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South & East Lincolnshire Councils Partnership

Growth and Prosperity Plan: Enhancing places and the environment with our communities and businesses





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Timeline for engagement and adoption:

- Informal Cabinet and Executive briefings at all 3 Councils: November – December 2023
- Stakeholder Board: Monday 4th December 2023
- Growth and Planning team away day: 22nd February 2024
- 1st All member briefing: Monday 26th February 2024
- 2nd All member briefing: Tuesday 26th March 2024
- Cabinet / Executive for adoption:
 - East Lindsey – May 8th 2024
 - South Holland – 4th June 2024
 - Boston – 26th June 2024



Introduction



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SUB-REGIONAL STRATEGY

Growth and Prosperity is a core priority for the South and East Lincolnshire Councils Partnership.

The Growth and Prosperity Plan will reflect the vision and priorities of the 24/25 – 28/29 Sub-Regional Strategy.

- Compliments and delivers the ambition of the sub-regional strategy
- Six monthly updates on progress via existing partnership performance reporting
- Links to Performance Management Framework and Annual Delivery Plans
- Annual review of actions
- Oversight by a Growth & Prosperity Board

SOUTH HOLLAND DISTRICT COUNCIL **BOSTON BOROUGH COUNCIL** **East Lindsey DISTRICT COUNCIL**

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Sub-regional Strategy

2024/25 – 2028/29

A BOLD AND AMBITIOUS PARTNERSHIP

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WORKING TOGETHER TO BE THE BEST

Introduction

The South and East Lincolnshire Councils Partnership is a bold and ambitious partnership that is committed to delivering growth and regeneration for our communities.” SELCP Sub-Regional Strategy 2024/25 – 2028/29

Our Partnership has secured Government funding and attracted investment across three local authority areas – East Lindsey, Boston and South Holland. We are committed to our place-based approach to enable and deliver growth and will focus on positive society-wide benefits of economic growth to improve the quality of life for our communities.

This Growth and Prosperity Plan sets out our principles and priorities to support a prosperous, productive and creative economy. We need to adapt, improve productivity and create a flourishing, sustainable, and creative year-round economy that benefits all our communities to address the complex coastal and rural needs and challenges of our area. Connecting businesses, people and place is at the heart of our Plan to build on our traditional sectors – supporting the visitor economy and agri-food industries – whilst enabling and supporting growth and transformation of our economy.

Reflecting the sub-regional strategy, we are committed to work with partners and stakeholders to stimulate growth and enhance our places and the environment by attracting investment, engaging with our communities and supporting businesses.

We will:

- Deliver the Government funded programmes, ensuring both their outputs and outcomes support the growth and prosperity of the sub-region
- Work collaboratively to increase access to learning opportunities and economic diversification through increasing skills to support new services and business creation
- Work with partners to enable greater connectivity, through excellent mobile and broadband connectivity, enhanced availability of employment land, improved road and transport links, to deliver green and sustainable long-term economic growth.

Economic Context

Evidence led interventions, enabled through funding and responded to in an agile way.

Our Growth and Prosperity Plan has been developed from the principles of the South and East Lincolnshire Councils Partnership Business Case and the Sub-Regional Strategy. We have a deep understanding of our places across the Partnership geography, which has been informed through activity and funding:

- **Connected Coast: Town Deals for Mablethorpe and Skegness, East Lindsey Levelling Up, and Cultural Development Fund**
- **Boston Town Deal, Levelling Up Fund and Levelling Up Partnership**
- **UK Shared Prosperity Investment Plan**
- **Cultural Framework for Renewal and Destination Management Plan**
- **South Holland Levelling Up, Town Centre Forums and National Lottery Heritage Fund project in Spalding**
- **East Lindsey Economic Analysis supporting the Local Plan**
- **Heritage and Urban Surveys, Conservation Area Appraisals, Indices of Deprivation, and health data.**



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Strategic Policy Influences:

- Capturing the principles of “Levelling Up”
- A forward looking and future-proof approach
- Alignment with LEP Economic Statement (currently being refreshed), Industrial Strategy and Strategic Infrastructure Delivery Framework (SIDF) owned by ALL Lincolnshire Councils.
- Strategic alignment with sectors, range of influencing factors and place-based approach.
- Aligned with OFLOG metrics.



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ECONOMIC STORY FOR THE SUB-REGION

The three local authority areas of Boston, East Lindsey and South Holland are the regional coast for the East Midlands.

They cover **1019 square miles** (45% of the administrative county of Lincolnshire) and with 306,000 people represent 40% of its population.

The Wolds which forms the inland spine of the northern part of the land is an Area of Outstanding Natural Beauty. Boston has a heritage and archaeological cluster of international significance and has the only port of scale in the administrative county of Lincolnshire. South Holland along with Boston forms the northern rim of the Wash and is an integral part of the internationally significant Fenland of England.

The area provides **38% of Lincolnshire's GVA** at a figure of £17,019 per head compared to an administrative county average of £17,776.

The northern section of the area (East Lindsey) has an internationally significant tourism sector base, Boston is the hinge for the area and its main service centre and South Holland is the horticultural hub of the East Midlands, part of a globally significant centre of food manufacturing and logistics.

A 2022 study commissioned by Lincolnshire County Council identified 37 settlements across Lincolnshire which have the functionality of a town, **18 of these settlements are in the SELCP** area. The table showing the ranking of these settlements ->

This range of settlements clearly marks out the area as **polycentric** with one service centre (**Boston**) but a cluster of towns. Overall, **64% of the population of the area live within its towns** which is roughly on a par with the administrative county of Lincolnshire (66%) as a whole. **4 of the 10 largest towns** in the administrative county of Lincolnshire are in the South and East Lincolnshire Councils Partnership sub-region.

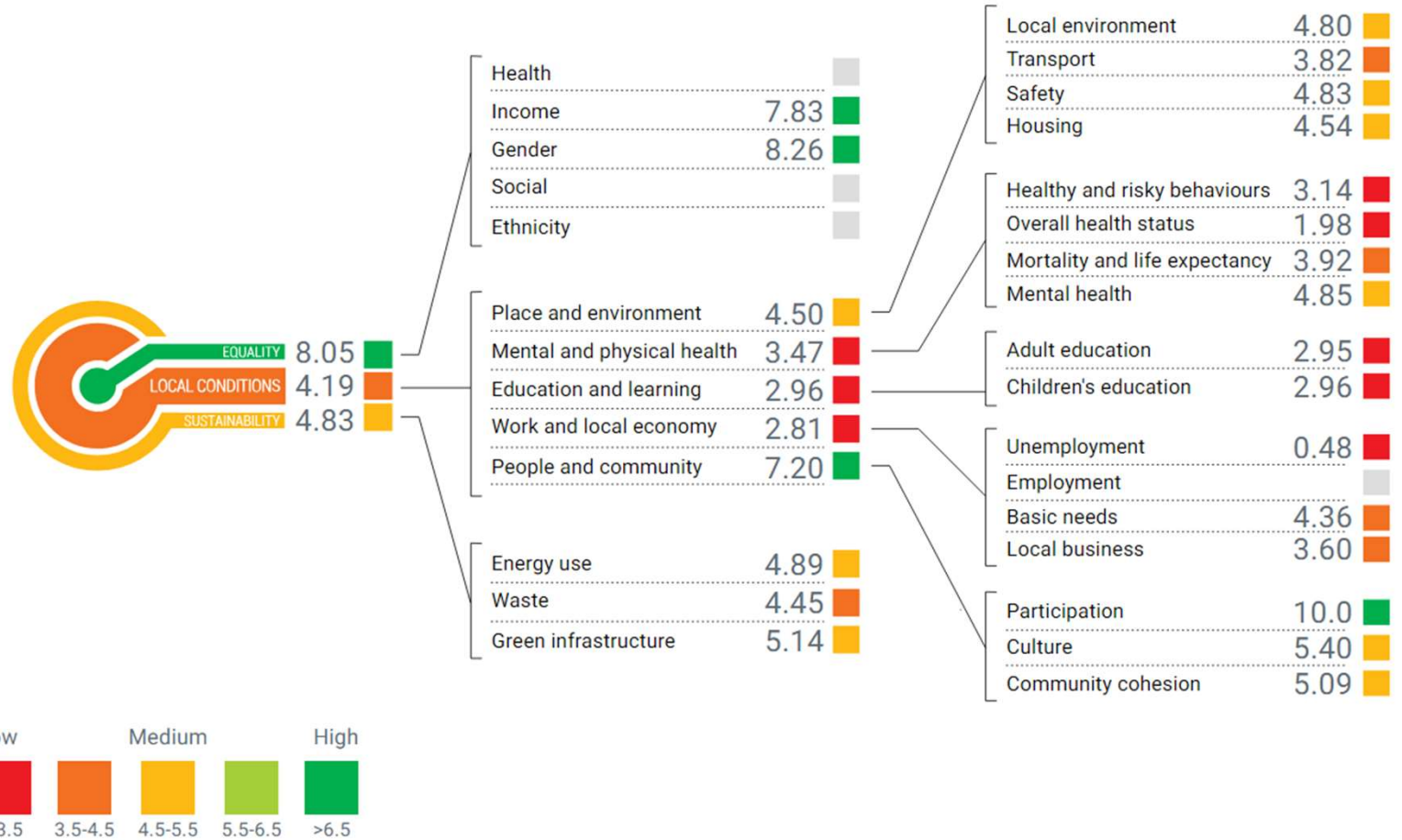
This sparse pattern of settlements and the predominance of two economic sectors: tourism and food manufacture, both subject to seasonality, along with significant distance from markets at the eastern extremity of the area, have led to **significant pockets of deprivation**. These are particularly prevalent on the **East Lindsey coast**.

	Town	2011	2020	Change	% Change
1.	Lincoln BUA	114,644	125,044	10,400	0.09
1.	Grantham BUA	43,986	47,004	3,018	0.07
1.	Boston BUA	41,340	46,506	5,166	0.12
1.	Spalding BUA	31,702	36,737	5,035	0.16
1.	Skegness BUA	24,876	25,612	736	0.03
1.	Gainsborough BUA	20,922	23,339	2,417	0.12
1.	Stamford BUA	20,628	21,734	1,106	0.05
1.	Sleaford BUA	17,412	18,741	1,329	0.08
1.	Louth BUA	16,466	17,637	1,171	0.07
1.	Bourne BUA	13,948	17,040	3,092	0.22
1.	Market Deeping BUA	13,586	14,339	753	0.06
1.	Mablethorpe BUA	12,505	12,551	46	0.00
1.	Holbeach BUA	7,900	8,395	495	0.06
1.	Horncastle BUA	6,807	7,219	412	0.06
1.	Washingborough BUA	6,469	6,869	400	0.06
1.	Welton (West Lindsey) BUA	6,385	6,689	304	0.05
1.	Bracebridge Heath BUA	5,685	6,081	396	0.07
1.	Conningsby BUA	5,193	5,889	696	0.13
1.	Kirton (Boston) BUA	4,815	5,492	677	0.14
1.	Long Sutton (South Holland) BUA	5,147	5,343	196	0.04
1.	Market Rasen BUA	4,773	5,277	504	0.11
1.	Crowland BUA	4,227	4,786	559	0.13
1.	Woodhall Spa BUA	4,314	4,382	68	0.02
1.	Saxilby BUA	3,987	4,319	332	0.08
1.	Cherry Willingham BUA	3,963	4,291	328	0.08
1.	Sutton Bridge BUA	3,878	3,992	114	0.03
1.	Nettleham BUA	3,436	3,972	536	0.16
1.	Alford BUA	3,472	3,900	428	0.12
1.	Spilsby BUA	3,452	3,746	294	0.09
1.	Metheringham BUA	3,601	3,427	-174	-0.05
1.	Skellingthorpe BUA	3,356	3,372	16	0.00
1.	Donnington	2,801	3,089	288	0.10
1.	Caistor BUA	2,489	2,812	323	0.13
1.	Billinghay BUA	2,054	2,194	140	0.07
1.	Bardney BUA	1,661	2,096	435	0.26
1.	Wragby	1,773	1,890	117	0.07
1.	Wainfleet All Saints BUA	1,749	1,742	-7	0.00

Thriving Places Index

- The Thriving Places Index at district level provides a really useful means of benchmarking the districts.

Boston



East Lindsey



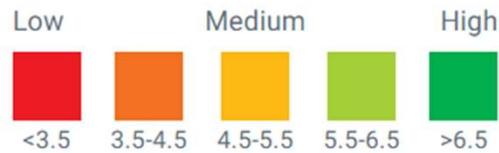
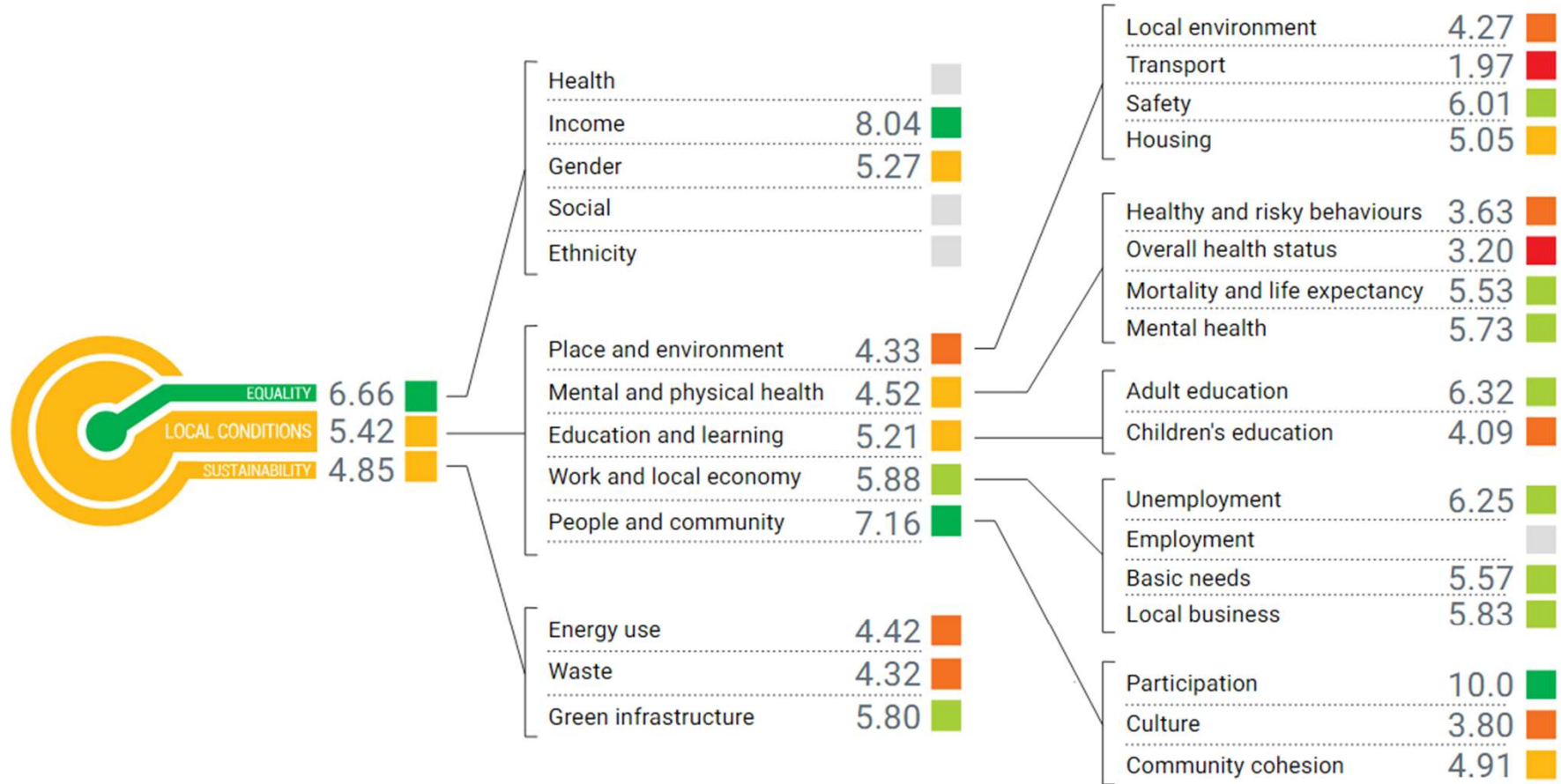
EQUALITY 6.77
 LOCAL CONDITIONS 3.62
 SUSTAINABILITY 4.63

Health	
Income	7.95
Gender	5.59
Social	
Ethnicity	
Place and environment	4.09
Mental and physical health	3.27
Education and learning	1.93
Work and local economy	2.40
People and community	6.42
Energy use	3.49
Waste	4.88
Green infrastructure	5.52

Local environment	3.86
Transport	2.87
Safety	5.31
Housing	4.31
Healthy and risky behaviours	4.54
Overall health status	0.25
Mortality and life expectancy	3.85
Mental health	4.44
Adult education	0.41
Children's education	3.46
Unemployment	0.32
Employment	1.21
Basic needs	3.78
Local business	4.27
Participation	10.0
Culture	3.60
Community cohesion	5.26



South Holland





Principles



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Growth and Prosperity Principles:

- **Collaboration:** Collaborative approach across the SELCP; with a proactive, supportive, and ‘can do’ approach.
- **Enabling others:** An enabling approach, which is recognised, valued, and supported by other aspects of the organisation, to enable growth and prosperity.
- **Delivery focused:** Delivery what we are currently doing, and doing it well. Where new projects will make a difference, we will ensure they are appropriately resourced.
- **Partnership focus:** Collaboration inspired by the Vital & Viable programme and Town Deal Boards, bringing people together. In principle willingness to work with partners to enable delivery.
- **Place focused:** Place-based approach, recognition and expertise of local knowledge.
- **Sustainable:** Strengthening capacity by investing in a sustainable approach; recognising the need for resilience and succession planning over a longer-period.
- **Coordinated:** Coordinated approach and resourcing of a centralised information resource to support decision making and development of new projects and timely delivery.
- **Evidence-led:** Evidence and data led – including monitoring vacancy rates, footfall, visitor data, business rates, car parking.



Strategic Priorities



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STRATEGIC PRIORITIES

Vibrant Town Centres and Regeneration

Supporting Priority Sectors and Businesses

Supporting Skills, Learning and Employment Opportunities

Enabling Growth and Housing

Attracting Investment



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STRATEGIC PRIORITY: **VIBRANT TOWN CENTRES AND REGENERATION**

- Revitalise and regenerate **town centres and high streets** to improve the quality of life of local residents by addressing the needs of local communities.
- Promote **diversity of use**, including the **visitor economy, leisure, health/well-being, hospitality, culture and town-centre living**.
- Enable a **programme of events, festivals and activities** to bring to life capital investment and market towns.
- Deliver the existing core programme of regeneration activity through the **Long-Term Plan for Towns, Town Deal, Levelling Up, Cultural Development Fund and National Lottery Heritage Funding**.
- Develop the programme of delivery based on funding opportunities (**e.g. UKSPF, National Lottery**) and the Vital and Viable programme in partnership with IPM.
- Create conditions for **further inward investment**.

STRATEGIC PRIORITY: SUPPORTING PRIORITY SECTORS AND BUSINESSES

- Active engagement with the business community to support growth
- Supporting businesses to grow and develop including direct support; Building sector collaboration, supply chain development, mentoring and product development.
- Promoting priority and emerging sectors and responding to challenges (e.g. site closures).
- Supporting, promoting and encouraging a diverse and thriving economy; linked to place, but with sub-regional, national and international value.
- Attracting and nurturing new sectors and opportunities, along with the skills to serve them.
- Supporting green and sustainable development and investment – linked to de-carbonisation and net-zero challenges.

CULTURE, HERITAGE AND THE VISITOR ECONOMY:

- Promoting the area as a destination for visitors – marketing the area to visit and experience the coast, market towns, countryside, heritage, culture.
- Working with businesses to develop and promote the visitor offer and taking advantage of market trends and opportunities.
- Supporting the Visit England national policy for Local Visitor Economy Partnerships

AGRI-FOOD & LOGISTICS:

- Maintaining, sustaining and improving our existing offer; including addressing connections and demands.
- Supporting R&D, modernisation and technology enhancements – e.g. Holbeach Food Enterprise Zone and the automation agenda.
- Supporting the continuation of the Centre for Food, Fresh Produce and Logistics.



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STRATEGIC PRIORITY: **Supporting skills, learning & employment opportunities**

- Understanding workforce requirements and facilitating relationships between business and education providers – promoting aspirational careers and skills for the future.
- Encouraging “**Inclusive Growth**” by creating opportunities for all – recognising our diversity of workforce and population; responsive to needs
- **Working with FE/HE providers** and schools to ensure we have a workforce for now and the future; promoting skills development of all ages.
- Promoting and **delivering events and opportunities to raise aspiration**, and demonstrate careers locally, regionally, nationally and internationally; raising aspiration.
- **Shifting our role**, enabled through UKSPF (proactive and building) to demonstrate what we can deliver in our area; commissioning services as necessary.
- Ensuring **correlation with priority sectors** to ensure we have the workforce our sectors need; responsive to our challenges.

STRATEGIC PRIORITY: **ENABLING GROWTH AND HOUSING**



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- Building and maintaining relationships – including with Homes England; and raising the profile of our area as a place to do business and invest.
- Ensuring **availability of land supply** – including innovative approaches such as LDOs; being responsive to business needs and exceptional circumstances/opportunities; and identifying opportunities for new sectors
- Promoting **delivery of the activity within Local Plans and future plans**
- **Supporting Housing** (through direct and in-direct support/intervention), the construction sector and its supply and skills chain and creating resilience to future challenges.
- **Enabling Infrastructure and Utilities** to meet the needs of the sub-region – including lobbying of relevant bodies/organisations
- Supporting our **existing regional house builders SMEs** and attracting others to create a diversity of provision and a resilient pipeline of delivery; working with **Registered Providers** and new players to provide **affordable housing**.
- Providing resilient local facilities, services and job opportunities for residents



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STRATEGIC PRIORITY: **ATTRACTING INVESTMENT**

- Enabling new enterprise and attracting investment;
- Ensuring we are open for business and have a “can do” culture
- Promoting employment and housing sites; proactively marketing and supporting inward investment opportunities.
- Facilitating an active market for the supply and demand of business premises, investment incentives opportunity and supporting the development of further funding bids.
- Shifting from public sector investment to enable a balanced and sustainable investment;
- Using a commercial approach to drive business growth; pump-prime opportunities; investment to facilitate future business rate growth.



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STRATEGIC PRIORITY: **NATIONAL INVESTMENT**

- Understanding and maximising the **value of the partnership area to 'UKPLC'** – and promotion of our value.
- Recognising and supporting our impact nationally and internationally, including through key assets such as **Port of Boston, Sutton Bridge Port, Border Control Points**, and nationally significant **key sectors**.
- Unlocking **infrastructure challenges** which are a barrier to investment or growth.
- Working with partners and stakeholders to capitalise on opportunities such as national investment in infrastructure, services and facilities; responding to activities in surrounding areas and promoting linkages (e.g. **East Coast Hydrogen Plan**).
- Championing engagement with the market to **enable investment into EV charging, digital connectivity/broadband/mobile coverage**
- Bringing together partners and evidence to collaborate and **champion investment in transport infrastructure improvements**.



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EAST LINDSEY

ISSUES

- Significant **sectoral strengths** – **30% of jobs tourism related, manufacturing 30% higher** than England average
- Coastal economic inactivity – **57%** (GB 21.6%)
- **Second lowest GVA** per head £13,897, Lincolnshire £17,776 (UK £28,377)
- **High Incapacity Benefit** 8.7% (GB 6.1%)
- Low stock of managerial roles – **34.1%** (GB 52.2%)
- Wages £100 per week lower than national average
- Poor job density – 0.68 (GB 0.85)
- **Very poor deprivation scores** (out of 318): income 42, Employment 25, Education 28, Health 53
- **£8 billion** of asset at risk from major flood risk

ACTIONS

- Place** – Market Towns and Heritage Assets
- Businesses** – Family Businesses, Small Business Base, Social Enterprise
- Skills** – New learning hubs (Skegness, Police, Campus for Future Living), Sport and Culture
- Growth** – Sectors: Tourism+, Manufacturing, Health, Energy
- Investment** – Towns Fund, Levelling Up, Family Businesses, Market Towns

BOSTON



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- Population projected to **grow more rapidly** from 2018 than Lincolnshire or the UK to 2043. **14%** compared to 8.5% for England and 9% Lincolnshire.
- Joint second largest town in Lincolnshire and SELCP “hinge”
- High out of work benefits **4.3%** (GB 3.7%)
- Low stock of managerial roles – **38.4%** (GB 52.2%)
- Wages **£100 per week lower** than national average
- Low GVA per head - **£19,906 vs UK £28,377**
- Boston has the **lowest score** in England for **Education** in terms of the 2019 English Indices of Deprivation i.e. **ranked lowest in the country**
- **£6 billion** of asset at risk from major flood risk
- **44.7%** of live births are to non-UK born mothers

Place – Town centre, Housing, Economic infrastructure (inc Port), Social Mobility, Environment

Businesses – Self-employment, Social Enterprise, Diversifying the Economy

Skills – Boston College, Economic Activity, Positive Ageing, Good Work

Growth – Sectors: Food, Health, Culture/Heritage, Inclusive Growth

Investment – Town Fund, Levelling Up (inc A16), PE21, Market Towns

SOUTH HOLLAND



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- Huge **sectoral strength** in **food manufacturing** – 2.5 times the scale of the national average
- **GVA higher than Lincs** - £19,331, but lower than UK, £28,377
- High out of work benefits 4.3% (GB 3.7%)
- Low stock of managerial roles – 24.4% (GB 52.2%)
- Wages **£30 per week lower** than national average
- South Holland has the **ninth lowest score** in England for **Education** in terms of the 2019 English Indices of Deprivation i.e. **ranked 9th lowest in the country**
- Poor deprivation scores (out of 318): Income 140, Employment 140

Place – Food narrative, visitor economy, land economy, housing, market towns

Businesses – Small business growth, social enterprise, innovation around food – National Centre for Food Manufacture (NCFM) – research

Skills – NCFM, Local Skills provider infrastructure, training hubs, social enterprise

Growth – Sectors: NCFM, UK Food Valley

Investment – Levelling Up (inc A16), Food, Sutton Bridge Port, Market Towns



Theory of Change



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Theory of Change

Problem

What is the problem we are trying to solve?

SELCP geography has a number of distinct economic challenges:

High levels of coastal economic inactivity

A low stock of managerial level jobs

Low wages

Significant deprivation in terms of education and employment

Significant flood risk for Boston and East Lindsey

The area also has significant strengths which can be built upon:

It is the coastal strip of the two midlands regions

Established globally significant sectors around food manufacturing and tourism

Challenges around energy and health

Strong place credentials focused around a distributed pattern of market towns

Pockets of strong GVA performance

Interventions

What do we do to address the problem and bring about change?

East Lindsey:

Place – Market Towns and Heritage Assets, Embassy and Colonnade Cultural Hubs, Public Realm

Businesses – Family Businesses, Small Business Base, Social Enterprise

Skills – New learning hubs (Skegness, Police, Campus for Future Living), Sport and Culture

Growth – Sectors: Tourism+ (inc festivals), Manufacturing, Health, Energy
Investment – Town Fund, Levelling Up, Family Businesses, Market Towns

Boston:

Place – Housing, Economic infrastructure (inc Port), Social Mobility, Environment, urban rooms, heritage, public realm
Businesses – Self-employment, Social Enterprise, Diversifying the Economy,
Skills – Boston College, Economic Activity, Positive Ageing, Good Work

Growth – Sectors: Food, Health, Culture/Heritage, Inclusive Growth
Investment – Town Fund, Levelling Up (inc A16), PE21, Market Towns

South Holland:

Place – Food narrative, visitor economy, land economy, housing, market towns
Businesses – Small business growth, social enterprise, innovation around food – National Centre for Food Manufacture (NCFM) - research

Skills – NCFM, Local Skills provider infrastructure, training hubs, social enterprise

Growth – Sectors: NCFM, UK Food Valley
Investment – Levelling Up (inc A16), Food, Sutton Bridge Port, Market Towns

Outputs

What are the measurable effects of our work?

Reduced levels of economic inactivity
A more diverse range of occupations increasing the number of people with a higher level occupation stake in the area

Increased wages

Better educational outcomes particularly in terms of higher level technical and vocational skills

Economic development activities that work with the “grain” of flood risk and climate change

Further consolidation of the food sector offer particularly through the growth of the National Centre for Food Manufacturing and the Food Valley Concept

Expansion of the economic vitality of the tourism, arts, culture and heritage offer building on the key strands within the Destination Management Plan and the Cultural Framework

Development of the health economy based on key opportunity sites including PE21 (Boston), the Campus for Future Living (Mablethorpe) and Pilgrim Hospital Boston

Development of the energy sector with particular linkages to the coast
Enhancement of the residential desirability and economic sustainability of the market towns across SELCP area

Short / mid term outcomes

What are the wider benefits of our work?

A workforce which is better able to realise its potential leading to - a closing of the gap in economic participation between the area and the national average

A stock of better quality, better paid jobs supporting enhanced aspirations and greater social mobility

A learning and research infrastructure which underpins potent linkages between skilled people and dynamic businesses

Agglomeration effects leading to self powered economic growth amongst businesses in Food Manufacturing, Tourism, Culture, Heritage and the Arts, Health and Energy

A dynamic set of market towns acting as distinctive employment hubs and magnets for new ways of working

Approaches to economic development which work with the grain of climate change

Enhanced GVA per head leading to a more competitive area capable of drawing on its natural and people assets to maximise the contribution of the area to the economic development of the sub-region

Long term impact

What is the long term change we see as our goal?

A more diverse economy enhanced by an e-enabled, post covid, pattern of successful remote working. With two complementary economic sectors of significance in addition to food and tourism in the form of health and energy.

The breaking of the low skill, low wage equilibrium which predominates in parts of the area, based around an enhanced skills infrastructure leading to raised aspirations and greater social mobility.

Patterns of working and living which fit with and draw inspiration from the distinctive land, towns and coast of the area.

The unique challenges and opportunities associated with the impact of climate change on the area will be embraced as part of its future economic development.



DELIVERY AND DEPENDENCIES



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Partnership and Alignment Delivery Plan 2024-25

- **Economic Strategy:** Bring forward actions identified within the approved Strategy for 24/25, working closely with key strategic partners, such as Lincolnshire County Council.
- **Investment in utilities:** Lobby external bodies for investment to meet the power, water and digital utility needs of the sub-region; and develop a strategy to address challenges/opportunities.
- **EV charging:** Develop an EV charging framework for the sub-region and engage with the private sector to maximise delivery of EV charging infrastructure.
- **Inclusive Growth:** Develop a strategy to support skills and continued delivery of skills initiatives that respond to the needs of the sub-region.
- **Long Term Plan for Towns Programme:** With partners, develop and commence delivery of plans to maximise the use of the £20m(each) awarded to Boston, Skegness and Spalding over the next 10 years.
- **UK Shared Prosperity Fund and Rural England Prosperity Fund:** Deliver the 24/25 programme, including the People and Skills strand.
- **National Portfolio Organisation and Cultural Development Fund:** Ongoing delivery of both programmes of work focused on arts, cultural and heritage.
- **Cultural-led economic interventions:** Deliver a targeted programme of placed-based and cultural-led interventions within the sub-region.
- **Investment in Transport Network:** Lobby external bodies to build the case for investment in road, rail, port and public transport infrastructure.
- **Government funding confidence**
- **Maintain confidence with Government and other partners through the effective delivery of the existing funding streams** (Town Deal, LUF, CDF etc); ensuring compliance with all funding administration requirements and monitoring.
- **Housing delivery:** Maintain support for housing delivery across the sub-region and explore new delivery models and partners, as well as direct delivery.
- **Tourism delivery:** Support and enhance the tourism offer across the sub-region, including through the Destination Management Plan, Vital & Viable and Boston 400 work.

Dependencies on effective delivery

- Local Actions are reflected in the ADP – focus on delivery
- Opportunities – Long Term Plan for Towns funding, NPO, joint promotion at UKREIIF, current UKSPF programme
- Dependencies – continuation of vitally important funding streams, e.g. UKSPF, the wider economic climate
- Ability to deliver – capability and capacity within the organisation
- Influences – national policy, devolution
- Implementation to ensure ‘we make a difference’:
 - *Resourcing, recruitment and retention*
 - *Raising the profile and promotion with external stakeholders and at events*
- Internal engagement to support a ‘Growth’ approach across the Partnership
- Governance – development of the Growth & Prosperity Board
- Promotion



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