (2026); bubble size relative to number of businesses at that postcode

BUILDING ON SUCCESS

UK Food Valley

UK Food Valley was established to bring together Greater Lincolnshire's diverse agri-food economy, providing a shared platform for businesses, researchers, education providers and public sector partners. The programme has helped coordinate investment, innovation and skills activity across one of the UK's most significant food-producing regions. Bringing together initiatives such as the Agricultural Growth Zone, Food Enterprise Zones, the Lincoln Institute for Agri-food Technology and the National Centre for Food Manufacturing, UK Food Valley has created a framework through which industry, academia and government can work together to support business growth and technology adoption.

The programme's focus on investment, innovation and internationalisation has helped strengthen Greater Lincolnshire's reputation as a destination for agri-food investment, while supporting the adoption of new technologies across the food chain. In doing so, UK Food Valley has become a recognised identity for a cluster that already plays a critical role in feeding the nation





South Lincolnshire Food Enterprise Zone

The South Lincolnshire Food Enterprise Zone has become one of the UK's most established centres for food sector innovation and business growth. Located at Holbeach, the Enterprise Zone brings together development land, specialist facilities, business support and skills provision within a dedicated environment designed around the needs of the food industry.

The site combines commercial space with nationally recognised assets including the National Centre for Food Manufacturing, the Centre for Food and Fresh Produce Logistics and the Institute of Technology. Together, these facilities create opportunities for businesses to access research, skills and innovation support alongside a growing cluster of food manufacturers, technology companies and supply chain businesses

DEFENCE

Through this Growth Plan, we commit to:

Establish Greater Lincolnshire as the UK's premier defence and security ecosystem

Greater Lincolnshire hosts one of the UK's most significant concentrations of defence activity. RAF Waddington is the national centre for Intelligence, Surveillance, Target Acquisition, and Reconnaissance (ISTAR), RAF Digby provides important cyber and intelligence capability, and RAF Coningsby plays a critical role in protecting UK airspace. RAF Cranwell is central to RAF recruitment, officer and aircrew training, giving the region a nationally important role in developing defence talent. Together, these bases support around 9,500 military personnel and anchor a wider network of businesses, skills providers and research institutions.

Figure 3: Defence businesses across Greater Lincolnshire[9]



This strategic presence has cultivated a strong local supply chain, with the MOD-endorsed Greater Lincolnshire Regional Defence & Security Cluster (GLRDSC) comprising 204 businesses and 5,000 jobs, at a business density 2.5 times the UK average. The result is a thriving, rapidly scaling high-value ecosystem. The cluster has a turnover of £1.2 billion, representing a 9% compound annual growth rate since 2019, with turnover per worker of £336,000 – around 1.2 times the UK average.

Greater Lincolnshire already has a network connecting defence, education and industry. Collaboration between the RAF, colleges, the University of Lincoln and the Greater Lincolnshire Regional Defence and Security Cluster provides a foundation for DTEC, Lincolnshire EDGE and emerging initiatives such as DecisionWorks. Further capability is provided by the Defence Innovation Centre at the Lincoln Science & Innovation Park. Assets such as the Lincoln Institute for Agri-Food Technology and the Riseholme campus also create significant crossover potential for dual-use technologies between agri-food and defence, building on Greater Lincolnshire's unique convergence of expertise in data, autonomous systems, and high-value sectors. Engagement through the Local Skills Improvement Plan suggests that there are challenges faced with an ageing sector workforce and shrinking ex-military talent pool alongside it being more difficult to get those taking up senior roles to move to the area.

The opportunity is not only to host nationally important defence activity, but to strengthen the UK's ability to develop, test and deploy security capabilities while capturing more of the associated economic value within Greater Lincolnshire. Stronger links between the RAF, businesses, colleges and the University of Lincoln can support new skills pathways, research partnerships and innovation-led business growth.

	GROWTH ACTION AREAS
1	Develop the A15 corridor as the connected Defence innovation system linking innovation, testing and operational assets, home to specialist capital assets, testing and certification capacity. Using the opportunity presented by the Local Innovation Partnership Fund to deliver the Lincolnshire EDGE dual use innovation ecosystem
2	Support the Regional Defence and Security Cluster to drive Research & Development investment into deployable national security capabilities and future commercial opportunities
3	Work with MOD to create a Defence Growth Zone
4	Deliver a confident and coherent inward investment proposition that positions defence as a core engine of growth locally
5	Build a future-ready defence skills pipeline, with schools, colleges, universities and employers working together to create clear routes into defence careers. This will include building on DTEC and connecting technical education and apprenticeships to opportunities through EDGE, DecisionWorks and the wider defence sector.

By 2035, success will mean stronger defence businesses, clearer routes into local careers and more innovation being developed, tested and brought to market within Greater Lincolnshire.

In carrying out these actions, we will align closely with the objectives of the recent Defence & Security Vision work.

9 The Data City (2026); bubble size relative to number of businesses at that postcode

BUILDING ON SUCCESS

DecisionWorks

DecisionWorks is a new defence-focussed innovation partnership led by the University of Lincoln and developed alongside QinetiQ, Quantexa and SRC UK. Built around the concept of "decision intelligence", it is designed to connect defence problem owners with academic research and commercial innovation, helping develop technologies that improve decision-making in complex and contested environments.

Established in the UK's ISTAR heartland around RAF Waddington and RAF Digby, DecisionWorks sits within a wider innovation corridor linking defence assets, the University of Lincoln, Lincoln Science & Innovation Park and emerging dual-use technology activity, creating opportunities to apply innovation across both defence and civilian sectors. The ambition also extends beyond a single programme. DecisionWorks is intended to become a nationally significant centre for decision intelligence, supporting collaboration between academia, industry and end users while strengthening Greater Lincolnshire's growing reputation in defence innovation and AI-enabled technologies.





RAF Scampton

RAF Scampton presents a once-in-a-generation opportunity to transform a nationally significant former military airfield into a major driver of economic growth. Located within Greater Lincolnshire's established defence and aerospace cluster, the site sits alongside key assets including RAF Waddington, Cranwell, Coningsby and Digby.

Scampton is well placed to support future investment in defence technology, aviation, security and resilience-related industries. At a time of increasing national defence expenditure and growing demand for specialist operational sites, opportunities of this scale and strategic importance are increasingly rare. Beyond its economic potential, Scampton's internationally recognised heritage provides a unique platform for visitor economy growth, helping to attract investment. The site has the potential to create skilled employment, strengthen nationally important supply chains and establish a long-term economic asset for Greater Lincolnshire.

ADVANCED MANUFACTURING

Through this Growth Plan, we commit to:

Stabilise and strengthen Greater Lincolnshire's manufacturing base as a nationally significant backbone sector while creating the conditions to move up the value chain

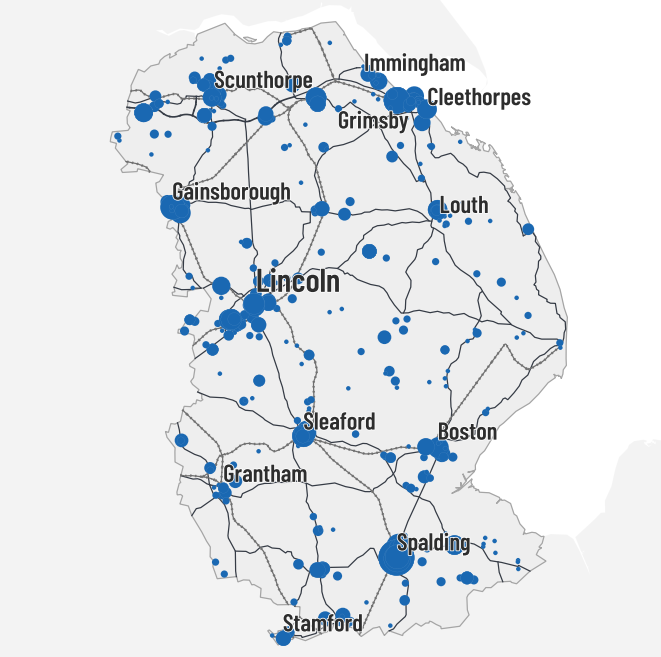
Manufacturing contributes almost a fifth of Greater Lincolnshire's economy – 19% compared with 9% nationally. The sector generates £5 billion in annual GVA and employs approximately 62,500 people, or around 14% of all jobs in the region. This makes it one of the largest and most significant sectors in Greater Lincolnshire. The region's industrial base is highly specialised, with employment concentration 1.5 times the national average, and features particular strengths in steel, chemicals, fuels, and food manufacturing. British Steel at Scunthorpe is the UK's only primary steelmaking facility, while the wider manufacturing base supports nationally important food, energy, defence and infrastructure supply chains. Protecting and modernising this industrial capacity is central to Greater Lincolnshire's role as the UK's Resilience Region.

Advanced manufacturing businesses

Major roads

Rail line

Figure 4: Advanced manufacturing businesses across Greater Lincolnshire[10]



Major investment and growth opportunities are now aligned with industrial modernisation. The Humber-Trent Arc sits at the centre of energy supply chains, underpinned by 2,900 acres of development land, Freeport incentives, major strategic investments such as Associated British Ports (ABP) HELM Immingham, and large-scale development sites such as the Able Energy Park. This builds on an established Humber-facing industrial platform anchored by nationally significant production and export assets, including Scunthorpe Steelworks, the Humber refineries, and port-linked manufacturing in Grimsby and Immingham, and aligns with the pan-Humber Economic Strategy's ambition to secure the estuary's position as the UK's largest industrial transformation and energy security opportunity. In the south of the region, there is also a strong manufacturing base, including the manufacture of specialised agricultural and food machinery, and packaging, rubber and chemicals manufacturing, with Boston, South Holland and South Kesteven together accounting for 27% of Greater Lincolnshire's manufacturing employment.

This is supported by dedicated skills provision through Boston College's Engineering, Manufacturing & Technology Centre, a £4.9 million industry-driven training facility designed to stimulate growth and productivity across the engineering, manufacturing and agri-tech sector. A wider ecosystem of industrial sites, skills infrastructure such as the CATCH Facility, the Humber Engineering Training Association (HETA), and University of Lincoln engineering capability – including its Siemens-linked Engineering School – collectively create a national platform for advanced manufacturing expansion and reshoring at scale.

Activity remains concentrated in traditional materials and process-based manufacturing, with the sector facing significant structural challenges over recent years. Reliable and efficient infrastructure is also crucial for this sector, with access to inputs and ability to export central to success. Long-term underfunding of road infrastructure in particular poses a vulnerability to future growth. There is therefore a significant opportunity to transition the sector into higher-value manufacturing through sufficient investment in infrastructure, industrial renewal, digitalisation, and the development of emerging industrial supply chains.

	GROWTH ACTION AREAS
1	Accelerate Advanced Manufacturing Zones in North and North East Lincolnshire as focal points for high-value industrial growth related to chemicals, materials, fuels and energy-related activity along the Humber Bank and in the West linked to the Trent Supercluster and STEP Fusion
2	Raise the profile and influence of Greater Lincolnshire's manufacturing sector to secure investment, policy attention and supply-chain value, working with the Manufacturing Advisory Board
3	Provide consistency over productivity and supply chain support for the SME-led manufacturing base across Greater Lincolnshire, e.g., supporting lean systems thinking and Made Smarter with a single front door linked to sector experts
4	Build shared skills pipelines and progression routes across manufacturing and related sectors such as agri-food, energy and defence to support long-term competitiveness
5	Support the advanced manufacturing clusters in South Lincolnshire, understanding the businesses they host and the infrastructure required for cluster growth

10 The Data City (2026); bubble size relative to number of businesses at that postcode

BUILDING ON SUCCESS

Made Smarter

Made Smarter is helping manufacturers and Advanced Manufacturers across the East Midlands adopt new technologies and improve productivity, with delivery supported through Business Lincolnshire. Combining specialist advice, leadership development and grant funding, the programme provides businesses with practical support to explore digital technologies, automation and new production methods.

Across Greater Lincolnshire, manufacturers have used the programme to introduce technologies that improve efficiency, increase capacity and strengthen competitiveness. The emphasis is on practical business challenges rather than technology for its own sake, helping firms identify investments that deliver measurable improvements in day-to-day operations and providing the confidence to take the next step in their digital journey.

Delivered through Greater Lincolnshire's business support infrastructure, Made Smarter demonstrates how locally embedded support can help businesses access national programmes and expertise. In doing so, it is supporting the ongoing modernisation of the region's Advanced Manufacturing base and helping firms build the capabilities needed for the next generation of industrial production.



HELM Immingham

HELM Immingham is a 227-acre strategic development site being brought forward by ABP for new industrial and logistics activity. Strategically located between the ports of Immingham and Grimsby, with access to major road networks, HELM is designed to attract businesses in logistics, manufacturing, engineering and energy.

Its first phase has delivered 103,000 sq ft of speculative industrial space across eight units, representing a significant vote of confidence in the area's growth potential. Alongside an automotive development progressing on the site, HELM has capacity for a further 1.1 million sq ft of development. It exemplifies how port-led investment can create space for business, employment and wider growth across Greater Lincolnshire.



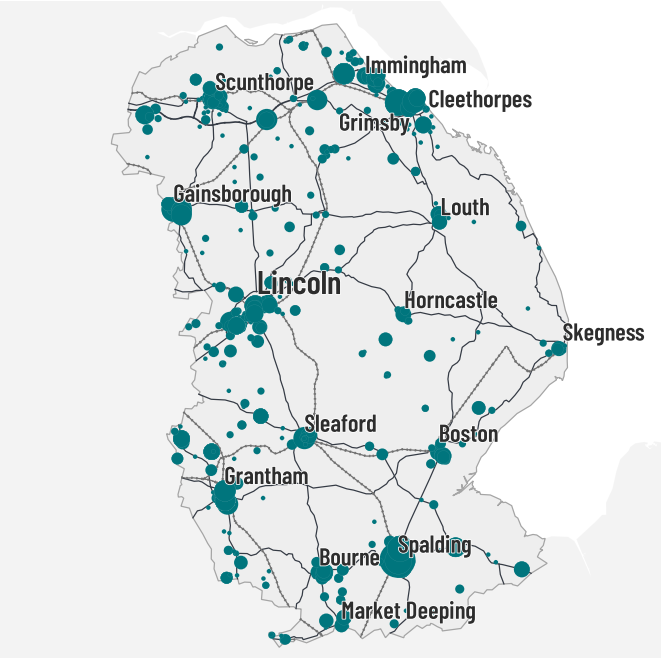
ENERGY

Through this Growth Plan, we commit to:

Position Greater Lincolnshire as England's energy–industrial hub

Energy employs approximately 8,100 people in Greater Lincolnshire and is 25% more productive locally than nationally, contributing 2.2% of the regional economy compared with 1.2% across the UK. It forms a core part of Greater Lincolnshire's industrial base, with particular strengths in oil refining – where employment specialisation is 16 times the national average – alongside electricity generation and industrial gases. Activity is concentrated across North and North East Lincolnshire, closely linked to the region's wider manufacturing and energy-intensive industries. These strengths grow out of Greater Lincolnshire's geographic advantages and its position on the North Sea, with Grimsby hosting the largest offshore wind operations and maintenance base in the UK.

Figure 5: Energy businesses across Greater Lincolnshire[11]



The north of the region contains a strategic energy hub and industrial platform centred on the South Humber Bank, combining major refineries, offshore infrastructure, and the Able Energy Park. Within this cluster, these capabilities enable large-scale energy generation, processing, industrial modernisation, and energy resilience, with activity accelerating and coordination growing across the estuary through the cross-regional Humber Economic Strategy.

A strong and evolving energy ecosystem now encompasses over 300 businesses, with the highest concentration of activity around Grimsby and Immingham. This includes new hydrogen production and storage capability, such as a planned facility at Killingholme and a pioneering storage and distribution project at Immingham, alongside emerging smart grid development. In the south and east of the region, large-scale energy infrastructure is both in place and planned. This includes Bicker Fen, which, among other assets, hosts the English landing point for the Viking Link interconnector to Denmark, and the National Grid's proposed Grimsby to Walpole overhead line, reinforcing the network to accommodate growing generation. As this infrastructure develops, it will be vital to ensure impacts on local communities are properly considered and minimised.

Towards Gainsborough, STEP Fusion is the UK's major technology and infrastructure programme to build a prototype fusion power plant that will demonstrate net energy, fuel self-sufficiency, and a viable route to plant maintenance. The project promises significant economic impact, with an estimated £500 million expected to be generated during construction alone. This will help create new advanced manufacturing, engineering, and energy supply chains, driving high-value growth and innovation across the region.

Further growth will be predicated on appropriate improvements to grid capacity. At present, the new energy generated across Greater Lincolnshire remains difficult for local businesses to access and utilise, representing a significant constraint on realising the full benefits of the region's energy strengths.

	GROWTH ACTION AREAS
1	Focus energy led growth on a small number of investable, high impact locations across the South Humber Bank and wider northern industrial cluster to capture long term value from energy generation, industrial power infrastructure and emerging energy systems, aligning closely with the objectives of the Humber Vision.
2	Use STEP Fusion as an anchor to secure long-term, high-value energy and advanced manufacturing activity and deliver high-value jobs for Greater Lincolnshire
3	Position Greater Lincolnshire as a national hub for industrial energy resilience, new fuels and carbon management infrastructure, addressing infrastructure-based constraints that limit growth such as site energy servicing
4	Evolve the energy cluster leadership to provide resource and capacity to the key businesses involved in order to better convene and maintain a coherent ecosystem
5	Build shared skills and workforce pipelines to support energy, industrial modernisation and major infrastructure programmes

11 The Data City (2026); bubble size relative to number of businesses at that postcode

BUILDING ON SUCCESS

STEP Fusion

STEP Fusion is one of the UK's most ambitious energy programmes, with the former West Burton power station site selected by the UK Atomic Energy Authority as the location for a prototype fusion power plant. Designed to demonstrate the technologies needed for commercial fusion energy, the project places Greater Lincolnshire among a small number of locations internationally involved in developing the next generation of power generation technologies.



The programme is helping to shape a new identity for the wider West Burton area. Alongside STEP, plans for the former Cottam and High Marnham power station sites are creating opportunities across advanced manufacturing, energy infrastructure, hydrogen and data-related industries. The scale of activity has also brought together businesses, education providers and public sector partners to prepare the skills and supply chains required to support future development. As investment plans continue to evolve, STEP is establishing West Burton as a focal point for energy innovation and industrial activity, building on a legacy of power generation while supporting the development of future energy technologies.



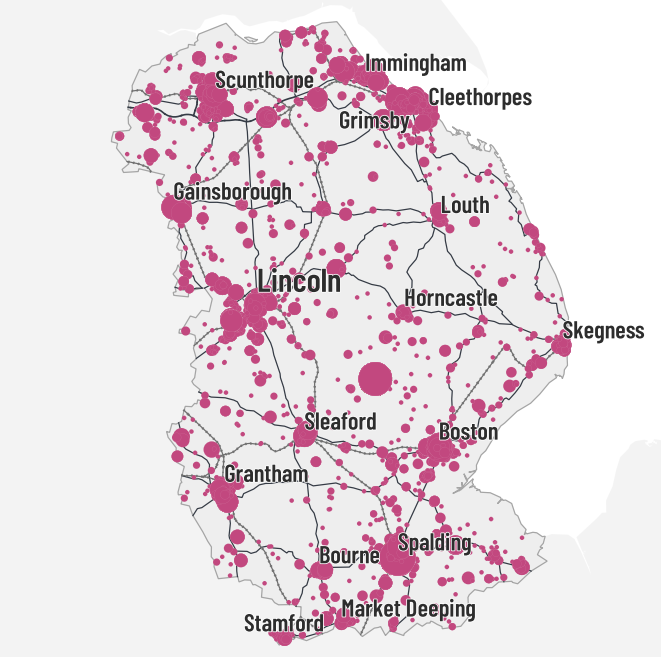
PORTS & LOGISTICS

Through this Growth Plan, we commit to:

Strengthen Greater Lincolnshire's ports as nationally critical economic gateways for trade, food and energy

Ports and logistics employ approximately 37,000 people in Greater Lincolnshire, accounting for 8% of all jobs compared with 6% nationally, and contribute 6% of the regional economy against 5% across the UK. With a strong business base representing around 10% of all firms in the region, this is a major and nationally significant sector. It is highly specialised and features particular strengths in water transport, freight transport by road, and packaging, as well as Humberside Airport, which serves as a major regional travel link for Grimsby, Hull, Scunthorpe, and Lincoln. At its heart lies a highly concentrated ports ecosystem, with the number of businesses approximately six times the national average.

Figure 6: Ports and logistics businesses across Greater Lincolnshire[12]



The South Humber operates as a nationally significant gateway for energy, automotive, food, and manufactured goods, with Immingham the largest port by UK tonnage and home to the Humber Freeport. Its competitiveness directly affects national supply chains, food security, and the cost of industrial modernisation. However, infrastructure and servicing constraints on land at the ports risk constraining growth not only within Ports & Logistics but across the wider economy, given the crucial role they play in the cost of inputs and the ability to export.

Greater Lincolnshire also possesses a globally significant cold chain and storage capability, forming the UK's leading hub for food logistics and temperature-controlled supply chains and handling approximately 30% of the nation's food supply and 75% of the UK population reachable within four hours. Key assets include highly concentrated clusters of cold storage, warehousing, and distribution infrastructure across South Lincolnshire and the South Humber Bank, featuring major facilities and recent investments – including new sites in Grimsby and Grantham totalling over £160 million.

Growth in the sector is constrained by infrastructure and system capacity challenges, including limited road capacity on key freight routes such as the A15, A16, and A17; insufficient rail freight capability; energy constraints for logistics operations; limited serviced land near ports; and flood risk in low-lying port areas.

	GROWTH ACTION AREAS
1	Use the importance of the sector locally and nationally to drive engagement with Department for Transport and others to improve the strategic freight network (A1, A16, A17, A180, A15, A52 and key link routes) to enable efficient movement of goods and support port expansion
2	Encourage ports and logistics-led growth on strategic port and port-adjacent locations around Immingham, Killingholme and Grimsby, increasing capacity at ports for activity where they excel already, (modern cold and controlled storage capacity) to retain value in Greater Lincolnshire, strengthening their role as critical gateways for the Humber, East Midlands and wider UK economy.
3	Support expansion of established logistics clusters, including cold storage and food processing in South Lincolnshire, improving strategic connections between hub locations and towns and supporting land ready to come forward in these areas
4	Align Greater Lincolnshire's ports and logistics offer with pan-Humber priorities to support nationally significant trade, energy and industrial growth
5	Unlock growth at the Greater Lincolnshire's ports by tackling infrastructure and servicing constraints

12 The Data City (2026); bubble size relative to number of businesses at that postcode

BUILDING ON SUCCESS

Cold Chain and Food Logistics

Greater Lincolnshire has developed one of Europe's most significant concentrations of temperature-controlled storage and food logistics infrastructure. Built around long-established food production, processing and distribution activity, the cluster connects major cold storage facilities, logistics hubs and port infrastructure across South Lincolnshire and the Humber, creating a highly integrated network that serves food supply chains across the UK.

The sector is undergoing a significant programme of renewal, with operators investing in a new generation of facilities to replace ageing assets and respond to changing industry requirements. Recent investments in locations including Grimsby and Grantham have brought forward substantial new cold storage capacity, alongside more efficient technologies and operational models that reflect the evolving needs of food manufacturers, retailers and logistics providers. Together, these investments are reinforcing Greater Lincolnshire's position as the UK's leading location for temperature-controlled logistics, building on an established cluster that continues to attract confidence from major operators and investors.





Humber Port

The Humber Estuary is home to the UK's largest port complex which handles 17% of all UK trade. Associated British Ports (ABP) operates four Humber ports: Immingham – the UK's largest by tonnage – Grimsby, Hull and Goole as well as strategic investment sites such as the 227-acre HELM Immingham and the 453-acre Humber International Investment Park.

Together these ports support tens of thousands of jobs across the region and contribute billions to the national economy. ABP continues to invest in the infrastructure required to keep Britain trading, such as the £250m Immingham Eastern Ro-Ro Terminal which will boost trade and increase supply chain resilience.

The area also contains one of the UK's largest undeveloped port-led sites, Humber Port which is owned by Able UK. It combines a 178-hectare Freeport tax site with consented deep-water quays able to handle 80,000-tonne vessels, plus extensive development land. Port operations, advanced manufacturing and supply chains can sit side by side there, supporting offshore wind, clean energy, industry and global trade.



8 TURNING GREATER LINCOLNSHIRE'S GROWTH PRIORITIES **INTO INVESTMENT OPPORTUNITIES**

Delivering on our ambitions in this Plan for Growth will ultimately depend upon project development, delivery, and investment. Whether improving infrastructure, supporting business growth, developing skills, strengthening places or enabling major industrial projects, investment will be required to translate the priorities identified throughout this plan into tangible economic outcomes.

These investments are the practical building blocks of the UK's Resilience Region. Some directly expand nationally important capabilities in food, defence, energy, manufacturing and logistics. Others protect those capabilities or remove the infrastructure, skills, innovation and viability constraints that prevent them from growing.

Opportunities in this pipeline fall into two broad categories, reflecting the roles GLCCA and its partners will play in bringing them forward. The first are those where **the investment is a market maker**, unlocking sites, bringing forward enabling infrastructure to address market failure to unlock market opportunity. The second are **innovation driven growth opportunities**, designed to accelerate growth in sectors and clusters, delivered through private investment, national programmes, institutional funding and collaboration between businesses, local authorities, universities, colleges and government. The role of this plan is to help align those investments around a shared vision for growth.

Together, these opportunities demonstrate the breadth of opportunity in our region and the investment required to deliver the ambitions of the Plan for Growth, from nationally significant industrial projects and innovation ecosystems through to flood protection, housing and regeneration programmes that create the conditions for workforce growth and investment readiness.

The pipeline should be viewed as a snapshot in time rather than a formal prioritisation exercise, with a next step to develop an investment strategy. It draws on partner and programme work undertaken across our region, including GLCCA's May 2026 Investment Prospectus.

The benefits created by major investment opportunities are potentially transformational and extend far further than where a physical asset sits. A new energy project on the South Humber Bank catalyses opportunities for manufacturers, construction firms, training providers, and residents across Greater Lincolnshire. Growth in UK Food Valley supports jobs, innovation and supply chain activity well beyond the locations where food is produced or processed. Major investments in defence and advanced manufacturing strengthen capabilities, business opportunities and workforce demand across the wider economy. The opportunities identified in this pipeline have therefore been selected both because of the investment they may attract and their potential to generate wider economic and social benefits through supply chains, workforce development, innovation, productivity, business growth and stronger communities.

8.1 DIRECT GROWTH OPPORTUNITIES

FOOD SECURITY & INNOVATION

Building on the UK Food Valley initiative to strengthen production, processing, logistics across the food system through innovation, agri-tech, and commercialisation of new technologies

KEY OPPORTUNITIES

Agri-tech Cluster

Expansion of agri-tech research, robotics and commercialisation activity around Lincoln

- Riseholme Agri-Tech Innovation Zone including Lincoln Institute for Agri-Food Technology
- CERES Agri-Tech Investment Engine and University of Lincoln Agri-Robotics Capability
- Develop a new cluster in Dual use applications through defence and agri-tech

Food Enterprise Zone Growth

A connected network of specialist food and agri-tech locations supporting business growth, innovation and commercialisation across Greater Lincolnshire

- Central Lincolnshire Food Enterprise Zone; South Lincolnshire Food Enterprise Zone; Europarc Food Enterprise Zone; Sleaford Moor Enterprise Park

Strategic food processing and logistics development sites

Strategic food processing, cold-chain and logistics opportunities supporting the UK's Food Valley and national food security.

- Magnavale Food Hub & Cold Storage Expansion, Grimsby Seafood Processing & Aquaculture Cluster, Clay Lake Development Site and Wardentree Lane Development Site

DEFENCE

Building on Greater Lincolnshire's nationally significant defence assets through innovation, testing, AI, autonomous systems and dual-use technologies.

KEY OPPORTUNITIES

Lincolnshire EDGE Innovation Ecosystem

Development of a nationally significant dual-use innovation ecosystem spanning defence, AI, robotics and data through sites such as:

- **Defence Innovation Campus at Lincoln Science & Innovation Park.** Expansion of specialist defence, AI and innovation facilities linked to the University of Lincoln.
- **Former RAF Scampton Redevelopment.** Long-term defence, aerospace, innovation and testing opportunity centred on the former RAF base.
- **DecisionWorks.** University of Lincoln's triple-helix AI decision-support collaboration with industry, with plans for a secure facility handling classified information alongside incubation and start-up space.

Defence Skills Infrastructure

- Specialist technical skills facilities supporting future sector growth such as the **Lincoln DTEC**

A15 Defence Corridor

- Using the GLRDSC business ecosystem and commercial opportunities to drive the development of a connected innovation corridor linking defence assets, businesses and specialist facilities

ENERGY SECURITY

Supporting nationally significant opportunities across energy generation, storage and infrastructure, strengthening Greater Lincolnshire's role as a national energy hub

KEY OPPORTUNITIES

Northern Lincolnshire Energy Security Cluster

Strategic programme of energy generation, infrastructure, and industrial investment across the Humber and Lincolnshire coast

- **Able Energy Park & AHP Tax Site.** A large-scale freeport-backed energy and industrial development opportunity
- **Humber Carbon Capture Pipeline.** Major transport infrastructure linking industrial emitters to storage assets
- **Theddlethorpe Carbon Storage Terminal.** Re-use of strategic energy infrastructure supporting Viking CCS focussed on the development of transport and storage infrastructure centred on the coast.
- **South Humber Waste-to-Energy Cluster.** Including South Humber Bank Energy Centre, Altalto Immingham and wider waste-to-fuel opportunities

Fusion

- Fusion energy and advanced manufacturing opportunities linked to West Burton and Gainsborough via **STEP Fusion Programme & Somerby Park**

ADVANCED MANUFACTURING & INDUSTRIAL GROWTH

Supporting industrial modernisation, advanced manufacturing capacity and the development of high-value supply chains across Greater Lincolnshire.

KEY OPPORTUNITIES

Industrial Transformation

Building on Greater Lincolnshire's established industrial base in steel, materials, chemicals and engineering to support business growth, modernisation and new manufacturing investment

- Forge Point, Scunthorpe; Former Novartis API Campus (Moody Lane); Humber Industrials Ltd at Moody Lane; British Steel Supply Chain & Industrial Transition Opportunities; Queen's Road Industrial Development Site

Future Industries & Growth Corridors

Supporting the next generation of advanced manufacturing opportunities emerging around strategic growth locations and nationally significant programmes.

- STEP Fusion Programme; Somerby Park; Gainsborough Growth Zone; Trent Riverside Industrial Sites; North Lincolnshire AI Growth Zone; Grantham Southern Gateway

8.2 MARKET-MAKING **OPPORTUNITIES**

PLACES FOR LIVING & WORKING

Delivering the housing, regeneration and placemaking opportunities needed to support workforce growth, attract investment, and strengthen towns and communities.

KEY OPPORTUNITIES

Strategic Housing Pipeline

Working with Homes England and local authorities, a wide portfolio of housing sites has been developed that will support the government ambition of unlocking 1.5m new homes nationally by 2031.

- An initial phase of joint work with Homes England is capable of unlocking around 3,000 homes across brownfield and greenfield land.
- Early priorities focus on stalled sites with viability gaps, strategic brownfield land, and sites linked directly to employment growth, including around STEP Fusion and the UK Food Valley
- A regeneration programme to unlock town centres and housing-led regeneration

RESILIENCE & UNLOCKING DEVELOPMENT

Investing in critical infrastructure that removes growth barriers and unlocks further public and private investment across housing, employment, and industrial sites.

KEY OPPORTUNITIES

Flood Resilience & Water Management

Coordinated investment in flood protection and water infrastructure to manage risk, build resilience, and enable sustainable housing and employment growth across Greater Lincolnshire's coastal and low-lying areas.

- Unlocking and safeguarding development in Boston & the Wash, Lincolnshire Coast, South Humber Bank, and Trent Valley & Gainsborough

Multi-modal freight

Strengthening the road, rail and logistics infrastructure required to support nationally significant freight movements and supply chain resilience.

- Strategic freight infrastructure improvements to safeguard critical routes

Connecting & supporting ports

Building on Greater Lincolnshire's position as home to the UK's largest port complex, supporting trade, energy, manufacturing and logistics growth.

- The Helm at Immingham



8.3 HOW DOES GREATER LINCOLNSHIRE BENEFIT?

DIRECT GROWTH OPPORTUNITIES	MARKET-MAKING OPPORTUNITIES
• Attracts new business investment and high-value jobs across food, defence, energy and advanced manufacturing • Creates new supply-chain and commercial opportunities for local SMEs • Drives demand for technical, digital and engineering skills, supported by colleges, universities and specialist training facilities • Increases commercialisation of innovation through collaboration between businesses, colleges and universities • Strengthens the resilience of nationally significant food, energy and industrial supply chains	• Removes binding constraints, such as flood risk, site viability and infrastructure capacity, that would otherwise delay development • Unlocks further public and private investment in housing, employment and industrial sites • Safeguards existing communities, businesses and nationally important supply chains against flooding and infrastructure failure • Builds the homes, employment land and connections needed to attract and retain a skilled workforce • Strengthens investor confidence by managing risk on sites, building resilience, and securing critical trade and logistics connections

9 CONCLUSION

Greater Lincolnshire feeds, powers and protects the nation. This ten-year Plan for Growth sets out how we will strengthen these nationally important capabilities, support more productive businesses and create greater opportunity for our residents.

Becoming the **UK's Resilience Region** will require focussed investment across the economy, taking a place based approach to economic development. We need to protect what already works, tackle the constraints holding back growth and help businesses and communities prepare for future change.

Devolution gives Greater Lincolnshire new powers and a stronger platform from which to lead this work. We will work with government and other partners to deliver the priorities in this Plan, as investing in Greater Lincolnshire's growth means investing in the resilience of the United Kingdom.

Following adoption, the priorities in this Plan will **inform the development of a more robust pipeline of projects and investment propositions.** GLCCA will work with local government, businesses and other partners to determine the appropriate delivery routes and responsibilities for taking them forward alongside the emerging Investment Strategy. This will draw on the expertise of business, public-sector, education, health and VCFSE partners as priorities are translated into action plans, projects and investment propositions.





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