

Get Lincolnshire Working Plan

December 2025



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Introduction

The UK Government has a long-term ambition to achieve an employment rate of 80%.

What does this mean for Greater Lincolnshire?

Despite being home to some of the country's leading and cutting-edge industry and technology, the employment rate (71.2%) is amongst the lowest and falls short of the target by around 9%, and comparator regions such as York and North Yorkshire (79.2%) and East Midlands (76.3%).

This report explores the reasons behind this, outlining the economic and labour market context and the support available to people who are not currently in work. It also presents a proposed approach for increasing the local employment rate to 80%.

The Department for Work and Pension (DWP) tasked local areas with creating their own Get Britain Working plans as part of the Get Britain Working agenda in 2025. The Greater Lincolnshire Combined County Authority (GLCCA) has led the production of this first Get Lincolnshire Working plan with Integrated Care Boards (ICBs) and Local Authorities in Lincolnshire, North Lincolnshire, and North East Lincolnshire. A list of local organisations represented in the research is provided in Annex B.

1. Greater Lincolnshire's Labour Market and Economy.

Greater Lincolnshire has a population of 1.1 million, with nearly 49,000 businesses contributing to a £30bn economy, which has grown by 40% in the past 10 years.

It has a varied and dispersed economy, from the world-leading offshore wind energy sector, manufacturers, ports and petrochemicals in the north to the UK-significant food and agricultural heartland in the south, strengths and opportunities in agri-tech, advanced manufacturing and defence, plus a coastal economy that attracts visitors to destinations such as Cleethorpes and Skegness.



These opportunities exist within a large geography that is predominantly rural.

In fact, more than 90% of Greater Lincolnshire's landmass is rural or coastal and population density is around 155 people per km², much lower than the national average of 434 people per km².

This level of sparsity means that reaching critical mass for delivery of services is challenging, particularly delivering education and training.

As shown in the breakdown in the table below, *economic inactivity*, (people who are not working and not seeking work) is higher in Greater Lincolnshire than the national average. Further breakdown to first tier authority level and analysis of reason for inactivity highlights specific areas of difference that contribute to that higher proportion, for example Greater Lincolnshire has a lower proportion of students and a higher proportion of retired people, all who fall under the category of economically inactive.

As set out in the report, exploring data in a more detailed way is vital in understanding how solutions can be tailored to local need. The research shows disadvantaged groups are those with health conditions, young people not in employment, education or training (NEET), carers, low-skilled individuals, migrants and ex-offenders, often facing multiple disadvantages, as well as geographical disparities in coastal area, and in rural areas.

The Greater Lincolnshire economy has grown over the last decade and average earnings have increased, just not as quickly as the UK overall. Low jobs density (0.79), a 2% decline in the business base (2023–2024) and low productivity (GVA per working-age population 23% below the UK average) limit, or create barriers to, work and personal career advancement.

(In the table below percentages in brackets in the economic inactivity section show the percentage of the overall 16-64 population – the percentages outside of brackets represent the % of just the economically inactive population. Cells highlighted in blue show the areas with greater differences).

Table 1: Employment Activity

	Greater Lincolnshire (level)	Greater Lincolnshire (%)	Lincolnshire (numbers)	Lincolnshire (%)	NE Lincolnshire (numbers)	NE Lincolnshire (%)	North Lincolnshire (numbers)	North Lincolnshire (%)	Great Britain (%)
All people aged 16-64	657,100	59.9	460,100	59.8	94,800	60.3	102,300	60.2	62.9
Economically active†	511,300	75.2	360,000	75.9	75,500	76.6	75,800	70.9	78.5
In employment†	494,300	72.7	350,800	73.9	72,300	73.5	71,200	66.6	75.4
Employees†	435,300	64.7	304,900	65	66,900	68.1	63,500	60	65.7
Self-employed†	58,300	7.9	45,200	8.7	5,400	5.4	7,700	6.5	9.4
Unemployed§	17,000	3.3	9,200	2.6	2,800	3.7	2,900	3.9	3.9
Economically Inactive	160,300	24.8	107,800	24.1	22,500	23.4	30,000	29.1	21.5
Student	24,700	15.4 (3.8)	18,600	17.2 (4)	3,200	14.3 (3.4)	2,900	9.7 (2.8)	26.9
looking after family/home	28,800	18 (4.4)	19,100	17.7 (4.2)	3,500	15.7 (3.7)	6,200	20.6 (6.1)	18.4
temporary sick	10,100	6.3 (1.5)	#	#	#	#	#	#	2.2
long-term sick	56,000	35 (8.5)	35,000	32.5 (7.6)	9,900	43.9 (10.4)	11,200	37.4 (10.9)	28.2
retired	24,000	15 (3.7)	16,400	15.2 (3.6)	2,800	12.4 (3)	4,800	16.1 (4.7)	12.8
other	16,300	10.2 (2.5)	10,400	9.6 (2.3)	#	#	4,100	13.7 (4)	11.4
Says wants a job	25,200	15.7 (3.8)	14,600	13.6 (3.2)	3,900	17.2 (4.1)	6,700	22.4 (6.5)	19
Says does not want a job	135,100	84.3 (20.6)	93,200	86.4 (20.3)	18,600	82.8 (19.6)	23,300	77.6 (22.8)	81

† Numbers are for those aged 16 and over, % are for those aged 16-64

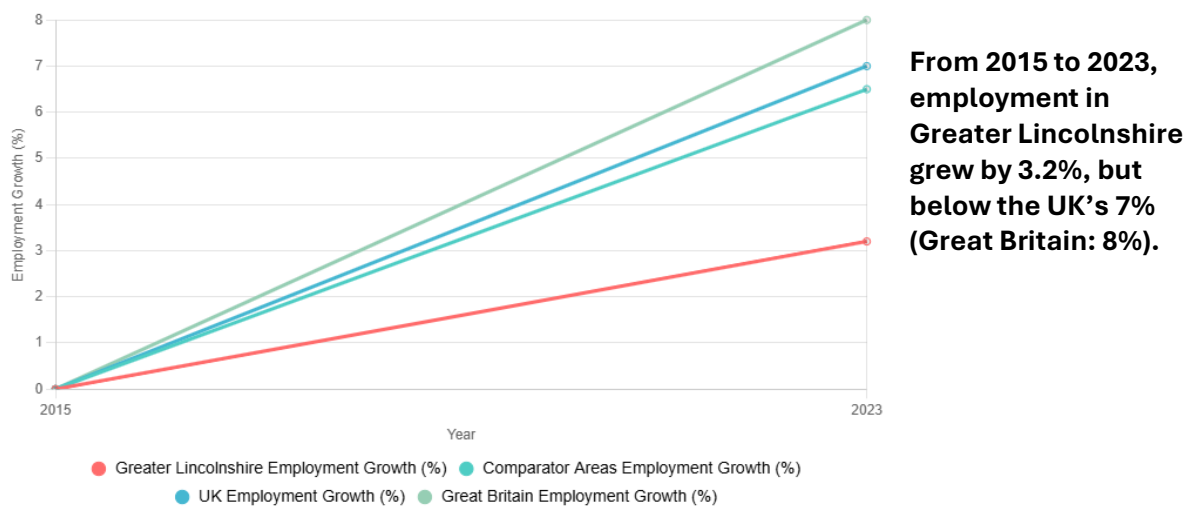
§ Numbers and % are for those aged 16 and over. % is a proportion of economically active

Nomis 2025

Positively there are strong economic opportunities across Greater Lincolnshire that have the potential to stimulate tens of thousands of new employment opportunities. The Humber Freeport in and surrounding Grimsby ([Humber Freeport](#)); the [UK Food Valley](#) programme leading investment in production capacity locally; growth in the local defence and security sector because Greater Lincolnshire is home to one of the UK's most significant networks of ISTAR businesses (Intelligence, Surveillance, Target Acquisition and Reconnaissance) [Greater Lincolnshire Defence and Security Cluster](#) ; and the nationally recognised the STEP Nuclear Fusion Programme at West Burton near Gainsborough ([STEP Fusion](#)) All are creating jobs for Greater Lincolnshire residents at varying skill levels in construction, data analysis, welding, engineering, advanced manufacturing, cyber security and many more.

That is not to forget the value and importance of Greater Lincolnshire's other sectors, the essential sectors often referred to as 'foundational,' including health and social care, construction, the visitor economy and retail that also provide over 200,000 local jobs.

Employment Trends



Lincolnshire employed 318,500 in 2022, with 3.8% growth from 2015 to 2023 but a 2.0% decline from 2022 to 2023, presenting a challenge with potential for recovery.

North Lincolnshire employed approximately 77,690 (17% of total), with 5.4% growth from 2015 to 2023 and a 2.0% increase from 2022 to 2023, offering a positive trend.

North East Lincolnshire employed approximately 68,550 (15% of total), with a 0.7% decline from 2015 to 2023 and no change from 2022 to 2023, indicating a challenge with stability to build upon.

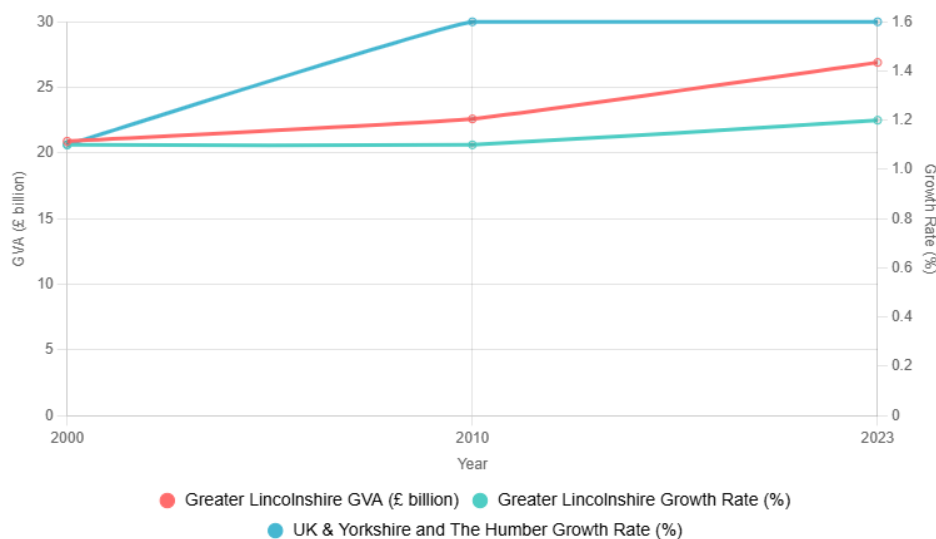
In comparison:

- Hull and East Yorkshire achieved 6% growth from 2015 to 2023,
- York and North Yorkshire 7% growth with strong post-pandemic recovery,
- East Midlands 6% growth despite a recent decline,
- Yorkshire and The Humber 6% growth, and
- the UK 7% growth with Great Britain at 8%, offering both a challenge and a reference point.

Economic Growth (GVA)

The economic performance of Greater Lincolnshire shows resilience in some areas but faces growth challenges. Valued at £26.9 billion in 2023, the economy grew by an average of 1.1% annually from 2000 to 2023, increasing from £20.9 billion. Since 2010, growth averaged 1.2%, below the 1.6% seen nationally and in Yorkshire and The Humber, indicating a challenge in keeping pace with broader trends.

However, this steady growth reflects a stable base for future development. The economy expanded to £27.7 billion in 2021, 3.7% above 2019 pre-pandemic levels, but contracted by 3% to £26.9 billion by 2023, reflecting difficulties in key sectors such as hospitality, tourism, and food production. This contraction poses a hurdle, yet it also highlights sectors with recovery potential, as noted in the West Lindsey Local Place Employment and Skills Dynamics report (2023).



Lincolnshire contributes the largest share (£17.7 billion in 2023), growing by 1.1% annually since 2000. It increased by 0.7% from 2022 to 2023 but remains below pre-pandemic levels, presenting a challenge to regain momentum while offering a solid economic foundation.

North Lincolnshire grew by 1.6% annually from 2000 to 2022 (£5.4 billion in 2023), showing a positive trend that supports industrial strength.

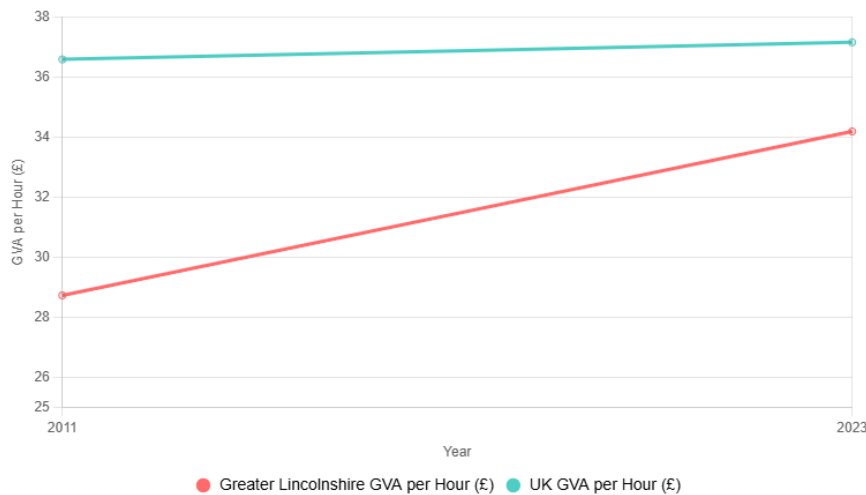
North East Lincolnshire reached £3.9 billion in 2023, 7.5% above 2019 levels, with 0.4% growth from 2022 to 2023, showing relative stability in urban-coastal economies, which contrasts with its growth potential.

In comparison:

- East Midlands achieved 1.4% annual growth,
- Yorkshire and the Humber matched the UK's 1.6% growth rate,
- Hull and East Yorkshire saw modest growth (1.3% annually) with a stronger post-pandemic recovery,
- York and North Yorkshire demonstrated growth with the economy 27% larger in 2023 than in 2010, and
- The UK grew by 1.6% annually, providing both a challenge and a benchmark for aspiration

Productivity

Productivity is important for economic competitiveness and workforce sustainability.



GVA per working-age population, a measure of output relative to the labour force, remained 23% below the UK average (£53,024) at £40,741 in 2023, indicating a significant productivity challenge.

Lincolnshire GVA per hour (£31.65) is 14.5% below the UK average, a challenge that highlights potential for skills enhancement.

North Lincolnshire GVA per working-age population (£53,472) matches or exceeds the UK average, driven by industrial strengths, offering a positive example.

North East Lincolnshire GVA per working-age population (£40,767) is close to the regional average, supported by urban-coastal activities, with room to build on this stability.

In comparison:

- Hull and East Yorkshire's GVA per hour (£34.46) is slightly above Greater Lincolnshire,
- York and North Yorkshire's GVA per hour (£34.50) is comparable but GVA per working-age population (£51,931) is higher,
- East Midlands' GVA per hour (£31.09) is below Greater Lincolnshire but GVA per working-age population (£41,423) is slightly higher,
- Yorkshire and The Humber's GVA per hour (£32.77) is below Greater Lincolnshire, and
- The UK sets the benchmark at £37.00 per hour and £53,024 per working-age population, presenting both a challenge and a target.

Business Dynamics

Greater Lincolnshire's business base grew by 17% from 32,645 in 2011 to 39,310 in 2022 and declined by 2% to 38,505 in 2024.

Business concentration (businesses per 10,000 population) increased from 324 in 2010 to 350 in 2019 and fell to 347 in 2024, 50 below the UK average (397) and 130 below York and North Yorkshire (477), highlighting a challenge in business density.

Lincolnshire: Represents three-quarters of the business base, with a 2% decline from 2023 to 2024 and a concentration of 361, showing a challenge with potential for revitalisation.

North Lincolnshire: Accounts for 15% of businesses, with 17% growth from 2010 to 2022 but a 1.2% decline from 2023 to 2024, concentration of 333, indicating resilience with room for growth.

North East Lincolnshire: Comprises 12% of businesses, with a 3.3% decline from 2023 to 2024, lowest concentration (290), posing a challenge but also an opportunity for targeted support.

Business Composition: Micro businesses dominate (89.1%), with small (8.7%), medium (1.9%), and large (0.3%) aligning with benchmarks. North East Lincolnshire has more small and medium businesses, while North Lincolnshire has more medium businesses, offering a balanced business structure.

In Comparison:

- East Midlands' concentration is 365, surpassing Greater Lincolnshire,
- Yorkshire and The Humber is 352, slightly above,
- Hull and East Yorkshire is 340, closing the gap,
- York and North Yorkshire is 477, the highest, and
- The UK is 397, providing a benchmark for growth.

Jobs Density

Jobs density, the number of jobs per working-age resident (16-64), was 0.79 in Greater Lincolnshire in 2022, up from 0.74 in 2011 but below the UK average (0.86), highlighting a challenge in job availability. This gap also suggests potential for increased employment opportunities, as noted in the North Lincolnshire Skills and Employability Plan.

Lincolnshire: Stable at 0.77, indicating limited job growth, with a foundation for improvement.

North Lincolnshire: Highest at 0.85 (peaked at 0.88 in 2021), close to the UK average, providing a positive example.

North East Lincolnshire: Rose from 0.73 in 2011 to 0.83 in 2021 but fell to 0.79 in 2022, showing a challenge with recent stability.

In comparison:

- Hull and East Yorkshire is 0.80,
- York and North Yorkshire is 0.92,
- East Midlands is 0.81,
- Yorkshire and The Humber is 0.82, and
- The UK is 0.86, offering a mix of challenges and benchmarks.

Workplace Earnings

Earnings grew by 4.5% annually from 2019 to 2024, narrowing the gap with the UK from 13% in 2019 to 12% in 2024, a positive trend. Estimated earnings in 2024 were:

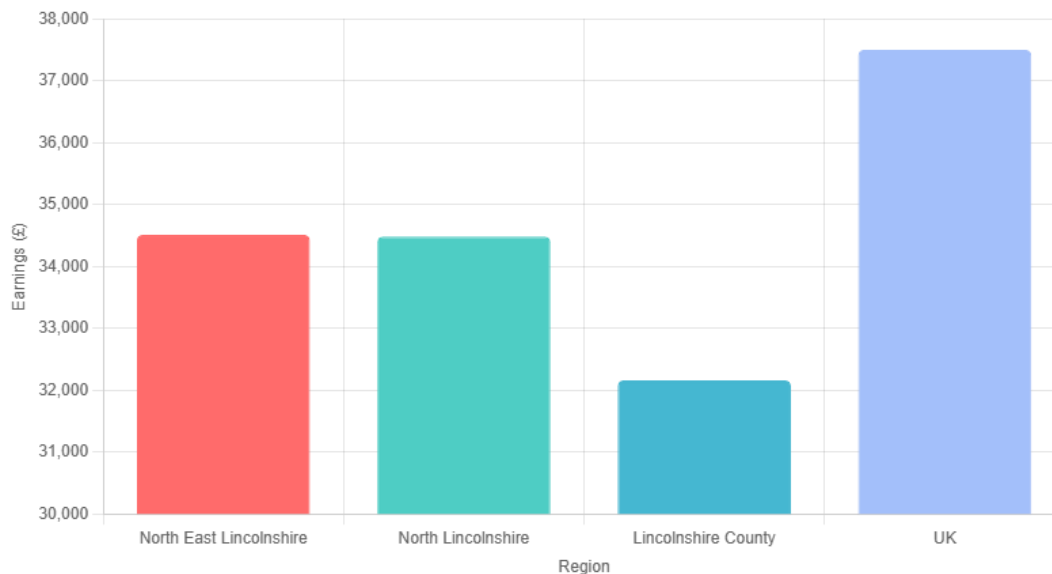
North East Lincolnshire: £34,509 (6.4% annual growth), showing steady progress with room to align with national levels.

North Lincolnshire: £34,480 (3.6% annual growth), indicating a moderate increase with potential for further gains.

Lincolnshire: £32,158, the lowest, presenting a challenge but also an opportunity for wage improvement.

In comparison:

- Hull and East Yorkshire had slower growth (4.0%), slightly above Greater Lincolnshire,
- York and North Yorkshire had higher earnings with similar growth,
- East Midlands had comparable growth, and
- The UK was approximately £37,500 with 4.3% growth, providing a balanced perspective.



NEET Analysis (Not in Education, Employment, or Training)

NEETs are a key focus for the Get Britain Working Programme but counting 16-24 NEET is not conducted. Published data is limited at a meaningful level of granularity due to their small numbers and the risk of disclosure, which poses a challenge. Nevertheless, young individuals in this position face significant challenges in the labour market, and available data at upper tier authority level provides a foundation for understanding. The NEET analysis highlights youth disengagement across the area.

Table 2: NEET (age 16-17) Overview by Local Authority (responsible for tracking this group)

Local Authority	Total Cohort (16-17)	Total NEETs	Total NEET + Not known	NEET + Not known Proportion (%)
Lincolnshire	17,688	371	1,256	7.1
North East Lincolnshire	4017	277	289	7.2
North Lincolnshire	4276	77	491	11.5

Data for 2023 shows the following comparisons (16-17 NEET including not known)
 East Midlands: 5.6%; Yorkshire & Humber: 5.7%; England 5.6%)

18-24-year-old NEET young people are not tracked and is usually a higher rate than 16–17-year-old NEETs. Nationally the 18–24-year-old NEET rate is estimated through the Labour Force Survey to be 16%.

Youth Opportunity Index

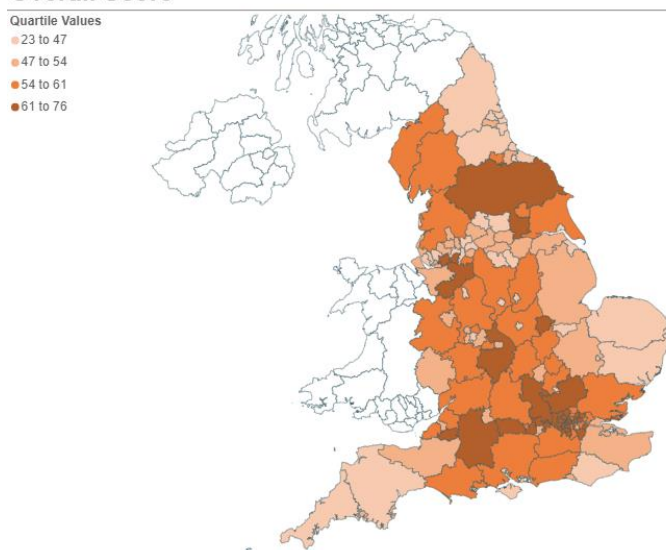
Another useful dataset for assessing challenges facing the youth cohort in relation to economic inactivity is the Youth Opportunity Index, which provides a relative measure of education and employment opportunities for young people across England’s local and combined authorities. The score for each area reflects its performance compared with the best-performing area. *The higher the score, the better the performance.*

The map and table below show the position of the Combined Authority local authority geographies: (Lincolnshire: 47; North East Lincolnshire: 33; North Lincolnshire: 48)

The Youth Opportunity Index brings together data on educational achievement at age 16 (Key Stage 4), attainment of Level 3 by age 19, access to higher education, take-up of apprenticeships, employment rates, a measure of the quality of work (net underemployment), and the number of 16–17-year-olds not in education, employment or training (NEET).

This ranking indicates a challenge in youth opportunities.

Overall Score



Other Evidence

Documents, spanning 2018-2023, chart a long-term path of interventions and policy development which underpin the background context for the Get Lincolnshire Work Plan and reveal persistent barriers like skills shortages, rural isolation, and NEET vulnerabilities, offering evidence-based foundations for this plan's forward-looking actions. A detailed breakdown of the reports is set out at Annex C.

The labour market analysis in this plan echoes themes from the Sector Skills Report (March 2019), which engaged nearly 500 organisations to highlight shortages in technical expertise, digital literacy, and so called 'soft' skills across manufacturing, agri-food, and health sectors. Greater Lincolnshire's dispersed, rural-coastal economy (90% landmass rural, and coastal towns facing seasonal unemployment and flood risks) amplifies these issues. The plan's definitions of 'rural' (sparsely populated, limiting access) and 'coastal' (high unemployment, low GVA) align with the report's findings on an ageing workforce and recruitment challenges due to geography.

Similarly, the Greater Lincolnshire LEP Skills Priority Statement (April 2021) identifies strengths in decarbonisation and defence but needs in higher-level qualifications and apprenticeships. Post-COVID, it notes 39% hard-to-fill vacancies, exacerbated by labour gaps, job density (fewer opportunities per working-age resident) and location quotients showing over-reliance on a few key sectors such as tourism and agriculture.

An evaluation of the MOVE project (Lincolnshire's Building Better Opportunities programme, Moving on, Volunteering and Employability that supported 1,219 economically inactive beneficiaries with holistic interventions, achieving 29% employment outcomes and £3.48 social return per £1 invested) showed barriers such as long-term health issues (49%), jobless households (56%), and basic skills deficits (35%) and mirror this plan's intergenerational 'access' challenges, where information deficits in deprived areas hinder potential.

The Adult Literacy in Greater Lincolnshire report (2021) further illuminates this, revealing 48.6% of working-age adults at NVQ level 2 or below, with barriers like isolation impacting wellbeing and productivity. Through the Get Lincolnshire Working lens, these underscore the need for integrated health-skills support to address inactivity rates higher than national averages.

Youth-focused documents provide critical insights for Get Lincolnshire Working's NEET and SEND priorities. The What Works reports (2018) on encouraging aspiration among 18-24 NEETs detail the Career Net project's successes: group-based programmes building confidence, employability skills, and employer encounters via Gatsby Benchmarks. With 43% lacking paid work experience, recommendations like 'starting from the dream' in Information, Advice and Guidance and 'top-up' progression align with this plan's aim to reduce NEET rates through tailored support.

The Talent Match Evaluation (2020) reinforces this, evaluating support for over 25,000 NEETs with personalised mentoring yielding £2-£3 ROI per £1, reduced NEET rates, and improved mental health. SEND definitions covering 0-25s with needs like autism, urge EHC plan integration to prevent long-term inactivity.

Indicators and Priorities

The indicators we will track annually to align with Get Britain Working plans are shown below:

Main Measures	
Employment rate	North East Lincolnshire 73.5% North Lincolnshire 66.6% Lincolnshire 73.9% (Nomis 2024-25)
Real earnings amongst non-retired households (all ages)	Median North East Lincolnshire £671.2 40% ptl £606.9 North Lincolnshire £700.5 40% ptl £623.8 Lincolnshire £664.7 40% ptl £604.7 (ASHE 2024)
Intermediate Measures	
Local variation in employment rates	7.3%
Health related economic inactivity rate	North East Lincolnshire 43.9% North Lincolnshire Lincs 37.4% Lincolnshire 32.5% (Nomis 2024-25)
Disability employment rate gap (2023/4)- regional benchmark compared to local authority figure for all in employment	North East Lincolnshire 28.5% North Lincolnshire 21.6% Lincolnshire 23.9% (DWP)
Proportion of 18–25-year-olds NEET supported by an increase in the proportion of 16–21-year-olds in education or job with training	16-17 NEET /Not known North East Lincolnshire 7.2% North Lincolnshire 11.5% Lincolnshire 7.1% (NCCIS 2025)
Employment amongst parents 18-66 years	APS (2023) Workless Households with children as a % of Working households with children North East Lincolnshire 9.4% North Lincolnshire 8.5% Lincolnshire 11.3%
Employment rate gap between lone parents and parents in a couple	APS Households with children under 16 Lone parent household working and mixed as a % of all vs couple households North East Lincolnshire (66%-94%), North Lincolnshire (68%-99%), Lincolnshire (69%-91%)
Percentage of coupled families where at least one parent is out of work	APS mixed and workless households as a % of all households North East Lincolnshire 30% North Lincolnshire 36% Lincolnshire 46%
Female employment rate	APS North East Lincolnshire 70% North Lincolnshire 64% Lincolnshire 69%

APS = Annual Population Survey

Annex F sets out a series of indicators that are available at neighbourhood level and sufficiently regularly updated as to provide scope for effective monitoring. This granular information helps to take account of the large geographical scale and economic diversity of Greater Lincolnshire, and to make sure we develop the right solutions for residents.

As part of the development of this plan a detailed interactive dashboard has been prepared for these granular indicators, operating at local authority and neighbourhood level and a screen shot of the dashboard is set out in Annex F.

*Whilst taking a place-based approach to interpreting the distribution of worklessness challenges clarifies **the relative intensity of its distribution**, it is important to recognise that we need to deliver a universal support strategy for individuals based on their needs rather than their simply their location.*

Priority Themes for Focus

A drawing together of insights from the data analysis and stakeholder interviews suggests the following priorities for key groups within the focus of the plan.

Disabled People and People with Health Conditions: These groups are central to the plan, given high Work Capability Assessment (WCA) rates and health-related inactivity, including musculoskeletal (MSK) conditions and mental health issues. Stakeholder interviews highlight long waiting times for people with mental health support needs as a barrier.

Disadvantaged Young People and Older People: Disadvantaged youth, including NEETs, face skills mismatches, low qualifications and inter-generational experience of low aspirations. Older people, often in rural/coastal areas with low jobs density, encounter age-related health barriers and seasonal job insecurity.

People with Caring Responsibilities (Including Parents and Lone Parents): Carers, particularly parents and lone parents, are deterred by low earnings (£33,716 median, 12% below UK) and inflexible jobs, exacerbating child poverty in areas with high female employment gaps.

People Facing Multiple Disadvantages: This group, including homeless individuals, ex-offenders, refugees, and care-experienced people, often overlaps with other barriers in deprived areas.

2. Factors affecting the Labour Market of Greater Lincolnshire

The drivers and causes of labour market issues in Greater Lincolnshire are complex and interlinked, perpetuating cycles of economic inactivity and low participation, as evidenced by the inferred 28.8% inactivity rate and 71.2% employment rate.

This section provides an in-depth analysis of supply-side drivers health conditions, skills gaps, caring responsibilities, transport barriers, intergenerational worklessness, and benefit claiming challenges and demand-side drivers seasonal employment, economic contraction, skills mismatches, and low pay and job quality. It examines how these drivers manifest across local authorities and Middle-layer Super Output Areas (MSOAs).

Supply

Supply-side drivers encompass barriers that limit individuals' ability or willingness to participate in the labour market, rooted in personal, social, and infrastructural constraints. These are particularly (although not exclusively) significant in Greater Lincolnshire's rural and coastal areas, where limited access to services can amplify disengagement, yet this diversity also creates opportunities for tailored support. The following sub-sections explore each driver in detail, supported by data and stakeholder insights. Comparisons with benchmarks highlight both challenges and potential for improvement.

Health Conditions

Health conditions are a primary driver of economic inactivity in Greater Lincolnshire, significantly contributing to the high economic inactivity rate. This poses a challenge to workforce participation, while also reflecting a need for health-focused support. The Metro-Dynamics Evidence Refresh 2025 notes a 23% gap in GVA per working-age population (£40,741 vs. £53,024 UK average), partly due to health-related issues, offering a chance to boost economic output with better health integration.

Rural areas face compounded isolation due to low jobs density (0.65), limiting opportunities for employment and this isolation highlights a need for accessible services. Stakeholder insights point to long waiting times for mental health services as a challenge for people seeking to return to employment.

Compared to East Midlands (1.4% GVA growth), Greater Lincolnshire's health barriers contribute to a high employment gap for disabled people, presenting a challenge, but also an opportunity to align with national health-employment initiatives. The prevalence of health conditions affects productivity by reducing workforce participation, particularly in rural areas with high WCA rates.

Low Qualifications

Lack of qualifications are a critical barrier, limiting employability. There are high no-qualifications rates across Greater Lincolnshire. This poses a challenge to workforce readiness, while also indicating a need for enhanced training opportunities.

The Metro-Dynamics report indicates a 2% business decline from 2023 to 2024, partly due to skills mismatches in sectors like engineering, care, and logistics, where low digital literacy and soft skills deficits hinder entry, yet this decline highlights sectors ripe for skill development. Coastal areas have the highest no-qualifications rates, many of these areas rely on seasonal jobs. Stakeholder insights highlight transferable skills deficits in urban areas where intergenerational experiences compound low qualifications, offering a challenge that could be

addressed through community engagement. In places like Boston, workers face language barriers, limiting training access, which is a difficulty but also an opportunity for language support programmes.

Stakeholder interviews identify rural areas lack digital literacy training, further entrenching disengagement among older workers and youth, a barrier that contrasts with the potential to expand training access. The limited approach to tailored training for migrants exacerbates mismatches, as language barriers prevent entry into high-demand sectors like agrifood presenting a challenge but also an opening for integration efforts.

Caring Responsibilities

Caring responsibilities significantly reduce labour market participation, especially in a region with low earnings. This poses a challenge to workforce availability, while also highlighting a need for support structures. The data identified 69% female employment in areas like Boston, indicating a hurdle but also a potential focus for family-friendly policies. Stakeholder insights advocate childcare subsidies, particularly where carers face health issues, offering a positive avenue to address this barrier.

Transport Barriers

Transport barriers, which involve a lack of access to adequate public transport, significantly impede participation, particularly in rural Lincolnshire County, where jobs density is low (0.77). This poses a challenge to mobility, while also suggesting a need for improved infrastructure. The NEET Analysis notes high NEET+NK rates due to tracking challenges, exacerbated by poor infrastructure in some areas. Low jobs density and high mental health prevalence compound isolation, limiting opportunities for young and disabled individuals. Rural transport challenges also affect access to training providers, limiting uptake of programmes by people living in areas without regular public transport, which is a challenge but also an opportunity to expand educational reach.

Intergenerational Experience of Worklessness

Intergenerational experiences drive disengagement, particularly for SEND and care-leavers. This poses a challenge to youth engagement, while also indicating a need for long-term support. Stakeholder insights note intergenerational issues in SEND youth, intersecting with housing instability in places like Lincoln, which is a hurdle but also a focus for stability initiatives. Low TUNDRA scores (reflecting limited HE participation) in coastal show limited labour market mobility. Intergenerational issues also contribute to low trust in institutions, as seen in areas like Gainsborough, hindering engagement with support services.

Benefit Claiming Challenges

Stakeholder analysis Benefit issues deter participation, particularly among disabled and low-income groups has indicated there is a potential with high WCA rates reflecting the 28.8% inactivity rate. This is a challenge to participation in workforce incentives, while whilst also suggesting a need for policy reassurance. Additionally, it has highlighted Stakeholder analysis highlights benefit reform issues, as fears linked to losing money in neighbourhoods reduce incentives, indicating a hurdle that could reduce participation but also an opportunity for clearer communication. As part of this Get Lincolnshire Working Plan, we aim to develop a support offer aligned with *the Pathways to Work: Reforming Benefits and Support to Get Britain Working* Green Paper, ensuring residents who can realise the benefits of work are supported to do so.

This driver intersects with poor health and low earnings, creating barriers in rural areas with poor transport. Compared to York and North Yorkshire, where the potential for higher earnings incentivise participation, Greater Lincolnshire's relatively low wage economy presents a challenge in terms of incentives to work, yet it also offers a foundation for reform to encourage engagement. It is worth noting however that relative living costs in the two areas may mean that the gap between earnings is not as pronounced as may be assumed.

Demand

Demand-side drivers relate to the availability and quality of jobs, shaped by Greater Lincolnshire's economic structure and market conditions. The Greater Lincolnshire Economic and Labour Market Report 2025 notes a 3% GVA contraction from 2021 to 2023 and a 2% business decline from 2023 to 2024, highlighting structural weaknesses in terms of a higher proportion of lower paid jobs and lower GVA generating sectors such as tourism, retail and agriculture, while low pay and skills mismatches deter participation.

The following sub-sections explore each driver, supported by local area data and stakeholder insights.

Seasonal Employment

Seasonal employment, prevalent in coastal areas, undermines job security, contributing to economic inactivity. This poses a challenge to stable employment, while also indicating a reliance on tourism that can be built upon. The Metro-Dynamics report notes a 3.3% business decline in North East Lincolnshire, where tourism dominates, highlighting a difficulty but also a sector with growth potential. Low jobs density exacerbates reliance on hospitality, where low TUNDRA shows a lack of labour market mobility. Stakeholder insights highlight job insecurity in coastal areas, reducing incentives for carers and low-skilled workers. Compared to Hull and East Yorkshire (0.80 jobs density), Greater Lincolnshire's more seasonal economy limits participation, a difficulty that offers a foundation for economic diversification. This driver intersects with skills gaps, as low qualifications in coastal areas hinder transitions to stable sectors, presenting both a barrier and a potential focus area.

Economic Contraction

Economic contraction, marked by a 3% GVA decline from 2021 to 2023 and a 2% business decline from 2023 to 2024, limits job creation. This poses a challenge to economic expansion, while also reflecting a base from which to recover. Compared to York and North Yorkshire's 27% economic growth since 2010, Greater Lincolnshire's contraction challenges opportunities, particularly in rural areas with low jobs density (0.77 in Lincolnshire County). Economic contraction amplifies supply-side barriers like health and skills gaps, as job losses reduce opportunities for disabled and low-skilled workers, which is a difficulty that contrasts with potential for sector resilience.

Skills Mismatches

Skills mismatches in high-demand sectors like engineering, care, and logistics persist, with vacancies unfilled due to low qualifications. This poses a challenge to workforce alignment, while also indicating a need for skill development in key areas. Greater Lincolnshire's mismatches contribute to the 23% GVA gap, a challenge that reflects potential for training to fill high-productivity roles. The mismatch issue intersects with supply-side skills gaps, creating cycles where vacancies remain unfilled, presenting a difficulty but also a focus for youth and low-skilled worker engagement.

Low Earnings and Job Quality

Low earnings significantly reduce participation incentives, particularly in Lincolnshire County. This poses a challenge to workforce motivation, while also suggesting a need for wage improvement. Many neighbourhoods face low pay, intersecting with health barriers. Stakeholder insights highlight job insecurity in hospitality-heavy areas, where low-quality jobs deter carers and health-affected individuals, which is a difficulty that contrasts with potential for sector enhancement. Compared to UK earnings (£37,500), Greater Lincolnshire's low pay contributes to the 28.8% inactivity rate, a challenge that offers a foundation for addressing wage disparities. This driver amplifies supply-side barriers like caring responsibilities, as low wages fail to justify childcare costs, presenting both a barrier and a chance for policy support.

Interconnected Impacts and Broader Context

The interplay between supply-side and demand-side drivers creates a challenging environment of labour market issues, as noted by stakeholders, particularly in coastal and rural areas. This poses a difficulty in achieving balanced growth, while also reflecting a complex system with potential for integrated solutions.

Wider Overview Informed by Stakeholder Interviews

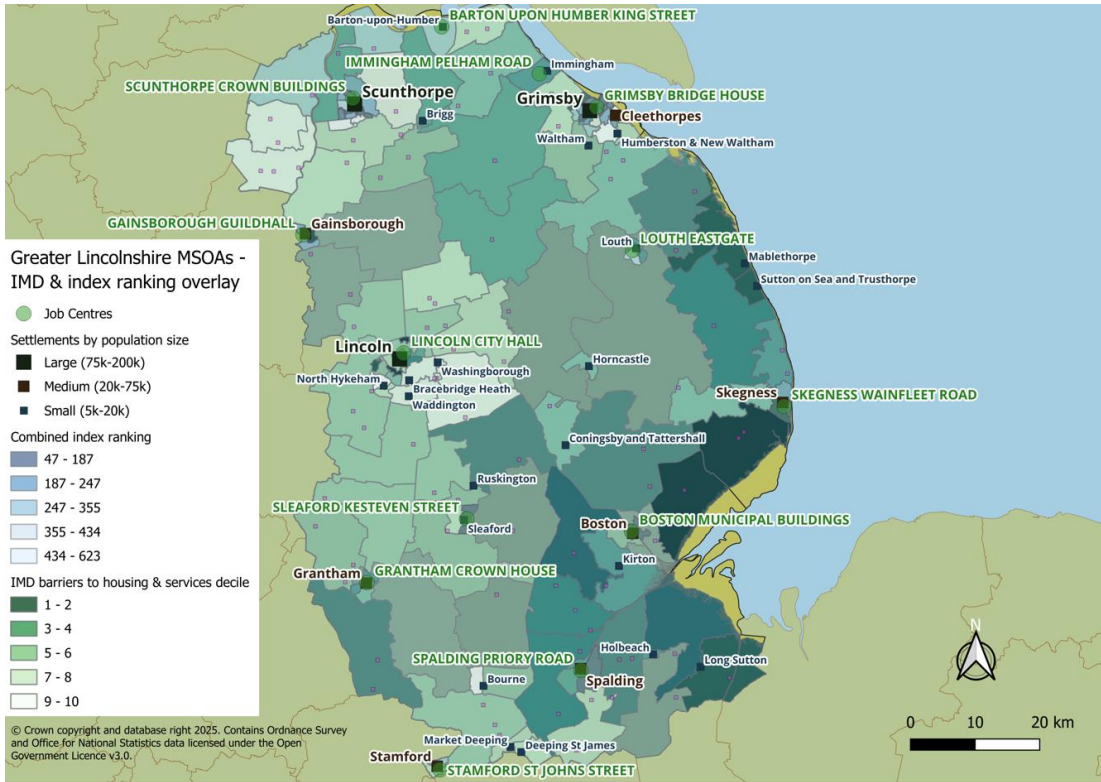
Stakeholders from a wide range of organisations with a direct interest in the development of the Get Lincolnshire Working Plan and their insights are summarised below and in more detail in Annex E.

Mapping of Key Themes

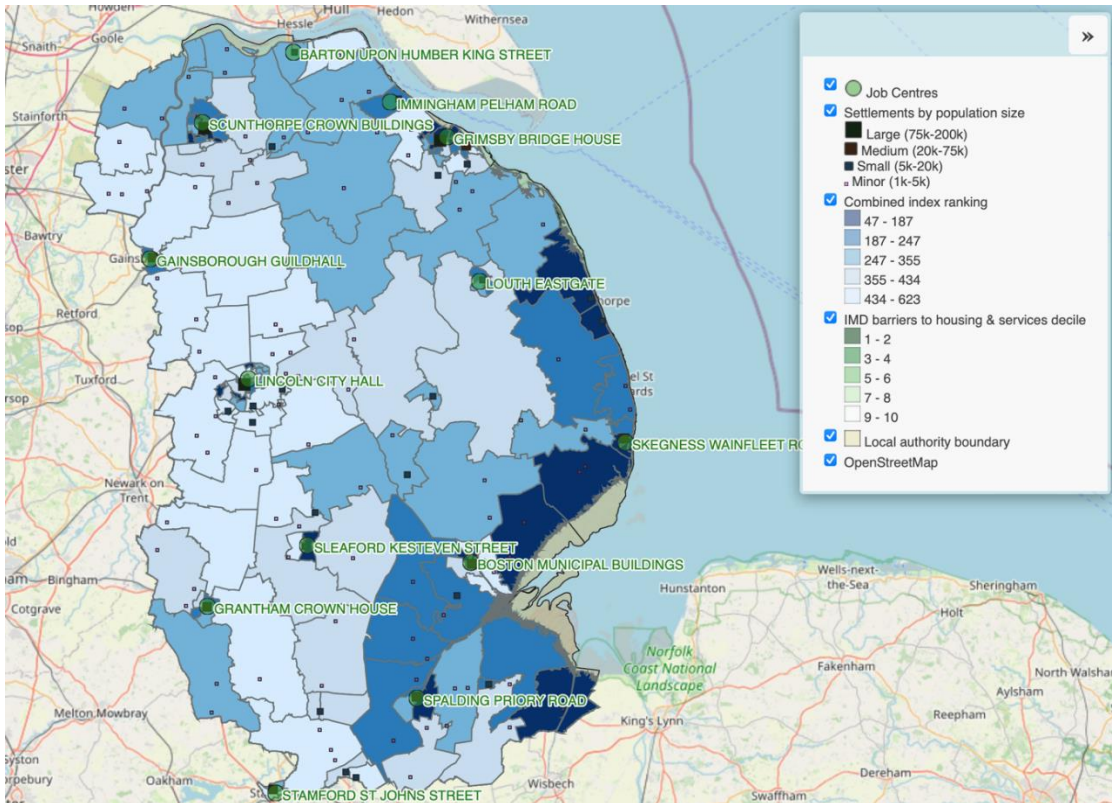
A series of maps have been created, and they illustrate the diversity of need across Greater Lincolnshire.

The map below overlays the location of job centres against the backdrop of the relative levels of worklessness according to granular indicator index that has been created.

It shows that northern coastal strip and elements of inland East Lindsey (around Horncastle for example) have significant challenges and are distant from a key job centre support hub. There is a distributed model of outreach which accompanies the direct Job Centre support which needs to be taken account of when considering this map.



The following map shows the format of an interactive map which provides more information on each MSOA and can be accessed [here](#): Individual labelled maps which further expand on the information displayed are included as an Appendix.



3. Current System and Offer

The Get Britain Working White Paper acknowledges that support across the country (for example by councils, the NHS, the voluntary sector, colleges, training providers and housing associations) is often fragmented and difficult to navigate.

It was observed that stakeholders were not always aware of services available in nearby areas, in part due to the complexity of the system, the volume of small schemes and continual change of funding streams and programmes.

Despite the presence of over 120 organisations involved in some way with residents (Annex A), the high economic inactivity rate and 71.2% employment rate highlight significant ongoing challenges.

This section leverages DWP-provided data sources, cluster analysis, and insights from stakeholder interviews to map existing mechanisms, identify duplication and gaps, and outline citizen journeys. It examines Jobcentre Plus (JCP) / Jobs and Careers Service programmes, education and training initiatives, charity and voluntary sector support, and health services, addressing challenges like high NEET rates, low qualifications and health barriers (9.3% WCA in East Lindsey).

Strengths include diverse provider offerings, while gaps encompass rural provision, mental health support, migrant integration, and employer engagement.

Existing Support Mechanisms

Greater Lincolnshire's labour market support system includes DWP-funded programmes, vocational training, community-based services, and health interventions, as detailed in Annex A. However, fragmentation leads to duplication, such as multiple employability programmes in urban areas like Lincoln and Grimsby, and gaps in rural and coastal areas.

Jobcentre Plus / Jobs and Careers Service Programmes

JCP, transitioning to the Jobs and Careers Service as outlined in the Get Britain Working White Paper, delivers critical DWP-funded programmes, including the Restart Programme, Work and Health Programme (WHP), Workwell, and Connect to Work, targeting long-term unemployed individuals and/or economically inactive individuals, those with health conditions, carers, youth, and disadvantaged groups like ex-offenders and migrants.

Additional JCP services include:

- Additional Work Coach Support: One-to-one support for individuals with health conditions or disabilities and for those customers aged 50+. but underutilised in rural MSOAs.
- Disability Employment Advisor: Specialist advisors for employment support. primarily urban-focused.
- Youth Employability Coach: Targets young claimants with complex needs, e.g., SEND youth.
- Prison Work Coaches: Supports ex-offenders.
- Flexible Support Fund: Tailors local support
- Stakeholder feedback from Think Employment notes duplication in urban employability programmes, diluting resources, and calls for better integration with the Jobs and Careers Service to address these gaps.

Education and Training Initiatives

Education providers, including Lincoln College, Grantham College, Grimsby Institute, Stamford College, John Leggett College, North Lindsey College, Franklin College and Boston College (Annex A), offer vocational qualifications, apprenticeships targeting high-demand sectors like care, engineering, agri-food, and logistics. Lincoln College's Care College and Lincolnshire Institute of Technology (LIoT) address care and engineering shortages, but low FE participation in coastal reflects transport barriers and low TUNDRA scores (quintile 1).

Compared to York and North Yorkshire (7% employment growth), Greater Lincolnshire's high no-qualifications rate (31.6% for example in East Lindsey) hampers progress toward the 80% employment target.

Charity and Voluntary Sector Support

Charities fill critical gaps for disadvantaged groups. The VCS offers mental health and disability placements across multiple districts, but stakeholder insights note uneven rural outreach. VCS bodies provide employability and wellbeing programmes, but fragile funding structures and complex subcontracting chains, as noted by stakeholders, dilute resources, particularly for ICB and DWP contracts

Health Services

Integrated Care Boards (ICBs), through contracted provision, deliver MSK and mental health support, critical for addressing the high disability employment gap across the area. However, long waiting hinder progress. Stakeholders call for health-employment hubs to integrate support, aligning with the guidance's emphasis on health leadership to tackle inactivity due to ill-health. The Greater Lincolnshire Evidence Refresh notes that health barriers exacerbate the 23% GVA gap, particularly in coastal areas.

Gaps and Citizen Journey

The citizen journey in Greater Lincolnshire features fragmented services leading to disengagement among inactive cohorts (e.g., those with health conditions, carers, SEND youth, migrants, ex-offenders), as identified through stakeholder interviews with core strategic partners. Complex benefit navigation and low awareness in low-trust areas deter participation. DWP's cluster analysis categorises Greater Lincolnshire as a rural-coastal labour market, where transport, health, and skills barriers exacerbate disengagement. Key gaps include:

- **Mental Health Support:** Long waiting times limiting participation.
- **Rural Outreach:** Limited provider access due to transport barriers and low jobs density.
- **Migrant Integration:** Language barriers in Boston and other migrant worker hubs excluding migrant-heavy populations.
- **Flexible Jobs:** Shortages, deterring carers, particularly women with childcare responsibilities.
- **Ex-Offender Support:** Data gaps hinder targeting, limiting programme effectiveness.
- **Duplication:** Overlapping employability programmes dilute resources and confuse job seekers.

System Strengths and Opportunities

Despite gaps, the system has strengths, including the diversity of over 120 providers offering vocational training, disability-focused programmes and health support. DWP-funded initiatives like Restart and Workwell reach urban areas, while charities support refugees. The UK Shared Prosperity Fund (UKSPF) offers potential for investment in transport and skills.

Addressing Gaps Through Integration

Addressing gaps requires a coordinated approach and ongoing engagement with JCP, ICBs, employers, and community organisations.

Core Partner Strategies and Interventions

Local authorities, including Lincolnshire County Council, North East Lincolnshire Council (NELC), and North Lincolnshire Council, alongside the NHS Lincolnshire Integrated Care Board (ICB) and DWP, already have several actions in train to address the challenges set out in the preceding sections of this plan. These are detailed below.

Skills Development and Employability

The Adult Skills and Family Learning (ASFL) Service Plan 2024/25 is a key feature of Lincolnshire County Council's efforts to tackle worklessness. The plan leverages the Adult Skills Fund (ASF), which replaced the Adult Education Budget in 2023, to deliver structured learning opportunities. The ASF aims to equip adults with skills for meaningful employment or further learning, while tailored provisions support wider outcomes such as improved health, parental engagement in children's education, and community development. The service commissions delivery partners through the ASFL Open Framework, optimising resources to address market failures where further education (FE) provision is limited. This approach ensures accessibility, particularly in sparsely populated areas with poor transport links, by offering face-to-face courses in health and well-being to combat social isolation.

The Local Skills Improvement Plan (LSIP) and associated action plans prioritise aligning education with employer needs, using case studies to demonstrate successful partnerships with colleges and community organisations. These initiatives create clear progression routes, from foundational skills to vocational training, addressing the region's economic structure and labour market demands.

Targeted Interventions in North East and North Lincolnshire

Each of the first-tier local authorities has a Skills Plan and relevant details are set out below

North East Lincolnshire Council's (NELC) projects, include employability support programmes like the National Careers Service and Care Experienced employment initiatives. These target young people, including those not in education, employment, or training (NEETs), and individuals with health barriers, offering tailored training and job placement support.

North Lincolnshire Council's initiatives include the Youth Hub, now in its fifth year, which supports 16-24-year-olds on Universal Credit with one-on-one guidance for job applications and skills assessments. The Jobs Team provides a one-stop shop for CV writing, interview preparation, and access to apprenticeships, holding weekly jobs clubs in community venues to reach the most disadvantaged. The North Lincolnshire Skills and Employability Plan 2023-2028 sets priorities to build great careers, enable business growth through skills investment, and promote a culture of lifelong learning, addressing health-related barriers and raising aspirations.

Community and Partnership Engagement

All local authorities emphasise partnership working to maximise impact. The ASFL Service collaborates with voluntary groups, FE providers, and the Mayoral Combined Authority to deliver accessible courses with clear outcomes, such as employment or volunteering.

The NELC VCSE Alliance and North Lincolnshire's Community VISION facilitate connections with voluntary and community sector (VCS) players, offering support for health, inclusion, and employment. Projects like the Equality Practice's tailored programmes for women and NEETs, and WithYou's supported employment for substance misuse recovery, exemplify how these partnerships address specific disadvantaged groups.

Integrated Care Board's Role in Addressing Health-Related Worklessness

The NHS Lincolnshire Joint Forward Plan 2023-2028 integrates health and employment by prioritising five key areas: better partnerships with residents, living well and staying well, improving access, delivering integrated community care, and supporting a happy and valued workforce. Health-related worklessness is a critical issue, with NELC data indicating 45% of economic inactivity stems from long-term conditions, and North Lincolnshire noting similar trends in its Joint Health and Wellbeing Strategy 2021-2026. The ICB's focus on community care and workforce well-being aligns with local authority efforts to enable residents to overcome health barriers to employment.

The NHS Lincolnshire Joint Forward Plan 2023-2028 includes a health needs assessment and insights from Lincolnshire Healthwatch, identifying gaps in access and support for vulnerable populations. By fostering integrated services, the ICB supports initiatives like the ASFL's health and well-being courses, which are delivered face-to-face to enhance social connections and confidence. This holistic approach ensures that health interventions complement skills development, addressing the lower life expectancy in deprived wards and supporting long-term employability.

DWP's Contribution through Jobcentre Plus

The DWP's Jobcentre Plus support, enhances local and ICB efforts by providing practical employment assistance. Services include help to prepare for work through training, work placements, and job trialling schemes; job search support with CV building and interview advice; and guidance for starting a business or progressing in a career. Dedicated work coaches offer regular meetings to discuss career goals and tailor support, which is particularly valuable for disadvantaged groups such as the long-term unemployed, those with health conditions, and carers.

Jobcentre Plus also signpost to colleges and training providers, aligning with local skills initiatives to upskill the workforce. This support complements the ASFL's focus on foundational learning and the Youth Hub's career guidance, creating a seamless pathway from training to employment. Social media updates and job hours events further connect residents with local opportunities, reinforcing the collaborative framework established by local authorities and the ICB.

A pilot programme, the New Jobs and Careers Service Pathfinder in West Yorkshire, is currently testing more personalised, skills-focused support, and we will be looking to learn from its findings to inform future developments as part of the Get Lincolnshire Working Plan.

Interconnected Approaches and Synergies

The synthesis of these efforts reveals efforts to address worklessness in Greater Lincolnshire all pointing in the same direction. Local authorities target skills gaps and employment barriers through tailored education and community engagement, leveraging data from the Greater Lincolnshire Local Skills Report and local employment dynamics to prioritise interventions. The ICB addresses health impediments, a key driver of economic inactivity, by integrating care with employment support, while Jobcentre Plus provides direct assistance to bridge the gap

between training and work.

Data-Driven Decision Making

Data plays a central role in linking these initiatives. The ASFL Service uses market intelligence and research to commission provision, while NELC and North Lincolnshire Councils rely on disaggregated data from Joint Strategic Needs Assessments and labour market briefings and commissioned research to identify trends like health-related inactivity and low qualification rates. This evidence base informs the LSIP, Skills and Employability Plans, and health strategies, ensuring resources are directed where they are most needed.

Addressing Disadvantaged Groups

The focus on disadvantaged groups—NEETs, carers, those with health conditions, and residents in deprived areas—unites these efforts. The ASFL’s family learning breaks inter-generational cycles, NELC’s Care Experienced programmes target vulnerable youth, and the ICB’s community care supports health recovery. Jobcentre Plus’s work coaches provide personalised support, with all parties seeking to ensure that no group is left behind.

Challenges and Opportunities

Despite these synergies, challenges persist. Rural sparsity complicates service delivery, with low population density and poor transport links requiring innovative solutions like mobile learning units or online platforms—though health courses remain face-to-face to maintain social benefits. Data accuracy can be skewed by small sample sizes, necessitating robust local intelligence. Long-term funding settlements, rather than short-term projects, are advocated to sustain progress, particularly in responding to economic shocks and the Industrial Strategy.

Opportunities lie in scaling successful interventions, such as the Youth Hub and Jobs Team, and enhancing collaboration across government departments. The upcoming NELC skills survey, will provide fresh insights to refine strategies. Flexible learning options for young people and community-based job support, as highlighted in both councils’ submissions, could further address mainstream provision gaps.

4. Roles and Functions

Stakeholders deploy financial, operational, regulatory, and relational levers to tackle labour market challenges, tailored to regional disparities like urban deprivation in North East Lincolnshire and rural isolation in parts of Lincolnshire County. DWP’s cluster analysis categorises Greater Lincolnshire as a rural-coastal labour market, guiding targeted interventions.

Leverage is split out between organisations which principally focus on **commissioning** (although not exclusively in terms of the local authorities) and **delivery**:

Commissioning Focus

Local Authorities (Lincolnshire County Council, North Lincolnshire Council, North East Lincolnshire Council)

GLCCA and local authorities have significant levers in planning, funding, and infrastructure. Operationally, they can lead data integration, using MSOA indicators (e.g., WCA, UC claims,

social trust) to target hotspots. For instance, transport support can address rural barriers), enabling access for carers and disabled individuals.

DWP / Jobcentre Plus (Jobs and Careers Service)

As the primary employment support provider, DWP/JCP leverages programmes like Restart, Work and Health Programme (WHP), Workwell, and Connect to Work, targeting long-term unemployed individuals, those with health conditions, and disadvantaged groups (e.g., ex-offenders, migrants). The transition to Jobs and Careers Service, as outlined in the Get Britain Working White Paper, enhances integration with education and health services. For health-affected individuals, JCP could use this opportunity to expand Individual Placement and Support (IPS) models with ICBs, reducing WCA reliance in local areas; or operationally, mobile units could enhance outreach in rural areas, increasing engagement among older people and carers.

Financial levers include the Flexible Support Fund to tailor support for SEND youth and migrant workers. By more strongly aligning with LSIPs, JCP can bridge skills gaps and improve job quality, addressing low pay (£33,716 median) and supporting the 80% employment target. Stakeholder insights from stakeholders highlight the need to streamline urban programme duplication.

Health Services

ICBs apply clinical levers to address MSK and mental health barriers. Financially, partnering with DWP for Workwell or reallocating NHS funds supports health-employment hubs, reducing waiting times.

Education and Training Providers

To address youth disengagement, providers can scale specialist curricula. Operationally, partnerships with employers create flexible pathways for carers, incorporating online modules to overcome transport barriers in coastal areas.

Charities and Voluntary Sector

Charities excel in building trust in low-social-trust areas like Gainsborough. For homeless and care-leavers individuals, Hospitality training and refugee support address multiple disadvantages. Financially, UKSPF or DWP grants can expand programmes for priority groups. Operationally, co-delivery with JCP in urban areas enhances engagement. Stakeholder insights suggest peer-led models to overcome intergenerational experiences of worklessness in some areas, aligning with the guidance's focus on disadvantaged groups.

Employers and Business Networks

Employers control many demand-side levers, offering wage incentives to address low pay and flexible roles for carers. Technical employment legislation support and incentives for employers to operate on a flexible basis provides scope to maximise their engagement and enhance employment opportunities for those furthest from the labour market.

How Stakeholders Can Collaborate to Increase Engagement, Align Provision, and Improve Outcomes

To increase engagement, stakeholders can co-design outreach campaigns using DWP webinars, leveraging charity relational levers in low-trust areas. Mobile hubs combining JCP, ICBs, and education providers can reach isolated carers and older people, with digital tools tracking participation rates via shared dashboards.

Local authorities can facilitate multi-agency forums, harmonising resources. For multiple disadvantages, integrated case management ensures holistic support, addressing health, skills, and housing. Improving outcomes requires shared KPIs. Regular joint reviews, using DWP data (UC claims) and ICB metrics (fit notes), refine interventions. Employer involvement ensures inclusive job placements. Pilot programmes in hotspots test models, scaling successes via evidence-sharing, aligning with the guidance’s Trailblazers model.

Mechanisms for Collective Working

Robust mechanisms can support collective working,

1. Data-Sharing Protocols: A shared dashboard, using relevant data (e.g., UC claims, NEET rates) and MSOA indicators can be used to measure progress.
2. Funding Frameworks: ASF and UKSPF (and any successor - details awaited), will support health-employment hubs, programme for speakers of other languages, and transport subsidies. Funding will align with the new Local Skills Improvement Plan when it is published and Local Growth Plans, ensuring coherence and avoiding duplication. There is a need for longer term planning and alignment of funding streams to build resilience into the planning and delivery of interventions.
3. Evaluation and Accountability Systems: A formative evaluation framework can track outcomes (e.g., reduced NEETs), with quarterly reviews to refine interventions.

Table 3: Stakeholder Levers and Responsibilities

Stakeholder	Levers	Responsibilities
Local Authorities	Financial (ASF, UKSPF), regulatory (zoning), operational (data integration)	Lead forums, fund transport subsidies
DWP/JCP	Financial (Flexible Support Fund), operational (mobile units)	Expand IPS, streamline programmes
Education Providers	Educational (e.g. Skills Bootcamps), relational (employer partnerships)	Scale specialist curricula, flexible pathways
Charities	Relational (trust-building), operational (co-delivery)	Support SEND, ex-offenders, migrants
ICBs	Clinical (health hubs), financial (NHS funds)	Reduce waiting times, integrate with JCP
Employers	Demand-side (wages, flexible roles), financial (grants)	Create apprenticeships, inclusive hiring

5. Priority Actions and Longer-Term Goals

This section outlines the priority actions and longer-term goals for the Get Lincolnshire Working plan and core partnership, building on the labour market analysis, drivers of inactivity, and current system assessment. It acknowledges that skills development is only one aspect of the broader picture required for thriving local economies in Greater Lincolnshire. Economic growth depends on a holistic approach that integrates health improvements, business innovation,

infrastructure enhancements, and community resilience, particularly in rural and coastal areas where geographical isolation exacerbates challenges.

Skills alone cannot address systemic issues like low productivity or economic contraction. Instead, this plan positions skills as a foundational enabler within a wider ecosystem that includes demand-side interventions, such as business support and job creation, to drive sustainable employment growth toward the national 80% target from the current 71.2%.

Tackling health inequalities as part of the whole system approach is also key - there is a need to tackle poor health and poor work.

The priorities are ambitious yet achievable, focusing on collective action among partners over the next 12-24 months, with longer-term goals extending to 2030. They align closely with key local frameworks, including the 2022 Greater Lincolnshire Local Skills Improvement Plan (LSIP), which emphasizes skills alignment in priority sectors like agri-food, advanced manufacturing, health and care, clean energy, digital technologies, engineering, and the visitor economy.

Monitoring and reporting will occur through the Core Partnership using outcome indicators aligned with Get Britain Working metrics.

These include: employment rate (target: increase from 71.2% to 75% in 12-24 months); health-related economic inactivity rate (reduce by 5%); disability employment rate gap (narrow from 49% to 45%); proportion of 18-25 year olds NEET (reduce from average 3.36% to 2.5%); employment amongst parents 18-66 years (increase by 3%); employment rate gap between lone parents and parents in a couple (reduce by 4%); percentage of coupled families where at least one parent is out of work (reduce by 3%); and female employment rate (increase from 69% in areas like Boston 004 to 72%). Local variations will be tracked using DWP, ICB, and local authority data. Progress will be reviewed via an online dashboard, with annual reviews adjusting actions based on stakeholder feedback.

Key Design Principles

The Get Lincolnshire Working plan is grounded in national Get Britain Working policy priorities—reducing economic inactivity through integrated support for health, skills, youth, parents, and disadvantaged groups—refined for Greater Lincolnshire's distinctive context. This context, drawn from the GLW report, includes a rural-coastal divide, high NEET rates among SEND youth, seasonal employment vulnerabilities and health barriers. Principles emphasise inclusivity, partnership, and evidence-based action:

- a) **Place-Based Customisation:** Interventions must address geographical disparities, prioritising rural and coastal challenges. For instance, transport support will target isolated MSOAs, where rural isolation intersects with low jobs density. This aligns with the Industrial Strategy's focus on rural productivity and the LSIP's call for accessible training in agri-food and tourism sectors. In North Lincolnshire some of the areas with the highest levels of economic inactivity and unemployment are in Scunthorpe and the market towns. The priority should not only be on rural and coastal areas but where the data shows there is a high level of need for intervention.
- b) **Employer-Led Innovation:** Business involvement is central, drawing on the LSIP's employer-led model to co-design actions. This includes enhancing engagement with local businesses to address skills mismatches in engineering and logistics, as seen in Immingham. The principle commits to celebrating provider diversity while fostering coherence.

- c) **Integrated Health and Employment:** Health is a core theme, integrating ICB strategies to tackle MSK and mental health barriers. Actions will build on learning gathered economic inactivity and youth Trailblazers and WorkWell vanguards, adapting lessons for local contexts, such as health-employment hubs in priority areas). We will prioritise early intervention and health inequalities and prevention programmes. Working also with employers around to keep people in good health and in employment.
- d) **Inclusive and Equitable Access - Addressing Health Inequalities** and recognising the role poverty plays: Prioritising disadvantaged groups, with a focus on customer voice through journey mapping. This ensures actions support intergenerational trauma and benefits fears, as highlighted in stakeholder interviews (e.g., from Virtual School and Linkage).
- e) **Data-Driven Decision-Making:** Emphasising data sharing to inform actions, aligning with national metrics while developing local indicators for workforce planning.
- f) **Sustainability and Scalability:** Actions start small (pilots in 12 months) and scale (rollout in 24 months),

These principles ensure actions are holistic, recognising skills as part of broader economic thriving, including business diversification to reverse the 2% business decline.

Priority Actions for the Next 12-24 Months

Over the next 12-24 months the Core Partnership will collaborate on the following priority actions:

1. Move quickly into phase 2 of the plan (see 7.1 p52)
2. Launch the Connect to Work programme to integrate health and job support, taking account of DWP Trailblazer learning and Workwell vanguards. This will involve consolidation of the health and employment partnerships that underpin the operational dynamics of the current Get Lincolnshire Working group.
3. Roll out of the Widening Access Demonstrators in Grimsby and in Skegness, Mablethorpe and Boston, linking working opportunities in the NHS to support those furthest from the labour market in accessing new job opportunities
4. Explore funding for interventions for 15–25-year-olds, targeting combined proportions of SEND, care leavers and high-NEET levels. Filter this approach through the lens of learning from the Youth Guarantee and consider in the context of the work of the Greater Lincolnshire Careers Hub.
5. Work with Government to support the roll-out of new foundation apprenticeships
6. Work with Business Lincolnshire and other business support bodies to enhance engagement with businesses focusing on local skills needs.
7. Explore opportunities for innovative trials based on current good practice such as the North Lincolnshire's Skills Pledge (employer commitments to skills development) and the North Lincolnshire Youth Hub model across Greater Lincolnshire.
8. Improving Access – consider piloting innovative actions around transport and isolation in rural/coastal MSOAs and more urban environments where participation amongst economically inactive is particularly low, working with GLCCA through devolution to deliver rural transport schemes that enable better access to opportunities.
9. Work with JCP to look at dynamic integration of their community outreach work with the other core elements of the employability offer in Greater Lincolnshire. Use the learning from this experience to develop ideas to feed into national pilots and provide a distinctive rural and coastal “landing place” for national employability pilots, trailblazers and other initiatives.

10. Develop a comprehensive overview of current training support and employment provision for the client group and develop and implement a focused programme of ongoing alignment to reduce duplication and boost innovation, including support for carers.
11. Establish a series of task and finish groups 1) to fine tune the key data and monitoring definitions associated with the plan, particularly in relation to health indicators in the North and North East Lincolnshire area (see section 6.4) and 2) to progress other aspects of its implementation set out from 1-9 above.

Longer-Term Goals (to 2030)

Building on short-term actions, longer-term goals aim for systemic transformation:

1. Achieve 80% Employment Rate: By 2030, increase to 80% through scaled interventions, reducing inactivity to 20% via diversified economies (e.g., renewables growth per Industrial Strategy).
2. Close Productivity and Earnings Gaps: Narrow GVA gap to 10% below UK and earnings to 5% below, via LSIP-aligned upskilling in high-productivity sectors.
3. Zero NEET for SEND Youth: Eliminate SEND NEET disparities through sustained specialist support.
4. Integrated System-Wide Offer: Evolve to a single navigation platform, ensuring coherent journeys.
5. Resilient Rural-Coastal Economies: Boost jobs density to 0.85, addressing seasonal vulnerabilities.

Monitoring will use annual benchmarks against Get Britain Working indicators.

Data Development, Analysis, and Sharing

A dedicated Data Sub-Group, comprising DWP, ICBs, local authorities, and analysts, will form within 6 months to enhance data capabilities. Key themes:

- DWP Data Flexibility: Explore reliable granular data at MSOA level (e.g., WCA, UC claims) for real-time tracking, beyond current aggregates.
- ICB Indicators: Develop work-related health metrics (e.g., MSK/mental health fit notes as % of workforce), available at neighbourhood level, addressing current Lincolnshire-only availability.
- Workforce Development: Capture planning data via employer surveys, integrating with LSIP.

Provider Mapping and Coherent Offer

Map the 120 plus providers (Annex A) within 6 months, celebrating diversity while addressing fragility (e.g., funding dependencies) and supply chain issues including consideration of subcontracting risks.

Alignment with Wider Initiatives and Governance Evolution

Actions align with UKSPF (transport investments), devolution deals (skills funding), and ICB strategies (health integration). The Core Partnership will evolve within 3 months, with task and finish groups where needed, for example NEET, health or data themes. The Core Partnership will oversee implementation.

6. Governance Arrangements for Oversight

Governance Structures

The Greater Lincolnshire Combined County Authority (GLCCA), as the accountable body, will oversee the Get Lincolnshire Working plan, leveraging its strategic role to coordinate across the three local authorities (Lincolnshire, North Lincolnshire, North East Lincolnshire) and align with devolution priorities, such as skills funding and economic growth.

A Core Partnership was established in June 2025 and by the time this plan is published will have met at least nine times to collaborate and agree the content.

Table 4: Governance

Core Partnership
Greater Lincolnshire Combined County Authority (GLCCA) - Accountable Body
Department for Work and Pensions//Job Centre Plus (DWP/JCP)
Humber and North Yorkshire Integrated Care Board (ICB)
Lincolnshire Integrated Care Board (ICB)
Lincolnshire County Council (LCC)
North East Lincolnshire Council (NELC)
North Lincolnshire Council (NLC)

There are two phases to the Get Lincolnshire Working Partnership and Plan. The publication of this report completes Phase 1.

Phase 1 (2025)

- Create the Core Partnership
- Develop evidence base for economic inactivity and unemployment
- Map current provision and support
- Agree and measure a set of Greater Lincolnshire indicators
- Create the Get Lincolnshire Working action plan
- Agree monitoring and governance

Phase 2 (2026/27)

- Extend the Core Partnership (e.g. to include representatives of district councils, colleges, training providers, the voluntary, community and social enterprise sector VCSE, and employers)
- Extend the evidence base to include wider labour market (sustainable employment, earnings etc)
- Extend and update initial mapping, seeking a longer-term solution to fragmentation
- Review Greater Lincolnshire indicators and performance
- Update action plan
- Agree ongoing monitoring and future phases (if any)

Pre-Development Engagement

Stakeholder Interviews: semi-structured interviews were held (Annex 2) with local and district authorities, education providers, charities, employers, health services and community groups. These have helped to build the context for the development of the plan.

Post-Development Engagement

The Core Partnership will consider facilitating ongoing involvement through:

- Task and Finish Groups: Each group (Health, Skills, Business, Community) meets to refine actions.
- Annual Stakeholder Forums: Forums will engage providers (Annex A), and employers. Forums will gather feedback on actions like health-employment hubs and training programmes.
- Community Outreach Campaigns: peer-led and peer to peer campaigns in low-trust and other thematic areas, targeting SEND youth and ex-offenders for example. Digital platforms, including social media and community events, will boost awareness.
- Employer Engagement: Regular roundtables with employers led by the core partnership will co-design job quality initiatives and wider employer focused priorities (e.g., apprenticeships in energy).

Monitoring Progression

The Get Britain Working initiative, and the local plans seek to monitor agreed set of outcome indicators. The Core Partnership will oversee a **Formative Evaluation Framework**, supported by a shared dashboard updated regularly. It will use the indicators set out at section 1.8 to understand in detail progress in relation to the following targets, which we believe chart an appropriate incremental progress towards the aim of the plan:

- Employment Rate: Increase from 71.2% to 75% in 12–24 months, tracked via ONS data.
- Health-Related Inactivity: Reduce by 5%, monitoring WCA rates (e.g., 9.3% in East Lindsey).
- Disability Employment Gap: Narrow from 49% to 45%, using ICB metrics.
- NEET Rates: Reduce from 3.36% average to 2.5%, focusing on SEND youth (11.04% NEET in Lincolnshire).
- Parental Employment: Increase by 3%, with lone parent vs. couple gap reduced by 4%, and coupled families with one parent out of work reduced by 3%.

Update Periods and Events for Plans

The guidance requires regular plan updates tied to specific periods or events. The GLW plan will be updated:

- Six Monthly, reviewing short-term actions (e.g., health-employment hubs) against metrics like WCA reductions.
- Annually: coinciding with ONS data releases (e.g., employment rates) and stakeholder forums, ensuring updates reflect the latest labour market trends (e.g., 3% GVA contraction, 2021–2023).
- Event-Driven: In response to DWP Trailblazer evaluations (e.g. economic inactivity and youth trailblazers and WorkWell vanguard outcomes), Local Growth Plan, new devolution deals (e.g., skills funding expansions), or economic shocks (e.g., further business decline).

Alignment with Future Initiatives and Strategies

The Core Partnership is well placed to align the plan against the following events/new plans, and will agree timings for updates when publications times are confirmed:

- Greater Lincolnshire Local Growth Plan: GLCCA is expected to publish the Government approved Local Growth Plan by summer 2026.

- Greater Lincolnshire Local Skills Improvement Plan (LSIP): a brand new LSIP is expected to be published in summer 2026. GLCCA will have a role in the strategic direction and production of the plan that will detail employer demand for skills and training.
- ICB Strategies: Integrating health-employment hubs to address MSK (39.5%) and mental health (34.4%) barriers, ensuring co-terminus boundaries.
- Further Devolution: Incorporating new skills or economic funding to enhance actions

Addressing Gaps and Ensuring Compliance

This governance framework addresses identified gaps:

- JCP Integration: The Jobs and Careers Service is embedded in board and sub-group activities.
- Cohort Coverage: Actions target all inactive cohorts (health-affected, carers, SEND youth, migrants, ex-offenders), with stakeholder input ensuring inclusivity.
- Duplication: Quarterly reviews address programme overlaps
- Metrics: Aligns with Get Britain Working indicators (employment, earnings, job quality, parental gaps).
- Engagement: Ongoing forums and outreach ensure ICB and employer involvement, with resident feedback shaping iterations.

APPENDICES

Annex A: Initial Mapping of Services (Support Organisations and Accredited Education and Training Providers)

Provider/Programme	Programmes Offered	Location Details	District Council Area
3CATs	Employability and Skills (Non-Accredited): Introduction to payroll, Statutory payroll compliance, Sage Payroll M1/M2, Introduction to bookkeeping software, Sage 50 accounts M1/M2	1A The Old Malthouse / Distance Learning, NG31 7BG; Grantham	South Kesteven
Abbey Access Training	Wellbeing Programmes (Non-Accredited), Adult Skills Vocational Qualifications, Adult Skills English and Maths, Employability and Skills (Non-Accredited)	Lincoln	Lincoln City
Active Lincolnshire	Employability and Skills (Non-Accredited): Jobs and Careers Hub, Skills Programmes	Greater Lincolnshire	Not specified
Agandi	Wellbeing Programmes (Non-Accredited), Adult Skills Vocational Qualifications, Adult Skills English and Maths, Level 3 Free Courses for Jobs, Employability and Skills (Non-Accredited)	Boston, Lincoln, Sleaford, South Holland	Boston Borough, Lincoln City, North Kesteven, South Holland
Alford Hub	Employability and Skills (Non-Accredited), Education Services	Alford	East Lindsey

Avant Skills Academy	Apprenticeships in various occupational sectors including hair professional, business administration	Grimsby	North East Lincolnshire
Bearded Fishermen	Education Services	Greater Lincolnshire	Not specified
Beyond Money	Employability and Skills (Non-Accredited), Education Services	Greater Lincolnshire	Not specified
Bishop Grosseteste University	Employability and Skills (Non-Accredited), Education Services, Greater Lincolnshire Social Economy Academy (GLSEA) Training	Lincoln	Lincoln City
Boston College	Employability and Skills (Non-Accredited), Wellbeing Programmes (Non-Accredited), Adult Skills Vocational Qualifications, Agrifood Skills Training. Lincolnshire Institute of Technology (LloT)	Boston, South Holland, Stamford	Boston Borough, South Holland, South Kesteven
Boxes of Hope	Employability and Skills (Non-Accredited), Education Services	Greater Lincolnshire	Not specified
British Society of Pharmacy Sleep Services	Education Services	Greater Lincolnshire	Not specified
CAP Job Club (Alive Church/Acts Trust)	Employability and Skills (Non-Accredited)	Lincoln	Lincoln City
Care Plus Group	Employability Services (DWP-funded): Supporting healthcare sector, including refugees	Grimsby & Cleethorpes	North East Lincolnshire

	and care-experienced individuals		
Carers First	Employability Support, Education Services	Greater Lincolnshire	Not specified
CATCH	Apprenticeships and skills training in process, energy, engineering, renewables	Stallingborough, near Immingham	North East Lincolnshire
Children's Links	Wellbeing Programmes (Non-Accredited), Improved Outcomes for Families (Non-Accredited), Education Services	Mablethorpe, Skegness, The Wolds	East Lindsey
Christians Against Poverty	Employability and Skills (Non-Accredited): Debt help, job clubs, money courses	Greater Lincolnshire	Not specified
Citizens Advice Lincoln & Lindsey	Employability and Skills (Non-Accredited), Education Services	Lincoln, Lindsey	Lincoln City, East Lindsey
Citizens Advice Mid Lincs	Employability and Skills (Non-Accredited)	Greater Lincolnshire	Not specified
Citizens Advice North Lincolnshire	Employability and Skills (Non-Accredited), Social Prescribing	Scunthorpe	North Lincolnshire
CLIP (ACIS)	Employability and Skills (Non-Accredited), Adult Skills Vocational Qualifications, Wellbeing Programmes	Gainsborough, Market Rasen, Mablethorpe	West Lindsey, East Lindsey
Community Lab Initiative CIC	Employability Support (for Ukrainian refugees), Education Services	Greater Lincolnshire	Not specified
Community VISION	Employability and Skills (Non-Accredited)	North Lincolnshire	North Lincolnshire

Creating Positive Opportunity	Employability and Skills (Non-Accredited): Functional Skills English and Maths, educational courses for young and older adults	Grimsby & Cleethorpes	North East Lincolnshire
Creative Rebel	Education Services	Greater Lincolnshire	Not specified
CrosbyONE	Employability and Skills (Non-Accredited), Community Training	Scunthorpe	North Lincolnshire
Curo Lincs	Employability and Skills (Non-Accredited), Education Services	Greater Lincolnshire	Not specified
Darkside Rising CIC	Education Services	Greater Lincolnshire	Not specified
Development Plus	Employability and Skills (Non-Accredited): Step in the Right Direction, Bridging the Gap, Better Together, Project Compass	Lincoln	Lincoln City
DNCG (DN Colleges Group) / North Lindsey College	Adult Skills Vocational Qualifications, Adult Skills English and Maths, Level 3 Free Courses for Jobs. Lincolnshire Institute of Technology (LIoT)	Scunthorpe	North Lincolnshire
East Lincolnshire Down's Syndrome Family Support Group	Education Services	Greater Lincolnshire	Not specified
East Midlands Cyber Resilience Centre	Education Services	Greater Lincolnshire	Not specified
EcoCoach PE Solutions	Education Services	Greater Lincolnshire	Not specified
Engineering UTC Northern Lincolnshire	Vocational Education: Engineering, Renewables, Health Sciences, Social Care (13–19-year-olds)	Scunthorpe	North Lincolnshire

ESH Consultancy	Improved Outcomes for Families (Non-Accredited)	Boston, Bourne and Deepings, Gainsborough, Grantham, Lincoln, Mablethorpe, Market Rasen, Skegness, Sleaford, South Holland, Stamford	Multiple districts (Boston Borough, South Kesteven, West Lindsey, Lincoln City, East Lindsey, North Kesteven, South Holland)
Every-One (Cares)	Employability and Skills (Non-Accredited), Education Services	Greater Lincolnshire	Not specified
Family Action	Employability and Skills (Non-Accredited), Education Services	Greater Lincolnshire	Not specified
Fareshare Midlands	Employability and Skills (Non-Accredited), Education Services	Greater Lincolnshire	Not specified
Father Craft	Education Services	Greater Lincolnshire	Not specified
Feathers Teens	Education Services	Greater Lincolnshire	Not specified
Fenside Community Centre	Education Services	Greater Lincolnshire	Not specified
First College (East Lindsey ITEC)	Employability and Skills (Non-Accredited), Adult Skills Vocational Qualifications, Adult Skills English and Maths, Level 3 Free Courses for Jobs, Apprenticeships (Business Administration, Customer Service, Management, Hospitality, Early Years),	Louth, Skegness, The Wolds, Virtual Classroom	East Lindsey, Virtual Classroom
Franklin College	A-Levels, Vocational Courses, Adult Education, Functional Skills Maths and English	Chelmsford Avenue, Grimsby, DN34 5BY	North East Lincolnshire

Gainsborough Adventure Play Area	Education Services	Gainsborough	West Lindsey
GamCare	Education Services	Greater Lincolnshire	Not specified
GoGro CIC	Employability and Skills (Non-Accredited), Education Services	Greater Lincolnshire	Not specified
Good Things Foundation	Education Services	Greater Lincolnshire	Not specified
Grantham College	Building Better Futures (BBF) Programme, Adult Skills Vocational Qualifications, Lincolnshire Institute of Technology (LloT) Courses, Agrifood Skills Training	Grantham	South Kesteven
Green Synergy	Education Services	Greater Lincolnshire	Not specified
Grimsby Institute (TEC Partnership)	Adult Skills Vocational Qualifications, Higher Education, Apprenticeships	Grimsby, Skegness (Skegness TEC)	North East Lincolnshire, East Lindsey
HETA Humberside Engineering Training Association	Apprenticeships, Adult Skills Vocational Qualifications, Electrical, Mechanical, Welding	Based in Hull, with sites in Grimsby and Scunthorpe	North and North East Lincolnshire
Hillholt Wood	Employability and Skills (Non-Accredited), Education Services	Greater Lincolnshire	Not specified
HW Lincs	Employability and Skills (Non-Accredited)	Greater Lincolnshire	Not specified
I Miss	Education Services	Greater Lincolnshire	Not specified
Immersive Tales	Education Services	Greater Lincolnshire	Not specified
Inspired Equine Assisted Learning	Employability and Skills (Non-Accredited)	Greater Lincolnshire	Not specified
Involving Lincs	VCS Infrastructure Support: Training and	Greater Lincolnshire	Not specified

	capacity building for VCS organizations		
JAQS Trust - Relief in Need	Employability and Skills (Non-Accredited), Education Services	Greater Lincolnshire	Not specified
Job Centre Plus	Employability Support, Family Support, Schools Support, Flexible Support Fund	Greater Lincolnshire	All GL authorities
John Leggott College	A-Levels, Vocational Courses, Adult Education, Leggott Academy (14–16-year-olds)	Scunthorpe	North Lincolnshire
Learning4Life	Adult education and learning, careers service	Grimsby & Cleethorpes	North East Lincolnshire
Lincoln City Foundation	Employability and Skills (Non-Accredited), Education Services	Lincoln	Lincoln City
Lincoln College	Employability and Skills (Non-Accredited), Wellbeing Programmes (Non-Accredited), Education Services, Adult Skills Vocational Qualifications, Apprenticeships, Lincolnshire Institute of Technology (LIoT) Courses, Care College, Policing College, Air and Space Institute, Lincoln School of Food and Hospitality, Agrifood Skills Training	Lincoln, Sleaford, Gainsborough, Newark	Lincoln City, North Kesteven, West Lindsey
Lincolnshire Action Trust	Employability Support (DWP-funded): LAT CFO3 (for sentenced	Greater Lincolnshire	Not specified

	prisoners, post-custodial individuals, community order individuals)		
Lincolnshire Community & Voluntary Service (LCVS)	VCS Infrastructure Support: Training and capacity building for VCS organizations, Education Services	Greater Lincolnshire	Not specified
Lincolnshire Community Foundation	Employability and Skills (Non-Accredited), Education Services	Greater Lincolnshire	Not specified
Lincolnshire Community Health Services NHS Trust	Adult Skills English and Maths	Lincoln, Scunthorpe, Grimsby & Cleethorpes	Lincoln City, North Lincolnshire, North East Lincolnshire
Lincolnshire County Council (LCC)	DWP-funded: Connect to Work, disabilities/autism Employability and Skills (Non-Accredited): Adult and Family Learning, Multiply Numeracy, Health and Wellbeing Courses; Skills Bootcamps; InspireU 16-19 programmes.	Greater Lincolnshire	Not specified
Lincolnshire Coop	Education Services	Greater Lincolnshire	Not specified
Lincolnshire Training Hub	Excellence Pathway (Health, Care, Dentistry)	Skegness, Mablethorpe, Greater Lincolnshire	East Lindsey, not specified
Lincolnshire Traveller Initiative	Employability and Skills (Non-Accredited), Education Services	Greater Lincolnshire	Not specified
Lincs Digital	Employability and Skills (Non-Accredited): Digital support sessions on tablets, smartphones, laptops	Horncastle, serves East Lindsey, Boston, South Holland	East Lindsey
Linkage Community Trust	Specialist FE: Vocational and Non-	Lincoln, Grimsby, Skegness, Spilsby	Lincoln City, North East

	Accredited Courses for learners with disabilities (16–25), Employability Support (potential DWP subcontractor)		Lincolnshire, East Lindsey
LIVES	Education Services	Greater Lincolnshire	Not specified
LocalMotion	Employability and Skills (Non-Accredited), Education Services	Greater Lincolnshire	Not specified
LVET	VCS Infrastructure Support: Training and capacity building for voluntary organizations in health, care and wellbeing	Lincoln	Lincoln City
Magna Vitae	Employability and Skills (Non-Accredited), Education Services	Greater Lincolnshire	Not specified
Metherringham Swimming Pool	Education Services	Greater Lincolnshire	Not specified
Mind North Lincolnshire	Wellbeing Programmes (Non-Accredited), Mental Health Support	Scunthorpe	North Lincolnshire
Mint Lane CIC	Employability and Skills (Non-Accredited)	Greater Lincolnshire	Not specified
Modal Training Ltd	ASF, Transport Management Level 3	Immingham	North East Lincolnshire
Momentum Recruitment Limited	Adult Skills Vocational Qualifications, Level 3 Free Courses for Jobs	Lincoln	Lincoln City
Nacro	Study Programmes (16–24-year-olds with learning disabilities)	Greater Lincolnshire	Not specified
National Careers Service (NELC)	Employability and Skills (Non-Accredited): Careershift (UKSPF-funded, supporting training and employment)	Grimsby & Cleethorpes	North East Lincolnshire

National Citizenship Project	Employability and Skills (Non-Accredited): Industry taster sessions (engineering, offshore wind, seafood)	Grimsby & Cleethorpes	North East Lincolnshire
National Energy Action	Education Services	Greater Lincolnshire	Not specified
Natural England	Education Services	Greater Lincolnshire	Not specified
Navigo	Employability Support (DWP-funded): IPS Supported Employment for mental health conditions	Grimsby & Cleethorpes	North East Lincolnshire
North Lincolnshire Adult Education & Community Learning	Adult Skills English and Maths, Adult Skills Vocational Qualifications, Employability and Skills (Non-Accredited): Functional Skills, Health & Wellbeing Crafts, Preparing to Work in Schools, Autism Awareness	North Lincolnshire	North Lincolnshire
NWCH	Education Services	Greater Lincolnshire	Not specified
Oasis	Employability and Skills (Non-Accredited): Hospitality training via social enterprise coffee shop (potential DWP subcontractor)	Scunthorpe, Oasis Community Space	North Lincolnshire
Old Wood Organic CIC	Employability and Skills (Non-Accredited), Education Services	Greater Lincolnshire	Not specified
On Yer Bike	Education Services	Greater Lincolnshire	Not specified
One You Lincolnshire	Education Services	Greater Lincolnshire	Not specified
Ongo	Employability and Skills (Non-Accredited): Skills and personal development training	North Lincolnshire	North Lincolnshire

Orangebox	Adult Skills Vocational Qualifications	Grantham, Lincoln, Scunthorpe, Grimsby & Cleethorpes	South Kesteven, Lincoln City, North Lincolnshire, North East Lincolnshire
Outwood CIC	Education Services	Greater Lincolnshire	Not specified
Pelican Trust	Employability and Skills (Non-Accredited), Wellbeing Programmes (Non-Accredited): Training and work placements for mental health/learning difficulties/disabilities (potential DWP subcontractor)	Boston, Gainsborough, Lincoln, Market Rasen, Sleaford, South Holland, Stamford	Boston Borough, West Lindsey, Lincoln City, North Kesteven, South Holland, South Kesteven
Place 2 Be	Education Services	Greater Lincolnshire	Not specified
Reed in Partnership	DWP-funded: Restart Programme	North and North East Lincolnshire	North East Lincolnshire,
Riseholme College	Adult Skills Vocational Qualifications: Agrifood, Land-Based, Green Skills	Riseholme, Lincoln	West Lindsey
Riverside Access Group (ACIS)	Employability and Skills (Non-Accredited), Wellbeing Programmes (Non-Accredited), Improved Outcomes for Families (Non-Accredited), Adult Skills Vocational Qualifications	Gainsborough, Lincoln, Stamford	West Lindsey, Lincoln City, South Kesteven
Salvation Army	Employability and Skills (Non-Accredited), Wellbeing Programmes, Community projects	Lincoln	Lincoln City
Seagull Recycling	Employability and Skills (Non-	Skegness	East Lindsey

	Accredited), Wellbeing Programmes (Non- Accredited), Improved Outcomes for Families (Non- Accredited)		
Sector Support North East Lincolnshire	VCS Infrastructure Support: Training and capacity building for VCS organizations	Grimsby & Cleethorpes	North East Lincolnshire
Shine Lincolnshire	Improved Outcomes for Families (Non- Accredited), Employability and Skills (Non- Accredited), Wellbeing Programmes (Non- Accredited)	Gainsborough, Skegness, South Holland	West Lindsey, East Lindsey, South Holland
Skills Centre PLUS	Adult Skills Vocational Qualifications, Employability and Skills (Non- Accredited): Vocational training, bespoke programmes for young people and adults	Berkeley Business Centre, Doncaster Road, Scunthorpe, DN15 7DQ	North Lincolnshire
Soteria Solutions	Employability and Skills (Non- Accredited), Wellbeing Programmes (Non- Accredited)	Boston, Bourne and Deepings, Grantham, Lincoln, Skegness, South Holland, Stamford	Boston Borough, South Kesteven, Lincoln City, East Lindsey, South Holland
Stamford College (IEG)	Adult Skills Vocational Qualifications: Adult curriculum for 50+ age group, A-Levels, Apprenticeships, Higher Education	Stamford	South Kesteven
Standguide	DWP-funded: Workwell and Restart contracts	Grimsby & Cleethorpes	North East Lincolnshire

Steadfast Training	Employability and Skills (Non-Accredited): Restart Programme (DWP-funded), Wellbeing Programmes (Non-Accredited), Adult Skills Vocational Qualifications Apprenticeship provider	South Holland	South Holland
Study United	Study Programmes: Education through football, BTEC for 16–19-year-olds	Scunthorpe	North Lincolnshire
TaylorITEX	Employability and Skills (Non-Accredited), Adult Skills English and Maths	Boston, Stamford	Boston Borough, South Kesteven
Teach Vocation	Adult Skills Vocational Qualifications, Level 3 Free Courses for Jobs	Lincoln, Scunthorpe, Virtual Classroom	Lincoln City, North Lincolnshire, Virtual Classroom
The Arc Westcliff	Wellbeing Programmes (Non-Accredited): Wellbeing hub	Scunthorpe	North Lincolnshire
The Community Growers CIC	Education Services	Greater Lincolnshire	Not specified
The Equality Practice	Employability and Skills (Non-Accredited): Tailored support for women, NEETs, and men’s confidence-building	Grimsby & Cleethorpes	North East Lincolnshire
The Forge Project	Employability and Skills (Non-Accredited): Support for homeless and roofless	Scunthorpe	North Lincolnshire
The Network	Employability and Skills (Non-Accredited): One-to-One Support for 16–29-year-olds	Lincoln	Lincoln City

Think Employment	Adult Skills English and Maths, Level 3 Free Courses for Jobs: Certificate in Cyber Security Practices, Certificate in Understanding Autism	North East Lincolnshire	North East Lincolnshire
Tonic Health	Employability and Skills (Non-Accredited): Health and Wellbeing Training	Spilsby, Skegness	East Lindsey
University of Lincoln	Employability Support, Education Services, Lincolnshire Institute of Technology (LIoT) Courses, Agrifood Skills Training	Lincoln	Lincoln City
Voluntary Centre Services	VCS Infrastructure Support: Training and capacity building for VCS organizations, Employability and Skills (Non-Accredited): Moving On (UKSPF-funded, North Kesteven)	North Kesteven	North Kesteven
Walking with the Wounded (WWTW)	Employability Support (DWP-funded): IPS Employment Support for veterans	Greater Lincolnshire	Not specified
WEA	Adult Skills Vocational Qualifications, Employability and Skills (Non-Accredited): Adult learning courses in arts, crafts, history, ESOL	Scunthorpe	Not specified
Westcliff Community Drop-In Centre	Employability and Skills (Non-Accredited): Ways to Wellness, community learning	Scunthorpe	North Lincolnshire

We Are With You	Employability Support (DWP-funded): IPS Supported Employment for substance misuse recovery	Grimsby & Cleethorpes, Scunthorpe	North East Lincolnshire, North Lincolnshire
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Annex B: Interviewees

In addition to the information provided by the Core Partnership members (GLCCA, LCC, NEL, NL, ICBs x 2) and taken from local skills strategies and plans, the following organisations have provided their views about existing support and the barriers to work facing Greater Lincolnshire residents.

Interview List

1. Tec Partnership
2. Lincoln College
3. West Lindsey District Council
4. South East Lincolnshire Councils Partnership
5. Hull Chamber of Commerce
6. Acis
7. Abbey Access Training
8. Tonic health
9. Centre 4
10. YMCA
11. The Equality Practice Ltd
12. Think Employment Ltd
13. Lincolnshire Co-op
14. East Marsh
15. We are with you
16. LHS
17. Learning for life
18. Public Health NLC
19. Boston College
20. Ongo Communities Ltd
21. First College
22. Stamford College
23. University of Lincoln
24. North Lincolnshire Council's Jobs Team
25. Lincolnshire County Council's Virtual School
26. Grantham College
27. LAT
28. Community Vision
29. Oasis Community Partnership
30. Linkage
31. Steadfast Ltd
32. Lincolnshire County Council's Adult Skills Team
33. DN College Group
34. BGU

Annex C: Policy Insights Linked to Previous Skills and Employability Reports

The LSIP report for Greater Lincolnshire and Rutland

This document serves as an index or overview of the Local Skills Improvement Plan (LSIP) for Greater Lincolnshire and Rutland, compiled by the Federation of Small Businesses (FSB). It lists a series of related reports and annexes focused on skills development, employer needs, and progress tracking in the region. The main components include the full LSIP report, progress updates from June 2025 and June 2026, and supporting annexes such as Annex B (LSIP metrics for 2025), Annex C (accountability statement 2025), Annex D (employer survey 2025), and Annex E (resident's survey 2025).

All documents are accessible online via the FSB website.

The LSIP framework aims to align skills provision with local economic demands, particularly in sectors like agriculture, manufacturing, and tourism, which are vital to Greater Lincolnshire's rural and coastal economy. It highlights the need for collaboration between employers, education providers, and local government to address skills gaps, boost productivity, and support post-pandemic recovery. Key themes include employer engagement through surveys to identify training needs, resident feedback on skills accessibility, and metrics to measure progress against targets such as apprenticeship uptake and qualification levels.

Progress reports track advancements in skills initiatives, potentially covering areas like digital skills, green jobs, and inclusivity for underrepresented groups. The annexes provide data-driven insights: metrics outline quantitative goals (e.g., qualification rates, employment outcomes), accountability statements ensure governance, and surveys capture stakeholder views on barriers like rural isolation or funding shortages.

Overall, this compilation underscores a strategic approach to skills enhancement, fostering economic resilience. It reflects ongoing efforts to adapt to challenges like Brexit's impact on labour supply and the shift towards sustainable industries. By making documents readable online, it promotes stakeholder involvement, aiming for a skilled workforce that meets regional priorities.

Sector Skills Report ESF Advisor Programme July 2019

Published in March 2019, this report summarises findings from the ESF-funded 'Specialist Skills Advisor' project, commissioned by the Greater Lincolnshire Local Enterprise Partnership (LEP) and delivered by Bishop Grosseteste University. It draws on engagement with nearly 500 organisations across all sectors to identify skills shortages, gaps, and opportunities, while assessing the local recruitment, employment, and skills infrastructure's responsiveness.

The project involved Specialist Skills Advisors providing tailored support to businesses. Data was collected via a CRM system, analysing employer feedback on workforce needs. Key players include the Greater Lincolnshire LEP (representing business interests), the Employment and Skills Board (shaping support for employers and communities), Bishop Grosseteste University (contract holders), and SkillsReach (a consultancy handling sector-based analysis).

Findings highlight persistent skills shortages in areas like technical expertise, digital literacy, and soft skills such as communication and problem-solving. Sectors like manufacturing, agri-food, and health face recruitment challenges due to an ageing workforce and rural geography. The report notes implications for infrastructure, including better alignment between training providers and business needs, and calls for improved apprenticeships and upskilling programmes.

Opportunities include leveraging growth sectors like renewables and tourism, with recommendations for collaborative initiatives to bridge gaps. It emphasises the value of advisor interventions in fostering business growth and addressing Brexit-related labour issues. Acknowledgements thank employers, providers, and stakeholders for their input.

This summative report consolidates six sector-specific analyses, providing a cross-sectoral view. It advocates for a responsive skills ecosystem to enhance economic competitiveness, with data revealing that many firms struggle with talent retention and development. Overall, it serves as a blueprint for targeted interventions, promoting sustainable employment and productivity in Greater Lincolnshire.

Talent Match Final Assessment (National)

This July 2020 report, from Sheffield Hallam University's Centre for Regional Economic and Social Research, provides a final evaluation of the Talent Match programme. Funded by the National Lottery Community Fund, Talent Match targeted young people aged 18-24 who were not in education, employment, or training (NEET) in deprived areas across England, including Greater Lincolnshire.

The assessment examines the programme's effectiveness in supporting over 25,000 participants through personalised mentoring, skills training, work experience, and employer engagement. It highlights successes in building confidence, employability skills, and pathways to sustainable jobs. Key outcomes include reduced NEET rates, improved mental health, and economic benefits like increased earnings and reduced welfare dependency. The report uses mixed methods: surveys, interviews, and economic modelling to quantify impacts, estimating a social return on investment of £2-£3 per £1 spent.

Challenges noted include barriers like rural isolation, mental health issues, and post-Brexit labour market shifts. In Greater Lincolnshire, the programme adapted to local needs, such as agri-food sector opportunities, through partnerships with LEPs and community organisations. It emphasises youth involvement in design and delivery, fostering ownership and innovation.

Recommendations include scaling up similar initiatives, integrating mental health support, and enhancing employer links for apprenticeships. The evaluation underscores the programme's role in addressing youth unemployment amid economic uncertainty. It concludes that Talent Match demonstrated a holistic, person-centred approach, yielding long-term societal benefits.

What Works – Employment Career Progression Amongst Young Adults in Greater Lincolnshire Summary 2109

This September 2018 summary report, part of a series commissioned by the Greater Lincolnshire LEP and funded by the European Social Fund and Education and Skills Funding Agency, focuses on encouraging aspiration, employment, and career progression among 18-24 NEET young adults. It distils key recommendations from the 'Career Net' programme, which provided group-based support, employability training, and personalised guidance.

Five core recommendations include: developing an integrated careers curriculum using Gatsby Benchmarks; ensuring multiple employer encounters; recognising the mutual enhancement of experience and confidence through new activities; starting from participants' 'dream' aspirations in IAG; and sustaining programmes like Career Net as a 'second chance'.

Additional suggestions emphasise high-quality employability skills (e.g., CVs, interviews), ongoing adult careers guidance via the National Careers Service, group projects for leadership and teamwork, inspirational employer events, short qualifications for motivation, local labour market awareness (especially in priority sectors like engineering), paid/unpaid work experience, and a 'top-up' programme for sustained progression. It addresses gender and attainment differences in aspiration definitions.

The report highlights the programme's benefits: group dynamics build social skills, while intensive support aids personal growth. It notes 43% of surveyed youth lacked paid work experience and 26% voluntary work, underscoring the need for access. Overall, it positions Career Net as a trigger for change, advocating for inclusive, aspirational support to combat NEET status in Greater Lincolnshire's diverse economy.

This September 2018 What Works full report, commissioned by the Greater Lincolnshire LEP and funded by ESF/ESFA, expands on encouraging aspiration, employment, and career progression for 18-24 NEET young adults. It details the Career Net project, research findings, and lessons.

Contents include acknowledgements, executive summary, project overview, recommendations on 'What Works' and barriers, policy context, research plan (surveys, interviews, Work Star tool), qualitative data, case studies, and appendices.

Career Net offered group sessions, employability skills, and support, acting as a 'trigger for change'. Key 'What Works' elements: integrated careers education, employer encounters, experience-building activities, aspiration-led IAG, and programme sustainability. Barriers include poor prior careers advice, lack of work experience (43% none), confidence issues, and unclear aspirations influenced by gender/attainment.

Survey of 18-24s revealed preferences for engineering/manufacturing, with calls for better local intelligence. Interviews and Work Star data show progress in motivation and skills. Case studies (e.g., Cassandra in Gainsborough, Elliott, four plumbers in Lincoln, Robert in Boston, Owen in Louth) illustrate transformations from NEET to employment/apprenticeships.

The report advocates group-based programmes with personalised support, short qualifications, and 'top-up' progression. It emphasises Gatsby Benchmarks and National Careers Service integration. Overall, it provides evidence-based strategies to reduce NEET rates, enhance skills, and align with Greater Lincolnshire's economic needs.

Adult Literacy in Greater Lincolnshire 2021

This 2021 exploratory report by LORIC at Bishop Grosseteste University, funded by Research England's Strategic Priorities Fund, investigates adult literacy in Greater Lincolnshire. It addresses the absence of recent national surveys (last in 2003 for general literacy, 2011 for workplace skills) and aligns with a 2021 HMG white paper emphasising literacy's economic role.

Key questions explore barriers to wellbeing rooted in literacy, their manifestations, impacts, measurement, and regional variations. Data sources include open repositories, prior research, and qualitative interviews with support workers.

Findings reveal significant challenges: 48.6% of working-age adults hold NVQ level 2 or below, 14% level 1, and 7.1% none. Barriers include limited education access, inefficient technology use, systemic issues (gender, ethnicity, learning difficulties), EAL challenges, stigma, and low trust. Impacts affect individuals (health, employment, confidence), employers (productivity, recruitment), and society (inequalities, service access).

COVID-19 exacerbated issues, entrenching long-standing problems.

The report identifies manifestations like poor job progression and service navigation difficulties, with rural/spatial differences amplifying isolation. Measurement suggestions include qualification metrics and wellbeing indicators. Recommendations advocate improved support, targeted programmes for vulnerable groups, and better integration of literacy into skills strategies. It calls for addressing EAL needs and reducing stigma through community initiatives. Overall, it highlights literacy's foundational role in economic inclusion, urging policy action for Greater Lincolnshire's diverse population.

Greater Lincolnshire LEP Skills Priority Statement April 2021

This April 2021 report outlines the Greater Lincolnshire LEP's interim Skills Priority Statement, ahead of a full strategy refresh in autumn 2021. It addresses post-COVID-19 uncertainties, remote working impacts, and challenges like rurality, inequalities, and Brexit.

Introduction highlights the region's size (comparable to Birmingham but 20 times larger), ageing workforce, and ESAP's role in leadership. Labour market analysis tables strengths (growth in decarbonisation, health) and needs (skills shortages, higher-level qualifications, apprenticeships).

Opportunities include 'game changers' like freeports (£2bn ambition, 7,000 jobs), clean growth, and defence (2,500 jobs by 2030), requiring level 4+ skills. Challenges: rural sparsity, lower skills (39% hard-to-fill vacancies), Brexit labour gaps, and lack of employer awareness.

Priorities for the place: maximising national initiatives, literacy/numeracy support, careers information, upskilling for future jobs, digital skills, workforce development, and sector opportunities. Action plan details ESAP-led tasks, timelines (e.g., skills report submission April 2021, strategy refresh June-October 2021), targets (e.g., apprenticeships, careers hubs), and partners.

It emphasises aligning supply/demand across geography, boosting productivity through skills, and inclusive growth. Overall, it positions skills as central to recovery and ambition, urging collaborative action.

Greater Lincolnshire MOVE Evaluation Final Report

This evaluation report assesses the Greater Lincolnshire MOVE (Moving on, Volunteering & Employability) project, funded by the National Lottery Community Fund and European Social Fund under the Building Better Opportunities programme. Running from June 2016 to June 2023 with extensions, MOVE provided holistic, flexible support to economically inactive and unemployed individuals furthest from the labour market, aiming to facilitate their journey towards employment.

The evaluation combines formative and summative approaches, covering process (implementation), impact (outcomes for beneficiaries and partnership), and economic (value for money) strands. Annual insights reports informed this final document, spanning three phases: original delivery (2016-2019), first extension (2019-2022), and second extension (2022-2023).

Contextually, MOVE addressed high economic inactivity in Greater Lincolnshire, exacerbated by rural sparsity and an ageing workforce. The COVID-19 pandemic disrupted Phases 2 and 3, causing employment dips to 71% in 2020 and shifting demographics towards more unemployed

males. Beneficiaries averaged 37 years old, with 4 years out of work; 40% economically inactive, 60% unemployed. Ethnic diversity increased over time, with rising representation from non-British White, Black, and Gypsy-Roma groups. Challenges like jobless households (56%), long-term health issues (49%), and basic skills deficits (35%) were prevalent.

Impacts were significant: 1,219 beneficiaries supported, with 29% entering employment (exceeding 22% target by 85 jobs) and 14% into education/training. Phase 3 saw 33% employment outcomes amid labour market recovery. Journeys emphasised person-centred, tailored support, building confidence and skills. Social Return on Investment analysis yielded £3.48 per £1 invested, valuing intangible gains like improved wellbeing and relationships.

Costs totalled £4,769,350 across phases, aligning with forecasts. Underspends funded pilots: financial inclusion (utilities/cost-of-living courses), digital skills (laptops/training for 40 beneficiaries), and basic/functional skills (Sleaford Learning Hub). These addressed gaps, leveraging external match funding for sustainability.

Systems included APTM CRM for monitoring and Pathway Star for progress tracking. VCS provided admin support, quarterly meetings, and closure checklists, ensuring compliance. Partnership fostered collaboration, capacity building, and legacy, with VCS treating all 19 partners equally.

Future employability agendas should embed MOVE's learning: partnership models, beneficiary co-design, real-time monitoring, and formative evaluation. Gaps include intensive support for vulnerable groups and in-work progression. Overall, MOVE demonstrated VCS-led consortia's effectiveness in holistic employability, generating £3.48 social value per £1 and transforming lives amid economic challenges.

Synthesis of Employability Documents through the Lens of the Get Lincolnshire Working Draft Plan 2025

The Get Lincolnshire Working (GLW) Plan 2025 sets an 80% employment rate target. Aligned with the Guidance for Developing Local Get Britain Working Plans (April 2025), the GLW plan addresses Greater Lincolnshire's low 71% employment rate by focusing on local labour market challenges, partnerships, and systemic changes. This synthesis examines summaries of historical employability documents—from skills reports to youth evaluations—through the GLW lens, demonstrating how past insights inform the plan's seven core elements. These documents, spanning 2018-2023, reveal persistent barriers like skills shortages, rural isolation, and NEET vulnerabilities, offering evidence-based foundations for the plan's forward-looking actions.

The GLW plan's labour market analysis section echoes themes from the Sector Skills Report (March 2019), which engaged nearly 500 organisations to **highlight shortages in technical expertise, digital literacy, and soft skills across manufacturing, agri-food, and health sectors. Greater Lincolnshire's dispersed, rural-coastal economy—90% landmass rural, with coastal towns like Skegness facing seasonal unemployment and flood risks—amplifies these issues.** The plan's definitions of 'rural' (sparsely populated, limiting access) and 'coastal' (high unemployment, low GVA) align with the report's findings on an ageing workforce and recruitment challenges due to geography.

Similarly, the Greater Lincolnshire LEP Skills Priority Statement (April 2021) identifies strengths in decarbonisation and defence but needs in higher-level qualifications and apprenticeships. Post-COVID, it notes 39% hard-to-fill vacancies, exacerbated by labour

gaps—insights that **bolster GLW's emphasis on job density (fewer opportunities per working-age resident) and location quotients showing over-reliance on a few key sectors such as tourism and agriculture.** This emphasises upskilling in 'game changer' environments like freeports (aiming for 7,000 jobs by 2030), using metrics from LSIP reports (2025-2026) for progress tracking.

Economic inactivity, defined in GLW as individuals not seeking work due to illness, family care, or other factors, draws heavily from evaluations like the MOVE Final Evaluation Report (2023). MOVE supported 1,219 economically inactive beneficiaries with holistic interventions, achieving 29% employment outcomes and £3.48 social return per £1 invested, despite COVID disruptions shifting demographics towards unemployed males.

Barriers such as long-term health issues (49%), jobless households (56%), and basic skills deficits (35%) mirror GLW's intergenerational 'access' challenges, where information deficits in deprived areas hinder potential. The Adult Literacy in Greater Lincolnshire report (2021) further illuminates this, revealing 48.6% of working-age adults at NVQ level 2 or below, with barriers like isolation impacting wellbeing and productivity. Through GLW's lens, these underscore the need for integrated health-skills support, as per the national white paper's £240 million investment, to address inactivity rates higher than national averages.

Youth-focused documents provide critical insights for GLW's NEET and SEND priorities. The What Works reports (September 2018) on encouraging aspiration among 18-24 NEETs detail the Career Net project's successes: **group-based programmes building confidence, employability skills, and employer encounters** via Gatsby Benchmarks. With 43% lacking paid work experience, recommendations like 'starting from the dream' in IAG and 'top-up' progression align with GLW's aim to reduce NEET rates through tailored support. The Talent Match Evaluation (July 2020) reinforces this, evaluating support for over 25,000 NEETs with **personalised mentoring yielding £2-£3 ROI per £1, reduced NEET rates, and improved mental health.**

In Greater Lincolnshire's context, adaptations for agri-food opportunities highlight partnerships with LEPs, essential for GLW's systemic changes. SEND definitions in GLW, covering 0-25s with needs like autism, link to these, urging EHC plan integration to prevent long-term inactivity.

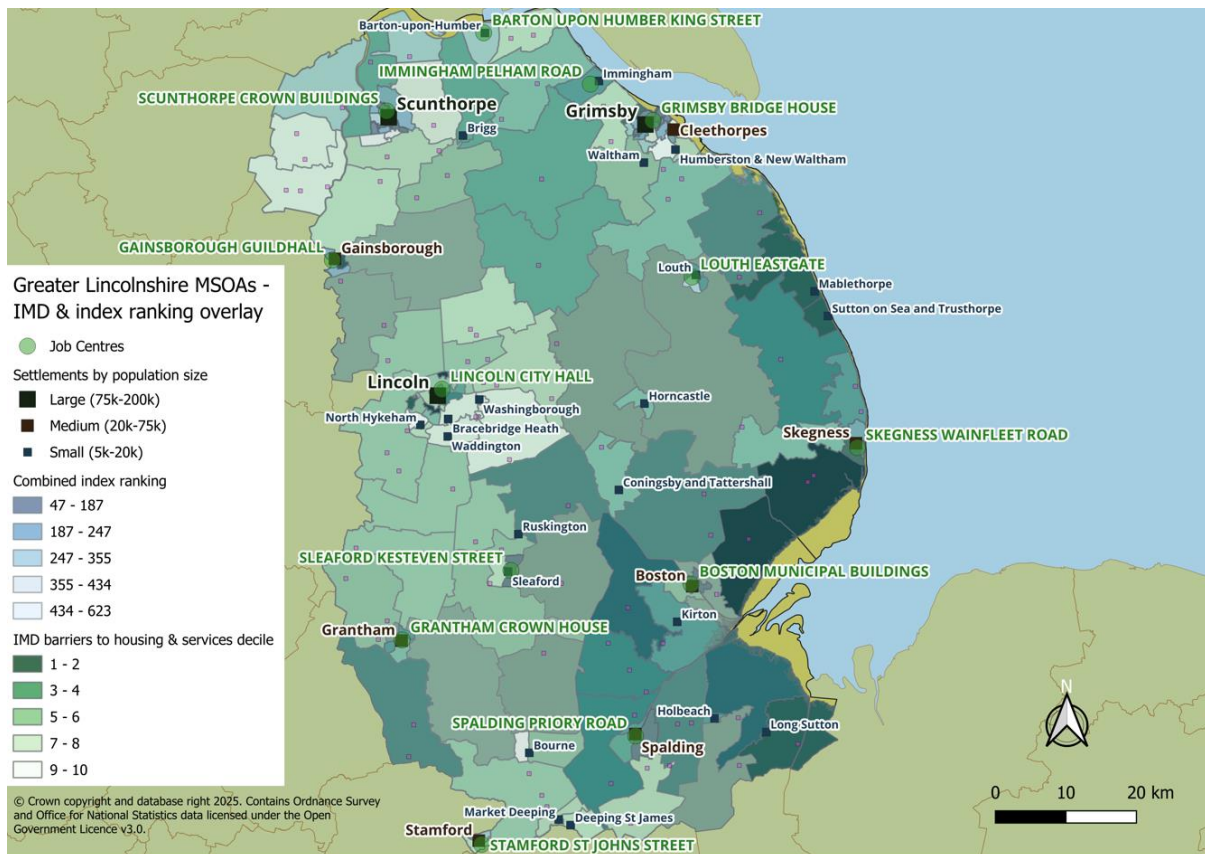
These documents chart a long-term path of interventions and policy development which underpin the background context for the Get Lincolnshire Work Plan. Annex A lists providers like Boston College (apprenticeships) and YMCA (youth hubs), echoing MOVE's VCS-led consortium model with 19 partners fostering capacity building. The LSIP overview (2025) promotes transparency via online annexes on employer surveys, mirroring the Sector Skills Report's CRM-driven feedback. Interview lists in GLW (e.g., TEC Partnership, University of Lincoln) suggest building on past evaluations for co-design, as in Talent Match's youth involvement.

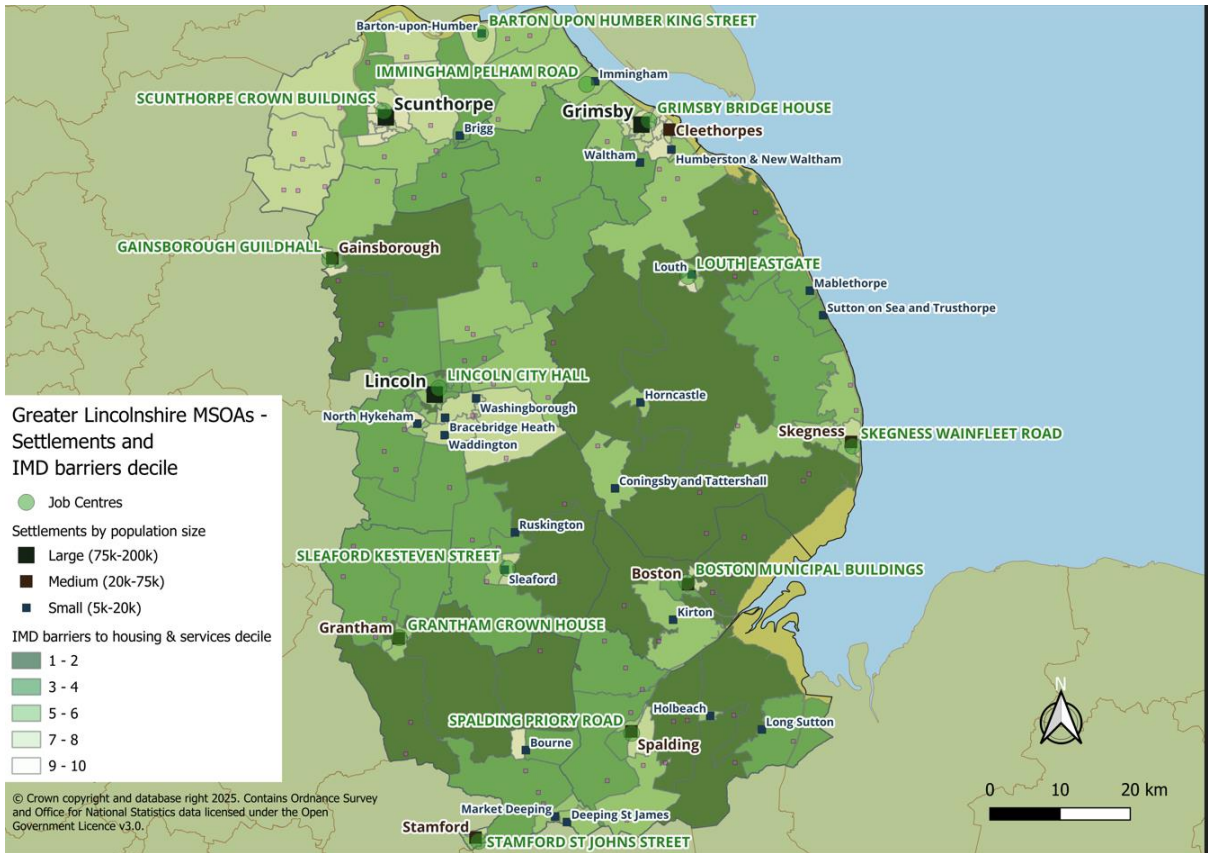
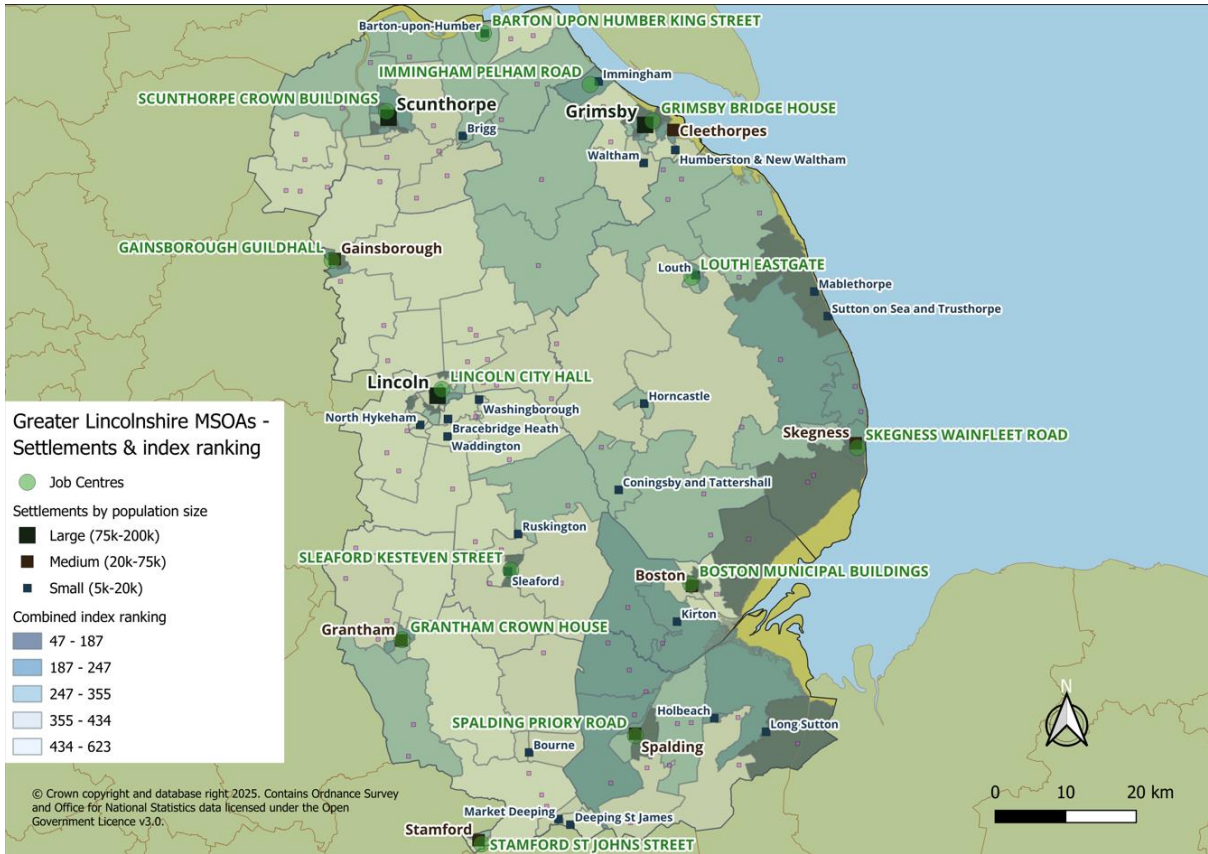
Systemic changes in GLW—joining up skills, health, and employment—can draw from MOVE's pilots in digital skills and financial inclusion, addressing post-pandemic gaps.

Priority actions in GLW, such as maximising national initiatives and workforce development, benefit from actionable lessons arising from this history of employability activity. The Skills Priority Statement's timelines (e.g., apprenticeship strategy by May 2021) inform GLW's 12–24-month focus. Recommendations include embedding literacy support (from 2021 report) into numeracy programmes and scaling NEET interventions like Career Net for SEND groups.

In conclusion, these employability documents provide a robust evidence base for GLW, transforming past challenges into strategic opportunities. By synthesising skills shortages, NEET successes, and literacy barriers with national reforms, the plan positions Greater Lincolnshire—its £30bn economy and 1.1 million population—for inclusive growth. Implementing these insights could elevate employment towards 80%, fostering resilience in rural-coastal communities and securing energy-food futures.

Annex D: Maps





Annex E: Stakeholder Interviews Content

Stakeholders from a wide range of organisations with a direct interest in the development of the Get Lincolnshire Working Plan and their insights along with the labour market analysis and the MSOA indicators are set out below.

It was observed that stakeholders were not always aware of services available in nearby areas, in part due to the complexity of the system and the volume of small schemes.

Health Barriers and Their Impact on Participation

Health-related challenges dominated stakeholder narratives, with repeated emphasis on how physical and mental health issues act as formidable obstacles to labour market engagement. In coastal deprivation contexts, stakeholders described high musculoskeletal (MSK) conditions as intertwined with low TUNDRA participation and the physical toll of seasonal tourism jobs, which often involve repetitive strain and limited job security, leading to disengagement. They noted that such conditions not only reduce individual capacity for work but also contribute to broader community health declines, where access to preventive care is exacerbated by geographical remoteness.

Areas with high deprivation were highlighted for high MSK rates which stakeholders viewed as stemming from a combination of health barriers and skills gaps, where inadequate training for less physically demanding roles leaves individuals trapped in inactivity. In urban deprivation settings, poor mental health was associated with low trust and NEET youth, with stakeholders pointing out how eroded social networks amplify feelings of isolation, deterring job-seeking efforts.

Rural isolation narratives included high mental health impacts, exacerbated by low digital literacy, which stakeholders saw as limiting access to online mental health resources or remote work opportunities, thus deepening disengagement in sparsely populated areas. Coastal areas were flagged for mental health prevalence, tied to outflow of young people and low TUNDRA (quintile 1), where an ageing population's health needs strain local services, indirectly affecting younger residents' participation through increased caring responsibilities.

Urban health challenges featured prominently, with high mental health challenges and low trust creating environments where stakeholders believed community cohesion suffers, leading to reduced motivation for workforce re-entry. In some agricultural settings, migrant health barriers were connected to MSK, with stakeholders noting that language and cultural differences hinder access to health support, resulting in prolonged absences from work.

Deprived estates were discussed in terms of low median earnings interacting with mental health issues, where stakeholders argued that financial disincentives, coupled with psychological barriers, discourage participation. High not fit for work (NFW) rates were a cross-cutting concern, linked to skills mismatches that prevent adaptation to healthier roles.

In ageing coastal areas, low productivity was tied to caring responsibilities, with stakeholders highlighting how health demands on family members reduce available workforce hours. Rural market towns featured ageing workforces, where stakeholders observed that demographic shifts lead to skill shortages as experienced workers exit due to health reasons.

Stakeholders advocated for integrated wellbeing programmes, including non-accredited training in health awareness and employer accommodations, to mitigate these impacts. They stressed the importance of addressing MSK and mental health through community-based support, recognising that without such measures, the region's inactivity rates would persist, hindering progress towards national employment goals. Proposed interventions included partnerships with health providers to deliver targeted support, such as mental health workshops and physical rehabilitation programmes, tailored to the specific needs of coastal, rural, and urban communities. They also highlighted the potential for employer-led initiatives to adapt workplaces, reducing the physical and psychological toll on workers and enabling sustained participation.

The emphasis on health barriers extended to the need for systemic integration, with stakeholders calling for better coordination between healthcare and employment services to address the root causes of disengagement. For instance, in areas with high MSK prevalence, they suggested vocational training for roles requiring less physical exertion, alongside health interventions to improve long-term employability. Community-based peer support networks were proposed to rebuild trust and encourage re-engagement, particularly among young people and those with caring responsibilities.

Youth Disengagement and Educational Challenges

Stakeholder narratives placed significant weight on youth disengagement, viewing it as a foundational issue that perpetuates long-term inactivity. In coastal areas, high NEET rates were attributed to skills shortages, with stakeholders describing how young people struggle to find stable entry-level roles in fluctuating industries, leading to early dropout from education or training. This was seen as particularly acute where decline contributes to high NEET levels, intertwined with disability gaps that stakeholders believed stem from inadequate support for health-related barriers during transitional years.

Urban areas were highlighted for SEND NEETs, where high mental health rates at 46.8% compound vulnerabilities, with stakeholders noting that specialised needs are often unmet, resulting in higher disengagement rates. Urban deprivation contexts featured NEET youth linked to low trust and high MSK, where stakeholders observed that family and community pressures discourage educational persistence, fostering a sense of futility around job prospects.

Coastal poverty narratives included youth disengagement tied to seasonal jobs and high MSK, with low TUNDRA (quintile 1) indicating limited pathways to higher education, as stakeholders pointed out that without role models or accessible opportunities, young people opt out early.

In coastal areas, outflow of young people was connected to poor mental health with stakeholders expressing concern over the "brain drain" that leaves communities without fresh talent, exacerbating ageing demographics.

Stakeholders advocated for an expanded apprenticeships offer including more access to new foundation apprenticeships and NEET interventions, particularly for SEND groups, proposing partnerships with educational providers like virtual schools to bridge gaps in access and motivation. They suggested programmes that combine practical skills with personal development, such as mentoring schemes to boost confidence and aspirations among disengaged youth. These interventions were seen as critical to breaking cycles of inactivity, aligning with broader calls for increasing the proportion of 16–21-year-olds in education or jobs with training to reduce 18-25 NEET rates.

Educational challenges were woven throughout, with low TUNDRA (quintile 1) scores repeatedly cited as a marker of underrepresentation in higher education, limiting aspirations in coastal and rural settings. Stakeholders viewed this as linked to skills mismatches, where no formal qualifications hinder progression. They proposed non-accredited programmes like functional skills, autism awareness, and health and wellbeing support to build foundational competencies, particularly for vulnerable young people.

Gender dynamics in youth contexts were also noted, with higher male NEET rates in some areas prompting calls for gender-sensitive interventions, such as male-focused confidence-building groups to address specific barriers. Stakeholders also highlighted the role of community-based initiatives, like youth hubs, to provide safe spaces for engagement and skill-building, particularly in areas with low trust and high deprivation. They believed that fostering a sense of belonging could counteract the social isolation that drives disengagement, paving the way for long-term workforce participation.

Skills Mismatches and Qualification Gaps

Skills mismatches were a recurring focus in stakeholder narratives, illustrating how they undermine workforce participation across various contexts

High no-qualifications rates predominate in coastal areas were tied to job insecurity, with stakeholders noting that basic education shortfalls limit adaptability to new economic realities, such as automation in traditional industries.

Low digital literacy in areas of rural isolation with poor mental health was viewed as a key challenge, in terms of access to modern job markets that increasingly require technological proficiency.

Some stakeholders perceived (notwithstanding the existence of such provision) a need for more scope for people to participate in vocational qualifications and to engage in non-accredited employability programmes like functional skills, to meet employer needs. They suggested sector-specific training in areas like agrifood and green skills to meet regional demands, alongside flexible learning formats to accommodate diverse needs. These interventions were seen as essential to enhancing productivity and enabling transitions into high-quality jobs.

Language Barriers

The scope to improve language skills was specifically raised, with stakeholder views centring on areas with significant migrant populations, where skills mismatches create entry barriers to work. They described how language barriers prevent people from accessing training or understanding workplace requirements, leading to exploitation in low-skill roles.

Sector-Specific Vulnerabilities and Economic Pressures

Sector vulnerabilities were extensively discussed, with manufacturing decline in some areas linked to high mental health challenges arising from job insecurity.

Seasonal tourism in coastal areas, coastal poverty, rural-coastal and tourist seasonality were seen as creating precarious work, with stakeholders describing how seasonal peaks and troughs disrupt income stability.

Stakeholders proposed diversification into renewables and advanced manufacturing, supported by business incubators, to stabilise sectors and create sustainable jobs.

Governance and Collaborative Approaches

Stakeholders stressed the importance of collaborative governance, with multi-agency partnerships seen as essential for systemic changes. They advocated for integrating health, skills, and employability support, with monitoring using neighbourhood-level indicators to ensure accountability and measure progress. Regular data reviews and stakeholder forums were proposed to adapt strategies dynamically.

Conclusion

Stakeholder perspectives reveal a comprehensive picture of labour market barriers in Greater Lincolnshire, from health and youth disengagement to geographical and sector vulnerabilities. By addressing these through targeted interventions, leveraging existing provision, and fostering collaborative governance, the region can achieve sustainable growth.

Annex F: Indicators - Granular Data

To take account of the large geographical scale and economic diversity of Greater Lincolnshire, and to make sure we develop the right solutions for our residents, it is important to use more granular data than the main indicators set out in section 1 of this report. We have identified the following detailed indicators which are both available at neighbourhood level and sufficiently regularly updated as to provide scope for effective monitoring.

Detailed Indicators (indicators we can track more frequently and at a more granular level)

Indicator	Source	Rationale
Universal Credit Work Capability Assessments (WCA)	Department for Work and Pensions (DWP), Sheet: WC Assessments	The WCA indicator measures the number of referrals to an assessment as proportion of the working-age population (16-64) assessed as having limited capability for work due to health conditions or disabilities. It is critical for identifying individuals who face significant barriers to employment due to health-related issues, providing insight into the health-driven component of worklessness.
Claimant Count	Department for Work and Pensions (DWP) and Nomis, Sheet: Claimant Count	This indicator represents the number and proportion of individuals claiming unemployment-related benefits, including Jobseeker's Allowance (JSA) and Universal Credit (UC) claimants required to seek work. It is a direct measure of unemployment and worklessness, capturing those actively seeking work but unable to find employment, reflecting local labour market conditions.
Social Trust (Net Trust)	Onward Consultant using the Annual Population Survey	Social trust measures the difference between those who "always or usually trust" others versus those who are "usually or almost always careful." Low social trust can indicate weaker community cohesion, which may correlate with economic disengagement and worklessness, as trust influences cooperation and access to job networks.
Jobs per Capita	Business Register and Employment Survey (BRES), Sheet: BRES	This indicator calculates the ratio of jobs to the working-age population, reflecting the availability of employment opportunities in an area. A lower jobs-to-population ratio suggests limited job opportunities, contributing to higher worklessness rates.
No Qualifications	Census 2021, Sheet: Census Quals	The proportion of the population aged 16+ with no formal qualifications highlights educational attainment levels. Lack of qualifications is a significant barrier to employment, as it limits access to skilled jobs, making this a key indicator of worklessness risk.
Not Fit for Work (NFW)	Lincolnshire Public Health Team/ Lincolnshire ICB	This indicator measures the incidence of people deemed not fit for work due to health conditions across different age bands. It complements WCA by providing a broader view of health-related barriers to employment, crucial for understanding chronic worklessness.
Musculoskeletal (MSK) Conditions	Lincolnshire Public Health Team/ Lincolnshire ICB	The prevalence of musculoskeletal conditions among the working-age population indicates a specific health barrier to employment. MSK issues can limit physical work capacity, making this a key factor in assessing health-related worklessness.

Indicator	Source	Rationale
Mental Health (MH) Conditions	Lincolnshire Public Health Team/ Lincolnshire ICB	This indicator tracks the incidence of mental health conditions that impact work capability. Mental health issues are a growing cause of worklessness, affecting productivity and employability, making this a vital measure.
TUNDRA Participation Rate	TUNDRA Dataset, Sheet: TUNDRA	TUNDRA measures the proportion of 16-year-olds participating in higher education by age 18 or 19, categorized into quintiles. Low participation rates indicate limited educational progression, which correlates with higher worklessness due to reduced skills and opportunities. <i>Whilst used in key sections of the report it does not feature in the summary table below as it is a complicated and nuanced data set.</i>

Data that has been sourced from the Lincolnshire Public Health/ICB source is only available for the administrative county of Lincolnshire. It represents the number of GP recorded issuing of fit notes or visits associated with musculoskeletal or mental health challenges over 12 months shown as a percentage of the working population. A note of caution: as some individuals may have been the source of several fit notes and musculoskeletal and mental health records *the figures do not straightforwardly represent the percentage of the workforce with these conditions.*

As North and North East Lincolnshire neighbourhoods do not have index scores for these measures the impact of these factors is not mapped for them. However, consideration is given in the actions within the strategy of the relative value of developing similar indicators for these two areas in view of the high proportion of economic inactively people with health challenges in Greater Lincolnshire. We feel it is important to use and track these indicators for Lincolnshire whilst seeking similar measures for North and North East Lincolnshire.

It is proposed that the Core Partnership uses these data sets formally to monitor progress.

Granular Indicators by Local Authority

Local Authority	Population (16-64)	WCA (%)	UC (%)	No Quals (%)	MSK (%)*	Mental Health (%)*	Jobs per Capita (2023)%	Net Trust
Boston	42,828	7.8	4.7	31.4	39	28.8	0.70	-15.1
East Lindsey	79,280	9.3	3.6	36.1	47	36.1	0.56	-6.4
Lincoln	70,799	7.3	3.9	25.0	38	31.9	0.6	-12.6
North Kesteven	71,273	3.4	2.2	17.9	48	33.8	0.57	-1.7
South Holland	54,485	5.5	3.2	28.8	46	34.1	0.58	-7.1
South Kesteven	84,139	2.9	2.9	18.3	47	36.8	0.65	-1.2
West Lindsey	56,204	5.5	3	25.9	50	37.5	0.48	-0.6
North Lincolnshire	108,093	5.4	3.7	25.7			0.73	-7.2
North East Lincolnshire	95,101	8.9	6.4	32.5			0.69	-7
Lincolnshire	462,229	6.6	3.3	28	45	34.2	0.62	-6.5

* This compares the number of MSK and Mental Health diagnoses within a year across the local authority health system with the population. It is a relative measure of the incidence of each position as many individuals within each authority may have made multiple visits to the GP within a year.

Descriptions linked to the above table:

- WCA % -Work Capability Assessments expressed in comparison (as a percentage) to the overall number of people in the working population
- UC% - Percentage of the population claiming Universal Credit
- No Quals% - Percentage of the population with no qualifications
- MSK% - GPs caseload of people with MSK conditions as % of the 16-64 population
- Mental Health - GPs caseload of people with Mental Health conditions as % of the 16-64 population
- Jobs per Capita – the number of jobs as a proportion of the 16-64 population
- Social Trust – A measure derived from the Annual Population Survey which indicates the level of trust local people have in their peers and local institutions

As part of the development of this plan a detailed interactive dashboard has been prepared for these granular indicators, operating at local authority and neighbourhood level and a screen shot of the dashboard is set out below.



It is important that we do not misinterpret these indicators. For example, the row at the bottom of the table using information about the number of fit notes above cannot be used to infer the proportion of the population not fit for work. This is a work in progress and shows what could be possible.

Annex G: Key Terms

Rural

This term is defined in relation to space which is sparsely populated, where distance from key services limits choice and often aspirations, reducing opportunities and increasing living costs due to enhanced travel requirements. Rural places in Greater Lincolnshire often have low wages and a narrow sectoral base along with skewed geographies.

Coastal

Coastal areas have a 180-degree economic hinterland. They are frequently distant from major employment sectors and are characterised by relatively high unemployment, low GVA sectors and patterns of seasonal working. They can be quite urban in terms of the built environment with dense patterns of housing in settlements like Grimsby and Cleethorpes. Flood risk is a major issue which affects the viability of settlements on the Lincolnshire coast like Mablethorpe and Boston. Rural areas and coastal areas constitute more than 90% of Greater Lincolnshire's landmass.

Access

Access reflects not just access to physical services and jobs but also the information deficits which mean that certain groups and communities lack access to the connections and experience to maximise their potential through work. This is an intergenerational issue in some communities that do not feel connected with other parts of Greater Lincolnshire and the opportunities available, and have some of the most significant deprivation in the country

Economic Inactivity

In the UK, economic inactivity refers to individuals who are neither in employment nor actively seeking work and thus are not classified as unemployed. According to the Office for National Statistics (ONS), this group includes people aged 16 and over who are not in paid work and have not looked for a job or been available to start work in the last four weeks. Common reasons for economic inactivity include long-term illness or disability, looking after family or home, retirement, being a full-time student, or other personal circumstances. Economically inactive individuals are distinct from the unemployed, as the latter are actively seeking and available for work. This definition is used to monitor labour market participation and inform policy aimed at reducing worklessness.

GVA

In the UK, Gross Value Added (GVA) is a measure of the value of goods and services produced in an economy, industry, or region, minus the cost of inputs and raw materials used in production. It represents the contribution to the economy from each individual producer, industry, or sector, and is a key indicator of economic activity. GVA is calculated as the sum of an area's output (at basic prices) less the cost of intermediate consumption (the goods and services used up in the production process). It is closely related to Gross Domestic Product (GDP), with the main difference being that GVA excludes taxes on products (like VAT) and includes subsidies.

Job Density

In the UK, job density is a measure that indicates the number of jobs available in a specific area relative to its working-age population. It is calculated as the ratio of total jobs (including employees, self-employed individuals, and government-supported trainees) to the resident population aged 16-64, expressed as a percentage or a figure per 100 people. This metric, provided by the Office for National Statistics (ONS), helps assess the balance between job opportunities and the potential workforce in a region. A higher job density suggests more employment opportunities relative to the population, while a lower density may indicate areas with fewer jobs, such as rural regions like Greater Lincolnshire, where sparsity and connectivity challenges can affect this ratio.

Location Quotient

the location quotient (LQ) is a statistical measure used to compare the concentration of a specific industry, occupation, or economic activity in a particular area (such as a region or local authority) relative to a reference area, typically the national economy. It is calculated by dividing the proportion of local

employment in a given sector by the proportion of national employment in that same sector. An LQ greater than 1 indicates a higher concentration of that activity in the local area compared to the national average, suggesting specialisation, while an LQ less than 1 suggests under-representation. For example, if Greater Lincolnshire has a higher proportion of jobs in agriculture than the UK average, its LQ for that sector would exceed 1.

NEET

NEET stands for "Not in Education, Employment, or Training." It refers to young people aged 16-24 who are currently not engaged in any form of education, employment, or vocational training. This classification, tracked by the Office for National Statistics (ONS) and used by government bodies, highlights a group at risk of long-term economic and social disadvantage. NEET status can result from a range of factors, including lack of qualifications, health issues, family responsibilities, or limited access to opportunities, particularly in areas with skills shortages or rural isolation, such as parts of Greater Lincolnshire.

SEND (Special Educational Needs and Disabilities)

SEND refers to a framework that supports children and young people (aged 0-25) who have learning difficulties or disabilities that make it harder for them to learn or access education compared to their peers. This includes a wide range of needs, such as autism, dyslexia, physical disabilities, or mental health conditions. The SEND Code of Practice (2015), updated by the Department for Education, outlines how local authorities, schools, and health services should identify, assess, and provide support through Education, Health, and Care (EHC) plans. In the context of Greater Lincolnshire, addressing SEND is crucial for reducing economic inactivity and NEET rates, as these individuals may face barriers to employment without tailored support.

SEN HC (Special Educational Needs and Health Care)

SEN HC typically refers to the integrated support provided under an Education, Health, and Care (EHC) plan, which is a legally binding document in England for children and young people with SEND who require more comprehensive assistance. It combines educational needs with health and social care provisions to ensure a holistic approach. The "HC" emphasises the health care component, which may include therapy, medical support, or mental health services, coordinated by local authorities and NHS bodies like the Lincolnshire Integrated Care Board (ICB). This is particularly relevant in Greater Lincolnshire, where health-related economic inactivity (e.g., 45% in North East Lincolnshire) is a significant issue, and SEN HC plans can facilitate transitions into employment or training.

TUNDRA

The term "TUNDRA" in the context of datasets primarily refers to the Tracking Underrepresentation by Area dataset, developed by the Office for Students (OfS) in the UK. This dataset is an area-based measure designed to classify local areas in England according to the participation rates of young people in higher education.