

Greater Lincolnshire

Combined County Authority 

# BOLDER BETTER BRIGHTER



A GREATER LINCOLNSHIRE

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# OUR PRINCIPLES

All our activities will be underpinned by a set of principles which will ensure Greater Lincolnshire gains maximum benefit from local decision making.



**WE ARE AMBITIOUS  
FOR OUR PLACE**



**WE RECOGNISE THE VALUE  
OF OUR COMMUNITIES  
AND PLACES**



**OUR ACTIONS DRIVE  
INVESTMENT AND IMPACTFUL,  
PURPOSEFUL CHANGE**



**WE ACTIVELY LISTEN  
TO OUR RESIDENTS AND  
BUSINESSES**



**WE PROVIDE OUR  
RESIDENTS WITH  
VALUE FOR MONEY**



**WE WORK IN STRONG,  
RESPECTFUL  
PARTNERSHIPS**

## INTRODUCTION

In 2025, the new Greater Lincolnshire Combined County Authority (GLCCA) was created, a new strategic authority taking on responsibilities from the government to shape a better future for Greater Lincolnshire. It will be the driving force behind economic growth and road, transport and infrastructure improvements. Delivering better training opportunities and new jobs, the authority will make sure that the funding the area receives turns into real benefits for residents and businesses.

The GLCCA also brings decision-making closer to local people, ensuring the priorities of the people who live and work here are put first. With leadership from across Greater Lincolnshire, the new authority will work collaboratively to invest where it's needed, support local businesses and promote sustainable growth while protecting the area's rich heritage and natural environment.

This plan describes the main priorities of the GLCCA, and how we will achieve better outcomes for Greater Lincolnshire residents and businesses.

The plan will form the basis for all our activities. It is designed to enable long-term planning which will deliver lasting positive change. We will review the plan each year and update it to ensure it remains relevant and focused on what is important to Greater Lincolnshire.

# FOREWORD FROM THE MAYOR

## Our Corporate Plan sets out a clear and ambitious vision for our area: A bolder, better, brighter Greater Lincolnshire.

The creation of the Greater Lincolnshire Combined County Authority puts decisions over funding in the hands of local people, but this is just the start of the devolution journey. We want to go much further, to achieve Established Strategic Authority status, giving our communities even greater power to shape our own futures.

Central to our vision is our commitment to getting Lincolnshire moving, by delivering a modern, efficient transport network. We will enhance road infrastructure, improve rural bus connectivity and strengthen rail links to ensure residents and businesses can travel efficiently and sustainably.

We are equally focused on creating jobs and developing skills for Lincolnshire. By investing in training and apprenticeships, we will equip our workforce with the capabilities required for future growth, addressing skills gaps and creating pathways to high-quality employment. With initiatives such as my Great Exhibition, we will focus on attracting investment into Lincolnshire, helping to create new jobs by raising the

profile of Lincolnshire on a national and international stage..

Our approach is underpinned by the principle of putting Lincolnshire people first. We will engage with communities, prioritise local needs and ensure services and opportunities reflect the aspirations of our residents.

We will support local businesses and grow the economy. Through targeted investment, innovation support and sector development, we aim to create a dynamic business environment that attracts investment, fosters entrepreneurship and drives sustainable economic growth.

Together, these priorities will deliver prosperity, opportunity and improved quality of life for all who live and work in Greater Lincolnshire. Together, they make a Greater Lincolnshire.

**Dame Andrea Jenkyns DBE,**  
*Mayor of Greater Lincolnshire*





# FOREWORD FROM THE CHIEF EXECUTIVE

Local government in England is evolving rapidly, with strategic authorities driving economic growth, improving public services and delivering national priorities regionally.

Such authorities are now central to collaboration, enabling regions to shape their futures through devolved powers and funding.

The Government's commitment to devolution offers Greater Lincolnshire the chance to take control of decisions that matter most. Through devolution, we can influence transport, housing, skills and economic development - ensuring local priorities drive local outcomes.

Our ambition is clear: To create a thriving economy which harness Greater Lincolnshire's strengths - agriculture, manufacturing, energy and coastal assets - to deliver growth, high-quality jobs and improved infrastructure. We aim to lead in food and energy security, rural transport solutions, and innovation.

The Combined Authority will work collaboratively with all the local authorities in Greater Lincolnshire to ensure alignment and shared delivery. Success depends on strong local relationships and joint ownership of outcomes. Together, we will create a transparent, accountable delivery framework focused on measurable results.

Our leadership team is committed to driving this agenda forward, championing Greater Lincolnshire nationally while keeping local voices central. Delivery will be phased and prioritised, focusing on areas where devolved powers make the greatest difference - transport connectivity, skills development and economic growth.

Clear milestones, robust governance and transparent reporting will track progress. Engagement with stakeholders - businesses, communities and public sector partners - will be integral. We will maintain open communication, consult widely and co-design solutions that reflect Greater Lincolnshire's needs and aspirations.

**Lee Sirdifield,**  
*GLCCA Chief Executive*



# A GREATER LINCOLNSHIRE OUR PRIORITY THEMES

Our goal is to improve lives for Greater Lincolnshire residents and support our businesses to thrive and grow. Working with our partners, and using our devolved powers and influence with government, we will set bolder ambitions for the area, improve transport and connectivity between our communities, and support residents and businesses with improved access to training and well-paid jobs.



## BOLDER Ambitions

1. Devolution is used to make Greater Lincolnshire a better place to live, work and visit.
2. Support the creation of more and better-paid jobs to improve the living standards of all residents
3. Position Greater Lincolnshire as a global leader in food security, energy security and defence, AI and data
4. Increase levels of investment and innovation for businesses of all sizes and sectors
5. Overcome the infrastructure barriers that prevent our economic growth

## BETTER Connected

6. Make public transport an easier, more accessible and more attractive option
7. Enable a transport network that connects road, rail, cycling and walking
8. Support more effective movement of goods and services
9. Become a national leader in rural transport solutions

## BRIGHTER Futures

10. Our residents have access to attainable, well-placed and appropriate housing
11. Create aspiration, inspiration and confidence to participate in learning and employment
12. Support local training provision that meets business and employment needs

# ABOUT GREATER LINCOLNSHIRE

From world-leading industry in the north, to the UK's food and agricultural heartland in the south and the tourist hotspots of the east, Greater Lincolnshire is a place of contrasts - a large and varied region.

Ninety per cent of the county is either rural or coastal - including popular visitor destinations like Cleethorpes, Mablethorpe and Skegness. The industrial centres of Grimsby, Immingham and Scunthorpe sit alongside clusters of chemical and energy production companies on the South Humber Bank.

The region's only city is Lincoln with its thriving university and rich history. Alongside our vibrant market towns such as Gainsborough, Grantham, Boston, Sleaford, Louth and Spalding, they all contribute to the economy and provide vital services to rural areas.

Greater Lincolnshire has a population of 1.1 million, with over 34,000 enterprises all contributing to a £29bn economy. It has one of the highest levels of employment in small and medium sized businesses of any place in the country, with a proud tradition in agriculture, engineering and industry. The area's economy has grown by 23% in real terms over the past 10 years - playing an increasingly key role in the growth and prosperity of the UK.

Greater Lincolnshire's ambitions and contributions to the economy go far beyond its geographical boundaries. It has a significant positive impact on the nation's economy, supply chains and security. With the right ambition, skills, and infrastructure, and by raising the profile of Greater Lincolnshire nationally and internationally as a great place to invest and do business, Greater Lincolnshire can position itself as a global leader across several key sectors and enable our businesses to flourish.

Despite these significant opportunities, Greater Lincolnshire has its challenges too. While its geography is five times the size of Greater London, it has a fraction of the capital's population. Greater Lincolnshire has some of the most rural and sparsely populated areas in the country. This means access to skills and jobs is difficult, particularly for those in our rural and coastal areas. Addressing this will be critical to achieving greater economic prosperity.

Most businesses in Greater Lincolnshire are small and widely dispersed, which makes it difficult to drive innovation across the region. While some key industries have made notable progress over the past decade, overall innovation levels remain among the lowest in the UK. Research and development activity is concentrated within a handful of businesses located in limited geographic clusters. The GLCCA will play a vital role in unlocking untapped potential and fostering innovation throughout Greater Lincolnshire.



# GREAT LINCOLNSHIRE IN NUMBERS

Economic  
Activity

**24%**

Economically Inactive  
UK=21%

**76%**

Economically Active  
UK=79%

Economy worth

**£29BN**

grown by

**+14%**

In the past decade  
UK=+17%

Average gross  
household income

**£21,269**

UK=£24,836

**+43%**

Over the past decade  
UK= +47%

Employment by  
size of business

**35%** **19%**

Large Medium

**26%** **20%**

Micro Small

A workforce of

**502K**

Population  
growth in the  
next 10 years

**+21.4%** **-3%**

Over 65 16-64

Businesses by size

**88.9%**

Are micro Employ  
fewer than 10

**0.3%**

Are large  
Employ over 250

A business  
base of

**34,400**

Educational  
Attainment

**21%**

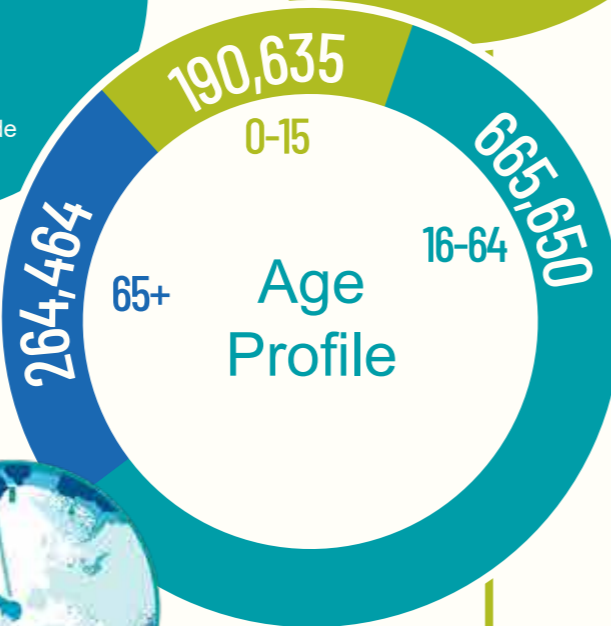
No Qualifications  
UK = 18%

**25%**

Level 4 +  
UK=34%

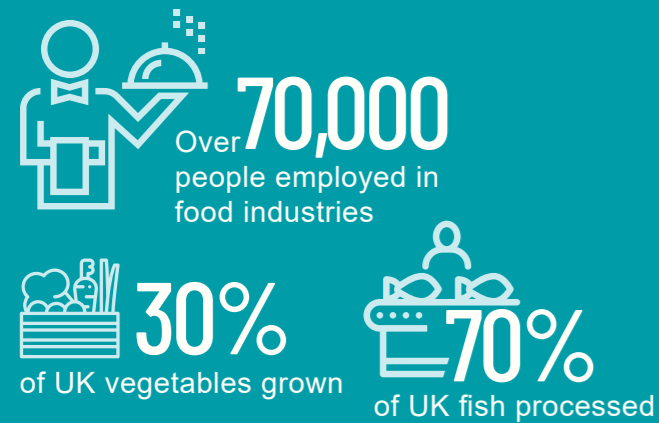
Population of

**1.12M**



# OUR SECTORS

## FOOD AND AGRI-TECH



### Strengths and Opportunities

Agriculture, AgriTech and Precision Farming, Seafood, Food Processing & Logistics

## ADVANCED MANUFACTURING



### Strengths and Opportunities

Alloys, Petro-chemicals, Robotics and Automation & Polymers

## DIGITAL AND AI



### Strengths and Opportunities

Defence AI, AgriTech, Smart Logistics, Advanced Manufacturing & Energy Systems

## ENERGY SECURITY



### Strengths and Opportunities

Nuclear Fusion Supply Chain, Energy System Integration, Offshore Wind Operations and Maintenance & Hydrogen

## PORTS AND LOGISTICS



### Strengths and Opportunities

Freeport, Food chain logistics, Shipping and ports & Smart logistics

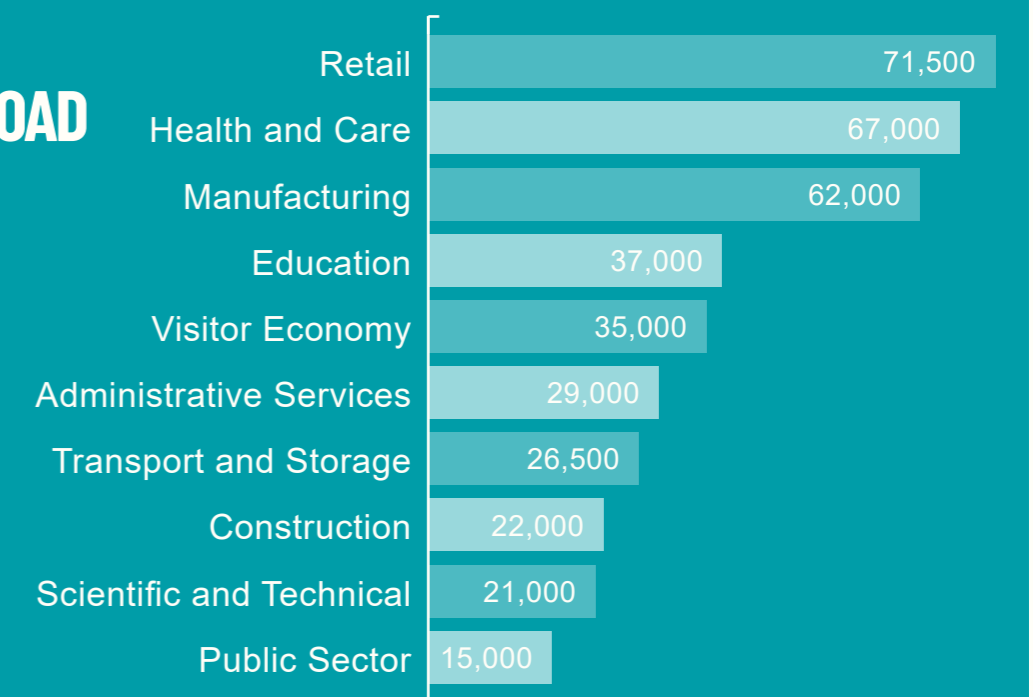
## DEFENCE AND SECURITY



### Strengths and Opportunities

Data Science and AI, Sensor Technologies, Unmanned Autonomous Vehicles, Intelligence and Surveillance & Big Data Analytics

## LARGEST EMPLOYING BROAD SECTORS IN GREATER LINCOLNSHIRE





Devolution gives Greater Lincolnshire more control over funding, to improve outcomes for our residents and businesses, but this is just the first step. Achieving Established Strategic Authority status will bring more funding and powers to Greater Lincolnshire, putting more decision-making power into the hands of local people.

An average resident in Greater Lincolnshire typically earns 12% lower pay than the national average, with 14.5% less disposable income. Low earnings impact health and education outcomes and can drive residents to leave Greater Lincolnshire for better-paid jobs, weakening communities and leading to a loss of local talent. By developing projects to boost economic development, we will work to support businesses to create more well-paid jobs.

Greater Lincolnshire's economy relies heavily on just three sectors: manufacturing, retail and hospitality, and public services. Broadening our economy will draw investment, boost skills, and create more and higher-paid jobs in high-growth sectors like agri-food, defence & AI, ports & logistics, energy, and advanced manufacturing. We will use our Local Growth Plan to develop sector plans and explore opportunities to create new investment zones, supporting our high growth sectors.

Spending on research & development is just 22% of the UK average, with productivity 8% lower. Increasing levels of innovation will enable our businesses to be more efficient, more profitable, more competitive, and better able to cope with change. We will use our Innovation Panel to agree an Action Plan with Innovate UK, enhance innovation support for businesses, bring forward opportunities for Greater Lincolnshire to be a rural innovation testbed, and develop proposals for Innovation Accelerators. We will also focus on raising the profile of Greater Lincolnshire, to drive inward investment on a national and international stage.

Water management, energy provision and digital connection capacity is a major challenge. 45% of our land is at risk of flooding, whilst lack of water, power and capacity within our digital connections in some areas prevents investment and growth. We will work through strategic partnerships, including our Enhanced Water Partnership, to help protect our homes and businesses, whilst ensuring there is enough power, water and digital connectivity in the right places to grow our businesses.

# A GREATER LINCOLNSHIRE **BOLDER AMBITIONS**

**We're aiming high – to raise living standards and grow the Greater Lincolnshire economy; support businesses to develop and innovate; and bring more powers and funding to our area.**

**PRIORITY ONE**

Devolution is used to make Greater Lincolnshire a better place to live, work and visit.

**A GREATER LINCOLNSHIRE WHERE**

More decisions are made locally and are in our residents' interests



**PRIORITY THREE**

Position Greater Lincolnshire as a global leader in food security, energy security and defence, AI and data

**A GREATER LINCOLNSHIRE WHERE**

A broader economy creates more opportunities for well paid jobs, increased productivity and greater economic resilience

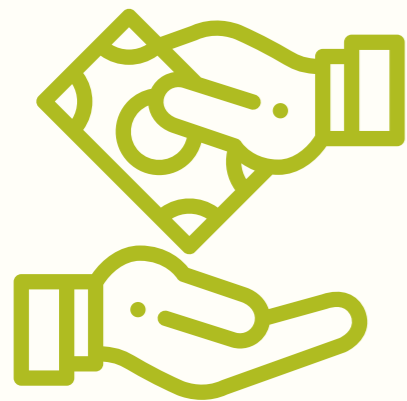


**PRIORITY FOUR**

Increase levels of investment and innovation in businesses of all sizes and sectors

**A GREATER LINCOLNSHIRE WHERE**

Levels of investment in our businesses are raised, businesses find it easy to innovate and we are recognised for our expertise in rural innovation



**PRIORITY TWO**

Support the creation of more and better-paid jobs to improve the living standards of all residents

**A GREATER LINCOLNSHIRE WHERE**

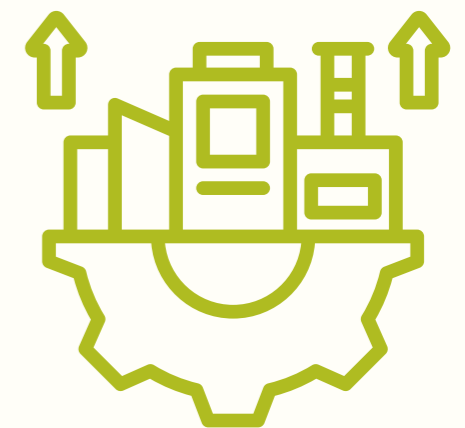
Average pay in Greater Lincolnshire grows more quickly than the national average, leading to higher household disposable income

**PRIORITY FIVE**

Overcome the infrastructure barriers that prevent our economic growth

**A GREATER LINCOLNSHIRE WHERE**

Energy, water and digital infrastructure barriers are removed, ensuring local benefits and enabling our businesses to grow





The existing public transport network sees some of our most vulnerable communities and residents finding it difficult to access the services, training and employment they need. Our Enhanced Bus Partnership will work to deliver an accessible, attractive and reliable public transport system that supports and connects our communities and enhances health and wellbeing.

Poor transport links limit business growth and residents' access to jobs, training, and key services — contributing to low skills, low pay, and social inequality. We will establish Transport for Greater Lincolnshire to develop a Greater Lincolnshire Transport Plan and explore options to encourage cycling and walking, creating better links between different modes of transport to ensure that where you live is not a barrier to accessing vital services.

Our ports and major roads support UK freight and global trade, linking Greater Lincolnshire to the rest of the UK and across the world. Developing a Key Route Network and a sector development plan for ports and logistics will support better road and rail links to ease congestion, boost freight capacity, attract investment, and maximise our ports' nationally important role as a gateway to global trade.

Greater Lincolnshire's rural spread means that delivering rural transport services is a particular challenge. By creating and chairing a National Rural Transport Panel backed by the Department for Transport, we will bring expertise from across the UK to lead the development of transport solutions for rural areas, including leading the delivery of an annual report to government.

# A GREATER LINCOLNSHIRE BETTER CONNECTED

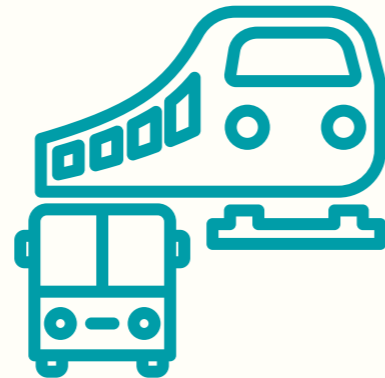
Our Transport for Greater Lincolnshire plan will make journeys within and through Greater Lincolnshire easier and more accessible with improved roads and public transport.

**PRIORITY SIX**

Make public transport an easier, more accessible and more attractive option

**A GREATER LINCOLNSHIRE WHERE**

A high-quality, safe and reliable public transport system supports thriving communities, health and wellbeing



**PRIORITY EIGHT**

Support more effective movement of goods and services

**A GREATER LINCOLNSHIRE WHERE**

Businesses can find new markets and grow more effectively, supported by a thriving ports and logistics sector

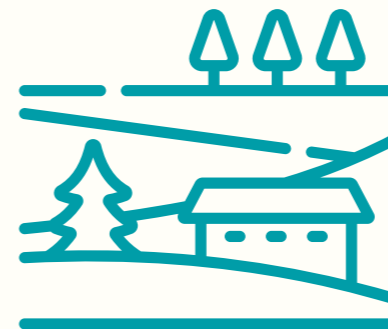


**PRIORITY SEVEN**

Enable a transport network that connects road, rail, cycling and walking

**A GREATER LINCOLNSHIRE WHERE**

Residents have more options for how they travel



**PRIORITY NINE**

Become a national leader in rural transport solutions

**A GREATER LINCOLNSHIRE WHERE**

Our innovative rural transport system connects our most remote and vulnerable communities to the services they need



# A GREATER LINCOLNSHIRE BRIGHTER FUTURES

**We want residents of Greater Lincolnshire to get the jobs they want, with good access to training and high-quality housing for everyone. Our businesses need access to a skilled local workforce, now and in the future.**

Despite plans for 80,000+ homes, historic low investment and site viability are slowing delivery, making it harder to meet housing need. Ensuring attainable, accessible and appropriate housing is delivered close to centres of employment, training and leisure will boost access to jobs and education, and support thriving communities. To help meet these needs, we will establish a Strategic Partnership Plan with Homes England, creating a housing pipeline and exploring funding options for delivery. We will also bring partners together to deliver a Veteran's Village development.

Nearly one in four working-age people in Greater Lincolnshire are economically inactive, well above the national average. Skills attainment levels are also lower than the national average. Using initiatives such as the Get Lincolnshire Working Plan, we will work to raise aspiration levels and confidence to participate in learning and employment, lifting levels of attainment and reducing economic inactivity.

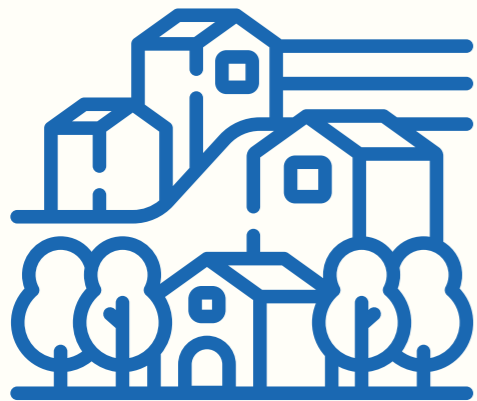
Stable, locally tailored training provision is key to long-term learning and workforce access, but high rural costs threaten the viability of local colleges and training providers. We will align our employment & skills programme with local economic plans to ensure strong local training provision which meets employer and resident needs and enables local employers to access the workforce they need to stay competitive.

**PRIORITY TEN**

Our residents have access to attainable, well-placed and appropriate housing

**A GREATER LINCOLNSHIRE WHERE**

Our housing supply meets the needs of our communities



**PRIORITY ELEVEN**

Create aspiration, inspiration and confidence to participate in learning and employment

**A GREATER LINCOLNSHIRE WHERE**

The Greater Lincolnshire average skills attainment level is higher than the national average and economic inactivity is reduced



**PRIORITY TWELVE**

Support local training provision that meets business and employment needs

**A GREATER LINCOLNSHIRE WHERE**

Training providers and businesses work together to ensure businesses can access the local skilled workforce they need



# ABOUT THE GREATER LINCOLNSHIRE **COMBINED COUNTY AUTHORITY**

The Greater Lincolnshire Combined County Authority (GLCCA) is a legal body that bring councils together to decide on agreed issues that cross boundaries. Central Government has transferred devolved powers and funding to the GLCCA, allowing people who know their areas best to decide where money is spent.

The Greater Lincolnshire Combined County Authority (GLCCA) was legally created in February 2025, followed by the election of its first Mayor, Dame Andrea Jenkyns DBE, in May 2025. The authority consists of three constituent councils (Lincolnshire County Council, North Lincolnshire Council and North East Lincolnshire Council) and seven non-constituent councils (East and West Lindsey, North and South Kesteven, Boston Borough Council, City of Lincoln Council and South Holland District Council). These councils work together with the Mayor on projects and schemes which cross traditional council boundaries.

The Mayor chairs a decision-making board of six voting members from the three constituent councils, plus four members from the non-constituent authorities who will have a vote on some matters. Board members are responsible for overseeing decision making to benefit the people of Greater Lincolnshire.

Three specialist boards support the main board. These boards focus on key areas critical to Greater Lincolnshire's growth and prosperity, bringing together local leaders, industry experts, and stakeholders to develop targeted policies, drive investment, and deliver tangible improvements:

**The Transport Board (dedicated to enhancing connectivity and infrastructure across Greater Lincolnshire);**

**The Employment and Skills Board (focused on workforce development and training initiatives to meet local employment needs);**

**The Business and Infrastructure Board (aimed at driving economic growth, supporting businesses, and overseeing infrastructure projects and investments).**

This structured approach ensures that the GLCCA operates with comprehensive representation and expertise, fostering collaboration to drive the region's growth and prosperity. By working collaboratively, the combined county authority will ensure that resources are allocated efficiently, priorities align with local needs, and Lincolnshire's economy and communities continue to thrive.

The GLCCA has been awarded a devolved fund of £24m per year, for 30 years (£720m in total). Additional devolved funds for Adult Skills and Transport will be received each year from 2026 onwards.



## HOW WE WORK

Our combined county authority has been established through strong, constructive partnerships and collaboration, and this will continue to be vital to every part of our work.

Our ambitious goals for Greater Lincolnshire will only be achieved by working together with a wide range of public and private organisations. We will work closely with all local authorities in Greater Lincolnshire to deliver collective ambitions. Engaging with businesses and communities will enable us to take a long-term view and come together to tackle the issues that are holding us back.

The election of a Mayor means that Greater Lincolnshire has a strong voice directly with government, including through the Mayoral councils. This provides a golden opportunity to push the Greater Lincolnshire agenda and influence national policy in ways that will benefit our residents and businesses. Working with other public bodies locally, regionally and nationally, we will continually make the case for support and investment in Greater Lincolnshire.

The north and south banks of the Humber form one of the UK's most significant industrial areas with an important contribution to the national economy. We will therefore work closely with the Hull & East Yorkshire Mayor to maximise new and existing opportunities in this area.

And of course, our residents are at the heart of everything we do so we will involve and consult with individual, interest groups and charities to ensure our work makes a difference to all our communities.

# HOW WE PLAN OUR WORK

The GLCCA will achieve its objectives through a series of plans, focusing our activities on working with government and partners on making the changes necessary to ensure the biggest positive impact on our residents' lives.

We will do this while building on the competitiveness of our businesses and contributing to the growth of the economy nationally.

Our focused planning and strategies will detail the practical steps we will take to realise our ambitions:

Our Local Growth Plan will detail the areas of the Greater Lincolnshire economy we believe will provide the greatest opportunities for growth, investment and job creation

Our Spatial Development Strategy will allow us to plan where activity should take place within Greater Lincolnshire, enabling us to identify areas most suited to development, and landscapes we wish to protect

Our Investment Plan will describe how we will allocate funding to deliver our priority activities – this will include our Local Transport Plan, our Business & Infrastructure Plans and our Employment & Skills Plan.



# THE GREATER LINCOLNSHIRE STRATEGIC FRAMEWORK

## THE GREATER LINCOLNSHIRE PLAN 2025 - 2035

What our outcomes will be 2025-2035

*GLCCA Decision*



## GREATER LINCOLNSHIRE LOCAL GROWTH PLAN 2025 -2035

What is important to Greater Lincolnshire

*GLCCA Decision*



## GREATER LINCOLNSHIRE SPATIAL DEVELOPMENT STRATEGY

Where activity will take place

*GLCCA Decision*

## GREATER LINCOLNSHIRE INVESTMENT PLAN

How we will invest our resources

*GLCCA Decision*

### Local Transport Plan

How we will deliver activity

*Mayoral & Board Decision*

### Business & Infrastructure Plan

How we will deliver activity

*Board Decision*

### Employment & Skills Plan

How we will deliver activity

*Board Decision*



## DELIVERY PROGRAMMES

*Board & GLCCA Decision*

# MEASURING **PROGRESS**

Our plans aim to make significant and meaningful change to improve the lives of people and businesses of Greater Lincolnshire. To achieve these objectives, we need an ambitious long-term plan to really drive the changes needed to make that positive difference.

Our performance will be measured to ensure our plans are making a difference, demonstrating that we are delivering what we promise.



## ACTIVITIES

Bringing together all of our activity, investments and delivery.



## OUTPUTS

Short term results of our activities, to show the immediate benefits



## OUTCOMES AND IMPACT

Understanding the longer term outcomes of our activities, and whether they are meeting the overall objectives.



## REGIONAL AND NATIONAL POSITION

Monitoring our progress against national and regional indicators to ensure we are making a difference

# DELIVERING **OUR PRIORITIES**

This Greater Lincolnshire Plan lays out the high-level priorities for the GLCCA. These priorities will feed directly into the development of the specific strategies in our strategic framework. This is where more detail on what we plan to deliver, when and how will be provided, alongside the evidence we have gathered to demonstrate what the needs are and what should be done.

Each year we will develop an annual delivery plan which will link directly into our strategies and to the priorities in the Greater Lincolnshire Plan. The delivery plan will describe the specific activities that the authority will undertake during the year and how those activities link to the priorities described in the Greater Lincolnshire Plan. It will detail specific delivery targets and timescales, performance measurements, where funding will come from and how it will be utilised to deliver those activities.

We will report progress against those delivery targets to the GLCCA Board every quarter. This will ensure accountability for delivery of the activities and enable the GLCCA Board to act if targets are not being met. Information provided to the GLCCA Board is published on the GLCCA website, and all meetings are held publicly, ensuring we also provide transparency to the residents of Greater Lincolnshire.



# Greater Lincolnshire

Combined County Authority 



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