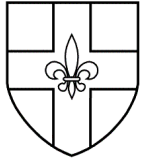


# Public Document Pack



CITY OF  
*Lincoln*  
COUNCIL

## Chief Executive & Town Clerk

City Hall, Beaumont Fee

Lincoln, LN1 1DB

Telephone: (01522) 873387

Facsimile: (01522) 542569

Website: [www.lincoln.gov.uk](http://www.lincoln.gov.uk)

Minicomms: (01522) 873693 - Reception

**TO ALL LINCOLN TOWN DEAL BOARD  
MEMBERS**

**Democratic Services** are dealing with this matter

Direct Line: (01522) 873387

E-Mail: [democraticservices@lincoln.gov.uk](mailto:democraticservices@lincoln.gov.uk)

Date: 7 May 2021

## LINCOLN TOWN DEAL BOARD - MONDAY, 10 MAY 2021

Dear Councillor,

Further to the previously issued agenda for the Lincoln Town Deal Board meeting of Monday, 10 May 2021, please find attached the following additional papers.

3. Terms of Reference, Register of Interests and Voting Process (Pages 3 - 70)
4. Project Assessment Report (Pages 71 - 114)
  - (a) Drill Hall Project Confirmation Revised (Pages 115 - 124)
  - (b) Heat Institute Project Confirmation Revised (Pages 125 - 134)

If you require any further information please feel free to contact me using the information provided above.

Yours faithfully,

*Ali Hewson*

**Democratic Services Officer**

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## Lincoln Town Fund Programme: Assurance Framework

May 2021

### Introduction

1. The aim of this document is to set out how the Lincoln Town Fund Programme will be managed and governed, taking account of the Heads of Terms agreement with Government.
2. It provides further detail to support the arrangements set out within the Investment Plan. It has been drafted with reference to the Local Growth Assurance Framework developed by the Greater Lincolnshire LEP for the management of its programmes and the existing policies and protocols which are in place for the City of Lincoln (as Accountable Body for the Town Fund Programme).
3. The document will be updated to take account of any further Government requirements in respect of this Programme. Any changes to the document will be subject to Board approval.

### Governance

4. The development and delivery of the Investment Plan and Town Fund Programme in Lincoln is overseen by the Lincoln Town Deal Board. The Board was established in January 2020, with an initial remit to develop an **Investment Plan** for the City to drive sustainable productivity growth. It is now the role of the Board to oversee the implementation and delivery of this Investment Plan (and any amendments to this Plan, where appropriate).
5. The Board comprises public, private and community sector representatives, including the Member of Parliament for Lincoln and anchor institutions such as the University of Lincoln, Bishop Grosseteste University, Lincoln College, Greater Lincolnshire Local Enterprise Partnership, City of Lincoln Council, Lincolnshire County Council, NHS Lincolnshire, the Police & Crime Commissioner, Lincoln YMCA and Visit Lincoln. Sectors which are crucial to Lincoln's economic growth and recovery are also represented through large firms and high growth SMEs operating in manufacturing, digital and tech, development, finance and retail. **The Terms of Reference are included in Appendix 1. The Terms of Reference are to be reviewed on an annual basis. Further proposed changes for 2021/22 are highlighted in the document below to reflect the Board's role during the next stage of the Town Deal Programme.**
6. In support of the Town Board, A Delivery Board is in place to lead on the technical project development work, to advise on the overall strategy and to support in the delivery of the overall programme, ensuring effective co-ordination and collaboration between the lead

partners for each project within the Town Deal programme. Terms of Reference for the Delivery Board are included in Appendix 2.

7. In addition, it is proposed that the Town Board considers formalising an Investment Sub-Committee. The role of this Committee would be to review the detailed project business cases, to determine whether schemes should be approved and to monitor progress, delivery of outputs and expenditure. Decisions will be informed by an independent due diligence report, carried out for each project to ensure fairness, transparency and robustness. All decisions will be subject to final approval by the accountable body (City of Lincoln Executive or under delegation by Section 151 Officer, City Solicitor and CEO). The main Town Deal Board will maintain an overview of all funding decisions and overall progress in delivering the programme. **Terms of Reference for the proposed Investment Sub-Committee are included in Appendix 3.**
8. As part of the wider governance structure, existing organizations and partnerships have and will continue to be consulted and engaged to inform priorities and to shape projects. This includes the Lincoln Transport Board and LEP structures. Further consultation will also continue to take place and arrangements for this, including work already carried out to inform the Investment Plan, is included in our Stakeholder Engagement Plan (appended to the Investment Plan).

## **Transparency**

9. All Board Members are required to sign a Code of Conduct and to declare any conflicts of interest at each Board meeting. A register of Board Members' Interest is held by the City of Lincoln Council's Democratic Services Team. **The Code of Conduct is included in Appendix 4.**
10. As part of its transparent decision making, all Town Board papers, meeting minutes and agendas are published and Board meetings are held in public. Papers can be accessed via the dedicated Town Deal web-portal at <https://www.lincoln.gov.uk/lincoln-town-deal>
11. The importance of openly sharing its Board discussions regarding strategy, use of funding, project progress and delivery is recognized.
12. The Town Board may decide to withhold 'confidential information' from being publicly available under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012. Circumstances include:
  - Information provided by a government department on terms which forbid the disclosure of the information to the public;
  - Where disclosure to the public is prohibited by a court or;
  - Where the Accountable Body, acting in its role to support the Board holds "exempt

information” under Schedule 12A of the Local Government Act 1972. This includes information relating to an individual, relating to the financial or business affairs of a particular person, negotiations, labour relations, legal professional privilege and in connection to the investigation or prosecution of a crime.

13. In these circumstances, information will be handled and retained according to the policies and procedures of the Accountable Body.

## **Accountable Body**

14. At its Executive meeting on 26 October 2020, the City of Lincoln Council agreed to continue to act as the accountable body for the Town Fund Programme. MHCLG Guidance dated 16<sup>th</sup> December states that the accountable body will be accountable for implementing the Town Deal. In adopting this role, the Council shall:

- Be accountable for implementing the Town Deal
- Be responsible for ultimate decision-making in respect of the programme
- Seek to make decisions in partnership and collaboration with the Town Deal Board, ensuring that the Town Deal Board Chair is a signatory to the Summary Document provided in respect of each approved project
- Provide expertise, resource and support to the Town Board
- Act as secretariat to the Town Board
- Ensure good governance and transparency in decision making
- Oversee the Heads of Terms Agreement with government and the Board
- Manage, monitor and evaluate the Investment Programme, with recourse to independent expertise as required for assurance
- Support lead partners in the development of detailed business cases to secure funding, including through the procurement of specialist support, subject to available funding
- Manage contractual arrangements with project partners to ensure delivery
- Be responsible for the financial management of the overall programme
- Reporting to government as required
- Fulfil the Public Sector Equality Duty (PSED) through a programme-level impact assessment
- Ensure that Social Value is embedded within the programme delivery and within individual project proposals

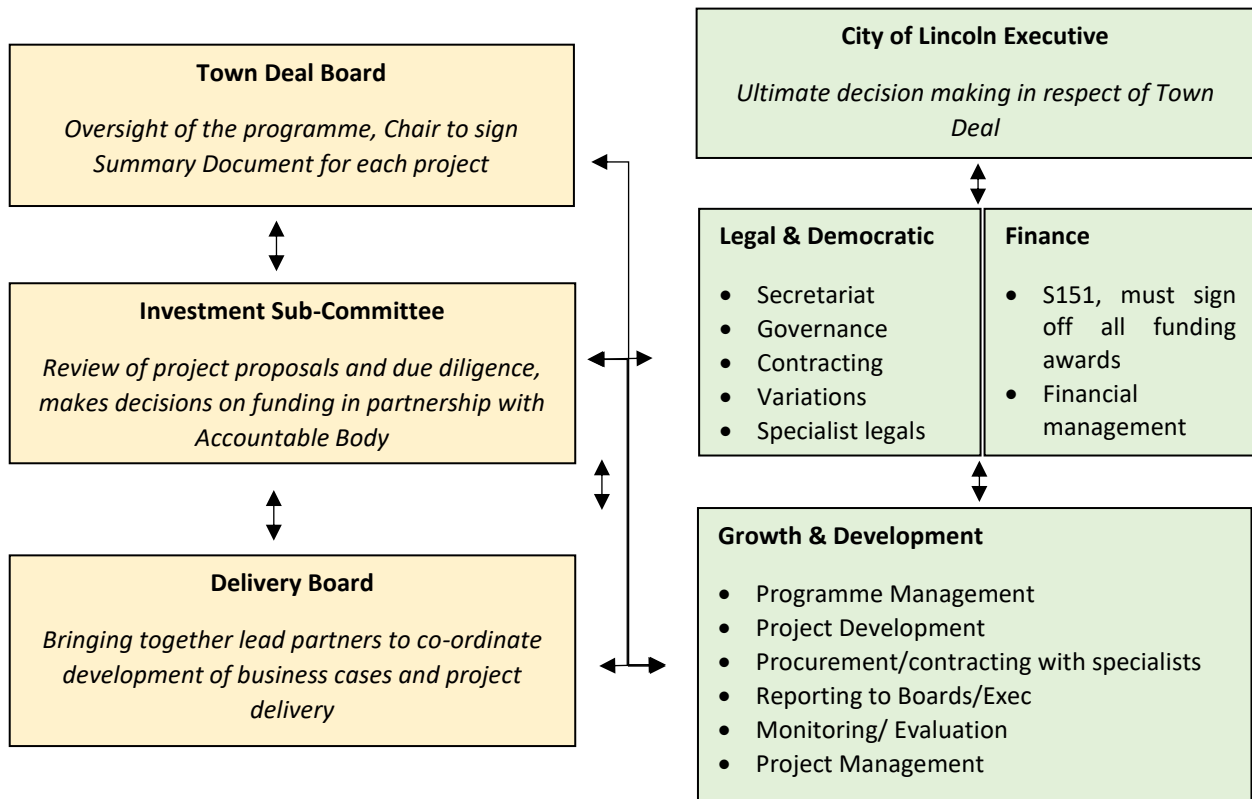
15. In carrying out the above role, the Accountable Body will follow City of Lincoln Council policies and procedures, including in respect of:

- Financial management
- Procurement of goods and services
- Ensuring compliance with relevant legislation
- Information governance (including under the Freedom of Information Act and Data

Protection Act and the General Data Protection Regulation)

- Local government transparency code

16. The Council will ensure that Town Funding is handled in line with the relevant grant conditions, retaining appropriate documentation in relation to decisions on funding and project monitoring. The Accountable Body will escalate any concerns regarding non-delivery or mis-management of funds which cannot be resolved at the local level to the Cities and Local Growth Unit.
17. The Council's S151 Officer will have financial oversight of the programme and constituent project funding arrangements. The City Solicitor will have legal oversight of any contracting and wider legal matters in connection with the Town Fund Programme. The Council will seek to ensure that decisions are made in partnership and collaboration with the Investment Sub-Committee and Town Deal Board but all decisions will require approval/ratification by the Council's Executive, or under delegation by the S151 and Director of Major Developments, with the City Solicitor on all legal and contracting matters.
18. Town Funding will be separately identified from the Accountable Body's own funds; the S151 Officer will ensure that towns funding is used appropriately and not for any purpose other than for that which it is intended.
19. A wider support function will be led by the Council's Growth & Development Service Area, with additional expertise provided by Legal Services, Democratic Services and Financial Services. External consultancy services and expertise will also be procured to support this Programme Management Office (PMO), such as to ensure an independent and robust due diligence process. The cost of delivering this function will be funded through a combination of existing in-kind resources and project management fees (part of our Town Fund request).
20. The relationship between the Accountable Body and Town Fund Board Structure is shown below.



21. Lead Officers for the Accountable Body are as follows:

- Angela Andrews – CEO
- Kate Ellis – Director, Major Developments
- Jaclyn Gibson – S151
- Carolyn Wheeler – City Solicitor
- Becky Scott – Legal Services Manager
- Jo Walker – Assistant Director, Growth & Development (Lead Officer)
- Gill Wilson – Growth Strategy & Funding Manager (Programme Manager)

22. In the management and development of the Lincoln Town Fund Programme, Officers will seek to collaborate with other Town Fund areas in order to share best practice and to explore opportunities for cross-working and the sharing of resource and expertise where this is considered to add value or deliver efficiencies.

### Business Cases Development

23. The Lincoln Investment Plan provides the vision for sustainable growth in Lincoln over the long-term and a blue-print for an initial programme of schemes to help achieve this

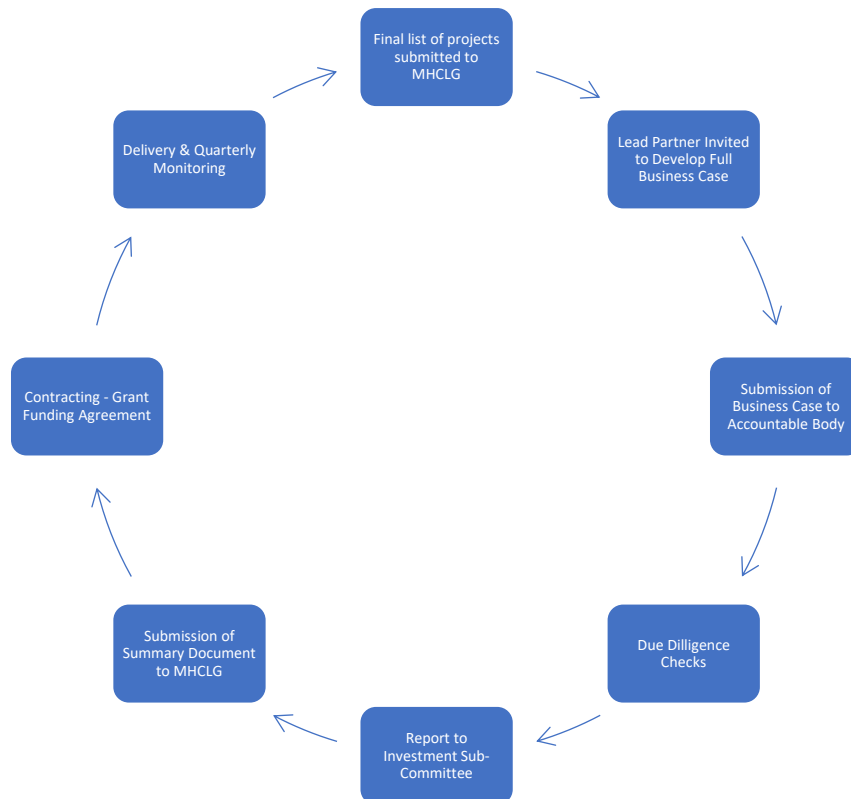
vision.

24. The Investment Plan is subject to approval by Government and to a formal Heads of Terms agreement which will dictate the level of funding and the final project selection to be taken forward to full business case stage.
25. In the event that the level of funding is insufficient to support all schemes (or where certain schemes have been excluded from the programme as a result of Government decision-making), the Investment Sub-Committee will be required to review the overall programme and to determine the final selection and 'in principle' allocation of funds for each of the short-listed schemes to be worked up to full business case stage. **A summary of the final project selection must be submitted to MHCLG within 2 months of agreeing the Heads of Terms, in accordance with the Guidance of 16.12.20.**
26. Thereafter, project leads will be required to develop a full business case for each selected project, in line with the conditions agreed in the Heads of Terms. The Accountable Body will work with project leads, through the Delivery Board and individually to support the development of these business cases and to provide expert support where possible, particularly in relation to the economic case and the calculation of Benefit-Cost Ratios and or Net Present Social Value (see below 5-point business case), subject to available funding. **However, responsibility for the development and drafting of the final business case will sit with the lead partner for the project in each case.**
27. The Accountable Body will procure independent consultancy support to undertake due diligence and a formal appraisal of each business case to inform the final decision making on whether or not to approve a project for funding – a decision that must be made by the Accountable Body, working in partnership with the Investment Sub-Committee. This will ensure fair, robust and transparent decision making. It will also serve to ensure independent checks are in place, which is important, particularly where the Accountable Body will also be the lead partner for the delivery of a particular scheme. For all schemes which are being delivered directly by the Accountable Body, approval will also be required by the Council Executive, in addition to the Investment Committee and in line with the Council's Financial Regulations.
28. A formal award shall not be approved by the Investment Sub-Committee until a full business case has been developed which has passed due diligence and been approved by the Accountable Body.
29. Once a decision to approve a funding award has been made, the Accountable Body will enter into a Grant Funding Agreement (GFA) with the lead partner for the delivery of this project. Thereafter, the lead partner will be responsible for the management and monitoring of this project and will need to complete regular monitoring returns to enable the Accountable Body to carry out its overall programme management duties.



30. Where the Accountable Body is also leading on the delivery of a project, the Council will ensure that there is a separation of duties between those managing the programme and those involved in the delivery of the project. The Council’s Project Manager in each case will be accountable for the project and for meeting any conditions set out in the Agreement with government and identified as part of the due diligence check. The Project Manager will complete regular monitoring returns in the same way as an external partner would be required to do, to ensure that the project is being managed in accordance with the requirement of the programme.

31. The diagram below is a visual outline of this process:



32. It is proposed to adopt the business case methodology developed by the Greater Lincolnshire LEP, which adopts the principles set out within the HM Treasury Green Book. **The current business case template developed by the LEP is included in Appendix 5, adapted to fit with the Town Fund Guidance so far. This will be reviewed/adapted to align with any additional guidance/conditions imposed as part of the Heads of Terms.**

33. Within the business case, projects will be required to meet the criteria set out below, building on the information provided within the Project Proformas for Section 2 of the Investment Plan:

- **strategic case** – must show the rationale, background, policy context and strategic fit of the public expenditure or public intervention, this should include clear objectives with a robust logic of change from inputs to outcomes.
  - **economic case** – with evidence of why a privately provided solution would fall short of what is optimal (market failure) and a list of options to achieve a better outcome. “Do nothing” should always be an option. The case must build on robust verifiable evidence, consider additionality, and displacement of activity, and include a sensitivity analysis and a correction for optimism bias if risk is a factor for success. Value for money is ideally demonstrated in a credible Benefit-Cost Ratio, but where some of the costs and/or benefits cannot be monetised at the present time, the economic case should proportionally capture these impacts and specify a partial value for money measure. Wider benefits and costs should be considered and specified where these are sizeable, compared with the direct impacts. Towns should decide how to treat Covid-19 impacts.
  - **commercial case** – demonstrate commercial viability or contractual structure for the project, including procurement where applicable.
  - **financial case** – standard appraisal of financial implications of the project, where applicable this should include budgets, cash flow, and contingencies.
  - **Management case** – how the project will be delivered
34. The final business case must pass an independent due diligence check in order to be recommended for approval by the Board.

## Scope of Due Diligence

35. This process will incorporate verification of outputs and a value for money assessment. Information such as development appraisals, cost plans, valuations, statement to verify state aid compliance and other information will be required to substantiate the information within project business cases as relevant.
36. The scope of the due diligence appraisal is proposed as follows:
1. Project summary and planning status
  2. Funding sought and status of match funding
  3. Key Issues
  4. Review of Strategic Case
  5. Review of Economic Case, including assessment of outputs and value for money
  6. Review of Commercial Case, including market assessment and development appraisal as relevant to the scheme
  7. Review of Financial Case, including review of the mechanism for investment, procurement, state aid and legal compliance
  8. Review of Management Case, including assessment of deliverability, programme

and milestones

9. Overall Risk Assessment
10. Conditions and terms for the funding agreement
11. Conclusions & Recommendations

37. The due diligence process will be an independent appraisal, subject to external tender and appointment by the Accountable Body.

## **Decision**

38. The Investment Sub-Committee will be convened on a quarterly basis or as the need dictates to formally approve and monitor scheme progress.

39. As a minimum, it is proposed that 3 representatives must be present for all investment decisions.

40. Due diligence reports must be reviewed by the Accountable Body. They will then be presented to the Committee with a final recommendation on each scheme. The Committee will then formally decide whether to approve, reject or defer a scheme for further information.

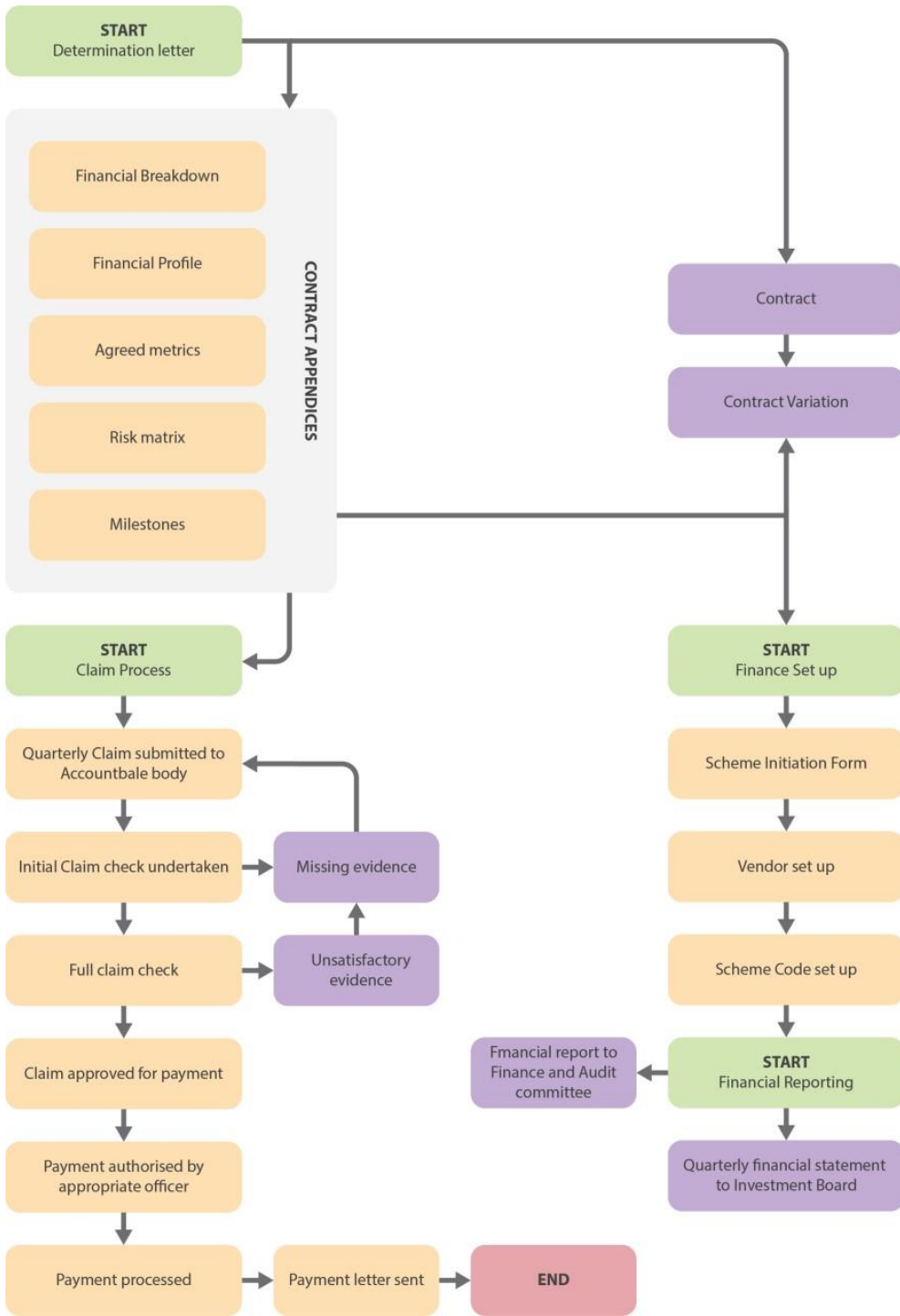
41. All projects will require sign-off by the Accountable Body to ensure financial/legal compliance prior to proceeding to contractual arrangements.

## **Contracting & Claims**

42. The diagram on the following page indicates the process for contracting and claims.

43. A Grant Funding Agreement will be developed by the Accountable Body to align with its requirements in respect of the management and monitoring of Town deal projects. The Schedule sections of the contract will then include bespoke information relating to each project and take into account contractual obligations emerging from the due diligence appraisal process and expectations in terms of monitoring and evaluation of expenditure, outputs and outcomes.

44. (Subject to verification with MHCLG on a date from which spend may be legitimately claimed/any further detailed guidance) There may be occasions where projects incur essential eligible costs in advance of the contractual agreement being in place, for example, project design fees, planning fees, procurement costs, etc. These costs could be included within and considered as part of the due diligence appraisal, and if approved for funding support, would be specifically identified within schedules of the contractual agreement for the project.



## Monitoring & Grant Claims

42. The Accountable Body will meet with Lead Partners once they are contracted to explain claiming procedures and reporting.
43. The Accountable Body will monitor performance of all projects every quarter and organise site visits/monitoring visits to each project once a year as a minimum. If a project is not performing as expected more frequent visits and progress meetings will be held with the funding recipients.
44. Funding recipients will provide quarterly claims to the Accountable Body, completing progress report information and spend/output updates on each claim. However, where a project is unable to financially cover its costs in the first quarter, an advance payment may be authorized, subject to approval by the Investment Sub-Committee.
45. Monitoring claims will cover – financial information, monitoring data, delivery progress, procurement.
46. The member of the Accountable Body who checks the claim and passes this will then trigger an approval, to be signed in accordance with scheme of delegation contained within the City of Lincoln’s Financial Procedures.
47. The Accountable Body will ensure from the outset that robust and suitable systems and processes are in place locally in order to maintain adequate audit trails and manage information effectively and efficiently.
48. The Accountable Body will review progress against outputs and outcomes quarterly until all outputs have been achieved.
49. Subject to government monitoring requirements, a quarterly reporting dashboard will provide the Investment Sub-Committee with regular, detailed RAG rated information on how the project and overall programme is performing.
50. Where a project is Red RAG rated, it will be subject to monthly monitoring by the Accountable Body. If improvement is not demonstrated, this could result in withholding or claw-back of funds (see below).
51. It is expected that the Accountable Body will commission an independent evaluation of the overall programme.

## **Claw-back**

52. The GFA will set out the conditions relating to the project and the responsibilities for all parties.
53. The funding agreement also includes a mechanism for clawback. This will ensure that that funding is only spent on the specified scheme and linked the delivery of outputs and outcomes, whilst giving the Accountable Body the option of clawing back funds for poor performance, misuse of funds or where a project is changes from its original purpose or where assets are disposed of within a certain period. Any decision to clawback funds will be made by the Investment Sub-Committee.
54. As a benchmark, it is proposed that if performance in terms of spend and/or outputs in more than 3 claims is deemed to be very poor, the funding position should be reviewed by the Investment Sub-Committee. In this case, the project could lose its funding and have to repay what has already been received to date.

## **Variation Orders**

55. There may be circumstances where projects need to declare variations to cost headings or changes to forecast levels of outputs or expenditure. Where variations to costs/outputs do not exceed 10% of the original amount allocated to the project within the contractual agreement, a Justification Form will be completed by the relevant project manager, providing a full explanation for the revision/increase, and any additional information which may help clarify the changes being requested.
56. The Accountable Body will review the justification request and either approve or reject the proposals, highlighting reasons for the decision made. A variation order can then be raised and processed by the Accountable Body. Recommended decisions on variations over 10% will be formally submitted for consideration to the Investment Sub-Committee and flagged with the Local Growth Unit as appropriate.

## **Pipeline**

57. (Subject to verification with MHCLG /any further detailed guidance) It may be important to have a pipeline of schemes should funding be withdrawn from the initial shortlisted schemes due to projects failing to pass the due dilligence

check or contractual obligations.

58. Where previously committed funds are removed from a project, subject to the terms of any agreement with Government, it is proposed that the Investment Sub-Committee consider alternative schemes within the Investment Plan (or fitting with this plan) deemed most deliverable and to invite them to submit a full business case for assessment.

**Appendices:**

Appendix 1 – Terms of Reference Board – Proposed Amendments May 2021

Appendix 2 – Terms of Reference Delivery Board

Appendix 3 – Draft Terms of Reference Investment Sub-Committee

Appendix 4 – Code of Conduct

Appendix 5 – Business Case Template (LEP) (To Be Reviewed for Town Deal, in line with HoT)

Appendix 6 – Grant Funding Agreement (To Be Developed, in line with HoT)

## **Appendix 1: Terms of Reference, Town Deal Board**

### **1. Purpose**

- 1.1. To bring together public, private and community sector organisations to develop and deliver a strategic vision and 5 year Investment Plan for Lincoln which will drive economic growth for the benefit of all. The Lincoln Investment Plan provides the vision for sustainable growth in Lincoln over the long-term and a blue-print for an initial programme of schemes to help achieve this vision.

### **2. Key Duties**

- 2.1. To develop and agree an evidence-based Town Investment Plan which identifies a clear vision for the economy and opportunities for intervention to drive growth;
- 2.2. To act in an advisory capacity to the Lead Council in respect of the allocation and spend of Capacity Funding to assist with the delivery of the Town Investment Plan;
- 2.3. To receive progress reports from the Delivery Board in relation to the development and implementation of the Town Investment Plan;
- 2.4. To provide appropriate guidance and support to the Delivery Board to assist with the development and implementation of the Town Investment Plan;
- 2.5. To promote Lincoln as a place to invest and to champion the Lincoln vision and Investment Plan, advocating for support from partners to maximise positive outcomes;
- 2.6. To communicate and engage with stakeholders in the development and delivery of the Town Investment Plan;
- 2.7. To share knowledge, best practice and intelligence in order to develop an effective strategy;
- 2.8. To work collaboratively to secure funding and resources to enable the delivery of interventions identified within the Town Investment Plan where these cannot be financed entirely via the private sector;
- 2.9. To monitor the implementation of the Town Investment Plan and evaluate the impact of activities funded through the Town Deal programme to improve productivity across the local economy.



- 2.10. To appoint an Investment Sub-Committee to assess, prioritise and approve projects to be delivered as part of the Town Deal Programme within Lincoln, in partnership with the Accountable Body.

### **3. Membership**

- 3.1. The Board shall comprise of representatives from the public, private and community sectors as required under the terms of the Town Deal Programme. The Membership structure shall be as follows.

- City of Lincoln Council (Lead Council) – 2 representatives
- Lincolnshire County Council (Upper Tier Authority) – 2 representatives
- Private Sector Companies – representatives as follows:
  - Retail/High Street – 2 representatives
  - Engineering – 1 representative
  - Digital – 2 representatives
  - Development – 1 representative
  - Finance/investment – 1 representative
- Community – 2 representatives
- MP/Lords – 2 representatives
- Anchor Institutions – representatives as follows:
  - University of Lincoln – 1 representative
  - Bishop Grosseteste University – 1 representative
  - Police – 1 representative
  - NHS – 1 representative
  - RAF Waddington – 1 representative
  - Visit Lincoln – 1 representative
  - Lincoln College – 1 representative

- 3.2 The Board shall have the option to co-opt additional representatives from the stakeholder groups identified within the Town Deal Prospectus as required to provide additional support and specialist knowledge to assist with the development and delivery of the Town Investment Plan.

- 3.3 The membership structure shall be reviewed by the Board on an annual basis. Any changes to the proposed structure must be approved by the Board.

- 3.4 The Board shall appoint experienced independent representatives to fulfil the roles of Chair and Vice-Chair.

### **4. Attendance**

- 4.1 The Board shall meet on a quarterly basis as a minimum. The Board may meet at other times as agreed between the members of the Board and may approve recommendations via written procedure, including via electronic communication.

- 4.2 Board members may nominate a substitute representative to attend meetings on their behalf. Substitute representatives shall be permitted to participate in discussion but shall not be entitled to vote.

- 4.3 External advisers may be invited to attend all or part of any meeting as and when appropriate with the prior approval of the Chair. Advisers shall not be entitled to participate in the decision-making process.
- 4.4 With the prior agreement of the Chair, Board members may participate in a meeting by means of a conference telephone or similar form of communication and shall be entitled to participate in decision making and be counted in a quorum accordingly.
- 4.5 An identified representative of the City of Lincoln Council shall be the secretary for the Board.

## **5. Notice of Meetings**

- 5.1 Meetings of the Board shall be called by the secretary of the Board at the request of the Chair of the Board. The agenda and papers for meetings shall be approved by the Chair.
- 5.2 Unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda of the matters to be discussed at the meeting shall be forwarded to each member and any other person required to attend no later than five business days before the date of the meeting. Any supporting papers shall be sent to each member of the Board and other attendees (as appropriate) at the same time.

## **6. Quorum**

- 6.1 A quorum shall be 10 6 members present, including at least one Lead Council representative.

## **7. Declarations of Interest**

- 7.1 Whenever a Board member has an interest in a matter to be discussed at a meeting the member so conflicted shall immediately declare the nature of the conflict or potential conflict and withdraw from any meeting where the conflict would be relevant.

## **8. Decisions**

- 8.1. Each member of the Board shall have one vote which may be cast on matters considered at the meeting. Votes can only be cast by members attending a meeting of the Board, or by proxy vote.
- 8.2. Any decision of the Board must be a majority decision.
- ~~8.3. If any decision made by the Board has a significant impact on a Board Member (for example on the Board Member's landholding or property interests) then such majority voting as identified in paragraph 8.2, must include the principle that that member directly affected by the decision must be part of the majority vote in order for the decision to carry.~~

- 8.4. If a matter that is considered by the Board is one where a Board member, ~~either directly or indirectly~~ has a personal interest **which becomes pecuniary**, that member shall not be permitted to vote at the meeting and not take part in discussions.
- 8.5. Save where he or she has a personal interest, the Chair will have a casting vote.

## **9. Reporting**

- 9.1. The proceedings and resolutions of meetings of the Board, including the names of those present and in attendance, shall be minuted by the secretary of the Board.
- 9.2. Minutes of meetings of the Board shall be approved in draft form by the Chair and disseminated to Board no later than ten working days following the meeting. Minutes shall remain in draft until approval by the Board at the Board's next meeting.

## **10. General**

- 10.1. Members of the Board shall abide by the Code of Conduct and return Declaration of Interests on an annual basis.
- 10.2. The Board shall give due consideration to all laws and regulations as appropriate.
- 10.3. The Board will, from time to time, consider projects and proposals of a "commercial in confidence" or sensitive nature. All Board Members and Observers will observe the need for confidentiality in this respect.
- 10.4. The Board may amend these Terms of Reference at any time and will be reviewed annually.

## Town Board: Voting Members April 2021

Name/Position	Organisation	Sector
<b>Ric Metcalfe</b>	City of Lincoln Council	Lead Council
<b>Angela Andrews</b>	City of Lincoln Council	Lead Council
<b>Nicole Hilton*</b>	Lincolnshire County Council	Upper Tier Authority
<b>Richard Davies</b>	Lincolnshire County Council	Upper Tier Authority
<b>Karl McCartney</b>	Lincoln Constituency MP	Lincoln Constituency MP
<b>Lord Patrick Thomas Cormack</b>	House of Lords	House of Lords
<b>David Lewis*</b>	Siemens	Engineering
<b>Ursula Lidbetter</b>	Lincolnshire Co-operative	Retail/High Street
<b>Tim Chambers</b>	Cool Data	Digital
<b>Leo Scott Smith</b>	Tended	Digital
<b>Valerie Johnson</b>	St Marks	Retail/High Street
<b>Nick Warboys</b>	Longhurst	Development
<b>Edward Strange</b>	Brewin Dolphin	Finance/investment
<b>Liam Scully</b>	Lincoln City FC	Community
<b>Caroline Killeavy</b>	YMCA	Community
<b>Mary Stuart</b>	University of Lincoln	Anchor Institution
<b>Charlotte Goy</b>	Visit Lincoln	Anchor Institution
<b>Peter Neil</b>	Bishop Grosseteste University	Anchor Institution
<b>Gary Headland</b>	Lincoln College	Anchor Institution
<b>Group Captain Steve Kilvington</b>	RAF Waddington	Anchor Institution
<b>Marc Jones</b>	Lincolnshire Police	Anchor Institution
<b>Jacqui Bunce</b>	NHS	Anchor Institution
Pete Holmes, BEIS to attend as Observer.		
Strategic Directors, Assistant Directors and Managers to attend to present to the Board as required.		
Representatives from other strategic partners will also be invited to attend when there is business relevant to them.		

\*change of representative put forward by the organisation in April 2021

## **Appendix 2: Terms of Reference, Delivery Board 2021-2022**

### **1. Purpose**

- 1.1. To work in partnership to support the development and delivery of the Lincoln Town Investment Plan's five-year Project Programme, acting in an advisory capacity to the Town Deal Board and Investment sub-Committee.

### **2. Key Duties 2021-2022**

- 2.1. To lead on, the continued coordination, development and delivery of the Town Investment Plan and Project Programme.
- 2.2. To coordinate and progress Project programme business case development and report to and receive instruction from the Town Deal Board and the Investment Sub-committee.
- 2.3. To support Programme delivery through regular Project review, particularly in respect of;
  - Project stage and Planning status
  - Funding sources and status of match funding
  - Key Issues
  - Continued Strategic need
  - Economic Case, including assessment of outputs and value for money.
  - Commercial Case, including market assessment and development appraisal as relevant to the scheme.
  - Financial Case, including review of the mechanism for investment, procurement, state aid and legal compliance.
  - Management Case, including assessment of deliverability, programme, and milestones.
  - Overall Delivery Risk Assessment
- 2.4. To prepare progress report on business case development to the Investment Sub-Committee to enable assessment, prioritization, and approval of projects.
- 2.5. To support Business case development through Partnership working and use of specialist working groups (making use of existing governance structures wherever possible) ;

- 2.6. To work collaboratively to secure funding and resources as required to support Programme delivery.
- 2.7. To receive reports from lead partners in respect of programme projects;
- 12.8 To support the Board in promoting the Town Deal Programme and Investment Plan and advocating for support from partners.

### **3. Membership**

- 3.1. The Delivery Board shall comprise of Project leads from the respective partner organizations, the Lead Council and any organization's identified to support the work required to develop and deliver the programme.
- 3.2. The Delivery Board shall have the option to co-opt additional representatives from the stakeholder groups as required to provide additional support and specialist knowledge to assist with the development and delivery of the Town Investment Plan.

### **4. Meetings**

- 4.1 Meetings and wider stakeholder workshops shall be held as the need dictates to support the Town Deal Programme.

## **Appendix 3: Draft Terms of Reference, Investment Sub Committee**

### **1. Purpose**

- 1.1. To work in partnership with the Accountable Body to assess, priorities and approve projects to be delivered as part of the Town Fund Programme within Lincoln.

### **2. Key Duties**

- 2.1. To assess and prioritise a final list of projects to progress to full business case stage, in accordance with the Heads of Terms Agreement with Government.
- 2.2. To undertake a final strategic assessment of projects through to contracting stage, based on the recommendations of an independent due diligence process.
- 2.3. To recommend the approval of projects for contracting and delivery, subject to final approval by the Accountable Body.
- 2.4. To monitor the performance of approved projects on a quarterly basis during the delivery stage and in accordance with the terms set out within the Grant Funding Agreements for each project.
- 2.5. To maintain a pipeline of projects for consideration in the event of additional funding becoming available or the non-delivery of selected projects.
- 2.6. To regularly review the structure, size and composition (including the skills, knowledge, experience and diversity) of the Committee and make recommendations to the main Town Deal Board (hereby referred to as the 'Board') with regard to any changes.
- 2.7. To work and liaise as necessary with the Board and to consider any other matters as may be requested by the Board.

### **3. Membership**

- 3.1. The members of the Committee shall be appointed by the Board and may be removed at any time by the Board.
- 3.2. The Committee shall comprise of 6 members – 3 private and 3 public sector representatives, including 1 representative from the Accountable Body.
- 3.3. The Board shall appoint the Chair of the Committee.
- 3.4. The membership and structure of the Committee shall be reviewed on an annual basis by the Board.

#### **4. Attendance**

- 4.1. The Committee will meet at least four times a year.
- 4.2. The Committee may meet at other times during the year as agreed between the members of the Committee or as otherwise requested by the Board and may approve recommendations via written procedure, including via electronic communication.
- 4.3. Only members of the Committee have the right to attend Committee meetings but other representatives and external advisers may be invited to attend all or part of any meeting as and when appropriate as observers provided that that such parties agree to be bound by the Code of Conduct and shall be entitled to speak at the meeting with the prior permission of the Chair but shall not be entitled to vote.
- 4.4. Any member may participate in a meeting by digital means. Participation in a meeting in this manner shall be deemed to constitute presence in person at such meeting and he or she shall be entitled to vote and be counted in a quorum accordingly.
- 4.5. An identified City of Lincoln Council (Accountable Body) officer or his or her nominee shall be the secretary of the Committee.

#### **5. Notice of Meetings**

- 5.1. Meetings of the Committee shall be called by the secretary of the Committee at the request of the Chair of the Committee or the Board.
- 5.2. Unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda of the matters to be discussed at the meeting shall be forwarded to each member and any other person required to attend no later than five business days before the date of the meeting. Any supporting papers shall be sent to each member of the Board and other attendees (as appropriate) at the same time.

#### **6. Quorum**

- 6.1. A quorum shall be 3 members present, including at least one private sector representative.

#### **7. Declarations of Interest**

- 7.2. Whenever a Committee member has an interest in a matter to be discussed at a meeting the member so conflicted shall immediately declare the nature of the conflict or potential conflict and withdraw from all or part of any meeting where the conflict would be relevant.

#### **8. Decisions**



- 8.1. Each member of the Committee shall have one vote which may be cast on matters considered at the meeting. Votes can only be cast by members attending a meeting of the Committee.
- 8.2. Any decision of the Committee must be a majority decision.
- 8.3. If a matter that is considered by the Committee is one where a Committee member, either directly or indirectly has a personal interest, that member shall not be permitted to vote on that matter and may not take part in discussions relating to that matter. In this instance, the Committee member shall be required to leave the meeting until such time as the matter has been dealt with and any vote has taken place.
- 8.4. Save where he or she has a personal interest, the Chair will have a casting vote.
- 8.5. A resolution in writing, send to all members entitled to receive notice of a meeting of the Committee and agreed in writing by a majority of the members shall be valid and effectual as if it has been passed at a meeting duly convened and held and may consist of several documents in materially the same form each agreed in writing by one or more members. This includes via the use of electronic mail.

## **9. Reporting**

- 9.1. The proceedings and resolutions of meetings of the Committee, including the names of those present and in attendance, shall be minuted by the secretary of the Committee.
- 9.2. Draft minutes of each meeting will be circulated to all members of the Committee. Once approved, the minutes of each meeting will be submitted to the Board as a formal record of the decisions of the Committee on behalf of the Board unless it would be inappropriate to do so.
- 9.3. The Committee shall produce an annual report, summarizing project progress and spend and any other matters pertinent to the delivery of the programme. This report will be presented to the Town Deal Board.

## **10. General**

- 10.1. Members of the Committee shall abide by the Code of Conduct and return Declaration of Interests on an annual basis.
- 10.2. The Committee shall give due consideration to all laws and regulations as appropriate.
- 10.3. The Committee will, from time to time, consider projects and proposals of a “commercial in confidence” or sensitive nature. All Board Members and Observers will observe the need for confidentiality in this respect.
- 10.4. The Committee may amend these Terms of Reference at any time and will be reviewed annually.



## **CODE OF CONDUCT**

For members of

**Lincoln Town Deal Board**

# Code of Conduct

## 1 Application

This Code of Conduct applies to you when acting as a member of the Town Deal Board.

The Code is based on the 'Nolan Principles – the seven principles of public life' as set out below:

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

## 2 Duty to promote the success of the Lincoln Town Deal Board

A Member must act in the way they consider, in good faith, would be the most likely to promote the success of the Lincoln Town Deal Board for the benefit of Lincoln as a whole. The term 'good faith' allows members freedom to exercise commercial judgement without fear of having the courts interfering with their commercial decisions.

Amongst other matters, within decision making, members must have regard to: -

- The likely consequences of any decision on the Town Deal Board;
- The need to foster the relationships members have with partners, stakeholders and others;
- The impact of the activities on the community and the environment;
- The desirability of the member maintaining a reputation for high standards of conduct.

## 3 Duty to exercise independent judgment

A Member must act independently and with integrity, ensuring that they are always acting in the best interests of the Lincoln Town Deal Board as a whole and are not unlawfully influenced by a third party.

## 4 Duty to exercise reasonable care, skill and diligence

A member, must exercise reasonable care, skill and diligence. This means the care, skill and diligence that would be exercised by a reasonable diligent person with: -

- The general knowledge, skill and experience that may reasonably be expected of a person carrying out the functions carried out by the member in relation to the Board of meeting; and
- The general knowledge, skill and experience that the member in question actually has.

## **5 Duty to avoid conflicts of interest**

Members must avoid situations where they can, or have, a direct or indirect interest that conflicts, or possibly may conflict, with the interests of the Lincoln Town Deal Board.

This applies in particular to the exploitations of any property, information or opportunity. It is immaterial whether the Lincoln Town Deal Board could take advantage of the property, information or opportunity in question.

## **6 Duty to declare interest in proposed transaction or arrangement**

If members are in any way, directly or indirectly, interested in a proposed transaction or arrangement with the Lincoln Town Deal Board, they must declare the nature and extent of their interest to the other Members. The declaration may (but need not) be made: -

- At a meeting; or
- By written notice to the relevant Board or meeting members.

## **7 Duty not to accept benefits from third parties**

Members must not accept a benefit from a third party conferred by reason of: -

- Them being a Board member; or
- them doing (or not doing) anything as a Board Member.

A “third party” means a person other than a member, an associated body corporate or a person acting on behalf of the Lincoln Town Deal Board or an associated body corporate.

## **8 Register of Interests**

As Lead Council for the Town Deal Board, the City of Lincoln Council is required to keep a register of interests for Town Board Members. On becoming a member, or at such times as the City of Lincoln Council may elect, members are required to fill out the attached Register of Interests form held by the City of Lincoln Council and renewed annually. If an interest arises during the course of the year, the member must update that Register.

**Summary of guidance for Members.**

In Summary of the above, as a member you should ensure that at all times you:

1. Act in the Lincoln Town Deal Board’s best interests, taking everything you think relevant into account.
2. Adhere to the Terms of Reference for the Board
3. Are diligent, careful and well-informed about the Lincoln Town Deal Board’s affairs. If they have any special skills or experience, use them.
4. Make sure the relevant Board keeps records of their decisions (where relevant).
5. Remember that they remain responsible for the work they give to others.
6. Avoid situations where their interests’ conflict with those of the Lincoln Town Deal Board. When in doubt, disclose potential conflicts quickly.
7. Seek external advice where necessary.
8. Use the City of Lincoln Council’s communications team for all external communications.
9. Keep up to date the Register of Interests

**AGREEMENT**

AS A MEMBER OF THE LINCOLN TOWN DEAL BOARD, I AGREE TO OBSERVE THE GENERAL DUTIES AND OBLIGATIONS SET OUT IN THIS CODE OF CONDUCT.

Signature.....

Name.....

Date.....



**DECLARATION OF INTERESTS**

I, ..... (full name in block capitals) ... am

- (a) A member of Lincoln Town Deal Board and give notice that I have set out below under the appropriate headings my interests. I have put 'none' where I have no such interests under any heading.

As a board member, I declare that I have the following disclosable pecuniary<sup>i</sup> and/or non-pecuniary interests<sup>ii</sup>. **(Please state 'None' where appropriate, do not leave any boxes blank).**

**NOTIFICATION OF CHANGES OF CIRCUMSTANCES**

Each Member shall review their individual register of interests before each board meeting and decision-making committee meeting where applicable, submitting any necessary revisions to the City of Lincoln Council, as Lead Council and Board Secretary, at the start of the meeting.

Even if a meeting has not taken place a member must, within 28 days of becoming aware of any change to the interests specified below, provide written notification to the City of Lincoln Council of that change.

SECTION 1	ANY EMPLOYMENT, OFFICE, TRADE, PROFESSION OR VOCATION CARRIED ON FOR PROFIT OR GAIN	DECLARATION
1.1	Name of:  - Your employer(s)	

	<ul style="list-style-type: none"> <li>- Any business carried on by you</li> <li>- Any other role in which you receive remuneration (this includes remunerated roles such as councillors)</li> </ul>	
<b>1.2</b>	Description of employment or business activity	
<b>1.3</b>	The name of any firm in which you are a partner	
<b>1.4</b>	The name of any company for which you are a remunerated director	
<b>SECTION 2</b>	<b>SPONSORSHIP</b>	
<b>2.1</b>	<p>Any financial benefit obtained which is paid as a result of carrying out duties as a Member.</p> <p>This includes any payment of financial benefit from a Trade Union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992 (a)</p>	
<b>SECTION 3</b>	<b>CONTRACTS</b>	
<b>3.1</b>	Any contract for goods, works or services with the City of Lincoln Council in respect of the Town Deal Programme that has not been fully discharged by any organisation named at 1.1	
<b>3.2</b>	Any contract for goods, works or services entered into by any organisation named at 1.1 where either part is likely to have a commercial interest in the outcome of the business being decided by the Lincoln Town Deal Board in the forthcoming meeting.	
<b>SECTION 4</b>	<b>LAND OR PROPERTY</b>	

<p><b>4.1</b></p>	<p>Any beneficial interest you or any organisation listed at 1.1 may have in land or property which is likely to be affected by a decision made by the Lincoln Town Deal Board in the forthcoming meeting.</p> <p>This would include, within the area of the City of Lincoln:</p> <ul style="list-style-type: none"> <li>○ Any beneficial interest in any land in the City of Lincoln areas, including your place(s) of residency</li> </ul> <p>For property interests, please state the first part of the postcode where the property resides. If you own/lease more than one property in a single postcode area, please state this.</p>	
<p><b>SECTION 5</b></p>	<p><b>SECURITIES</b></p>	
<p><b>5.1</b></p>	<p>Any interest in securities of an organisation under 1.1. where: -</p> <ul style="list-style-type: none"> <li>(a) That body (to my knowledge) has a place of business or land in the area of the City of Lincoln ; and</li> <li>(b) Either – <ul style="list-style-type: none"> <li>(i) The total nomination value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or</li> <li>(ii) If the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which has a beneficial interest exceeds one hundredth of the total issues share capital of that class.</li> </ul> </li> </ul>	
<p><b>SECTION 6</b></p>	<p><b>GIFTS AND HOSPITALITY</b></p>	



6.1	Any gifts and/or hospitality received as a result of membership of the Lincoln Town Deal Board (above the value of £50)	
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**OTHER INTERESTS**

**Member of Organisations**

I am a member of, or I am in a position of general control, a trustee of, or participate in the management of;

1. Any body to which I have been appointed or nominated by my employer:

2. Any body exercising functions of a public nature (e.g. school governing body):

3. Any body directed to charitable purposes:

4. Any body, one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union):

5. Any other interest which I hold which might reasonably be likely to be perceived as affecting my conduct or influencing my actions in relation to my role.

## **BOARD MEMBER'S DECLARATION AND SIGNATURE**

I confirm that having carried out reasonable investigation, the information given above is a true and accurate record of my relevant interests, given in good faith and to the best of my knowledge;

<b>Date</b>	
<b>Member's Name</b> <i>(Capitals – in full)</i>	
<b>Signature</b>	

## **RECEIPT BY CITY OF LINCOLN COUNCIL on behalf of the Lincoln Town Deal Board**

<b>Date received by the City of Lincoln Council</b>	
<b>Signature of City of Lincoln Council Chief Executive</b>	

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<sup>i</sup> For the purposes of this guidance, we are using the definition of a pecuniary interest as set out in the [Localism Act 2011](#) and The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012. A pecuniary interest in a matter is one where there is a reasonable likelihood or expectation of appreciable financial loss or gain

<sup>ii</sup> We are basing the definition of a Non-Pecuniary interest on any interest which is not listed in the [Schedule to The Relevant Authorities \(Disclosable Pecuniary Interests\) Regulations 2012 \(No.1464\)](#). Non-pecuniary interests do not have a financial or other material component. (They may arise from personal or family relationships or involvement in sporting, social or cultural activities.)

## Appendix 5: Business Case Template (LEP)

# Application for Town Funding

## Stage 2: Detailed Business Case

Some of the information requested in this form has already been provided in your Expression of Interest Form, included as part of the Town Investment Plan (Section 2). This detailed business case requires you to expand on this information, to address any specific conditions pertinent to your project and included within the Heads of Terms agreement and to ensure that all 5 cases identified within the Green Book are addressed to a satisfactory standard to give confidence to the Accountable Body, Town Deal Board and MHCLG that the scheme is deliverable.

<b>Project Name</b>		<b>Project Ref:</b>	
<b>Project Location</b>	(please include site plan as appendix)		
<b>Site ownership</b>			
<b>Planning Application Ref</b>			

<b>Total Project Value (£)</b>		<b>Town Funding Sought (£)</b>	
--------------------------------	--	--------------------------------	--

<b>Lead Applicant</b>			
<b>Organisation Type</b>			
<b>Applicant Address</b>			
<b>Main Contact Person</b>			
<b>Contact Email</b>		<b>Telephone</b>	

<b>Project Start Date</b> <i>date from which eligible expenditure will be incurred</i>	<b>Financial Completion Date</b> <i>date by which eligible costs will have been defrayed</i>	<b>Practical Completion Date</b> <i>date by which all Outputs/Results will be achieved</i>	<b>Activity Completion Date</b> <i>the date by which all the operation's activities described in the application will be completed</i>

<b>Funding Summary</b>					
	<b>Town Funding (a)</b>	<b>Public Match Funding (b) – please state</b>	<b>Private Match Funding (c) Please state</b>	<b>Totals (d)</b>	<b>Contribution Rates (if applicable) (a)/(d) x 100</b>
<b>Capital</b>					
<b>Revenue</b>					
<b>Totals</b>					

<b>Delivery Partners</b>				
Will you work with other organisations to deliver this project?	<b>YES</b>		<b>NO</b>	
If YES, please state which other lead partners will be involved in delivery.				

<b>1. Project Summary</b>
<p><b>1.1 What is the Project?</b> Please summarise the purpose and key objectives of the project and describe what it will deliver</p>
<p><b>1.2 How will the project be delivered?</b> Briefly explain:</p> <ul style="list-style-type: none"> <li>• The specific activities that will be undertaken as part of the project</li> <li>• Who are the target beneficiaries?</li> <li>• Where the project's activity will take place</li> </ul>

**2. Strategic Case**

**2.1 Why is the project needed in Lincoln?**

**2.2 What research or evidence has been undertaken to demonstrate the need, demand or impact of this project? Please attach or provide links to completed studies and impact assessments where available.**

**2.3 Please explain how the project will deliver the strategic objectives of the Town Deal Programme and the Lincoln Investment Plan and will demonstrate alignment with other local growth priorities. How will the project support the key principles of sustainable development – including Equality and Diversity**

### 3. Project Timeline and Milestones

Please outline the key steps that have been, or will be, completed to ensure delivery of the project. Please note key milestones will be incorporated into the funding agreement and form the basis for formal monitoring of the project.

Milestone	Forecast Commencement /Submission Date	Forecast Completion/ Award Date	Comments
Initial scheme design			
Feasibility work			
Acquisition of statutory powers			
Detailed design			
Planning Permission			
Match funding secured			
Procurement process			
Procurement contracts Awarded			
Construction			
Activity/Outcomes			

Please provide details on any other key work or stages that need to be completed (by when) to ensure delivery

Milestone	Forecast Date	Comments

### 4. Economic Case - Options Analysis

**4.1 Why should the project receive Town Funding? Please explain and provide evidence of why a privately provided solution would fall short of what is optimal (market failure).**

**4.2 What other funding or delivery mechanisms have been considered to deliver the proposed activity?**

<b>4.3 What other options have been considered and why is the proposed activity considered the most appropriate solution?</b>
<b>4.4 Additionality: What will the project deliver above and beyond what would happen anyway?</b>
<b>4.5 Scalability: What would happen if reduced funding was available?</b>
<b>4.6 Displacement: will the proposed intervention lead to a reduction in economic activity elsewhere?</b>

<b>5. Financial &amp; Commercial Case - Proposed Costs</b>						
<b>5.1 Funding Profile</b>						
	<b>Year 1 20/21</b>	<b>Year 2 21/22</b>	<b>Year 3 22/23</b>	<b>Year 4 23/24</b>	<b>Year 5 24/25</b>	<b>Total</b>
i) Capital						
Town Fund						
Public						
Private						



<b>Total Capital</b>						
ii) Revenue Costs						
<b>Total revenue</b>						
<b>Total Project Costs</b>						
<b>Total Town Funding</b>						

**5.2 Please provide more detail on what Town funding will be spent on including a detailed breakdown of the financial position of the project, incorporating all values and costs directly associated with delivery of the scheme. All costs and values to be supported by relevant information as required and specified within Section 8 of this Detailed Business Case.**

**5.3 Please detail the key assumptions used in the development of your budget and the research completed to prepare it, including how you ensure that the costs are commensurate with the required quality.**

**5.4 State the source(s) of your match funding, whether it is in place and if not, when is it likely to be confirmed?**

**5.5 Outline how the scheme will be commercially viable/financially sustainable beyond the initial funding period. Please append further documentation as outlined in section 8 to support the case as required.**

6. Forecast Outputs & Benefit Cost Calculation							
6.1 Output Profile							
		2021/22	2022/23	2023/24	2024/25	Future Years	Total
<b>i) Core Outputs (Strategic Economic Plan)</b>							
Public Investment Leveraged (£)							
Private Sector Investment Leveraged (£)							
Number of new Jobs Created (gross)							
Number of Jobs Safeguarded (gross)							
Number of new housing units completed							
<b>ii) Local Strategic Outputs</b>							
Commercial floorspace refurbished/constructed and occupied (sqm)							
Number of businesses assisted to improve performance							
Number of learners supported							
Number of new businesses created							
GVA Uplift							
<b>iii) Others (please list) *</b>							

\*please refer to appendices for full list of indicators – to check against Town Fund requirements

**6.2 Please describe the rationale and assumptions you have made in establishing the outputs and results which will be achieved. This must link clearly to the project's activity and objectives. Please explain your method for calculating the target levels**

**6.3 Please provide details of the Benefit Cost Ratio for your project and/or Net Present Social Value to demonstrate the overall value for money presented by this scheme. Please append any further documents to demonstrate and quantify your workings.**

**6.4 Please outline how the project will gather and assess evidence of outputs and results, in line with the Town Deal monitoring and evaluation framework.**

<b>7. Management Case – Management &amp; Control</b>
<b>7.1 Please describe whether or not the necessary team is in place to carry out the proposed activity and if not what the plans are to recruit the relevant expertise? Please insert structure chart, if available.</b>
<b>7.2 What evidence can you provide that processes meet, or will meet, the public procurement requirements, including:</b> <ul style="list-style-type: none"><li>• Advertising contract opportunities to the market; and</li><li>• Evaluating bids in an open transparent and non-discriminatory manner.</li></ul>
<b>7.3 Please outline the financial management and control systems that would be used for the project, including the process for compiling and authorising Greater Lincolnshire LEP claims for payment?</b>
<b>7.4 Only eligible and defrayed expenditure can be included in a claim for Town Funding. Please explain how the project will manage its cash flow throughout the project's lifetime</b>

**7.5 Subsidy Control:** The accountable body is required to ensure that funding complies with the rules on subsidy control or state aid. State aid is any advantage granted by public authorities through state resources on a selective basis to any organisations that could potentially distort competition and trade. If your project proposal constitutes state aid we will be unable to fund it unless you can demonstrate that it is outside the scope of or exempt from subsidy control or state aid rules. If you believe this to be the case please provide an explanation below.

**7.6 Please explain the key risks identified for the project and how these will be managed and mitigated throughout the project. Please attach separate risk register, if available.**

Risk	Owner	Probability	Impact	Mitigation

**7.7 Publicity:** Please explain what media and communication arrangements you will use to raise awareness of the project and use of Town funding?

**7.8 Exit/Forward Strategy:** How will project delivery be sustained beyond the initial period of activity funded by the Town fund?

## 8. Supporting documents checklist

Where applicable, please submit the following documents with your Full Application

Document	Supporting Notes	Applicant's comments
Project Site Plan and copy of relevant planning permissions	Showing clear boundaries of all areas to be included in project	
Red Book valuations to support site acquisition/ assembly cost and completed scheme value. Valuation reports produced should be no more than six months old.	Required where funding is being sort to acquire sites/properties, and/or for completed scheme value, against which any clawback liability will be assessed.	
Detailed cashflow and breakdown of budget	To demonstrate a) cost items are eligible for GL LEP Funds b) the forecast cost c) how the costs will be profiled across the project lifetime.	
Scheme plans, Cost Plan/Bill of Quantities. Development appraisal to be provided. If this information is not available a breakdown of all scheme costs, supported with data/assumptions to be provided. Costs should be no more than six months old	The due diligence assessment requires analysis by independent cost consultants to ensure costs are relevant, realistic, market facing, evidence based and thus reliable to enable GLLEP to make an investment decision.	
Explanation of match funding arrangements and estimated timescale for approval	The GL LEP will need to understand where match funding will be sourced from in order to demonstrate deliverability of the overall scheme	
If applicable, proof of irrecoverable VAT on eligible costs	Please supply proof of irrecoverable VAT on eligible costs	
Applicant organisation's relevant policies, including Equality & Diversity Policy, Sustainability Policy	You are responsible for ensuring any Delivery Partners hold a policy	
Gantt Chart	To reflect the key milestones during project set-up, implementation and closure.	
Organogram	An up-to-date organisation chart, including the GL LEP Funds project delivery team. Also, for delivery partners, if applicable.	
Applicant's procurement policy if available	Note that LEP procurement rules supersede organisation's procurement policy	
Other	Any other key, relevant, documents you consider should be submitted including project feasibility studies and impact assessments.	

### 9. Links for further information

<https://www.greaterlincolnshirelep.co.uk/priorities-and-plans/strategies-and-plans/>  
<https://www.greaterlincolnshirelep.co.uk/funding-and-projects/other-funding/growth-deal-single-local-growth-fund-slgf/>  
<https://www.gov.uk/guidance/state-aid>

### 10. Declaration

I declare that I have the authority to represent [*insert name of organisation*] in making this application. I understand that acceptance of this Application does not in any way signify that the project is eligible for support or that funds have been approved towards it. On behalf of [*insert name of organisation*] and having carried out full and proper inquiry, I confirm:

- [*insert name of organisation*] has the legal authority to carry out the project; and
- That the information provided in this application is accurate.

I confirm:

- I have informed all persons in relation to whom I have provided personal information of the details of the personal information I have provided to you and of the purposes for which this information will be used and that I have the consent of the individuals concerned to pass this information to you for these purposes.
- That I shall inform the City of Lincoln Council if, prior to any funds being legally committed to [*name of organisation*], I become aware of any further information which might reasonably be considered as material to the decision on whether to fund the application.
- An explanation of all match funding arrangements to deliver the scheme will be provided prior to the award of funds.
- I am aware that if the information given in this application turns out to be false or misleading the City of Lincoln Council may demand the repayment of funding and/or terminate a funding agreement pertaining to this Application.
- All relevant documents are retained with a view to providing relevant information in the event of an audit or other investigation

I confirm that I am aware that checks can be made to the relevant authorities to verify this declaration and any person who knowingly or recklessly makes any false statement for the purpose of obtaining grant or for the purpose of assisting any person to obtain grant is liable to be prosecuted. A false or misleading statement will also mean that approval may be revoked and any grant may be withheld or recovered with interest. I am aware that if the Applicant commences any project activity, or enters any legal contracts or makes any binding commitments, for which funding is sought (including the ordering or purchasing of any equipment or services before both the formal approval of the project and the execution of the Funding Agreement), that this expenditure is incurred at the Applicant's own risk as it may not be compliant with funding requirements.

Signed ..... For and on behalf of the Applicant Organisation

Name (BLOCK CAPITALS) ..... Date: .....



<b>11. Next Steps</b>	
Please forward the completed version of this form by <i>[insert deadline]</i> to	
Name	
Address	
Email	

**Appendix 1 – BIS Project Monitoring Core Metrics (to be collected for all projects and programmes) – TBC to align with Town Fund**

	Unit	Frequency	Definition	Data Source
<b>Inputs</b>				
Expenditure	£, by source	Quarterly	Expenditure defrayed directly on the intervention, broken down into LGF funds, other public sector funds and private funds. Where expenditure takes the form of grant support to applicants (e.g. skills capital, some business support), the amount of grant paid to successful applicants should be reported (not the amount approved).	LEP Monitoring Information
Funding breakdown	£, by source	Quarterly	Non LGF Funding delivered - including public, private and third sector match funding, broken down by source. This should not include in-kind contributions	LEP Monitoring Information
In-kind resources provided	Qualitative	Quarterly	Land, buildings or other assets provided to resource the intervention	LEP Monitoring Information
<b>Outcomes</b>				
Jobs connected to the intervention	FTEs	Annually	Permanent paid full time equivalent jobs that are directly connected to the intervention, measured by FTE at predetermined "impact sites". This includes: - Employment on occupied commercial premises (in the case of site development) - Employment in supported enterprises (in the case of business or innovation support) - Employment in FE space directly improved or constructed by the intervention "Impact" sites are those sites where there has been a demonstrable unlocking impact as a result of Growth Deals projects (e.g. transport, skills capital) - these sites of "impact" are to be mutually agreed by LEP/HMG in advance of reporting. Excludes jobs created solely to deliver the intervention, e.g. construction jobs. Likely to require primary survey work. Employment is counted gross - no account of deadweight or displacement at the monitoring stage.	Scheme sponsor
Commercial floorspace constructed	sq m, by class	Annually	For both direct employment sites and "impact" sites, the area and class of commercial floorspace completed. "Impact" sites are defined as for jobs created above. Floor areas should be measured in accordance with the RICS Code of measuring practice (6th edition) 2007. A building should be classified as completed once it is on the non-domestic rating list. Does not take account of refurbished floorspace.	Scheme sponsor
Housing unit starts	Number	Annually	For both direct housing sites and "impact" sites, the number of housing units completed. "Impact" sites are defined as for jobs created above.	Scheme sponsor
Housing units completed	Number	Annually	For both direct housing sites and "impact" sites, the number of housing units completed. "Impact" sites are defined as for jobs created above.	Scheme sponsor

**Appendix 2 – BIS Project Specific Outputs and Outcomes (to be collected where relevant to the intervention)**

	Unit	Frequency	Definition	Data Source
<b>Activity / Output Characteristics</b>				
<b>Transport</b>				
Total length of resurfaced roads	Km	Quarterly	Length of road for which maintenance works have been completed	Scheme sponsor monitoring information
Total length of newly built roads	Km	Quarterly	Length of road for which works have been completed and now open for public use	Scheme sponsor monitoring information
Total length of new cycle ways	Km	Quarterly	Length of cycle way for which works have been completed and now open for public use	Scheme sponsor monitoring information
Type of infrastructure delivered		Bi-Annually	Identify what has been constructed as a result of the project - utilise units where appropriate e.g. length of cycle path	Scheme sponsor monitoring information
Type of service improvement delivered		Bi-Annually	Identify the nature of service improvement as a result of the intervention e.g. improved bus service	Scheme sponsor monitoring information
<b>Land / Property Flood Protection</b>				
Area of site reclaimed, (re)developed or assembled	ha	Quarterly	Area of land directly improved by the project that is now suitable for commercial development where previously it was unattractive to commercial developers. Reclaimed: making the land fit for use by removing physical constraints to development or improving the land for hard end use; providing services to open it up for development, e.g. provision of utilities or service roads	Scheme sponsor monitoring information
Utilities installed		Quarterly	Identify what has been constructed as a result of the project. Drop down list: water pipe; gas pipe, electric cables, internet cable. And km of cabling/piping	Scheme sponsor monitoring information
Area of land experiencing a reduction in flooding likelihood	ha	Quarterly	Area of land with a reduced likelihood of flooding as a result of the project	Scheme sponsor monitoring information
<b>Business Support, Innovation and Broadband</b>				
Number of enterprises receiving non-financial support		Quarterly	Number of SMEs receiving support (including advice and training) with the intention of improving performance (i.e. reduce costs, increase turnover/profit, innovation, exporting). Value of the support should be a minimum of £1,000, calculated at Gross Grant Equivalent (see ERDF guidance) or a minimum of 2 days of consulting advice.	Scheme sponsor monitoring information
Number of new enterprises supported		Quarterly	As above, but businesses that have been trading for less than three years.	Scheme sponsor monitoring information

	Unit	Frequency	Definition	Data Source
Number of potential entrepreneurs assisted to be enterprise ready		Quarterly	Number of individuals receiving non-financial support (i.e. advice or training) with the intention of commencement of trading	Scheme sponsor monitoring information
Number of enterprises receiving grant support		Quarterly	Number of SMEs receiving grant funding support with the intention of improving performance (i.e. reduce costs, increase turnover/profit, innovation, exporting). To be counted where the support is at least £1,000.	Scheme sponsor monitoring information
Number of enterprises receiving financial support other than grants		Quarterly	Number of SMEs receiving funding support in the form of equity or repayable loan instruments with the intention of improving performance (i.e. reduce costs, increase turnover/profit, innovation, exporting). Counted where amount of support is at least £1,000.	Scheme sponsor monitoring information
Additional businesses with broadband access of at least 30mbps		Quarterly	For broadband interventions only: number of additional commercial premises that, as a result of intervention, now have the option to access broadband of at least 30mbps (average), where this was not previously the case	Scheme sponsor monitoring information
<b>Skills Capital</b>				
New build training/learning floorspace	Sq m	Quarterly	The amount of "new build" training/learning floorspace constructed. Figures to be provided following completion.	LEP to record from Post Occupancy Evaluation reports (standard reports submitted to SFA on project completion) and/or project implementation reports submitted by colleges/providers
Refurbished training/learning facilities	Sq m (where FE colleges are involved, by estate grading)	Quarterly	The amount of new training/learning floorspace refurbished to improve building condition and/or fitness for purpose. For FE colleges, this should be by estate grading. Figures to be provided following completion.	LEP to record from Post Occupancy Evaluation reports and/or project implementation reports submitted by colleges/providers
Floorspace rationalised	Sq m	Quarterly	The amount of overall floorspace reduced following completion of the project through, for example, demolition or disposal. Figures to be provided following completion.	LEP to record from Post Occupancy Evaluation reports and/or project implementation reports submitted by colleges/providers

	Unit	Frequency	Definition	Data Source
<b>Outcomes</b>				
<b>Transport</b>				
Follow on investment at site	£, by source	Annually	For "impact" sites, the volume of public, private or third sector investment undertaken at the site over and above that directly associated with the Growth Deals project, where there is a demonstrable link with the Growth Deals project. This should not include in-kind contributions. "Impact" sites are those sites where there has been a demonstrable unlocking impact as a result of the Growth Deals transport project - these sites of "impact" are to be mutually agreed by LEP/HMG in advance of reporting. Likely to require primary survey work. Deliberately constructed as a gross measure, no correction for deadweight or displacement to be applied at this stage.	Scheme sponsor
Commercial floorspace occupied	sq m, by class	Annually	For "impact" sites, the area and class of commercial floorspace completed that is currently occupied by commercial tenants. "Impact" sites are those sites where there has been a demonstrable unlocking impact as a result of the Growth Deals transport project - these sites of "impact" are to be mutually agreed by LEP/HMG in advance of reporting. Likely to require primary survey work Impacts are gross - no account of displacement. This outcome is a further link of the chain proceeding from follow-on investment rather than a completely separate outcome	Scheme sponsor
Commercial rental values	£/sq m per month, by class	Annually	The market rate for leasing commercial floorspace at the "impact" site	Scheme sponsor
<b>Land, Property, and Flood Protection</b>				
Follow on investment at site	£, by source	Annually	For the project site, the volume of public, private or third sector investment undertaken at the site over and above that directly associated with the initial Growth Deals project, where there is a demonstrable link with the Growth Deals project. This should not include in-kind contributions.	Scheme sponsor
Commercial floorspace refurbished	sq m, by class	Annually	For project sites, the area and class of refurbished commercial floorspace. Floor areas should be measured in accordance with the RICS Code of measuring practice (6th edition) 2007.	Scheme sponsor
Commercial floorspace occupied	sq m, by class	Annually	For project sites, the area and class of commercial floorspace constructed/refurbished that is currently occupied by commercial tenants.	Scheme sponsor
Commercial rental values	£/sq m per month, by class	Annually	The market rate for leasing commercial floorspace at the project sites	Scheme sponsor

	Unit	Frequency	Definition	Data Source
<b>Business Support, Innovation, and Broadband</b>				
Financial return on access to finance schemes	%	Annually	The financial return to the scheme associated with revolving/repayable access to finance interventions - measured as a % return on initial investment.	Scheme sponsor monitoring information
<b>Skills Capital</b>				
Follow on investment at site, including revenue funding	£, by source	Annually	For the project site, the volume of public, private or third sector investment undertaken at the site (including revenue funding, for example for training courses) over and above that for the Growth Deals project, where there is a demonstrable link with the Growth Deals project. This should not include in-kind contributions.	College/SFA data
Post code for new build sites	Qualitative	Annually	Post code for new build sites, for matching with SFA database. This information can potentially be used by the SFA to draw out metrics on learners and qualifications at the site level, to be shared with LEPs.	Scheme sponsor monitoring information

### Appendix 3 – BIS Additional Monitoring for Specific Schemes

	Unit	Frequency	Definition	Data Source
<b>Transport - to be collected for all projects/programmes involving more than £5m public funding and where these metrics and the collection points are relevant to the intervention</b>				
Average daily traffic and by peak/non-peak periods	Vehicles	Bi-Annually	Average daily traffic by direction; AM, Inter- and PM peak hour traffic flows by direction. Data collection location depends on the potential impact of transport schemes. Peak/inter-peak is defined based on local traffic flows. This applies to most transport interventions.	Automatic Traffic Counters; Manual Classified Counts
Average AM and PM peak journey time per mile on key routes (journey time measurement)	hr/mile	Bi-Annually	Average AM and PM peak journey time per mile on key routes. Traffic congestion statistics reported across whole intervention area and on key corridors targeted for investment.	Trafficmaster data; Automatic Number Plate Recognition
Average AM and PM peak journey time on key routes (journey time measurement)	Minutes	Bi-Annually	Average AM and PM peak journey time on key routes. Data collection location depends on the potential impact of transport schemes.	Journey time suveys
Day-to-day travel time variability	Minutes	Bi-Annually	Standard deviation of AM and PM peak hour journey time. This applies to highway/public transport intervention on key corridors targeted for investment	Journey time suveys; Trafficmaster data

	<b>Unit</b>	<b>Frequency</b>	<b>Definition</b>	<b>Data Source</b>
Average annual CO2 emissions	Tonnes	Bi-Annually	Average annual CO2 emissions  Report across whole intervention area	Local Authority Carbon Tool based on distance travelled, vehicle speed and vehicle mix
Accident rate	Number, by severity	Bi-Annually	Number of accidents and accident rate by severity and class of road. Report on key roads/junctions/area targeted for improvement. This metric applies to those schemes which are anticipated to have a significant impact on accidents.	STATS 19 Accident data
Casualty rate	Number, by severity	Bi-Annually	Number of casualties and casualty rate by severity and class of road user. Report on key roads/junctions/area targeted for improvement. This metric applies to those schemes which are anticipated to have a significant impact on accidents.	STATS 19 Accident data
Nitrogen Oxide and particulate emissions	NOX (tonnes); PM10 (µg/m3)	Bi-Annually	NOX emissions in tonnes per year; PM10 concentrations per year. Affected network is defined as the existing route, the new route, or an improved route on which traffic flow changes are considered to be significant. This metric applies to those schemes which are anticipated to have a significant impact on air quality.	Air quality monitoring survey
Traffic noise levels at receptor locations	LA10, 18hr (dB)	Bi-Annually	Traffic noise levels at receptor locations  This depends on the scale of the proposed project, the site and local circumstances, and the location of sensitive receptors. This metric applies to those schemes which are anticipated to have a significant impact on noise.	Automatic Traffic Counters (18 hour Annual Average Weekday Traffic, composition of traffic - % Heavy Goods Vehicles, average traffic speeds); Noise monitoring survey
Annual average daily and peak hour passenger boardings		Bi-Annually	Annual average daily passenger boardings; AM, inter- and PM peak hour passenger boardings	Bus/rail ticketing data; Manual counts at stops/stations
Bus/light rail travel time by peak period	Minutes	Bi-Annually	AM and PM peak bus/light rail travel time	Bus journey time surveys or Automatic Vehicle Location data; Rail journey timetable
Mode share (%)	%	Bi-Annually	AM and PM peak proportion of trips for different travel modes	Automatic Traffic Counters; Manual

	Unit	Frequency	Definition	Data Source
				Classified Counts
Pedestrians counts on new/existing routes		Bi-Annually	Pedestrians counts on new/existing routes  This applies to sustainable transport initiatives for walking.	Manual counts; Video cameras
Cycle journeys on new/existing routes		Bi-Annually	Cycle journeys on new/existing routes  This applies to sustainable transport initiatives for cycling.	Manual cycle counts; Automatic cycling counters; Video cameras
Households with access to specific sites by mode within threshold times	Number	Bi-Annually	Households with access to specific sites within 20/40 minutes using public transport/walking, car and cycle	Accessibility statistics published by DfT; Produce bespoke accessibility measures and travel time calculations using off-the-shelf software
<b>Business Support, Innovation and Broadband - to be collected where more robust evaluation is planned and where these metrics are relevant to the intervention</b>				
Detail of successful and unsuccessful applicants		On-going	Administrative database covering company name, address, post code and CRN - company reference number. Named contact, telephone number and email address (and consent for being contacted). This should be captured for both successful and unsuccessful applicants.  Required for robust long term evaluation	Scheme sponsor monitoring information
Beneficiary characteristics (business age, size, sector)		On-going	Collected at the point of initial contact with business: - Age: year of business registration / founding year - Size: turnover and employment	Scheme sponsor monitoring information
Other support provided to applicant firm	£, by scheme	On-going	Other types of support received by successful applicants; covering the scheme, timing, type and value (£) of support received	Scheme sponsor monitoring information
Number of entrepreneurial readiness assists progressing to full trading	Number	Annually	The number of potential entrepreneurs assisted that have subsequently progressed to full trading.  Will require a bespoke survey of beneficiaries - could do on a sample basis.	Scheme sponsor
Number of enterprises	Number	Annually	The number of treated SMEs working jointly with research entities after	Scheme sponsor



	<b>Unit</b>	<b>Frequency</b>	<b>Definition</b>	<b>Data Source</b>
assisted to cooperate with research entities/institutions			assistance has been given. Should be counted up to 3 years following support. Knowledge transfer is about transferring good ideas, research results and skills between the knowledge base and business to enable innovative new products and services to be developed	
Number of enterprises supported to introduce new to the market products	Number	Annually	The number of treated SMEs that successfully introduce a new-to-market product after assistance has been given. Product should be available for commercial purchase. Should be counted up to 3 years following support.	Scheme sponsor
Number of enterprises supported to introduce new to the firm products	Number	Annually	The number of treated SMEs that successfully introduce a new-to-firm product after assistance has been given. Product should be available for commercial purchase Should be counted up to 3 years following support.	Scheme sponsor

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# LINCOLN TOWN FUND PROGRAMME

## ADVICE NOTE ON INTERESTS FOR MEMBERS OF THE TOWN DEAL BOARD

### (A) FRAMEWORK FOR INTERESTS

#### ASSURANCE FRAMEWORK

##### **Section 9** *Transparency*

9. All Board Members are required to sign a Code of Conduct and to declare any conflicts of interest at each Board meeting

#### TERMS OF REFERENCE

##### **Section 7** *Declarations of Interest*

- 7.1 Whenever a Board member has an interest in a matter to be discussed at a meeting the member so conflicted shall immediately declare the nature of the conflict or potential conflict and withdraw from any meeting where the conflict would be relevant.

##### **Section 10** *General*

- 10.1 Members of the Board shall abide by the Code of Conduct and return Declaration of Interests on an annual basis.



## CODE OF CONDUCT

### **Section 5 Duty to avoid conflicts of interest**

Members must avoid situations where they can, or have, a direct or indirect interest that conflicts, or possibly may conflict, with the interests of the Lincoln Town Deal Board.

This applies in particular to the exploitations of any property, information or opportunity. It is immaterial whether the Lincoln Town Deal Board could take advantage of the property, information or opportunity in question.

### **Section 6 Duty to declare interest in proposed transaction or arrangement**

If members are in any way, directly or indirectly, interested in a proposed transaction or arrangement with the Lincoln Town Deal Board, they must declare the nature and extent of their interest to the other Members. The declaration may (but need not) be made: -

- At a meeting; or
- By written notice to the relevant Board or meeting members.

### **Section 8 Register of Interests**

As Lead Council for the Town Deal Board, the City of Lincoln Council is required to keep a register of interests for Town Board Members. On becoming a member, or at such times as the City of Lincoln Council may elect, members are required to fill out the attached Register of Interests form held by the City of Lincoln Council and renewed annually. If an interest arises during the course of the year, the member must update that Register.

(See Appendix A for Declaration of Interest Form)

### **Summary of guidance for Members**

In Summary of the above, as a member you should ensure that at all times you:

1. Act in the Lincoln Town Deal Board's best interests, taking everything you think relevant into account.
2. Adhere to the Terms of Reference for the Board
3. Are diligent, careful and well-informed about the Lincoln Town Deal Board's affairs. If they have any special skills or experience, use them.
4. Make sure the relevant Board keeps records of their decisions (where relevant).
5. Remember that they remain responsible for the work they give to others.
- 6. Avoid situations where their interests' conflict with those of the Lincoln Town Deal Board. When in doubt, disclose potential conflicts quickly.**
7. Seek external advice where necessary.
8. Use the City of Lincoln Council's communications team for all external communications.
- 9. Keep up to date the Register of Interests**

## (B) SPECIFIC ADVICE

There are two types of interests:-

### 1) Disclosable Pecuniary Interest

The definition of a pecuniary interest is generally is a where there is a reasonable likelihood or expectation of appreciable financial loss or gain and should be declared on the relevant form and provided to the City of Lincoln Council.

It would include anything which relates to or likely to affect your and/or your spouse in respect of the following:

Employment	Any employment, trade, profession or vocation carried out for profit or gain
Office	Any membership of an organisation which is carried out for profit or gain. This would include an appointment to a position by an organisation with no contract or payment. Examples are statutory appointments, appointments under an internal constitution or under a trust deed'.
Contracts	Any contract which is made between you and/or your spouse (or a body in which you have a beneficial interest) and the body involved in the agenda item for either goods or services or works which are to be/being carried out
Land	Land which is the subject of an item on the agenda and is owned by you or your spouse in Lincoln
Licences	Where you currently have a licence for land in Lincoln for 28 days or more which is the subject of an item on the agenda.
Securities	Beneficial interest in shares in a body in an agenda item which <ul style="list-style-type: none"><li>• has place of business or land in Lincoln, and</li><li>• you own more than £25,000 worth or 100<sup>th</sup> of the shares</li></ul>

### 2) Non-pecuniary Interest/Personal Interest

Non-pecuniary interests do not have a financial or other material component. They may arise from personal or family relationships or involvement in sporting, social or cultural activities.

You have a non-pecuniary interest in the matter if it relates to or is likely to affect:

- A body of which you are a member or in a position of general control or management and to which you are appointed
- A body of which you are a member or in a position of general control or management which is a:-
  - a) body exercising functions of a public nature;
  - b) a body directed to charitable purposes
  - c) A body whose principal purposes includes the influence of public opinion or policy

This includes any political party or trade union.

- Where a decision is required that might reasonably be regarded as affecting your well-being or financial position or the well-being and financial position of a '**relevant person**' to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the city may be affected by the decision or
- It relates to or is likely to affect any of the interests you have registered as a DPI.

A '**relevant person**' includes:-

- A family member or any person with whom you have a close association; or
- Any person or body who employs or has appointed such persons, any firm in which they are partner, or any company of which they are directors;
- Any person or body in whom such persons have a beneficial interest in a class of securities exceeding the nominal value of £25,000; or
- Any body of which you are a member or in a position of general control or management which is a:-
  - a) body exercising functions of a public nature;
  - b) a body directed to charitable purposes or;
  - c) A body whose principal purposes includes the influence of public opinion or policy (including any political party or trade union

If you have a personal interest in an item, that interest can become a pecuniary interest if a member of the public with knowledge of the relevant interest would reasonably regard it as so significant that it is likely to prejudice your judgement of the public interest and where that business affects your financial position or the financial position of a relevant person

## **WHAT YOU NEED TO DO**

**Please ensure you have completed the Declaration Form for Interests and sent it into the City of Lincoln Council.**

**If you have a Non-Pecuniary/Personal Interest only then you may stay and vote on the item.**

**If you have a Disclosable Pecuniary interest in an item as outlined above, you must not take part in any discussion in the Board Meeting for that item, and in remote meetings your camera should be switched off as soon as possible. This will be recorded in the minutes. The Disclosable Pecuniary Interest needs declaring on the relevant form, if not already submitted.**

**If a Personal Interest becomes a Pecuniary interest, you must not take part in any discussion in the Board Meeting for that item, in remote meetings your camera should be switched off as soon as possible, and this will be recorded in the minutes.**

**If an interest becomes apparent during a meeting, it should be declared as soon as possible.**

*If you are unsure as to any of the above, please take advice:-*

*Becky Scott                      Legal Services Manager - [becky.scott@lincoln.gov.uk](mailto:becky.scott@lincoln.gov.uk)*

V 0.2 30/04/21



**DECLARATION OF INTERESTS**

I, ..... (full name in block capitals) ... am

(a) A member of Lincoln Town Deal Board and give notice that I have set out below under the appropriate headings my interests. I have put 'none' where I have no such interests under any heading.

As a board member, I declare that I have the following disclosable pecuniary<sup>i</sup> and/or non-pecuniary interests<sup>ii</sup>. **(Please state 'None' where appropriate, do not leave any boxes blank).**

**NOTIFICATION OF CHANGES OF CIRCUMSTANCES**

Each Member shall review their individual register of interests before each board meeting and decision-making committee meeting where applicable, submitting any necessary revisions to the City of Lincoln Council, as Lead Council and Board Secretary, at the start of the meeting.

Even if a meeting has not taken place a member must, within 28 days of becoming aware of any change to the interests specified below, provide written notification to the City of Lincoln Council of that change.

- SECTION 1	- ANY EMPLOYMENT, OFFICE, TRADE, PROFESSION OR VOCATION CARRIED ON FOR PROFIT OR GAIN	- DECLARATION
- 1.1	- Name of:  -  - Your employer(s)	-



	<ul style="list-style-type: none"> <li>-</li> <li>- Any business carried on by you</li> <li>-</li> <li>- Any other role in which you receive remuneration (this includes remunerated roles such as councillors)</li> <li>-</li> <li>-</li> </ul>	
- <b>1.2</b>	<ul style="list-style-type: none"> <li>- Description of employment or business activity</li> <li>-</li> </ul>	-
- <b>1.3</b>	<ul style="list-style-type: none"> <li>- The name of any firm in which you are a partner</li> <li>-</li> </ul>	-
- <b>1.4</b>	<ul style="list-style-type: none"> <li>- The name of any company for which you are a remunerated director</li> <li>-</li> </ul>	-
- <b>SECTION 2</b>	- <b>SPONSORSHIP</b>	-
- <b>2.1</b>	<ul style="list-style-type: none"> <li>- Any financial benefit obtained which is paid as a result of carrying out duties as a Member.</li> <li>-</li> <li>- This includes any payment of financial benefit from a Trade Union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992 (a)</li> <li>-</li> </ul>	-
- <b>SECTION 3</b>	- <b>CONTRACTS</b>	-

<p>- <b>3.1</b></p>	<p>- Any contract for goods, works or services with the City of Lincoln Council in respect of the Town Deal Programme that has not been fully discharged by any organisation named at 1.1</p> <p>-</p>	<p>-</p>
<p>- <b>3.2</b></p>	<p>- Any contract for goods, works or services entered into by any organisation named at 1.1 where either part is likely to have a commercial interest in the outcome of the business being decided by the Lincoln Town Deal Board in the forthcoming meeting.</p> <p>-</p>	<p>-</p>
<p>- <b>SECTION 4</b></p>	<p>- <b>LAND OR PROPERTY</b></p>	<p>-</p>
<p>- <b>4.1</b></p>	<p>- Any beneficial interest you or any organisation listed at 1.1 may have in land or property which is likely to be affected by a decision made by the Lincoln Town Deal Board in the forthcoming meeting.</p> <p>-</p> <p>- This would include, within the area of the City of Lincoln:</p> <ul style="list-style-type: none"> <li>o Any beneficial interest in any land in the City of Lincoln areas, including your place(s) of residency</li> </ul> <p>-</p> <p>- For property interests, please state the first part of</p>	<p>-</p>

	<p>the postcode where the property resides. If you own/lease more than one property in a single postcode area, please state this.</p> <p>-</p>	
- <b>SECTION 5</b>	- <b>SECURITIES</b>	-
- <b>5.1</b>	<p>- Any interest in securities of an organisation under 1.1. where: -</p> <p>-</p> <p>(a) That body (to my knowledge) has a place of business or land in the area of the City of Lincoln ; and</p> <p>(b) Either –</p> <p>-</p> <p>-</p> <p>(i) The total nomination value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>(ii) If the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which has a beneficial interest exceeds one hundredth of the total issues share capital of that class.</p> <p>-</p>	-
- <b>SECTION 6</b>	- <b>GIFTS AND HOSPITALITY</b>	-
- <b>6.1</b>	- Any gifts and/or hospitality received as a result of membership of the Lincoln	-

	Town Deal Board (above the value of £50)	
	-	

## **OTHER INTERESTS**

### **Member of Organisations**

I am a member of, or I am in a position of general control, a trustee of, or participate in the management of;

1. Any body to which I have been appointed or nominated by my employer:

2. Any body exercising functions of a public nature (e.g. school governing body):

3. Any body directed to charitable purposes:

4. Any body, one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union):

5. Any other interest which I hold which might reasonably be likely to be perceived as affecting my conduct or influencing my actions in relation to my role.

## **BOARD MEMBER'S DECLARATION AND SIGNATURE**

I confirm that having carried out reasonable investigation, the information given above is a true and accurate record of my relevant interests, given in good faith and to the best of my knowledge;

- <b>Date</b>	-
- <b>Member's Name</b> <i>(Capitals – in full)</i>	-
- <b>Signature</b>	-

## **RECEIPT BY CITY OF LINCOLN COUNCIL on behalf of the Lincoln Town Deal Board**

- <b>Date received by the City of Lincoln Council</b>	-
- <b>Signature of City of Lincoln Council Chief Executive</b>	-

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<sup>i</sup> For the purposes of this guidance, we are basing this the definition of a pecuniary interest as set out in the [Localism Act 2011](#) and The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 to provide a framework. A pecuniary interest in a matter is one where there is a reasonable likelihood or expectation of appreciable financial loss or gain

<sup>ii</sup> We are basing the definition of a Non-Pecuniary interest on any interest which is not listed in the [Schedule to The Relevant Authorities \(Disclosable Pecuniary Interests\) Regulations 2012 \(No.1464\)](#). Non-pecuniary interests do not have a financial or other material component. (They may arise from personal or family relationships or involvement in sporting, social or cultural activities.)

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## City of Lincoln Council

Town Deal Programme & Business Case  
Development, Lincoln

Lincoln TIP Project Assessment Report



April 2021



## Contact Information

Client:	City of Lincoln Council City Hall Beaumont Fee Lincoln LN1 1DD
Client Lead:	Jo Walker
Tel:	07730 585159
Email:	<a href="mailto:jo.walker@lincoln.gov.uk">jo.walker@lincoln.gov.uk</a>
Prepared By:	Focus Consultants 2010 LLP Focus House Millennium Way West Phoenix Business Park Nottingham NG8 6AS
Project:	Town Deal Programme & Business Case Development, Lincoln
Document Title:	Lincoln TIP Project Assessment Report
Date:	April 2021
Focus Contact Details:	<a href="mailto:Heather.frecklington@focus-consultants.com">Heather.frecklington@focus-consultants.com</a> 0115 9765050
Authorised By:	Heather Frecklington, Partner
Signature:	

*H. L. Frecklington*

## Focus Offices

### NOTTINGHAM

Focus House  
Millennium Way West  
Phoenix Business Park  
Nottingham  
NG8 6AS  
T: 0115 976 5050  
E: [enquiries@focus-consultants.com](mailto:enquiries@focus-consultants.com)

### LONDON

45-46 Lower Marsh  
London  
SE1 7RG  
T: 0203 096 9717  
E: [londonenquiries@focus-consultants.com](mailto:londonenquiries@focus-consultants.com)

### LEICESTER

Olympus House  
Unit 1, Main Street  
Kirby Muxloe  
Leicestershire  
LE9 2AP  
T: 0116 275 8315  
E: [leicesterenquiries@focus-consultants.com](mailto:leicesterenquiries@focus-consultants.com)



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## **1.0 Introduction**

Following the submission of the Lincoln Town Deal Heads of Terms Agreement on 22<sup>nd</sup> March, the Town Deal Board need to confirm by the 22<sup>nd</sup> May the final selection of projects for inclusion in the Town Deal.

As it currently stands, the total amount required to deliver all 'in scope' projects currently stands at £23.24m. The total funding envelope is £19m. Taking programme management costs into consideration<sup>1</sup>, the total budget available for projects is £18.58m. This means that across the programme, savings (or additional funds) of £4.66m need to be sourced or alternatively, projects to this value need to be removed from the programme.

To assist with this, Focus Consultants completed an assessment of each project with a focus on impact and deliverability. The scoring framework for completing this is included at Appendix 1 and the process for completing the appraisal was as follows:

- Each project was scored independently based on the Town Investment Plan Section 2 and the Project Confirmation Forms by at least two people and ratified.
- Any significant gaps which made it difficult to score a project on a specific criterion were identified and a short list of key questions were provided to the lead applicant.
- Each project was scored again to take account of any additional information.

The assessment is based upon the latest project information submitted, which includes revisions to the Drill Hall project and a small change to the ask for the Hospitality Events and Tourism Institute project. It should be noted that the Health & Wellbeing Centre has been withdrawn, leaving 13 projects 'in scope' and assessed as part of this process.

The assessment aimed to recognise the importance of ensuring an appropriate balance between deliverability and impact in order to achieve the aspirations of the programme. The assessment therefore includes a programme level assessment to ensure the package of projects taken forward is appropriately balanced as a programme. This may mean for example that it may not be seen as appropriate to just remove the lowest ranking projects but a consideration of the impact on the overall programme is needed alongside the individual rankings.

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<sup>1</sup> Programme Management costs of 0.42m are included for the 5-year programme to cover due diligence costs for each project, legal drafting and specialist subsidy advice, financial management and monitoring, environmental impact assessments, programme monitoring and evaluation costs. This is just 2.2% of the programme and compares well against other Town Deal programmes.

## 2.0 Project Analysis

The table below sets out the scores for each project against the agreed criteria.

		Economic vibrancy and recovery	Carbon Reduction	Inclusive Growth	Value for Money	Costs	Funding	Risk	Project Management	Total
Drill Hall	1.000	4	3	4	3	4	4	4	4	30
Lincoln City FC Stadium & Community Redevelopment Project	0.800	4	2	4	4	4	4	4	4	30
Central Market	5.900	4	3	3	3	4	4	3	4	28
Greyfriars	0.540	3	3	4	3	3	4	4	4	28
Tentercroft Street	0.340	3	3	3	3	4	4	3	4	27
Hospitality Events and Tourism Institute	1.120	3	3	4	3	4	3	2	4	26
Lincoln Made Smarter	1.290	3	3	2	3	4	2	3	4	24
Barbican Creative & Maker Hub	1.600	4	3	3	3	3	2	2	3	23
Lincoln Connected	1.483	4	2	2	3	3	3	3	3	23
The Hive	1.000	4	3	4	3	3	1	2	2	22
Wigford Way	5.000	3	3	3	2	2	2	2	4	21
Store of Stories	0.165	3	3	4	3	2	2	2	2	21
Sincil Bank	3.000	2	3	3	2	2	2	2	4	20
<b>Total</b>	<b>23.239</b>									

### 3.0 Programme Analysis

The table below shows the spread of the total programme as it currently stands. There is a reasonable even split between the Transport and Urban Regeneration themes and between the Digital and Skills themes.

	Value (m)	Digital Connectivity	Transport Connectivity	Skills	Urban Regeneration, Arts, Heritage and Culture and Enterprise Infrastructure
Barbican Creative & Maker Hub	£1.600				✓
Central Market	£5.900				✓
Drill Hall	£1.000			✓	
Greyfriars	£0.540				✓
Hospitality Events and Tourism Institute	£1.120			✓	
Lincoln City FC Stadium & Community Redevelopment Project	£0.800			✓	
Lincoln Connected	£1.483	✓			
Lincoln Made Smarter	£1.290	✓			
Sincil Bank	£3.000		✓		
Store of Stories	£0.165				✓
Tentercroft Street	£0.340				✓
The Hive	£1.000				✓
Wigford Way	£5.000		✓		
<b>Percentage of programme</b>	<b>£23.239</b>	<b>£2.773</b>	<b>£8.000</b>	<b>£2.920</b>	<b>£9.546</b>
		11.93%	34.43%	12.57%	41.08%

In addition to looking at the impact on the programme of simply removing the lowest scoring projects we have also looked at all projects scoring less than 25 to provide a comprehensive overview of options. By looking at the projects which scored less than 25 points, seven variations have been identified to reduce the programme close to the funding envelope. Each of the variations are set out below and then summarised at the end.

Most options still do not get to the £18.58m target but these are still considered where the savings to be made are less than £500,000. Suggestions for how these savings could be made are included in the recommendations section.

### 3.1 Option 1

In this scenario, The Hive, Sincil Bank and Store of Stories have been removed from the programme. In terms of the overall funding, this gives a reasonable mix across the programme with circa 15% each for Digital Connectivity and Skills, 26% for Transport and 44% for Urban Regeneration. This option would still require circa £495,000 of savings from the programme to be within the total funding envelope.

	Value (m)	Digital Connectivity	Transport Connectivity	Skills	Urban Regeneration, Arts, Heritage and Culture and Enterprise Infrastructure
Barbican Creative & Maker Hub	£1.600				✓
Central Market	£5.900				✓
Drill Hall	£1.000			✓	
Greyfriars	£0.540				✓
Hospitality Events and Tourism Institute	£1.120			✓	
Lincoln City FC Stadium & Community Redevelopment Project	£0.800			✓	
Lincoln Connected	£1.483	✓			
Lincoln Made Smarter	£1.290	✓			
Tentercroft Street	£0.340				✓
Wigford Way	£5.000		✓		
	<b>£19.074</b>	<b>£2.773</b>	<b>£5.000</b>	<b>£2.920</b>	<b>£8.381</b>
		14.54%	26.21%	15.31%	43.94%

**Projects removed from Programme**

The Hive  
Sincil Bank  
Store of Stories

### 3.2 Option 2

In this scenario, Wigford Way alone is removed from the Programme. This scenario removes just one project from the programme. It achieved a fairly equal balance between the Digital, Transport and Skills themes. There would be circa £430,000 remaining within the envelope.

	Value (m)	Digital Connectivity	Transport Connectivity	Skills	Urban Regeneration, Arts, Heritage and Culture and Enterprise Infrastructure
Barbican Creative & Maker Hub	£1.600				✓
Central Market	£5.900				✓
Drill Hall	£1.000			✓	
Greyfriars	£0.540				✓
Hospitality Events and Tourism Institute	£1.200			✓	
Lincoln City FC Stadium & Community Redevelopment Project	£0.800			✓	
Lincoln Connected	£1.483	✓			
Lincoln Made Smarter	£1.120	✓			
Sincil Bank	£3.000		✓		
Store of Stories	£0.165				✓
Tentercroft Street	£0.340				✓
The Hive	£1.000				✓
	<b>£18.149</b>	<b>£2.603</b>	<b>£3.000</b>	<b>£3.000</b>	<b>£9.546</b>
	0.42	14.34%	16.53%	16.53%	52.60%

**Projects removed from Programme**

Wigford Way

### 3.3 Option 3

In this scenario, Sincil Bank and Lincoln Connected are removed from the programme. This achieves close to the target of £18.58m but the percentage of funding for Digital Connectivity is perhaps disproportionately low although this may be reflective of the nature of the projects under this theme. There is perhaps also a slightly disproportionately high percentage of the funding for the Urban Regeneration Theme when compared to the original programme. This option would still require circa £176,000 of savings from the programme to be within the total funding envelope.

	Value (m)	Digital Connectivity	Transport Connectivity	Skills	Urban Regeneration, Arts, Heritage and Culture and Enterprise Infrastructure
Barbican Creative & Maker Hub	£1.600				✓
Central Market	£5.900				✓
Drill Hall	£1.000			✓	
Greyfriars	£0.540				✓
Hospitality Events and Tourism Institute	£1.120			✓	
Lincoln City FC Stadium & Community Redevelopment Project	£0.800			✓	
Lincoln Made Smarter	£1.290	✓			
Store of Stories	£0.165				✓
Tentercroft Street	£0.340				✓
The Hive	£1.000				✓
Wigford Way	£5.000		✓		
	<b>£18.756</b>	<b>£1.290</b>	<b>£5.000</b>	<b>£2.920</b>	<b>£9.546</b>
Percentage of programme		6.88%	26.66%	15.57%	50.89%

**Projects removed from Programme**

Sincil Bank  
Lincoln Connected

### 3.4 Option 4

In this scenario, Sincil Bank and the Barbican are removed from the programme which gets very close to the available funding for projects of £18.58m. In terms of the overall funding, this gives a reasonable mix across the programme with circa 15% each for Digital Connectivity and Skills, 27% for Transport and 43% for Urban Regeneration.

	Value (m)	Digital Connectivity	Transport Connectivity	Skills	Urban Regeneration, Arts, Heritage and Culture and Enterprise Infrastructure
Central Market	£5.900				✓
Drill Hall	£1.000			✓	
Greyfriars	£0.540				✓
Hospitality Events and Tourism Institute	£1.120			✓	
Lincoln City FC Stadium & Community Redevelopment Project	£0.800			✓	
Lincoln Connected	£1.483	✓			
Lincoln Made Smarter	£1.290	✓			
Store of Stories	£0.165				✓
Tentercroft Street	£0.340				✓
The Hive	£1.000				✓
Wigford Way	£5.000		✓		
	<b>£18.639</b>	<b>£2.773</b>	<b>£5.000</b>	<b>£2.920</b>	<b>£7.946</b>
Percentage of programme		14.88%	26.83%	15.67%	42.63%

**Projects removed from Programme**

Sincil Bank  
Barbican

### 3.5 Option 5

In this scenario, Sincil Bank and Lincoln Made Smarter are removed from the programme. The percentage of funding for Digital Connectivity is perhaps disproportionately low and the funding for the Urban Regeneration theme disproportionately high when compared to the original programme. This option would still require circa £370,000 of savings from the programme to be within the available funding envelope.

	Value (m)	Digital Connectivity	Transport Connectivity	Skills	Urban Regeneration, Arts, Heritage and Culture and Enterprise Infrastructure
Barbican Creative & Maker Hub	£1.600				✓
Central Market	£5.900				✓
Drill Hall	£1.000			✓	
Greyfriars	£0.540				✓
Hospitality Events and Tourism Institute	£1.120			✓	
Lincoln City FC Stadium & Community Redevelopment Project	£0.800			✓	
Lincoln Connected	£1.483	✓			
Store of Stories	£0.165				✓
Tentercroft Street	£0.340				✓
The Hive	£1.000				✓
Wigford Way	£5.000		✓		
	<b>£18.949</b>	<b>£1.483</b>	<b>£5.000</b>	<b>£2.920</b>	<b>£9.546</b>
Percentage of programme		7.83%	26.39%	15.41%	50.38%

**Projects removed from Programme**

Sincil Bank  
Lincoln Made Smarter

### 3.6 Option 6

In this scenario, the Hive, Store of Stories, Lincoln Connected and the Barbican are removed from the programme. This option offers a comparatively less balanced programme and removes the most projects from the programme out of all the scenarios. It is considered this scenario would have the biggest impact in terms of reducing the impact of the programme. This option would still require circa £400,000 of savings from the programme to be within the funding envelope.

	Value (m)	Digital Connectivity	Transport Connectivity	Skills	Urban Regeneration, Arts, Heritage and Culture and Enterprise Infrastructure
Central Market	£5.900				✓
Drill Hall	£1.000			✓	
Greyfriars	£0.540				✓
Hospitality Events and Tourism Institute	£1.120			✓	
Lincoln City FC Stadium & Community Redevelopment Project	£0.800			✓	
Lincoln Made Smarter	£1.290	✓			
Sincil Bank	£3.000		✓		
Tentercroft Street	£0.340				✓
Wigford Way	£5.000		✓		
	<b>£18.991</b>	<b>£1.290</b>	<b>£8.000</b>	<b>£2.920</b>	<b>£6.781</b>
Percentage of programme		6.79%	42.13%	15.38%	35.70%

**Projects removed from Programme**

The Hive  
Store of Stories  
Lincoln Connected  
Barbican Creative & Maker Hub

### 3.7 Option 7

In this scenario, Lincoln Connected, Lincoln Made Smarter and the Barbican are removed from the programme. This option would still require circa £290,000 of savings from the programme to be within the funding envelope. In addition, under this option there is no funding for the Digital Connectivity theme. There is an equal split between Transport and Urban Regeneration and the proportion for Skills is similar to the original programme.

	Value (m)	Digital Connectivity	Transport Connectivity	Skills	Urban Regeneration, Arts, Heritage and Culture and Enterprise Infrastructure
Central Market	£5.900				✓
Drill Hall	£1.000			✓	
Greyfriars	£0.540				✓
Hospitality Events and Tourism Institute	£1.120			✓	
Lincoln City FC Stadium & Community Redevelopment Project	£0.800			✓	
Sincil Bank	£3.000		✓		
Store of Stories	£0.165				✓
Tentercroft Street	£0.340				✓
The Hive	£1.000				✓
Wigford Way	£5.000		✓		
	<b>£18.866</b>	<b>£0.000</b>	<b>£8.000</b>	<b>£2.920</b>	<b>£7.946</b>
Percentage of programme		0.00%	42.41%	15.48%	42.12%

**Projects removed from Programme**

Lincoln Made Smarter  
 Barbican  
 Lincoln Connected



### 3.8 Summary

The table below summarises the options considered, showing the projects included in each option and the total value for each option including programme management costs.

1	2	3	4	5	6	7
Barbican	Barbican	Barbican	Central Market	Barbican	Central Market	Central Market
Central Market	Central Market	Central Market	Drill Hall	Central Market	Drill Hall	Drill Hall
Drill Hall	Drill Hall	Drill Hall	Greyfriars	Drill Hall	Greyfriars	Greyfriars
Greyfriars	Greyfriars	Greyfriars	HEAT Institute	Greyfriars	HEAT Institute	HEAT Institute
HEAT Institute	HEAT Institute	HEAT Institute	Lincoln City	HEAT Institute	Lincoln City	Lincoln City
Lincoln City	Lincoln City	Lincoln City	Lincoln Connected	Lincoln City	Lincoln Made Smarter	Sincil Bank
Lincoln Connected	Lincoln Connected	Lincoln Made Smarter	Lincoln Made Smarter	Lincoln Connected	Sincil Bank	Store of Stories
Lincoln Made Smarter	Lincoln Made Smarter	Store of Stories	Store of Stories	Store of Stories	Store of Stories	Tentercroft Street
Tentercroft Street	Sincil Bank	Tentercroft Street	Tentercroft Street	Tentercroft Street	Tentercroft Street	The Hive
Wigford Way	Store of Stories	The Hive	The Hive	The Hive	Wigford Way	Wigford Way
	Tentercroft Street	Wigford Way	Wigford Way	Wigford Way		
	The Hive					
Programme Management	Programme Management	Programme Management	Programme Management	Programme Management	Programme Management	Programme Management
<b>£19.49m</b>	<b>£18.57m</b>	<b>£19.18m</b>	<b>£19.06m</b>	<b>£19.37m</b>	<b>£19.41m</b>	<b>£19.29m</b>

## 4.0 Recommendations

Having reviewed the seven options above, it is our view that there are two potential options which are aligned with the individual scoring of projects, achieve close to the £19m programme, maintain a relatively balanced programme when compared to the original and achieve as much of a balance as possible between impact and deliverability. These are Options 1 and 2

<b>Option 1</b>	<b>Option 2</b>
Barbican	Barbican
Central Market	Central Market
Drill Hall	Drill Hall
Greyfriars	Greyfriars
Hospitality Events and Tourism Institute	Hospitality Events and Tourism Institute
Lincoln City FC Stadium & Community Redevelopment Project	Lincoln City FC Stadium & Community Redevelopment Project
Lincoln Connected	Lincoln Connected
Lincoln Made Smarter	Lincoln Made Smarter
Tentercroft Street	Sincil Bank
Wigford Way	Store of Stories
	Tentercroft Street
	The Hive
Programme Management	Programme Management
<b>£19.494</b>	<b>£18.569</b>
<b>Outside the programme</b>	<b>Outside the programme</b>
The Hive	Wigford Way
Sincil Bank	
Store of Stories	

For option one, there would be a requirement for circa £495,000 of savings from the programme. Our recommendation would be that this could be deducted from the Wigford Way proposal as the third lowest scoring project and this would only be a circa 10% reduction in the overall request for this project. If this option was selected, this would need to be agreed with the lead partner for the Wigford Way project.

For option two, there would be circa £430,000 unallocated. Our recommendation would be that this money could be allocated for feasibility and design work in respect of the Wigford Way project, allowing the project to remain in the programme, with additional funding being sought for delivery from other sources.



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## Appendix 1

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# Scoring Framework

### Lincoln Town Deal Project Prioritisation – Assessment Criteria

Criteria	Score			
	1	2	3	4
<b>Impact</b>				
Economic vibrancy and recovery	No clear impact can be identified	Limited direct economic impacts	Identified impacts are reasonable and/or have potential for low levels of scheme additionality.	Strong level of impacts expected to be generated with medium-good levels of additionality. Net impacts will have a measurable impact on the city economy.
Carbon Reduction	The project is likely to have a negative impact in terms of carbon reduction	The project is likely to have a negative impact but with some mitigation potential.	Potential for reasonable carbon reduction benefits identified	Potential for strong carbon reduction benefits
Inclusive Growth	The project likely to have a negative social impact / no consideration of inclusivity	The project is expected to have a negative social impact with some mitigation / limited consideration of inclusivity	The project is expected to have a marginally positive impact on inclusive growth	The project is expected to have a strong positive impact on inclusive growth
Value for Money	Project offers very poor value for money when considering Town Deal Investment v Total Cost v impact as assessed above	Project offers limited value for money when considering Town Deal Investment v Total Cost v impact as assessed above	Project offers reasonable value for money when considering Town Deal Investment v Total Cost v impact as assessed above	Project offers strong value for money when considering Town Deal Investment v Total Cost v impact as assessed above

Criteria	Score			
	1	2	3	4
<b>Deliverability</b>				
Costs	Budget appears significantly insufficient for proposed works.	Budget potentially insufficient for proposed works.	Budget broadly looks appropriate for proposed works.	Budget considered robust for proposed works.
Funding	Full funding package not identified / no evident plan for identification of alternative funding	Potential match funders identified but unsecured and no indicative timescale for securing match	Match funding identified and clear plan and timescale for securing funding	All required sources of funding are identified and are expected to be secured by the time the business case is submitted
Risk Assessment and Mitigation including long term sustainability and timescales	Limited risks considered / identified  No timescales identified and/or seems unrealistic that project is deliverable by March 2026	High level of risk that project will fail to deliver as outlined. Limited mitigation in place.  Some timetable information provided but concerns over deliverability	Moderate level of risk to project delivery identified effective risk mitigation processes in place.  Potential risks around achievement of milestones and overall deliverability but mitigation actions in place	The risks to delivery appear minimal and risk mitigations are confirmed.  Timescales appear realistic and project can be delivered within Towns Fund timescales. Some delivery risks have been identified but appropriate mitigation strategies are in place.
Project Management	No project management details identified / no appropriate staffing or resources identified	Limited information on project management / track record provided	Adequate information on project management provided / evidence of track record	Good information on project management provided / evidence of track record / strong capacity to deliver.



## Appendix 2

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### Project Assessments

## Lincoln Town Deal Project Prioritisation Assessment

Project: The Barbican Projection and Maker Hub for Creative Industries

Criteria	Score	Assessment
<b>Impact</b>		
Economic vibrancy and recovery	4	Reviving existing, unused city centre building, supporting local businesses plus public access facilities.
Carbon Reduction	3	The building refurbishment will allow for sustainable construction techniques and enhanced building environmental management. Reuse of existing building, city centre location, maximum accessibility very close to Transport Hub.
Inclusive Growth	3	Gallery and events space, potential for café etc, support for start-up creatives. Creates space for local residents / visitors to meet.
Value for Money	3	Value for money is considered reasonable. In terms of capital, it looks like nearly 60% of the funding is coming from the Town Deal. University providing £250K in kind revenue match. Good outputs and potential outcomes for the investment.
<b>Deliverability</b>		
Costs	3	University has a track record but not clear what team on board and therefore basis of the budget estimates.  Capital costs at 2020 prices without inflation consideration. Opening of facility not projected till 24/45, main spend 23/24. Project appears to have been delayed a year since Investment Plan
Funding	2	Not clear on the timescales for LEP funding. Also some risk associated with future revenue funding but there is time to resolve as project develops

<b>Criteria</b>	<b>Score</b>	<b>Assessment</b>
Risk Assessment and Mitigation including long term sustainability and timescales	2	Risk associated with viability of the public facing cultural elements and demand for workspace in a post covid world. What is the operational model for the hotel element, not clear who will operate this?
Project Management	3	Limited details but likely strong track record with project management procedures in place given University's experience.



## Lincoln Town Deal Project Prioritisation Assessment

Project: Central Market

Criteria	Score	Assessment
<b>Impact</b>		
Economic vibrancy and recovery	4	Strong in terms of revitalising the market offer- modern offer to increase use. Adding value to an area that has had a lot of investment. Focusing activity in City Centre
Carbon Reduction	3	Limited details given but note it will reduce Co2 emissions and supporting principles of clean growth by safeguarding and modernising an asset to create a more efficient trading environment. In addition, reuse of existing building, city centre location, maximum accessibility very close to Transport Hub.
Inclusive Growth	3	Fairly limited inclusivity identified. Largely economy driven but includes space for community use. Provides a new market appealing to wider range of people. Increased use / activity. Creates jobs for local people Creates space for local residents / visitors to meet.
Value for Money	3	Town Deal is the major funder, largely supported by prudential borrowing. Good outputs in terms of floorspace, potential to support local businesses and therefore wider additionality. However, 24 of the 30 businesses are relocating rather than new.
<b>Deliverability</b>		
Costs	4	Considered likely to be robust based on track record of the Council. PM/QS in place, options study and budget prepared by professional team.
Funding	4	Majority of match coming from prudential borrowing which is confirmed by CLC. HAZ grant offer expected within the next month.

<b>Criteria</b>	<b>Score</b>	<b>Assessment</b>
Risk Assessment and Mitigation including long term sustainability and timescales	3	<p>Biggest risk considered to be the operational model in light of city centre trends.</p> <p>Planning already submitted and professional team on board.</p> <p>Business case in development</p>
Project Management	4	Professional team on board. Good track record

## Lincoln Town Deal Project Prioritisation Assessment

Project: Development of the Drill Hall Arts Centre

Criteria	Score	Assessment
<b>Impact</b>		
Economic vibrancy and recovery	4	Visitor economy, evening economy, focusing activity in City Centre, support local food and drink businesses, supporting learning.
Carbon Reduction	3	Commitment to work being carried out in an environmentally considerate way, working with Gusto Group. Plus reuse of existing building, city centre location, maximum accessibility. Retrofit should be encouraged but limitations of a listed building?
Inclusive Growth	4	Skills, retraining, learning activities for students, mental health / wellbeing activities for young people, social / community space
Value for Money	3	VFM seems reasonable. Request is for around 65% of the total cost, although College also supporting with revenue funding. Good level of outputs and outcome for the investment. Outcomes are well articulated / understood.
<b>Deliverability</b>		
Costs	4	Considered likely to be robust based on track record of the College in delivery of similar projects. Feasibility work completed, but would be helpful to have update on design proposals
Funding	4	No reliance on external funders as remaining funding coming from College reserves
Risk Assessment and Mitigation including long term sustainability and timescales	3	Procurement and delivery timescales both appear tight especially as listed building consent will be required. Assume this is driven by academic year opening. Although relatively minor refurbishments work. However, this is an operational issue for the

Criteria	Score	Assessment
		<p>College rather than a major risk to the programme.</p> <p>Some risk to sustainability given previous closure but underpinned by teaching activities making much more use of the building</p>
Project Management	4	Strong track record. Good details on team and experience.

## Lincoln Town Deal Project Prioritisation Assessment

Project: Reimagining Greyfriars

Criteria	Score	Assessment
<b>Impact</b>		
Economic vibrancy and recovery	3	Economic use of unused building. Visitor income, new jobs. Only 1,000 more arts / culture visitors so impacts economically may be slightly limited
Carbon Reduction	3	Use of technology and green energy specified. Reuse of existing building, city centre location, maximum accessibility
Inclusive Growth	4	Education programme, volunteering reducing anti-social behaviour, spreading economic benefits across more of the city centre. working with Lincoln University's architecture, conservation and design courses to promote inclusion and equality
Value for Money	3	VFM is strong. Town Deal request is around 30% of the total costs. Good leverage. Outputs are fairly modest but value for money in terms of outcomes considered reasonable
<b>Deliverability</b>		
Costs	3	Professional team on board including Project Manager and QS. Costs likely to have been scrutinised and be on sound basis.  However, risk associated with listed building and project at very early stage
Funding	4	Good amount of match in place particularly from NLHF, although there is still competition at Round 2 stage for final confirmation of NLHF funding CLC funding confirmed
Risk Assessment and Mitigation including long term sustainability and timescales	4	Risk is considered relatively low. Business Plan being developed which will address sustainability.

Criteria	Score	Assessment
		Timescales for contractor procurement and delivery look challenging but not likely to be a big risk in terms of Town Deal funding.
Project Management	4	Strong track record. Professional team on board.

## Lincoln Town Deal Project Prioritisation Assessment

Project: HEAT College

Criteria	Score	Assessment
<b>Impact</b>		
Economic vibrancy and recovery	3	Supporting local visitor economy, important as part of covid recovery. Helps mitigate risk of Brexit and tourism staff returning to the EU. Creating training and employment routes for local people.
Carbon Reduction	3	The use of digital learning will support clean growth principles, reducing the need to travel in order to access quality training provision. Also, commitment to adhere to the clean growth principles.
Inclusive Growth	4	Skills, retraining, employability workshops, creating employment routes
Value for Money	3	VFM seems reasonable in terms of the learner outputs and the outcomes for the sector. Request is for around 50% of the total cost. Outcome reach will be much wider than just Lincoln City
<b>Deliverability</b>		
Costs	4	Considered likely to be robust based on track record of the College in delivery of similar projects and involvement of Perfect Circle consortium via Scape Framework. Milestones suggest scheme has been designed to RIBA Stage 4.
Funding	3	States Co-funding provided by Lincoln College cash reserves and contributions from partner organisations. Match funding from the College is confirmed
Risk Assessment and Mitigation including long term sustainability and timescales	2	Not clear if site identified or requires purchase. Planning timescales seem tight and no indicative dates given post planning. An update on timescales would be helpful as information suggests already at RIBA 4.

<b>Criteria</b>	<b>Score</b>	<b>Assessment</b>
Project Management	4	Strong track record. Good details on team and experience. Utilising Perfect Circle consortium via Scape Framework



## Lincoln Town Deal Project Prioritisation Assessment

Project: Lincoln City Community Skills and Education Hub

Criteria	Score	Assessment
<b>Impact</b>		
Economic vibrancy and recovery	4	New jobs, apprentices, local supply chain, local economy spend, direct and indirect employment. Already undertaken a BCR calculation which looks strong
Carbon Reduction	2	Not identified but use of existing space within the stadium. Focusing activity within existing Lincoln City Stadium close to town centre.
Inclusive Growth	4	Being developed in one of most deprived areas of the City. Learning opportunities and community engagement through expansion of the education programme.
Value for Money	4	Good Value for Money. Town Deal request is approximately 30% of the costs. Considered good value for the outputs and outcomes being delivered.
<b>Deliverability</b>		
Costs	4	Considered likely to be robust based on having professional team on board and planning permission already in place. Phase 1 already delivered
Funding	4	All other funding is secured
Risk Assessment and Mitigation including long term sustainability and timescales	3	Risk is considered low. Planning permission already in place Timescales seem appropriate Long term sustainability to be achieved through increase in education provision. Unclear of demand but limited risk. Question around how sustainability achieved in long term.
Project Management	4	Look to have professional team on board. Working Group to be established and professional team to be appointed.

## Lincoln Town Deal Project Prioritisation Assessment

Project: Lincoln Connected: People and Place

Criteria	Score	Assessment
<b>Impact</b>		
Economic vibrancy and recovery	4	Improved vibrancy through signage, creative illumination programme, public realm investments and lead to more visitors to the City. Creative illumination programme feasibility funding only so risk outcomes will not be delivered beyond the two pilot projects.
Carbon Reduction	2	Nothing specifically identified. Potential positive impact through increased use of digital channels?
Inclusive Growth	2	Improved city centre environment for local residents as well as visitors. Limited social / inclusivity considered.
Value for Money	3	Limited leverage, Town Deal request is nearly 70% of the total costs and match appears to be revenue / staff time largely. Potential to add value to overall programme and potentially good outcomes for the investment. Proposals already scaled back. Further match being sought to further scale up the programme.
<b>Deliverability</b>		
Costs	3	Breakdown of costs provided with some rationale. Given nature of works, cost slippage is probably less risky than others.
Funding	3	Match funding as presented appears to be largely staff time although potential for additional cash to extend the programme. Limited leverage presented but means no reliance of external match providers to deliver core offer as presented.

Criteria	Score	Assessment
Risk Assessment and Mitigation including long term sustainability and timescales	3	<p>Some questions around future proofing risk around the resource required to maintain and constantly update the CRM. Also, consideration of costs associated with maintaining the signage art works in future – e.g., cleaning/ vandalism etc.</p> <p>Creative illumination programme feasibility funding only so risk outcomes will not be delivered.</p> <p>Limited programme information provided.</p> <p>Given nature of capital works, risk is probably less than others from this perspective.</p>
Project Management	3	<p>Limited details provided but organisations should have the capacity to deliver based on track record.</p>

## Lincoln Town Deal Project Prioritisation Assessment

Project: Lincoln Made Smarter

Criteria	Score	Assessment
<b>Impact</b>		
Economic vibrancy and recovery	3	Supporting businesses resulting in raised levels of GVA and business growth, productivity and innovation. Potential to add value to wider portfolio of projects. Limited impact in respect to TIP aspirations around city centre/ visitors/ vibrancy
Carbon Reduction	3	Good potential for carbon benefits given implementation of industrial digital technologies. No capital construction.
Inclusive Growth	2	Limited impacts identified. Limited impact in the short term, but could have longer term implications for society
Value for Money	3	Reasonable value for money with potential to add value to the overall programme of investment. Number of outputs are relatively low for the investment compared to other projects and leverage is also lower than others with 55% of costs requested through Town Deal.
<b>Deliverability</b>		
Costs	4	Based on similar programmes. Strong track record of delivering similar programmes.
Funding	2	It is not clear if the match funding is confirmed or its source – response stated match is in kind contributions and services procured and delivered through the Think Tank
Risk Assessment and Mitigation including long term sustainability and timescales	3	Revenue only project and therefore somewhat less risky than other projects. Programme unlikely to be significantly constrained by as revenue only. Support likely to end once funding spent and therefore the support might not be

Criteria	Score	Assessment
		available for capital projects which are delivered later in the programme.
Project Management	4	Strong track record of delivering similar programmes.

## Lincoln Town Deal Project Prioritisation Assessment

Project: Sincil Bank Regeneration - Transport Improvements

Criteria	Score	Assessment
<b>Impact</b>		
Economic vibrancy and recovery	2	Some but limited impact on city centre vibrancy. Supports regeneration of Sincil Bank. Potential to increase footfall for local businesses on Portland Street.
Carbon Reduction	3	Investment to increase walking a cycling as a natural choice for short journeys. Creating parklets and street trees and planting.
Inclusive Growth	3	Some social benefits in terms of improved safety for residents, and improved environment for pedestrians in an area with relatively high numbers of homes with no car ownership. Creating playstreets and parklets – improved environment for residents.
Value for Money	2	Significant ask and currently no match funding but Town Deal investment might unlock further investment. Limited direct outputs but good potential outcomes for residents
<b>Deliverability</b>		
Costs	2	Limited information as project is at concept stage. County Council has a strong track record of delivering projects of this nature. But given early stage, significant scope for cost increases or need for value engineering
Funding	2	No reliance on external funders currently as all funding coming from the Town Deal. Potential from Heritage Action Zone, County Council and City of Lincoln Council.
Risk Assessment and Mitigation including long term sustainability and timescales	2	Given early stage of project, risk remains high as detailed design required. This does allow opportunity to help shape project and help minimise risk to the programme. Ongoing maintenance responsibility of the County Council.

Criteria	Score	Assessment
		Highways 2020 Professional Services contract and partnership with WSP limits risk in terms of business plan and concept design delivery but overall risk remains relatively high.
Project Management	4	Strong track record or delivering transport infrastructure project. Detailed steps and actions set out by applicant

## Lincoln Town Deal Project Prioritisation Assessment

Project: Store of Stories

Criteria	Score	Assessment
<b>Impact</b>		
Economic vibrancy and recovery	2	Likely to be making use of an existing building in the city centre, increasing footfall. Supporting individuals with economy recovery. Limited impact in terms of economic / city centre vibrancy. Potential to be part of the overall HIVE project which appears a good fit.
Carbon Reduction	3	Re-use of existing building likely, plus contributing to a reduction in food waste.
Inclusive Growth	4	Addressing food poverty, poverty generally, volunteering opportunities. Significant social impact
Value for Money	3	Request from Town Deal is low and good value for money in terms of social impact. Leverage looks good too although looks like match is largely revenue to support operations. Genuine additionality – unlikely to proceed without town deal investment.
<b>Deliverability</b>		
Costs	2	Based on national models, but it is not clear if premises been identified or secured, and therefore the basis for the budget is not clear.
Funding	2	Appears that only 40k is secured, the rest in forecasted profits and projected donations. This might not impact on capital delivery but potential impact in terms of long term sustainability.
Risk Assessment and Mitigation including long term sustainability and timescales	2	Site not secured. Currently reliant on the HIVE project which arguably presents a bigger risk. Although alternative site could be identified. Some risk in terms of securing match to support operation but based on national model so perhaps limited.
Project Management	2	Limited details provided but states partnership approach and based on national models of delivery. If part of the HIVE project, it will likely be delivered as part of that project.



## Lincoln Town Deal Project Prioritisation Assessment

Project: Tentercroft Street Live-Work Hub

Criteria	Score	Assessment
<b>Impact</b>		
Economic vibrancy and recovery	3	Request for funding is for feasibility only and therefore direct impact is limited. If the project progresses it could lead to jobs, and bring people into the town centre. Supporting shops, restaurants and the evening economy.
Carbon Reduction	3	Detail suggests low carbon will be built into design. Brownfield site, city centre location, maximum accessibility direct access to Transport Hub.
Inclusive Growth	3	Housing in city centre with direct access to the transport hub. Will play a role in connecting a deprived neighbourhood to the core of the city centre. Funding will support stakeholder engagement including the local community.
Value for Money	3	No leverage as all funds are sought from the Town Deal although could unlock significant future investment following completion of the feasibility study. No short-term outputs but significant potential for longer term outputs.
<b>Deliverability</b>		
Costs	4	Feasibility funding and therefore limited unknown costs at this stage
Funding	4	No reliance on external funders as all funding coming from the Town Deal. Therefore, not constrained. Subject to securing funding post development – prudential borrowing
Risk Assessment and Mitigation including long term sustainability and timescales	3	Limited risk for feasibility but significant risk that the project does not proceed.

Criteria	Score	Assessment
		From a programme management perspective having a fully prepared and viable business case completed makes sense in case other schemes are unable to proceed for whatever reason.
Project Management	4	<p>Feasibility study so project management requirements are less onerous than full capital delivery. Likely strong track record with project management procedures in places.</p> <p>Procurement will be through a framework plus CLC would appoint a project manager to give internal capacity</p>

## Lincoln Town Deal Project Prioritisation Assessment

Project: HIVE

Criteria	Score	Assessment
<b>Impact</b>		
Economic vibrancy and recovery	4	Bringing residents and businesses into the town centre who will shop locally and use the restaurants/ bars. 65 new homes, all spending money.
Carbon Reduction	3	Re-use of empty building, Proposals include greening of the urban environment by providing community gardens and green spaces built into the scheme. No mention of carbon/ energy measures
Inclusive Growth	4	Affordable housing, community hub and café, learning opportunities
Value for Money	3	Significant outputs to be achieved. Good Value for Money. Town Deal request is only £1m out of a total project budget of circa £10m. Considered good value for the outputs and outcomes being delivered.  Given the pandemic and the uncertainty around the demand for office accommodation this project could be an exemplar in terms of building new communities in city centres in redundant buildings.
<b>Deliverability</b>		
Costs	3	Appears to be in the early planning stages. Cost per m2 is tight, as detailed within the roadmap document, but team aware of this and looks like they have ideas on what they need to do to deliver within the possible budget
Funding	1	Deliverability of the mix of funding appears a significant risk Funding still being sourced, with such a large group of funders it will be challenging to align all priorities, timeframes and funding requirements. A funding specialist has been appointed.
Risk Assessment and Mitigation including long term sustainability and timescales	2	Limited information on timescales. Limited risk assessment completed by the applicant. Lease agreement not in place. Appears to require a lot of partnerships to be agreed  Whilst the housing itself unlikely to pose a huge risk, the elements that would bring the added value to the scheme: learning facility, community hub, community café, public realm etc could be more challenging to sustain financially.

<b>Criteria</b>	<b>Score</b>	<b>Assessment</b>
		Contracts would need to be robust in terms of social outputs to stop this just being a housing project.
Project Management	2	Limited details provided. Difficult to assess or understand track record of delivery

## Lincoln Town Deal Project Prioritisation Assessment

Project: Wigford Way/St Mary's Street Walking, Cycling and Public Realm Improvements

Criteria	Score	Assessment
<b>Impact</b>		
Economic vibrancy and recovery	3	Contributes to city centre vibrancy by creating an improved environment for cyclist and pedestrians. Will create a better environment, encouraging more people to the city centre. Improved connectivity between key town centre locations and increase footfall to support local businesses.
Carbon Reduction	3	Investment to increase walking a cycling as a natural choice for short journeys and between key city centre sites.
Inclusive Growth	3	Some social benefits in terms of pedestrianisation, improved access to open space, health benefits of increased walking and cycling, improved pedestrian and cyclist safety.
Value for Money	2	Significant ask and currently no match funding but Town Deal investment might unlock further investment. Limited direct outputs but good potential outcomes
<b>Deliverability</b>		
Costs	2	Limited information as project is at concept stage. County Council has a strong track record of delivering projects of this nature. But given early stage, significant scope for cost increases or need for value engineering
Funding	2	No reliance on external funders currently as all funding coming from the Town Deal. Potential from Heritage Action Zone, County Council and City of Lincoln Council.
Risk Assessment and Mitigation including long term sustainability and timescales	2	Given early stage of project, risk remains high as detailed design required. This does allow opportunity to help shape project and help minimise risk to the programme.

Criteria	Score	Assessment
		<p>No third party land requirements.</p> <p>Ongoing maintenance responsibility of the County Council.</p> <p>Highways 2020 Professional Services contract and partnership with WSP limits risk in terms of business plan and concept design delivery but overall risk remains relatively high.</p>
Project Management	4	Strong track record or delivering transport infrastructure project. Detailed steps and actions set out by applicant

## Questions

Has there been any progress in securing any match funding?

Are the resources in place within the County Council to undertake the Feasibility and Concept Design work, within the timescales required to feed into the Business Plan

Is there a confirmed Stakeholder Engagement Plan in place to meet the required timescales?

## 1. Project Updates

1.1 Since the Board meeting of 9<sup>th</sup> April, the following changes have been made to the project programme:

- The Health & Wellbeing Centre has been withdrawn from the programme at the request of the lead partner.
- Some of the activities which were proposed to be delivered at this venue will be supported in other venues, including the Drill Hall. In view of this and following detailed analysis of the building requirements for the Drill Hall, the Town Fund ask for the Drill Hall project has increased to £1m.
- There is a small saving to the proposed HEAT project
- Copies of the revised Project Confirmation Forms for both the Drill Hall and HEAT project are included separately. For all other projects, the status remains as reflected at the Board meeting on 9<sup>th</sup> April 2021.

1.2 The revised portfolio of 13 projects, plus programme management costs is presented below.

Project	Towns Fund £m	Co-Funding £m	Total Cost £m
Lincoln Connected	1.483	0.727	2.210
Lincoln Made Smarter	1.290	1.050	2.340
Wigford Way/St. Mary's Street	5.000	0.000	5.000
Sincil Bank Green Corridor	3.000	0.000	3.000
Lincoln City FC Stadium and Community Redevelopment Projects	0.800	1.960	2.760
Health & Wellbeing Centre (HWBC)			
Hospitality Events & Tourism Institute (HEAT)	1.120	1.300	2.420
Lincoln Central Market and Vibrant Public Realm	5.900	2.600	8.500
Tentercroft Street	0.340	0.000	0.340
Climate Commission Road to Net Zero			
Drill Hall Development	1.000	0.550	1.550
Barbican Production & Maker Hub	1.600	1.690	3.290
Store of Stories (Food Supermarket)	0.165	0.507	0.672
Greyfriars	0.540	1.164	1.704
The Hive	1.000	8.800	9.800
Programme Management	0.420	0.460	0.880
<b>Total</b>	<b>23.66</b>	<b>20.81</b>	<b>44.47</b>
Shortfall	<b>-4.66</b>		

## 2. Independent Project Appraisal

2.1 Following the recommendation from the Town Board at its meeting on 9<sup>th</sup> April, an independent review and assessment of all Town Fund projects has been commissioned and undertaken by Focus – consultants procured to support the Accountable Body and Lead Partners with the next stage of the Town Deal Programme.

2.2 The methodology followed for this process is set out in full in the consultant's report (circulated separately to Board members). It can be summarised as follows:

- Each project was appraised according to the following key criteria, with score of between 1 (weakest) – 4 (strongest) awarded in each case.

<b>Impact</b>	<b>Deliverability</b>
---------------	-----------------------

Economic vibrancy	Cost
Carbon reduction	Funding package
Inclusive growth	Risk
Value for money	Project management

- Scoring was carried out independently by at least 2 people and ratified
- Any gaps in information were identified and information requested to enable a comprehensive assessment based on the most up to date information available from project leads

2.3 Projects were then ranked according to their overall score and a range of options were considered to arrive at a final selection of projects, with the aim to achieve a balanced and aspirational programme.

2.4 The projects are listed in rank order, according to overall score as follows:

		Economic vibrancy and recovery	Carbon Reduction	Inclusive Growth	Value for Money	Costs	Funding	Risk	Project Management	Total
Drill Hall	1.000	4	3	4	3	4	4	4	4	30
Lincoln City FC Stadium & Community Redevelopment Project	0.800	4	2	4	4	4	4	4	4	30
Central Market	5.900	4	3	3	3	4	4	3	4	28
Greyfriars	0.540	3	3	4	3	3	4	4	4	28
Tentercroft Street	0.340	3	3	3	3	4	4	3	4	27
Hospitality Events and Tourism Institute	1.120	3	3	4	3	4	3	2	4	26
Lincoln Made Smarter	1.290	3	3	2	3	4	2	3	4	24
Barbican Creative & Maker Hub	1.600	4	3	3	3	3	2	2	3	23
Lincoln Connected	1.483	4	2	2	3	3	3	3	3	23
The Hive	1.000	4	3	4	3	3	1	2	2	22
Wigford Way	5.000	3	3	3	2	2	2	2	4	21
Store of Stories	0.165	3	3	4	3	2	2	2	2	21
Sincil Bank	3.000	2	3	3	2	2	2	2	4	20
<b>Total</b>	<b>23.239</b>									

2.5 From these options, 2 recommended options have been proposed by the consultants for consideration by the Board as follows.



Option 1	Option 2
Barbican	Barbican
Central Market	Central Market
Drill Hall	Drill Hall
Greyfriars	Greyfriars
Hospitality Events and Tourism Institute	Hospitality Events and Tourism Institute
Lincoln City FC Stadium & Community Redevelopment Project	Lincoln City FC Stadium & Community Redevelopment Project
Lincoln Connected	Lincoln Connected
Lincoln Made Smarter	Lincoln Made Smarter
Tentercroft Street	Sincil Bank
Wigford Way	Store of Stories
	Tentercroft Street
	The Hive
Programme Management	Programme Management
<b>£19.494</b>	<b>£18.569</b>
<b>Outside the programme</b>	<b>Outside the programme</b>
The Hive	Wigford Way
Sincil Bank	
Store of Stories	

2.6 With Option 1, a further saving of £495,000 would be required to bring the portfolio in within budget. This could be deducted from Wigford Way, representing c 10% reduction, provided this does not compromise deliverability and subject to agreement with the lead partner.

2.7 With Option 2, there is a surplus of £430,000. This could be utilised for detailed design and modelling work required for Wigford Way, retaining this scheme within the programme up to feasibility stage.

### 3. Recommendation

3.1 Taking account of the findings of the independent project assessment report, the recommendation to the Board is to proceed with Option 2 on the basis that this will safeguard all but one of the remaining 13 projects at the requested level of funding. Further, Wigford Way can remain within the programme to feasibility and design stage to enable it to be progressed to a 'shovel ready' state to support the case for future funding.

3.2 The Council will continue to work in partnership with all stakeholders to try to secure further funding beyond this programme for the delivery of the Wigford Way project beyond feasibility stage, including through Levelling Up if it is considered appropriate for this fund.

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## Drill Hall

Project Confirmation Table					
<b>Project Name: Development of the Drill Hall Arts Centre</b>					
<b>Date: 22.04.21</b>					
<b>Towns Fund ask (£ million)</b>					
£1.0					
<b>Match funding total, breakdown and status (secured/applied for/not yet applied for)</b>					
£0.55 secured plus revenue spend of £952,187 until 2025/26.					
<b>Expected outputs and outcomes</b>					
<ul style="list-style-type: none"> <li>• 1300 sqm of quality commercial space delivered to town centre</li> <li>• 200 employers pa to engage with the Drill Hall for the first time.</li> <li>• 11,520 visitors pa to arts, cultural and heritage events and venues</li> <li>• 780 new learners assisted pa</li> </ul>					
<b>Plan for addressing key conditions</b>					
N/A					
<b>Fast tracked project (yes or no)</b>					
Yes					
<b>Capital/revenue split</b>					
100% capital					
<b>Nominal Financial Profile (£ million)</b>					
<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>
0.00000	1.0	0.00000	0.00000	0.00000	0.00000
<b>Signature of Town Deal Board Chair and accountable body's Chief Executive Officer or S151 Officer</b>					
To be completed – subject to Town Board Approval					

### Additional Questions – To Inform Selection Process (not required for government submission)

Please confirm that you will be able to develop a full business case for this project within 12 months
<p>I can confirm that a full business case has already been developed for this project and that this project is 'shovel ready' and that work can start immediately. Approval from the Charity Commission regarding the formal transfer of the building to the College has now been granted. The Drill Hall is a solution that delivers strong value for money but our funding request has increased due to greater clarity re the costings and extent of the building work required. The nature of the dilapidation of the building which has been closed for over 12 months was worse than expected and continues to deteriorate with every day that it lays empty. We are confident that our solution will deliver an excellent return on investment, due to the variety and quality of the centre's offer. The positive impact on the residents of the city will be much more significant as we will offer shows and concerts from renowned performers, host open sessions and training from the world famous Patsy Rodenburg and act as a true community centre, initiating and encouraging programmes and activities that involve local people and help bring them together. The Visitor Economy is a priority sector for Greater Lincolnshire LEP and the learning outcomes and work experience provided by Lincoln College in conjunction with the operation will deliver significant impact from as early as Summer 2021. The centre will also provide an inclusive and accessible environment to holistically address and promote the health and wellbeing of young people and local residents. Mental Health/Well-being sessions, encompassing the benefits of the</p>

arts, and signposting to community peer support groups will be delivered as well as health and wellbeing programmes to address workforce training and development needs of local businesses.

**Please confirm that your organisation has capacity to deliver this project within the Town Deal Programme timeframe, setting out in brief your delivery arrangements**

Funding for this proposal will enable the refurbishment and reopening of one of the focal points for arts in the Greater Lincolnshire region, namely the Lincoln Drill Hall, creating a significant positive impact to the local economy enabling it to once again provide renewed support to the arts, local culture and community groups.

Over the past 12 months, the tourism and hospitality industries have faced unprecedented challenges, with significantly decreased demand and many local businesses closing either temporarily or permanently. Like Visitor Economies worldwide, local businesses and attractions that rely on tourism have been significantly impacted by the decimation of visitor numbers over the past 12 months.

The Drill Hall was one such business and it closed in March 2020 with all staff subsequently being made redundant, all grants ceasing, all events and services being cancelled and the doors locked.

However, following conversations and planning meetings with the Lincoln Arts Trust, local theatre groups and producers, community groups, stakeholders, employers and the College curriculum team, we believe that the Drill Hall can become a self-sustaining, productive business providing economic and social value.

Investment and intervention in the Hall provides opportunity to increase capacity and capability on a large scale, refurbishing 10,690sqft of space. This proposal highlights how considered reinvestment in a well-known and well-loved building can strengthen both the local economy and quality of the visitor experience, as well as delivering employer-led, bespoke training for the sector that will:

- Increase productivity.
- Provide employers with experienced, job-ready candidates for their vacancies.
- Increase the quality and consistency of the level of customer service offered across the sector.
- Provide an investment in skills that the industry has requested for many years and is a recommendation of the Greater Lincolnshire Tourism Action Plan.

The Drill Hall will be a multi-use centre, operating as an education and live-learning space, health and wellbeing focused training centre, community centre and café. In the evening the live learning continues as the Hall becomes a social space for everyone, offering delicious food, drinks and a broad range of entertainment.

As a live-learning space for 250 Lincoln College arts students, classes can be taught in traditional classrooms but also in the auditorium, giving learners the chance to hone their craft whether it be performing, lighting, sound engineering, make-up or set-creation. Departmental performance at the College demonstrates clearly that achievement and attendance rates increase by over 10 percentage points when learning is carried out in this kind of setting and that applications to the courses often doubles.

Learning will also be delivered to adults from the Community Learning suite on the first floor of the building, giving access to a variety of health related and resilience focused qualifications and courses that are designed to help learners better understand and manage conditions that might cause them to be absent from work, as well as providing preventative support services and access to professionals.

The centre will also provide healthy eating, confidence and sleep management workshops, as well as access to small 'exercise' classes, such as yoga and breathwork.

As a "Best of Lincoln" venue we will offer local food and drink suppliers the space to showcase their excellent produce. Renovation of the Hall and the development of a café/bar and food concessions will enable the venue to support local business growth and innovation, particularly those in the Food & Drink sector that have been significantly hit by the economic impact of the pandemic. Many SME's have struggled over the past year and they would welcome the opportunity to promote their products and services more broadly.

### **Project Activities**

- A space for showcasing the local arts offerings, e.g. theatre, local musicians, artists.
- Enrich the curriculum offering at Lincoln College through live learning opportunities for students enrolled on Performing Arts, Catering and Hospitality & Tourism courses, producing a highly skilled and productive local workforce.
- Offer new courses and career pathways (including access to Higher Education) for learners in the Visitor Economy and Creative Industries.
- Adult Education Budget (AEB) course offering in the city centre, tailored to local business needs (with specific emphasis on new skills and training as required following the economic impacts of Covid-19).
- AEB course offering, for those seeking employment to improve skills and gain qualifications in preparation for work.
- Provision of a social space for individual and community access. The development of an after-work culture will encourage talented people to move to the city, enhancing the productivity of our businesses.
- Delivering health focused courses that are designed to help individuals better understand and manage conditions that might cause them to be isolated from their community and out of work, as well as providing preventative support services.
- Health and Wellbeing workshops.
- A venue for local businesses to feature and promote their produce. Showcases and events will improve awareness of independent sellers and improve business' profitability and innovation.
- Creation of new jobs (additional staffing for the Hall, work for local construction firms, source of income for local theatre companies, paid student work experience).
- A new network of local businesses and organisations, collaborating on ways to work together to improve the tourist offering in Greater Lincolnshire.
- Provide performance space and further links with local theatre companies and charities.
- Support community theatre groups.
- Remove the reliance of the Drill Hall on grants and funding from the City Council.
- Regenerate the city centre, invest in the Cultural Quarter.
- Invest in heritage and history, improving people's perception of the area and therefore encouraging more visitors.
- Providing a location for Mental Health/Well-being sessions, encompassing the benefits of the arts, and signposting community peer support groups.

Below are some examples of how the Hall might look, following refurbishments:



Lincoln College has extensive experience of carrying out projects which require new build, refurbishment, purchasing of equipment and the reshaping of education, training and commercial ventures.

Key points regarding the team are as follows:

- **Proven track record:** We will draw on our proven reputation of delivering high profile infrastructure and education projects and programmes both nationally and internationally. The project will include staff with experience of substantial new build programmes, as well as projects to transform existing parts of our estate. Our experience includes:
  - Since 2016, opening five new micro-college campuses, in 2016 the Construction College in Gainsborough and the Air and Defence Career College in Lincoln and in 2019 the Lincoln Construction College, Care College and Policing College. These offer employer-led, career focused education and technical training for 16 -19 year olds.
  - Since 2016 LCG mobilised five new further education colleges in the Kingdom of Saudi Arabia as part of the **Colleges of Excellence** programme, providing teaching space for over 10,000 students.
  - **Newark Academy**, we led the construction and relocation of the Academy to a brand new £15.5 million school as part of the Priority School Building Programme in 2015/16.
  - **Deans Sport and Leisure**, 2012/13 we opened one of the best sport facilities in Lincoln, offering fitness suites, squash and tennis courts, a spa and floodlit all weather pitches, as well an internet cafe, juice bar and many corporate facilities, such as conference and meeting rooms.
  - **Made in Gainsborough**, development of a bespoke Engineering training centre in conjunction with local employers.
- **Strong project management experience:** We have experience of operating collaboratively with multiple partners, and have extensive programme resources, knowledge, expertise and skills to deliver the project and mitigate associated risks. A project delivery plan is in place, with progress regularly monitored by our Group lead for projects using Prince 2 and Managing Successful Programmes (MSP) approaches.
- **Project team:** We will deploy a team of in-house expertise and externally sourced advisors to ensure the best mix of resources.

- Graham Harrison, Group Director of IT, Information Management will lead the project.
- He will be responsible for implementing the project delivery plan. This will include key milestones, monitoring/reporting requirements, financial controls and a risk register.
- He will report on progress direct to the College Executive Leadership Team on a monthly basis.
- He will lead a multi-disciplinary project delivery team including the Group Head of Infrastructure, Facilities and Estates, the Vice Principal, Curriculum, and the Group Director of Finance and Commercial.
- This project team will be supported by other College business support teams as appropriate. Any additional recruitment needs that may be required as the project progresses will be managed quickly and effectively by Lincoln College Group's in-house agency, FE Resources.

### Delivery Team

A delivery team will be recruited to assist with the operational management of the Drill Hall. This will include Technical Managers, Stage and Lighting Technicians, Front of House, Bar Staff, Security and a Site Manager.

### Project Timeline and Milestones

Milestone	Forecast Date	Comments
<b><u>RIBA Stage 1</u></b>		
Risk Register created	03/02/2021	Created, managed throughout the project lifecycle. Submitted with this proposal.
Outline Project Programme developed	01/03/2021	
Initial scheme design complete	21/05/2021	
Feasibility work completed	21/05/2021	
<b><u>RIBA Stages 2, 3 &amp; 4</u></b>		
Acquisition of statutory powers	n/a	Not Applicable
Confirmation of Project Brief	01/03/2021	
Community & stakeholder engagement	28/02/2021	Ongoing from date of Charity Commission Approval
Utility company engagement	n/a	Not Applicable
Detailed design completed	30/06/2021	
Cost Plan produced	03/02/2021	First Draft Completed
Planning application submitted	n/a	Not Applicable
Match funding secured	01/04/2021	
Planning permission secured	01/06/2021	May not be required for the activities in this project but this will be clarified by 01/04/2021
Procurement process issued	07/05/2021	
Procurement contracts awarded	16/06/2021	
<b><u>RIBA Stage 5</u></b>		
Start of construction/scheme	01/07/2021	
Completion of construction/scheme	01/09/2021	





Number of businesses assisted to improve performance	0	5	10	10	10	10	45
Number of learners supported	0	175	780	780	780	780	3295
Number of new businesses created	n/a	n/a	n/a	n/a	n/a	n/a	n/a
GVA Uplift							

#### Key Risks – please set out the key risks to delivery and mitigation measures in place

As we have been working on this project for a number of months, we are confident that we have reduced many of the risks associated with the project. We have a good understanding of the overall risks and have robust systems and processes in place to identify and manage new risks.

Key elements of our approach to risk management for this project are as follows:

- Best practice systems:** Lincoln College uses the '4Risk' software system from one of the UK's largest advisory firms (RSM). We use this to manage and mitigate risks to the operational capability across the College and the wider Group's activities. This best practice system will allow us to view the complete picture of the project's risks and any mitigating actions. It will allow our project governance and oversight mechanisms to review any project risks. It will also enable managers to add perceived risks to the system at any time and to highlight required action. **Graham Harrison**, the Group Director of IT and Projects, owns the database and will review it on a weekly basis for project risks to monitor any new risks and to assess progress with existing entries. To track progress, we produce weekly reports for Department Heads to show new risks, any changes to RAG (Red, Amber, Green) rating or where a deadline for action has passed.
- Risk Management Group:** These meetings are held on a quarterly basis and chaired by **Tom Dannatt**, the Group Director of Finance and Commercial at LCG. The Group will review all project risk areas, with those RAG rated as Amber or Red discussed in significant detail. Any specific action points will be allocated appropriately to address areas of concern. Minutes of the Group's meetings and therefore any specific issues relating to the project will be briefed to the Executive Leadership Team and Board of Governors.
- Staffing experience:** **Graham Harrison** has broad experience of managing the delivery of similar projects and as such is well versed in their successful mobilisation and the development of robust implementation plans that minimise and mitigate risk. Our Group Director of Estates and Facilities will be working closely with the Project Manager and has experience of managing multiple, simultaneous projects. Furthermore, if new staff are recruited or seconded to the project, LCG will ensure that they have the appropriate risk management, mitigation expertise and experience.
- Regular review:** In addition to the processes highlighted above monthly Risk Management meetings will be held. These meeting will focus on reviewing, identifying and managing all project risks

The following risks have been identified:

Risk Description	Risk Owner	Probability (1-5)	Impact (1-5)	Mitigation/Action
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Delays with refurbishment	Group Head of Infrastructure, Facilities and Estates and Project Manager	3	4	The project will be tendered with a mandatory completion date for all contractors, based on the schedule. Contingency snag weeks will be incorporated into the schedule. Emphasis will be given to critical activities to prevent any knock-on delays. The College have the option to increase resource on a number of activities should it be required, resources will be planned ahead into forecast activities.
Availability of specialist equipment	Project Manager	2	2	The specialist equipment included in the project relates to equipment for the main auditorium. Through links with local production companies, the College will be able to reduce this risk. It will also be mitigated through short term loan of equipment if absolutely necessary (but this is highly unlikely).
Accidents on site	Group Head of Infrastructure, Facilities and Estates	2	5	All site works will be undertaken following strict risk assessments and method statements. Site inductions and a site safety log will be generated prior to the start of any activity. The Site Manager will brief and debrief all on site to ensure all contractors are aware of ongoing activities and any risks. Relevant PPE checks will be carried out daily.
Cost exceeds estimates	Project Manager	3	4	Projected costs are based on suppliers' quotes costs following extensive surveys of the building. Robust tendering procedures will enable competitive prices for to be secured. The project manager will be responsible for managing the costs and ensuring that the outcomes are achieved.
Cashflow	Group Director of Finance	1	5	Robust internal financial reporting systems are operated. A project specific cashflow has been developed to track actual v planned income and expenditure; to be reviewed monthly. Agreement with the bank to ensure facility to cover cashflow.
Impact of Covid-19	Project Manager	3	4	The impact of Covid-19 produces an increased element of insecurity for all projects. For this in particular, there should be limited impact to construction activities

				<p>should the current regulations persist. There may, however, be an indirect backlog of work for contractors which results in longer lead times for site start. This will be incorporated into the tendering process which will be initiated as soon as practically possible with budgetary tenders accepted in the first instance to prevent delays.</p> <p>There are risks to the start date of relaunch for the general public. The College will monitor the situation closely with supporting bodies and information from the Government. Provisional programmes will be created and amended if required. At all times, the safety of the public and staff is priority 1.</p>
Public Awareness of Reopening	Project Manager & Head of Marketing	2	4	<p>Currently the College are waiting for confirmation from the Charity Commission that the Hall will be transferred to the College. Once this confirmation is received, the College will make a formal public announcement. It will be imperative that in this announcement the College make it clear that the Hall is not to be an educational facility but continue to be a public space, for Arts, Culture and Community, supported by education and training.</p> <p>A new marketing strategy will be created with a focus on digital marketing (website, social media, digital signs on both entrances etc. ).</p>

**Priority Rank – Where you have multiple projects, please indicate a priority ranking for this scheme**

- 1 – Development of the Drill Hall Arts Centre
- 2 – HEAT Institute
- 3 – Health & Wellbeing Hub

**Can any additional match funding or alternative funding be sourced to support your project and to reduce the Town Fund ask? If yes, please explain.**

No

**Name of Lead Organisation**

Lincoln College

**Name & Position of Project Sponsor**

Mark Taylor

**Name of Chief Finance Officer or other person authorised to sign for and on behalf of the Lead Organisation**

Tom Dannatt

**Signature of Chief Finance Officer or other person authorised to sign for and on behalf of the Lead Organisation**

*Tom Dannatt*

## HEAT

Project Confirmation Table					
<b>Project Name: HEAT Institute</b>					
<b>Date: 22.04.21</b>					
<b>Towns Fund ask (£ million)</b>					
1.12					
<b>Match funding total, breakdown and status (secured/applied for/not yet applied for)</b>					
1.3 secured					
<b>Expected outputs and outcomes</b>					
<ul style="list-style-type: none"> <li>• Estimated number of new learners = 600 per annum, with an achievement rate of 75% (450 learners)</li> <li>• Availability of new specialist equipment</li> <li>• The facility will engage with around 200 new employers every year</li> <li>• 600 new learners to begin with across 20 new courses</li> <li>• 25% of learners gaining relevant experience</li> </ul>					
<b>Plan for addressing key conditions</b>					
N/A					
<b>Fast tracked project (yes or no)</b>					
no					
<b>Capital/revenue split</b>					
100% capital					
<b>Nominal Financial Profile (£ million)</b>					
<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>
0.0000	0.80	0.312	0.0000	0.0000	0.0000
<b>Signature of Town Deal Board Chair and accountable body's Chief Executive Officer or S151 Officer</b>					
To be completed – subject to Town Board Approval					

### Additional Questions – To Inform Selection Process (not required for government submission)

<b>Please confirm that you will be able to develop a full business case for this project within 12 months</b>
I can confirm that full business case can developed for this project within 12 months. Extensive work has already completed in relation to the HEAT project, which we have been working on since 2018.
<b>Please confirm that your organisation has capacity to deliver this project within the Town Deal Programme timeframe, setting out in brief your delivery arrangements</b>
<p>In 2018 Greater Lincolnshire welcomed over 21 million visitors per year which generated around £2.39bn revenue for the region. Prior to the pandemic the sector was growing quickly, by over 13% in the previous two years, which in turn created jobs and national prestige.</p> <p>Tourism in Greater Lincolnshire has a lot of strengths:</p> <ul style="list-style-type: none"> <li>• Renowned heritage attractions including the Castle, Cathedral and Magna Carta in Lincoln, Belton House and the International Bomber Command Centre.</li> <li>• Over 50 miles of coastline.</li> <li>• Skegness – Britain's fourth most popular holiday resort.</li> <li>• A strong nature/wildlife tourism offer.</li> </ul>

- Aviation Heritage.
- Enhanced connectivity by road and rail.
- 110 hotels in the region with capacity for more than 3.4m overnight stays.

However, according to industry bodies, the advent of Covid-19 led to 89% of businesses in the sector closing completely and 11% operating on a reduced basis, mainly offering takeaway services. Naturally, this had a significant impact on the 39,000 staff employed in the sector across Lincolnshire, with more than 80% of them being furloughed, resulting in many experienced employees leaving the sector altogether and working in alternative sectors such as retail or health and care.

The complexity of the recruitment and training challenge faced by the sector is enhanced following the UK's departure from the EU, as many sector workers are expected to have returned to mainland Europe. Therefore, there is an urgent need to improve the training offer in the sector, in order to retain the remaining staff and attract high quality new employees.

Capital funding will enable the UK's first Hospitality, Events, Arts and Tourism (HEAT) College to be developed in Greater Lincolnshire.

The project will provide an employer-led training facility designed to offer critical support to one of the GLLEP's Priority Sectors, the Visitor Economy, at a time when it is needed the most.

Over the past 12 months, the tourism and hospitality industries have faced unprecedented challenges, with significantly decreased demand and many local businesses closing temporarily. HEAT will offer active support to local businesses via a range of training services that will help the sector to grow, develop and innovate by upskilling the workforce.

The new development will offer a total of approximately 5,000 sq ft of educational floor space which will include the provision of a C-hotel (College Hotel), which will offer learning in a live environment.

Working in partnership with the University of Westminster and educational institutions in Denmark, the USA and the Middle East, along with Lincolnshire based employers such as the Intercontinental Hotel Group, the Hilton Worldwide Group, the Stonegate Pub Company and Butlins, the project will provide a state-of-the-art learning environment, with cutting edge technologies focused on plugging skills gaps and delivering training in the application of digital assistive technologies. Having consulted with local employers and industry bodies such as Visit Lincoln, we will increase the number and range of new apprenticeships offered and launch T-Levels in Hospitality and Tourism, Cultural Heritage and Visitor Attractions, and Catering.

Students will also benefit from the opportunity to work in the theatre and events sector at the Drill Hall, the arts sector via our partnerships with local galleries and the catering and events sector via Lincoln College's own commercial catering business. The majority of the placements on offer through the College or our partners will be paid, enabling students to earn-while-they-learn.

In addition to supporting established employers, the HEAT Institute will offer advice, guidance and support for those individuals who would like to open their own hospitality business via an Entrepreneurship Scheme in partnership with NBV Enterprise, leading to empty spaces in the city becoming repurposed.

The project will deliver economic impact at all levels:

- Providing individuals with access to qualifications that have previously never been delivered in Greater Lincolnshire, including the cross cutting digital skills that will support growth and innovation.
- Offer a routeway to new employment opportunities.

- Support the post-Covid demands of the industry and the pace of tourism development within Greater Lincolnshire.
- Strengthen institutional capability and human resources in the tourism industry and increase employment opportunities.
- Support the new era of tourism and cultural changes that are required in a post-pandemic world.
- Support the sector to adopt digital technologies and platforms which will enable them to improve productivity and attract more visitors.
- Provide accessibility, inclusivity and support social mobility and reducing the transitory nature of the industry's workforce and demonstrate career possibilities.
- Re-imagine, accelerate and upgrade vocational education in the region.
- Deliver via a blended model - mix of digital and face to face, live learning, work experience placements and industry visits.
- Supporting local businesses across all sectors to fill **their 'hard to fill vacancies' and succession plan** for the future.
- Creating bespoke employment routeways that will provide job-ready candidates to local businesses.

Within the first two years of delivery, the new facility is expected to engage over 250 local businesses in skills training, have created at least 50 new apprentices, supported 50 learners into new jobs and supported the creation of 20 new businesses.

In addition to the HEAT College hub in Lincoln, training delivery will be supported by either permanent or pop-up spokes across the county of Greater Lincolnshire. As well as the physical locations, the College will use digital technology to deliver remotely, enabling students to access learning at home or at work and giving them the flexibility to study at a time that suits them. This technology will also allow the College to use the senior education expertise that exists in Lincoln College International and provide access to contributions from partners based outside of the region.

Lincoln College has extensive experience of carrying out projects which require new build, refurbishment, purchasing of equipment and the reshaping of education, training and commercial ventures.

Key points regarding the team are as follows:

- **Proven track record:** We will draw on our proven reputation of delivering high profile infrastructure and education projects and programmes both nationally and internationally. The project will include staff with experience of substantial new build programmes, as well as projects to transform existing parts of our estate. Our experience includes:
  - Since 2016, opening five new micro-college campuses, in 2016 the Construction College in Gainsborough and the Air and Defence Career College in Lincoln and in 2019 the Lincoln Construction College, Care College and Policing College. These offer employer-led, career focused education and technical training for 16 -19 year olds.
  - Since 2016 LCG mobilised five new further education colleges in the Kingdom of Saudi Arabia as part of the **Colleges of Excellence** programme, providing teaching space for over 10,000 students.
  - **Newark Academy**, we led the construction and relocation of the Academy to a brand new £15.5 million school as part of the Priority School Building Programme in 2015/16.

- **Deans Sport and Leisure**, 2012/13 we opened one of the best sport facilities in Lincoln, offering fitness suites, squash and tennis courts, a spa and floodlit all weather pitches, as well an internet cafe, juice bar and many corporate facilities, such as conference and meeting rooms.
- **Made in Gainsborough**, development of a bespoke Engineering training centre in conjunction with local employers.
- **Strong project management experience:** We have experience of operating collaboratively with multiple partners, and have extensive programme resources, knowledge, expertise and skills to deliver the project and mitigate associated risks. A project delivery plan is in place, with progress regularly monitored by our Group lead for projects using Prince 2 and Managing Successful Programmes (MSP) approaches.
- **Project team:** We will deploy a team of in-house expertise and externally sourced advisors to ensure the best mix of resources.
  - Graham Harrison, Group Director of IT, Information Management will lead the project.
  - He will be responsible for implementing the project delivery plan. This will include key milestones, monitoring/reporting requirements, financial controls and a risk register.
  - He will report on progress direct to the College Executive Leadership Team on a monthly basis.
  - He will lead a multi-disciplinary project delivery team including the Group Head of Infrastructure, Facilities and Estates, the Vice Principal, Curriculum, and the Group Director of Finance and Commercial.
  - This project team will be supported by other College business support teams as appropriate. Any additional recruitment needs that may be required as the project progresses will be managed quickly and effectively by Lincoln College Group's in-house agency, FE Resources.

### **Project Timeline and Milestones**

Lincoln College has been developing the concept of this project for over two years. As a result, we have already achieved important steps and milestones which provide high confidence that the project will deliver on time and to quality standards, Points of note include:

- **Identification of skills gap:** In conjunction with stakeholders such as Visit Lincoln and Lincolnshire County Council, the College identified a need to enhance the region's hospitality skills offer in 2018. We explored this concept further and discussed the sector's requirements further with regional employers and local authorities. The message was consistent, that the region needed improved training provision to increase the quality of the visitor and customer experience in all manner of businesses. The HEAT College concept was born and shared with stakeholders in late 2018. The pandemic has only strengthened the view of partners, stakeholders and employers that such provision is necessary; now more than ever.
- **Initial design:** Several sites have been reviewed as the HEAT College hub and general plans have been drawn up for a C-hotel (College hotel) of six individually sponsored bedrooms and a small restaurant and conference facility. The College is also exploring the opportunity to purchase a small staycation venue just outside of Lincoln that would be included as part of the HEAT experience and is working on a proposal to re-open the Drill Hall in Lincoln city centre.
- **Project mobilisation:** We have put in place the necessary steps to ensure rapid project mobilisation if successful with the Town Deal bid. Lincoln College has previously signed a



SCAPE Access agreement with *Perfect Circle* under the Built Environment Consultancy Services (BECS) framework. Key points:

- The Scape Group is a public-sector owned organisation, dedicated to creating ongoing efficiency and social value via the built environment.
  - Perfect Circle have been appointed by Scape Procure to lead the national BECS framework and they will support every stage of the construction project.
  - They will lead the procurement process led by the Public Contract Regulations.
  - This offers the fastest route to market, will ensure full compliance with all public procurement regulations, offers complete auditability of project data and performance, and will create significant opportunities for local suppliers and tradesmen, as on average 35% of the total spend is distributed within 20 miles.
  - Using Scape, the procurement process will take between six and eight weeks.
  - The contractor will use Lincoln College construction students to support the refurbishment work.
- **Early outcomes:** Although the building would not be available for use for the nine months it will take to refurbish, the project will still be able to deliver outcomes from as early as July 2021 through HEAT College partnerships at the Drill Hall in Lincoln and the via the commercial catering business run by Lincoln College.

Milestone	Forecast Date	Comments
<b><u>RIBA Stage 1</u></b>		
Risk Register created	Feb 2020	
Outline Project Programme developed	Feb 2020	
Initial scheme design complete	Feb 2020	
Feasibility work completed	Feb 2020	
<b><u>RIBA Stages 2, 3 &amp; 4</u></b>		
Acquisition of statutory powers		
Confirmation of Project Brief	Apr 2020	
Community & stakeholder engagement	Jun 2020	
Utility company engagement		
Detailed design completed	Apr 2021	
Cost Plan produced	Sept 2020	
Planning application submitted	May 2021	
Match funding secured	Sept 2020	
Planning permission secured	Aug 2021	
Procurement process issued	TBC	
Procurement contracts awarded	TBC	
<b><u>RIBA Stage 5</u></b>		

Start of construction/scheme	TBC	Project refurb will take approximately 9 months
Completion of construction/scheme	TBC	
<b><u>Post Construction RIBA Stages 6 &amp; 7</u></b>		
Start of activity	TBC	
Claim submission and monitoring underway	TBC	
Outcome review – Evaluation report provided	TBC	

### Project Outputs

	2021/22	2022/23	2023/24	2024/25	Future Years	Total
<b>i) Core Outputs (Strategic Economic Plan)</b>						
Private Sector Investment Leveraged (£)						
Number of new Jobs Created (gross)		9				9
Number of Jobs Safeguarded (gross)						
Number of new housing units completed						
<b>ii) Local Strategic Outputs</b>						
Commercial floorspace refurbished/constructed and occupied (sqm)	500					500
New training/learning space refurbished/constructed (sqm)						
Number of businesses assisted to improve performance		125	125	125	125	500

Number of learners supported		241	380	435	527	1,583
Number of new businesses created		4	10	15	15	44
GVA Uplift						
iii) Others (please list) *						

**Key Risks – please set out the key risks to delivery and mitigation measures in place**

Lincoln College has been developing the concept of this project for over one year. As a result, we have already achieved important steps and milestones which provide high confidence that the project will deliver on time and to quality standards. We are confident that we have identified and reduced many of the risks associated with the project. We have a good understanding of the overall risks and have robust systems and processes in place to identify and manage new risks. Key elements of our approach to risk management for this project are as follows:

- **Best practice systems:** Lincoln College uses the '4Risk' software system from one of the UK's largest advisory firms (RSM). We use this to manage and mitigate risks to the operational capability across the College and the wider Group's activities. This best practice system will allow us to view the complete picture of the project's risks and any mitigating actions. It will allow our project governance and oversight mechanisms to review any project risks. It will also enable managers to add perceived risks to the system at any time and to highlight required action. **Graham Harrison**, the Group Director of IT and Projects, owns the database and will review it on a weekly basis for project risks to monitor any new risks and to assess progress with existing entries. To track progress, we produce weekly reports for Department Heads to show new risks, any changes to RAG (Red, Amber, Green) rating or where a deadline for action has passed.
- **Risk Management Group:** These meetings are held on a quarterly basis and chaired by **Tom Dannatt**, the Group Director of Finance and Commercial at LCG. The Group will review all project risk areas, with those RAG rated as Amber or Red discussed in significant detail. Any specific action points will be allocated appropriately to address areas of concern. Minutes of the Group's meetings and therefore any specific issues relating to the project will be briefed to the Executive Leadership Team and Board of Governors.
- **Staffing experience:** **Graham Harrison** has broad experience of managing the delivery of similar projects and as such is well versed in their successful mobilisation and the development of robust implementation plans that minimise and mitigate risk. Our Group Director of Estates and Facilities will be working closely with the Project Manager and has experience of managing multiple, simultaneous projects. Furthermore, if new staff are recruited or seconded to the project, LCG will ensure that they have the appropriate risk management, mitigation expertise and experience.
- **Regular review:** In addition to the processes highlighted above monthly Risk Management meetings will be held. These meeting will focus on reviewing, identifying and managing all project risks

The following risks have been identified:

<b>Risk</b>	<b>Owner</b>	<b>Probability</b>	<b>Impact</b>	<b>Mitigation</b>
Delayed outcomes	Director of Business Development	Low	High	Segmentation of outcomes to reduce risk and ensure quick wins. Project based on employer feedback and demand. Business Development Team and Steering Group to ensure that project maintains a relevant offer with flexible delivery models that meet employer need.
Delays with refurbishment	Group Head of Infrastructure, Facilities and Estates	Low	Low	Timely award of procurement and award of contract, clear expectations within the contract
Delays in procurement	Group Head of Infrastructure, Facilities and Estates	Low	High	One of the attractions of operating under the Scape Framework is that approved supply chain partners have already tendered their service and price.
Availability of specialist equipment	Group Head of Infrastructure, Facilities and Estates	Low	High	Ensure requirements fully researched and lead times are clearly identified and understood. Procurement processes followed
Accidents on site	Group Head of Infrastructure, Facilities and Estates	Low	Medium	The College will create and enforce a robust plan to ensure that the site and all people on it and around it will be safe whilst the project is underway

Cost exceeds estimates	Group Head of IT Information Management and STEP	Low	High	Projected costs are based on current supplier's information. Robust tendering procedures will enable competitive prices for equipment to be secured.
Cashflow	Group Director of Finance and Commercial	Low	High	Robust internal financial reporting systems are operated. A project specific cashflow has been developed to track actual v planned income and expenditure; to be reviewed monthly. Agreement with the bank to ensure facility to cover cashflow.
Purchase of property – properties identified no longer available	Group Head of Infrastructure, Facilities and Estates	Medium	High	Identification of other suitable premises, discussions with agents. Delivery within temporary facilities until a property located e.g. Lincoln College or CVS

**Priority Rank – Where you have multiple projects, please indicate a priority ranking for this scheme**

- 1 – Drill Hall
- 2 – HEAT Institute
- 3 – Health & Wellbeing Hub

**Can any additional match funding or alternative funding be sourced to support your project and to reduce the Town Fund ask? If yes, please explain.**

No

**Name of Lead Organisation**

Lincoln College

**Name & Position of Project Sponsor**

Mark Taylor

**Name of Chief Finance Officer or other person authorised to sign for and on behalf of the Lead Organisation**

Tom Dannatt

**Signature of Chief Finance Officer or other person authorised to sign for and on behalf of the Lead Organisation**

*Tom Dannatt*