Greater Lincolnshire
Combined County Authority



STRATEGIC VISION FOR
DEFENCE & SECURITY



MAYOR'S FOREWORD

I am immensely proud of Greater Lincolnshire's contribution to the security of our nation, past, present and future.

For generations, Lincolnshire has stood at the heart of Britain's defence. Known to many as "Bomber County", Greater Lincolnshire has for more than a century helped shape the UK's strategic advantage. That legacy matters — but what matters even more is how we are building on it today.

With RAF Waddington, Cranwell, Coningsby and Digby on our doorstep, Greater Lincolnshire remains at the frontline of intelligence, air power and operational readiness. Our communities live alongside, support and contribute directly to the defence of the nation. This is reinforced by a 60,000 strong veteran community whose skills, experience and leadership continue to underpin our economy and strengthen our national resilience.

Yet our role is not defined by history alone. Greater Lincolnshire is rapidly emerging as one of the UK's most important centres for cyber security, defence digital capability, advanced manufacturing and next generation technologies. In an increasingly uncertain world, shaped by geopolitical volatility, contested domains and fast evolving threats; the capabilities, skills and supply chain strength anchored here are precisely what Britain needs to remain secure and competitive.

This Defence Strategic Vision sets out how we will harness Greater Lincolnshire's heritage, industrial base and partnerships across Defence, industry and academia to drive innovation, strengthen our national security and unlock sustainable economic growth.

It is ambitious, but grounded in the real strengths of our place and our people.

By delivering this Vision, we will attract investment, create highly skilled jobs and cement Greater Lincolnshire's position as a nationally and globally significant hub for defence and security.

I believe firmly in Greater Lincolnshire, in our industry, our innovators and our communities. Together, we can build a safer, stronger future for Britain.

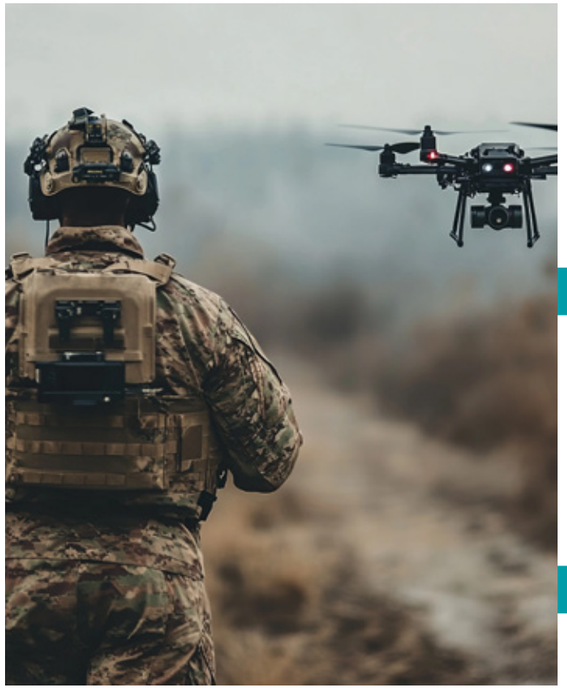
Dame Andrea Jenkyns
Mayor of Greater Lincolnshire

A WORLD CLASS, VIBRANT AND INNOVATIVE **DEFENCE & SECURITY SECTOR** THAT DRIVES ECONOMIC GROWTH ACROSS GREATER LINCOLNSHIRE

A WORLD-CLASS DEFENCE & SECURITY OFFER

Greater Lincolnshire is unique in having the key components to foster a Defence & Security (D&S) ecosystem that directly supports development and cutting-edge technologies in the rapidly evolving information, advanced manufacturing, cyber & electromagnetic (EM), and defence logistics sectors.

This makes the region an attractive investment opportunity for the UK and internationally, and it in turn enables the region to become a globally-recognised Centre of Excellence – both for its reputed D&S offer; and for its growing capabilities in deploying dual-use technologies more widely, including across AgriTech, healthcare, energy and water. Taken together, Greater Lincolnshire's D&S sector has the potential to expand the UK's sovereign capabilities to both leverage its export potential and support national and international security – whilst catalysing balanced economic growth.



CRITICAL ENABLING FACTORS

With appropriate public and private investment in place, Greater Lincolnshire can foster a world-leading and cohered innovation ecosystem based on artificial intelligence (AI) tools and advanced manufacturing that responds to local, national and global end user requirements.

Greater Lincolnshire's distinct D&S proposition is underpinned by its capacity to enable industry – backed by academia – to truly operate as the sixth warfighting domain. The close geolocation of the supply chain and position in the country, along with good communications links, make it uniquely suited to draw on industry and academia inputs from the UK more widely. Together, the close proximity of end users, academia and industry ensures rapidly iterating capability that reduces supply chain lags from innovation to manufacture to use – providing the end user with access to the latest capability in response to evolving threat-driven need.

Greater Lincolnshire's skilled workforce comprises locally-grown academics and service leavers at all career stages. The high proportion of veterans settling in the area provides an agile workforce that is suitably qualified and experienced to work in the D&S ecosystem. This creates opportunities to employ a complete range of differing demographics of service leaver, not only across Defence & Security, but also in critical dual-use sectors. In turn, service leavers and their families have the opportunity to remain and thrive in Greater Lincolnshire while nurturing their careers across multiple and related sectors.

A TIMELY STRATEGIC VISION FOR **DEFENCE & SECURITY ALIGNED** WITH LOCAL, REGIONAL AND NATIONAL PRIORITIES

Greater Lincolnshire's Defence & Security sector plays a crucial role in meeting strategic objectives at the national, regional and local levels.

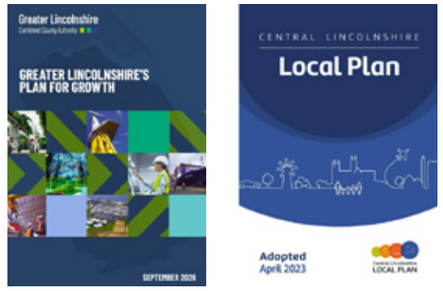
A review of the UK's national strategies highlights the enormous potential for industrial growth, innovation and employment that can be unlocked by the Defence & Security sector and other interlinked sectors. This requires expanding the UK's industrial base, supporting UK-based companies, and innovating at wartime pace with an upskilled talent pool well versed in cutting-edge technologies.

Greater Lincolnshire is in prime position to deliver on national defence, security and industrial strategies. With timely and strong support to develop skills, improve infrastructure and encourage a rich blend of investment, Greater Lincolnshire is poised to catapult the UK into the growth sectors of the future.

NATIONAL



GREATER LINCOLNSHIRE COMBINED COUNTY AUTHORITY & LOCAL AUTHORITIES



OUR MODEL FOR TRANSFORMATIONAL GROWTH
IN OUR DEFENCE & SECURITY SECTOR

HIGHLY-DEVELOPED D&S CLUSTER AND HOME OF THE RAF

9,500
Military Personnel

3,629
Employed within Private Sector

180+
Total Businesses

£1.2BN
Annual Turnover

£836M
Investment Funding

UK'S ISTAR CAPABILITY

DIVERSE INDUSTRIAL BASE

8%
Employment Growth

9%
Turnover Growth



OUR MODEL FOR TRANSFORMATIONAL GROWTH IN
OUR DEFENCE & SECURITY SECTOR

1. STRENGTHS & CAPABILITIES

Leveraging Existing Assets

- Strategic Location of Defence Assets
- Regional Defence and Security Cluster
- Strong RAF Presence
- Veteran Community
- The Triple Helix Model
- FE, HE & Academia

2. GROWTH OPPORTUNITIES

Driving Expansion in our Key Growth Markets

CyberEM	Real-Time, Situational Awareness & Decision Making	Advanced Manufacturing	Logistics
Electronic Warfare Operational Support	Intelligence, Surveillance and Reconnaissance	Operations Support and Maintenance	Deployment at Pace and Scale
CEMA and Counter-EW	Data Analytics	Drones / UAVs / UAS / Counter-UAV / Counter-UAS	Supply Chain Resilience and Diversification
Secure Communication Networks	Decision Support/ DecisionTech	Air Autonomy	Advanced Logistics
Cyber Threat and Risk Management		Energetics and Propellants	Dual-use Logistics Infrastructure

Ensuring National & Infrastructure Resilience through Dual-Use Technology & Application

- Agri-Tech
- MedTech
- Safe and Secure Water Sources
- Energy

3. INTERVENTION AREAS& OUTCOMES

Intervention Areas

- Twin-Cluster Growth Corridor
- Education and Skills
- Investment
- Innovation

Outcomes

- Expand Sovereign Capability
- Leverage Export Potential
- Support UK National Security Agenda
- Achieve Balanced Economic Growth

STRENGTHS
& CAPABILITIES

OUR STRENGTHS & CAPABILITIES
IN DEFENCE & SECURITY

STRATEGIC LOCATION OF DEFENCE ASSETS

A 'spine' of strategic assets – from the Humber Freeport to the Home of the RAF to the UK Food Valley – in prime position for showcasing dual-use technologies to domestic and international markets

THE GREATER LINCOLNSHIRE REGIONAL DEFENCE & SECURITY CLUSTER

Extensive network of 180+ companies bringing together wide-ranging expertise across defence, security, manufacturing, R&D and innovation

STRONG RAF PRESENCE

Four RAF bases that are critical to UK national security and crucially the UK's ISTAR capability

EXTENSIVE VETERAN COMMUNITY

One of the most extensive and highly-skilled ex-military communities in the UK with readily-transferable, exportable and investible capabilities

DEFENCE EMBEDDED WITHIN FE, HE & ACADEMIA

A unique combination of academic credentials, hands-on expertise and defence-mindedness that can unlock talent, potential and innovation in the workforce

THE TRIPLE HELIX MODEL

A rich innovation ecosystem at the forefront of delivery that is underpinned by partnerships between public sector, private sector and academia

THE UK'S **STRATEGIC DEFENCE HUB**

DRIVING GROWTH NATIONWIDE

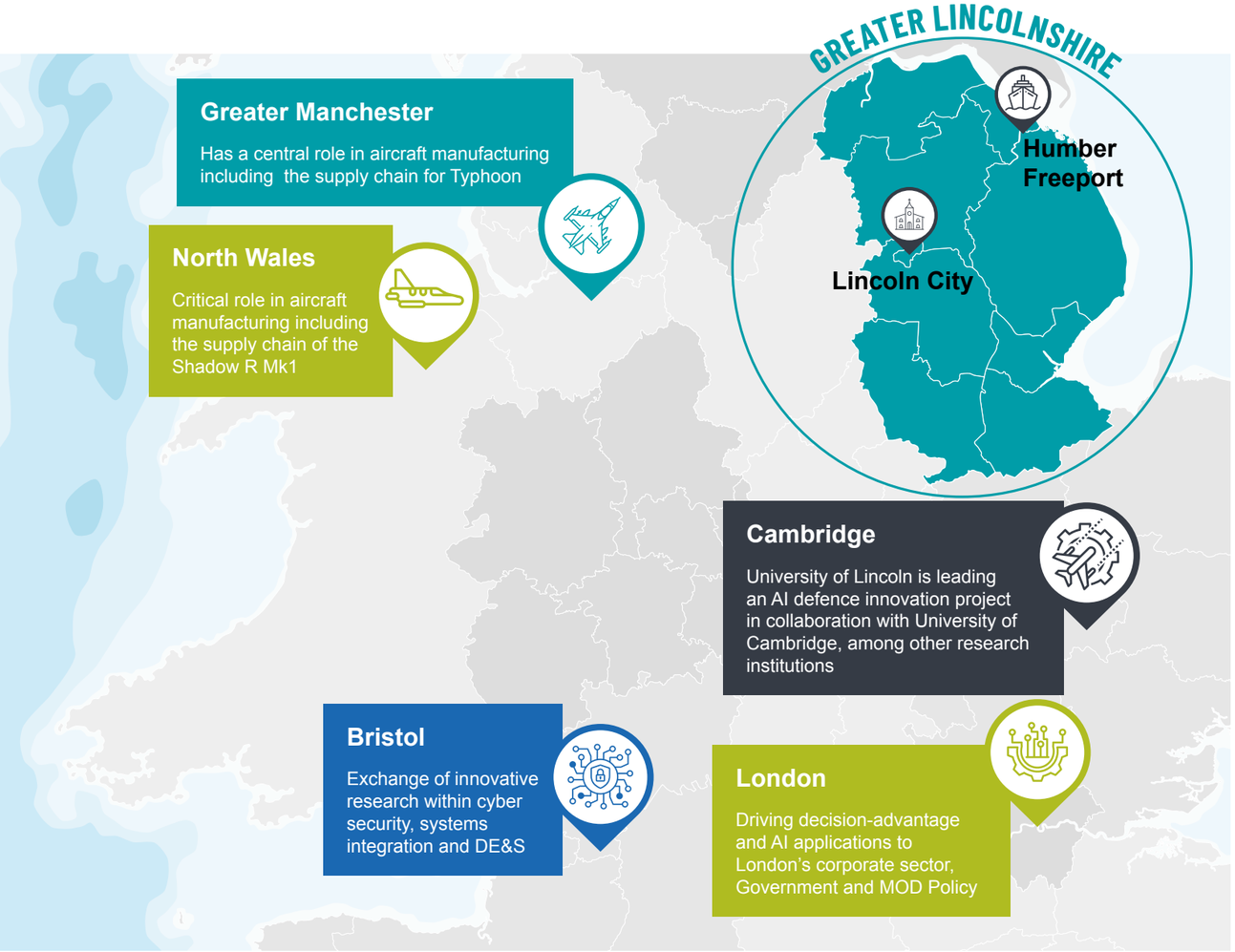
As one of the UK's strategic defence hubs and home to the RAF, the growth of our sector drives prosperity across the country and supports the national growth agenda. Greater Lincolnshire's RAF bases have far-reaching supply chains that support local economies throughout the UK. We conduct cutting-edge research at our universities and colleges, and provide world-class training of engineers, pilots, analysts and other expert personnel that service UK industry.

NATIONAL AND GLOBAL STRATEGIC ADVANTAGE

Strategically located on the UK's East Coast, Greater Lincolnshire is positioned to ensure national security. At the same time, businesses have access to:

- **Domestic markets:** mainly through North-South multi-modal connectivity (road and rail); and
- **International markets:** chiefly through the Humber Freeport, known as Britain's Global Gateway, with Immingham and Grimsby being the UK's largest port by tonnage and providing market to access into Europe and beyond.

Our region boasts ample land availability – ideal for both remotely-located and highly-sensitive D&S operations, as well as potential and space for developing knowledge clusters.



STRONG RAF PRESENCE & **EXTENSIVE VETERAN COMMUNITY**

Greater Lincolnshire has a robust portfolio of Defence and Security (D&S) assets. As one of the UK's strategic defence hubs and Home to RAF, we bring together cutting-edge technical capabilities and a rich, diverse pool of talent from across our active, reserves and ex-military personnel.

Greater Lincolnshire has a proud heritage in defence and has a community that strongly supports the expansion of our defence assets. RAF Waddington serves as the hub of Intelligence, Surveillance, Target Acquisition and Reconnaissance (ISTAR) in the UK. The sector is supported by a robust pipeline of skilled workers from within the RAF and across a nationally-renowned academic and technical training infrastructure.

The veteran population represents a significant strategic asset for the region, bringing a wealth of skills, knowledge, and experience. Some defence primes have a workforce comprising at least 80% ex-military personnel enabling a profound understanding of the operational context (i.e. the "Why?"). Veterans continue to play a pivotal role in advancing the region's D&S sector. As of 2021, there were approximately 60,000 veterans living within Greater Lincolnshire.

1.8X VETERANS
versus UK national average

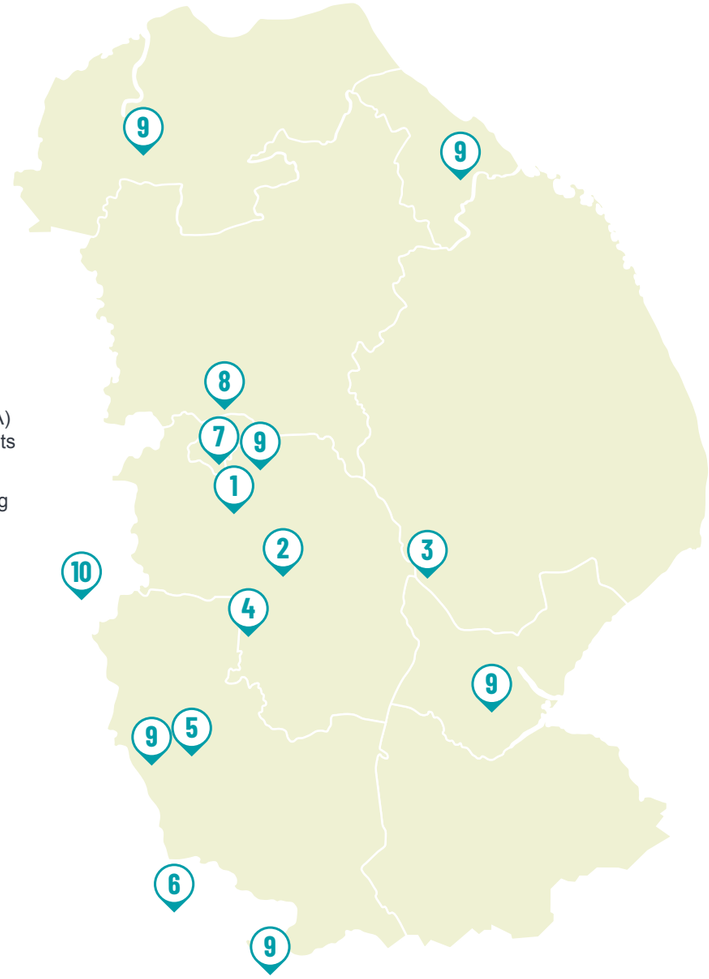
25,000 VETERANS
in the labour force

THE UK'S STRATEGIC DEFENCE HUB

1. RAF Waddington – The UK's ISTAR Hub and The Air & Space Warfare Centre
2. RAF Digby – HQ Joint Cyber & Electromagnetic Activities Group
3. RAF Coningsby – RAF Quick Reaction Alert (QRA) houses 3 front-line Eurofighter Typhoon FGR4 units
4. RAF College Cranwell – The world's first Air Academy specialised in officer and aircrew training & selection

SUPPORTED BY A WORLD CLASS INNOVATION ECOSYSTEM AND EDUCATION FACILITIES

5. Army Training Regiment
6. Kendrew Barracks
7. The University of Lincoln/ Lincoln Science & Innovation Park
8. Scampton
9. Lincolnshire Institute of Technology (IoT)
10. Air & Space Institute



GREATER LINCOLNSHIRE
REGIONAL DEFENCE & SECURITY CLUSTER

THE GREATER LINCOLNSHIRE REGIONAL DEFENCE AND SECURITY CLUSTER

The Cluster is an industry-led forum that brings together national and international defence organisations, manufacturing, research, development and innovation expertise. It is designed to provide a single forum to overcome sector challenges and identify business opportunities in Greater Lincolnshire. The Cluster is a clear competitive advantage for Greater Lincolnshire and facilitates sectoral growth as businesses move operations to join our network of innovative businesses.

GREATER LINCOLNSHIRE D&S SECTOR

Defence
- Communications
- Logistics Support
- Intelligence and Decision Support Services

Modern Aerospace
- Drones
- UAV / Counter-UAV
- Maintenance Support

Space Economy
- Geospatial Platforms and Analysis
- Satellite Inspection

Cyber
- Electronic Warfare and Cyber Electromagnetic Activity

HIGH GROWTH AND BROAD INDUSTRIAL BASE ACROSS VARIOUS SUB-SECTORS, TECHNOLOGIES AND DOMAINS

ANNUAL TURNOVER HAS DOUBLED
Since 2019

EMPLOYMENT HAS RISEN BY +1,100
Since 2019

Diverse Business Demography
~79% SME
~13% LARGE

£336,000 TURNOVER
Per Employee ~1.2x UK National Average

THE WIDER SUPPLY CHAIN

62,000
Manufacturing Workers
~1.9x UK National Average

6,000
Information & Communication Workers

25,000
Professional, Scientific & Technical Workers

Sources: The Data City, Office for National Statistics (ONS)

FURTHER EDUCATION, HIGHER EDUCATION & ACADEMIA

The region benefits from a strong education, training and skills ecosystem spanning universities, colleges, training providers and specialist employer-focused technical training centres. Together, these organisations support research and innovation while developing the technical, vocational and professional skills required by employers. Through apprenticeships, workforce development and employer-led training, partners work closely with industry and the public sector to ensure provision responds to current and future sector needs.

THE UNIVERSITY OF LINCOLN

A member of the Defence Universities Alliance, Lincoln University is a nationally-recognised leader in applied AI and defence innovation. The University's Centre for Defence and Security AI demonstrates a long-standing commitment to military education and research. It offers defence sector-oriented courses including the MSc in Innovation in Intelligence, Surveillance and Reconnaissance, enabling military personnel to obtain an in-service academic qualification.

1,800 Active Armed Forces Students

Close collaboration with **INDUSTRY, LOCAL RAF BASES AND THE ROYAL NAVY** (Dartmouth & Lympstone).

LINCOLN COLLEGE GROUP DEFENCE TEC & THE AIR & SPACE INSTITUTE NEWARK

Lincoln College Group has been designated as Defence Technical Excellence College providing employer-led education and technical training for 16 to 19-year-olds. Their flagship £15 million Air and Space Institute (ASI) in Newark provides training in pathways related to the D&S sector in collaboration with industry partners including: defence, fast-jet pilots and aircraft engineering.

A&S Institute increases to
400 STUDENTS NEXT YEAR

LINCOLN INSTITUTE OF TECHNOLOGY

A regional education partnership that specialises in providing high-level technical qualifications in manufacturing and engineering including motor vehicles, AgriTech, construction, digital training and education.

HETA

The Humberside Training Association (HETA) is the leading engineering training provider in the Yorkshire and Humber region. HETA provides specialist training for young people looking to join the engineering industry.

CATCH

An industry-led partnership supporting the process, energy, engineering and renewables industries in the Humber region. CATCH is a leader in skills, apprenticeships and competency, driven by industry members and rooted deeply in industry.

TRIPLE HELIX PARTNERSHIPS

Greater Lincolnshire has a rich innovation ecosystem, typified by an approach to delivery centred around collaboration and partnership. The D&S sector is unique in the fact that the public sector often operates as the end-user.

GREATER LINCOLNSHIRE'S TRIPLE HELIX ENVIRONMENT

ACADEMIA AND EDUCATION

The region boasts a rich academic and educational landscape that serves the dual purpose of research and innovation and generates a robust supply of skilled workers. Educational partners regularly collaborate with each other and are in constant engagement with both the public sector and industry to ensure both research outputs and educational courses are tailored to meet sector and industry needs.

PUBLIC SECTOR

The public sector incorporates both public defence activities and local government who act as an enabler for the sector. As an end-user, the RAF regularly works and collaborates with the wider defence sector and its associated supply chains.

INDUSTRY

Greater Lincolnshire is home to a highly developed Regional Defence & Security Cluster, representing over 180 companies. The Cluster comprises both global defence primes and innovative SMEs. Industry is clustered in and around defence assets and academia to formulate close relationships and leverage research expertise.



GROWTH OPPORTUNITIES

EXPANSION IN OUR **KEY GROWTH MARKETS**

Greater Lincolnshire has identified four priority growth markets that cut across multiple domains and applications.

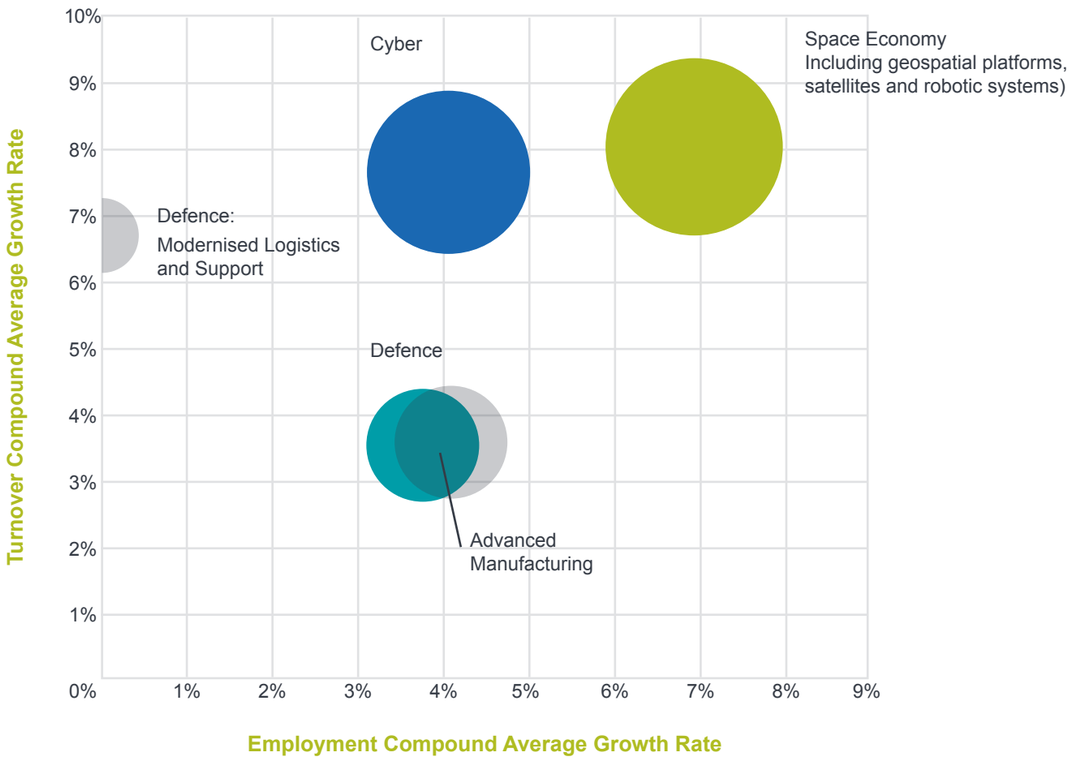
CYBEREM - expertise spans electronic warfare, secure communication networks, and comprehensive cyber threat and risk management to protect critical systems. Applications across defence, space and civilian sectors.

REAL-TIME SITUATIONAL AWARENESS AND DECISION MAKING - leveraging AI analytics, electronics and autonomous platforms to enhance Intelligence, Surveillance, and Reconnaissance (ISR).

ADVANCED MANUFACTURING - aerospace transport equipment, Unmanned Aerial Vehicles (UAV) and parts and accessories, including motors and engines for aircraft. Leveraging our engineering capabilities to develop, test and train the next generation of aerospace technologies.

LOGISTICS - logistics refers to the systems, processes, and capabilities required to sustain defence operations across all phases of activity.

REAL TIME INDUSTRY CLASSIFICATION (RTIC) GROWTH ANALYSIS, 2019-2024 (BUBBLE SIZE = BUSINESS COUNT)



Source: The Data City (Accessed November 2025).
Note: The Data City's Real-Time Industry Classifications (RTICs) are our innovative solution to reflecting cutting-edge industry data, compared to traditional ONS Standard Industry Classifications (SIC). Defence: Modernised Logistics and Support is represented by a half circle as it has recorded 0% employment growth over the period. This is primarily due to a small sample size and potential data gaps.

CYBEREM

The integration of cyber operations and electromagnetic (EM) domain activities to achieve informational advantage on the battlefield and within civilian applications.

CyberEM capability is at the heart of modern warfare and is a key enabler of all defence activities and communications. Specifically, Electronic Warfare and Cyber Electromagnetic Activity (CEMA) and Counter-EW is the synthesis of traditional electronic warfare with cyber capabilities to provide commanders with an integrated option for shaping the battlespace and to defend systems against electronic attack across the full EM spectrum and cyberspace. The sector offers a unique growth opportunity to Greater Lincolnshire due to:

- **Core Enabling Technology:** The domain is the foundation of all defence activities, specifically, the ability to protect friendly systems through offensive measures (hacking) and develop defensive counter measures (counter-hacking) for enemy ones. It is of strategic priority that the UK builds national capability in this technology.
- **Dual-use Capability:** CyberEM technologies sit at the intersection of cyber security, telecommunications and advanced electronics creating application across civilian use-cases. Recent events have demonstrated the value of cyber security to the wider economy.
- **Export Potential:** Companies developing dual-use solutions within the CyberEM domain can engage both defence customers and commercial buyers diverging revenue streams.

WHY GREATER LINCOLNSHIRE

Greater Lincolnshire has emerged as one of the UK's most strategically important regions for information-led defence capabilities, across the CyberEM domains.

MOD Joint Cyber and Electronic Activities Group (JCG)

RAF Digby hosts the HQ Joint Cyber and Electromagnetic Activities (JCG) and Joint Service Signals Unit (JSSU). It also includes No. 6 Cyber Reserve Squadron and 591 Signals Unit – making it one of UK Defence's key signals/cyber nodes and creates a demand for CyberEM capabilities and innovations in the region which the private sector can fulfil.

Home of UK ISTAR

RAF Waddington is the RAF's ISTAR (Intelligence, Surveillance, Target Acquisition & Reconnaissance) hub, with the Air Warfare Centre and the Air Battlespace Training Centre (ABTC) where RAF works day to day with QinetiQ, Boeing, Inzpire and Plexys on synthetic training – an ideal "live/synthetic" venue for CEMA experimentation.

GLRDSC Alignment

The Regional D&S Cluster is already aligned with a focus on complementary technologies: data, synthetics, secure communications and cyber, making it a ready-made industry/academia convening body. Numerous companies already provide direct support to our regional defence assets by embedding cyber into EM activities and developing synthetic capabilities in a CEMA environment for customers to simulate impacts on the battlefield. Some defence primes are looking to at least double their personnel footprint in the region by 2030, with an emphasis on furthering engineering and EW capabilities. Leonardo has a dedicated facility to provide Warfare Operational Support (EWOS) to RAF Waddington and RAF Coningsby.

REAL-TIME, SITUATIONAL AWARENESS
AND DECISION MAKING

The ability to collect, analyse, and understand information about a complex environment as it unfolds.

Real-Time Situational Awareness and Decision Making comprises integrating data from sensors, intelligence sources, and communications in real time as events occur, enabling responders to react faster and more efficiently. Crucially, it entails application of data analytics, AI and quantum computing to provide critical decision-making support, via digital platforms.

The sector offers a unique growth opportunity for Greater Lincolnshire due to:

- **Multi-Domain:** Such capabilities are crucial on today's multi-domain battlefields where operations span land, air, sea, cyber, and space, as shown by the war in Ukraine.
- **Sovereign Capability:** The UK's Strategic Defence Review (SDR) emphasises that future armed forces must operate as an integrated force by design, which requires common digital infrastructure and a 'Digital Targeting Web' by 2027 that will reduce decision-making times by connecting sensors, deciders and effectors across all domains. The MOD has committed £1 billion in investment to achieve this goal.
- **Dual-use Capability & Technology:** Real-time situational awareness and informed decision-making can be leveraged across multiple civilian sectors, creating a broader market for the sector. By integrating emerging technologies, these capabilities can drive significant gains, delivering widespread economic benefits.

WHY GREATER LINCOLNSHIRE

Few locations in the UK offer such close integration between the operational end-users with local industry, and academia – creating a unique environment for collaboration and innovation.

Home of UK ISTAR

RAF Waddington is the hub of UK ISTAR and the main operating base for the RAF's airborne intelligence fleet, housing the Air and Space Warfare Centre and the Air Battlespace Training Centre. Greater Lincolnshire can leverage this intelligence and reconnaissance capability in other domains including decision support for clients including MOD, especially given the UK's crucial role – together with Japan and Italy – in the Global Combat Air Programme (GCAP). GCAP will rely on data analysis, exploitation and visualisation for high-stakes decision making.

Industry Expertise

Global defence primes have chosen to locate in Greater Lincolnshire and contribute to a vibrant SME ecosystem. The sector is actively involved in supporting the RAF in its current capabilities both behind and outside the wire. This distinctive balance of scale and the ability to break away from traditional manpower and governance models provides an enabling environment for innovation.

DecisionWorks

Led by the University of Lincoln and their Centre for Defence AI together with three industry partners (QinetiQ, Quantexa, and SRC UK), DecisionWorks has developed a novel collaborative innovation engine ready to work at pace with UK Defence to reimagine decision-making for the Digital Age.



ADVANCED **MANUFACTURING**

The design, manufacture and maintenance of next-generation Defence & Security equipment.

In response to heightened geopolitical tensions and technological advancement, there is a global race to modernise defence systems and gain operational advantage. UK Government has highlighted the strategic importance of developing advanced technologies ahead of adversaries. Greater Lincolnshire has the right balance of defence assets, private sector innovation and academic expertise to further develop UK defence equipment capability across:

- **Modern Aerospace:** Modern military operations rely heavily on air power and aerospace technologies. The air domain has been revolutionised through drones, Unmanned Aerial Vehicle (UAVs), Unmanned Aerial Systems (UAS), Counter-UAV / Counter-UAS. While the US currently has a competitive advantage in this segment, the UK – through Greater Lincolnshire – is well placed to gain market share. Air autonomy is also another growth area as AI integration in aviation can transform aircraft operations including smarter cockpits, autonomous flights and predictive maintenance.
- **Propellants and Energetics:** Specialist materials engineered to store and rapidly release energy in a controlled manner underpin a wide range of defence capabilities including missiles, rocket motors countermeasures and space systems.
- **Unmanned Subsurface / Underwater Technologies:** This refers to autonomous or remotely operating systems designed to operate below the water's surface without a human onboard. They are increasingly central to anti-submarine warfare, maritime domain awareness, and protection of critical undersea infrastructure.

WHY GREATER LINCOLNSHIRE

Greater Lincolnshire's integral role in UK military aerospace operations and its robust industrial base make it an ideal hub for advanced manufacturing, combining RAF demand with supply-side strengths.

Global Defence Primes

Greater Lincolnshire has successfully attracted major global aerospace and defence firms: BAE Systems, Boeing, Lockheed Martin, Raytheon UK, Thales, Leonardo, Northrop Grumman, and QinetiQ all have an established presence in the area and provide significant investment in novel technology and innovation. These entities are best-placed to lead the charge into product manufacturing related to drone technology, simulation synthetics, sensing technologies and the analysis, exploitation and visualisation of data.

Robust Workforce Pipeline

Driven by our nationally-recognised education system, Greater Lincolnshire has a unique pipeline of aerospace engineers, pilots and military personnel that supports both the private and public sector. This is complemented by a strong veteran workforce bringing experience and technical skills to industry.

Land & Airspace Facilities

Along with four active RAF bases, Greater Lincolnshire has the land availability, the protected airspace and hangar space to develop a nationally-renowned private sector hub for aerospace that allows for development and testing of innovative drones and UAVs.

Strong Supply Chains

Greater Lincolnshire has a large and broad manufacturing base, including being the home of British Steel. Defence procurement depends on domestically produced steel for shipbuilding, armoured vehicles, munitions, and critical infrastructure such as railways and energy installations.

LOGISTICS

The systems, processes, and capabilities required to sustain defence operations across all phases of activity.

Defence logistics underpins the effective deployment and availability of forces by ensuring that personnel, platforms, and capabilities are supported wherever and whenever they are needed. As such, logistics is a foundational enabler of operational effectiveness across all domains. The UK Government has highlighted the need to strengthen national capability to respond to geopolitical events at pace and at scale.

The sector offers a unique growth opportunity to Greater Lincolnshire due to:

- **Advanced Logistics:** An opportunity to move beyond traditional, reactive models and harness data exploitation, digital technologies and automation to create a more predictive and agile supply chains.
- **Dual-use Logistics Infrastructure:** There is an opportunity for investment in shared infrastructure for defence and commercial freight within Greater Lincolnshire. The Port of Immingham already has Ro-Ro berths adaptable for military vehicles and was the first port operational after a new strategic agreement between the British Army and Associated British Ports (ABP) was signed. There is an investment opportunity to expand infrastructure capabilities and enhance supply chains among defence and civilian operations.

WHY GREATER LINCOLNSHIRE

Greater Lincolnshire is uniquely placed to support defence supply chains and strengthen national capability to respond to events at pace and scale.

Humber Freeport

The freeport encompasses four of the UK's largest ports which, combined, handle around 17% of national trade. For the D&S sector, the freeport provides a gateway to international markets and a driver of regional investment through freeport business incentives. The University of Lincoln has signed a new partnership with the University of Hull and Humber Freeport to collaborate on creating innovation solutions to advancing sustainable supply chains.

Strategic Location

Greater Lincolnshire's central location ensures we can service over 75% of the UK population within a four-hour drive time. Combined with multimodal access, Greater Lincolnshire is a strategic asset for UK Armed Forces deployment and an advantageous location for private sector activity.

Highly Developed Logistics Sector

Concentrated in the Humber region and South Lincolnshire, there is a robust logistics sector that connects major energy and manufacturing providers in the North, and distributes our agriculture produce across the country.



ENSURING NATIONAL & INFRASTRUCTURE RESILIENCE THROUGH DUAL-USE TECHNOLOGY & APPLICATION

Our priority growth markets are grounded in emerging dual-use technologies that can be applied throughout the economy, creating knowledge spillovers and productivity benefits whilst generating national resilience among core infrastructure and sectors supporting national food security, energy security, health security and water security.



AGRITECH

The link between Defence and AgriTech is a critical asset for Greater Lincolnshire – real-time sensing/ decision tools and robotics from AI technologies within Defence are highly relevant to efficient and effective logistics, and security in the food sector. Defence innovations can accelerate AgriTech growth by leveraging the University of Lincoln's specialist campuses. At Riseholme, the Lincoln Institute for Agri-Food Technology and Lincoln Agri-Robotics provide facilities for robotics, automation, and early-stage spin-outs, while the Barclays Eagle Lab Farm supports commercial scale-up. At Holbeach, the National Centre for Food Manufacturing is applying robotics and automation to modernise food processing and drive sustainable, circular economy solutions.

ENERGY

The energy sector in Greater Lincolnshire is highly concentrated in the Humber Energy Estuary which has long been a primary location for energy generation and energy-intensive industries. Our capabilities in data and predictive decision analysis can improve energy systems, creating a smarter and more efficient grid network through real-time monitoring of supply and demand for energy, SMART grids and the use of alternative fuels. The sector has structural connections in workforce skills, supply chains and technology spillovers with the Trent Supercluster, the STEP Fusion programme and Siemens.





MEDTECH

There is strong potential for flow of innovation between Defence and MedTech as they share common challenges around human performance, resilience and decision support. Innovations in decision-making could be applied to speed up clinical decision making, reduce waiting times and improve predicting patient outcomes. Collaborative research has already been undertaken with The University of Lincoln in working directly with the Royal Air Force on a joint research programme to improve understanding of diabetes in military personnel. The potential move of tri-service facilities to RAF Cranwell may see a stronger MOD presence in MedTech including through crisis response times, mental health services, R&D and enhanced clinical care.

SAFE & SECURE WATER SOURCES

Defence-developed drones and sensing technologies can now play a key role in water resilience, providing rapid, remote detection of pollution blooms, deliberate contamination, and threats to boreholes and aquifers. Originally designed for surveillance and threat monitoring, these tools offer a powerful dual-use capability that strengthens the security and integrity of critical water sources. By applying military-grade imaging, autonomous flight, and real-time analytics, water authorities can identify risks earlier, respond faster, and better protect communities from both environmental hazards and malicious attacks.



INTERVENTION AREAS, OUTCOMES & ASSOCIATED IMPACTS



INTRODUCTION TO
INTERVENTION AREAS AND OUTCOMES

To realise our priority growth opportunities, interventions areas have been designed to create a conducive environment for innovation and business growth. Interventions will directly support regional and national security and growth objectives.

INTERVENTION AREAS

INVESTMENT
Leverage national funding initiatives to create a business environment conducive to private investment and sectoral growth that enables a sustainable and self-sufficient funding model for the sector.

EDUCATION AND SKILLS
Resolve critical skills gaps that are essential for sectoral growth. We will attract D&S experts to Greater Lincolnshire and strengthen local D&S skills development across all career stages.

INNOVATION
Develop Greater Lincolnshire as an internationally-leading innovation cluster for digital and AI-enabled technologies across Defence & Security and adjacent sectors.

A STRATEGIC APPROACH TO DUAL-USE TECHNOLOGY GROWTH
Develop our ready-made innovation corridor centred around a Defence and AgriTech twin-cluster model for innovation and dual-use technology growth.

OUTCOMES

EXPAND SOVEREIGN CAPABILITY
Develop the frontier technologies and industrial capabilities required to sustain critical defence activities and ensure long-term operational independence.

LEVERAGE EXPORT POTENTIAL
Support businesses to scale innovations and export to global markets and adjacent sectors. We will increase the international competitiveness of the UK's Defence sector.

SUPPORT UK NATIONAL SECURITY AGENDA
Work with our regional defence assets to implement advanced next-generation digital innovations and support the UK's shift towards warfighting readiness.

ACHIEVE BALANCED ECONOMIC GROWTH
Position Greater Lincolnshire's Defence & Security capability as a core engine for regional and national economic growth driven by innovation excellence.

INVESTMENT

Our approach is to leverage national funding initiatives to create a business environment conducive to private investment and sectoral growth that enables a sustainable and self-sufficient funding model for the sector.

1

Work with Central Government to position Greater Lincolnshire as investment-ready to support our Defence & Security Sector and accelerate innovation across our Priority Growth Markets.

We want to demonstrate to Central Government that Greater Lincolnshire is investor ready for when the next tranche of funding becomes available. Investment akin to a Defence Growth Deal would provide the investment and demand signals to demonstrate that GLCCA and Central Government are committed to long-term sector growth and capacity development in Greater Lincolnshire. This type of investment would:

- **Unlock key sites** needed to further innovation in nationally-important defence technology;
- Be grounded in our **Strategic Approach to Dual-Use Technology Growth,** ensuring investment flows to adjacent priority sectors and encompasses wider government objectives; and
- Support our **forthcoming Local Growth Plan (LGP),** creating one coherent strategy for Greater Lincolnshire that encompasses agreed shared priorities around skills and infrastructure needs. The anticipated growth of RAF bases will place additional demands on regional infrastructure and local services, requiring detailed quantification and identification of appropriate funding routes.

2

Work with our partners to strengthen Greater Lincolnshire's case for innovation funding by shaping an investment-ready project portfolio.

We aim to establish Greater Lincolnshire as a nationally and globally significant dual-use innovation cluster. Innovation in the Defence & Security sector paves the way for dual-use technologies across, among others, **food, health and energy.**

We are working with organisations aligned with our innovation strategy to develop investment-ready cross-collaborative interventions. We aim to deliver one coherent investment plan for D&S and adjacent sectors to attract public and private funding. In so doing, this will make the region more attractive to Primes for further investment and growth.

We aim to harness Greater Lincolnshire's existing innovation ecosystem and R&D capabilities to leverage current and future funding opportunities. This in turn enables cutting edge firms to enter the market, as well as existing ones to **scale up** and explore their **export potential.**

3

Consult with local businesses on how to support small and scaling firms to access public and private finance opportunities.

Against the backdrop of a challenging geopolitical climate, there is a wealth of investment opportunities for D&S businesses, and it is important that we capitalise on this. We will support **Greater Lincolnshire's Regional Defence & Security Cluster (GLRDSC)** in obtaining funding and procurement opportunities that support small and scaling D&S firms. This may take the form of:

- **Reducing barriers** to public sector procurement opportunities and broadening access to adjacent sectors with relevant technological innovations and skills;
- **Creating business opportunities** that tap into the £400M UKDI Defence Innovation Fund;
- **Facilitating access** to R&D resources (including physical space for prototyping and light manufacturing) across the Cluster;
- **Providing business support,** including through business mentoring, especially to foster dual-use capabilities;
- **Exploring linkages** to private sector investment; and
- **Strengthening networks** for backwards and onwards supply chains.

EDUCATION & SKILLS

Sectoral growth is dependent on resolving critical skill gaps within the labour market. We will look to grow and attract D&S experts to Greater Lincolnshire and support local D&S skills development across all career stages.

The D&S sector has an opportunity to raise the ambitions of young people in Greater Lincolnshire and to support them to engage in the D&S sector early on in their education and their careers. Greater Lincolnshire has a strong pipeline of mechanical engineers and pilots progressing through our established education pathways. However, to realise our full growth potential, we must significantly expand digital capabilities across all subsectors, particularly in AI, machine learning, data science, systems software, and advanced platform operation (especially as the UK's role in the GCAP programme evolves and becomes more data intensive).

We have identified the following needs with respect to skills provision that we will address through targeted interventions:

- **Greater focus** on aligning skills provision with D&S business needs;
- **An integrated and coherent approach** to the D&S curriculum across education providers;
- **Demonstrating possible pathways** for the next generation into digital, AI, data analytics; and
- **Emphasising potential** and wider pathways into D&S sector beyond the public sector.

1

Supporting our college and further education providers to access better facilities and resources.

Support Lincoln College in delivering the Defence Technical College.

Access capital to reinvest in equipment for technical qualifications at the Newark Air & Space Institute.

Prioritise a joined-up skills pathway linking the expansion of RAF Cranwell with local FE/HE courses and identify areas where RAF Cranwell may prefer to outsource certain ancillary services to local communities.

2

Leverage skills within the armed forces to develop the private sector skills base.

Explore how the proposed RAF Cranwell expansion can support private sector growth.

Re-assess ex-military coaching and/or mentoring models to engage our veteran community with the private sector and to support a smooth transition post service.

Promote opportunities for Armed Forces personnel to transfer much-needed skills to adjacent, dual-use sectors and thereby enjoy greater career mobility. This can be achieved by drawing on existing MOD schemes (e.g. ZigZag Career Pathway, Career Transition Partnership).

3

Strengthen our triple helix partnership with academia to further innovation.

Exploit the University of Lincoln's membership of the Defence Universities Alliance (DUA) to further the reach of applied research into the Defence Sector.

INNOVATION

Our vision is to develop Greater Lincolnshire into an internationally-leading innovation cluster for digital and AI-enabled technologies across Defence & Security and adjacent sectors.

D&S innovation has a unique dual-use capability with other nationally critical missions such as agriculture and healthcare. This shared need creates a powerful opportunity for innovation to be developed, validated and deployed across multiple markets. For example, given our capabilities in cyberEM, we have an opportunity to build a nationally and globally significant offer from Lincolnshire that accelerates CEMA capability and commercialises ISTAR-CEMA innovation through co-location of military, industry and academia. Innovation will catalyse growth across Greater Lincolnshire and will be driven by a triple helix approach to discovery and deployment. Supporting innovation involves:

- **Supporting all businesses to innovate:** This will happen across all sectors and sizes, through incremental innovation and adjacent innovation – potentially via new and/or existing catapults in satellite technologies and autonomy, for example; and
- **Accelerating strategic growth opportunities:** Working with businesses and innovation partners to accelerate strategic innovation-led growth opportunities which can impact at scale. This includes directly encouraging disruptive innovation and radical innovation.

As a Combined Authority, we will look to support our partners to deliver transformation projects for Greater Lincolnshire region to accelerate innovation within the D&S sector.

1

DecisionWorks

DecisionWorks is a sovereign AI Defence Lab and innovation hub, established through a Triple Helix Partnership by the University of Lincoln and three industry leading firms – Qinetiq, Quantexa and SRC UK - to transform decision-making. The hub would be the first national-scale initiative focused explicitly on decision quality across government, public services, defence, critical infrastructure, and industry. DecisionWorks will be a regional and national driver of innovation and to our economy, and will sit at the heart of Greater Lincolnshire's growth objectives.

2

Defence Innovation Hub

Lincolnshire County Council (LCC) is looking to facilitate a Defence Innovation Hub in the county, as a critical part of our innovation ecosystem. The aim will be to provide secure workspace for local innovative defence firms looking to scale.

3

Scampton Site

The Scampton site is an 800-acre former RAF base and includes an existing 3,000m runway. The site is currently vacant but significant work has been undertaken by West Lindsey District Council to facilitate a masterplan for the site which utilises the site's unique runway and airspace while offering a full package of research and innovation facilities and residential space. Delivery of the site would transform the D&S sector by providing the space and infrastructure for our sector to scale, for example, in drone and UAV technologies, whilst protecting the site's heritage. A range of options for developing the site is being discussed with the Office for Investment, the MOD, the private sector and local government.

4

Explore opportunities to house a DIANA Test Centre

DIANA is the Defence Innovation Accelerator for the North Atlantic to find and accelerate dual-use innovation capacity. DIANA works with more than 200 accelerator sites and test centres across the Alliance to deliver world-class training, networking and testing opportunities. Further work is needed to understand whether the GLRDSC could eventually house a DIANA test centre as part of their accelerator programme.

A STRATEGIC APPROACH TO **DUAL-USE TECHNOLOGY GROWTH**

Greater Lincolnshire has a ready-made innovation corridor centred around a Defence and AgriTech twin-cluster model for innovation and dual-use technology growth.

The region already has the existing assets and industrial base needed to catalyse the corridor into a nationally-significant growth engine. Through triple helix delivery and deep private-academic partnerships, the region can capitalise on the dual-use capability of defence / agri-food technology to accelerate positive growth externalities across both sectors.

GLCCA aims to deliver this innovation corridor in conjunction with the University of Lincoln and industry partners. Our approach involves:

Formalising zones to create a single investable pipeline that is locked into the forthcoming Spatial Development Strategy, Local Plan and Local Growth Plan (LGP);

Making near-term bids such as the successful LIPF application to accelerate growth;

Scaling the talent system: partnering with academia and industry for apprenticeships and conversion courses focused on AI, robotics, CyberEM and systems engineering; and

Convening Greater Lincolnshire's Defence, Food and Innovation Panels to coordinate bids and branding among industry partners.



OUTCOMES

Delivering on the key intervention areas across the priority growth markets enables us to achieve regional and national outcomes related to expanding our sovereign capability, leveraging export potential, supporting UK national security, and ultimately fostering balanced economic growth.

1 EXPAND SOVEREIGN CAPABILITY

Our Defence and Security Vision will achieve innovation excellence by specifically targeting frontier technologies and industrial capabilities – aligned with the Government's Defence Industrial Strategy and Strategic Defence Review – to sustain critical defence activities and ensure long-term operational independence.

Our Strategic Vision for Defence & Security is ultimately to:

- Advance technology around next-generation air combat (GCAP), AI integration in autonomous systems, and CyberEM to protect against grey zone threats and economic coercion;
- Reduce reliance on international suppliers of defence goods and services; and
- Expand the UK's intellectual property (IP) so that the UK is more self-reliant in defence production and technological development, as well as IP being a tool for diplomacy and international partnerships.

2 LEVERAGE EXPORT POTENTIAL

We will support our businesses to scale innovations and export to global markets and adjacent sectors. Critical interventions in further developing advanced manufacturing capacity will increase the competitiveness of the UK's Defence sector and support export potential.

Our Strategic Vision for Defence & Security is ultimately to:

- Contribute to the UK being Europe's leading defence exporter, driving innovation and capability;
- Increase competitiveness of UK defence exports, leading to greater investment through UK Export Finance, for example; and
- Benefit from UK initiatives to bolster international defence trade, e.g. Office for Defence Exports, streamlining export licensing, and the Defence Export Controls Agreement.

3 SUPPORT UK NATIONAL SECURITY AGENDA

We will work with our regional defence assets to implement advanced next-generation defence innovations and support the UK's shift towards warfighting readiness.

Our Strategic Vision for Defence & Security is ultimately to:

- Enable the UK to be resilient and "warfighting ready" through specialisms in drones, AI, cyber defence, autonomous systems, and rapid digital integration;
- Bolster NATO commitments by contributing to UK's leading role in GCAP; and
- Support resilience by mobilising partnerships between academia, industry and the public sector.

4 ACHIEVE BALANCED ECONOMIC GROWTH

We will position Greater Lincolnshire's Defence & Security capability as a core engine for regional and national economic growth driven by innovation excellence.

Our Strategic Vision for Defence & Security is ultimately to:

- Exploit sovereign capability and export potential to position our Defence & Security sector as being central to innovation excellence;
- Help generate 50,000 jobs nationally in Defence by 2035 in engineering, cyber and manufacturing;
- Enable families living and working within Greater Lincolnshire to benefit from the Defence & Security sector, and ensure that growth is balanced between urban and rural areas, and towards areas that experience greater levels of deprivation;
- Factor into the Local Growth Plan, Local Plans and the Spatial Development Strategy the expansion of the Defence & Security sector and RAF bases and thereby social infrastructure needs; and
- Catalyse sectoral growth through innovation excellence.

ASSOCIATED **IMPACTS**

Achieving these regional and national outcomes enables Greater Lincolnshire to positively and significantly impact the following key areas.

ASSOCIATED IMPACTS

- Achievement of the Strategic Defence Review aim to produce a battle winning force by driving the realisation of the triple-helix effect
- Creation of opportunities for veterans once they leave the Services
- Increased UK export earnings from wider and more developed D&S value chains
- Provides enhanced competitive position for supplying to European/NATO partners

THE ROLE OF **UK GOVERNMENT**

UK Government has a crucial role to play in supporting Greater Lincolnshire to achieve its vision for the Defence & Security sector as well as adjacent growth markets. The following demonstrates the mechanisms through which this support can be realised.

1. Maintain a pathway for future investment akin to a Defence Growth Deal and support Greater Lincolnshire to be investment ready, first in line, and on the same footing as other regions when funding becomes available
2. Ensure greater transparency around defence funding and ensure procurement opportunities flow to UK SMEs to support scale-up in nationally-critical D&S subsectors (e.g. intelligence, advanced manufacturing)
3. Support Greater Lincolnshire to secure place-based funding to realise our innovation strategy and thereby help leverage significant private co-investment funding with patient capital
4. Support Defence Technical Excellence College status for UK-wide recognition of Greater Lincolnshire's offer in terms of education and training, industry partnerships, and increased job opportunities
5. Invest in developing key supporting infrastructure such as data centres, transport, power, water security and defence housing
6. Ensure that the sale of RAF Scampton helps unlock land for some of the innovation and education and skills interventions brought out in the Vision

ACTION PLAN

ACTIONS	KEY STAKEHOLDERS	TIMEFRAME
INVESTMENT		
Position Greater Lincolnshire for public sector funding streams similar to a Defence Growth Deal	• GLCCA (Defence Panel, Innovation Panel, Mayoral Office) • University of Lincoln • GL Regional Defence & Security Cluster	Long-term – subject to UK Central Government
Work with key partners to shape an investment-ready project portfolio over 5-10 year horizon – discussions with partners currently ongoing as part of the Local Innovation Partnership Fund Pipeline	• GLCCA (Defence Panel, Innovation Panel, Mayoral Office) • University of Lincoln	Short-Term – initial discussions ongoing, future work is subject to future funding applications.
Consult with GLRDSC on how to support small and scaling firms access finance opportunities and public procurement opportunities – focus group workshops to be held in the medium term with central government procurement issues and access to Government finance vehicles (National Wealth Fund, British Business Bank, InnovateUK) brought to the relevant department.	• GLCCA • GL Regional Defence & Security Cluster	Medium-Term
INNOVATION		
DecisionWorks – GLCCA are in regular discussions with the DW Steering Group to identify ways in which the Combined Authority can help facilitate progress. In addition, GLCCA are developing a business case to assess the justification for local and national government funding to support DecisionWorks reaching Full Operational Capability.	• DecisionWorks Partnership (led by University of Lincoln Qinetiq, Quantexa and SRC UK) • GLCCA	Short-Term – business case is expected to be completed this year.
Defence Innovation Hub – LCC has commenced design work for the facility, following the completion of an Economic Impact Assessment and a Case Making Report. The next stage of development is dependent on securing the necessary funding.	• Lincolnshire County Council • GLCCA • GL Regional Defence & Security Cluster	Medium-Term
Scampton Site – the site is now on the open market. future work on the site cannot commence until the Home Office releases the site for development. Local Government will continue to push for a decision to allow the private sector to continue plans.	• GLCCA • West Lindsey District Council • Scampton Holdings • UK Central Government • MOD • Home Office • Office for Investment	Long-Term

ACTIONS	KEY STAKEHOLDERS	TIMEFRAME
FURTHER EDUCATION, HE AND ACADEMIA		
Access capital to reinvest in equipment for technical qualifications at the Newark Air & Space Institute – GLCCA will engage with Lincoln College to identify scope for reinvestment.	• Lincoln College • GLCCA	Medium-Term – subject to Local Growth Plan (LGP)
Prioritise a joined-up skills pathway linking the expansion of RAF Cranwell with local FE/HE courses and identify areas where RAF Cranwell may prefer to outsource certain ancillary services to local communities.	• RAF Cranwell • Key FE/HE providers	Short Term
Explore how the proposed RAF Cranwell expansion can support private sector growth	• GLCCA • RAF Cranwell	Medium-Term – expansion details unknown
Promote opportunities for Armed Forces personnel to transfer much-needed skills to adjacent, dual-use sectors and thereby enjoy greater career mobility.	• GLCCA (Defence Panel) • RAF bases • ZigZag Programme • Career Transition Partnership	Short-Term
Engage with the forthcoming Defence Universities Alliance to forge new strategic relationship between government and academia.	• University of Lincoln • GLCCA (Defence Panel)	Medium-Term – subject to the Defence Investment Plan / Central Government
A STRATEGIC APPROACH TO DUAL-USE TECHNOLOGY GROWTH		
Formalising zones to create a single investable pipeline that is locked into the forthcoming Local Growth Plan (LGP). Spatial Development Strategy and Local Plans	• GLCCA (team developing Local Growth Plan) • District Councils	Medium-Term – subject to Local Growth Plan (LGP)
Making near-term bids where funding opportunities arise	• GLCCA • University of Lincoln • District Councils	Short-Term
Deliver the LIPF funded projects	• GLCCA • University of Lincoln	Medium-Term
Scaling the talent system – partnering with academia and industry for apprenticeships and conversion courses focused on AI, robotics, CyberEW and systems engineering.	• Key FE/HE providers • GL Regional Defence & Security Cluster • GLCCA (Defence Panel)	Short-Term
Convene Greater Lincolnshire's Defence, Food and Innovation Panels to coordinate bids and branding among industry partners.	• GLCCA (Defence, Innovation, Food Panels • University of Lincoln (LIAT)	Short-Term

Greater Lincolnshire

Combined County Authority

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Email us to request further information about an investment opportunity or to be connected with one of our delivery partners.

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