SOUTH HOLLAND DISTRICT COUNCIL

Report of:	**Deputy Leader of the Council and Portfolio Holder for Commercialisation and Executive Manager Growth**
To:	**Cabinet – 16 February 2016**
(Author:	**Gerry Dawson - Interim Executive Manager Growth)**
Subject:	**Open for Business Action Plan**
Purpose:	**Following consultation with partners and local businesses, an external economic analysis and an internal review of local economic indicators, this report proposes a practical 'Open for Business' Action Plan**

Recommendation:

1) That the attached "Open for Business" Action Plan be approved. This will form the basis of the Council's approach to facilitating and enabling business and economic growth for the District. It will be the primary document employed by the Council's Inward Investment Team in defining their Service Plan and will inform the Service Plans of other growth-related teams.

1.0 **BACKGROUND**

1.1 On 21st July 2015, Cabinet received a report that offered an evidence-based approach to economic development within the Council. The approach was designed to deploy a mixture of statistical analysis and the outcome from consultation with the business community, to give an indication of priorities for a dedicated team and to confirm investment priorities for other groups of staff.

1.2 This report updates and enriches the earlier analysis, and combines this with the outcome of consultation with local businesses, to provide a solid analytic basis for a practical Open for Business Action Plan.

2.0 **ECONOMIC ANALYSIS**

Industrial Structure

2.1 Although it would be an exaggeration to suggest that South Holland's is a mono-economy, it is nevertheless true to say that activities based around the cultivation, harvesting, packing, storage, processing and distribution of agricultural products form the mainstay of its economic success.

2.2 The local economy is very strong nationally on processed foods and fresh produce The Business Register and Employment Survey (2012) includes 'location quotients' for each employment sector, where that for England and Wales is 1.0. Using this analysis, Food processing/ manufacturing in South Holland scores 12.6. Scores for Manufacturing, Wholesale, Logistics and Admin and support services (including employment agencies) are also above average.

2.3 The Greater Lincolnshire LEP's Agri-food Sector Plan 2014-20 adds 'colour' to these simple numbers:

"With the exception of dairy, Greater Lincolnshire is strong in all the main product categories with nationally significant production of vegetables (25% of the national crop), wheat (12% of the national crop), ornamentals (21% of the national crop), break crops (e.g. 19% of the sugar beet) and substantial poultry (17% of broilers, 18% of ducks, 21% turkeys) and meat production…"

…The fresh produce and food processing cluster is in an area bounded by Grantham, Sleaford, Holbeach and Boston and centred on Spalding, although several companies lie outside this immediate area.

The cluster contains a diversity of companies from small local businesses to major national and international companies including Bakkavor, Greencore, HMC and QV Foods, Kerry Group, Mc Cains Foods (GB) Ltd, Moy Park, Princes, Produce World, Staples Vegetables and Univeg UK Ltd.

The cluster is also a centre for food logistics with one of the largest UK food logistics businesses, Fowler Welch, having its headquarters in Spalding, with reports suggesting that 360,000 lorry loads of food related freight leave the area every year for national and international markets.

As well as a food cluster, the South Lincolnshire area is also the leading area nationally for the production of ornamentals with a particularly strong cut flower and bulb sector, with over 1/5th of national production in the Greater Lincolnshire area."

2.4 The global food chain (for fresh and processed produce) has continued to grow and all long-term projections show continued strong growth.

<u>The Agri-food sector</u>

2.5 South Holland is at the heart of a wider sub-regional centre for fresh produce and which is a nationally important area. This sub-regional centre encompasses Peterborough, Fenland, West Norfolk and Boston and South Kesteven. Spalding is the de facto capital of this area.

2.6 The proportion of people employed in the agriculture, fisheries and food identifies a much wider area – encompassing the majority of Lincolnshire and Norfolk, together with northern Suffolk, eastern Cambridgeshire and Leicestershire.

2.7 South Holland's strength in Wholesale is shared in a small cluster that also includes Fenland, North and South Kesteven.

2.8 South Holland strength in Logistics is unique in the region.

2.9 <u>Likely growth trajectory</u>: Given the dominance of the agri-food sector in the South Holland economy, it is important to articulate its likely future growth trajectory, together with trends relating to labour and technology. The following information is all taken directly from the Greater Lincolnshire Agri-Food Sector Plan (2014-2020).

2.10 The food and drink sector has grown faster than any other major industry in the UK in the last 6 years. It is the largest manufacturing industry in the country. With projected large future increases in global demand, the prospects for future sustained growth are very positive. In addition, global constraints on production, notably water, land, climate change and energy supplies will require the adoption of technology to deliver sustainable intensification: producing more whilst impacting less and using resources more efficiently.

2.11 Greater Lincolnshire is fortunate to have the UK's largest and most progressive food sector based on clusters of dynamic businesses and well developed supply chains. The impact of the sector on the economy is much wider than farming, fishing and food processing, with sectors as diverse as logistics, packaging materials, professional and businesses services all dependent on the food chain for much of their livelihood.

2.12 The Greater Lincolnshire Agri-Food Sector Plan identifies two nationally important clusters within the county. One of these is centered on South Holland (see above), and includes fresh produce, food processing, ornamentals and logistics (the other is a seafood and food cluster centered on the Humber estuary).

2.13 Automation and innovation: The trend for automation and innovation within the UK food and drink sector is rapid and is being driven by (a) a growing focus on delivering efficiency along the whole supply chain through collaboration, waste reduction strategies and improved information flows, and (b) a need to embrace sustainability as resource costs increase and the demands from consumers and policy makers increase.

2.14 The sector's success in innovation and research and development is largely self-driven. The Greater Lincolnshire LEP's Agri-Food Sector Plan notes that the county's agri-food companies have relatively poor connectivity with publicly funded research and development. As new product development, production efficiency and sustainability all increase in importance the lack of a major national research facility in the area is a weakness. Whilst the area has some centres of innovation none are recognized and funded as major national facilities.

2.15 The adoption of technology across the entire food chain is creating demand for higher skill levels and the need to attract motivated, highly educated staff into the industry. At the same time, the need for lower-skilled labour even in the agricultural part of the food chain is projected to reduce over coming years.

2.16 Skills: Despite the contribution of the National Centre for Food Manufacturing at the Holbeach Campus of the University of Lincoln, South Holland still has a rapidly growing skills deficit relative to the needs of its dominant employment sector (see also below). The Greater Lincolnshire Agri-Food Sector Plan notes that while the contribution of the Holbeach Campus and other specialist centres for further education in Lincolnshire are invaluable, they are currently insufficient either in scale, or in "(the provision of) a clear skills offer to the commercial agri-food sector which unites the specialist provision across multiple centres".

Demographic Growth

2.17 South Holland's population is growing rapidly – outpacing either Lincolnshire or England in percentage terms. 60% of this growth has been, and is predicted to be concentrated within the District's main urban areas. Spalding in particular is planning for a growth in housing to accommodate this population increase.

2.18 The following table indicates the anticipated percentage change in South Holland's working age population compared with Peterborough and surrounding Districts.

Population change, 2012 to 2021 (%) 16–64 years	
South Holland	9.6
Fenland	7.4
King's Lynn and West Norfolk	0.9
Huntingdonshire	0.6
Peterborough	7.7
South Kesteven	2.6
Lincolnshire County	4.0
Cambridgeshire County	3.1
England	3.5

Table 1: Estimated population change 2012 – 2021 (%) 16-64 years, Gtr Peterborough

2.19 Although these numbers are positive for South Holland, the average age of the population is much higher than the national average. The percentage of people aged over 64 years is very high and increasing, as is the District's economic dependency ratio.

Strength of the Economy

2.20 75.6% of South Holland's workforce is in employment. This is lower than either the East Midlands (77.6%) or England (77.4%). However, the majority of those not in employment either do not want (need?) a job, or are long-term sick. Only 1.3% of the population claim Job Seekers Allowance. This is lower than either the region (1.6% or the national figure (1.7%). For all practical purposes, therefore, South Holland benefits from near full employment. It is against this picture that employers encourage mainly EU migrants (the majority from Poland and Lithuania) to take an excess of mostly lower-paid jobs.

2.21 Levels of enterprise as measured by the number of new business start-ups expressed as a percentage of the enterprise stock is very low (9.3%) compared with either Lincolnshire (10.3%) or England as a whole (11.4%). However, it is on a par with South Holland's neighbours. Using a per capita measure produces a poorer comparison, still. The survival of start-ups in the District beyond 3 years is also low relative either to its neighbours, the county, the region or the national picture.

2.22 South Holland shares its characteristic low-wage economy with a large swathe of eastern England, extending across most of Lincolnshire and Norfolk and embracing parts of eastern Cambridgeshire and Northamptonshire.

2.23 South Holland's low-enterprise economy is shared with its neighbours. The survival of start-ups is low relative to neighbouring Districts, which themselves have a lower than national average survival rate.

2.24 South Holland's employment density is lower than the UK average but is relatively high regionally. Peterborough and Boston are in a similar position

2.25 While employment levels in South Holland continue to keep pace with the growth of the population, innovation among indigenous companies outside the agri-food sector is comparatively poor – as is the value they add to the local and regional economy.

2.26 The following table illustrates South Holland's low-skilled workforce:

	South Holland (Level)	South Holland (%)	East Midlands (%)	Great Britain (%)
Individual Levels				
NVQ4 And Above	12,800	24.3	30.9	36.0
NVQ3 And Above	21,400	40.8	53.3	56.7
NVQ2 And Above	31,000	59.1	71.4	73.3
NVQ1 And Above	42,600	81.2	84.7	85.0
Other Qualifications	4,700	8.9	6.0	6.2
No Qualifications	5,200	9.8	9.3	8.8

Source: ONS annual population survey

Notes: For an explanation of the qualification levels see the definitions section.
Numbers and % are for those of aged 16-64
% is a proportion of resident population of area aged 16-64

Table 2: Qualifications Jan 2014 – December 2014. Source: NOMIS.

2.27 While it is true to say that South Holland shares this characterisic with the surrounding sub-region, this simply points to the need for a wider geographical approach to addressing the problem: There is a wide area of the East Midlands/ East of England that is economically handicapped by a low-skilled economy. The 'shape' of this area is as follows:

Low levels of people with higher-level qualifications (NVQ4+): Mainly the coastal Districts around the Wash. But also Peterborough and Breckland.

Low levels of people with mid-level qualifications (NVQ3+): A wider area, also including the north Norfolk coast and parts of eastern Cambridgeshire.

High levels of working-aged people with no qualifications: Similar geographical area. But particularly acute in a smaller area including South Holland, Fenland and Boston and (skipping Kings Lynn & West Norfolk), to include Breckland.

2.28 Unsurprisingly, skills levels are related to income levels (see above). These in turn are related to the occupational structure of the population. In short, the South Holland workforce is disproportionately represented in lower occupational classes.

2.29 The skills requirements of South Holland's dominant agri-food sector is increasing. In the short-term industry has coped with the skills deficit through the employment of cheap intra-EU migrant labour. Whereas in the 1980s migrants tended to be employed at peak times of the year only, many of them are now working in the industry long term and in supervisory roles. Whilst this has allowed the industry to secure employees, there is concern within the industry that the supply of highly skilled migrants cannot be guaranteed given changing political and economic conditions. Within an Open for Business Action Plan such as this one, it is appropriate also to note the impact upon community cohesion of such a large number of intra-EU migrants within a relatively short period of time.

The Peterborough factor

2.30 The consultants Grant Thornton have identified nine 'High Growth Corridors' in the UK. One of these is labelled "London - Cambridge": [1]

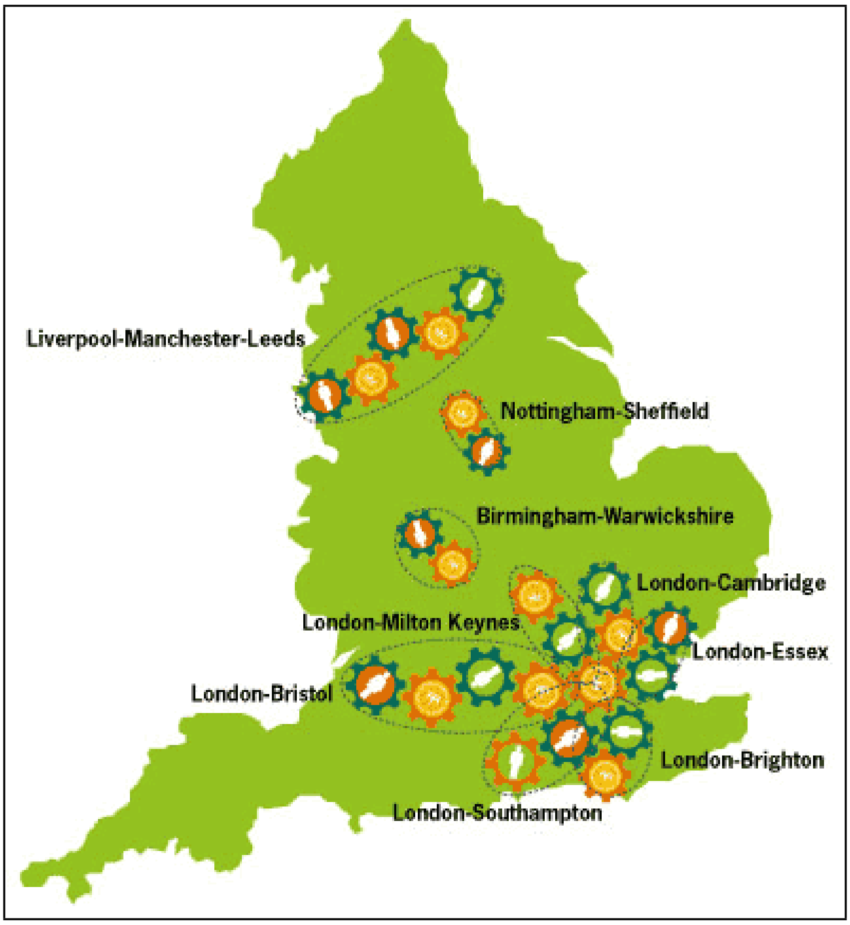

Figure 2: Grant-Thornton's nine "High Growth Corridors"

2.31 A detailed mapping of the London-Cambridge High Growth Corridor identifies a swathe of local authorities north from London to Cambridge/ Cambridgeshire including Huntingtonshire and terminating at Peterborough.

2.32 Although South Holland is presently in an economically relatively 'cold' area immediately to the north of Peterborough, its proximity to this fast-growing city is critical to its own economic growth and future success. Other largely rural district councils around Peterborough are in a similar position.

2.33 It is in an attempt to become a *de facto* part of the London-Cambridge/ Peterborough High Growth Corridor that South Holland has taken a decision to become a member of the Greater Cambridgeshire and Peterborough LEP (at the same time remaining a member of the Greater Lincolnshire LEP). In preliminary discussions with the Greater Cambridgeshire and Peterborough LEP, a decision has been taken to prioritise joint working on the skills agenda and on the potential of a shared business hub. The skills agenda is also a central part of Greater Lincolnshire's devolution proposition to government.

3.0 **INSTITUTIONAL ANALYSIS**

[1] 'Where growth happens: The High Growth Index of Places', Grant Thornton Place Analytics Insight, Autumn 2014.

3.1 South Holland DC is a member of the Greater Lincolnshire LEP, the Greater Cambridgeshire & Greater Peterborough LEP and the presently informal group of six local authorities around Peterborough focused on looking at skills. Although this situation is almost certainly transitory, pending the rationalisation of LEP geograpies and/ or the creation of combined authorities, it is the ideal position for South Holland to be in. This is because of the critical cultural/ historical/ political importance of Lincolnshire and the critical economic/ cultural importance of the city of Peterborough.

3.2 Both LEP strategic economic plans lend strong support at a general level to the agri-tech sector and to improvements to infrastructure, skills and business support linked to economic growth within South Holland. However, it will be important to enhance existing links with these institutions, in order to influence detail as the strategies develop in sophistication and as funding becomes available for delivery.

4.0 STAKEHOLDER VIEWS

4.1 As part of their 2014 report, Rose Regeneration conducted a series of stakeholder interviews with 13 South Holland businesses.

4.2 The responses were summarised by the researchers as follows:

"*Stakeholders have a very significant enthusiasm for improved infrastructure in the area, but limited views on how best to deliver it. There is also enthusiasm for improved broadband and rail facilities.*

Peterborough is acknowledged as a very important influence on the area, whilst the linkages to the east into Norfolk are not as strongly perceived or valued...

… Key roles for the council were seen in terms of attracting investment, supporting business networking and acting more generally as a facilitator of growth in terms of its statutory functions such as planning. Interestingly whilst a number of respondents identified labour market and skills challenges, no one suggested that this should be an area of council activity or in terms of it lobbying of other players such as the Education Funding Agency. The limited further education offer in the area does suggest to us that there is merit in further investigation of the potential role of the council to build capacity in terms of the local learning infrastructure.

There was no evidence of any reluctance over measures to significantly grow the population base of the area. Sustaining and growing the food sector was seen as more important than diversifying the economy per se but there was no evidence of significant negativity about diversification activities either…

… Overall there is praise around the role of the council and its activities. There is however a feeling that to crack the infrastructure challenge faced by the area a major ramping up of activity is needed. It seems to us that this can only be achieved by aligning all those organisations from the LEP level downwards to deliver a clear economic development for the area. This will undoubtedly have the greatest impact where Boston, South Holland, Kings Lynn and West Norfolk, Breckland and Peterborough form common and effective alliances."

A summary of the South Holland economy

Positives

- A strong specialised economy predicated upon the production, processing and distribution of fresh produce.
- A fast growing population.
- A growing economic base.
- High levels of economic activity.
- High quality environment.
- Good broadband connectivity.
- Strong supply-chain links to Peterborough*

Negatives

- Low skills// low wages// rapidly growing skills deficit.
- A reliance amongst employers upon migrant EU labour.
- Low levels of innovation & GVA outside the agri-food sector.
- Poor survival rates amongst new enterprise
- Poor overall connectivity.
- An ageing population.

Figure 3: A summary of the strengths and weaknesses of the South Holland economy

5.0 SOUTH HOLLAND: A TIPPING POINT AND CALL TO ACTION

5.1 The success of South Holland's economy is predicated upon its highly dominant agri-food sector. As outlined above, a range of factors is stimulating rapid automation within the industry, with a particular focus on replacing basic food processing operatives and harvesting labour on the farm.

5.2 This will drive demand for new skills (ICT and engineering) and provide opportunities for companies that design, manufacture, supply, install and maintain these new systems. However, without action to improve skills levels, it could lead to unemployment and economic decline.

5.3 The South Holland economy is therefore at a tipping-point. The District can work with employers, training providers and the two LEPs' Employment & Skills Boards to upskill the workforce and to build new houses for skilled in-migrants, or it can spectate as employers import equipment (and in the short-term, labour) from countries that have already made this switch. And watch as, over time, geographically footloose companies re-locate to places that can offer a local pool of appropriately qualified labour.

5.4 The challenge is considerable and will require focussed support from a coordinated public sector, in relation to the carefully determined collection of 'Place', People' and 'Business' activities articulated within tables 3 and 4, below. If this can be achieved, South Holland is well-placed to become the economic centre of an agri-food cluster, enhanced in terms of salaries paid to skilled employees and its contribution to regional GVA.

6.0 THE SOUTH HOLLAND OPEN FOR BUSINESS ACTION PLAN

6.1 The Appendix to this report links actions, timescales and officer-level ownership to the key strategic economic drivers. **This is the draft South Holland Open for Business Action Plan.**

7.0 **OPTIONS**

7.1 **Option 1** – That Cabinet adopt the 'Open for Business' Action Plan as set out in the Appendix to this report.

7.2 **Option 2** – That Cabinet does not adopt the 'Open for Business' approach as set out in the Appendix to this report.

7.3 **Option 3** – That Cabinet adopts the 'Open for Business' Action Plan as set out in the Appendix to this report, with amendments.

8.0 **REASONS FOR RECOMMENDATION**

8.1 **Option 1** - The Council is already pursuing its pivotal role within the district's growth agenda to fulfil its commitment within our corporate plan priority **'To support the local economy to be vibrant with continued growth'.**

8.2 The Council has an opportunity to refresh its approach to economic and business growth to ensure it meets local business needs and maximises its contribution to the prosperity of the district. This in a context where the two LEPs have resources to commit to local and national economic growth priorities.

9.0 **EXPECTED BENEFITS**

9.1 The Open for Business Action plan focuses the activities of the economic development team and related services on those drivers that have a demonstrable and evidence-based impact upon the economy.

9.2 Tangible economic benefits will come from the activities and projects that the 'Open for Business' approach delivers and will be measured by the Council's corporate and team plans, performance management systems and project evaluation reports.

9.3 Overall the district should see measurable growth in jobs, housing, inward investment, business turnover figures, infrastructure development, Gross Domestic Product (GDP) and Gross Value Added (GVA).

10.0 **IMPLICATIONS**

10.1 **Constitution & Legal**

10.1.1 This is a non-statutory service. The council has general powers that permit such projects, including s1 Localism Act 2011. Legislation and the Council's Constitution designate this matter as an executive function.

10.1.2 Changes have already been made to the constitution to facilitate better access for local suppliers to council contracts subject of course of course to all legal requirements being complied with. Further review of the Council's processes will be undertaken in the light of ongoing engagement with suppliers.

10.1.3 South Holland DC is an "overlapping Council", in that it is a member of two LEPs – Greater Cambridgeshire & Greater Peterborough, and Greater Lincolnshire. This is in recognition of its economic geography and of the Council's objective to maximise the impact of the growth of Peterborough within South Holland.

10.2 **Corporate Priorities**

10.2.1 'To support the local economy to be vibrant with continued growth'.

10.3 **Financial**

10.3.1 It is the opinion of the Report Author that there are no direct financial implications. Critical activities within team plans will deliver the Council's corporate priorities and be funded through service budgets or through external funding sources. 'Meet the South Holland Buyer Event' can be funded within existing budgets.

10.4 **Risk Management**

10.4.1 No risks directly as a result of this report. Risk management will be dealt with at both a Corporate and project level.

10.5 **Staffing**

10.5.1 South Holland's economic development team has hitherto had an important focus in regard to the highly successful Grants4Growth programme. It is our hope that this programme will continue through a second phase. If our bid for ESIF funding for Grants4Growth is successful, it is anticipated that this will continue to sit within Economic Development/ Inward Investment. While the programme will be line-managed by the Inward Investment Manager, it is anticipated that the primary focus of the three-person economic development team will be directed to the delivery of the Open for Business agenda.

10.6 **Stakeholders / Consultation / Timescales**

10.6.1 Consultation on draft proposals was carried out as outlined in section 1.2. Further consultation on an arising action plan and procurement policy review will be undertaken early autumn.

11.0 **WARDS/COMMUNITIES AFFECTED**

11.1 All South Holland Wards.

12.0 **ACRONYMS**

ESIF	European Structural & Investment Funding
ICT	Information & Communication Technology
NVQ	National Vocational Qualification
GDP	Gross Domestic Product
GVA	Gross Value Added
LEP	Local Enterprise Partnership

Background papers:- None

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Key Decision: No

Exempt Decision: No

This report refers to a Discretionary Service

Appendices attached to this report:

Appendix A Draft South Holland Open For Business Action Plan

APPENDIX A: DRAFT SOUTH HOLLAND OPEN FOR BUSINESS ACTION PLAN

Key strategic economic driver	Action by SHDC	Timescale	Officer-level ownership
GETTING THE BASIC DISTRICT COUNCIL FUNCTIONS RIGHT			
1. Business-friendly planning and other regulatory services,	Working closely with the GL LEP and Boston DC and through planning officers, establish a Planning Charter that publicly commits the authority to a business-friendly planning service.	September 2016	Strategic Planning Manager
2. An improved public sector procurement process, aimed at supporting local businesses and enhancing local skills levels.	Hold a Meet the Buyer event to promote the opportunities for supply to SHDC with local businesses	February 2016	Inward Investment Manager
	Review procurement process with a view to improving transparency and equity, and access to opportunities by South Holland SMEs and micro-businesses.	September 2016	Director of Commercialisation
	Consider the applicability of community benefits clauses to selected contracts (especially large-scale construction-related), with a view to promoting apprenticeships and skills amongst local people.		
3. Support for practical links between South Holland business and CHE/ CFEs – focussing initially upon the National Centre for Food Manufacturing at Holbeach;	Integration of physical plans for Phase 3 of the development of the National Centre for Food Manufacturing into those for the Holbeach FEZ	March 2016	Place Manager, South Holland
4. The provision of high quality and appropriate business support and signposting services;	Engage with the GL LEP. Ensure the Business Hub is providing a sufficient number of business advisers in South Holland, and that they are being utilised appropriately/ effectively	Ongoing	Inward Investment Manager
	Understand the service sector-led approach of the GCGP Business Hub. Use existing local service sector business links and the B2B networking events to enhance the GCGP 'offer' in South Holland and to create a sustainable	September 2016	Inward Investment Manager

Key strategic economic driver	Action by SHDC	Timescale	Officer-level ownership
	model for the future.		
	Review and enhance the business page of the SHDC web site.	March 2016	Inward Investment Manager
	Establish a monthly digital business newsletter, including signposts to grants and other forms of support.	April 2016	Inward Investment Manager
	Support for business-to-business networking and the sharing of information from SHDC, JCP, LEPs, etc, through a commitment to hosting and funding a 2-monthly 'top businesses' breakfast networking event.	Ongoing	Inward Investment Manager
	Manage and deliver a new Grants4Growth Programme.	January 2016	Inward Investment Manager
PROMOTING AND DELIVERY MANAGING A SMALL NUMBER OF TRANSFORMATIONAL PROJECTS			
5. Improved infrastructure (roads and digital) to accommodate anticipated demographic and economic growth, including:			
Dualling of the A16;	Use the opportunity presented by the SHDC CEO portfolio lead for the Greater Lincolnshire Infrastructure Strategy, to influence and lobby for these schemes.	Long-term.	CEO, supported by Exec Manager for Growth
Dualling of the A17 between Holbeach and Heckington			
The proposed Spalding Rail Freight Interchange	Local business-led		
Enhancements to digital broadband speeds and connectivity.	Decision-making re priority roll-out relatively set. However, use opportunities of LEP engagement to influence onlincolnshire – especially re employment and rural areas.	Medium-term	Inward Investment Manager
6. Support for the following strategic priorities:			
A 'whole town' approach to the regeneration and growth of Spalding, including the Spalding Western Relief Road	Identification of a 'menu' of potential projects, tools and methods, along with an estimate of impact, risk and cost.	March 2016	Executive Manager Growth
	Formal dialogue with Members and partners (including the Chamber of Commerce and town	Ongoing	

Key strategic economic driver	Action by SHDC	Timescale	Officer-level ownership
	centre retailers).		
	Agreement re an Action Plan (including actual and potential funding sources).	June 2016	
The Holbeach Food Enterprise Zone	Land assembly and creation of the framework for an LDO	Present – March 2016	Place Manager, South Holland
	Consultation with Members and private and public sector partners re the nature of a Holbeach FEZ	April 2016	Executive Manager Growth
	Establishment of a privately-led Delivery Board	September 2016	Executive Manager Growth
	Creation of a Programme Plan, risk and benefits matrices, etc.	February 2016	Programme Delivery Manager
	Delivery against agreed priorities	Ongoing	Executive Growth Manager
Housing growth	Delivery of housing growth as an economic driver and means to enhance skills levels.	Ongoing	Strategic Planning Manager
STRENGTHENING PARTNERSHIP WORKING			
7. Building excellent strategic relationships with neighbouring local authorities, sub-regional organisations, emerging combined authorities and key influencing personalities, with a view to optimising benefit for South Holland's economy.	a) Creating an optimal operating environment to enable more tangible deals to be done.	Ongoing	CEO Director of Commercialisation
8. Support for much improved FE provision in South Holland and neighbouring places, and HE provision in Peterborough;	a) Use membership of high-level groupings, and regional relationship to influence the decisions of colleges and universities. Create attractive offers for skills providers.	Long-term	Executive Manager for Growth
	b) Engage with the officer-level activities of the GL ESB and the GCGP ESB. Influence a review of strategies, policies and the deployment of resources to meet South Holland's skills requirements.	Ongoing	Inward Investment Manager

Key strategic economic driver	Action by SHDC	Timescale	Officer-level ownership
9. Encouragement and support for workplace-based training, particularly apprenticeships;	a) Through structured conversations with local businesses, hone understanding of the local skills needs of employers.	Ongoing	Inward Investment Manager
	b) Engage with the officer-level activities of the GL ESB and the GCGP ESB. Influence a review of strategies, policies and the deployment of resources to meet South Holland's skills requirements.	Ongoing	Inward Investment Manager
	c) Appoint an apprentice to support the Inward Investment team	March 2016	Inward Investment Manager
10. Provision of information and connections for local businesses, to enable them to use the facilities of JCP to recruit labour from local, regional and super-regional pools	Through structured conversations with local businesses, hone understanding of the local skills needs of employers. a) Through a B2B networking event, enable JCP to share its offer to business. Reinforce this message regularly through subsequent events (see below).	September 2016	Inward Investment Manager
11. Sector-related support for growth in the agri-tech and related sectors such as logistics (through indigenous growth and inward investment);	a) Enhance understanding of the growth-requirements of local businesses by instituting a programme of visits to South Holland's 'top 50' businesses. These would be followed up by action, most likely on Planning, Regulation and Skills – related matters.	Ongoing	Inward Investment Manager
	b) Establish a South Holland Agriculture and Horticulture Board, linked with the Lincs Agriculture & Horticulture Forum and planned Lincolnshire Food Board.	April 2016	Director of Commercialisation
12. Support for high potential growth start-ups, particularly focussed upon survival beyond the second year of operation;	Develop proposals for a project, probably linked to the Holbeach FEZ that would provide sustainable business incubation facilities and support for potentially high-growth start-ups.	April 2016/ ongoing.	Executive Manager for Growth