

EXECUTIVE

Monday, 26 October 2020

6.00 pm

Virtual Meeting Via Zoom

Membership: Councillors Ric Metcalfe (Chair), Donald Nannestad (Vice-Chair), Chris Burke, Bob Bushell, Rosanne Kirk and Neil Murray

Officers attending: Angela Andrews, Democratic Services, Kate Ellis, Jaclyn Gibson, Daren Turner, Simon Walters and Carolyn Wheeler

Virtual Meeting

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Please note that, in accordance with the Members' Code of Conduct, when declaring interests members must disclose the existence and nature of the interest, and whether it is a disclosable pecuniary interest (DPI) or personal and/or pecuniary.

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Present: Councillor Ric Metcalfe (*in the Chair*),
Councillor Donald Nannestad, Councillor Chris Burke,
Councillor Bob Bushell and Councillor Neil Murray

Apologies for Absence: Councillor Rosanne Kirk

24. Confirmation of Minutes - 21 September 2020

RESOLVED that the minutes of the meeting held on 21 September 2020 be confirmed.

25. Declarations of Interest

No declarations of interest were received.

26. Planning White Paper

Purpose of Report

To update the Executive on the content of the recent White Paper consultation from central government on reforming the planning system.

Decision

That the conclusions of the report and the suggested response to each question of the White Paper consultation document in relation to planning reform be endorsed.

Alternative Options Considered and Rejected

None.

Reason for Decision

The focus of the White paper centred on increasing the availability of new homes. It was widely accepted that there was a shortage of available housing in the United Kingdom and there had been a number of attempts in recent years to firstly cite the planning system as the main reason for this shortage, and then to make numerous alterations to both the policy framework and development management procedures in an attempt to address the perceived problem. Despite this context of almost perpetual alteration to the system, authorities across the country approved the overwhelming majority of planning applications and in most cases could do little more to assist in the delivery of more housing.

It was reported that there are currently between 800,000 and one million houses that had been granted planning permission across the country but had not been built out, yet the White Paper consultation proposed radical change to the land use planning system as the means to address what was largely an economic problem.

The White Paper outlined that, broadly speaking, the planning system should move to one of zoning as happens in some other countries. To this end it

proposed the following three categories would apply to all land within a district boundary as part of the local plan allocation process:

- Growth – applications for new homes, hospitals, schools, shops and offices in areas “suitable for substantial development” in growth zones would be given automatic outline planning permission. Developers would, however, still need to secure reserved matters permission in accordance with locally developed design codes and “site-specific technical issues”;
- Renewal – proposals in urban areas, such as densification and infill, on brownfield sites and relating to “small sites within or on the edge of villages” would be given “permission in principle”;
- Protection - development would not be permitted in protected areas such as the Green Belt and areas of outstanding natural beauty.

The report outlined the implications of proposed changes to the planning system in respect of the Local Plan, the role of councillors and development management, public engagement, Section 106 Agreements and the Community Infrastructure Levy, housing targets, design, enforcement and delivering change.

A summary of the questions posed as part of the consultation, together with suggested responses to each question, was appended to the report.

The consultation was open until 29 October 2020 and, subject to the outcome of the consultation, the government would seek to bring legislation and policy changes to implement its reforms, acknowledging that not all aspects of the system would be comprehensively covered, with the detail of some proposals still requiring further development. Proposals would require primary legislation followed by secondary legislation and an updating of the National Planning Policy Framework.

Councillor Ric Metcalfe was disappointed with the content of the White Paper which he felt wrongly placed blame on what it referred to as a complex planning system acting as a barrier to the development of new homes. He acknowledged that the planning system as it currently stood was not perfect, but was of the opinion that the White Paper was seeking to address the wrong issue and had not itself acknowledged or addressed a market failure to deliver housing.

Councillor Neil Murray agreed with the proposed responses to the consultation document and felt that the proposals set out in the White Paper would make the planning system worse and represented a backwards step. The current system worked in Lincoln and in other parts of the country very well, with adequate overview of applications and public participation as part of the process. He highlighted that the most common issue he was contacted about from residents in his capacity as a councillor related to concerns or queries in respect of planning applications. He felt that the proposed reform set out in the White Paper would take away an invaluable mechanism whereby local councillors could represent residents and allow them to have a genuine say in applications.

Councillor Donald Nannestad outlined his concerns that the proposals set out in the White Paper would have a serious negative impact on affordable housing. He also agreed with Councillor Murray’s comments in that the proposals would actually result in people not being able to have their say in respect of applications. There was also no reference to nature, wildlife and green or accessible space as part of the White Paper which could cause detrimental long-term issues.

Councillor Chris Burke concurred with the comments already made and highlighted that the Central Lincolnshire Joint Strategic Planning Committee in considering the White Paper had condemned the proposals collectively.

Councillor Bob Bushell agreed with the comments already made and highlighted the significant opposition to what was being proposed, referencing the Chair of the Royal Institute of British Architects in particular who had voiced their own concerns of the damage the proposals could cause to constituencies across the country.

27. Exclusion of the Press and Public

RESOLVED that the press and public be excluded from the meeting during consideration of the following items of business because it was likely that if members of the public were present there would be a disclosure to them of 'exempt information' as defined by Section 100I and Schedule 12A to the Local Government Act 1972.

These items were considered in private as they were likely to disclose exempt information, as defined in Schedule 12A of the Local Government Act 1972. No representations had been received in relation to the proposal to consider these items in private.

28. Usher Gallery and Associated Collections

Purpose of Report

To provide the Executive with progress made in negotiations over the last twelve months with Lincolnshire County Council and a range of stakeholders in an endeavour to ensure the future operation of the Usher Gallery as an art gallery.

Decision

That the recommendations contained within the report be approved.

Alternative Options Considered and Rejected

Alternative options considered and rejected were set out in the report.

Reason for Decision

Reasons for the decision were set out in the report.

29. Update on Position of Lincoln Arts Trust Ltd

Purpose of Report

To provide the Executive with an opportunity to consider in more detail the financial position of the Lincoln Arts Trust Ltd further to its previous decision on 26 August 2020 not to renew the service level agreement, which was due to expire on 31 March 2020.

Decision

That the recommendations contained within the report, and the additional recommendation published as a supplement to the agenda, be approved.

Alternative Options Considered and Rejected

Alternative options considered and rejected were set out in the report.

Reason for Decision

Reasons for the decision were set out in the report.

30. Investment Property: Options for Alternative Lease Arrangements

Purpose of Report

To inform the Executive of investigations made to secure improved investment value and income.

Decision

That the recommendations contained within the report be approved.

Alternative Options Considered and Rejected

Alternative options considered and rejected were set out in the report.

Reason for Decision

Reasons for the decision were set out in the report.

SUBJECT: LINCOLN TOWN DEAL PROGRAMME

DIRECTORATE: MAJOR DEVELOPMENTS

REPORT AUTHOR: JO WALKER, ASSISTANT DIRECTOR - GROWTH

1. Purpose of Report

- 1.1 To approve the Town Investment Plan (TIP), proposed for submission to Ministry of Housing Communities and Local government (MHCLG) via the Town Hub by 29th of October 2020.
- 1.2 To consider and incorporate any changes, edits or additions arising from the Lincoln Town Deal Board meeting scheduled for Friday 23rd October, which will be given as a verbal update to the Executive at the meeting on Monday 26th October.
- 1.3 To approve works for Cornhill Square and Lincoln Central Market as the priority for MHCLG approved Accelerated Town Funding of £1 million.
- 1.4 To approve the Council's role as accountable body for the Town Deal Project Programme.
- 1.5 To approve the Council's role as Project Lead in delivery of the following Town Deal Projects (subject to funding); Lincoln Central Market; Tentercroft St and three Road to Zero carbon reduction projects, SME Green Recovery Grant Scheme, Community Investment Bond Scheme and Construction Retrofit Project.

2. Executive Summary

- 2.1 Lincoln is one of 101 towns selected by the Government to work towards a Town Deal, with the potential to secure up to £25m funding to support proposals which will deliver long-term economic growth.
- 2.2 In response to selection in December 2019 and the Government's published Town Deal prospectus, a multi-agency Town Deal Board was established to oversee the development of a Town Investment Plan in January 2020, a pre-requisite for securing Town Funds.
- 2.3 Over the past nine months the Town Board has considered the economic evidence alongside engagement and consultation with local stakeholders and communities in order to develop a long term vision, strategy and five year project intervention programme to support of the growth and development of the City.
- 2.4 This work, alongside ongoing discussion with the Government's Town Hub advisors, has been the basis for the Town Investment Plan as proposed for submission.

- 2.5 The development of the Plan has also been considered in the context of Covid 19 recovery, carbon reduction and inclusive growth needs.
- 2.6 The Town Investment Plan (TIP) is included in Appendix 1. It has been structured in line with Government Guidance and comprises 2 sections. Section 1 sets out the context, strategy and process planning; section 2 sets out the details of the project proposals.
- 2.7 Following submission at the end of October, the TIP and constituent projects will be assessed by officials from MHCLG and other government departments (from both local and national levels). Subject to the quality and viability of the proposals, government will offer a Heads of Terms to be considered by the Town Board. The Heads of Terms will include an allocated budget, a list of projects to receive funding and recommended assurance route for business cases, a list of support agreed with other government departments and key conditions.
- 2.8 An initial response and potential Heads of Terms can be expected in January 2021.
- 2.9 The City of Lincoln Council is the recognised Accountable Body for the Town Fund Programme and subject to Executive approval, the Council will continue to manage the overall programme of delivery as well as leading on the delivery of a number of key projects.
- 2.10 Resources have been identified to enable the Council to carry out this function through a combination of in-house staff, recruitment and consultancy expertise. The budget for this Programme Management Function has been included within the overall Investment Plan and Town Fund 'ask'.
- 2.11 In addition to the main Town Deal programme, a grant of £1,000,000 is being offered to fund capital projects that can be delivered this financial year.
- 2.12 Officers identified the delivery of the wider public realm works to the Cornhill Square, to follow on from the demolition of the kiosk, tree retention and gateway treatment as a proposal that could be accelerated for delivery in the current financial year. This proposal was presented to and approved by Town Board on 25th July 2020 and subsequently by Government in September 2020. Subject to Executive approval, this scheme can proceed to formal contract and mobilise for delivery in early 2021.

3. Towns Fund Programme

- 3.1 Detailed guidance in respect of the Towns Fund Programme and requirements for the Town Investment Plan are set out in the 'Further Guidance' document, published by Government in June 2020¹. A summary of the key criteria is set out below:

¹ <https://www.gov.uk/government/publications/towns-fund-further-guidance>

Purpose	<ul style="list-style-type: none"> - Purpose to drive the sustainable economic regeneration of towns to deliver long term economic productivity growth - Key principles include sustainability, clean growth, inclusive growth, response to covid-19 and impact on town centres.
Funding	<ul style="list-style-type: none"> - Funding to be awarded based on quality of proposals; not in competition with others - Capital funding will make up 90% total allocation - Towns can bid for up to £25m (or over in exceptional circumstances) - Funding to be awarded based on quality of proposals not in competition with others. - Need to show alignment with wider funds and demonstrate co-funding/match-funding & private sector investment
Scope of Interventions	<ul style="list-style-type: none"> - Local Transport: increase bus services; new or upgraded cycle, walking, roads; pedestrianised routes - Digital connectivity: provision of full fibre infrastructure - Urban Regeneration: remediation, development of vacant sites - Arts, culture, heritage: new or upgraded museums, theatres, community spaces etc - Skills Infrastructure: new or improved skills facilities - Enterprise Infrastructure: increase in affordable, quality commercial, workspace, innovation facilities
Town Investment Plan (TIP) Requirements	<ul style="list-style-type: none"> - Context analysis: area analysis, key challenges and opportunities - Strategy: vision, outcomes and targets for 2030; evidence, analysis and spatial strategy; mapping of strategies, programmes and investments to ensure alignment/added value - Engagement and Delivery: buy-in, private sector commitment/investment, high level business cases and appraisals for each project & delivery plan - Prioritised Projects: project details, costs, delivery and BCR (full business cases not required)
Process & Timescales	<ul style="list-style-type: none"> - Preparation and submission of the Town Investment Plan: by October 2020 - 2-Stage review leading to agreed Heads of Terms (or opportunity to resubmit): 2 months - Development of detailed project proposals: up to 12 months - Final agreed projects and release of funding

Governance	<ul style="list-style-type: none"> - Town Deal Board: to oversee/ sign off each stage of the TIP - Lead Council: to act as or with the Accountable Body to deliver and manage the programme
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4. Town Investment Plan & Project Proposals

4.1 The Investment Plan is based on an analysis of the evidence of need, challenges and opportunities within the City, using a combination of statistical research, stakeholder consultation and wider community engagement – set out in full within the TIP and supporting appendices.

4.2 From the analysis of the evidence, a vision has been developed and approved by the Town Board along with the following priorities, aligned to the Town Fund Intervention Framework.

A world class heritage city, which has embraced the opportunities presented by the digital economy to drive investment, innovation and productivity, creating opportunities for all, attracting new talent and securing Lincoln's future as a dynamic, sustainable and inclusive place.

- **Digitalisation** Building on Lincoln's strength as a centre for learning and research, and promotion and enabling a tech-friendly environment, supporting the growth of the digital sector and the use of digital technology
- **Skills to support inclusive growth** : Investing in training to raise the skill levels of SMEs and citizens, building in resilience in the transition to the new digital economy and enabling them to benefit from the opportunities it can bring.
- **Sustainable Transport** : Delivery of the Lincoln transport strategy objectives to enable efficient movement and improved connectivity, improved accessibility and the use of smart technologies.
- **Urban Regeneration to support Arts, Culture, Heritage and Enterprise Infrastructure:** To develop the City's potential as a dynamic and contemporary Cathedral city through effective digital promotion and investment in key cultural, leisure and heritage assets.

4.3 These priorities were further tested through a citizen's panel consultation in September, which generated general consensus and support.

4.4 In order to deliver against these priorities (and to meet the requirements of the Town Fund Intervention Framework), Officers have worked with stakeholders and lead partners to develop a long list of potential projects for consideration firstly by the Town Board and secondly through an independent appraisal process, involving consultants, Rose Regeneration and a sub-group of non-conflicted Town Board members. The final selection has also been subject to a 'Check and Challenge' session with government colleagues to ensure alignment with the core criteria. Key criteria for the project assessment process included:

- Strategic fit
- Evidence of Need
- Impact on overall Growth Programme

- Risk
- Alignment with Town Fund Intervention Framework
- Treasury 'Green Book' appraisal criteria

4.5 The resulting projects have emerged as the most impactful and relevant for inclusion in the Town Investment Plan:

Digitalisation:

Lincoln Made Smarter - a scheme that will accelerate the development of industrial digital technologies (IDTs) through focused support to SMEs.

Lincoln connected - the use of digital advances to enable better access to arts, culture and heritage, including the provision of an Open Content Management system (CMS), Smart Signage and new lighting system.

Skills to support Inclusive Growth:

Health and Well-being Hub - Development of a Health and Wellbeing training and support Centre (HWBC), to form part of the Lincoln College.

LCFC Community hub - the expansion and redevelopment of the current stadium infrastructure as a community training and employment facility.

Hospitality, Events and Tourism (HEAT) College - development of the UK's first Hospitality, Events and Tourism (HEAT) College.

Sustainable Transport:

Wigford Way - improved walking and cycling environment and public realm along Wigford Way and St Mary's Street.

Sincil Bank - traffic improvements including a resident only parking scheme, a 20mph vehicle zone, improved place-setting, creation of a green corridor and environmental improvements.

Urban Regeneration; Arts, Culture, Heritage and Enterprise Infrastructure:

Central Market & City Vibrancy - restoration and repurposing the Grade II listed Central Market Building to create a modern and diversified market offer, combining retail, food, leisure and technology.

Drill Hall Development - refurbishment for use as evening cultural/leisure venue and a community hub and adult training provision.

Tentercroft Steet - redevelopment of a strategic brownfield site to create new workspace and city living in the heart of the City Centre.

Barbican Production & Maker Hub - Refurbishment of the Barbican Hotel for use as a production hub for the creative sector.

The Hive - The redevelopment of a vacant, public estate building to provide city living for key workers alongside workspace and training provision.

Food Partnership – Store of Stories - the development of a centrally located food supermarket, providing low cost locally supplied waste and surplus food alongside a programme of advice, support and training, volunteering, and work placements opportunities.

Road to Net Zero Programme - A programme of four projects that support the work of the Lincoln Climate Commission, and the 'Roadmap to Zero carbon Lincoln' plan. The projects are: The Feeding Tariff; Construction Retrofit Project; SME Green Recovery Grant Scheme; Lincoln Community Investment Bond.

Greyfriars - restoration of the C13th building to open it to the public as a heritage attraction with a mix of a digital and tactile, immersive interpretation scheme, temporary exhibitions, events, conferencing and educational activities.

- 4.6 A summary of the financials for each project, is provided in Table 1 below. A total of £24.75m Town Fund Investment of is required to support the overall programme. This will lever direct co-funding support of £20.50m and a further £16m to support the regeneration of our key brownfield site at Tentercroft Street to drive growth and underpin further private sector development. Full details of the prioritisation process undertaken to develop this final portfolio is included in the appendices to this report.
- 4.7 We estimate that the investment programme will generate over £50m in wider economic benefit (GVA) and support over 700 jobs. This is a conservative estimate, based upon an initial assessment of learning and employment outputs, additional visitor and household spend generated by some of our projects. The figures exclude the output from our transport interventions at this stage and a number of other outputs which can be monetarised at full business case stage, adding significant value to this programme
- 4.8 Members are requested to approve the Town Investment Plan (TIP) and projects as proposed, for submission to Ministry of Housing Communities and Local government (MHCLG) via the Town Hub by 29th of October 2020.

Table 1: Proposed Project List & Financial Summary

Project	Towns Fund £m	Co-Funding £m	Total Cost £m
Lincoln Connected	1.514	0.542	2.056
Lincoln Made Smarter	1.290	1.050	2.340
Wigford Way/St. Mary's Street	5.040	0.000	5.040
Sincil Bank Green Corridor	3.040	0.000	3.040
Lincoln City FC Stadium and Community Redevelopment Projects	0.840	2.000	2.840
Health & Wellbeing Centre (HWBC)	0.660	0.550	1.210
Hospitality Events & Tourism Institute (HEAT)	1.240	1.300	2.540
Lincoln Central Market and Vibrant Public Realm	6.540	2.000	8.540
Tentercroft Street	0.340	0.000	0.340
Climate Commission Road to Net Zero	0.360	0.053	0.413
Drill Hall Development	0.455	0.550	1.005
Barbican Production & Maker Hub	1.640	1.000	2.640
Store of Stories (Food Supermarket)	0.205	0.849	1.054
Greyfriars	0.540	1.164	1.704
The Hive	1.040	8.800	9.840
Programme Management	<i>inc.</i>	0.646	0.646
Total	24.748	20.504	45.252

5. Accelerated Project

- 5.1 In addition to the main Town Deal programme, a grant of £1,000,000 is being offered to fund capital projects that can be delivered this financial year.
- 5.2 This grant must be used to support capital spend within the intervention framework as set out in the Towns Fund Further Guidance:
- 5.3 In order to unlock this funding, the Council was required to confirm details of the proposal within a letter from the Section 151 Officer by 14th August 2020, confirming that the project was:
- in line with the Towns Fund intervention framework,
 - would achieve good value for money
 - could be delivered this financial year
- 5.4 The priority is to achieve expenditure to the value of the grant (£1m) within the current financial year but works may follow in 2021/22 to complete a scheme provided that an alternative funding source is utilised for any expenditure post 31st March 2021.
- 5.5 The proposal which was approved by Town Board and submitted to government in August includes the delivery of the wider public realm works to the Cornhill Square, to follow on from the demolition of the kiosk, tree retention and gateway treatment.
- 5.6 This proposal has now been approved by government and funds have now been received to enable the Council to proceed with the scheme, subject to Executive approval.
- 5.7 The scheme will significantly upgrade the paving and street furniture to the quality standard of the recently refurbished Cornhill Pavement immediately to the east and improve connectivity between the Transport Hub, regenerated Cornhill Quarter and the High Street.
- 5.8 Upgrading the space will provide a flexible, high quality environment which can be fully utilised for events, performances, outdoor trading, markets and pavement cafés as well as provide an attractive place to sit and dwell. The quality of the proposed materials will enhance the setting of the listed Corn Exchange building positioned centrally within the square.
- 5.9 Cornhill Square is a key site in the wider regeneration of the Cornhill Quarter and its redesign and reuse as a flexible event space:
- is a critical step in supporting the Market and City Vibrancy Town Fund intervention, through enabling the change of use of City Square from a primary event space to a consolidated outdoor market offer, maximising the opportunities for the regeneration of a smarter Central Market targeting a wider range of small and new start businesses.
 - is a strategic fit with the City Centre Masterplan, Lincoln Transport Strategy, Public Realm Strategy and the Town Deal urban regeneration enterprise

infrastructure and heritage/culture infrastructure objectives.

- provides opportunities to explore tech solutions for improved event infrastructure, and linkages to other initiatives such as 'Lincoln Creates' and 'Light Up Festival'.
- builds on and complements the significant ongoing investment in wider Cornhill/Transport Hub area and that proposed within the Heritage Action Zone area.
- complements the wider City Centre recovery planning including the Reopening the High Street Safely Action Plan.

5.10 The total cost of this project, inclusive of fees is approximately £1m and the scheme can be delivered over a 23-week programme commencing in January 2021 (subject to contract).

5.11 A January start will enable a substantive project outcome by year-end, however full expenditure will not be achieved with this scheme alone.

5.12 To compensate for this we have proposed to utilise Town Fund grant in place of our own reserves to forward fund the Cornhill Phase 1 works and the feasibility and design work in respect of the Market as part of a portfolio of connected interventions to support City Centre Vibrancy and all within the scope of the Town Fund. This will help to enable sufficient expenditure by 31st March 2021 and is the proposal set out to (and now approved by) government.

5.13 While completion of the paving works in their entirety could be achieved within the financial year starting on site in October, this would be a major disrupter during the peak Christmas trading period, contrary to the Government's objective of supporting High Street recovery. A January start is therefore preferable and realistic, allowing time to finalise detailed design and to consult with businesses.

5.14 In preparation for this work, Officers have engaged with LCC Highways to reach agreement on the proposed specification and phasing plan. LCC have confirmed that this work can be carried out under a minor works agreement.

6 Governance and the Role of the Council as Accountable Body

6.1 Going forward and in line with the requirements of the Programme, the Town Fund Board will oversee the implementation of the Investment Plan and ensure compliance with the Heads of Terms Agreement with government.

6.2 Below this level, the Delivery Board and its constituent partners will lead on technical project delivery and ensure collaboration across the programme, having regard to the wider partnership network that exists within Lincoln.

6.3 The City Council will then continue to act as the accountable body for the implementation of the Investment Plan. Acting in this role, the Council will:

- Oversee the Heads of Terms Agreement with government and the Board;

- Ensure continued good governance and transparency in decision making;
- 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;
- Manage contractual arrangements with project partners to ensure delivery
- Carry out the financial management for the programme;
- Be responsible for the financial management of the overall programme;
- Periodic reporting to government as required.

6.4 It is proposed to establish a dedicated Programme Management Function to oversee the programme, utilizing a mix of existing staff and resources within the Authority, combined with specialist expertise to add value to the proposals and to ensure independent appraisal and scrutiny as part of our assurance process.

6.5 This will be led by a Programme Manager, supported by Project Development and Monitoring Officers and a Programme Accountant. Specialist support will then be required as follows:

- To develop our local green book assurance process;
- To undertake independent project appraisal and due diligence, ensuring objectivity in decision making;
- To provide skills and expertise in developing our digital and clean growth proposals, ensuring these can be transformational;
- To provide specialist legal advice where required (e.g. state aid) to support contractual arrangements with government and back-to-back funding agreements with partners.

6.6 Total projected costs for this function over the c 6-year programme are estimated to be c £1.2m, of which approximately 50% can be funded through in-kind, existing staff time with the remainder as a requirement of the Town Fund programme, to be leveraged as part of the overall programme.

6.7 Our programme management and assurance process will be prepared and presented to the Town Board and Executive following our Heads of Terms Agreement. We will draw on best practice and explore opportunities for joint-working with our partners in East Lindsey and Boston in order to maximise resource and achieve efficiencies. Our management and assurance process will set out:

- Arrangements for the Programme Management Office including its structure, resourcing and reporting;
- Business case preparation and approval processs, including due diligence and appraisal;
- Project monitoring and evaluation templates and reporting procedures
- Preparation of project-specific funding agreements;
- Setting out of procurement processes;
- Performance management systems and overall programme monitoring and evaluation arrangements;
- Partnership/joint-working arrangements where functions or commissioning

may be shared.

7. Project Delivery: Council-led Schemes

7.1 Central Market

7.1.1 One of the key projects within the Town Fund programme for Lincoln is the restoration of Central Market. This project would be led and delivered by the Council as the asset owner, subject to securing funds.

7.1.2 Central Market is a Grade II Listed building and in use as the only covered market within the City. The building is located within the Cornhill Quarter – an area which has benefitted from major investment and regeneration totalling some £100m over the past 4 years, anchored by the City's own Transport Hub. In contrast, Central Market now presents an outdated appearance and consumer offer, with a lack of maintenance and poor-quality repairs carried out over the lifetime of the building leading to some significant defects.

7.1.3 In 2014, City of Lincoln Council, Lincolnshire Co-operative, and Lincoln Big Commissioned the National Association of British Market Authorities (NABMA) to undertake a review of markets in Lincoln. NABMA identified that in order to achieve a vibrant and long-term sustainable market offer, change was necessary. This was reviewed in 2018 and concluded that whilst nationally, markets continue on a slow decline, Lincoln still has the potential to develop a very strong indoor and outdoor market offer provided delivery of the offer is effectively co-ordinated and supported by investment.

7.1.4 There is now an imperative to explore options and to upgrade and safeguard the Central Market for the following reasons:

- The market is underachieving relative to the surrounding area and comparator market halls. A lack of investment in the fabric and maintenance of the building has led to an outdated appearance, vacancies and underutilised space;
- The existing market is operating at c 70% occupancy (20 vacant stalls), with a turnover of circa £223k in 2018/19, delivering a net surplus of £64k. Income has declined year on year and without intervention, this trend is likely to continue putting the future viability of the market at risk. Market income has continued to decline year on year and recent research has recommended the need for investment before it is too late in order to restore vitality and ensure the longer term sustainability of the market within the City;
- Whilst market occupancy has declined, there has been an upturn in the level of investment, interest and uptake of space within the immediate vicinity of the market. £30m public sector investment in a new Transport

Hub has unlocked over 76,000 sq ft commercial floorspace to create a new leisure and retail destination, attracting new operators to the City Centre. Over 400 new jobs have been created as a result of this collective investment and further phases of development are planned. This development has raised the bar and created new opportunities to re-shape and develop this part of the City, creating an imperative for investment in public assets such as the Central Market;

- There is strong support for an improved market. Results from a Citizen's Panel survey in 2018, indicated that 85% respondents thought the market was important to Lincoln, 82% visited market - but 68% dissatisfied with the existing offer. A recent survey in 2019 again demonstrated strong support (86% responding that a market was important to Lincoln) but with a significant number of comments in relation to potential improvements, with support for regeneration, extended opening hours, a food offer and as an incubator for start-up firms amongst other things;
- Opportunities for funding to enable investment are emerging via Heritage Action Zone (HAZ) & Towns Fund; there is growing interest from external partners;
- Lincoln has a strong and growing visitor economy and a reputation for good quality food, Lincolnshire being one of the largest food-producing counties in the UK. A renewed market facility could deliver a specialist food-hall, casual dining and event space, capitalising on and complementing the growth in leisure-type uses in the Cornhill area;
- Market research also indicates positive demand for commercial space to serve independent retailers, the creative sector and for workspace more broadly. The redevelopment of the Market Building and City Square represents an opportunity to create an 'anchor destination' within the Cornhill Quarter, which can support an improved and diversified market offer alongside a wider range of uses and innovative technology to promote and sustain vitality in respond to changing customer trends.

7.1.5 There are many examples such as Doncaster, Altrincham, Leeds and Scarborough where market halls have been successfully refurbished, encouraging a change in habits and providing new business opportunities for local people. Key attributes required for a successful market include attractive appearance, accessibility, cleanliness, identity and distinctiveness, branding and promotion, attractions and effective management. Proposals for the regeneration of Lincoln Central Market have sought to embrace the learning and best practice arising from these wider examples and to apply this to the local context.

Market: Options Appraisal & Feasibility

7.1.6 A comprehensive options appraisal for the restoration of the market building has now been developed, informed by a full Condition Survey, Heritage Impact Assessment, reference to best practice examples, the evidence of need and demand and wider commercial input. A range of options have been considered, from a do nothing/emergency repairs only to major structural alterations, including the creation of a mezzanine above the main trading hall and the replacement of

the butcher's alley to create a glazed façade and first floor commercial unit with balcony to Sincil Street.

7.1.7 A summary of the baseline options and the major transformational proposal – the vision for the future of the building and proposal for Town Fund - are included below with indicative costs are included below. Concept plans and precedent images are included in Appendix 2.

Option	Description	Cost
1	Do Nothing – Risk Assessment & Identification of areas of risk	N/A ²
	Emergency Repairs – to secure the building for next 2-3 years <i>To include repairs to the roof and stonework.</i>	£500k
2	Emergency Repairs plus Maintenance– to secure the building for upwards of 20 years. <i>To include replacement of all roof coverings and rainwater goods, repair and cleaning of the masonry walls and removal of redundant fixings and services installations</i>	£1.5m

² Whilst there is no immediate cost to the Council, the lack of investment in the building is likely to have a continued, negative impact on the income that can be generated from the trading operation. The market currently makes a surplus for the Council but income has been in decline for a number of years and this surplus has been maintained due to a decline in expenditure.

3	<p>All works described in options 1 and 2 plus:</p> <ul style="list-style-type: none"> - <i>Interior Refurbishment & Mezzanine Floor to Western End of Market Hall</i> - <i>Opening up the principal facades to the north and east through the removal of the “blind” arches and insertion of new full height glazing, with associated internal alterations to relocate stalls away from the glazing.</i> - <i>New heating and lighting with a more sympathetic design.</i> - <i>Interior finishes repaired or renewed with decoration of the exposed steel roof structure, plastered walls, exposed woodwork and the repair or replacement of the original terrazzo tiled floorcoverings.</i> - <i>The introduction of new freestanding stalls to the interior spaces, these would be of a contemporary minimal design to avoid conflict with the historic fabric. An area would be created within the centre of the Market Hall to accommodate seating for the associated food outlets within the stalls.</i> - <i>The introduction of new perimeter market stalls to the western end of the Market Hall to replicate the existing 1937 stalls located to the eastern end of the Market Hall.</i> - <i>New public WCs (Male and Female) would be provided, accessed internally from the Butcher’s Corridor. This will encourage visitors into the Market and provide new facilities for customers of the new food court.</i> - <i>Creation of the new open shopfront to Sincil Street to enhance the retail sales experience as more of a ‘Farm Shop in the City’</i> - <i>Creation of new first floor commercial space for A3 with balcony - similar to that of the Punch and Judy at Covent Garden and mirroring the balcony to the Everyman Cinema further south along Sincil Street</i> - <i>Public realm improvements to City Square connecting with the River Witham, High Street and Sincil Street</i> 	£8.5m
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7.1.8 Option 2 should ensure that the external fabric of the building is secured and free from any further major defects for a period upwards of 20 years. However it is essential to go beyond preserving the fabric of the building and taking into account the declining popularity of the market as a commercial enterprise and the limited viability in its current form, it will be necessary to “re-invent” the market to bring greater opportunity for a greater variety of traders in order to maximise the potential and recover some of the costs of the works but also to respond to local need and demand, ensuring that Lincoln has appropriate enterprise infrastructure to support business growth.

7.1.9 The transformational proposal outlined in Option 3 has been informed by successful restoration examples from Altrincham, Scarborough, Doncaster and Leeds, which have all moved away from a traditional market to a more food orientated offer, with opportunities for casual dining, entertainment and leisure, combined with strong branding, promotion and online trading options – all with a

focus on showcasing local produce. The proposals are considered key to attracting a greater variety of traders and opportunities to the market, with the potential for uplift in revenue to support delivery and ongoing viability of the operation.

- 7.2.10 The proposals will deliver approximately 1,500 sq m of upgraded commercial floorspace which we anticipate will help to attract new firms/jobs and improve the quality and diversity of use. The addition of a mezzanine and first floor will create a further 567 sqm of floorspace, with opportunities for longer-term lease arrangements or the attraction of an anchor tenant to support viability.
- 7.2.11 The economic benefits of the proposals can be summarised as follows:
- Safeguarding and creating new direct jobs. Although many pre-existing traders will occupy space in the new market, the project will facilitate the attraction of a number of new operators as a result of the diversification into foodhall, workspace and higher end activities.
 - Generating additional footfall in the City Centre. Lincoln does not currently have an established major venue for F&B in which multiple operators can benefit from the impact of co-location in creating a strong destination and economies of scale through shared seating. The market hall represents an important opportunity for facilitating this, exploiting synergies with other adjacent town centre schemes.
 - Increasing property values around Sincil Street and the Cornhill Quarter area as a result of increased vibrancy and footfall.
- 7.2.12 The proposal is in direct alignment with the Towns Fund Intervention Framework in terms of its 'fit' with the objectives for urban regeneration, arts, culture and heritage and enterprise infrastructure. The benefits of creating a new destination will flow through to enhancing the resilience and diversity of the town centre's offer and specifically stimulating regeneration in this part of the City centre, strengthening fragile confidence of investors and developer.

Commercial Viability

- 7.2.13 A 50 year cashflow model has been generated for the scheme taking into account the likely rental income and operating costs of the market over the period. The cashflow provides an indication of the borrowing capacity of scheme given the net income in the cashflow discounted to the present day.
- 7.2.14 Underpinning the cashflow model are a number of assumptions including occupancy, rental income and operating costs. Careful consideration to each of these assumptions has been given, using the baseline of the existing market P&L and considering the likely impact on cost/income of the new scheme.
- 7.2.15 Market research has been produced to assess the occupancy potential of the new scheme and enable refinement of designs. There are three key target occupiers that have been assessed:
- Select pre-existing market retailers (food and non-food) who operate sustainable businesses and fit into the vision that is being created for the

regenerated market. Reasonable assumptions have been made regarding the quantity of these operators that would be expected to take space within the new hall and the level of rent they would pay, closely calibrated from recent/current P&L data

- Food Hall vendors. Benchmarking of comparable food markets such as those cited above has been carried out to test the number of vendors, the ratio of vendors to covers (seating capacity) and the layout requirements of such operators. Assessment of the local market has also been undertaken to ascertain the likely parameters of the minimum rent that such vendors will pay. Conservative assumptions have been made regarding the likely level of rent and also the occupancy profile, allowing for voids in the initial year of operation whilst the new offer establishes itself.
- Self-contained food and beverage operator, to take the space above the existing cold food area. Careful consideration has been given to the likely void/marketing requirements and likely tenant inducements that will be required through life of the scheme in respect of re letting / re occupation.

7.2.16 Although the commercial income that can be generated by the scheme is significant, our operational cashflow projections indicate that there is insufficient value in the scheme to enable capital expenditure requirements to be financed commercially. A cash injection via public funding is needed at the outset to enable the scheme to become financially sustainable.

7.2.17 Based on our financial analysis, the capital costs required for the scheme preferred option is £8.5m. Our assessment of operational cashflows indicates the borrowing capacity of circa £2m over a 50-year period, assuming PWLB on a fixed repayment basis, assuming modest growth of rental values in line with inflation.

7.2.18 To further reduce the borrowing requirement, Council reserves remaining after Cornhill Phase 1 can be used to support this work, together with the potential for grant funding support from the Heritage Action Zone. It is anticipated that c £220k can be utilised from these sources.

7.2.19 There is a clear need for grant funding to bridge the gap between the capital expenditure requirement and what can be financed by borrowing and hence it is the intention to put this scheme forward as a priority for funding within the Towns Fund programme.

If funding is not forthcoming through this programme, alternative options to finance the work to achieve a viable and enhanced market offer within Lincoln can be considered. This includes:

- Finding a markets occupier who is prepared to take-on the market building under long term lease. Based on the cashflow forecasts, there is not likely to be adequate profit in the market to enable a private sector operator to fund the extent of the works that are proposed and pay the Council a rent, although a more modest scheme may be possible and delivered in this way (subject to market-testing and a formal process);
- Council to enter into a long-term income strip lease commitment from a developer/investor. This would generate a substantial premium on the investor markets given the Council's strong covenant strength and market's perception of secure income. It would enable the capital construction costs to

be met by private funding however the Council would then have a lease liability which it would have to repay out of the market income which may not cover the lease costs over the life of the term.

These options will be considered as a fall-back in the event that Town Funds are not secured for this scheme. At this stage however, we remain optimistic that the Market is in direct alignment with the Towns Fund Intervention Framework and should be a priority for this funding.

7.3 Road to Zero

7.3.1 In total there are four Road to Zero carbon reduction projects, of which the City Council would act as project lead for SME Green Recovery Grant Scheme, Community Investment Bond Scheme and Construction Retrofit Project.

7.3.2 In July 2019 the City of Lincoln Council passed a unanimous motion to Declare a Climate and Environmental Emergency. The Declaration includes the following Council resolutions:-

- Work with partners in the area to deliver carbon reductions and support environmentally sustainable industry, business & employment.
- Facilitate the work of a Lincoln Climate Commission to draw upon expertise in the community (industry, commerce, education, health etc.) and general public, to devise a carbon reduction road map with staged targets and policies consistent with carbon neutrality by 2030.

7.3.3 Since January 2020 the City Council has been working closely with the Lincoln Climate Commission to develop a Lincoln Roadmap to Zero Carbon. The Roadmap sets out Lincoln's carbon budget between 2020 and 2030, a breakdown of Lincoln's Green House Gas emissions and future GHG projections. The roadmap outlines three future scenarios of GHG emissions based on a 'business as usual' approach, implementation of a range of economically viable and technically feasible options. The roadmap prioritises significant GHG reductions on emissions from transport and heat energy in order to achieve the City of Lincoln Council's aspirational net zero carbon target by 2030.

7.3.4 The Road to Zero suite of projects included in the Towns Fund Programme are informed by the emerging Lincoln Roadmap to Zero Carbon. They provide an opportunity to trial emerging low carbon solutions with the potential to roll out across the city over the next 10 years and establish a Community Investment Bond, providing a sustainable investment platform to fund a zero carbon programme.

7.3.5 Construction Retrofit Programme

The Construction Retrofit Programme provides an opportunity to trial emerging low carbon building techniques within older, hard to treat homes with the aim of establishing cost effective, low carbon, fabric first solutions to roll out over the next 10 years to improve the energy efficiency, reduce the energy costs for homes

across the city and reduce the number of people living in fuel poverty over the next 10 years. The properties will be provided by the City of Lincoln Council and involve working with Lincoln construction college new training facility 'ECONstruction Centre of Excellence' and the University of Lincoln School of Architecture and the Built Environment. This programme would help to identify the most cost effective and low carbon approach to improving properties that were originally built with minimal insulation and as a result are expensive for residents to heat during the winter.

7.3.6 Small and Medium Enterprise (SME) Green Recovery Grant Scheme

The SME green recovery grant scheme would be available to SMEs to provide support, advice and potentially a grant of up to £5000 to improve the energy efficiency of their business premises and/ or operations. A Green Business Grant would be available to SME's based in the centre of Lincoln and used for capital works and purchases to improve the energy efficiency of buildings and business operations. A grant could help an SME to:

- avoid harmful emissions that contribute to climate change
- reduce energy bills and lower maintenance costs
- make buildings healthier for employees
- improve an SME's green credentials with customers and contractors
- access cutting edge low carbon technologies
- actively support the local supply chain for energy efficiency goods and services.

In addition to reducing the overheads of running a business the green business grant will support businesses to review how their business operates, identify opportunities to reduce business costs and assist with the recover post Covid 19.

7.3.7 Lincoln Community Investment Bond

A Community Investment Bond will provide financial support for a range of emergent projects that align with the Council's declaration of a climate and environmental emergency and the Lincoln Roadmap to Zero Carbon. It is proposed that the investment bond's main focus is addressing climate change to fund activities that help deliver the City of Lincoln Council's net zero carbon ambitions through investment in a range of sustainability focused projects throughout the City. The bond will encourage community focussed investment in sustainable projects that would provide a net benefit to the community.

The 'Roadmap to Zero Carbon Lincoln' informs us that in order to achieve a net zero carbon ambition by 2030 the majority of all carbon cuts need to be delivered in the next ten years. The 'Road to Zero' suite of projects we have identified as part of the Towns Fund offer a deliverable stepping stone to support SMEs, organisations and residents achieve substantial reductions in carbon emissions.

7.4 Tentercroft Street

- 7.4.1 Tentercroft Street is a strategic brownfield site located within the city centre. The site has been identified for intervention within the City Centre Masterplan and the primary landowners – CoLC, LCC and Lincs Co-op - have worked together previously to develop proposals for the land and to agree ‘in principle’ terms for the transfer of land to enable delivery on a phased basis.
- 7.4.2 Previous proposals were based on a student accommodation-led scheme to serve the requirement from Lincoln University. Further provisions included workspace and Private Rented Sector (PRS) accommodation together with public realm enhancement and the opportunity to accommodate a new footbridge, linking directly with the Station and wider Cornhill Quarter/City Centre.
- 7.4.3 The case for investment by the City Council was predicated on securing an agreement to lease with the University for the provision of student accommodation. The decision by the university to withdraw their interest and pursue alternative development has led to a review of the options for this site.
- 7.4.4 Options for the redevelopment of the site have been reviewed as part of the overall growth and regeneration programme for the City and crucially, to establish whether there is an opportunity for Town Fund to support further development of proposals or the early delivery of a phase of development on site, with a particular focus on the Council-owned parcel. As an alternative to student accommodation, the option of city living, with a focus on PRS, has been considered, alongside the provision of workspace.
- 7.4.5 The need for workspace is demonstrated through enquiries and waiting lists at our existing managed workspaces. A number of businesses have taken on multiple offices in these centres due to a lack of quality, affordable grow-on space in the City. This is further substantiated with evidence from agents and other providers such as LSIP and Lincolnshire Co-operative. Whilst this is based on pre-covid assessment, current analysis suggests that the demand for grow-on space remains and the market is and will continue to recover.
- 7.4.6 The delivery of new homes in the City has been constrained by infrastructure requirements and has fallen behind local growth targets within the Central Lincolnshire Local Plan. Notwithstanding the current LP review, there is an urgent need for housing of all types and tenures across the City to provide for the labour market, support growth and contribute to the vibrancy of the place during the daytime and evening. This includes a need for high quality, city living in a sustainable location for young professionals and entrepreneurs. Tentercroft Street offers a prime opportunity to provide for this need.
- 7.4.7 The development of the Cornhill Quarter and Transport Hub has now raised the bar and created new opportunities to re-shape and develop this part of the City, creating an imperative for investment in public assets including strategic brownfield sites such as Tentercroft Street. The rationale for development of workspace and living on this site is now further strengthened following investment in direct rail services to London, with the capital now accessible in under 2 hours.

7.4.8 A number of revised development options have been considered to include up to 124 apartments and c 30,000 sq m commercial space but there is a need to further consider the mix in order to improve the commercial viability of the scheme which is currently marginal.

7.4.9 Given the pressure on funds for the Town Deal, it is proposed that the Council prioritises Central Market and Road to Zero in terms of the request for funding under this programme. The funding request will therefore be limited to supporting further due diligence, understand the site costs and to determine the optimal mix and delivery solution enable future development, either directly by the Council or as part of a development partnership. Concurrently, Officers will explore funding options and interest expressed from investors aligned with Homes England and alternative housing options on this site to improve viability under the New Homes Programme.

8. Strategic Priorities

8.1 Let's drive economic growth

The objective of the Town Fund is to provide core investment to drive economic regeneration and productivity growth through the delivery of activities within a Town Investment Plan. This will directly support the Council's Strategic Vision in respect of economic growth. The objective in Lincoln is to drive a growth agenda that is both inclusive and sustainable.

8.2 Let's deliver quality housing

Whilst the Town Deal programme has an economic focus, there may be an opportunity to support the delivery of quality housing within an urban regeneration context. Indirectly, by driving economic productivity the programme will have a positive impact on the delivery of quality housing by driving market demand and improving viability.

8.3 Let's enhance our remarkable place

The Town Deal Programme will support regeneration activity within the City where there is an economic outcome. A number of brownfield/vacant and underutilised sites have been identified for potential intervention through this programme, which will enhance the place and contribute to city centre vibrancy. As above, driving productivity will help to support and sustain our cultural and heritage assets, and the wider city offer.

8.4 Let's address the challenges of climate change

The Town Deal Programme will improve sustainable transport options, enable city centre living and support the council's aspiration to achieve a net zero carbon target by 2030.

9. Organisational Impacts

9.1 Legal Implications including Procurement Rules

The Council has and will continue to follow guidelines published by MHCLG in respect of the governance, management and administration of the Town Deal Programme.

Heads of Terms and final contractual arrangements for the overall programme and any project-specific funding agreements will be subject to review by the City Solicitor and to final approval by the Council's Executive in its role as accountable body.

Where identified as the lead organisation for an approved project, the Council will resource the project management of the scheme via a mixture of in-house project management and specialist consultants (architects, engineers etc). The cost of professional fees will be capitalised/included within the overall project costs funded through this programme.

Where partner organisations are identified as the lead for an approved project, and subject to full guidance being provided by government in due course, the Council may enter into back to back funding agreements with MHCLG and the identified organisation.

Specialist legal advice will be sought as required (e.g. state aid) to supplement our internal resource and funding has been requested as part of the programme management function to serve this purpose.

All procurement activity in support of the Town Deal Programme will be undertaken in accordance with the Council's Contract Procedure Rules and ultimately Public Contract Regulations 2015

9.2 Financial Implications

A total of £24.75m is requested from Town Fund to support the delivery of this programme, inclusive of programme management fees.

This total also includes funding towards 3 Council-sponsored schemes, including Central Market, Road to Net Zero (Climate Commission) and Tentercroft Street.

Relevant to the City Council's role as Accountable Body:

The total Town Fund request is inclusive of £604,500 management fees which will be charged to each project to support the Council's expenses in managing the overall programme. This will be used for a combination of consultancy and recruitment and support the management of the programme in addition to existing staff resources. The specific arrangements will be subject of a further report following a decision and heads of Terms from MHCLG.

Relevant to the City Council's role in the direct delivery of projects:

£6.54m is requested from Towns Fund to support the delivery of Central Market with the remainder of up to £2m requested from borrowing, reserves and grant (HAZ).

£360k is requested to support the delivery of the Road to Zero programme with match-funding of £50k from the City Council's HRA and a contribution of £3k from the Lincolnshire Food Partnership.

£340k is requested from Towns Fund to support the development and feasibility work to progress a scheme of development on Tentercroft Street, with the final proposals subject to commercial viability or a future business case for funding

All of the above will be subject to agreement of the Investment Plan and Heads of Terms Offer from government and subsequently to full business case approval and a final Delivery Agreement with government- all of which will be subject to Executive reporting and approval before proceeding with delivery.

In addition to this, a total of £1m has now been received from government to support the full cost of delivering Cornhill Square. The total cost of Cornhill Phase 2, inclusive of fees is approximately £1m and the scheme can be delivered over a 23-week programme commencing in January 2021 (subject to contract). It is currently expected that a January start will enable a substantive project expenditure of £700,000 by year-end. To achieve full expenditure of the Accelerated fund this financial year (20/21), Town Fund grant will be used in place of our own reserves to forward fund the Cornhill Phase 1 works and the feasibility and design work in respect of the Market with the reserve allocation being carried forward for completion of Cornhill phase 2 in 21/22 financial year.

9.3 Equality, Diversity and Human Rights

The Council has followed the guidelines published by MHCLG in respect of the governance, management and administration of the Town Deal Programme. Consultation and engagement with stakeholders, partners and the wider public, has been undertaken including through the Citizen Panel, website and social media.

In meeting the objectives of the Town Deal programme to drive economic growth, the Council will seek to address local needs and create opportunities for all. The overriding objective being to ensure growth is both inclusive and sustainable.

The Council will continue to adhere to government guidelines and to consider all individuals in shaping and delivering the Town Investment Plan. legislation.

9.4 Human Resources

This 6 year programme will be led by existing staff within the Major Development Directorate drawing on other Council expert resources including legal, finance and procurement staff. The total Town Fund request is inclusive of £604,500 management fees which will be charged to each project to support the Council's expenses in managing the overall programme. This will be used for a combination of consultancy and recruitment and support the management of the programme in addition to existing staff resources. The specific arrangements will be subject of a further report following a decision and heads of Terms from MHCLG.

Additional expertise to support the development of the Town Investment Plan and technical proposals will be co-opted through partner organisations and/or procured as required to deliver the programme, always in accordance with published guidelines and legislation.

9.5 Land, Property and Accommodation

Urban regeneration and the development of land and property to deliver economic growth is a key theme within the Town Deal Programme. Individual proposals will be subject to the development of a full business case and further approvals. The proposals support the safe guarding of Council property and assets.

9.6 Significant Community Impact

Subject to approval of the Town Investment Plan and funding to deliver, this programme will have a significant, positive community impact. Please refer to the emerging vision and delivery plan for specific details. The Plan has been developed in the context of wide public and stakeholder consultation.

10. Risk Implications

10.1 Risk: Town Investment Plan and associated recommendations not approved by Executive/Town Board and Town Investment Plan not delivered by required deadline

If submission to Government deadline is not achieved by end of October, Re-submission could not be made until the new year, with resulting delays to commencing the Investment Programme, potential mis-alignment with Project Partner delivery programmes and match funding opportunities may result. Delivery deadline of the end of April 2021 for the Accelerated Project proposal would also be unlikely with the potential for the £1million funding to be lost.

Mitigation: Development and presentation of a Tip is based on comprehensive evidence base, research and engagement strategy which strongly aligns with;

- the scope and objectives of the Town Deal Programme
- the Council's Vision 2025 priorities
- the Town Board's agreed vision and objectives.
- Community and Stakeholder engagement and consultation responses.
- Key delivery partners/Stakeholder project priorities.

10.2 Risk: Town Investment Plan does not meet government requirement

Compliance with government requirements is required to secure funding and minimise delays in agreeing Heads of Terms. Any such delays may result in potential mis-alignment with Project Partner delivery programmes and match funding opportunities and the Cornhill accelerated project proposal.

Mitigation: Development of the TIP has been progressed in line with published guidance (June 2020) and in close liaison with government advisers. This dialogue included a 'Check and Challenge' of the draft TIP in early October, with amendments made in response to the advice/comments received.

- 10.3 **Risk: Funding not secured/insufficient funding secured for delivery**
MHCLG may not approve all the projects as submitted and reduce the funding accordingly.

Mitigation: MHCLG have already committed to an accelerated programme of Investment in Lincoln with the accelerated project strongly aligned with the TIP. The TIP proposed for submission presents the strength of the project programme as a whole in delivering positive outcomes for the City, and all have been assessed in line with expected criteria (green book), however if necessary all Projects could be delivered independently of each other.

- 10.4 **Risk: Programme results in resource pressures for the Council**
Delivering the projects and managing the programme will require the allocation of staff and financial resource over a five year period, with potential risk of future resource pressures.

Mitigation:

Town Deal City Council led projects align with Vision 2025 delivery priorities requiring resource allocation outside the Town Deal programme. Resource support for management of both the programme and individual projects has been considered and included in the bid, with the aim of minimising this risk. Subject to a successful Town Fund allocation, resource risk will continue to be managed on an ongoing basis over the course of the programme through Corporate project management and reporting procedures.

11. Recommendation

- 11.1 To approve the Town Investment Plan (TIP), proposed for submission to Ministry of Housing Communities and Local government (MHCLG) via the Town Hub by 29th of October 2020.
- 11.2 To consider and incorporate any changes, edits or additions arising from the Lincoln Town Deal Board meeting scheduled for Friday 23rd October, which will be given as a verbal update to the Executive at the meeting on Monday 26th October and to include the scheme within the General Investment Programme.
- 11.3 To approve works for Cornhill Square and Lincoln Central Market as the priority for MHCLG approved Accelerated Town Funding of £1 million.
- 11.4 To approve the Council's role as accountable body for the Town Deal Project Programme.
- 11.5 To approve the Council 's role as Project Lead in delivery of the following Town Deal Projects; Lincoln Central Market; Tentercroft St; and three Road to Zero carbon reduction projects, SME Green Recovery grant scheme, Community investment Bond Scheme and Construction retrofit project.

Is this a key decision?	Yes
Do the exempt information categories apply?	No
Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply?	No
How many appendices does the report contain?	5 Investment Plan Appendices 1,2,3 Project Prioritisation Report

List of Background Papers:
Government Published Town Deal Guidance
<https://www.gov.uk/government/publications/towns-fund-further-guidance>.

Project Information Workbook – upon request

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Appendix 1

Lincoln Economic Evidence and Growth Study 2020

Report for City of Lincoln Council

March 2020



**UNIVERSITY OF
LINCOLN**



SECTION 1. INTRODUCTION

This document provides an economic evidence base to underpin a Growth Strategy for the City of Lincoln, and to inform the Town Investment Plan. The report has been compiled by Lincoln International Business School at the University of Lincoln, and Rose Regeneration.

Structure of the Report

Summary sets out the high level findings arising from the report.

Section 2 sets out policy context for the Lincoln economy.

Section 3 provides an analysis of the business and employment base: what are the priority sectors; how many businesses are there in the city; their size and scale, and how productive they are.

Section 4 relates to people and communities: how many people live in Lincoln; the characteristics of the labour market, skills levels and levels of deprivation.

Section 5 considers how Lincoln performs against comparator cities

Section 6 sets out the outcomes from a structured sample of key informants about the opportunities and challenges facing the City

Addendum: Update on impact of Covid-19 on economy and Central Lincolnshire Economic Needs Assessment presented to Town Deal Board on 5 June 2020.

SUMMARY

Analysis of Data

The most profound growth in the Principal Urban Area (PUA) for Lincoln has been in **North Hykeham** over the last decade.

Health is the dominant sector in the PUA with retail and restaurants/hospitality key growing sectors.

Manufacture of turbines remains a highly distinctive sector with 35 times as many people employed in this sector in Lincoln than the national average.

Health and Higher Education are the key drivers of economic growth.

The digital sector is an opportunity area for the city economy, approaching a third of all the jobs and half the turnover associated with digital businesses in Greater Lincolnshire are in Lincoln. Lincoln has almost as many digital businesses as Norwich.

There has been a **noticeable decrease in GVA in relation to public administration and defence**.

Forecasts to 2039 from two sources are consistent. They suggest **modest overall growth focused principally in public services and health**.

Lincoln has a **lower skills base** than the national average.

There has been a **decline in professional occupations** but an increase in other technical professions, overall however **elementary occupations remain the most dominant** aspect of the local job scene.

Wages have increased more slowly than the national average and lost pace with adjoining areas at both workplace and residence level. The

growth between 2010 and 2019 has been 4% in Lincoln compared to 17% at the England level.

Benchmarking Findings

These findings are relative to the 10 comparator cities identified for benchmarking purposes.

Business and Innovation – Lincoln is a very **stable economy**, with a **modest turnover of businesses, a low stock of businesses and low GVA per worker**.

Demography – Lincoln has a relatively **small pipeline of 18-24 year old workers**, it has a **high proportion of over 65s** and a **modest proportion of the population was born overseas**.

Housing – Lincoln has a **big rented sector** and **good levels of affordability** in terms of the ratio of house prices to income.

Industrial Structure - Lincoln has a very **low proportion of Knowledge Intensive Businesses**, it is at the **upper end of the cohort in terms of manufacturing** and has a **relatively high dependency on public sector** employment.

Jobs/Employment – Lincoln has **high levels of economic inactivity**, a **modest number of private sector jobs** and **exceptional levels of benefit claimants**

Size – Lincoln is a **small service centre** for its functionality, in relative terms it has a **higher stock of jobs than its nearest competitors** in size and a **slightly better level of GVA** achievement.

Skills/Wages/Inequality – Lincoln has **low wages and low skills** compared to the other cities in the cohort.

Travel and Environment – Lincoln has a *limited public transport system* in terms of current commuter use and notwithstanding this a *modest carbon footprint*.

Narratives

Whilst this statistical digest identifies a significant number of challenges facing the City commentators are positive about its future. The key opportunities set out below are taken from interviews with those involved in the development of the City:

Growth of Waddington: The growth of Istar NATO headquarters at Waddington is attracting military contractors to Lincoln, including to Teal Park (QinetiQ, N3 military systems, 3SDL Communications, Leonardo) and to the Boole Technology Centre at Lincoln Science and Innovation Park (METIS Aerospace, Ebeni, SRC UK). Although many of these companies are out-stations of the main companies there is scope to persuade them to bring their headquarters to Lincoln, particularly as the MOD is committed to Istar expansion. The LSIP is currently embarking on a second building to house tenants that have outgrown the Boole Technology Centre, and it is likely that the majority of tenants in the new building will be from the defence sector.

Growth of the University: the University of Lincoln student population has exceeded 15,000, which was intended to be the optimum size of the institution. The University has recently opened a number of new schools in STEM subjects (e.g. Chemistry, Engineering, Geography, Pharmacy) and the Medical School.

Lincolnshire Institute of Technology: the significant investment planned in Lincoln College to enable it to create a step change in its technical training offer, alongside the enhancement of the outreach facilities of the

University Technical College (UTC) provide scope to increase the scale and range of technical training opportunities in the City.

Opening of Mosaic Digital Hub: the hub, which opened in the city centre October 2019, has Scholarpak as its anchor tenant and four offices have already been taken, along with many more hot desks. The hub is intended to provide a focal point for the sector and to help build the digital community; Digital Lincoln holds its meet ups there. The potential for knowledge sharing and collaboration, and to create an environment that counteracts the isolation of lone working in the sector.

Investment in the High Street and Transport Hub: the regeneration of the Cornhill area, longer term plans for the redevelopment of the South High Street area, likely to lead to a concentration of the retail core and the increase in the number of trains to London all provide significant optimism for future growth in the functional core of the City.

Eastern Bypass: The imminent completion of the Eastern Bypass will open up significant land for employment uses. It will help to remove the constraints to growth in a significant quarter of the City.

A World Class Tourism Offer: The completion of the HLF investment in the Cathedral, complemented by the recent Bomber Command museum provides a very potent mix of tourism opportunities connected with the City, which allied to its enhanced external connectivity by train and an improved circulation through the Eastern Bypass all provide significant potential for it to grow its role as a visitor economy.

SECTION 2 – POLICY AND STRATEGIC CONTEXT

This section provides a brief review of existing policies and strategies that apply to the Lincoln context.

The Economic Growth Strategy will inform the development of the City of Lincoln Council’s next Strategic Plan, Vision 2025, which is currently out for consultation. This includes four priorities from the Council’s long term vision:

- Let's drive inclusive economic growth
- Let's reduce all kinds of inequality
- Let's deliver quality housing
- Let's enhance our remarkable place

POLICY CONTEXT

Lincoln within the Greater Lincolnshire economy

The draft **Greater Lincolnshire Local Industrial Strategy (2019)** describes Lincoln as *“a historic cathedral city with a thriving economic and cultural life, it lies at the core of a network of market towns, urban centres and ports, with space to grow that is unique in England”*.

The LIS identifies the importance of Lincoln to the Greater Lincolnshire economy, in particular through provision of FE and HE, high-skilled employment, and access to services and amenities. It identifies further opportunities for growth particularly to capitalise on the innovation ecosystem, visitor economy and existing strengths in attracting foreign direct investment. The LIBS highlights recent growth in Innovate UK funding and potential for further innovation driven by the University and Lincoln Science and Innovation Park.

The **Lincoln City Profile** produced by the City of Lincoln Council highlights Lincoln’s growing and increasingly dense population, where students account for almost 1 in 5 residents. The high jobs density of Lincoln reflects the city’s role in creating employment for the Greater Lincolnshire region and beyond.

Infrastructure and Connectivity

Midlands Connect identifies the A46, which bypasses Lincoln to the west and north, as one of the country’s most important trade routes but that is *“not always doing its job”*. Surveys undertaken by Midlands Connect with businesses along the route indicate that an improved A46 corridor would significantly boost their productivity. Its A46 Corridor Study highlights the importance of the construction of Lincoln Eastern Bypass, due to open in 2020, and sets out other potential improvements including a southern Lincoln bypass, targeted improvements on the A15 north of Lincoln, and junction improvements between the A1 and Lincoln.

Lincoln Transport Strategy highlights that, for a city of its size, Lincoln is relatively remote from the Strategic Road Network and traffic has experienced substantial growth since the turn of the century. Bus patronage has declined, and the quality of rail services is identified as often poor. The number of walking trips is decreasing and the City’s cycle network is not comprehensive and is especially disjointed in the city centre.

SECTION 3 – EMPLOYMENT BASE AND PRIORITY SECTORS

3.1 Employment Base

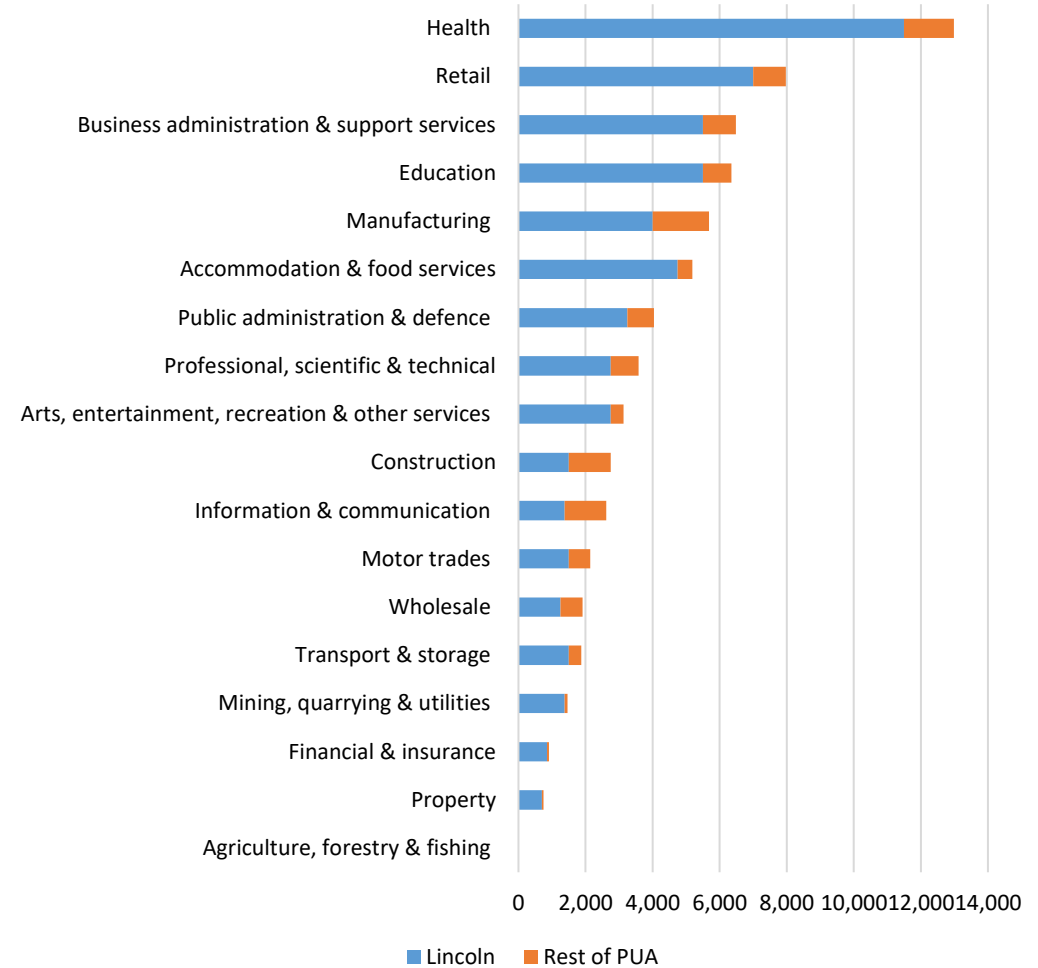
Hykeham is an important engine of jobs growth for the PUA

The City of Lincoln is the location of approximately 57,000 jobs (BRES, 2018) while the Lincoln Principal Urban Area has around 70,000.

Since 2015, the number of jobs within the City boundary has increased by approximately 800 or 1%. The rate of growth across the PUA, at 1400 jobs or 2%, is twice the rate for the City. Around 600 jobs have been created in North Hykeham, equivalent to approximately 5% growth. This demonstrates the importance of North Hykeham in generating jobs for the Lincoln economy and labour market.

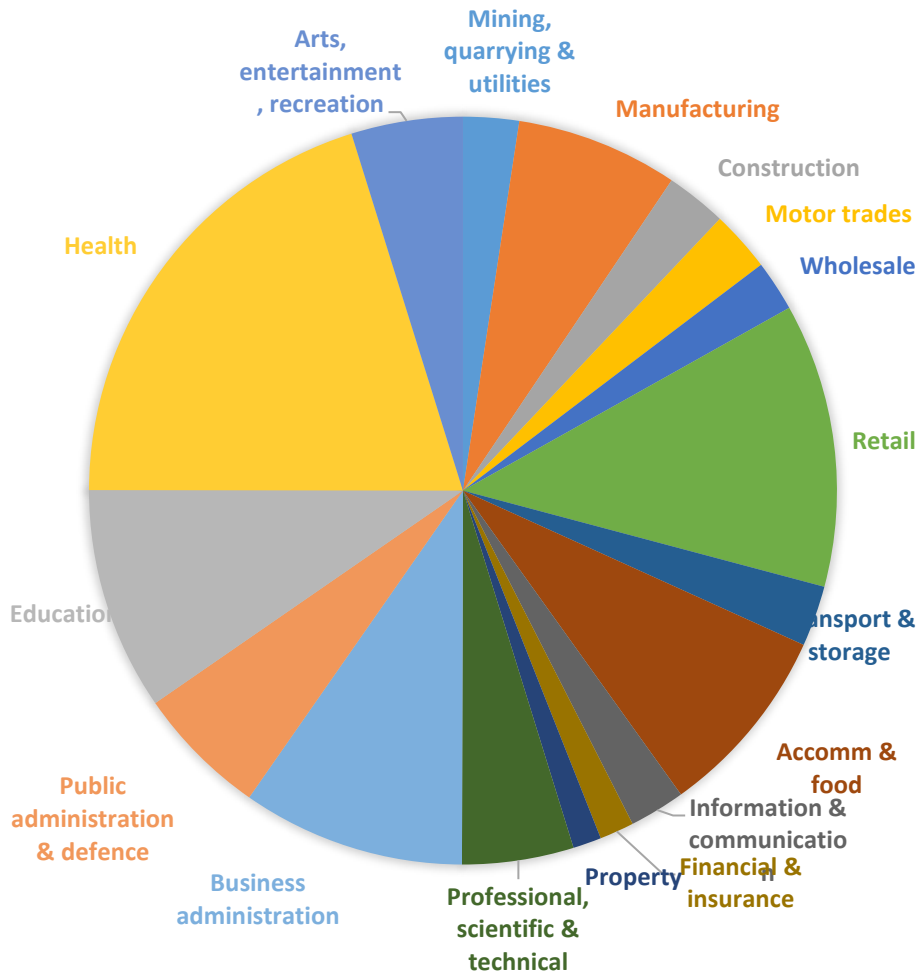
As shown in Graphs 1 and 2, health, retail and business administration are the three largest sectors by employment in the PUA.

Graph 1: Sectoral Employment, by Broad Industrial Sector



Source: BRES, 2018

Graph 2: Sectoral Employment in Lincoln, by Broad Sector



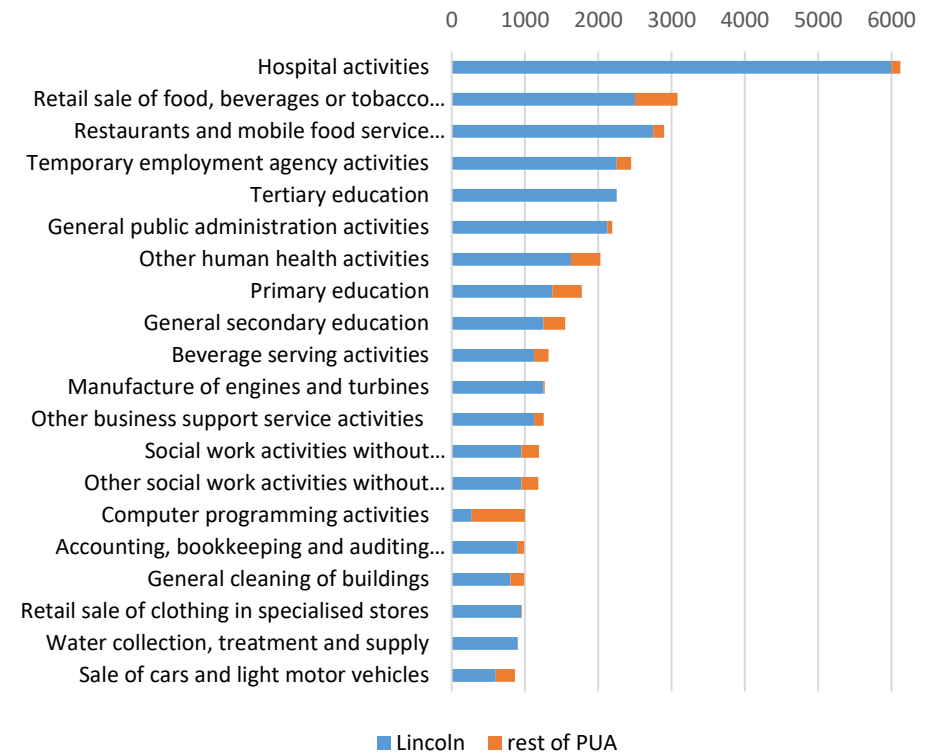
Source: BRES, 2018

3.2 Largest Sub-sectors by Employment

Hospital activities are a dominant sub-sector

Hospital activities alone are the largest sub-sector in the PUA, accounting for 6,120 jobs, of which 6,000 are in the city boundary. Other highly represented sub-sectors by employment are retail sale of food, and restaurants, each with around 3,000 jobs.

Graph 3: Top 20 Sub-Sectors, by Employment



Source: BRES, 2018

3.3 Most 'distinctive' sectors

Lincoln has a number of distinctive manufacturing specialisms

The most distinctive sectors across the PUA, i.e. those that are highly represented locally with more than the national average employed, are in manufacturing.

Manufacture of engines and turbines employs 35 times that national average, followed by manufacture of bearings and gears (21 times) and machinery for food processing (18 times).

Distinctive non-manufacturing activities include water treatment, document preparation, and radio broadcasting.

Graph 4: Lincoln PUA's most distinctive sectors, by Location Quotient



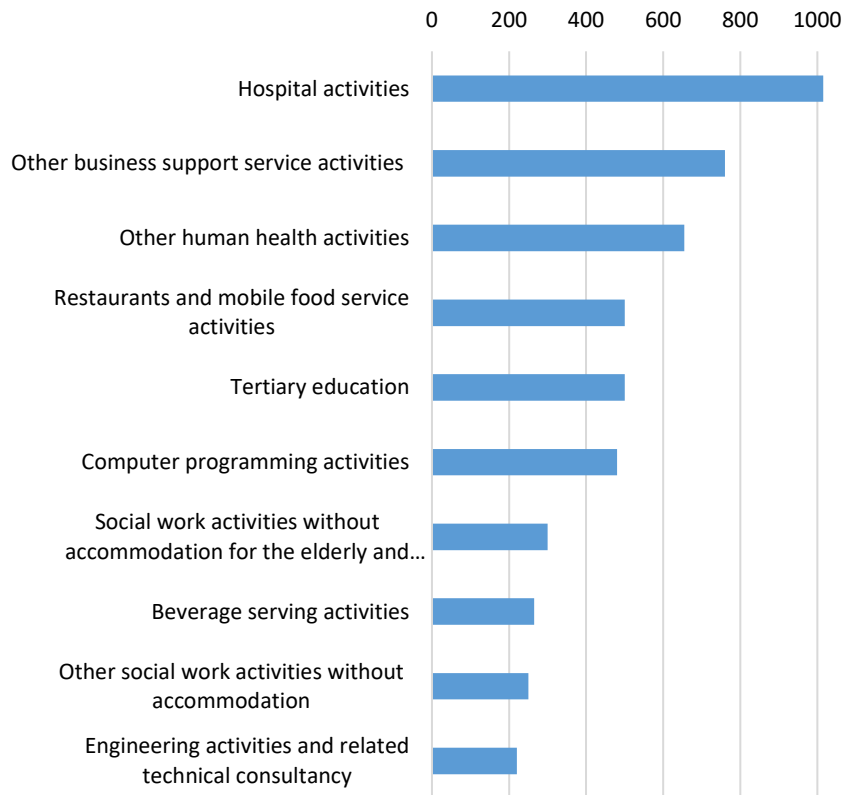
Source: BRES, 2018

3.4 Greatest areas of employment gains and losses

Health, restaurants and Higher Education drive employment growth

As well as being the largest sector by employment, health (hospitals and other human health activities) expanded by 1600 new jobs between 2015 and 2018.

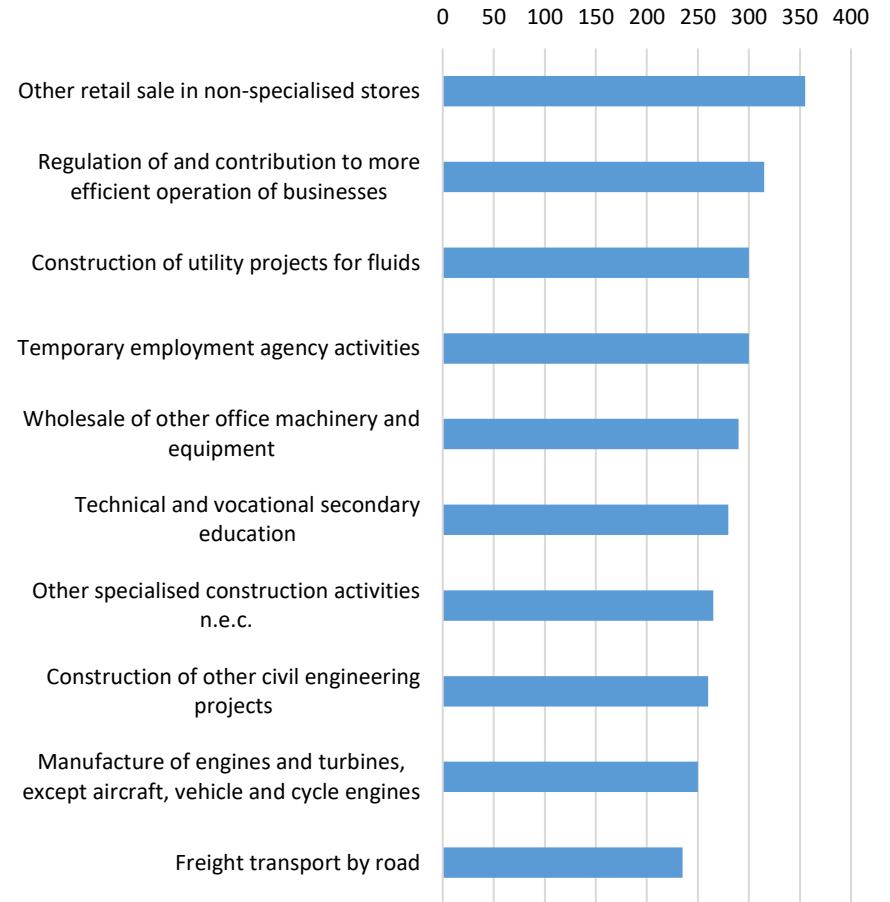
Graph 5: 10 Sub-sectors with greatest employment gains



Source: BRES, 2018

Retail and construction drive employment losses

Graph 6: 10 Sub-sectors with greatest employment losses



Source: BRES, 2018

3.5 Identifying Lincoln's Key Sectors

Graphs 7 and 8 compare a number of employment variables for sectors in Lincoln City and the PUA. The size of the bubble in each graph represents the number of people employed in the sector. The Y axis represents the percentage change in employment between 2015 and 2018. The X axis represents the location quotient, which measures how highly represented the sector is locally when compared to the national average. An LQ of 1 would mean that the same proportion of people were employed in a given sector as the national average, while an LQ of 2 would mean that twice the number of people were employed in that sector compared with the national average.

Presenting these variables on one graph provides a powerful tool for exploring the key sectors of any location. For example, a sector that is represented by a large bubble that appears in the top right quadrant of the graph is a large employer that is highly represented locally and is also growing. Those in the bottom right quadrant are sectors that are not currently highly represented but that are growing, so may be emerging sectors. Those in the top left quadrant are highly represented but are experiencing employment losses.

Graph 7 presents the sector analysis for employers within the Lincoln city boundary. Utilities (e.g. water treatment and supply), health, and motor trades emerge as highly represented and growing sectors.

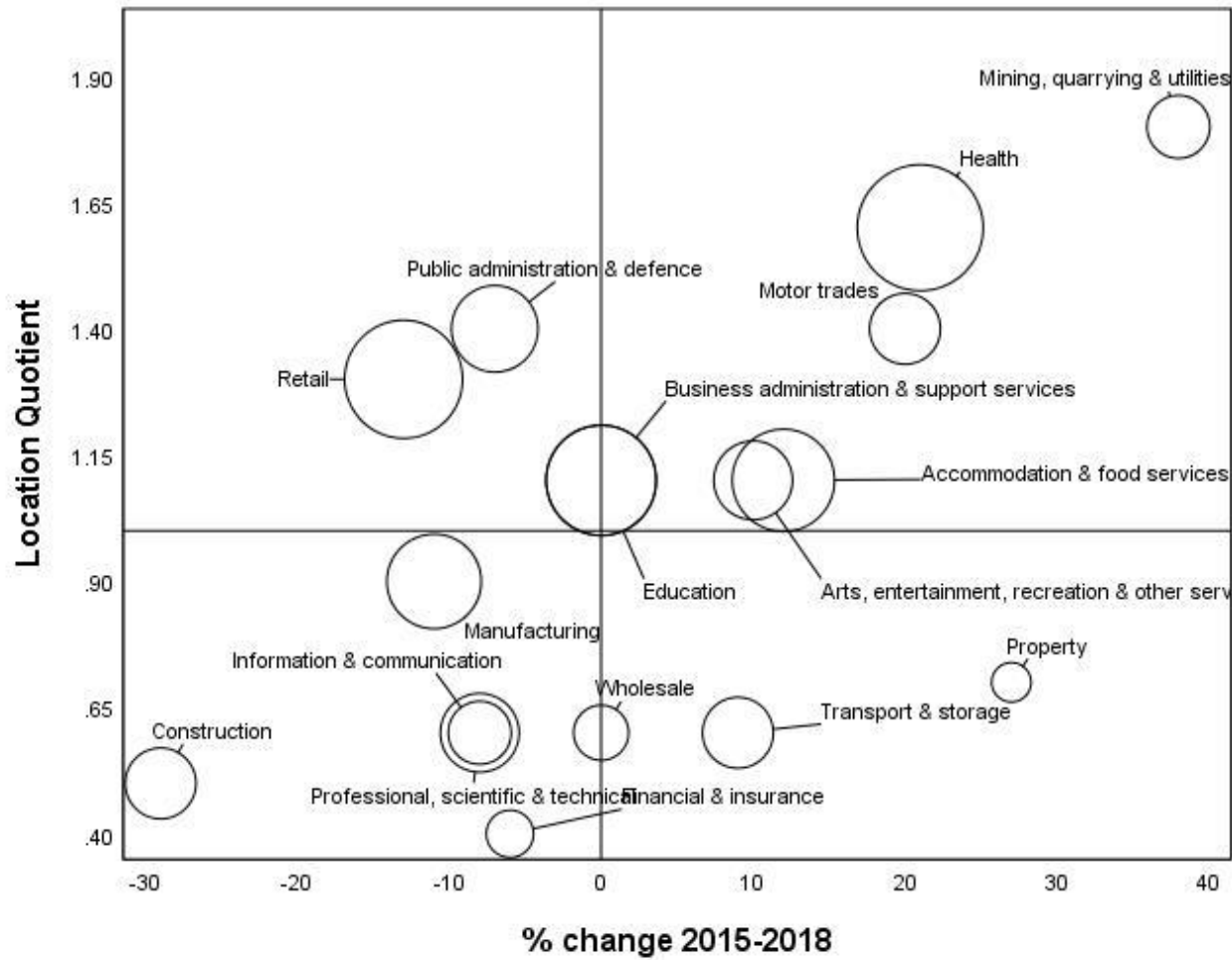
Accommodation and food, and arts and entertainment (both arguably part of the visitor economy) have both demonstrated jobs growth and are

well represented locally. Public administration and retail, both still important sectors for Lincoln in terms of employment, have experienced some employment decline. Manufacturing employs fewer people in Lincoln than the national average (although urban areas tend to have fewer manufacturing businesses than urban areas due to the cost of land) and is showing employment decline. Other declining sectors in the city include construction, information and communication, and professional and scientific and technical activities.

Graph 8 represents the sector analysis for the Lincoln Principal Urban Area (PUA). Here we can see a similar sectoral structure and dynamic to Lincoln, with a few exceptions. Information and communication activities emerge as a growing, rather than declining sector, which reflects the growth of digital companies in North Hykeham. Manufacturing is a more highly represented sector across the PUA, although still experiencing decline. Employment in professional, scientific and technical activities has remained static across the PUA, despite declining in Lincoln, which suggests growth in employment in North Hykeham and neighbouring wards.

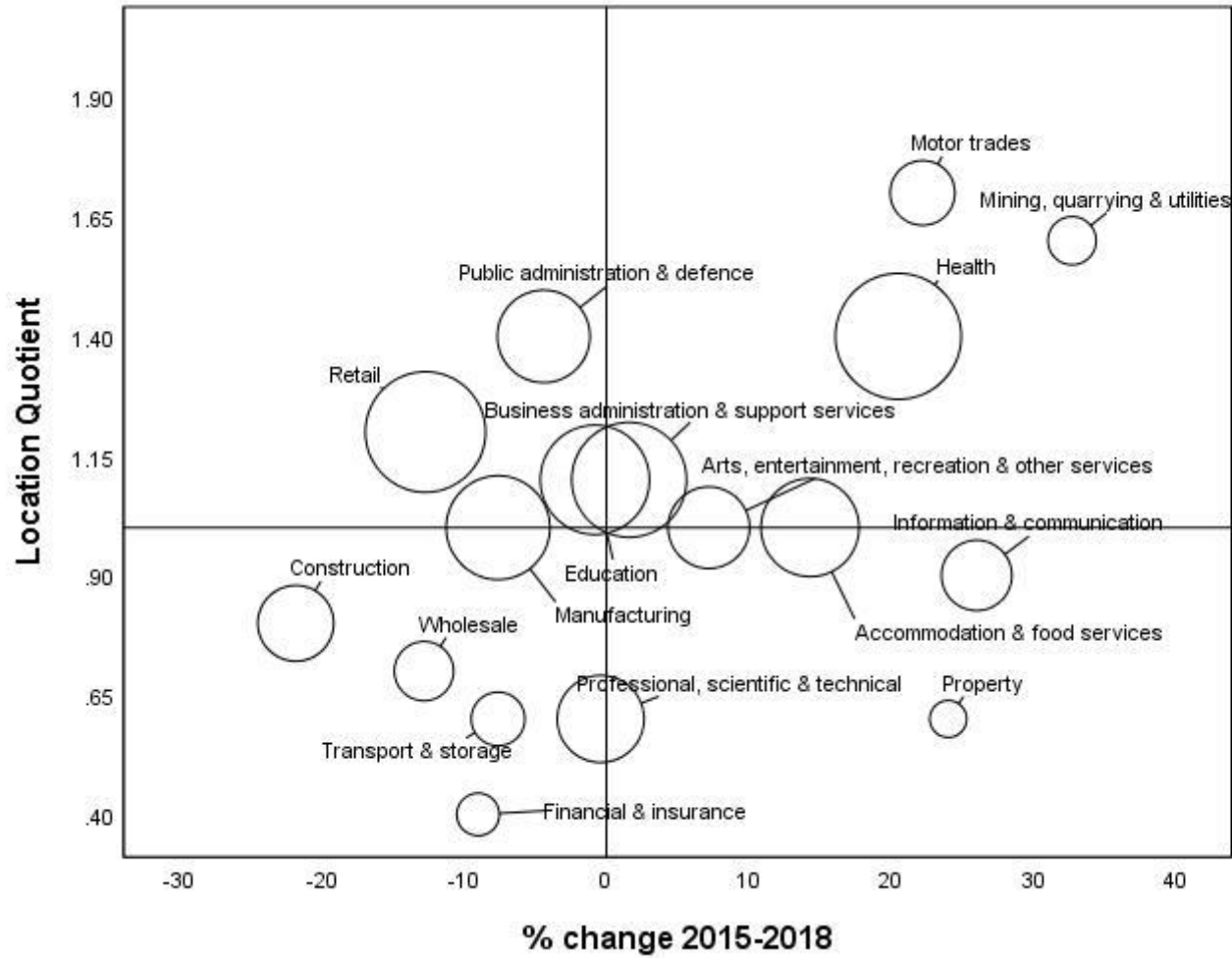
Graphs 9 to 16 show how the Lincoln PUA performs in the sectors identified as priority sectors by the Greater Lincolnshire LEP.

Graph 7: Sectors in the City of Lincoln



Source:
BRES, 2018

Graph 8: Sectors in the Lincoln Principal Urban Area



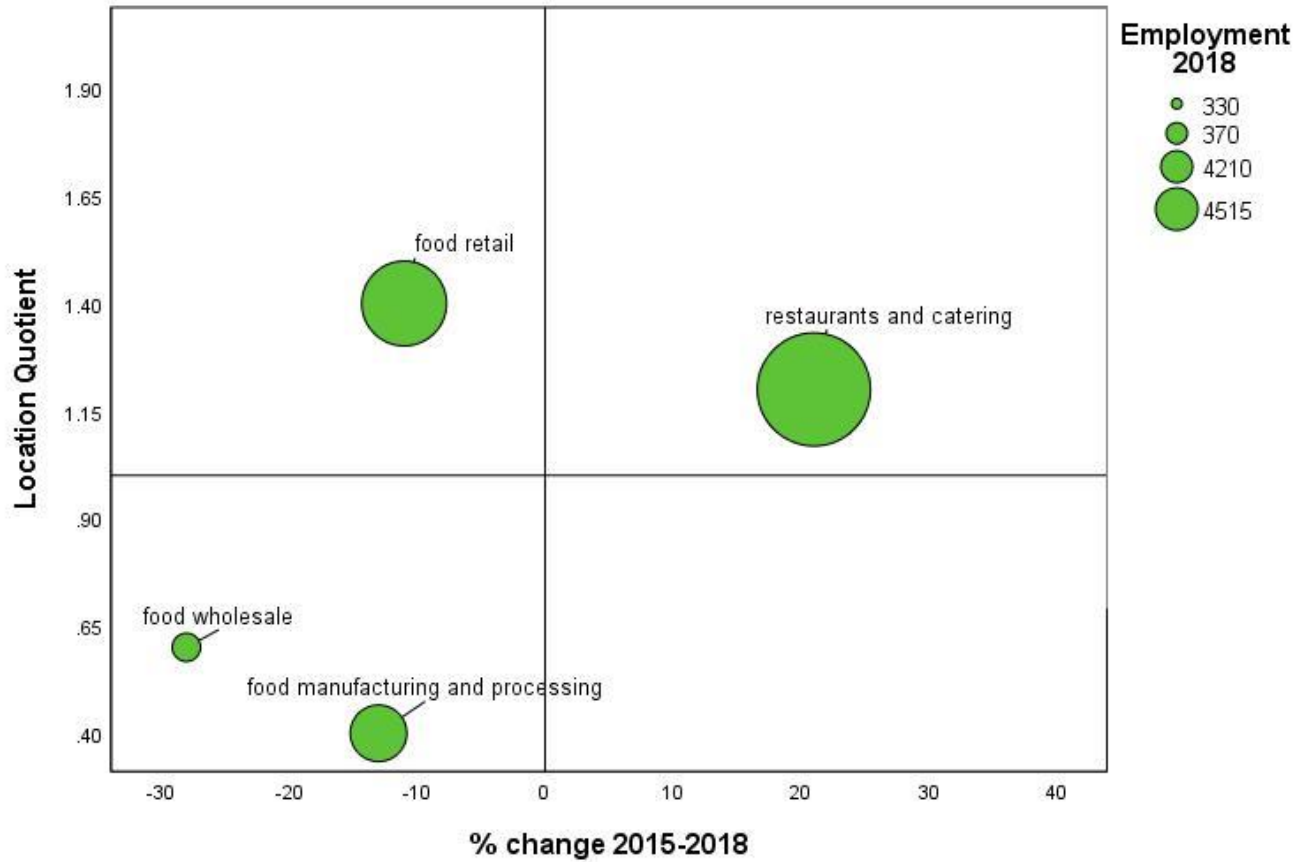
44

Source:
BRES, 2018

Agri-Food

As an urban area, the Lincoln PUA does not have any employment in primary production. However, it is highly represented in activities related to the agri-food supply chain. These include restaurants and catering, which is growing, and food retail which is declining. Although not shown in this graph, a number of engineering and digital businesses serve the agri-food sector.

Graph 9: Agri Food Employment in Lincoln PUA

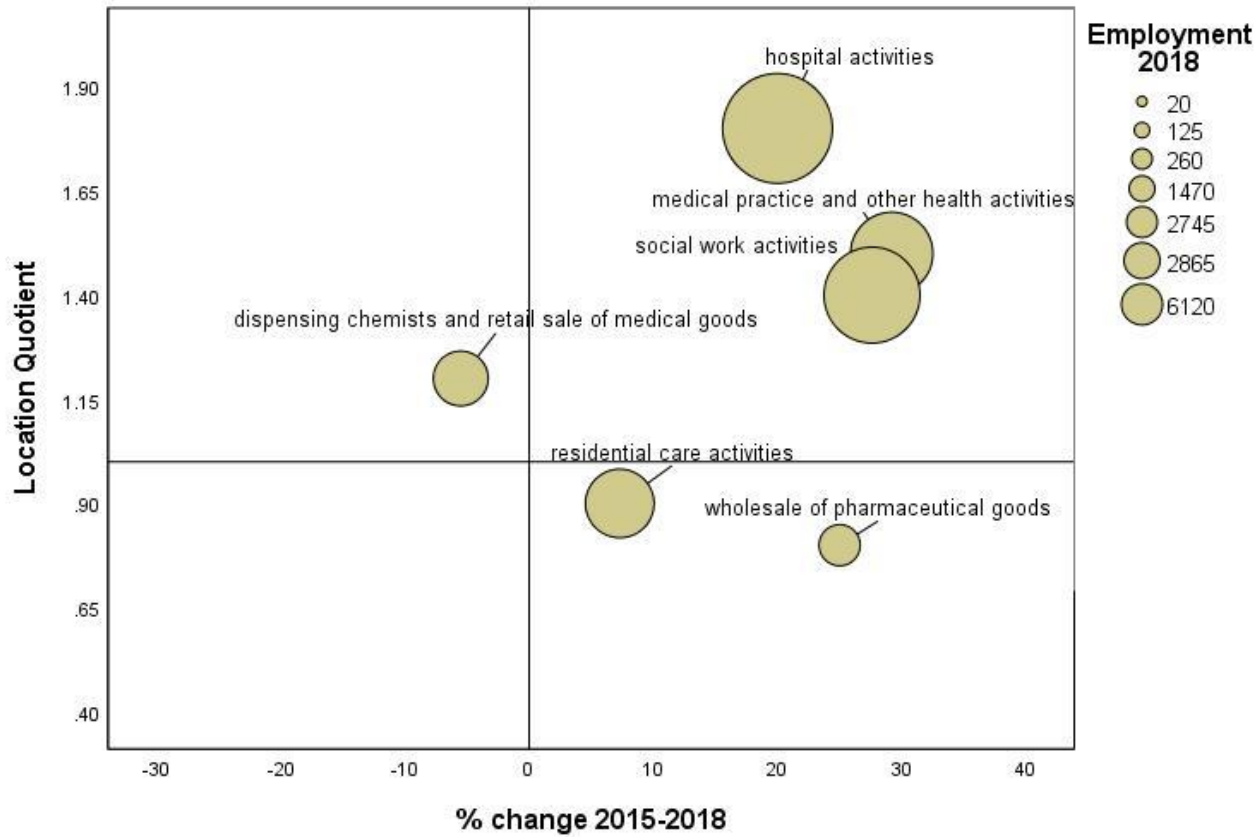


Source: BRES, 2018

Health and Care

Health and care is a large sector by employment that is fast growing, particularly around hospitals, medical practices, and social work. This may be related to the growing population of Lincoln, but also to the increasing consolidation of hospital services at larger sites such as Lincoln County Hospital.

Graph 10: Health and Care Employment in Lincoln PUA

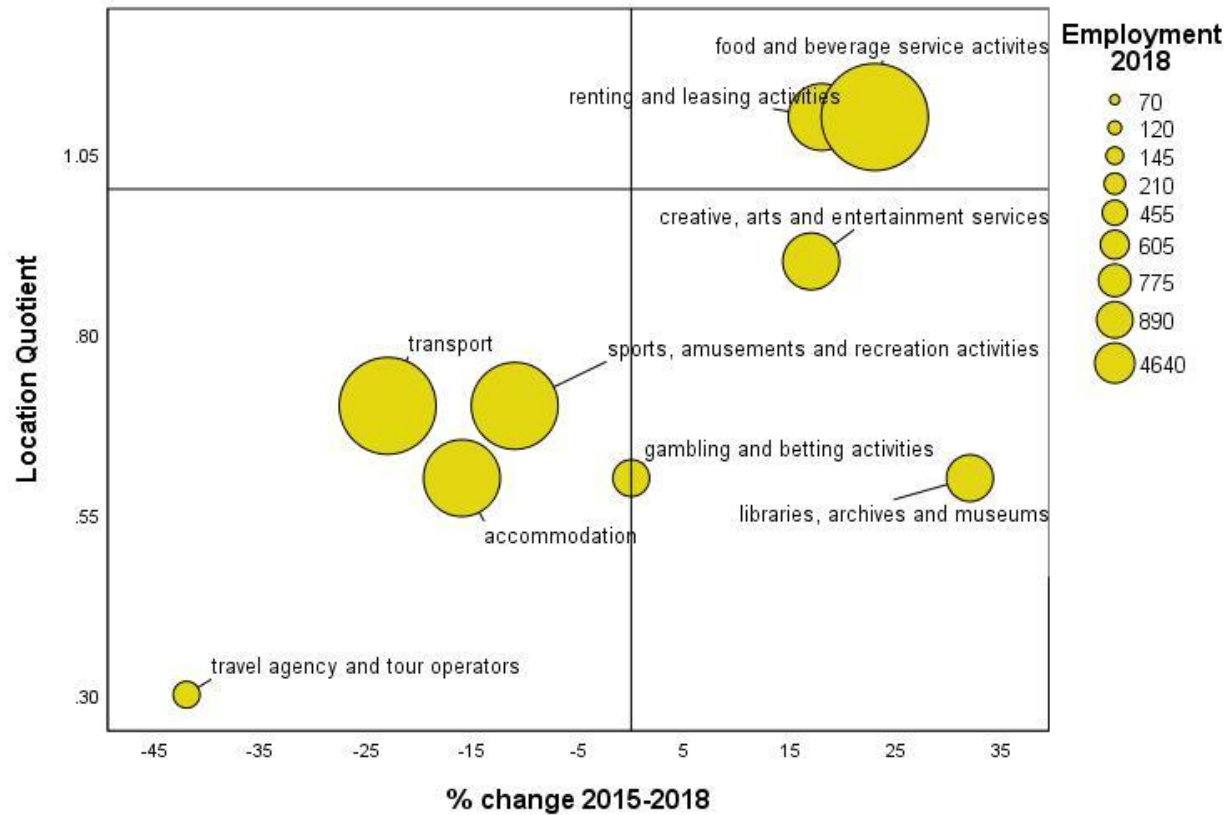


Source: BRES, 2018

Visitor Economy

Visitor economy is a key sector for Lincoln, with growing activities around cafes and restaurants in particular, and some growth in creative arts. Despite Lincoln’s heritage offer, few of the activities associated with visitor economy are highly represented. Although showing some growth here, there is vulnerability around museums and galleries associated with funding constraints. The accommodation sector in particular is under-represented and has seen loss of employment, which suggests that the city’s hotel offer is under-developed.

Graph 11: Visitor Economy in Lincoln PUA

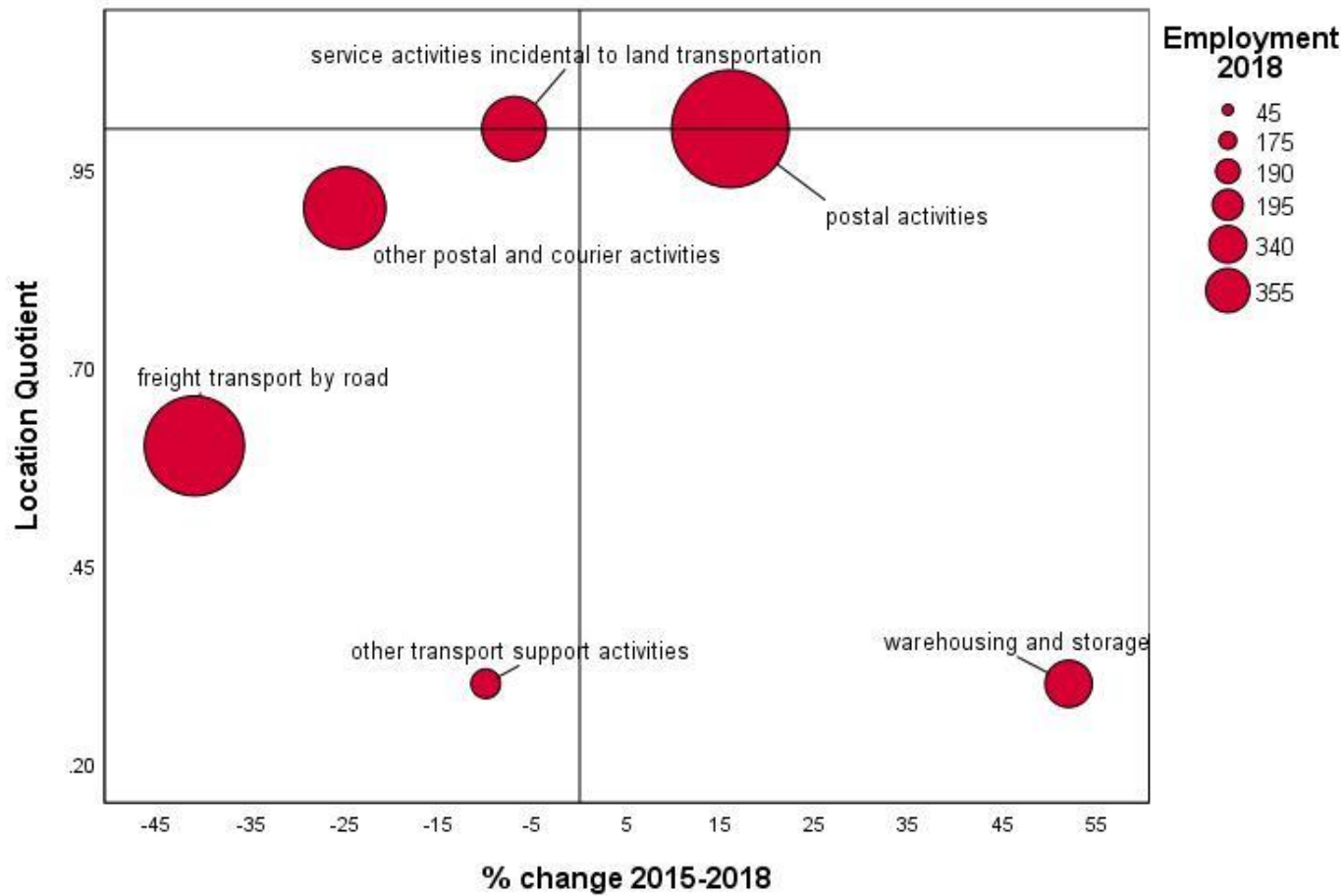


– Source: BRES, 2018

Ports and Logistics

Lincoln is not well represented in ports and logistics activities, which is unsurprising given that these activities tend to take place at port location and (mainly non-urban) areas well connected to main transport routes. There has, however, been some growth in postal and warehousing/storage activities.

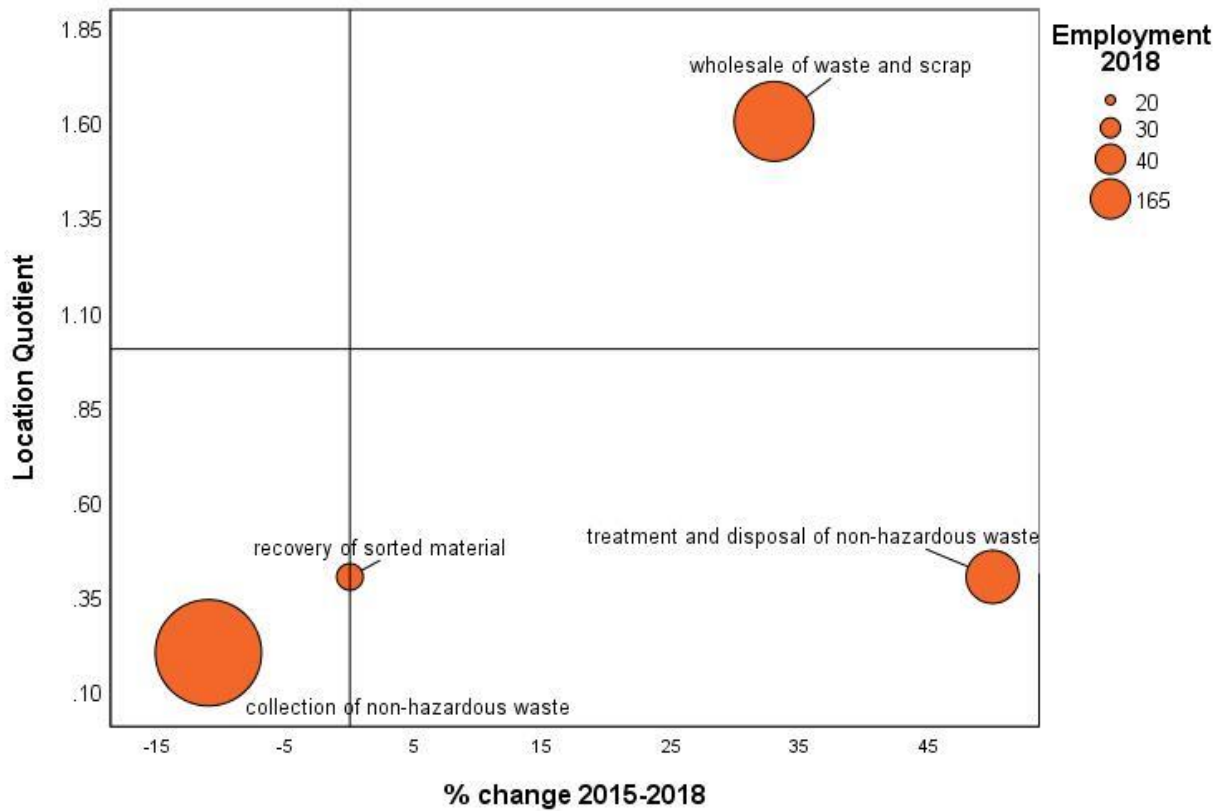
Graph 12: - Ports and Logistics in Lincoln Principal Urban Area



Low Carbon

The renewable energy sector is difficult to measure using traditional industrial classification codes. Lincoln has some niche activity in wholesale of scrap and growth in the treatment of hazardous waste. We also know from Graph 7 that Lincoln has a high number of people employed in utilities, of which water treatment is a key component.

Graph 13 – Low Carbon in Lincoln Principal Urban Area

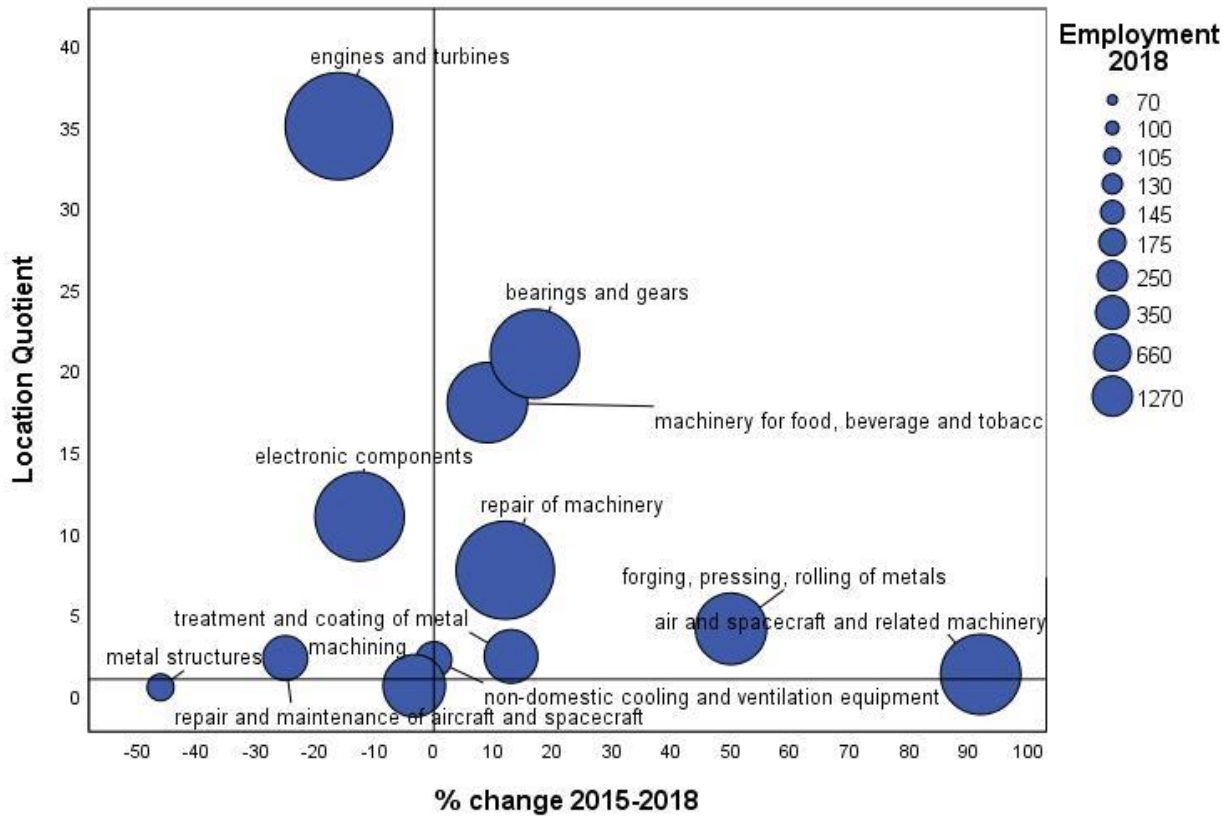


Source: BRES, 2018

Manufacturing – Engineering

The Lincoln PUA is home to a number of engineering specialisms, most notably manufacture of engines and turbines; 35 times the national average of employees are engaged in this activity. For turbines and other local specialisms, such as electronic components, there has been employment decline however. A number of areas have seen growth, however, including manufacture of bearings and gears, food processing machinery, metal pressing and rolling, and aircraft related machinery.

Graph 14 – Engineering in Lincoln Principal Urban Area

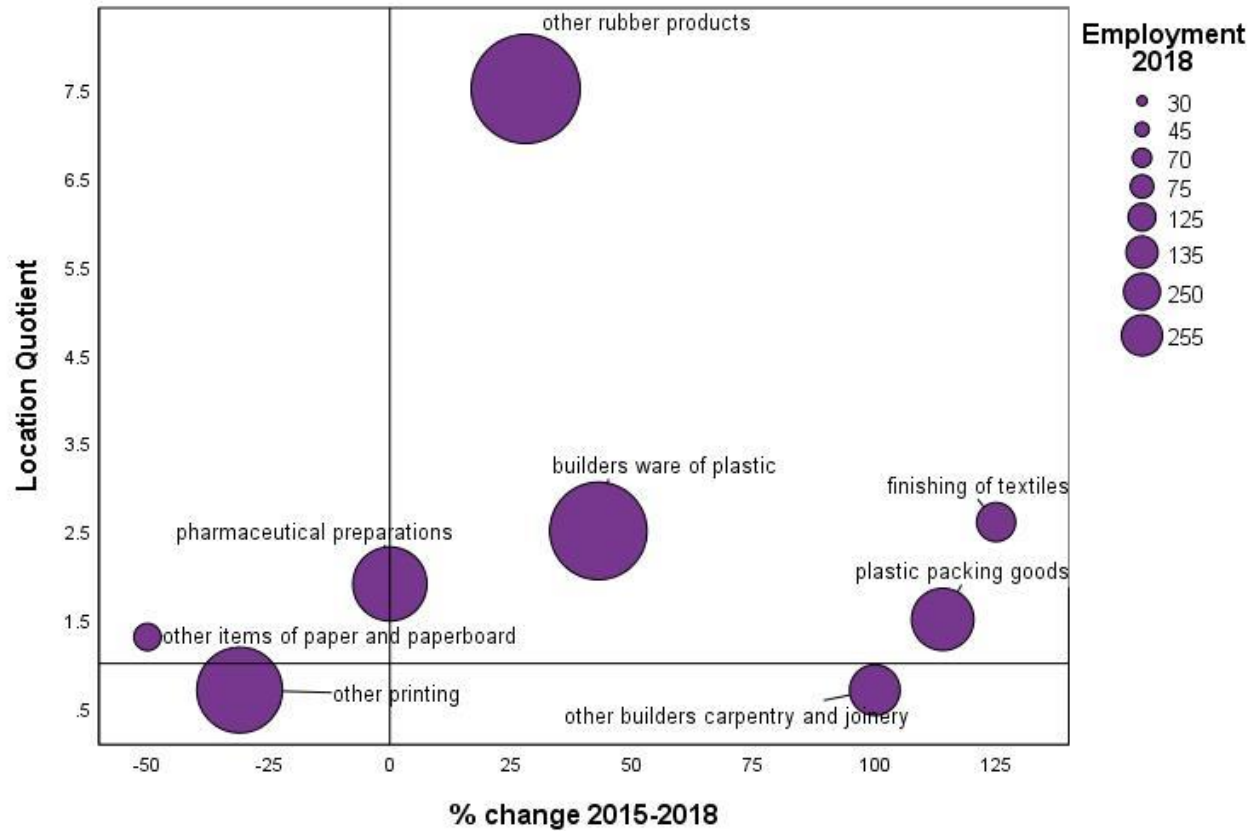


Source: BRES, 2018

Manufacturing – Other

Manufacturing activity that is not related to engineering includes rubber products, pharmaceuticals, textiles and plastic packaging. Several of these activities have seen employment growth, although the numbers of people employed are relatively low compared with engineering.

Graph 15 – Other Manufacturing in Lincoln Principal Urban Area

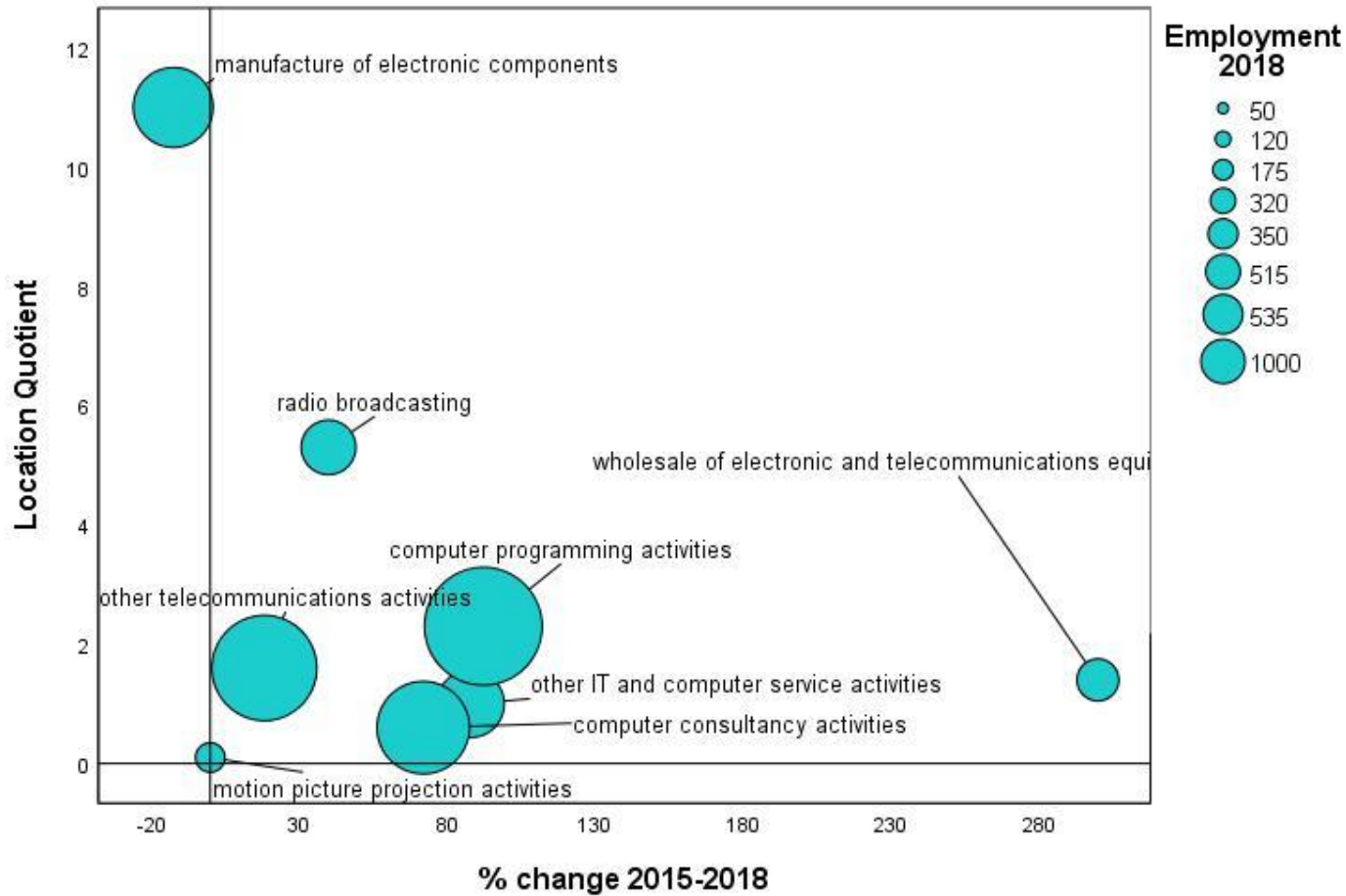


Source: BRES, 2018

Digital

Digital is identified as an enabling sector by the Greater Lincolnshire LEP. The sector in Lincoln is small but fast growing; for example, computer programming activities now account for 1000 employees, having grown from 500 in 2015.

Graph 16 – Digital in Lincoln Principal Urban Area



Source: BRES, 2018

A closer look at the digital sector

Rose Regeneration and the University of Lincoln undertook a study of Greater Lincolnshire's digital sector for the Business Lincolnshire Growth Hub in 2019, which included a focus on the key 'digital cluster' of Greater Lincoln (which includes Lincoln and North Hykeham). The following is an extract from the Digital Landscape report which can be accessed here: <https://www.businesslincolnshire.com/explore/digital/digital-landscape-report/>. Because the analysis was based on 2017 rather than 2018 data, some of the employment figures may differ slightly to those presented in Graph 16.

Greater Lincoln is the location of more than a third (around 3,000) of Greater Lincolnshire's digital tech economy jobs, and accounts for more than half the total turnover of all digital companies in Greater Lincolnshire. Greater Lincoln now has two and a half the proportion employed in digital tech economy jobs than Greater Lincolnshire, at 4.5%.

North Hykeham and the Skellingthorpe Road/Doddington Road areas continue to be important locations for the digital tech sector, with North Hykeham seeing significant digital sector growth. Central Lincoln and, in particular, the area around the University of Lincoln is home to more than 400 digital tech jobs.

Notable Sectors include computer programming, followed by telecommunications, manufacture of electronic components, and computer consultancy.

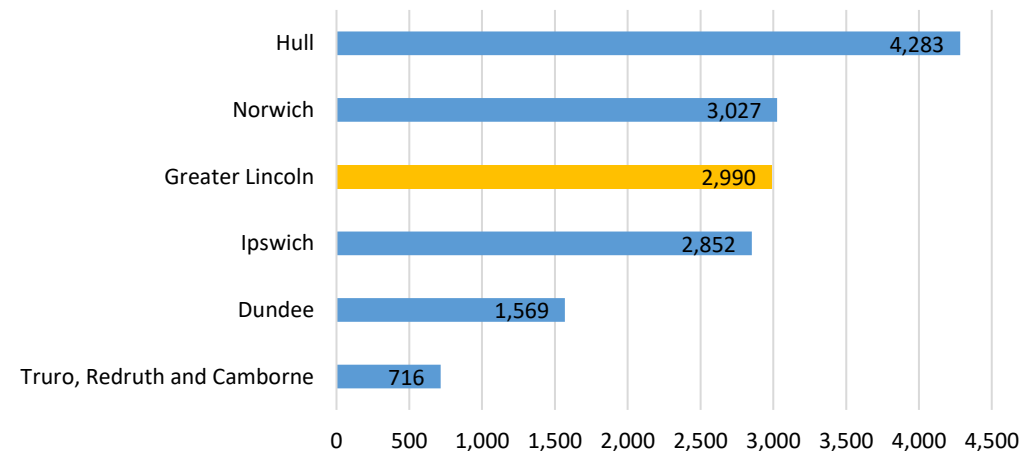
Digital Cluster Activity: *Lincoln is the location of the new digital hub, Mosaic, and Digital Lincoln which is a local community of people and businesses interested in digital technology. Mosaic, which opened in October 2019, aims to facilitate the growth and development of the*

digital sector by providing dedicated space for digital businesses to network and collaborate.

Lincoln is also home to the University of Lincoln and Bishop Grosseteste University; there is a strong link between the University of Lincoln and local digital sector, based around recruitment of graduates into local digital jobs, and the emergence of new digital companies from incubation facilities based at both universities and the Lincoln Science Park.

Notable Companies include GCI Communications, Dynex Semi-Conductor, Integrity Software, ScholarPack, and Rockstar Games.

Graph 17 – Number of Digital Tech Economy Jobs in Greater Lincoln and Comparator Cities



(Source: BRES, 2017 and Tech Nation, 2018)

3.6 Business Productivity

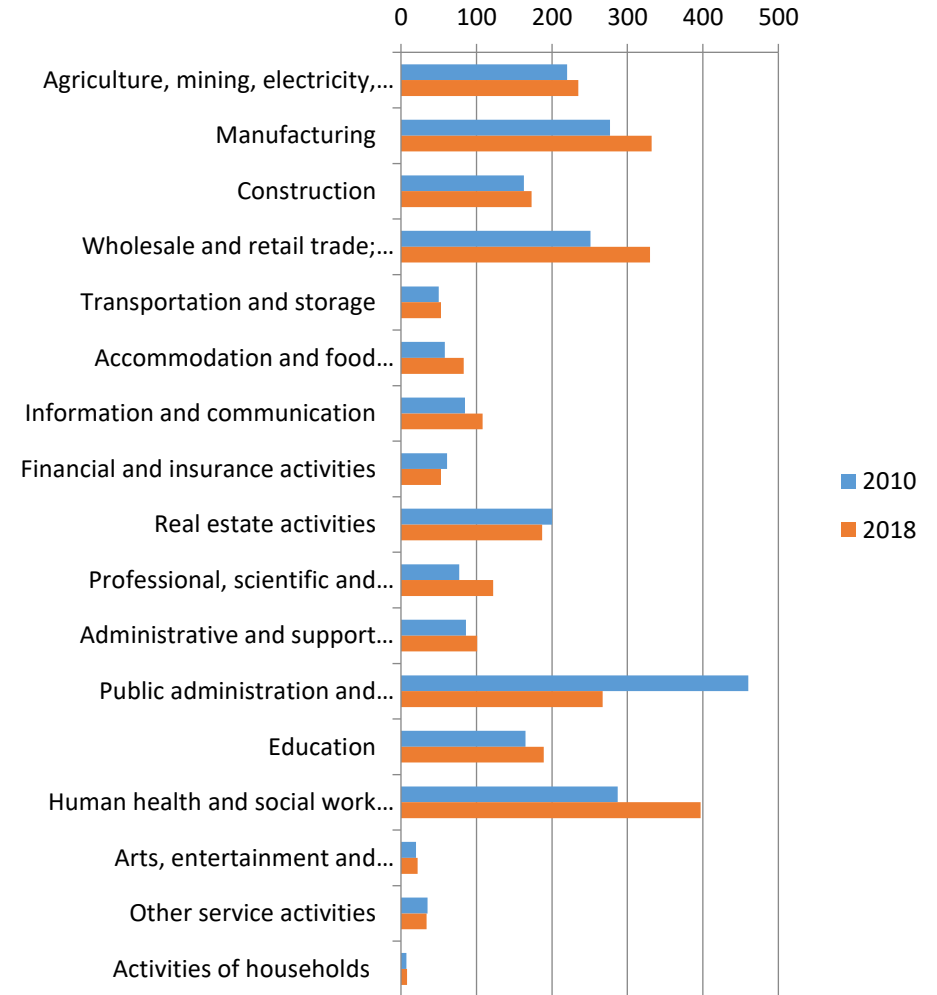
Gross Value Added (GVA) provides an indication of the Gross Domestic Product (the value of all goods and services) in a region. This helps us to understand differences in the productivity of each broad industrial sectors.

Graph 18 shows estimates of total GVA for each broad industrial sector in Lincoln, by 2016 prices. The estimates are calculated on a workplace basis, so allocated to the location where the economic activity takes place.

Overall the graph shows that the value of GVA has increased for most industrial sectors in Lincoln since 2010. Those with the greatest increase in GVA include wholesale and retail, human health and social work activities, and manufacturing.

Public administration and defence is notable in its decline in GVA contribution, perhaps stemming from public sector funding cuts following the 2008 recession. Real estate activities have also seen a reduction in GVA since 2010, albeit by a smaller magnitude.

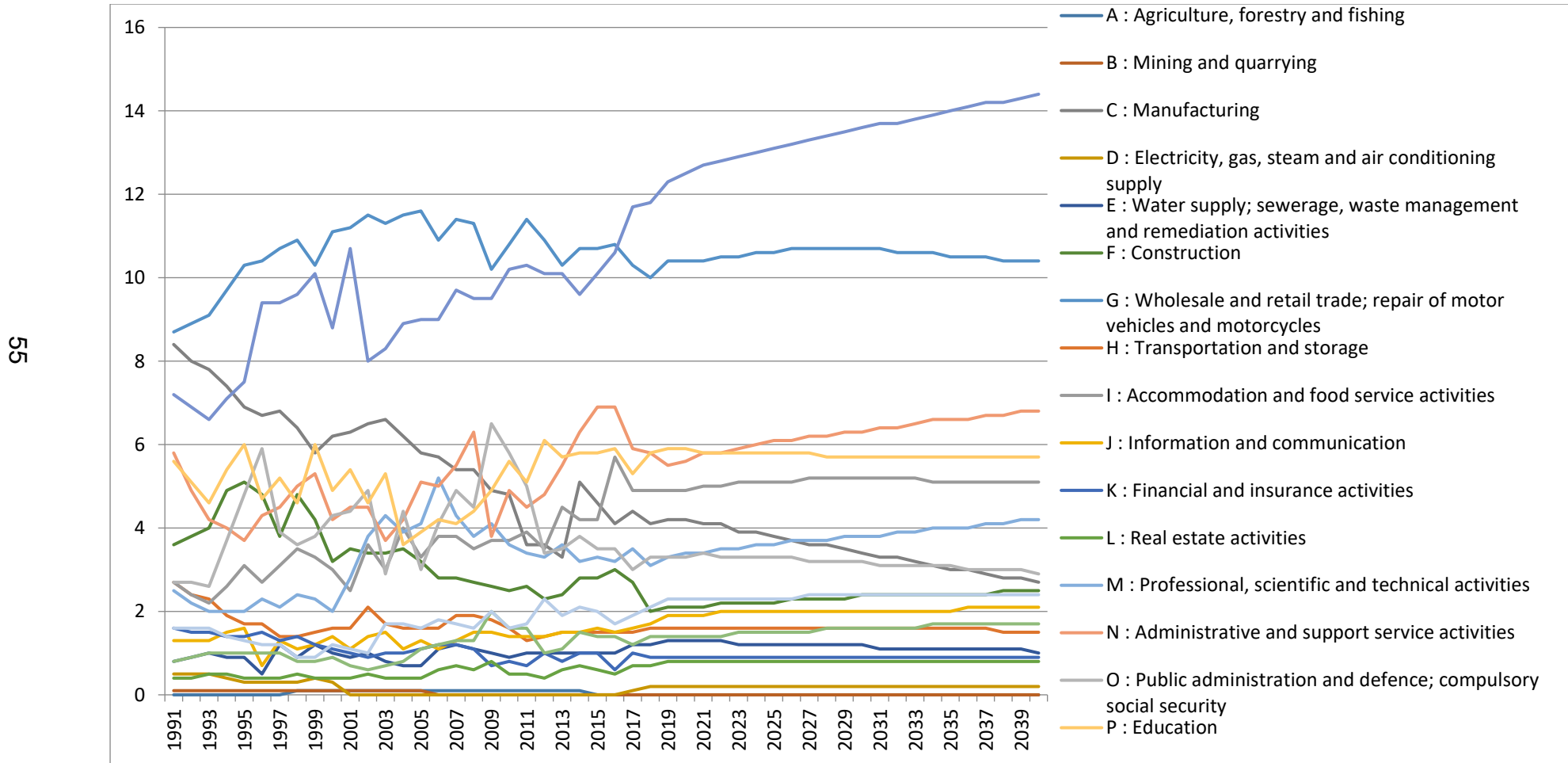
Graph 18 – Regional gross value added (balanced) by industry: local authorities by NUTS 1 region (£million, 2016 prices)



Source: Office for National Statistics (2018)

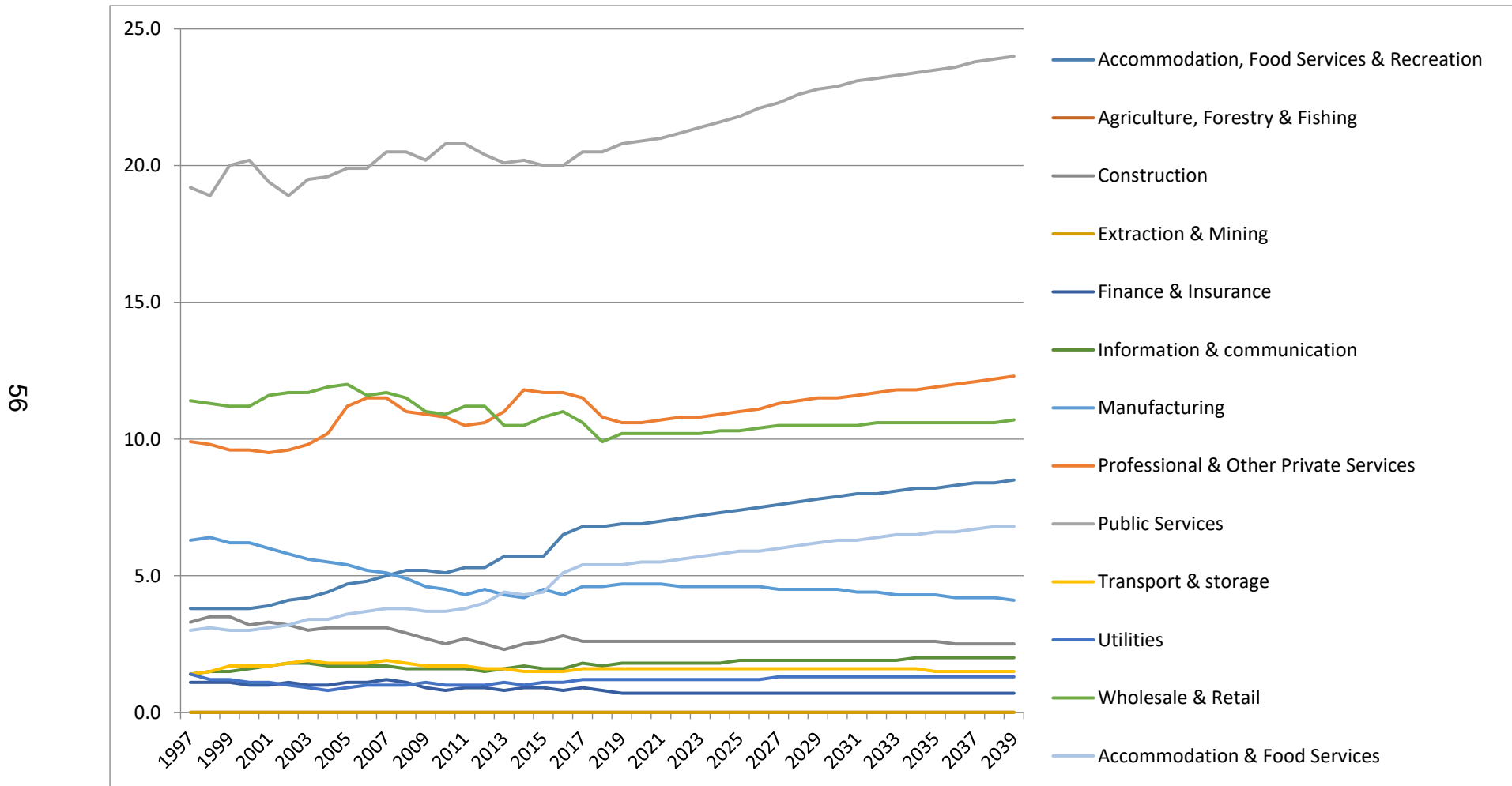
3.7 Employment Forecasts

Graph 19: Oxford Economics Employment Forecasts for Lincoln city (thousands)



The graph above sets out the projections from Oxford Economics for the City of Lincoln to 2039. Modest growth is projected on a sector by sector base for the city. The areas projected to grow most significantly are Human Health and Social Work Activities and Administrative and Support Service Activities.

Graph 20: Experian Employment Forecasts for Lincoln city (thousands)



The Experian model broadly agrees (on the basis of the graph shown above) that the largest growth will be in public services and that growth overall will be modest.

SECTION 4 – PEOPLE AND COMMUNITIES

4.1 Population

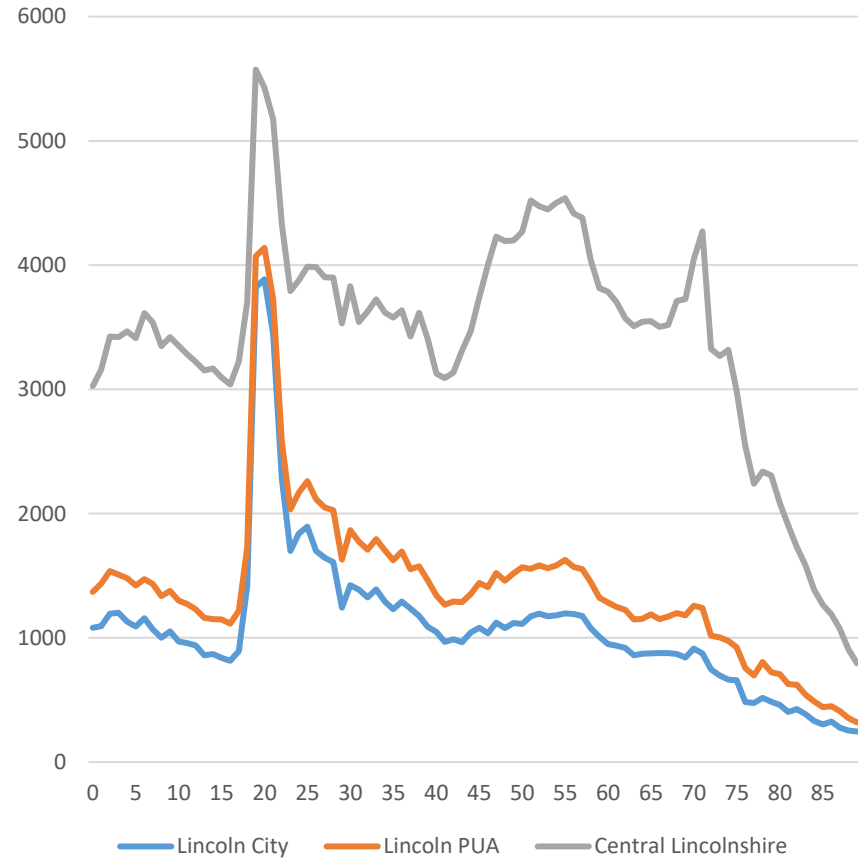
Lincoln Principal Urban has a resident population of 127,896, of which 99,039 live within the City of Lincoln local authority boundary. The population of Lincoln has grown by 1,974 residents or 2% since 2015, which is in line with the Greater Lincolnshire and national averages. The population of the Principal Urban Area has increased by 3,816 or 3%. The population growth of the Principal Urban Area outside the Lincoln boundary therefore accounts for almost half of the population growth of the PUA.

Table 1: Resident Population 2015 and 2018

	2015	2018	Increase in residents	%
<i>Lincoln</i>	97,065	99,039	1,974	
<i>Lincoln PUA</i>	124,080	127,896	3,816	
<i>Central Lincolnshire</i>	301,753	309,893	8,140	
<i>Greater Lincolnshire</i>	1,067,200	1,087,700	20,500	
<i>Great Britain</i>	63,288,400	64,553,900	1,265,500	

Source: ONS mid-year population estimates, 2018

Graph 21: The Age Profile of Lincoln City, PUA and Central Lincolnshire



Source: ONS mid-year population estimates, 2018

4.2 Labour Market

The Lincoln Principal Urban Area has approximately 82,000 residents of working age (16-64). Of these, around 63,000 or 76.6% are economically active; that is in employment or unemployed and actively seeking work. The economic inactivity rate is greater for Lincoln and the Lincoln PUA when compared with the Greater Lincolnshire and Great Britain. This can be partly attributed to the high student population, which accounts for nearly half of those who are economically inactive in Lincoln.

Table 2: Labour Market Activity

	<i>Lincoln</i>	<i>Rest of PUA</i>	<i>Lincoln PUA</i>	<i>Greater Lincs</i>	<i>GB</i>
<i>Economically Active</i>	75.1%	83.0%	76.6%	79.0%	78.9%
<i>In employment</i>	73.0%	79.2%	74.2%	75.0%	75.6%
<i>Unemployed</i>	4.8%	3.8%	4.6%	4.9%	4.1%
<i>Economically Inactive</i>	24.9%	17.0%	23.4%	21%	21.1%

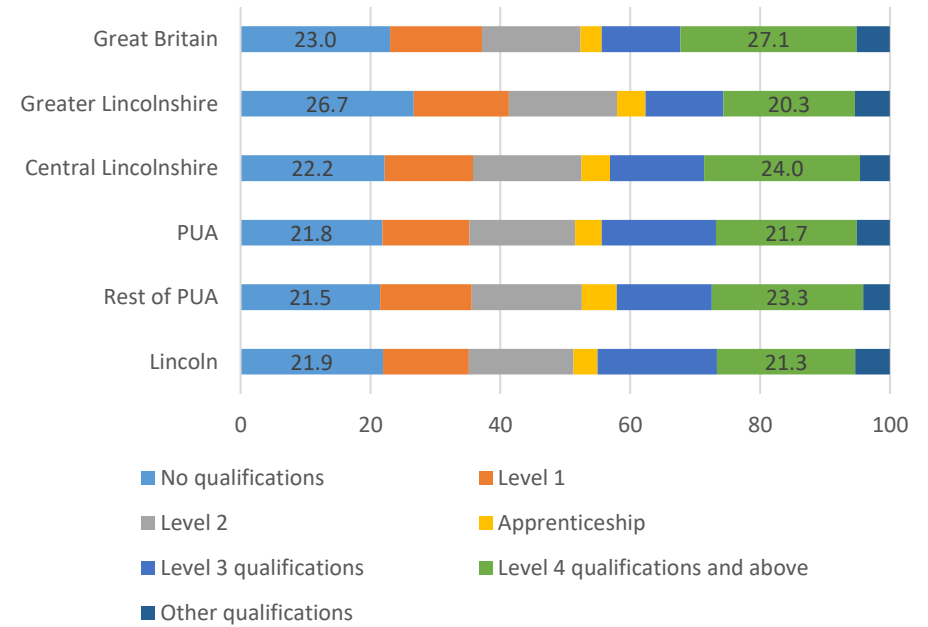
Source: Annual Population Survey 2018 and Census 2011

4.3 Skills

Detailed information on levels of qualifications (as a proxy for skills) is only available for smaller geographies (such as ward) from the 2011 Census. As the graph shows, in 2011, the qualifications profile of Lincoln and the PUA were broadly similar, with around 22% lacking any qualifications, and 21% with at least a level 4 qualification. The wards outside the Lincoln boundary that make up the 'rest of the PUA' had a slightly higher proportion of those with level 4 qualifications.

For level 4 qualifications, all areas lagged behind the profile for Great Britain, where 27% of the population aged over 16 were qualified to this level.

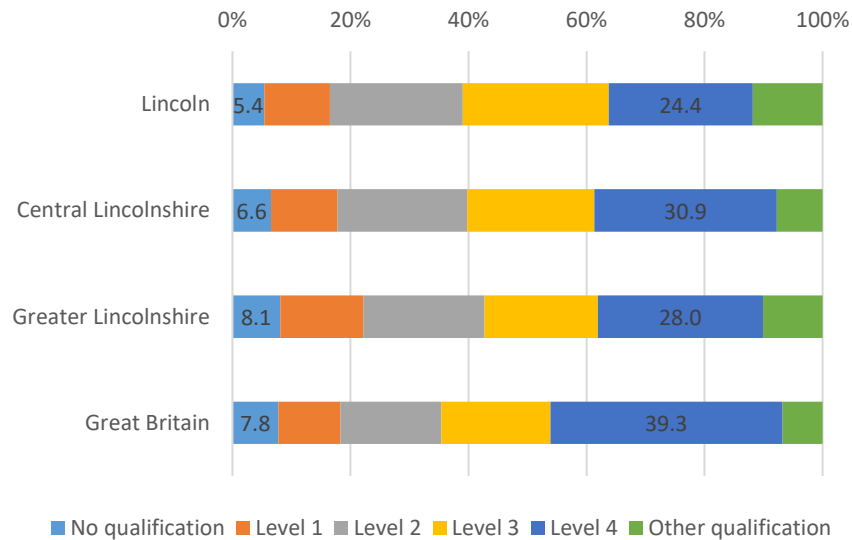
Graph 22: Highest level of Qualification for residents aged 16 and over (%), 2011



Source: Census 2011

As the following graph shows, the British population has become more qualified over the last decade, with 39% of residents aged 16 and over now qualified to level 4 (degree level) and above. In Lincoln, almost a quarter of residents are now level 4 qualified. The proportion of those that are qualified to this level in Central Lincolnshire, at 31%, is greater still and exceeds the Greater Lincolnshire average.

Graph 23: Highest level of Qualification for residents aged 16 and over, 2019



Source: Annual Population Survey, 2019

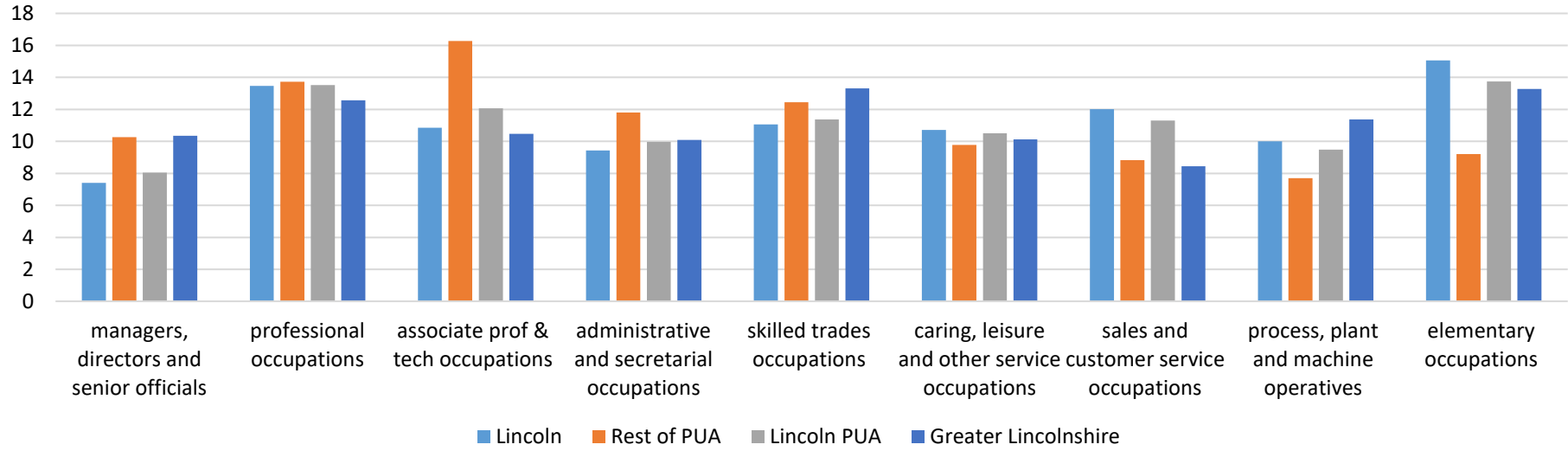
4.5 Occupations

Table 3: Employment by Occupations (%), 2019

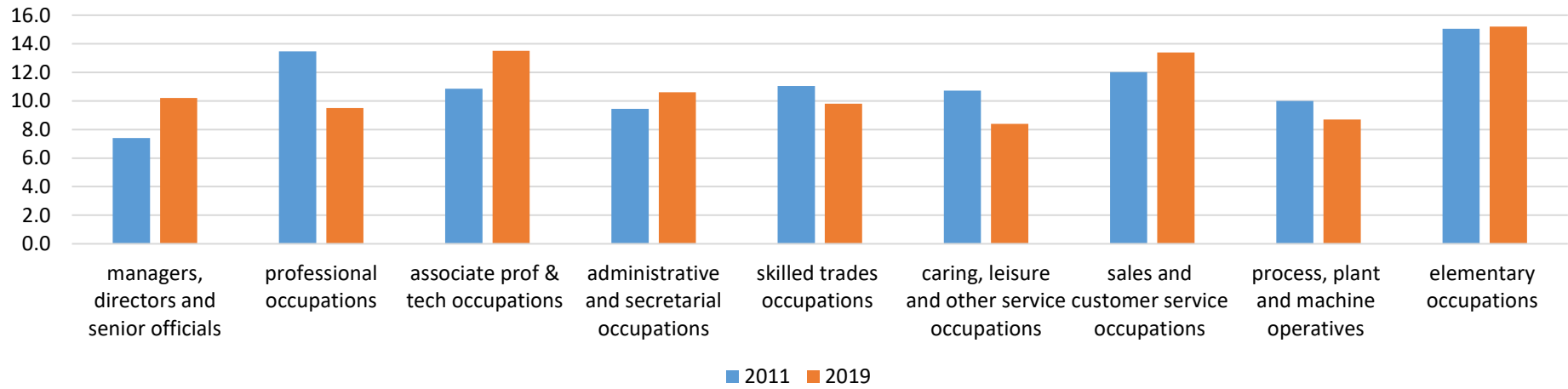
	Lincoln	Central Lincolnshire	Greater Lincolnshire	Great Britain
managers, directors and senior officials	10.2	9.1	11.8	11.1
professional occupations	9.5	15.5	13.8	21.0
associate prof & tech occupations	13.5	11.8	10.9	14.8
administrative and secretarial occupations	10.6	9.5	7.9	9.8
skilled trades occupations	9.8	13.9	13.2	10.0
caring, leisure and other service occupations	8.4	10.2	11.4	9.0
sales and customer service occupations	13.4	9.5	7.9	7.3
process, plant and machine operatives	8.7	7.8	10.9	6.3
elementary occupations	15.2	12.8	11.8	10.3

Source: Annual Population Survey, 2019

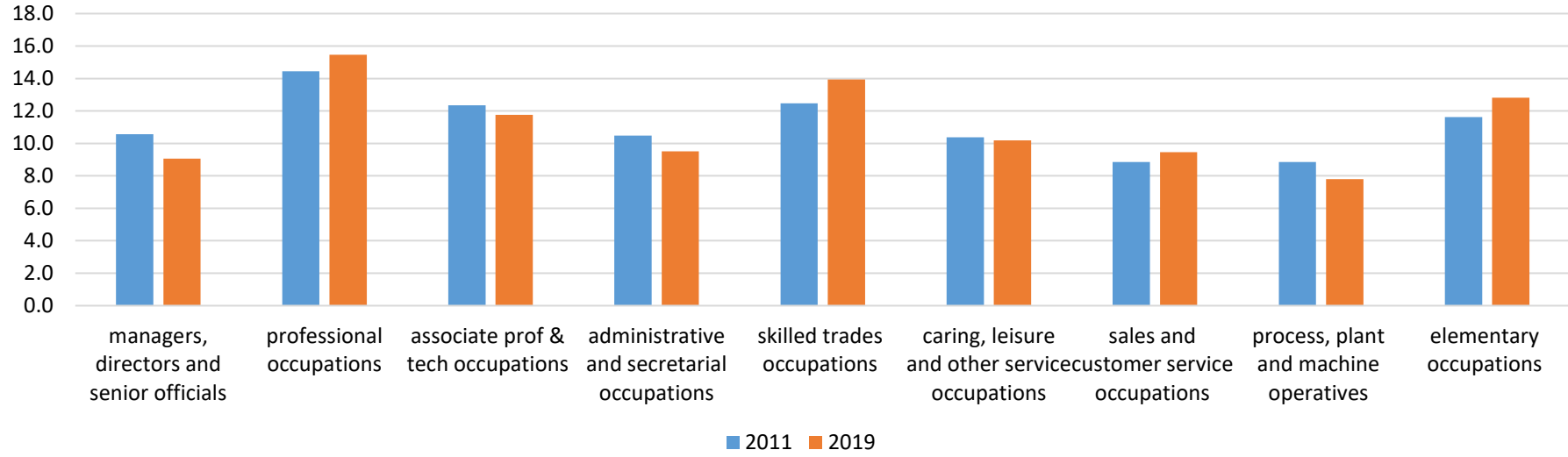
Graph 24: Employment by Occupation in Lincoln at the time of the 2011 Census (%)



Graph 25: Employment by Occupation in Lincoln City, 2011-2019 (%)



Graph 26: Employment by Occupation in Central Lincolnshire, 2011 and 2019 (%)



4.4 Wages

Average wages for Lincoln and surrounding districts have historically been below that for the country overall. It is not possible to get details of wages for the Lincoln PUA, but the table below presents gross weekly wages for Lincoln and the other Central Lincolnshire districts of North Kesteven and West Lindsey, along with Greater Lincolnshire.

The gross weekly wage of those who work in Lincoln was £559 in 2019, which is almost £150 less than the average national weekly wage. While average wages across Great Britain have increased by 17% between 2010 and 2019, they have grown by no more than 5% in Lincoln. This suggests that the economy of the City continues to be dominated by low wage employment. The comparison between residence- and workplace-based wages does not suggest a big difference between those who live in Lincoln and those who work in Lincoln.

The wage growth in North Kesteven and West Lindsey far exceeds the national average, however, which suggests strong productivity growth across the wider Central Lincolnshire economy. In the case of North Kesteven, some of this may be driven by business activity in North Hykeham, although it is not possible to confirm this using this dataset. Across all three Central Lincolnshire districts, the residence-based wages are stronger than the workplace-based wages, which suggests that out-commuting or remote working are playing a role in pushing up average wages.

Graph 27: Mean Gross Weekly Pay, 2010 and 2019

	Workplace-based			Residence-based		
	2010	2019	% change	2010	2019	% change
Lincoln	£531	£559	5%	£551	£574	4%
North Kesteven	£491	£608	24%	£525	£631	20%
West Lindsey	£501	£607	21%	£561	£651	16%
Greater Lincolnshire	*£539	£589	*9%	*£554	£606	*9%
Great Britain	£601	£706	17%	£602	£706	17%

Source: Annual Survey of Hours and Earnings, 2020

*Greater Lincolnshire data only available from 2014

Gross weekly wage is for £559 by place of work and £573 by place of residence

SECTION 5 – BENCHMARKING

SECTION 5. Benchmarking

Lincoln is a historic city, which can be benchmarked against a number of peer cities. Analysis of the list of CIPFA near neighbours from an audit perspective and consideration of the list of its similarity in terms of role and function with the local authorities that network as part of the England's Historic Cities group provides the following listing of comparators:

- Canterbury
- Cambridge
- Carlisle
- Exeter
- Gloucester
- Ipswich
- Mansfield
- Oxford
- St Albans
- Worcester

The assessment of the towns to include has included a consideration of their spatial profile. Cambridge, Canterbury and Carlisle as local authority areas have larger hinterlands but are included to give good geographical coverage. Mansfield is included because it is a near neighbour and along with Ashfield is in the Centre for Cities benchmarking list, which we have followed as our guiding principle for the benchmarking process. Durham,

5.1 Business and Innovation

which would also be a good fit is excluded because as part of a county unitary the data for the city is hard to isolate. Salisbury and Lancaster have hinterlands, which are so large they are not usefully comparable.

The Centre for Cities benchmarking process involves the following themes:

- Business and Innovation
- Demography
- Exports
- Housing
- Industrial Structure
- Jobs/Employment
- Size
- Skills/Wages/Inequality
- Travel and Environment
- Welfare

In total 35 variables based on a nuance of this list, themed around the measures which are most straightforwardly accessible, are considered to provide a ranking on each benchmarked area.

This area of benchmarking considers the fluctuations in the local economy, by comparing rates of business births and deaths. It examines “churn” based on starts and closures as a % of all businesses. It looks at entrepreneurship in terms of the stock of businesses per 10,000 workers and it looks at productivity in the context of GVA per worker.

Lincoln emerges as a very stable economy. It has the smallest rate of business births and deaths within the list. It also has a low level of starts and closures as a percentage of all its businesses. It has the lowest stock of businesses per 10,000 people and the third lowest GVA per worker. In very simple terms as a small City it can be characterised as having a low level of business dynamism.

	Births Per 10,000 popn		Deaths Per 10,000 popn		Churn Starts - closures as % of all		Stock Businesses per 10000 people		GVA per Worker
Lincoln	19.750	Lincoln	17.927	Cambridge	-0.001	Lincoln	154	Mansfield	16073
Mansfield	25.919	Mansfield	21.707	Carlisle	0.007	Mansfield	178	Canterbury	19839
Carlisle	26.463	Carlisle	24.089	St Albans	0.008	Worcester	301	Lincoln	22243
Worcester	38.767	Worcester	32.388	Lincoln	0.012	Carlisle	320	Carlisle	23774
Gloucester	45.020	Canterbury	38.536	Oxford	0.014	Gloucester	335	Ipswich	24728
Canterbury	45.808	Gloucester	39.507	Gloucester	0.016	Oxford	363	Gloucester	26198
Cambridge	48.108	Oxford	43.702	Canterbury	0.019	Ipswich	376	Worcester	26860
Oxford	48.686	Ipswich	47.054	Worcester	0.021	Canterbury	383	St Albans	29130
Ipswich	57.202	Cambridge	48.506	Exeter	0.022	Cambridge	395	Exeter	31446
Exeter	63.611	Exeter	54.524	Mansfield	0.024	Exeter	414	Cambridge	38900
St Albans	87.791	St Albans	81.989	Ipswich	0.027	St Albans	690	Oxford	41848
England	60.747	England	53.217	England	0.018	England	414	England	29356

5.2 Demography

Lincoln is mid ranked in terms of 18-29 year olds (its pipeline of talent) and in terms of 45-64 year olds (more mature workers) it is also mid ranked, Lincoln has a very high proportion of over 65 year olds. Overall it has a moderately positive demographic profile with a moderate stock of younger workers and a high proportion of over 65s. Lincoln is relatively modest in the diversity of its population having relatively few residents not born in the UK (albeit apart from Oxford and Cambridge which are centres of international learning the whole range across the cities considered is 5 to 13%)

	18-29		45-64		65+		Not born in UK
Carlisle	0.11	Mansfield	0.19	Mansfield	0.12	Carlisle	0.05
Ipswich	0.13	Cambridge	0.20	Cambridge	0.13	Mansfield	0.06
Gloucester	0.14	Oxford	0.21	Exeter	0.15	Worcester	0.08
St Albans	0.15	Exeter	0.22	Oxford	0.16	Lincoln	0.10
Canterbury	0.16	Lincoln	0.23	Canterbury	0.16	Gloucester	0.10
Worcester	0.19	Canterbury	0.24	St Albans	0.17	Canterbury	0.11
Lincoln	0.24	Worcester	0.25	Worcester	0.17	Exeter	0.11
Exeter	0.27	St Albans	0.26	Carlisle	0.17	Ipswich	0.12
Oxford	0.28	Carlisle	0.26	Gloucester	0.19	St Albans	0.13
Cambridge	0.30	Gloucester	0.28	Lincoln	0.20	Oxford	0.28
Mansfield	0.32	Ipswich	0.28	Ipswich	0.22	Cambridge	0.29
England	0.15	England	0.26	England	0.18	England	0.14

Sources: ONS Mid Year Population Estimate and Census 2011

5.3 Housing

Lincoln has a distinctively high number of rented properties. It has a relatively modest number of full or part owned properties compared to the city norms within this cohort. The City has a very modest affordability ratio with relatively low housing values.

	% Total Rent		% Owned		Affordability- cost compared to average wages per year		Total Number of Houses		Average Cost of a House
St Albans	0.26	Cambridge	0.50	Carlisle	5.2	Lincoln	39,825	Mansfield	134563
Carlisle	0.30	Oxford	0.50	Mansfield	5.6	Worcester	42,042	Carlisle	138190
Gloucester	0.31	Lincoln	0.57	Lincoln	5.8	Mansfield	44,928	Lincoln	152604
Canterbury	0.32	Ipswich	0.58	Ipswich	7.0	Cambridge	46,714	Ipswich	198316
Mansfield	0.32	Exeter	0.62	Gloucester	7.1	Carlisle	48,342	Gloucester	203502
Worcester	0.33	Worcester	0.67	Worcester	7.2	Exeter	49,242	Worcester	211395
Exeter	0.38	Mansfield	0.68	Exeter	8.6	Gloucester	50,363	Exeter	255773
Ipswich	0.42	Canterbury	0.68	Cambridge	8.8	Oxford	55,375	Cambridge	302549
Lincoln	0.43	Gloucester	0.69	St Albans	11.8	St Albans	56,140	Oxford	403543
Oxford	0.50	Carlisle	0.70	Oxford	12.8	Ipswich	57,298	Canterbury	448292
Cambridge	0.50	St Albans	0.74	Canterbury	12.9	Canterbury	60,771	St Albans	491562
England	0.35	England	0.65	England	8.0	England	22,063,368	England	246453

Sources: 2011 Census, HM Treasury House Price Data

5.4 Industrial Structure

Lincoln has a very modest number of Knowledge Intensive Businesses, a relatively high proportion of manufacturing employers and mid ranking dependency on the service sector. This manifests itself in a relatively modest proportion of private businesses and a relatively higher proportion of public agency jobs in its service sector. The majority of Cities have a higher proportion of service sector jobs in the public sector than the England average as a consequence of their functionality as major public service centres.

	Knowledge Intensive Business %		Manufacturing %		Services %		Public Service %		Private Services %
Carlisle	12	Canterbury	1.7	Carlisle	83	St Albans	18	Oxford	41
Lincoln	14	Exeter	3	Mansfield	84	Carlisle	28	Worcester	50
Canterbury	16	Ipswich	3	Worcester	86	Mansfield	29	Canterbury	52
Oxford	18	Cambridge	3	Gloucester	88	Ipswich	32	Lincoln	52
Gloucester	19	St Albans	3	Ipswich	88	Gloucester	35	Gloucester	53
Mansfield	20	Oxford	4	Lincoln	88	Exeter	36	Exeter	54
Exeter	21	Gloucester	6	Exeter	90	Worcester	36	Carlisle	55
Ipswich	21	Lincoln	7	Oxford	90	Lincoln	37	Mansfield	55
Worcester	21	Worcester	9	St Albans	91	Canterbury	39	Cambridge	56
St Albans	26	Mansfield	10	Canterbury	91	Cambridge	41	Ipswich	56
Cambridge	28	Carlisle	11	Cambridge	97	Oxford	49	St Albans	73
England	23	England	8	England	86	England	26	England	60

Source: Business Register and Employment Survey 2018

5.5 Jobs/Employment

Lincoln has the highest unemployment in its cohort of comparators. This involves a relatively high proportion of 16 -24 year olds. The City has a small working population, relatively high levels of economic inactivity and a relatively very small proportion of people employed as a proportion of the working population. It has a relatively under developed private sector stock of jobs compared to its comparators.

	Claimants as a proportion of residents aged 16-64		16-24 as a proportion of claimants		Working Pop'n		Econ inactive
Cambridge	1.6	Mansfield	0.09	Carlisle	65625	Gloucester	16.4
Exeter	1.6	Cambridge	0.13	Mansfield	67031	Worcester	17.2
St Albans	1.6	Gloucester	0.15	Lincoln	67083	Oxford	17.7
Oxford	1.9	St Albans	0.15	Worcester	67200	Cambridge	18.6
Canterbury	2.2	Lincoln	0.17	Gloucester	80714	Ipswich	18.7
Carlisle	2.4	Oxford	0.19	Cambridge	86563	Exeter	19.5
Worcester	2.5	Carlisle	0.19	Exeter	87188	Mansfield	20.5
Gloucester	2.8	Canterbury	0.23	Ipswich	87917	Carlisle	20.6
Mansfield	3.2	Ipswich	0.24	St Albans	88125	Lincoln	26
Ipswich	3.6	Worcester	0.34	Canterbury	105682	St Albans	26.4
Lincoln	3.6	Exeter	0.40	Oxford	107895	Canterbury	29.6
England	2.9	England	0.19	England	34848276	England	20.9

Sources: DWP Benefits Claimant Data, ONS Mid Year Population Estimates; Nomis Local Authority Area Profiles

	% employed as % of the Working Popn		% Private Sector Jobs		% Jobs Public Money		Ratio
Canterbury	68.2	Oxford	51	St Albans	18	Oxford	1.04
Lincoln	70.4	Cambridge	59	Carlisle	28	Cambridge	1.44
St Albans	72.0	Canterbury	61	Mansfield	28	Canterbury	1.56
Mansfield	76.3	Lincoln	63	Ipswich	32	Lincoln	1.70
Carlisle	77.0	Exeter	64	Gloucester	35	Exeter	1.78
Ipswich	77.7	Worcester	64	Exeter	36	Worcester	1.78
Exeter	78.9	Gloucester	65	Worcester	36	Gloucester	1.86
Cambridge	79.8	Ipswich	68	Lincoln	37	Ipswich	2.13
Worcester	80.3	Carlisle	72	Canterbury	39	Carlisle	2.57
Oxford	80.4	Mansfield	72	Cambridge	41	Mansfield	2.57
Gloucester	80.8	St Albans	82	Oxford	49	St Albans	4.56
England	76.2	England	64	England	36	England	1.78

5.6 Size

Lincoln is the smallest city in the comparator list by population but punches modestly above its weight in terms of GVA per worker and total stock of jobs.

	GVA		Population		Total Jobs
Mansfield	16073	Lincoln	99,039	Mansfield	40000
Canterbury	19839	Worcester	101,891	Worcester	54000
Lincoln	22243	Carlisle	108,387	Lincoln	56000
Carlisle	23774	Mansfield	108,841	Carlisle	57000
Ipswich	24728	Cambridge	125,758	Gloucester	63000
Gloucester	26198	Gloucester	129,285	Canterbury	66000
Worcester	26860	Exeter	130,428	Ipswich	72000
St Albans	29130	Ipswich	137,532	St Albans	75000
Exeter	31446	St Albans	147,373	Exeter	92000
Cambridge	38900	Oxford	154,327	Cambridge	106000
Oxford	41848	Canterbury	164,553	Oxford	121000

Sources: ONS Regional/Local GVA Tables, ONS Mid Year Population Estimates, Business Register and Employment Survey

5.7 Skills/Wages/Inequality

Lincoln has comparatively low levels of wages and relatively poor education outcomes compared to its comparator cities.

	Weekly Wages		IMD Education
Mansfield	470.7	Mansfield	18
Carlisle	518.3	Ipswich	35
Lincoln	519.1	Lincoln	57
Worcester	543.4	Carlisle	83
Ipswich	548.9	Gloucester	85
Gloucester	549.7	Canterbury	187
Exeter	570.6	Exeter	194
Canterbury	626.6	Worcester	201
Oxford	630.9	Oxford	232
Cambridge	631.9	Cambridge	284
St Albans	766.6	St Albans	316
England	591.3	England	158

Sources: English Indices of Deprivation 2019, Annual Survey of Hours and Earnings

5.8 Travel/Environment

Lincoln has a relatively low stock of people who work mainly from home a moderate level of public sector commuting, the City also has a relatively modest carbon footprint.

	%Work Mainly From Home		% Public Transport		CO2 Per Capita
Gloucester	0.07	Worcester	0.06	Ipswich	3
Ipswich	0.07	Carlisle	0.07	Lincoln	3.5
Lincoln	0.07	Mansfield	0.07	Worcester	3.5
Mansfield	0.08	Gloucester	0.08	Canterbury	3.6
Worcester	0.08	Lincoln	0.08	Gloucester	3.6
Exeter	0.09	Canterbury	0.10	Exeter	3.7
Carlisle	0.10	Ipswich	0.10	Mansfield	4.1
Cambridge	0.11	Cambridge	0.11	Cambridge	4.3
Oxford	0.11	Exeter	0.11	Oxford	4.4
Canterbury	0.12	Oxford	0.19	Carlisle	5.5
St Albans	0.13	St Albans	0.21	St Albans	6.3

Sources 2011 Census, DECC CEO2 Emissions Per Capita

SECTION 6 – KEY INFORMANT NARRATIVES

As part of the evidence gathering for the Lincoln economic growth study, interviews were undertaken with the following:

- Julian Free, Pro Vice Chancellor, University of Lincoln
- Tom Blount, Boole Technology Centre, Lincoln Science and Innovation Park
- Sukhy Johal, Director of Centre for Culture and Creativity, University of Lincoln
- Ben James, Mosaic Digital Hub
- Victoria McNaughton, Mosaic Digital Hub
- Lewis Stringer, British Business Bank
- David Rossington, Investors in Lincoln
- Tim Bradford, Banks Long and Co
- Herman Kok, Lindum Construction
- Dan Westlake, Digital Lincoln
- Investors in Lincoln – at its Board Meeting on 6 February 2020

Key emerging findings include:

6.1 Key Trends

Some key developments affecting the Lincoln economy include:

Growth of Waddington: The growth of Istar NATO headquarters at Waddington is attracting military contractors to Lincoln, including to Teal Park (QinetiQ, N3 military systems, 3SDL Communications, Leonardo) and to the Boole Technology Centre at Lincoln Science and Innovation Park (METIS Aerospace, Ebeni, SRC UK). Although many of these companies

are out-stations of the main companies there is scope to persuade them to bring their headquarters to Lincoln, particularly as the MOD is committed to Istar expansion. The LSIP is currently embarking on a second building to house tenants that have outgrown the Boole Technology Centre, and it is likely that the majority of tenants in the new building will be from the defence sector.

Growth of the University: the University of Lincoln student population has exceeded 15,000 which was intended to be the optimum size of the institution. The University has recently opened a number of new schools in STEM subjects (e.g. Chemistry, Engineering, Geography, Pharmacy) and the Medical School

Lincolnshire Institute of Technology: the significant investment planned in Lincoln College to enable it to create a step change in its technical training offer, alongside the enhancement of the outreach facilities of the University Technical College (UTC) provide scope to increase the scale and range of technical training opportunities in the City.

Opening of Mosaic Digital Hub: the hub, which opened in the city centre October 2019, has Scholarpak as its anchor tenant and four offices have already been taken, along with many more hot desks. The hub is intended to provide a focal point for the sector and to help build the digital community; Digital Lincoln holds its meet ups there. The potential for knowledge sharing and collaboration, and to create an environment that counteracts the isolation of lone working in the sector.

Investment in the High Street and Transport Hub: the regeneration of the Cornhill area, longer term plans for the redevelopment of the South High Street area, likely to lead to a concentration of the retail core and

the increase in the number of trains to London all provide significant optimism for future growth in the functional core of the City.

Eastern Bypass: The imminent completion of the Eastern Bypass will open up significant land for employment uses. It will help to remove the constraints to growth in a significant quarter of the City.

A World Class Tourism Offer: The completion of the HLF investment in the Cathedral, complemented by the recent Bomber Command museum provides a very potent mix of tourism opportunities connected with the City, which allied to its enhanced external connectivity by train and an improved circulation through the Eastern Bypass all provide significant potential for it to grow its role as a visitor economy.

6.2 Ideas around Inclusive Growth

Commentators identified the key agenda around Inclusive Growth:

Ensuring career pathways is something mentioned by a number of interviewees. This is only possible where clusters grow to the size which enables businesses to ‘hold people’ and enable them to move within/between companies.

The University, Boole Technology Centre, Mosaic all identify their role in creating and retaining jobs and improving graduate retention. For example, the University of Lincoln has created 2,000 direct jobs and Boole Technology 90 jobs. A key aim of Mosaic is to “keep people here and to make Lincoln as a destination instead of Nottingham or Sheffield”.

Mosaic is intending to create linkages to local schools to inform them about careers in the digital sector. It highlights the role of the digital

sector in facilitating innovation in other sectors in the city. Its tenant Scholarpack runs coding clubs for young people.

The Sincil Bank area was discussed which was described by some as having poor quality housing that was in need of updating. As students increasingly move into purpose-built accommodation there is also the risk that some houses in this area could be left empty.

The opening up of the North East quadrant of the City through the development of the Eastern Bypass will create opportunities to repurpose key sites such as the Allenby Industrial Estate and provide key employment opportunities in one of the most deprived areas of the City.

6.3 Key Sectors

The following key sectors were identified by informants:

Defence – driven by RAF Waddington this sector is important for the supply chain that is growing in Lincoln, but also for the skilled workforce it brings to Lincoln

Agri tech – this sector is driven by sites just north of the City at Riseholme and the Bishop Burton facility at the Lincolnshire Showground, linking into the wider history of agriculture in Lincolnshire and facilitating innovation within the sector, underpinned by the Holbeach Centre for Food Manufacturing, Lincoln Centre for Agri-Technology, and Boole Technology Centre.

Digital – this sector is described as small but “rocketing”, underpinned by growth in defence, HE and agri-tech. The newly opened Mosaic hub

provides a focal point for the sector in the City, though Hykeham is also a key area of growth.

Healthcare –this sector is very important with the presence of the County Hospital and the development of Lincoln Medical School, which is being established partly to help attract and retain medical professionals, alongside the Schools of Pharmacy and Chemistry at the University of Lincoln.

Engineering – this sector was identified as important but vulnerable, and in need of support to ensure jobs are retained in Lincoln particularly for companies whose HQs are elsewhere. The Lincoln Science and Innovation Park was identified as a key driver in the context of this sector as is the School of Engineering at the University of Lincoln, which is a joint venture with Siemens.

Retail – this sector was described as lacking resilience and beholden to national trends. There were views however that a consolidation of the retail core north of the railway line, with the St Marks area evolving a residential character over time would help build the resilience of the offer. Key opportunity sites such as the redevelopment of the indoor market were identified as part of the discussions.

Visitor Economy/Creative Industries (also related to digital and retail) - respondents highlighted this sector as important for ensuring ‘stickiness’ of Lincoln for arts graduates (e.g. via provision of makerspaces) and in its role in the quality of life offer of Lincoln. However, theatres, museums and galleries are under threat due to funding constraints. Some aspects of creative industries link strongly across to digital (e.g. craft and design, web design, marketing). Enhanced connectivity to London and the scale

of the investment in the Castle/Cathedral offer were highlighted as causes for optimism.

Social Economy – around themes such as creative industries, local growing, health and care there has been a blossoming of the informal and social economy sectors in Lincoln. This in some sense marks its transition to a mature University City with its relatively more dynamic mix of people and interests driving social innovation around enterprise. This aspect of the economic development of the City was highlighted as providing the potential to address market failure in a number of areas and potentially linking to the inclusive growth agenda.

6.4 Key neighbourhoods

The following key sites sections of the City were identified as potential areas of future interest

Teal Park – for employment growth. Only a small proportion of the site is currently in use and it is strategically placed for easy access to major infrastructure and to benefit from the growth currently being experienced in north Hykeham.

LSIP (together with St Marks and the University) – this sector was identified as a key City Centre area for employment growth.

Sincil Bank – This was identified as a key area for redevelopment of industrial sites and ensuring Inclusive Growth for local residents. The agenda here was described as being about ensuring that local people can access newly created jobs and are connected to the City.

Western Growth Corridor – This was reaffirmed as the premier opportunity site in the City. Major challenges around connecting it effectively into the wider infrastructure needed to ensure its success, remain. Some commentators were cynical about the ability to achieve its full potential.

6.5 Key Constraints

A number of key constraints were identified in terms of the physical infrastructure of the City these involved principally

Lack of superfast broadband

Lack of power capacity

Low profile of Lincoln – Lincoln was described as less well known than it might be and a place where from the perspective of some there was still limited ambition. One commentator characterised it as “a brilliant city but people don’t know where it is.” The role of Visit Lincoln in raising the city’s profile was recognised. A number of external commentators identified that whilst there had been prodigious growth as a consequence principally of the University, Lincoln was starting from a low base and still had a very significant way to go before it is perceived to have the functionality of a credible City on a par with “the big 3: Nottingham, Leicester and Derby” in our region.

6.6 Key Opportunities

Interviewees identified the following key opportunities going forward

Lack of power supply means there is an opportunity to lead the way on power generation via water and solar, and to create jobs in these areas.

Improving the quality of the existing housing stock (e.g. in Sincil Bank) but also ensuring supply of the ‘middle tier’ of housing for young families in Lincoln.

Lincoln should be lobbying for 5G to be rolled out across the city and county – in contrast to the predominantly urban areas that are prioritised currently

The potential to attract HQs of military contractors to Lincoln, particularly as the MOD is committed to Istar expansion at Waddington

The potential for close working relationship between School of Chemistry, Pharmacy and Medical School with Coop pharmacy service facilitated by LSIP – this encompasses all elements of the pharmaceutical supply chain and creates potential for activities such as pharmaceutical testing.

Potential to increase provision of workspace for creative sector businesses and graduates, e.g. through the development of sites such as the Barbican Hotel

Potential to increase viability of theatre spaces like Drill Hall though joint management with LPAC – the Lincoln University Arts Centre

The increase in the frequency of the Lincoln-London direct train service which creates opportunities for city centre businesses – e.g. Mosaic tenants value the city centre location which is convenient for visitors from London

Lincoln as a “smart city” – the potential to bring skills, digital business, infrastructure together and perhaps use the WGC as an opportunity to implement new technology

The creation of a “welcoming administrative framework” – an open door that businesses can walk through to talk to someone, as well as favourable business rates and planning policy. This opportunity includes scope for Lincoln City Council to act as a ‘neutral sorting house’ for businesses seeking support.

Addendum: Lincoln Towns Fund Evidence Base Update

This report provides an update to the original evidence base, to present the latest picture on the impact of Covid-19 on the local economy and a summary of the Central Lincolnshire Needs Assessment which had been recently produced. The report was presented to Town Fund Board on 5 June 2020.

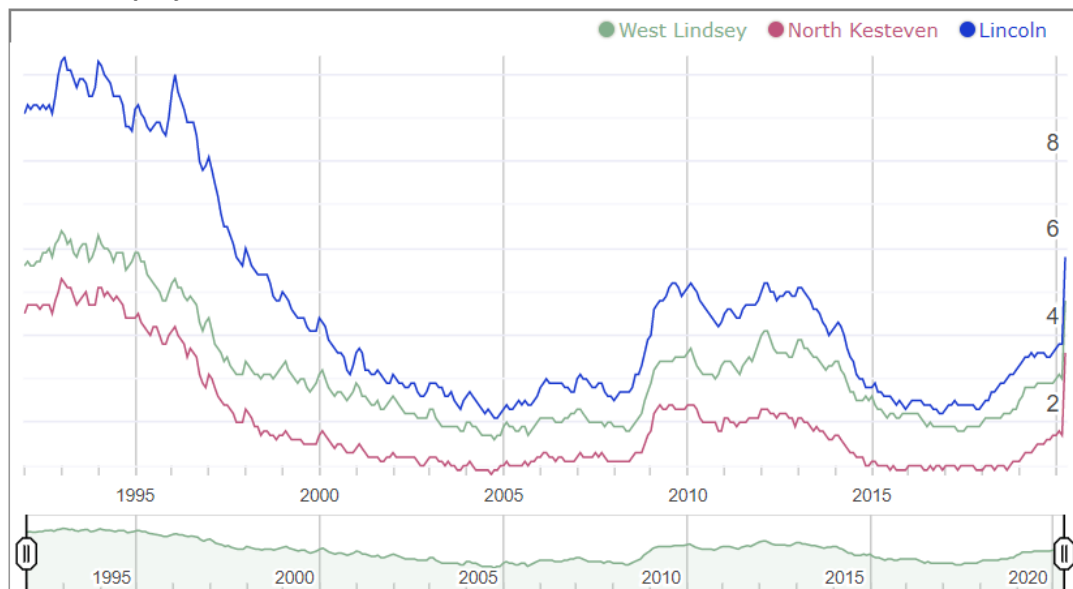
1. Emerging Picture of the Impact of the Coronavirus in Lincoln

We are still in the midst of the Coronavirus pandemic, and the extent of its economic impact is yet to unfold. However, we have conducted some early work on unemployment and furlough rates in Lincoln and other Lincolnshire districts to identify initial trends.

1.1 Unemployment

Graph 1 sets out the long-term trends in the unemployment claimant rate since 1992. As of April 2020, Lincoln's claimant rate (5.8%) is the highest since 1998, and greater than seen during the 2008 recession.

Graph 1: Unemployment Claimant Counts for Central Lincolnshire districts – 1992-2020



Source: ONS Claimant Counts, via NOMIS (2020)

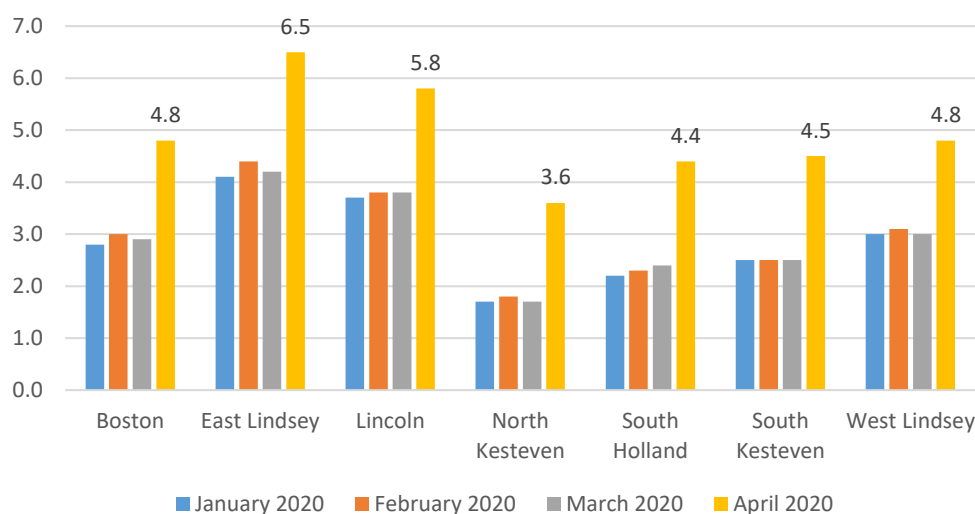
Table 1 and Graph 2 show the change in the number and rate of unemployment claimants between January and April for all local authority districts in Lincolnshire. It shows a significant increase in claims across the county, with more than 9,000 new claimants. Lincoln has the second highest number of claimants, after East Lindsey, although the rate of change is lower than other districts because Lincoln started from a relatively high base of claimants. North Kesteven has seen the greatest change, with its rate doubling since January, albeit from a low base of 1,155.

Table 1: Unemployment Benefit Claims – January-April 2020

	Jan-20	Feb-20	Mar-20	Apr-20	change	% change
Boston	1,170	1,240	1,225	2,005	835	71
East Lindsey	3,180	3,405	3,250	4,985	1,805	57
Lincoln	2,485	2,570	2,555	3,900	1,415	57
North Kesteven	1,155	1,215	1,195	2,450	1,295	112
South Holland	1,215	1,270	1,290	2,420	1,205	99
South Kesteven	2,055	2,125	2,100	3,740	1,685	82
West Lindsey	1,655	1,720	1,680	2,645	990	60
Lincolnshire Total	12,915	13,545	13,295	22,145	9,230	71

Source: ONS Claimant Counts, via NOMIS (2020)

Graph 2: Unemployment Benefit Claims, as % of working age population – Jan-Apr 2020



Source: ONS Claimant Counts, via NOMIS (2020)

Further analysis by age suggests that the claimant rate increase has been highest among those aged 25-49 than for those aged 16-24 and 50+.

1.2 Vulnerability through the lens of furloughing

The RSA has conducted a study to identify local authority districts that are most at risk of job losses¹, based on rates of jobs furloughed. This is based on findings from the ONS Business Impact of Coronavirus Survey (BICS), which identifies the proportion of workforce that has been furloughed among a sample of businesses from different sectors. Analysis of this data undertaken by Oxford Consultants for Social Inclusion (OCSI) suggests that Lincoln, along with Boston, has the lowest proportion of jobs at risk in Lincolnshire.

¹ RSA (2020) One-in-Three Jobs in Parts of Britain at Risk due to Covid-19, available online at: www.thersa.org/about-us/media/2020/one-in-three-jobs-in-parts-of-britain-at-risk-due-to-covid-19-local-data-reveals

Table 2: At Risk Jobs, by local authority district

	% jobs at risk
Boston	23.7-24.7
East Lindsey	34
Lincoln	23.7-24.9
North Kesteven	25.8-27.1
South Holland	25.8-27.1
South Kesteven	24.9-25.8
West Lindsey	25.8-27.1
UK overall	

Source: RSA and OCSI (2020)

The BICS survey has identified the rates of furlough for each sector, as set out in Table 3. The highest rates can be observed in tourism and arts-related activities, while education and health activities show the lowest proportion of jobs on furlough. The RSA identifies that districts with a high proportion of knowledge-intensive businesses are least at risk, while rural districts dependent on tourism and hospitality activities are most at risk.

Table 3: Estimated percentage of sector workforce furloughed, UK

Sector	% on furlough
Manufacturing	31.1%
Construction	46.2%
Wholesale And Retail Trade	21.5%
Accommodation And Food Service Activities	73.3%
Transportation And Storage	32.0%
Information And Communication	13.0%
Professional, Scientific And Technical Activities	13.2%
Administrative And Support Service Activities	31.3%
Education	6.8%
Human Health And Social Work Activities	8.5%
Arts, Entertainment And Recreation	69.9%
All Industries	28.4%

Source: ONS Business Impact of Coronavirus Survey (BICS) (2020)

We have applied a similar methodology to that used by the RSA. This has involved taking the percentage of jobs identified as furloughed for each sector (Table 3) and applying this to the industrial composition of each Lincolnshire local authority district. The employment data for industrial sectors comes from the Business Register and Employment Survey (BRES) 2018, which is publicly accessible via NOMIS. Using this approach, the approximate number of jobs furloughed per sector in Lincoln and other Lincolnshire districts are presented in Table 4 below.

The BICS survey currently does not provide data for public administration and defence, and a number of small sectors such as finance and property. It has therefore not been possible to infer numbers for these sectors. The estimates provided in Table 4 are therefore conservative. Looking at the data for Lincoln, it is estimated that at least 13,000 jobs have been furloughed, which is the third highest volume of jobs after South Kesteven and East Lindsey. Within Lincoln, the visitor economy and retail sector appear to have been hit hardest, with more than 3,000 jobs furloughed in the hospitality sector alone. By comparison, the high proportion of jobs retained in Lincoln's health and education sectors appear to have a protective effect for now.

Table 4: Estimated number of jobs furloughed, by sector and local authority district

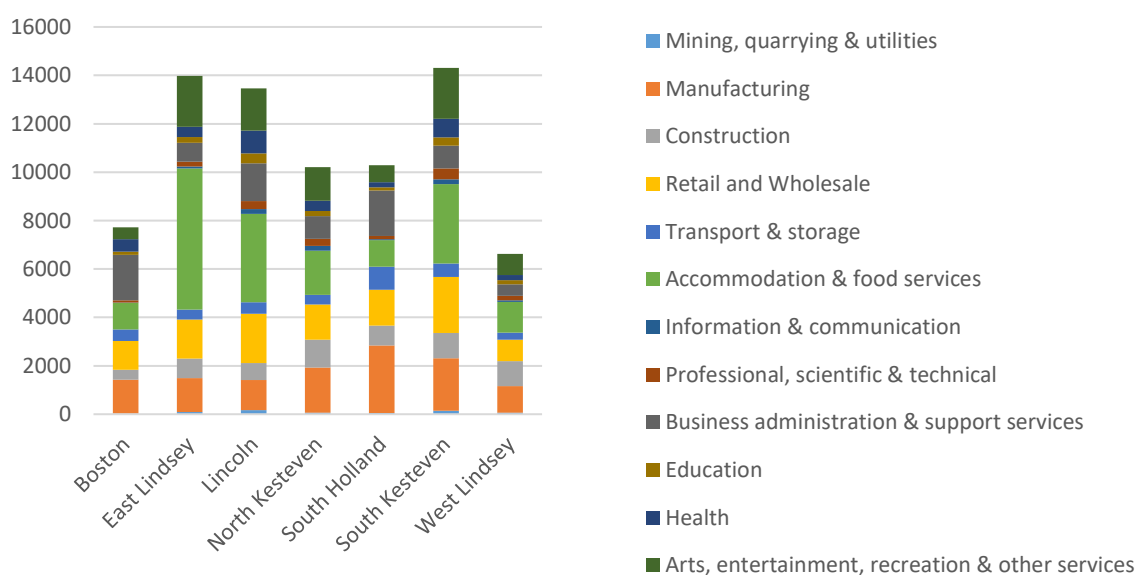
Industry	BB	EL	LC	NK	SH	SK	WL
1 : Agriculture, forestry & fishing*	#	#	#	#	#	#	#
2 : Mining, quarrying & utilities	24	97	174	63	49	139	70
3 : Manufacturing (C)	1,400	1,400	1,244	1,866	2,799	2,177	1,089
4 : Construction (F)	416	809	693	1,155	809	1,040	1,040
5,6,7 : Retail and Wholesale	1,183	1,613	2,043	1,451	1,484	2,311	882
8 : Transport & storage (inc postal)	480	400	480	400	960	560	288
9 : Accommodation & food services	1,095	5,840	3,650	1,825	1,095	3,285	1,278
10 : Information & communication	20	78	195	195	39	195	59
11 : Financial & insurance*	#	#	#	#	#	#	#
12 : Property*	#	#	#	#	#	#	#
13 : Professional, scientific & technical	91	195	325	293	130	455	195
14 : Business administration & support services	1,878	783	1,565	939	1,878	939	470
15 : Public administration & defence*	#	#	#	#	#	#	#
16 : Education	136	238	408	204	136	340	170
17 : Health	510	425	935	425	213	765	213
18 : Arts, entertainment, recreation & other services	489	2,097	1,748	1,398	699	2,097	874
Furloughed jobs (estimated)	7,721	13,973	13,459	10,213	10,289	14,303	6,624
Percentage of all jobs furloughed (estimated)	24%	32%^	24%	26%	26%	26%	25%

Source: Developed using Business Register of Employment Survey (2018) and BICS (2020)

*results for these sectors not provided by the BICS Survey

^analysis by OCSI suggests a furlough rate of 34% in East Lindsey

Graph 2: Estimated number of jobs furloughed, by sector and local authority district



1.3 Discussion

Looking across the two sets of analysis, there are some common observations. Lincoln, East Lindsey and South Kesteven have seen the highest growth in unemployment claims and emerge as the districts with the largest (estimated) number of jobs furloughed.

Lincoln now has a claimant rate of 6%, the highest since 1998. While the surrounding districts of North Kesteven (3.6%) and West Lindsey (4.8%) have lower rates, together the three Central Lincolnshire districts have seen an increase of 4,000 unemployment claims, an increase of 70%. In North Kesteven, the number of new claims in April exceeded the existing claimant base. It is fair to assume that a large proportion of these claimants will live in North Hykeham, which lies within the Lincoln Principal Urban Area and is a key part of the Lincoln economy.

The analysis does not include the public sector. For now, the high proportion of employees employed in education, health and (it is fair to assume) the public sector appears to have a mitigating effect on furloughing rates within Lincoln. However, these sectors may be vulnerable in the medium term when current financial cycles end. With Lincoln home to the City and County Council and other sub-regional public bodies, it may face a disproportionately larger impact from jobs losses/furloughing in this context.

2. Draft Central Lincolnshire Economic Needs Assessment (ENA)

Turley produced the draft ENA for Central Lincolnshire in March 2020. As with the Lincoln Economic Evidence Base, the data presented in the ENA pre-dates the Covid-19 crisis. The ENA examines the economic performance of the three Central Lincolnshire districts, in order to inform the Central Lincolnshire Local Plan (2018-40). It provides an evidence base to underpin decisions around provision of land to accommodate the likely creation of new jobs.

The ENA identifies that Lincoln has experienced strong growth since the last ENA was produced in 2012. In fact, jobs growth had exceeded employment forecasts. In Lincoln in particular the number of new jobs created had already (within 6 years) exceeded the 24 year forecast, by 25%. Jobs growth in North Kesteven and West Lindsey had been steady and consistently over this time.

The Lincoln Economic Evidence Base and the ENA identify similar sector growth patterns, with some minor differences due to the periods of growth examined. As with the Evidence Base, the ENA highlights strong growth in Information and Communication, Business Administration and Support Services, and Arts, Entertainment and Recreation. Information and Communication is identified as representing 15% of total employment growth in Central Lincolnshire. The ENA identifies that Retail jobs have declined in Lincoln in particular, but there has been simultaneous growth in Food Services (such as restaurants and cafes). Trends in occupations are broadly the same as the Evidence Base, with growth in professional and service occupations.

Turley has conducted some sub-regional analysis to identify where jobs growth has occurred; It identifies that a number of areas in the vicinity of Lincoln and North Hykeham have each created over 1,000 new jobs between 2012 and 2018. These include the area around Brayford Pool, Lincoln County Hospital, and Outer Circle Road, which are shown to have concentrations of growing employers. North Hykeham has three areas where at least 500 jobs have been created. Overall, two thirds of local areas (LSOA's) in Central Lincolnshire have seen employment growth, while one third have seen employment decline.

In terms of employment space, the ENA highlights a significant reduction in the vacancy rate for industrial, office and retail employment space between 2012 and 2018, which suggests that previously vacant space has supported employment growth to date. This is true for all districts but most pronounced in North Kesteven. The much lower vacancy rate in 2018 suggests limited capacity to support future employment growth within existing employment space.

Turley kindly shared employment forecasts (from Experian and Oxford Economics) with the University of Lincoln, which means that these were already incorporated into the Evidence Base. These forecast employment declines in the public sector, manufacturing and transport and storage, but continuing growth in professional and scientific, health, and accommodation and food services.

The ENA identifies some broad implications for demand for employment land. Across Central Lincolnshire, fewer than half of new jobs will require office space, warehousing and industrial land. Among these, it estimates highest demand for office space (6.5 ha), and substantially lower for warehouses (4.3 ha) and industrial land (0.9 ha).

Appendix 2

Strategic Context and Alignment with Investment Plan

Greater Lincolnshire Local Industrial Strategy (LIS) June 2020 and Greater Lincolnshire Strategic Economic Plan (SEP) https://www.greaterlincolnshirelep.co.uk/priorities-and-plans/strategies-and-plans/	
<p>Ambition; Future proofing the UK’s major agrifood economy, capitalising on its businesses, land and people to create a productive, resilient and low-carbon economy</p>	
<p>Aims: LIS/SEP</p> <p>To support all parts of the economy across the National Industrial Strategy’s five foundations of productivity; ideas, people, infrastructure, Business environment and Place</p> <p>Targets, outcomes, needs</p> <p>To grow the Greater Lincolnshire £20.7bn economy, by adding £3.2bn to GVA by 2030.</p> <p>Targets the following sectors for support and growth:</p> <ul style="list-style-type: none"> - Manufacturing and engineering - Low carbon - Visitor economy - Health and Care 	<p>Aims: Lincoln Investment Plan</p> <p>Vision – As the sub region’s main urban centre with headroom for significant growth delivering the City’s full potential as a world class heritage city with a diverse and dynamic economy, targeting digitalisation to drive investment, productivity, skills, innovation, business growth and employment will have a high impact on the Greater Lincolnshire LIS economy and contribute significantly to the sub region’s GVA targets.</p> <p>Digital – building on Lincoln’s strength as a centre for learning and research, and promotion of a tech-friendly environment, and business cluster will address the low innovation challenges and maximise the identified opportunities for growth centred around University and Lincoln Science and Innovation Park.</p> <p>Transport – the delivery of a Sustainable Transport Strategy, enabling efficient movement and improved connectivity, improved accessibility</p>

<p>Identifies the need to invest and promote skills, employment and innovation and invest in infrastructure.</p> <p>Challenges identified around low innovation and human capital, and opportunities for growth and potential for a defence cluster business park and workspace units at Lincoln Science and Innovation Park.</p> <p>For Greater Lincoln identifies Health and Care and the visitor economy as the leading strategic opportunities and identifies sustainable housing and innovation drivers as the key requirements for growth.</p>	<p>and the use of smart technologies will achieve network capacity to support the City's/LIS's ambitions for growth. Opportunities to link infrastructure investment with technical solutions and carbon reduction targets supports the wider Lis objectives.</p> <p>Skills – investment in training tailored to raise the skill levels of SMEs and citizens, building in resilience in the transition to the new digital economy and enabling benefit from the opportunities it can bring, addresses the identified need to invest in skills. focusing on upskilling within the Visitor Economy and Health and Care Sectors aligns with LIS identified key sectors</p> <p>Urban Regeneration to support Arts, Culture, Heritage and Enterprise Infrastructure – realising the potential for creating a dynamic and contemporary place, through effective digital promotion and investment in key cultural, leisure and heritage assets strengthens the foundations of productivity and is an opportunity to deliver new facilities to drive growth in the priority sectors of health and care and visitor economy. Regeneration of strategic sites strengthens the vibrancy of the city centre secures Lincoln as a place attractive to international investors and high skill businesses.</p>
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Central Lincolnshire Local Plan adopted 2016

<https://www.n-kesteven.gov.uk/central-lincolnshire/local-plan/>

Ambition: A prosperous, stronger and sustainable Central Lincolnshire

Aims: Local Plan

- Housing growth target of 36,960 new homes by 2036 across Central Lincolnshire and 13,167 within the Lincoln Principle Urban Area
- Development of 4 Sustainable Urban Extensions (SUEs). The Western Growth Corridor SUE, is less than a mile from the City centre, planned for 3200 new houses and 20 ha of employment land.
- An economically assessed need for 11,894 new jobs.
- Policy to protect existing employment sites and land for Strategic employment including Lincoln Science and Innovation Park.
- City Centre policy aims to develop a balanced mix of uses – retail, commercial, cultural and residential - promote good design and protect the historic fabric.

The pre-covid **Local Plan Economic Needs Assessment review 2020** forecast for next 22 years:

- Jobs growth for Lincoln Accommodation and Food services (108 pa) Health and Social Work (142 pa) Arts, entertainment,

Aims: Lincoln Investment Plan

Vision – As the principle settlement within Central Lincolnshire the Town Deal growth and development ambition for Lincoln will have a high impact on delivering the Central Lincolnshire ambition for wider prosperity, resilience and sustainability.

Digital –maximising opportunities for development of digital technologies to support sustainable growth and community access to services, supports the Local Plan Policy sustainability objectives. The Policy objective for development of the University/Lincoln Science and Innovation Park as a strategic employment site is also supported through the Town Deal’s digital objective.

Transport – the delivery of a Sustainable Transport Strategy is a shared objective of the Local Plan sustainability and Transport policy. Improving connectivity within and to the City Centre, prioritising sustainable travel and relieving network congestion aligns with Local Plan requirement for infrastructure capacity to meet housing and employment growth.

Skills – investment in training to raise the skills levels of SMEs and citizens, will support Central Lincolnshire to meet it’s business/job growth forecasts, particularly with regard to Accommodation and Food, Health and Wellbeing and Arts Entertainment and Professional scientific

recreation & other services (35 pa) Professional, scientific & technical (21 pa)

- Job losses to be in Wholesale & retail trade (-53 pa)
- Over half of all new jobs will require office space (around 97,500sqm across CL)
- Overall stock of floorspace has grown over last 5 years and vacancy has reduced. Latent capacity provided by businesses' occupation of vacant space is exhausted and further growth in employment will need to be additional floorspace or a more intensive use of existing space.

and Technical sectors. Investment in existing education facilities (Universities and Further Education Colleges) within an accessible and serviced settlement aligns with Local Plan sustainability, access, community provision Policy objectives.

Urban Regeneration to support Arts, Culture, Heritage and Enterprise Infrastructure – realising the potential for creating a dynamic and contemporary place, supports Local Plan City Centre policy objectives around mixed use - city centre living, improved cultural offer and meeting the need for new commercial premises. Investment in Arts, Culture and Heritage supports local plan policy objectives around sustainable communities and protecting the historic assets.

Lincoln City Centre Masterplan revised 2013

<https://www.lincoln.gov.uk/resident/lincoln-redevelopment-growth-1/5>

Ambition ; to make the City of Lincoln a great city to live, work and visit

To create

- A city with a dynamic, resilient, inclusive and carbon neutral economy
- An attractive, vibrant centre of connectivity, creativity and innovation
- A city renowned for its culture, heritage, learning and special character
- A city with a compact settlement structure growing through sustainable urban extensions
- A green and healthy city with a holistic approach to the urban eco-system and with sustainable sources of energy
- A place of advanced social progress with a high degree of social cohesion
- A city of cultural, generational and ethnic diversity
- A city with governance systems capable of building shared visions and reconciling competing needs

Aims: Masterplan

- Need to Strengthen and improve legibility along north-south routes to the east and west of the High Street.
- Need to address the changing face of retail
- Need to maximise destination offer
- Need to strength the cultural offer

Identified priority Intervention Sites including;

- High Street
- Wigford Way
- Civic quarter

Aims: Lincoln Investment Plan

Vision – The vibrancy of the City Centre as defined by the City Centre Masterplan ambition is key to securing the Town Deal vision for Lincoln’s future as a successful and sustainable, smart and prosperous city.

Digital – The City Centre is a key area for the Town deal investment to maximise opportunities for development of digital technologies to support sustainable growth, improve community/visitor access to services, and gain efficiencies in environmental management. As such the Town Deal digital aims align with City Centre Masterplan objectives.

- Free School lane
- City Square
- Tentercroft Steet

Transport – the benefits of Sustainable Transport measures within the City Centre is a clear objective of the City Centre Masterplan and runs through many of the proposed intervention sites. There are clear opportunities for intervention that align with the Town Deal Transport aims, particularly the need to strengthen east west links to and address High Street severance issues.

Skills – investment in training to raise the skills levels of SMEs and citizens, is an opportunity to align with City Centre Masterplan objectives around vibrancy , innovation, social cohesion and improving the destination offer.

Urban Regeneration to support Arts, Culture, Heritage and Enterprise Infrastructure – clear linkages with the City Centre Masterplan and Town Deal aims of realising the potential for creating a dynamic and contemporary place, through effective digital promotion and investment in key cultural, leisure and heritage assets. There are opportunities for Town Fund investment to maintain momentum in City Centre investment dan support the identified priority intervention site priorities.

Lincoln Transport Strategy 2020-2036

<https://www.lincolnshire.gov.uk/directory-record/64728/lincoln-transport-strategy>

Ambition; ‘By 2036, having delivered on its ambitious growth aspirations, Lincoln will be a more prosperous, attractive and healthy place to live, learn, work and visit. This will be supported by an inclusive and collective approach to accessibility and movement across all communities enabling businesses to succeed, carbon emissions to be reduced, new advances in technology to be embraced and will provide an improved quality of life for all. Links between the cultural, civic, retail and university quarters will be strengthened, and its urban extensions will have exemplar sustainable infrastructure to integrate with the city. There will be a change of focus in movement across the strategy area, with walking and cycling at the heart of the city’s movement network. This will be supported by a network of green corridors, multi-occupancy and shared passenger transport options and reductions in traffic within the urban area. Transport connections to satellite conurbations will be enhanced and the strategic network will be efficient in driving the city’s economic growth and prosperity’

Targets, outcomes, needs

- To reduce traffic in the urban area.
- To deliver inclusive access by ensuring a customer-focussed approach and providing a wider choice in whether, when and how people travel.
- To prepare the strategy area for future mobility including electric, shared, connected and automated mobility as well as the business models that support them.
- Promote technologies to allow more people the ability to work, learn, manage health care, shop and socialise without the need to travel.
- To support and help grow Lincoln’s economy by improving access to employment, education, resources and markets.
- To increase partnership working and shared responsibility for the improvement of accessibility and transport.

Alignment with Lincoln’s Town Deal Vision and Aims

Vision – The growth and prosperity ambitions of the Transport Strategy and Town Deal align. There is also a shared ambition for driving and embracing technological change, carbon reduction and liveability.

Digital – the Transport Strategy identified need to prepare Lincoln for the technological changes in mobility and how people access work, learning, health and social needs aligns with the Town deal aim for driving digital and use of digital technologies. Opportunity for around innovation and testing to improve transport service delivery.

Transport – Transport Strategy and Town Deal Transport aims are strongly mutually aligned. and support the partnership working objective and modal shift objectives. Opportunity to deliver through the Town deal the priority interventions identified in the Transport Strategy.

- To improve rural accessibility to the wider strategy area and beyond.
- To provide an efficient strategic road and rail network for long-distance connections to other major centres and international gateways.
- To rebalance movement towards walking, cycling and multi-occupancy, shared mobility and passenger transport options.
- To increase access to education while reducing the impacts of physical access to schools, colleges and universities.
- To enhance the health and wellbeing of communities through improved air quality increased physical activity and safety.
- To protect and enhance the historic and cultural environment of Lincoln.
- To minimise the impact of transport on the natural environment and improve access to open space, particularly with green corridors.
- To reduce carbon emissions to enable the county council to reach its zero emission target in 2050 and mitigate the impacts of climate change.
- To manage and support new housing and employment sites, including the sustainable urban extensions, ensuring that they mitigate their impacts whilst also delivering exemplar sustainable infrastructure to connect with the wider strategy area.

Skills – Investment in existing education facilities (Universities and Further Education Colleges) within an accessible and serviced settlement enables the Transport Strategy’s sustainable travel objectives. Investment in training to raise the skills levels of SMEs and citizens, will indirectly support the ability of people to work, learn, manage health care, shop and socialise without the need to travel

Urban Regeneration to support Arts, Culture, Heritage and Enterprise Infrastructure – Focussing the Town Deal regeneration investment around the City’s new Transport hub will maximise alignment and opportunities for aligning with Transport Strategy aims of reducing traffic within the urban area.

- | | |
|--|--|
| <ul style="list-style-type: none">- Identifies Public realm and environmental improvements To Broadgate and Wigford Way/St Mary's Street as a Primary infrastructure intervention need.- Identifies the need to support the transport elements of the Sincil Bank regeneration project, including speed limit reductions, residents only parking zones, and improving the public realm as a Secondary supporting interventions. | |
|--|--|

Lincoln Digital Strategy Powered by Lincoln 2020

Ambition : to drive Lincoln’s transition to a City that embraces the opportunities presented by the digital economy, through a balanced portfolio of pilot actions that can be deployed, evaluated for impact and scaled to underpin renewal and sustainable growth.

Aims: Powered By

- Powered by Lincoln provides an aspirational framework for the City, its citizens and its businesses.
- includes ambitious pilot actions that have the potential to truly transform Lincoln and enable it to embrace the digitisation of the economy.
- actions are designed to provide an environment that is agile and large enough to attract ideas, capital, talent and other resources in sufficient quantities and to enable them to flow
- presents the opportunity of Lincoln as a hub for the wider region, intertwining new digital opportunities with existing societal and business needs.

4 objectives are identified to:

- Design and deploy a tech-friendly environment that builds on Lincoln’s infrastructure, tech and data assets to attract key technology players and start-ups and increase Lincoln’s tech profile
- Explore the value of technology and innovative approaches and source innovative solutions to policy and social challenges underpin the growth of Lincoln tech ecosystem.

Aims: Lincoln Investment Plan

Vision – Driving the need to drive the opportunities for embracing the technological and smarter solutions across the intervention programme is at the heart of the vision for the Town Deal and Lincoln Digital Strategy.

Digital – There are opportunities for development and integration of the Digital Strategy pilot actions with the Town Deal intervention capital programme, adding benefit in terms resource and outcomes.

Transport – Driving Lincolns transition to a City that embraces the opportunities presented by the digital economy aligns with Town Deal objectives for supporting a sustainable Transport strategy and the need to prepare Lincoln for the technological changes in mobility and how people access work, learning, health and social needs. Opportunity for aligning testing of innovative approaches to improve transport and access with the Lincoln Town Strategy.

Skills – the Lincoln Made Smarter intervention identified in Digital Strategy aligns directly with the Town Deal aim for upskilling and educating the community and business sector to the opportunities of the digital economy objective.

<ul style="list-style-type: none">- Raise the capacity of SMEs and citizens to adopt digital technologies, to build resilience in the transition to the new digital economy and enable them to benefit from the opportunities it can bring.- Attract new investments in intelligent connected infrastructure and technology to support productivity growth while attracting and retaining talent.- Includes a Lincoln Made Smarter intervention A scheme to accelerate the development and diffusion of industrial digital technologies (IDTs) through focused support to SMEs.	<p>Urban Regeneration to support Arts, Culture, Heritage and Enterprise Infrastructure –The Town Deal capital programme is an opportunity for aligning pilot tech solutions into the delivery and access of the City’s cultural and heritage offer. There are also opportunities and added benefit to align technological infrastructure capital needs with the evolving Digital test bed programme.</p>
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Appendix 3: Stakeholder Engagement Plan and Key Consultation Findings

Stakeholder Engagement Plan

Introduction

Lincoln is one of 101 towns selected by the Government to work towards a Town Deal, with the potential to secure up to £25m to support proposals which will deliver long-term economic growth.

As a requirement of this Programme, a multi-agency Town Deal Board has been established to develop and approve an evidence-based Town Investment Plan which identifies a clear vision for the economy and opportunities to drive growth, based on sound evidence and stakeholder engagement.

This plan sets out the governance, partnership and wider engagement strategy which has been followed in support of the Investment Plan and the proposals for future engagement post Heads of Terms.

Its purpose is to outline the WHO, WHAT, HOW and WHEN of our approach, that is: WHO are the key stakeholders and target audience that we wish to engage with, WHAT do we want to know, HOW best to engage, recognising different methods of engagement will be required to suit different audiences, WHEN are the key stages of engagement and communication in the development of our Plan.

This plan will be considered a live document that can change and evolve over the course of the development and delivery of the Town Deal. The plan reflects the constraints we have faced in relation to the COVID-19 pandemic which has limited any face to face engagement, public meetings and events. The engagement programme will be reviewed on an ongoing basis in light of any changes arising in these restrictions.

WHO

Governance Structure

The development of the Investment Plan has been overseen by our Towns Fund Board. The Board was formally established in January 2020 but it builds on many years of close partnership working on earlier initiatives, including the City Centre Masterplan.

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.

In support of the principal Town Board, a Delivery Board has also been established to lead on the technical project development work and to advise on the overall strategy. The Delivery

Board brings together lead partners represented on the main Board and a wider cohort of stakeholders to represent key interests and organisations in the City.

Partnerships & Stakeholders

As part of the wider partnership structure existing organisations with interests aligned to the Town Fund Intervention Framework, have been identified and engaged to help reach out to a wider audience and in order to inform the priority interventions for town funding.

Through these groups, we have sought to engage a wide range of interests covering those who currently live and work in the City as well as those with a prospective interest who may be encouraged to invest in Lincoln, to support its sustainable growth.

Town Intervention Theme	Representative Organisations & Interest Groups
Transport	Lincoln Transport Board
Digital	Digital Lincoln, Lincoln Science & Innovation Park, Mosaic Digital Hub, Digital Firms
Skills	LEP Skills Board, Universities, College
Enterprise	LSIP, Lincoln Big, Healthy High Streets, Cornhill Quarter, Investors in Lincoln, Developers, Agents, Businesses
Arts, Culture & Heritage	Heritage Action Zone (and constituent partners), Heritage Lincolnshire, Visit Lincoln, Lincoln University
Climate Change & Clean Growth	Lincoln Climate Commission
Covid-Recovery	Lincolnshire Resilience Forum & Business Networks
Inclusive Growth	Citizen’s Panel, Sincil Bank Community Regeneration, NHS Lincolnshire, Lincoln YMCA

WHAT

Throughout the process of developing and delivering the Town Deal, we need to be clear about what we are asking / what we want to know. The development of the Town Investment Plan has several key stages and these are identified in the table below. At each stage, we have set out what it is that we have sought to understand to support our evidence of need and opportunities for growth within the Investment Plan, as well as what we will seek to understand as we move forward with the delivery of the Plan.

Key Stage	Purpose of Engagement
Early Evidence & Data Gathering	Identifying issues and opportunities; providing qualitative data to support quantitative statistical analysis to give an

	holistic view – real time information; context analysis and identification of early priorities
Testing vision and objectives and long-list of projects	Understanding agreement and level of support; testing the link and read across from the issues and opportunities Testing and ranking long-list of schemes – encouraging stakeholder input to guide final plan
Draft Investment Plan	Working up, clarifying and confirming project details to enable final assessment and prioritisation Bespoke engagement with stakeholders to test and refine
Final Town Investment Plan	Sharing information and continuing to invite stakeholders to input post submission of TIP Communicating updates regarding submission, next steps and outcome of assessment
HoT – Delivery Agreement	Engagement in developing detailed project cases with particular recourse to lead partners and specialist interest groups Communications regarding progress, next steps, timescales Engagement in development of detailed project proposals and delivery Engagement in evaluating the final outcome/benefits of projects and overall programme

HOW

The Covid-19 pandemic has significantly restricted our ability to undertake face-to-face consultation and engagement. Between December (submission of readiness checklist) and February, we were able to hold Town Board and Delivery Board meetings as well as hosting a Digital Focused Workshop and individual stakeholder interviews.

In March, we had planned to host a major Growth Conference Stakeholder Event, with approximately 150 delegates booked to attend. However, due to the increasing risks leading up to the eventual lockdown, the Council elected to postpone this event in the interests of protecting the health of delegates.

In place of this, a web-based survey was launched and issued to Stakeholders and to the wider Citizen’s Panel to help test initial findings and to understand issues and priorities to inform the development of the Plan. This was supplemented through further ‘virtual’ workshops and meetings from April onwards.

To date, we have not been able to hold Board meetings or stakeholder events in person and have continued to engage through digital means. It is hoped that post-submission we will be able to resume face to face engagement in order to consult on the overall programme and on individual project proposals. We also hope to host a Growth Conference either as a virtual event or in person early 2021.

Our methods of communication are outlined below and will be reviewed as the situation evolves.

Media	Detail
<p>Digital</p> <p>Written</p>	<p>Dedicated Town Deal Website – developed as the main hub of online information for engagement, consultation and information sharing. Provides details of governance, board meetings and wider information to ensure transparency</p> <p>Social Media – used for key messaging and to provide information and updates, encouraging comments through the website and directing stakeholders to surveys</p> <p>Email updates and key messages - communicated through existing networks/venues/organisations, facilitated by Town Deal Board and Delivery Board</p> <p>E-Forms/Surveys – to conduct surveys and derive feedback from stakeholder groups such as the Citizen’s Panel</p> <p>#Mytown – utilised to collect feedback and comments to inform Plan in combination with wider survey work and engagement</p>
<p>Digital</p> <p>Face-to-face</p>	<p>Virtual Meetings & Workshops – using platforms such as Zoom & Teams to conduct Board meetings and facilitate virtual workshop sessions with the Board and wider stakeholders</p> <p>1-2-1 Consultations – facilitated one-to-one consultations and focus group meetings with key groups to develop project ideas</p> <p>Stakeholder Networks – presenting to various networks at scheduled meetings to gain feedback and share information</p> <p>Media – interviews via WhatsApp/Teams to inform wider public about the Town Deal programme</p>
<p>Physical</p>	<p>Board Meetings & Workshops – within City Hall and wider venues across the City (up to March 2020). Board meetings are currently taking place in</p>

Face-to-face	<p>a virtual environment but some smaller meetings have and will be possible face-to-face.</p> <p>Telephone – interviews and engagement with key stakeholders via telephone has supplemented virtual engagement and will continue to offer a means of engaging stakeholders during the next phase of delivery</p> <p>Events & Exhibitions – a Growth Conference was scheduled at Bishop Grosseteste University in March 2020 but it is hoped that this can be rescheduled for 2021, with future events and exhibitions to engage stakeholders in the overall Plan and also for specific projects – in situ.</p>
Print Media	<p>Press releases - issued to cover key milestones and to reach out to stakeholders to inform/invite them to engage in surveys and consultation exercises. This will continue during the delivery phase.</p> <p>Published material – the Investment Plan will be available in digital format; published material will be utilised to support specific consultation events and project-specific engagement (e.g. plans and maps) as relevant</p>

WHEN

The table below sets out the engagement strategy we have followed in order to inform the development of the Investment Plan at each key stage. It also looks forward to the proposed engagement strategy post submission and agreement of Heads of Terms.

Proposals will be subject to review to take account of the latest covid-restrictions at the time.

Stage & Timescale	Method of Engagement
<p>Early Governance & Engagement</p> <p>Dec 19 – Feb 20</p>	<ul style="list-style-type: none"> - Initial Stakeholder meeting to create a ‘shadow board’ to inform readiness checklist submission - Formation of Town Board & Delivery Board - Stakeholder interviews - Delivery Board - Digital Workshop - Development of Statistical Evidence Base - Identification of emerging priorities
<p>Emerging Priorities</p> <p>Mar – Jun 20 Covid-19 Lockdown</p>	<ul style="list-style-type: none"> - Web survey (Citizen’s Panel and stakeholder groups) - Growth Conference – video released in lieu of cancelled conference (covid-19) - Powered By Lincoln virtual workshop - Development of project proposals in line with priorities by partners
<p>Testing Vision, Objectives & Long-List</p>	<ul style="list-style-type: none"> - #Mytown - Website

<p>Jul – Aug 20 Covid-19 Ongoing Restrictions</p>	<ul style="list-style-type: none"> - Town Board Workshop – consultation on vision, objectives and long-list of projects - Delivery Board review sessions - Web survey – Citizen’s Panel to test and check outcomes - Ongoing engagement with project leads and networks
<p>Draft Investment Plan Sept-20 Covid-19 Ongoing Restrictions</p>	<ul style="list-style-type: none"> - Presentation of draft TIP and prioritised project list to Town Board - Delivery Board review - Check & Challenge - Town Board Sub Group formed to determine final project selection
<p>Final Investment Plan Oct-20 Covid-19 Ongoing Restrictions</p>	<ul style="list-style-type: none"> - Sub-group to determine final prioritised list of schemes - Final investment plan to Town Board and Executive
<p>Post Submission Oct – Dec 20 Covid-19 Ongoing Restrictions</p>	<ul style="list-style-type: none"> - Website and updating of key messages - Town/Delivery Board to review Programme Management/assurance processes - Publication of Investment Plan (subject to approval) - Engagement with project leads to mobilise for business case/project development
<p>HoT – Delivery Agreement Jan - Dec 21</p>	<ul style="list-style-type: none"> - Growth conference (150 stakeholders) – rescheduled – launch of Investment Plan - Engage with project leads to develop business cases - Project specific consultation & engagement - Continuation of key messages/portal and engagement through website - Continuation of engagement through Delivery Board and partnership networks - Citizen’s Panel – baseline survey - Reintroduction of face to face consultation methods
<p>Delivery Jan 22 +</p>	<ul style="list-style-type: none"> - Growth conference (bi-annual) to celebrate/look forward and engage (150 stakeholders) - Continual engagement with networks and project leads to develop, monitor and evaluate schemes - Project specific consultation & engagement - Continuation of key messages/portal and engagement through website

The results of the stakeholder engagement carried out to date are included below. Results from this process have been reported to the Town Board as part of the overall evidence base at key stages throughout the development of the Investment Plan.

The proposals for future engagement and findings from this process will continue to be reported to the Town Board and taken into account as part of the development of this programme going forward, as summarised in the table above. Action will be taken to encourage and expand involvement, using different methods as is possible in the future.

Key Consultation Findings

As part of the wider governance structure, existing partnerships have been used to inform the priority interventions for town funding as outlined above. Focussed workshops have also been used to refine the priorities for each theme. The following section highlights some of the key findings from our workshop sessions and surveys as follows.

Date	Group
March 2020	Powered by Lincoln stakeholder validation workshop
March - August 2020	#My Town
March 2020	Citizens Panel
July 2020	Town Board Workshop
August 2020	Citizens Panel

Powered by Lincoln Stakeholder Validation Workshop

An engagement workshop was undertaken between the 25th and 26th March 2020 to harness the knowledge, experience and ideas of key stakeholders in the city, to inform the development of the Powered by Lincoln Strategy. The aspiration of the Powered by Lincoln Strategy is to drive Lincoln's future inclusive growth by building on the city's tech-based assets, to improve the residents quality of life and to encourage the retention of graduates and to ensure that Lincoln fosters a culture of innovation. The Powered by Lincoln Strategy has engaged stakeholders through a variety of channels:

- In depth interviews to gather context and perspective on Lincoln's asset base and future potential
- A two-tier digital workshop to validate the booster and map and explore the proposed pilot actions
- A final survey to prioritise and adjust the pilot actions members of the Town and Delivery Board

The key outcome of the stakeholder engagement workshop was to gather intelligence from stakeholders on their impression of Lincoln's tech past, how they perceive a more tech focussed to look like and established some key projects that could be developed to help deliver on the aspiration to create a city that took maximum advantage of its tech based assets.

Stakeholders were involved in a visioning exercise to assess the town's SWOT in respect of building a future, digitalised economy, the results of which can be found in Fig. 1. Furthermore, stakeholders were also involved in assessing a range of pilot actions (Fig. 2) to help the City transform its economy with a tech & digital focus to underpin growth.

SUMMARY OF ANSWERS TO: IF YOU HAD A MAGIC WAND TO CHANGE ONE THING TO IMPROVE THE TECH SCENE IN LINCOLN...



Fig 1. Results of SWOT analysis

Map of actions

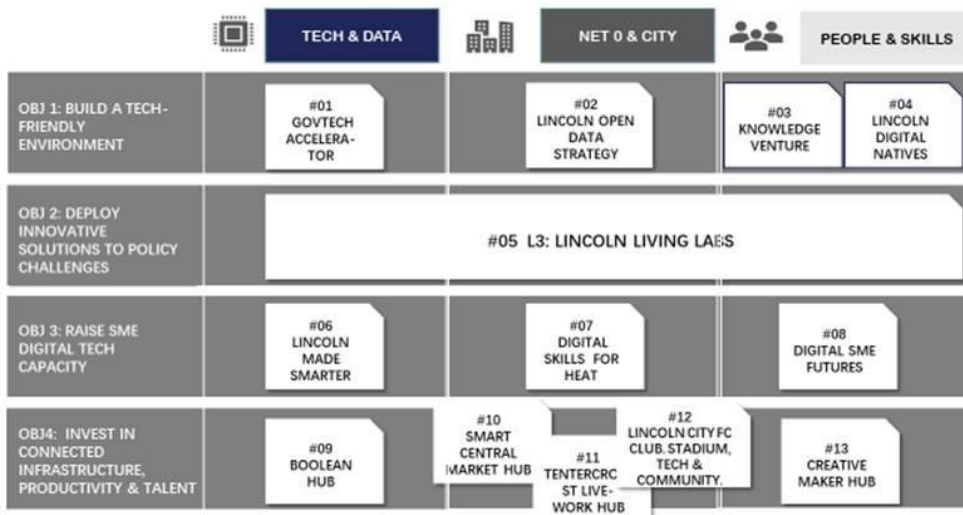


Fig. 2. Map of Actions

#My Town Campaign

The Government set up the My Town campaigns website to allow local people a say in how a new generation of Town Deals should transform the place that they live. It also provides a platform for communities to share their views on Lincoln and their ambition for its future, as well as directing how they would like to see the potential £25m towns fund investment be spent in Lincoln.

An analysis has been carried out on the comments to date on the My Town Campaign and there appears a focus on these areas:

- Sustainable transport initiatives
- Addressing movement challenges in the city
- Improved rail connection between Lincoln and outlying conurbations
- Improved rail connections between Lincoln and other regional cities
- Creating a landscape to support new businesses
- Development of the arts in the city, including support for existing cultural offers in Lincoln
- Support to the most vulnerable
- Greater leisure provision in the city
- More affordable housing

Many of these aspirations feed into the overall mantra of the towns fund bid and clearly there exists residents support for the overall suite of projects being proposed and developed for the Lincoln Towns Fund Bid.

Town Board Workshop

Town Board members were engaged in a visioning and project ranking exercise on July 25th 2020, to determine the final ambition for Lincoln's Investment Plan based on the evidence of need, challenges and opportunities presented earlier in the process. The vision (Fig. 3) and objectives were 'tested' and the results are analysed in Fig. 4.

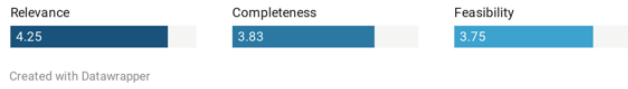
Vision

"A world class heritage city, which has embraced the opportunities presented by the digital economy to drive investment, innovation and productivity, creating opportunities for all, attracting new talent and securing Lincoln's future as a dynamic, sustainable and inclusive place."

Fig. 3 Towns Fund Vision

Objective – Digital Connectivity

Digital Connectivity: Building on Lincoln's strength as a centre for learning and research, the City will promote and enable a tech-friendly environment, supporting the growth of the digital sector and the use of digital technology



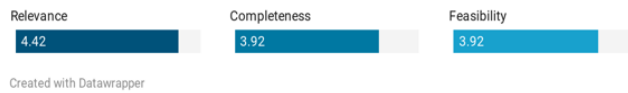
Objective – Transport Connectivity

Transport Connectivity: To support the delivery of a sustainable transport strategy for Lincoln, using smart technologies to enable efficient movement and improved connectivity



Objective – Skills

Skills: To raise the skills levels of SMEs and citizens, building in resilience in the transition to the new digital economy and enabling them to benefit from the opportunities it can bring



Objective – Transport Connectivity

Transport Connectivity: To support the delivery of a sustainable transport strategy for Lincoln, using smart technologies to enable efficient movement and improved connectivity



Objective – Urban Regeneration, Arts, Heritage and Culture

Urban Regeneration, Arts, Heritage & Culture: To promote the City and invest in the regeneration of strategic sites, cultural and heritage assets to strengthen and diversify the urban core, ensuring the long-term resilience and vibrancy of the City Centre.



Created with Datawrapper

Fig 4. Analysis of results

A project prioritisation and ranking exercise was also facilitated at this time and the final outcome is summarised in Fig. 5. Officers have used the results of this sifting process in order to guide the further development and final selection of schemes for the Investment Plan.

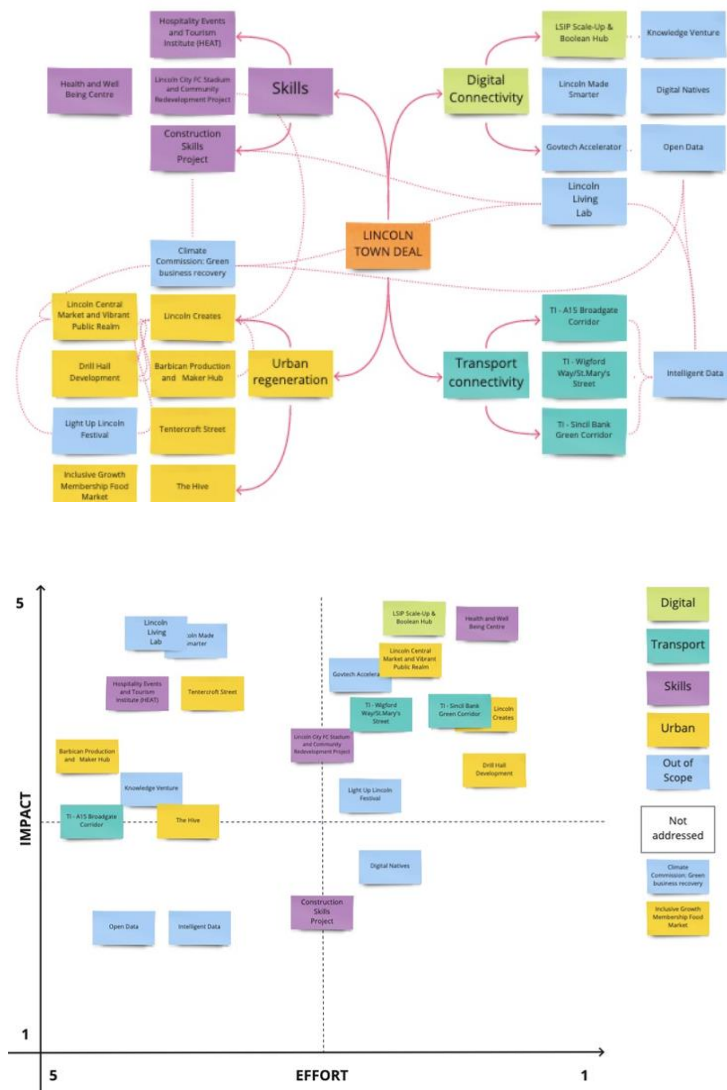


Fig.6 Analysis of project interconnections and prioritisation

Lincoln Citizen’s Panel & Web Survey

The Lincoln Citizens’ Panel is a representative sample of the residents of Lincoln, consisting of 624 eligible members, providing an opportunity for local people to deliver their views on council and community issues, and to inform local decision making. As such it has provided an opportunity to seek representative views from residents of Lincoln on their specific thoughts and comments on the Lincoln Towns Fund, and how the potential resources might best be focussed. The Lincoln Citizen’s Panel was consulted twice over the development period of the Town Investment Plan, the first of which was carried in March 2020, and then again in August 2020. The purpose of consulting twice with this group, was to initially ascertain their views on how resources may be focussed, in terms of priority areas and then to demonstrate how the emerging town investment plan had been developed.

March 2020

Carried out a survey via the Lincoln Citizens Panel in which 212 local residents responded, the primary outcome of this survey was that the main concerns and ambition for the Towns Fund Bid was to ensure that the following areas took precedent:

- Connectivity
- Sustainable transport
- Inclusive growth

Relative Importance of Themes within the Towns Fund:

Theme	Weighted Score	%
Connectivity inc Digital	270	43%
Skills and Enterprise	177	28%
Urban Regeneration	183	29%

Relative Importance of Activities:

Activity	Weighted Score
Invest Sustainable Transport Infrastructure	259
Develop Living Lab	222
New Business Development/Climate	211
Grow Digital Investment	207
Skills and Jobs in Disadvantaged Areas	200
More Environmentally Sustainable Businesses	183
Novel and Innovative Sustainable Transport	177
Grow Digital Business Stock	176
Digitise Transport	167
Increase Depth of Business Training	150

Connectivity, particularly including the digital agenda is given greatest weight in relation to the comments of respondents. The other two priorities are viewed with equal importance; however, this is around 50% lower than connectivity. A review of connectivity themes identifies the following concepts as being of highest interest:

- Invest in a sustainable transport infrastructure
- Develop the Living Lab idea
- Grow investment in digital technology to improve service delivery

The responses highlight the significance of digital as an enabler rather than an end in itself. Growing the stock of digital businesses ranks relatively low in terms of closed responses as 8th out of the 10 initiatives offered for people to rank. More traditional forms of connectivity including investing in the infrastructure of the city (which comes top of the 10 initiatives) include novel and innovative approaches to sustainable transport, which comes 7th in the ranking and digitize transport options which comes 9th in terms of respondent's priorities.

August 2020

The survey was carried out between the 17th August and the 1st September, with a reminder being sent out on the 26th August. In total 372 people responded to the survey, with 353 being residents and 19 being stakeholders, out of a total number of 624 eligible members of the Lincoln Citizen Panel. In total a maximum of 266 responses were received on the specific questions concerning the Lincoln Towns Fund bid. The questions asked of respondents surrounded the principle themes and areas that the developing towns fund bid aims to focus on, including:

- Digital connectivity
- Transport connectivity
- Skills and training
- Urban regeneration, arts, heritage & culture and enterprise infrastructure

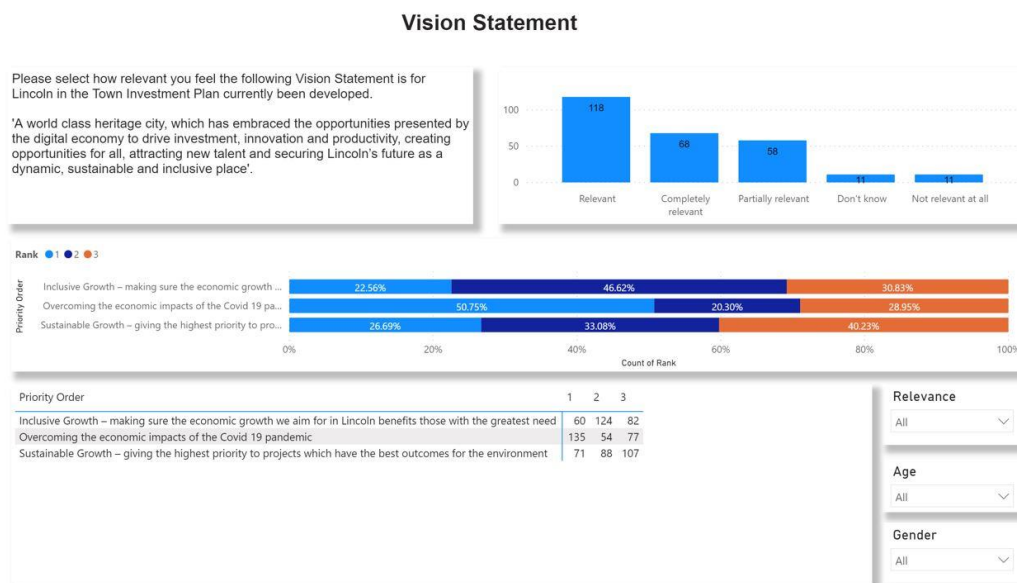
The following questions related to the Towns Fund Deal were asked as part of the survey. These included seeking views on how relevant residents felt that the following statement and outcomes are for the Lincoln Town Investment Plan:

- 1) A world class heritage city, which has embraced the opportunities presented by the digital economy to drive investment, innovation and productivity, creating opportunities for all, attracting new talent and securing Lincoln's future as a dynamic, sustainable and inclusive place
- 2) Building on Lincoln's strength as a centre for learning and research, the City will promote and enable a tech-friendly environment, supporting the growth of the digital sector and the use of digital technology
- 3) The delivery of a Sustainable Transport Strategy will enable efficient movement and improved connectivity through investment in infrastructure, improved accessibility and the use of smart technologies

- 4) Investment in training will be tailored to raise the skills levels of SMEs and citizens, building in resilience in the transition to the new digital economy and enabling them to benefit from the opportunities it can bring
- 5) Lincoln will realise its potential as a dynamic and contemporary Cathedral city through effective digital promotion and investment in key cultural, leisure and heritage assets. The regeneration of strategic sites will further strengthen the urban core through the development of high quality, sustainable workspace and city living, ensuring the long-term resilience and vibrancy of the City Centre

Furthermore, respondents were also given the opportunity to provide their own specific comments as part of each given question, and a thematic overview of these open-ended responses has been provided as part of this analysis.

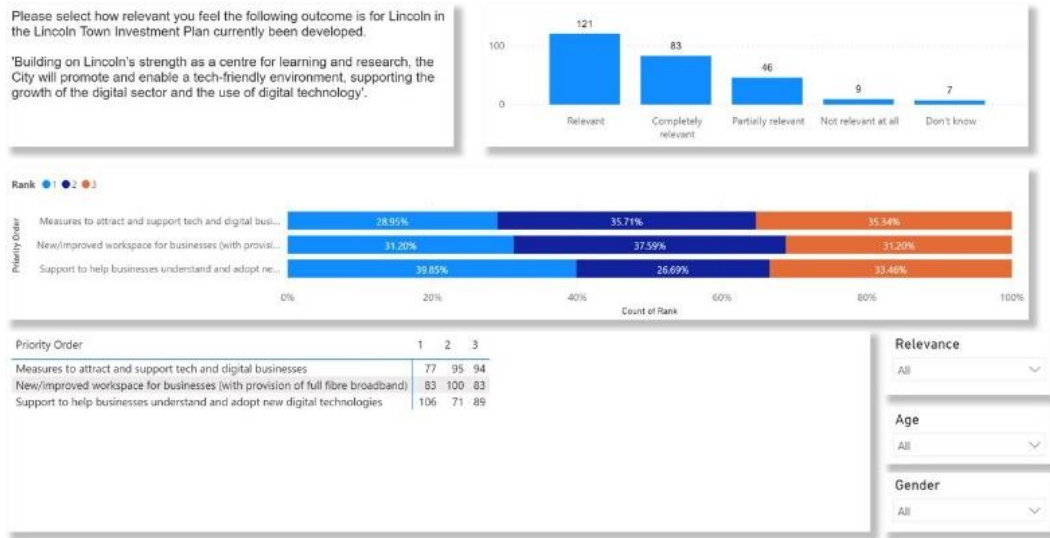
Analysis of Results



Key outcomes:

- 70% of respondents agreed that the vision statement was completely relevant or relevant compared with only 4% who felt that this wasn't relevant
- Respondents were also asked to rank in order of priority what they felt to be the most important area for the towns fund to focus on between the following:
 - o Inclusive growth
 - o Overcoming the impacts of the Covid-19 pandemic
 - o Sustainable growth
- 51% believed that overcoming the Covid-19 pandemic should be the highest priority of the towns fund bid, 26% that sustainable growth ought to be and 23% that inclusive growth should be

Digital Connectivity (e.g. provision of full fibre infrastructure)



Key outcomes:

- 77% felt that the statement was relevant, whereas only 3% felt that it was not relevant at all
- 40% of respondents felt that the towns fund bid should focus on support to help businesses understand and adopt to new digital technologies
- 31% believed that the towns fund bid should aim to create new and improved workspace for businesses with full provision of full fibre broadband
- Of those surveyed 29% supported the measures to attract and support tech and digital businesses to Lincoln

Transport Connectivity (e.g. new or upgraded cycle, walking, roads; pedestrianised routes)



Key outcomes:

- 87% felt that the delivery of a sustainable transport strategy would enable efficient movement and improved connectivity, through wider investment in infrastructure via the use of smart technologies
- The main priority indicated was the improvement of crossing points, cycling and pedestrian access to enhance links between different areas of the City. With 46% of respondents raising this as their main priority for the towns fund bid to focus on
- Overall there was considerable support for greater forms of sustainable transport within the city

Skills and Training (e.g. new or improved skills facilities)

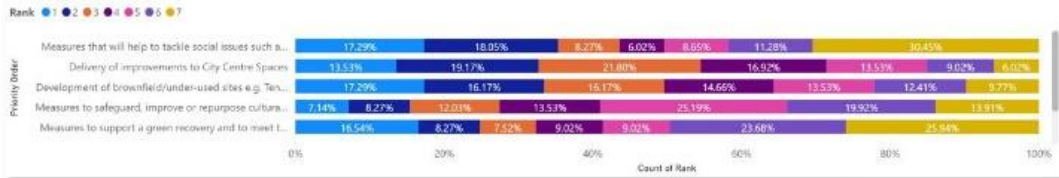
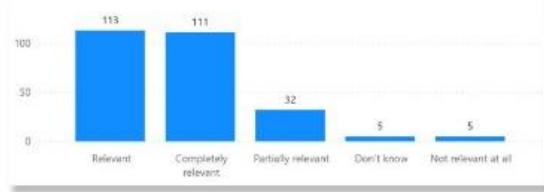


Key outcomes:

- 79% of respondents agreed that investment in training tailored to raising skills levels of SMEs and citizens will ensure that there is resilience in the transition towards the new digital economy
- Priority was given (54%) to improving facilities and provision of support and training for mental health conditions
- When asked to rank in order of priority which sectors resources should be focused on for training respondents felt:
 - o Hospitality and tourism (53%)
 - o Digital (29%)
 - o Construction (17%)

Urban Regeneration, Arts, Heritage & Culture and Enterprise Infrastructure

Please select how relevant you feel the following outcome is for Lincoln in the Lincoln Town Investment Plan currently being developed. 'Lincoln will realise its potential as a dynamic and contemporary Cathedral city through effective digital promotion and investment in key cultural, leisure and heritage assets'. 'The regeneration of strategic sites will further strengthen the urban core through the development of high quality, sustainable workspace and city living, ensuring the long-term resilience and vibrancy of the City Centre'.



Priority Order	1	2	3	4	5	6	7
Measures that will help to tackle social issues such as food poverty	46	48	22	16	23	30	81
Delivery of improvements to City Centre Spaces	36	51	58	45	36	24	16
Development of brownfield/under-used sites e.g. Tentercroft Street	46	43	43	39	36	33	26
Measures to safeguard, improve or repurpose cultural assets	19	22	32	36	67	53	37
Measures to support a green recovery and to meet the objectives of our Climate Commission	44	22	20	24	24	63	69
Regeneration of vacant/under-used buildings e.g. Police Station	45	53	52	53	25	27	11
Restoration and improved facilities at Central Market	30	27	39	53	55	36	26

Gender
All

Age
All

Relevance
All

Key outcomes:

- 84% of respondents believed that Lincoln will realise its potential as a dynamic and contemporary cathedral City through effective digital promotion and investment in key cultural, leisure and heritage assets
- Respondents also prioritised the following measures for the towns fund to focus on:
 - o Measures that will help to tackle social issues such as food poverty
 - o Development of brownfield / under used sites
 - o Regeneration of vacant / under used buildings
 - o Measures to support a green recovery and to meet the objectives of the climate commission

Comments

Specific ideas and responses raised by residents during the survey have been placed thematically to complement the overall analysis of the Towns Fund Survey.

Digital connectivity
Better WIFI
Infrastructure investment to support home working
Investment in digital infrastructure to improve digital connectivity
Transport connectivity
Improved road and rail links to make Lincoln more accessible
Greater investment in public transport
Increase frequency and capacity of public transport in the evening to support the night time economy

Skills and training
Work alongside Universities to target tech companies and offer incentives to relocate to Lincoln
Accessible training for local people in tech and digital subjects
Highlighting sectoral best practice and linking business to support one another / creation of a business mentoring scheme
Support businesses with mental health training for staff members
Support and training for older residents
Create more apprenticeships locally
Specific projects and intervention for the youth
Urban regeneration, arts, heritage & culture and enterprise infrastructure
More community theatre groups
More housing and flats built in city centre
Reduced business taxes
More funding for Lincoln Drill Hall
Attract tourists
Create a more sustainable city and minimise traffic in central areas

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Town Board – Project Prioritisation

Summary Report

- From a long-list of schemes, proposals were subject to a sifting and prioritisation exercise by the Town Board in July 2020. Only those projects graded ‘high impact’ were selected for further development (alongside a small number of less well-developed schemes, regarded as worthy of further consideration).
- Proposals were then subject to a further appraisal process utilising the Town Fund Delivery Partner Toolkit, based on project information received as of 8th September. This prioritised list was presented at the last Town Board meeting and is as follows:

Table 1: Project List 8.9.20

RANK	PROJECTS	OVERALL ASSESSMENT SCORE	TOWNS SPECIFIC CRITERIA	HMT GREEN BOOK APPRAISAL CRITERIA
1	Drill Hall	87%	87%	88%
2	Hospitality Events and Tourism Institute	83%	87%	80%
3	Central Market	83%	87%	80%
4	Sincil Bank	83%	93%	72%
5	Road to Zero	82%	80%	84%
6	Store of Stories	81%	87%	76%
7	Barbican Creative & Maker Hub	81%	93%	68%
8	Health & Wellbeing Centre	80%	80%	80%
9	Tentercroft Street	78%	80%	76%
10	Wigford Way	77%	87%	68%
11	The Hive	77%	87%	68%
12	Lincoln Made Smarter	75%	87%	64%
13	Lincoln Connected	74%	80%	68%
14	Lincoln City FC Stadium & Community HUB	66%	60%	72%

- At the September Town Board meeting it was agreed to carry out a further prioritisation exercise, acknowledging that projects were still being developed and refined and that there was a need to reduce the total town fund ‘ask’ to come within the total funding envelope (£25m). It was further acknowledged that there was a need to take account of any feedback from BEIS as part of the Check and Challenge process.
- In support of this, it was agreed to appoint a sub-group of non-conflicted members to carry out a final prioritisation exercise in order to determine the selection of projects recommended for inclusion within the Investment Plan. The sub-group members were as follows:
 - Peter Neil (Bishop Grosseteste University)
 - Karl McCartney (MP)
 - Leo Scott Smith (Tended)
 - Ivan Annibal – Facilitator and Independent Chair of the Sub-Group
- Prior to the prioritisation session, further project information was submitted in respect of a number of projects and therefore an updated technical scoring exercise

was carried out by Officers from City of Lincoln Council, the LEP and facilitated by Rose Regeneration. The results of this exercise were based on the following scoring criteria. Importantly, this includes an analysis of risk which is considered to be important to ensuring deliverability. The prioritisation criteria used for this updated technical scoring exercise and the results of this process are shown below. This information, together with the detailed project information, was circulated to sub-group members in advance of a meeting held on Thursday 8th October.

Table 2: Prioritisation Criteria

Prioritisation Tool
<i>Projects were awarded a score of between 1-5 according to the following key criteria.</i>
Town Specific Criteria
Strategic Fit: alignment with vision & key strategies
Evidence of Need: how the scheme addresses evidence base
Overall Impact on Growth Programme: outputs, outcomes, Impacts
Level of Risk to Delivery: funding package, tenure
Green Book Criteria
Value for Money (likeliness to deliver social value in terms of costs, benefits and risks)
Affordability (financing and affordability given existing budgets)
Achievability (deliverability given organisational capability and skills)
Commercial viability and feasibility of procurement
Stakeholder support

Table 3: Revised Project List: Technical Scoring 5th October 2020

RANK	PROJECTS	OVERALL ASSESSMENT SCORE	TOWNS SPECIFIC CRITERIA	HMT GREEN BOOK APPRAISAL CRITERIA
1	Drill Hall	84%	80%	88%
2	Road to Zero	82%	80%	84%
3	Central Market	81%	83%	80%
4	Sincil Bank	81%	85%	76%
5	HEAT	79%	78%	80%
6	Tentercroft Street	78%	80%	76%
7	Greyfriars	78%	75%	80%
8	Barbican	77%	85%	68%
9	Health & Wellbeing Centre	76%	73%	80%
10	Lincoln Connected	76%	80%	72%
11	LCFC Stadium & Community Project	72%	73%	72%
12	Store of Stories	72%	75%	68%

13	Lincoln Made Smarter	70%	75%	64%
14	The Hive	67%	70%	64%
15	Wigford Way	65%	70%	60%

- At the session on Thursday 8th October, chaired by Ivan Annibal, all projects were discussed in detail. It was then agreed that each sub-group member and the chair would individually rank the projects. The rankings are presented below, arranged in priority order according to the mean average. The rank order is based on the mean average but the median score is presented for comparison and transparency given the variation in individual project rankings for certain schemes. Column D represents the rank order put forward by the Chair of the sub-group, reflecting the order derived from the previous technical scoring exercise.

Table 4: Sub-Group Panel Ranking & Averages

Rank (Mean)	Project	A	B	C	D	Average: Mean	Average: Median
1	Wigford Way	5	1	1	15	5.500	3
2	Lincoln FC	2	4	6	11	5.750	5
3	Health and Wellbeing Centre	3	7	5	9	6.000	6
4	Central Market	8	12	2	3	6.250	5.5
5	Tentercroft Street	10	2	7	6	6.250	6.5
6	Road to Zero	7	13	4	2	6.500	5.5
7	Drill Hall	1	15	11	1	7.000	6
8	Barbican	6	5	10	8	7.250	7
9	Store of Stories	4	14	3	12	8.250	8
10	Greyfriars	11	3	12	7	8.250	9
11	Hospitality Events and Tourism	12	6	13	5	9.000	9
12	Sincil Bank	9	9	15	4	9.250	9
13	Lincoln Connected	14	10	8	10	10.500	10
14	Lincoln Made Smarter	13	8	9	13	10.750	11
15	The Hive	15	11	14	14	13.500	14

- In this final table, the moderated ranking from the technical scoring exercise has been given equal weight to the individual sub-group rankings. This is reflected in the ranking applied across columns D-F.
- Again, this is prioritised according to the mean average but the median is shown for comparison.

Table 5: Combined Average Ranking & Prioritisation: Sub-Group and Technical Scoring

Rank (Mean)	Project	A	B	C	D	E	F	Average: Mean	Average: Median
1	Road to Zero	7	13	4	2	2	2	5.0	5.5
1	Drill Hall	1	15	11	1	1	1	5.0	6
3	Central Market	8	12	2	3	3	3	5.2	5.5
4	Tentercroft Street	10	2	7	6	6	6	6.2	6.5
5	Health and Wellbeing Centre	3	7	5	9	9	9	7.0	6
6	Lincoln FC	2	4	6	11	11	11	7.5	5
6	Barbican	6	5	10	8	8	8	7.5	7
6	Sincil Bank	9	9	15	4	4	4	7.5	9
9	Hospitality Events and Tourism	12	6	13	5	5	5	7.7	9
10	Greyfriars	11	3	12	7	7	7	7.8	9
11	Wigford Way	5	1	1	15	15	15	8.7	3
12	Store of Stories	4	14	3	12	12	12	9.5	8
13	Lincoln Connected	14	10	8	10	10	10	10.3	10
14	Lincoln Made Smarter	13	8	9	13	13	13	11.5	11
15	The Hive	15	11	14	14	14	14	13.7	14

- Whilst there is some variation in the individual project scores, there is consistency in those schemes towards the bottom of the table, which is critical in terms of reaching agreement on the overall portfolio.
- With further savings derived across the programme, it is now possible to include all schemes but with a reduced allocation in respect of the Hive by virtue of its position as a result of this exercise.
- A final summary of projects in rank order, with financials is presented below. Note that project costs now include apportioned programme management fees.

Table 6: Prioritised List with Financials

Rank	Project	Towns Fund £m	Co-Funding £m	Total Cost £m
1	Climate Commission Road to Net Zero	0.360	0.053	0.413
1	Drill Hall Development	0.455	0.550	1.005
3	Lincoln Central Market and Vibrant Public Realm	6.540	2.000	8.540
4	Tentercroft Street	0.340	0.000	0.340
5	Health & Wellbeing Centre (HWBC)	0.660	0.550	1.210
6	Lincoln City FC Stadium and Community Redevelopment Projects	0.840	2.000	2.840
6	Barbican Production & Maker Hub	1.640	1.000	2.640
6	Sincil Bank Green Corridor	3.040	0.000	3.040
9	Hospitality Events & Tourism Institute (HEAT)	1.240	1.300	2.540
10	Greyfriars	0.540	1.164	1.704
11	Wigford Way/St. Mary's Street	5.040	0.000	5.040
12	Store of Stories (Food Supermarket)	0.205	0.849	1.054
13	Lincoln Connected	1.514	0.542	2.056
14	Lincoln Made Smarter	1.290	1.050	2.340
15	The Hive	1.040	8.800	9.840
	Programme Management	<i>inc.</i>	0.646	0.646
	Total	24.748	20.504	45.252

Recommendation

- The process and outcomes arising from the prioritisation exercise are presented above for transparency and to ensure there is final, collective agreement on the overall portfolio of schemes.
- The final list in Table 6 above is recommended for approval by the Board, subject to any final clarifications or feedback from BEIS, confirmation of commitment from lead partners and agreement on the final funding allocation for the Hive given the position of this scheme relative to the overall rankings.

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EXECUTIVE**26 OCTOBER 2020**

SUBJECT: LOCALISED COUNCIL TAX SUPPORT SCHEME – 2021/22

DIRECTORATE: CHIEF EXECUTIVE

LEAD OFFICER: CLAIRE MOSES, REVENUES AND BENEFITS MANAGER

1. Purpose of Report

- 1.1 To provide Executive with an update to the current Council Tax Support scheme (CTS) for 2020/21 and to propose options to consult upon for a 2021/22 scheme. Proposals are also made in relation to an Exceptional Hardship Scheme, as well as regarding Council Tax changes.

2. Executive Summary

- 2.1 Based on the caseload as at 1st September 2020, the current cost of the 2020/21 CTS scheme is £8,442,201 – with City of Lincoln Council’s share of this being £1,262,488 (14.99%). This is in excess of the budgeted tax base level by £360,971, with the additional cost for City of Lincoln Council’s share, being £54,110. This increase in cost is as a direct result of the increased caseload arising from the impact of Covid19.
- 2.2 Despite the scheme being a ‘local’ Council Tax Support scheme, due to the nature of protection provided to pensioners and vulnerable age working customers there will always be an element of cost that the Council has to incur and to for which it has no influence over. Due to this protection from changes to pensioners and vulnerable working age customers any ‘savings’ to be made to the projected scheme can only be applied to 3,874 customers or 42.90% of the caseload. This means out of the current Council spend of £1,262,488 – only £541,607 (42.9%) can be influenced by a change to the current CTS scheme.

The current caseload can be broken down as follows, to show those customers where the scheme changes would apply:

Caseload breakdown	Caseload	% of total caseload
Total caseload	9,031	
Pensioner	2,806	31.07%
Working age vulnerable	2,351	26.03%
Working age	3,874	42.90%

- 2.3 In order to try and contain the cost of the 2021/22 scheme within the budget parameters of the current Medium Term Financial Strategy a number of options have been modelled (and are set out in detail in the appendices), as follows:

- No change to current scheme;
- Change to minimum weekly CTS entitlement from £2.00, (range £2.50-£4.00);
- Capital cap to be reduced from £8,000, (range £6,000-£7,500);
- Maximum entitlement to be reduced from 100%, (range 80%-97.5%);
- Banding cap to be amended from B, (range C-D).

The reality is that out of the options above, the only one that may reduce the spend against budget in the MTFs is to decrease the 'maximum entitlement' – e.g. to reduce the maximum CTS customers can receive from 100% to a 80% or 85% - this means they would need to then pay at least 10% or 15% of their Council Tax charge, when they may not have had to pay anything previously. Based on an overall Council Tax increase of 1.9% and CTS caseload increase of 2%, this would mean on average a Council Tax payer would have to pay an additional £3.57 Council Tax per week or £2.47 per week, based on maximum entitlement of 80% or 85% respectively.

The other modelled options would reduce CTS expenditure, but would still be a 'cost' above the amount budgeted in the MTFs, with the additional cost being between £20,000 and £100,000+, depending on a range of caseload increase/decrease scenarios.

The Executive are asked to consider which of these options it wishes to consult upon with both the major preceptors and the public ahead of approving the final scheme in January 2021.

3. Background

- 3.1 The Council Tax Benefit system was abolished on 31st March 2013 and replaced by the Council Tax Support Scheme. This scheme can be determined locally by the Billing Authority having had due consultation with precepting authorities, key stakeholders and residents. There are currently 9,031 residents (as at 1st September) claiming Council Tax Support in the Lincoln District. 2,806 are pensioners who are protected under the legislation and receive Council Tax Support as prescribed by the Government (broadly similar to the level of Council Tax Benefit). It is 3,874 working age claimants where a local scheme can be determined, (i.e. 6,225 total working age caseload less 2,351 protected under vulnerable categories), which can change the level of support provided.
- 3.2 The Council agreed to a Local Council Tax Support Scheme which came into effect on 1st April 2013. This scheme matched the previous Council Tax Benefit scheme, giving 100% support for both pension age and working age customers.
- 3.3 The proposed CTS scheme must go through certain steps to comply with the provisions stated in the Local Government Finance Act 2012 before it can be adopted by this Council as a Billing Authority:-

Before making a scheme, the authority must (in the following order):-

- (a) consult any major precepting authority which has power to issue a precept to it,*
- (b) publish a draft scheme in such manner as it thinks fit, and*
- (c) consult such other persons as it considers are likely to have an interest in the operation of the scheme*

4. Impacts of Covid-19

4.1 Covid-19 has had an impact on the amount of CTS awarded, with significant increases in caseload and cost of the scheme – this is detailed further within this section of the report.

4.2 The caseload increase is a direct result of changes to the economic climate, with existing customers requiring more support and new customers making claims for Universal Credit, and in-turn Council Tax Support claims. In addition, prior to Covid-19, the Department for Work and Pensions (DWP) was going to move existing Housing Benefit customers on to Universal Credit (UC) via a managed process. Covid-19 has resulted in this process being fast-tracked and has seen a significant increase in new CTS claims. Previously, as CTS was not part of the DWP process, these claims were not always made at the point of UC being applied for, nor were the customer referred to the LA by the DWP. As part of support during Covid-19, the DWP have allowed for the UC claim notification to also serve as an intention to claim CTS.

The Council has also ensured those customers who have contacted, to advise they have been affected by Covid-19, resulting in financial difficulties, have had the opportunity to make a claim for Council Tax Support.

4.3 For 2020/21, the cost of the scheme as at 4 September 2020 is £8,442,201 – with City of Lincoln Council's share of this being £1,262,488 (14.99%). In comparison to the taxbase that was set for the 2020/21 year, at £8,081,233, this is an increase of £360,971, with the Council's share being £54,110.

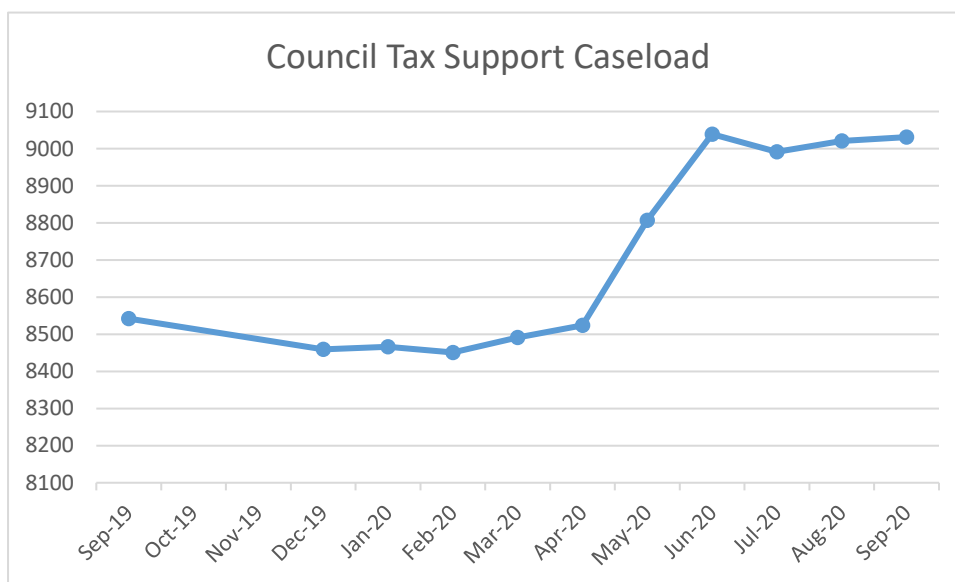
4.4 The increase in cost is as a direct result of the increase in caseload. At this date in 2019, the total caseload was 8,542, and has increased by 489 to 9,031. The caseload has not been this high since October 2017 – which was prior to the introduction of Universal Credit Full Service.

Further details of caseload increase is shown in the table below:

1st of month	Working age	Pension age	Total
September 2019	5,639	2,903	8,542
December 2019	5,578	2,881	8,459
January 2020	5,601	2,865	8,466
February 2020	5,586	2,865	8,451
March 2020	5,638	2,853	8,491
April 2020	5,684	2,840	8,524

May 2020	5,972	2,835	8,807
June 2020	6,197	2,842	9,039
July 2020	6,159	2,832	8,991
August 2020	6,177	2,814	9,021
September 2020	6,225	2,806	9,031

This is shown in the graph below:



4.5 As expected, there was a peak to caseload in May and June 2020. This is reducing very slightly as lockdown has been eased. The last 5 months data is providing a pattern for future activity, should there be a second wave and when furlough comes to an end.

4.6 By using this data, officers are currently forecasting an increase to CTS caseload post-October once the furlough scheme comes to an end, and the impact this will have on customer income and increase in Universal Credit claims.

Since April 2020, the overall CTS caseload has increased by 5.9%, with working age claimants increasing by 9.5%. Although it is difficult to assess with any certainty what future increases in claimant numbers may be, due to the number of unknowns around economic recovery, 2nd wave, etc, it can be reasonably assumed that there will be a further increase in claimants towards the end of the calendar year. Based on a further increase of working age claimants of between 2.5-5% this could increase caseload by 150-300.

4.7 A caseload increase during 2020/21 will also impact the cost of the scheme for 2021/22. Officers have modelled a range of caseload increases for the 2021/22 scheme and these are shown in **Appendix 1** to this report.

5. Our Council Tax Support scheme

5.1 Our scheme has been updated by minor amendments each year to maintain the link with Housing Benefit and the previous Council Tax Benefit scheme.

5.2 The current scheme has the following restrictions for working age customers: -

- Capital over £8,000;
- Minimum entitlement of £2 per week;
- Property banding capped at Band B e.g. a customer in Band C (and above) property, will only have their CTS calculated on Band B liability;
- Backdating restricted to 1 month; and
- Temporary absence from home in line with Housing Benefit.

5.3 The current scheme has the following Council Tax technical restrictions for all Council Tax Payers: -

- Introduction of additional 100% premium to empty properties over 5 years – total premium is 200% (total charge 300%);
- Care leavers council tax exemption – 100% for those aged between 18 and 25th birthday;
- Unoccupied discount 100% for the first month; and
- Second Home discount of 0%.

6. Council Tax Support Scheme options for 2021-22

6.1 As explained in paragraph 4.3, the cost of the 2020/21 scheme is £8,442,201 – with City of Lincoln Council's share of this being £1,262,488 (14.99%) The increase in cost for City of Lincoln Council's share, against the tax base, is £54,110. Changes to the CTS scheme can only be applied to non-vulnerable working age customers (pensioners and vulnerable customers are exempt).

As a result, any changes will only apply to 3,874 customers or 42.90% of the caseload.

The current caseload can be broken down as follows, to show those customers where the scheme changes would apply:

Caseload breakdown	Caseload	% of total caseload
Total caseload	9,031	
Pensioner	2,806	31.07%
Working age vulnerable	2,351	26.03%
Working age	3,874	42.90%

6.2 Based on the current core elements of the existing scheme, various caseload increases have been modelled, along with an increase in Council Tax of 1.9%. These are summarised in **Appendix 1**, giving an indication of the potential cost and savings to City of Lincoln. Also included is the potential value for non-collection

(based on a reduction of 1% to the current collection rate in the taxbase of 97.75% - as a result of COVID-19).

- 6.3 As a billing authority the Council can decide whether or not to amend core elements of its scheme each year. Officers are proposing changes to the core elements of the scheme, these are summarised in **Appendix 1**.

There will be some technical changes that will still need to be applied to ensure that the Council's scheme complied with the Prescribed Scheme Regulations (covering Universal Credit, premiums and discounts). These details are still awaiting from the Ministry of Housing, Communities and Local Government (MHCLG).

Technical amendments to the scheme in relation to uprating income, applicable amounts, disregards and allowances are to be collated once statutory details have been released by the Secretary of State; it is intended that these will be circulated to Members for consideration at the Executive meeting in January 2021. There will be no change to the adopted policy in the way CTS is calculated for these areas. Officers have considered if there is any need for any transitional arrangements to the revised scheme and concluded transitional arrangements are not needed for the 2021/22 scheme.

- 6.4 In developing the modelling for each of the Council Tax Support Scheme options a number of assumptions have been made, as follows:

- Uprating Freeze for social security benefits, based on the current national policy.
- As the Council and major preceptors are likely to set differing levels of Council Tax increases it creates a variety of modelling scenarios. An overall Council Tax increase on all elements of 1.9%% has therefore been assumed for modelling purposes. The final cost of the scheme will though be increased by the level of Council Tax increases applied. The modelling does not though take into consideration that the Council's percentage share of the overall cost of the scheme would slightly reduce if other preceptors increase their Band D by a greater percentage than the Council, this would in effect reduce the cost of the scheme to the Council.
- 1% to 3% increase in caseload for 2020/21. This is calculated on the already increased caseload so far for 2020/21. The caseload used at the time of modelling is 9,031, with working age of 6,225.
- Collection Rate of 97.75%. The current Council Tax base is calculated on the rate of 98.75%, which was set pre-Covid.

- 6.5 The options considered are as follows:

- **Option 1: No change to the current scheme:** With no changes to Council Tax or caseload;

- **Option 2 to 4: Various changes to current scheme:** With 1.9% Council Tax increase and:
 - Option 2 – will include a 1% caseload decrease
 - Option 3 – will include a 1% caseload increase
 - Option 4 – will include a 2% caseload increase
 - Option 5 – will include a 3% caseload increase

The various options modelled for each of the different caseloads are:

- a) **No change to current scheme**
 - b) **Minimum weekly entitlement amendment – £2.50 to £4.00 per week:**
 - c) **Capital reduction - £7,500 to £6,000**
 - d) **Maximum award to be reduced – 97.5% to 80%**
 - e) **Increase banding cap – Band C to D (this would be an additional cost to the scheme)**
- **Option 5: Council Tax empty homes premium:** From 1 April 2013, billing authorities have been able to charge a premium on a class of property that has been unoccupied and unfurnished for 2 years or more. Currently the premium can be up to 200% of the Council Tax on the property. From 1 April 2021, councils will have the powers to charge even greater premiums on homes left empty following an amendment to a government Bill.

The Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018 allows billing authorities to charge higher premiums on homes left empty.

The legislation provides for the following: –

- April 2021 – any property empty over ten years to receive a premium of 300% (incurring a 400% charge).

Decisions on whether to charge a premium, and the exact rates to be charged will remain a matter for Councils, taking local circumstances into account. Officers propose a number of considerations to be taken into account when applying the premium. These are detailed in **Appendix 3**.

- 6.6 **Continuation of the Exceptional Hardship Scheme:** Exceptional Hardship Payments (EHP) assist persons who have applied for Council Tax Support and who are facing ‘exceptional hardship’ – it is similar to the Discretionary Housing Payment for Housing Benefit shortfalls. EHP provides a further financial contribution where an applicant is in receipt of Council Tax Support but the level of support being paid by the Council does not meet their full Council Tax liability.

The Council is required to provide financial assistance to the most vulnerable residents, who have been disproportionately affected by the changes made in 2021 to the Council Tax Support Scheme. Since April 2013, the Council agreed to introduce an Exceptional Hardship scheme each year, in order to provide a safety net for customers, in receipt of Council Tax Support who were experiencing

difficulty paying their council tax. Exceptional Hardship falls within Section 13A(1) of the Local Government Finance Act 1992 and forms part of the Council Tax Support Scheme.

The current EHP budget is £20,000 and the cost of EHP awards is being borne solely by City of Lincoln. As at 31 August 2020, a total of £14,389 EHP has been awarded.

The EHP has supported those customers that have been affected by Covid-19 whereby additional support has been requested and applications have been successful.

7. Timetable

7.1 The timetable to approve any change to the new scheme takes into account the existing calendar of meetings. The full council as Billing Authority needs to approve the scheme after consultation as outlined in paragraph 3.3.

7.2 The timetable is as follows: -

- Executive – 26th October 2020
- Consultation starts (6 weeks) – 28th October 2020 - the Council is required to review their current Council Tax Support scheme. The proposals and recommendations seeks to ensure the Council has a robust review of its current scheme and understand the implications of adopting a new scheme.
- Policy Scrutiny Committee – 24th November 2020 as part of consultation process
- Consultation Ends – 9th December 2020
- Executive – 4th January 2021
- Council – 19th January 2021 - the Local Government Finance Act 2012 requires a full review of the scheme by the Billing Authority. City of Lincoln Council will need to approve a new scheme after consultation by 31st January 2021.

8. Significant Policy Impacts

8.1 Strategic Priorities

Let's drive inclusive economic growth - Council Tax Support has a key role in Reducing Poverty and disadvantage by ensuring residents in those households who cannot afford to pay their Council Tax receive financial support. The changes to Council Tax Support form part of the national welfare reform agenda, with the risks of changes to numbers of claimants due to economic change and funding gap costs being passed from central government to local authorities. Central government now has a fixed cost funding arrangement whereas local government must set a scheme in advance of the financial year it applies to but cannot change it should circumstances change unexpectedly or if the assumptions used to decide the scheme are not realised. Central government states that this places responsibility for the local economy such as creating businesses and jobs on local government as part of the localism agenda

Let's reduce all kinds of inequality - The Authority will be obliged to comply with its general equality duty under the Equality Act 2010. The scheme is being amended in line with statutory requirements and uprating the financial allowances. Early modelling shows the number of customers affected and pay how much (total and average per week). Once a decision has been made regarding the options of modelling, an equality impact assessment will be undertaken.

Council Tax Support awards are notified on Council Tax bills. If the scheme were likely to change, consultation with precepting authorities, stakeholders (such as Citizens Advice and Financial Inclusion Partnership) and residents would be required. Once a decision has been made, notification within Council Tax bills and annual CTS uprating letters would be issued advising claimants of the decision once their award for the new financial year is known.

8.2 Organisational Impacts

Finance (including whole life costs where applicable)

The actual cost of the discount scheme in 2021/22 will not be known for certain until the end of the financial year and will be dependent on the actual caseload in year as well as the levels of Council Tax set by the City Council and the major precepting authorities.

An indicative range of costs based on various scenarios for 2021/22 is set out in **Appendix 1**.

The estimated cost of the scheme, based on current caseload, is taken into consideration when calculating the Council's tax base for the financial year and will impact on the estimated Council Tax yield for the year. Any difference in the actual cost of the discount scheme to that estimated in the tax base calculation will be accounted for within the Collection Fund and will be taken into account when future years surpluses or deficits are declared.

The exceptional hardship fund of £20,000, made available during 2020/21, will continue to be available into 2021/22.

8.3 Legal implications inc Procurement Rules

The Council Tax Reduction Schemes (Default Scheme) (England) Regulations 2012, laid before Parliament on 22nd November 2012, set out the regulations for a default scheme and this was adopted by the Council subject to local policy needs in January 2013. The Secretary of State has issued amendment regulations setting out some changes that must be adopted by the Council for pensioners and the Council has also decided in 2013 to keep the schemes allowances and premiums in line with those for Housing Benefit for working age claimants. These are incorporated into amendments to the local scheme for approval by the Council.

The regulations for the City of Lincoln Council scheme proposed to be adopted are to be collated and made available for Council in January 2021.

8.4 Equality, Diversity and Human Rights

The Authority will be obliged to comply with its general equality duty under the Equality Act 2010 and is shown in **Appendix 4 – to follow**. The scheme is being amended in line with statutory requirements and uprating the financial allowances.

8.5 Staffing

No change to current staffing arrangements as a result of this policy.

9. Risk Implications

9.1 The Council, along with the other preceptors, bears the risk of the cost of the Council Tax Support scheme should caseload increase causing the cost to increase more than predicted.

9.2 Any revisions to the scheme must be approved by 31 January 2021 before the financial year begins.

9.3 The scheme cannot be changed mid-year and therefore it is vital the correct scheme is in place.

10. Recommendations

10.1 Executive is asked to:

- 1) Consider and comment on Council Tax Support scheme potential options for 2021/22 for public consultation and scrutiny, as set out in Section 6.
- 2) Discuss, review and determine if continuation of the £20,000 Exceptional Hardship fund for 2021/22 to top up Council Tax Support awards in appropriate cases, will be subject to public consultation and scrutiny. This amount is funded through the collection fund.
- 3) Consider and comment on a Council Tax proposed change for public consultation and scrutiny for 2021/22, being any property that has been empty for over ten years to pay a premium of 300% (i.e. incurring a total 400% Council Tax charge).

Key Decision No

Do the Exempt Information Categories Apply No

Call In and Urgency: Is the decision one to which Rule 15 of the Scrutiny Procedure Rules apply? No

Does the report contain Appendices?

Yes

If Yes, how many Appendices?

3

Appendix 1 – Council Tax Modelling 2021/22
Appendix 2 – Lincolnshire Districts Schemes
Appendix 3 – Empty Homes Premium
Appendix 4 – Equality Impact Assessment (to follow)

List of Background Papers:

None

Lead Officer:

Claire Moses – Telephone 01522 873764

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Appendix 1: 26th October 2020 – Executive - City of Lincoln Council – Council Tax Support 2021/22 scheme

Option 1: Council Tax Support Scheme ‘no change’ proposal as at 4 September 2020

Option 1a: No change to current scheme	Estimated Total Spend	City of Lincoln Spend – 14.99%	Difference to MTFS (£1,210,999) – saving / (cost)	Amount expected to be collected using collection figure of 97.75%
Current scheme only – No assumptions, no change to caseload, no change to Council Tax costs	£8,442,201	£1,265,486	(£54,487)	£53,261

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Yellow = original modelling with 1.9% Council Tax increase and 1% caseload **d**ecrease = Page 2 to 4

Orange = 1.9% Council Tax increase and 1% caseload **i**ncrease = Page 5 to 7

Green = 1.9% Council Tax increase and 2% caseload **i**ncrease = Page 8 to 10

Blue = 1.9% Council Tax increase and 3% caseload **i**ncrease = Page 11 to 13

Appendix 1: 26th October 2020 – Executive - City of Lincoln Council – Council Tax Support 2021/22 scheme

Option 2: Council Tax Support Scheme – various change proposals as at 4 September 2020 – Council Tax with 1.9% and 1% caseload decrease

Assumptions have been made that all applicable amounts have been frozen, income with 0% increase

Option 2a: No change to current scheme	Estimated Total Spend	City of Lincoln Spend – 14.99%	Difference to MTFS (£1,210,999) – saving / (cost)	Amount expected to be collected using collection figure of 97.75%
Current scheme only – 1.9% Council Tax increase	£8,557,528	£1,282,774	(£71,775)	£70,160

Option 2b: Minimum weekly entitlement amendment	Estimated Total Spend	City of Lincoln Spend – 14.99%	Difference to MTFS (£1,210,999) – saving / (cost)	Amount expected to be collected using collection figure of 97.75%
Current scheme: Minimum entitlement of £2 per week				
Minimum weekly entitlement of £2.50 per week	£8,555,806	£1,282,515	(£71,516)	£69,907
Minimum weekly entitlement of £3.00 per week	£8,552,340	£1,281,996	(£70,997)	£69,399
Minimum weekly entitlement of £3.50 per week	£8,545,978	£1,281,042	(£70,043)	£68,467
Minimum weekly entitlement of £4.00 per week	£8,533,765	£1,279,211	(£68,212)	£66,678

Appendix 1: 26th October 2020 – Executive - City of Lincoln Council – Council Tax Support 2021/22 scheme

Option 2c: Capital cap to be reduced Current scheme: Capital cap is £8,000	Estimated Total Spend	City of Lincoln Spend – 14.99%	Difference to MTFs (£1,210,999) – saving / (cost)	Amount expected to be collected using collection figure of 97.75%
Capital cap of £7,500	£8,557,528	£1,282,774	(£71,775)	£70,160
Capital cap of £7,000	£8,552,055	£1,281,953	(£70,954)	£69,357
Capital cap of £6,500	£8,551,223	£1,281,829	(£70,830)	£69,236
Capital cap of £6,000	£8,549,344	£1,281,549	(£70,548)	£69,960

Option 2d: Maximum entitlement award Current scheme: 100% award	Estimated Total Spend	City of Lincoln Spend – 14.99%	Difference to MTFs (£1,210,999) – saving / (cost)	Amount expected to be collected using collection figure of 97.75%
Maximum entitlement of 97.5%	£8,474,295	£1,270,297	(£59,298)	£57,964
Maximum entitlement of 95%	£8,390,560	£1,257,745	(£46,746)	£45,694
Maximum entitlement of 90%	£8,224,931	£1,232,917	(£21,918)	£21,425
Maximum entitlement of 85%	£8,064,277	£1,208,836	£2,164	£2,116
Maximum entitlement of 80%	£7,903,686	£1,184,763	£26,236	£25,646

Appendix 1: 26th October 2020 – Executive - City of Lincoln Council – Council Tax Support 2021/22 scheme

Option 2e: Banding cap to be amended Current scheme: Banding cap is set at Band B	Estimated Total Spend	City of Lincoln Spend – 14.99%	Difference to MTFS (£1,210,999) – saving / (cost)	Amount expected to be collected using collection figure of 97.75%
Banding cap at Band C	£8,581,210	£1,286,323	(£75,324)	£73,629
Banding cap at Band D	£8,588,696	£1,287,446	(£76,447)	£74,727

Appendix 1: 26th October 2020 – Executive - City of Lincoln Council – Council Tax Support 2021/22 scheme

Option 3: Council Tax Support Scheme – various change proposals as at 4 September 2020 - Council Tax with 1.9% and 1% caseload increase

Assumptions have been made that all applicable amounts have been frozen, income with 0% increase

Option 3a: No change to current scheme	Estimated Total Spend	City of Lincoln Spend – 14.99%	Difference to MTFS (£1,210,999) – saving / (cost)	Amount expected to be collected using collection figure of 97.75%
Current scheme only – 1.9% Council Tax increase	£8,636,322	£1,294,585	(£83,585)	£81,705

Option 3b: Minimum weekly entitlement amendment	Estimated Total Spend	City of Lincoln Spend – 14.99%	Difference to MTFS (1,210,999) – saving / (cost)	Amount expected to be collected using collection figure of 97.75%
Current scheme: Minimum entitlement of £2 per week				
Minimum weekly entitlement of £2.50 per week	£8,634,013	£1,294,239	(£83,240)	£91,367
Minimum weekly entitlement of £3.00 per week	£8,630,615	£1,293,729	(£82,730)	£80,869
Minimum weekly entitlement of £3.50 per week	£8,624,348	£1,292,790	(£81,791)	£79,950
Minimum weekly entitlement of £4.00 per week	£8,612,333	£1,290,989	(£79,990)	£78,190

Appendix 1: 26th October 2020 – Executive - City of Lincoln Council – Council Tax Support 2021/22 scheme

Option 3c: Capital cap to be reduced Current scheme: Capital cap is £8,000	Estimated Total Spend	City of Lincoln Spend – 14.99%	Difference to MTFS (£1,210,999) – saving / (cost)	Amount expected to be collected using collection figure of 97.75%
Capital cap of £7,500	£8,635,685	£1,294,489	(£83,490)	£81,611
Capital cap of £7,000	£8,630,205	£1,293,668	(£82,669)	£80,809
Capital cap of £6,500	£8,629,371	£1,293,543	(£82,544)	£80,686
Capital cap of £6,000	£8,627,487	£1,293,260	(£82,261)	£80,410

Option 3d: Maximum entitlement award Current scheme: 100% award	Estimated Total Spend	City of Lincoln Spend – 14.99%	Difference to MTFS (£1,210,999) – saving / (cost)	Amount expected to be collected using collection figure of 97.75%
Maximum entitlement of 97.5%	£8,551,801	£1,281,915	(£70,916)	£69,320
Maximum entitlement of 95%	£8,467,439	£1,269,269	(£58,270)	£56,959
Maximum entitlement of 90%	£8,300,544	£1,244,252	(£33,253)	£32,504
Maximum entitlement of 85%	£8,138,582	£1,219,973	(£8,974)	£8,772
Maximum entitlement of 80%	£7,976,811	£1,195,724	£15,275	£14,931

Appendix 1: 26th October 2020 – Executive - City of Lincoln Council – Council Tax Support 2021/22 scheme

Option 3e: Banding cap to be amended Current scheme: Banding cap is set at Band B	Estimated Total Spend	City of Lincoln Spend – 14.99%	Difference to MTFS (£1,210,999) – saving / (cost)	Amount expected to be collected using collection figure of 97.75%
Banding cap at Band C	£8,659,533	£1,298,064	(£87,065)	£85,106
Banding cap at Band D	£8,667,075	£1,299,195	(£88,196)	£86,211

Appendix 1: 26th October 2020 – Executive - City of Lincoln Council – Council Tax Support 2021/22 scheme

Option 4: Council Tax Support Scheme – various change proposals as at 4 September 2020 - Council Tax with 1.9% and 2% caseload increase

Assumptions have been made that all applicable amounts have been frozen, income with 0% increase

Option 4a: No change to current scheme	Estimated Total Spend	City of Lincoln Spend – 14.99%	Difference to MTFS (£1,210,999) – saving / (cost)	Amount expected to be collected using collection figure of 97.75%
Current scheme only – 1.9% Council Tax increase	£8,719,823	£1,307,101	(£96,102)	£93,940

Option 4b: Minimum weekly entitlement amendment	Estimated Total Spend	City of Lincoln Spend – 14.99%	Difference to MTFS (1,210,999) – saving / (cost)	Amount expected to be collected using collection figure of 97.75%
Current scheme: Minimum entitlement of £2 per week				
Minimum weekly entitlement of £2.50 per week	£8,718,221	£1,306,861	(£95,862)	£93,705
Minimum weekly entitlement of £3.00 per week	£8,714,916	£1,306,366	(£95,367)	£93,221
Minimum weekly entitlement of £3.50 per week	£8,708,793	£1,305,447	(£94,449)	£92,624
Minimum weekly entitlement of £4.00 per week	£8,697,082	£1,303,693	(£92,694)	£90,608

Appendix 1: 26th October 2020 – Executive - City of Lincoln Council – Council Tax Support 2021/22 scheme

Option 4c: Capital cap to be reduced Current scheme: Capital cap is £8,000	Estimated Total Spend	City of Lincoln Spend – 14.99%	Difference to MTFS (£1,210,999) – saving / (cost)	Amount expected to be collected using collection figure of 97.75%
Capital cap of £7,500	£8,719,823	£1,307,101	(£96,102)	£93,940
Capital cap of £7,000	£8,714,337	£1,306,279	(£95,280)	£93,136
Capital cap of £6,500	£8,713,494	£1,306,153	(£95,154)	£93,013
Capital cap of £6,000	£8,711,611	£1,305,870	(£94,871)	£92,737

Option 4d: Maximum entitlement award Current scheme: 100% award	Estimated Total Spend	City of Lincoln Spend – 14.99%	Difference to MTFS (£1,210,999) – saving / (cost)	Amount expected to be collected using collection figure of 97.75%
Maximum entitlement of 97.5%	£8,635,204	£1,294,417	(£83,418)	£81,541
Maximum entitlement of 95%	£8,550,141	£1,281,666	(£70,667)	£69,077
Maximum entitlement of 90%	£8,381,837	£1,256,437	(£45,438)	£44,416
Maximum entitlement of 85%	£8,218,396	£1,231,938	(£20,939)	£20,467
Maximum entitlement of 80%	£8,055,299	£1,207,489	£3,510	£3,431

Appendix 1: 26th October 2020 – Executive - City of Lincoln Council – Council Tax Support 2021/22 scheme

Option 4e: Banding cap to be amended Current scheme: Banding cap is set at Band B	Estimated Total Spend	City of Lincoln Spend – 14.99%	Difference to MTFS (£1,210,999) – saving / (cost)	Amount expected to be collected using collection figure of 97.75%
Banding cap at Band C	£8,743,865	£1,310,705	(£99,706)	£97,463
Banding cap at Band D	£8,751,475	£1,311,846	(£100,847)	£98,578

Appendix 1: 26th October 2020 – Executive - City of Lincoln Council – Council Tax Support 2021/22 scheme

Option 5: Council Tax Support Scheme – various change proposals as at 4 September 2020 - Council Tax with 1.9% and 3% caseload increase

Assumptions have been made that all applicable amounts have been frozen, income with 0% increase

Option 5a: No change to current scheme	Estimated Total Spend	City of Lincoln Spend – 14.99%	Difference to MTFS (£1,210,999) – saving / (cost)	Amount expected to be collected using collection figure of 97.75%
Current scheme only – 1.9% Council Tax increase	£8,803,961	£1,319,714	(£108,715)	£106,269

Option 5b: Minimum weekly entitlement amendment	Estimated Total Spend	City of Lincoln Spend – 14.99%	Difference to MTFS (£1,210,999) – saving / (cost)	Amount expected to be collected using collection figure of 97.75%
Current scheme: Minimum entitlement of £2 per week				
Minimum weekly entitlement of £2.50 per week	£8,802,429	£1,319,484	(£108,485)	£106,044
Minimum weekly entitlement of £3.00 per week	£8,799,218	£1,319,003	(£108,004)	£105,574
Minimum weekly entitlement of £3.50 per week	£8,793,239	£1,318,106	(£107,107)	£104,698
Minimum weekly entitlement of £4.00 per week	£8,781,830	£1,316,396	(£105,397)	£103,026

Appendix 1: 26th October 2020 – Executive - City of Lincoln Council – Council Tax Support 2021/22 scheme

Option 5c: Capital cap to be reduced Current scheme: Capital cap is £8,000	Estimated Total Spend	City of Lincoln Spend – 14.99%	Difference to MTFS (£1,210,999) – saving / (cost)	Amount expected to be collected using collection figure of 97.75%
Capital cap of £7,500	£8,803,961	£1,319,714	(£108,715)	£106,269
Capital cap of £7,000	£8,798,468	£1,318,890	(£107,891)	£105,464
Capital cap of £6,500	£8,797,618	£1,318,763	(£107,764)	£105,339
Capital cap of £6,000	£8,795,734	£1,318,481	(£107,482)	£106,269

Option 5d: Maximum entitlement award Current scheme: 100% award	Estimated Total Spend	City of Lincoln Spend – 14.99%	Difference to MTFS (£1,210,999) – saving / (cost)	Amount expected to be collected using collection figure of 97.75%
Maximum entitlement of 97.5%	£8,718,607	£1,306,919	(£95,920)	£93,762
Maximum entitlement of 95%	£8,632,843	£1,294,063	(£83,064)	£81,195
Maximum entitlement of 90%	£8,463,130	£1,268,623	(£57,624)	£56,328
Maximum entitlement of 85%	£8,298,210	£1,243,902	(£32,903)	£32,162
Maximum entitlement of 80%	£8,133,787	£1,219,255	(£8,256)	£8,070

Appendix 1: 26th October 2020 – Executive - City of Lincoln Council – Council Tax Support 2021/22 scheme

Option 5e: Banding cap to be amended Current scheme: Banding cap is set at Band B	Estimated Total Spend	City of Lincoln Spend – 14.99%	Difference to MTFS (£1,210,999) – saving / (cost)	Amount expected to be collected using collection figure of 97.75%
Banding cap at Band C	£8,828,197	£1,323,347	(£112,348)	£109,820
Banding cap at Band D	£8,835,874	£1,324,498	(£113,499)	£110,945

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Appendix 2: 26th October 2020 – Executive - City of Lincoln Council – Council Tax Support 2021/22 scheme

Council Tax Support Schemes - Lincolnshire Districts

The table below shows the schemes for the Lincolnshire Districts for 2020/21

	Minimum weekly entitlement	Capital cap	Cap on maximum entitlement	Banding cap
Boston Borough	N/A	£10,000	75%	Band D
City of Lincoln	£2.00	£8,000	100%	*Band B
East Lindsey	N/A	N/A	75%	Band D
North Kesteven	£3.50	£8,000	90%	Band D
South Holland	£5.00	£8,000	70%	Band D
South Kesteven	N/A	N/A	80%	N/A
West Lindsey	£3.00	No cap - £16,000	90%	Band E

*City of Lincoln have a higher proportion of Band B properties in comparison to other Districts

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Appendix 3: 26th October 2020 – Executive - City of Lincoln Council – Council Tax Support 2021/22 scheme

Council Tax Premium – Technical Change

Background

In 2018 Parliament amended the maximum percentage that a Council could make as an additional charge under Section 11B of the Local Government Finance Act 1992 for long term empty properties. As well as increasing the maximum, the legislation was amended to introduce an escalator, so that the maximum additional charges would increase for properties empty for over 5 and 10 years respectively.

The increase for properties that have been empty for 5 years came into force this financial year and the Councils both applied the maximum increases permitted. The increase for properties which have been empty for ten years comes into force on 1st April 2021.

Volumes

The number of properties that will have been empty for 10 years or longer on 1st April 2021 is 26 for City of Lincoln. Additionally there are 5 properties that will fall to have been empty for ten years during the course of the year.

Financial Impact

The maximum permitted additional charge for these properties in 2021/22 will be 300%, an increase of 100%. This will have the effect of increasing the taxbase by 20.8 Band D equivalents for City of Lincoln.

This will have the effect of increasing the income of the Council by £4,157 (calculated by multiplying the Band D equivalent increase by the Band D charge for 2020/21).

This assumes no change in the status of the properties during the course of the year.

Resolution

At the Council meeting to set the Premium Charges for 2020/21, City of Lincoln approved a resolution which stated the maximum permitted additional charges would apply, except in certain specified instances.

There is therefore, no requirement to take a further resolution to the Councils in order to adopt the increase in properties empty for ten years or longer in 2021/22, as unless the existing resolution is amended, the increase will be applied in accordance with the existing resolution.

A revised resolution is only required if the permitted maximum is not to be implemented or the specified remissions are subject to alteration.

Required Actions

If the increase in the permitted maximum is going to be adopted (which is the default position at the moment), then the taxpayers affected should be written to at the earliest possible moment reminding them of this fact.

Appendix 3: 26th October 2020 – Executive - City of Lincoln Council – Council Tax Support 2021/22 scheme

Additionally, the Revenues software system will be required to produce additional Premium Codes for the Financial Year 2021/22 of PREM300 for those properties subject to the additional charge and PREM150 for those who would be subject, but for a 50% remission.

EXTRACT FROM COMMITTEE

Audit Committee

24 September 2020

67. Internal Audit Recommendation Follow Up

John Scott, Audit Manager:

- a) presented an update to Audit Committee on outstanding audit recommendations including recommendations over 12 months old.
- b) referred to Appendix A attached to his report which provided details of relevant audits, outstanding recommendations, agreed actions and the current position/explanation from the service manager
- c) invited members' questions and comments.

Members discussed the report in further detail.

Question: Had there been a post implementation review carried out for the Boultham Park project?

Response: Officers would investigate further would find out the information and report back to a future meeting.

Question: Why had the Malware anti-virus and IT Policy been extended until December?

Response: There were a couple of areas from previous reviews that took longer than anticipated. Officers agreed to feedback the reasons why at a future committee meeting.

Question: There had been a lot of changes to the Internal Audit Recommendations, could this be referred to Executive as an update?

Response: Officers agreed to refer this to Executive.

Members were in agreement that they would like to receive further updates on the audit recommendations as outlined in 3.3 of the report.

RESOLVED that:

- 1) Feedback be provided to the committee on whether a post implementation review took place on the Boultham Park Project
- 2) Officers be tasked to feedback the reasons why the Malware anti-virus and IT Policy had been extended until December
- 3) An update on the changes to the Internal Audit Recommendations be referred to Executive

- 4) Further updates on the audit recommendations be presented to members in future meetings.
- 5) Updates on audit recommendations older than 12 months be noted.

SUBJECT: INTERNAL AUDIT RECOMMENDATION FOLLOW UP

REPORT BY: JOHN SCOTT, AUDIT MANAGER

LEAD OFFICER: JOHN SCOTT, AUDIT MANAGER

1. Purpose of Report

- 1.1 To present an update to Audit Committee on outstanding recommendations and recommendations over 12 months old.

2. Executive Summary

- 2.1 The report provides members with more information on older audit recommendations and the ability at the meeting to request managers to provide further feedback.

3. Background

- 3.1 Audit recommendations are reviewed by Audit Committee with each progress report and members were concerned with the length of time some agreed actions were taking to implement. It was agreed that a separate report of recommendations older than 12 months would be provided and managers would attend for the very oldest reports.

3.2 Audit Recommendations

- 3.3 The attached Appendix (A) provides details of the relevant audits, outstanding recommendations / agreed actions and detailed current position / explanation from the service manager. Depending on the response received Members may wish to receive further updates in future.
- 3.4 There will have been some slippage in the delivery of recommendations due to reprioritisation of resources/furlough during the emergency and recovery responses.
- 3.5 There are some recommendations that are being removed from future committee reports in line with the agreed protocol although managers remain aware of these and will in most cases continue to monitor.

4. Organisational Impacts

- 4.1 Finance (including whole life costs where applicable)

There are no direct financial implications arising as a result of this report.

4.2 Legal Implications including Procurement Rules

There are no direct legal implications arising as a result of this report.

4.3 Equality, Diversity & Human Rights

There are no direct E and D implications arising as a result of this report.

5. Recommendation

5.1 Audit Committee is asked to review the attached Appendix and review responses received.

Key Decision No

Do the Exempt Information Categories Apply? No
:

Call in and Urgency: Is the decision one to which Rule 15 of the Scrutiny Procedure Rules apply? No

How many appendices does the report contain? One

List of Background Papers:

Lead Officer: Audit Manager Telephone 873321



City of Lincoln Council

Audit Recommendations

September 2020



Appendix A

Reports that are over 2 years old (under the Follow Up protocol these recommendations will no longer be monitored by IA and Audit Committee). They are still available to management on the recommendation tracker.

Management have been notified of the new protocol and advised to continue monitoring these actions via DMTs.

Audit Area	Date	Assurance	No of Recs	Implmntd	Outstanding (extended or overdue)	Comments / Progress
ICT Mobile Devices	Mar 16	Substantial	6	5	1 High	Identify mobile IT assets not connected to the network. Officers previously attended Committee Rollout of new devices to staff will be linked to specific employees Remove
Responsive Repairs	Jun 17	Substantial	6	5	1 Medium	Take photos of repairs – linked to software upgrade Officers previously attended Committee Remove
Boultham Park Refurbishment	Jun 17	High	2	1	1 Medium	Complete revised partnership agreement Officers previously attended Committee. Remove
IT Disaster Recovery	Oct 17	Substantial	18	17	1 Medium	Ensure that the next BCP desktop exercise includes the IT DR plan IT DR is being monitored as an AGS issue Remove
Code of Corporate Governance	Oct 17	Substantial	6	5	1 Medium	Refresh of Asset Management Plan Remove
IT Applications	Nov 17	Substantial	6	5	1 Medium	Review the agreement arrangements for MyInfo Remove
Tenancy Services	Jan 18	Substantial	11	3	2 High 6 Medium	The two high priority actions: <ul style="list-style-type: none"> Consider a permanent transfer of the Voids team to Tenancy Services (High) – Void Support is with Tenancy Services now (now completed) Develop pre-tenancy processes to improve sustainability (High) – ongoing, process being mapped. Was on hold due to Covid budget funding but the

						<p>working group has been set up and pilot should start in October.</p> <ul style="list-style-type: none">• Medium actions will be removed
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Reports that are between 1 and 2 years old

Audit Area	Date	Assurance	No of Recs	Implmtd	Outstanding (extended or overdue)	Not Yet Due	Comments / Progress
HMO Licensing and Hazards	Jun 18 Follow up review Dec 19	Limited	20	16	3 High 1 Medium		Awaiting Update – moved to Dec 2020 <ul style="list-style-type: none"> Consider automating the process to report on and monitor conditions. (High) APP system reporting on gas certificates due / overdue. (High) Reconfigure the IT system so that different codes can be used to record the hazard and category (High) Remind staff of the need to ensure that the process for monitoring and reminding of licences expiring operates consistently.
Risk Management	Jul 18	Substantial	8	7	1 Medium		Periodic review of partnership risk registers This is linked to current work to update the Partnership register. Remove
Commercialisation	Oct 18	Substantial	4	1	3 Medium		The CFO has advised that the TFS programme has changed focus and this area is no longer a priority. The recommendations will be marked as superseded but can be resurrected in the future. Remove
IT Applications	Oct 18	Limited	8	1	1 High 6 Medium		Update & circulate System Administrator guidance (High) Extended to December 2020

Malware / Anti-virus	Nov 18	Substantial	9	7	1 High 1 Medium	Device control software management (High) Extended to December 2020 Revised IT Security Policy (Med) Extended to December 2020
Transport Hub	Dec 18	Substantial	3	2	1 Medium	Formal project closure & post implementation review Extended to March 21

Reports that are less than 1 year old

Audit Area	Date	Assurance	No of Recs	Implmntd	Outstanding (extended or overdue)	Not Yet Due	Comments / Progress
Fees & Charges	Apr 19	Substantial	3			3 Med	Moving forward with new issues and workloads arising from Covid unlikely to be progressed as part of the 21/22 process Remove
Information management	June 19	Substantial	16	15	1 Medium		Assist IAOs to review access to their network drives Extended to December 2020
Procurement OJEU & Framework	July 19	Substantial	4	4			Ensure that the LPMM Checklist A and the PIR checklist include a prompt / requirement for 'lodging contracts with Legal Now completed
Housing Rents	Dec 19	Substantial	4	2	1 High 1 Medium		The possibility of producing a report from UH which flags up new tenancies not at the target rent will be looked into. Extended 31/12/2020 (High) Put in place a process to review Affordable Rents when tenancies change Completed Produce a new Arrears Policy and supporting procedures / flowchart. Current legal/court changes means we can't finalise the income currently. March 2021 (Med)
Recruitment	Dec 19	Substantial	7	6		1 High	Criteria for posts that require a DS (Disclosure Scotland) to be identified. Extended to Dec 2020
Licensing	Feb 20	Substantial	7		5 Med	2 Med	All moved to 31 st March 2021 due to COVID

Payroll	Mar 20	High	2		2 Med		Data handling will be a standing agenda item at liaison meetings. HR & WBL Manager to sign off quarterly IT access reports for HR and Payroll staff plus any changes to access levels Extended to Dec 2020
ICT Anti-Malware	Mar 20	Substantial	10	1	8 (1 High)	1 (High) 1 (Med)	<ul style="list-style-type: none"> • Progress the provision of training video (Med) Extended to December 2020 • Engineers working remotely or on site guidance (High) Extended to December 2020 • The Code of connection will be reviewed (High) Jan 2021 Not yet due • Officers will review the wording on the alert (computer message)– Implemented (med) • Malware incident reporting by staff (review). Extended to December 2020 • Security policy on the MDM (mobile device management) Extended to December 2020 • Web filtering -. Extended December 2020 • Review policy areas with the Principal IT officer and others - Extended to December 2020 • Smartphones and Tablets updates (Med) Feb 2021 (Not yet due) • Alerts from Alien Vault - Extended to December 2020 • Consider the business requirement for access to each file type. Extended to December 2020 • A detailed incident management policy/procedure will be developed. Extended to December 2020 • There is an opportunity to 'tighten' change and configuration control with regard to the AV solution and other security controls that secure the corporate network and

							<p>associated assets. Extended to December 2020</p> <ul style="list-style-type: none"> • The Senior IT Officer (Security) and Principal IT Officer will re-circulate the current change control guidance Extended to December 2020 • BDITM will commit to a review of the current change management policy/protocol and also benchmark to other local authorities. Extended to December 2020
Risk Management	May 20	Substantial	1	1			The DMD risk register should be updated – Now completed
De Wint Court project management	Jul 20	Substantial	6	4	2		<p>Maintain a lessons learned log.(May 2020) (med) (Completed)</p> <p>The Architect should sign the Deed of Novation of Contract (High) – Signed - awaiting copy</p> <p>The contractor's risk register should be presented to the Board (completed)</p> <p>Produce a client project plan and present it to the Board (Completed) (High)</p> <p>Payment audit trail (High) Extended to 31st October 2020</p> <p>A 'Financial working group' will be set up (Completed)</p>
Housing Allocations	Aug 20	Substantial	4	2		2	<p>Introduce and document a sample quality check across all assessors (Jan 2021) (Med) (Not yet due)</p> <p>Annual review of applications (Feb 2021).(Med) (Not yet due)</p>
Homelessness	Aug 20	Substantial	2	1		1	Document retention - workflow (Med) Not yet due Dec 2020
Efficiency savings							No recs

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SUBJECT: NEXT STEPS ACCOMMODATION PROGRAMME

DIRECTORATE: HOUSING AND INVESTMENT

REPORT AUTHOR: MELANIE HOLLAND, HOUSING STRATEGY AND INVESTMENT MANAGER

1. Purpose of Report

- 1.1 This report advises the Executive of the Council's recent Next Steps Accommodation Programme bid and requests approval to deliver the capital element of this bid.

2. Background

- 2.1 On 18 July 2020 the Ministry for Housing, Communities and Local Government (MHCLG) announced the Next Steps Accommodation Programme. This Programme comprised two strands:

- £105m revenue funding, for 2020-21 only, to provide immediate support to people living in Covid 19 emergency accommodation; and
- Capital and revenue funding to provide resettlement accommodation in the form of supported longer-term move-on housing for people recovering from rough sleeping. £130m capital funding was available to provide an anticipated 3,300 units of accommodation by the end of March 2021; with £31m associated revenue funding for the period 2020-24.

- 2.2 With respect to the longer-term move-on housing funding, capital grant would only be paid on the proviso that:

- Each unit of property must be available for rough sleepers, those at risk of rough sleeping or those at risk of homelessness on initial allocation and subsequent re-let;
- The Council must seek permission from MHCLG when it wants to use any property that has received capital grant funding under NSAP for a different purpose, and either recycle it into another property for the same use as the original purpose or repay the capital grant funding received (if this circumstance arose the Council would seek to negotiate with MHCLG);
- For acquisitions or refurbishment schemes, units should be made available for 30 years for those rough sleeping or at risk of rough sleeping and homelessness; and
- Any investment made using the grant and subsequent reinvestment of the principal repaid from the grant must be used to deliver

investments that provide accommodation available for rough sleepers, those at risk of rough sleeping and those at risk of homelessness for a minimum of 30 years.

2.3 Successful bids under the £105m immediate support revenue funding strand are to receive payments under Section 31 of the Local Government Act 2003.

2.4 With respect to the longer-term move-on accommodation for bids requesting both capital and revenue funding, these payments will be made under Section 19 of the Housing and Regeneration Act 2008 and will be issued by Homes England (HE). Capital payments will be made in three instalments: 45% paid on acquisition; a further 50% paid on start on site (95% accumulatively); and a final 5% paid on practical completion (100%). Revenue payments linked to capital bids, will be made in instalments to a timetable to be agreed at the point at which successful bids are announced. To receive grant payments, the Council will be required to enter into a standard HE grant agreement where it commits to engage with monitoring and evaluation activities. This will include regular reporting of management information.

3. Bid

3.1 Further to moderation by MHCLG, the bid comprises:

- £62,026 revenue funding for 2020-21, to provide immediate support to people living in Covid 19 emergency accommodation – this funding was announced on 17 September 2020 and has been accepted;
- Capital and revenue funding to provide supported longer-term move-on (resettlement) housing for people recovering from rough sleeping for the purchase and repair of 15 one-bedroom units of self-contained accommodation at an estimated total scheme cost of £1,499,250; a capital grant ask of £824,118; and a revenue grant ask of £150,188 for 2021-24. All units to be practically complete and occupied by 31 March 2021. At the time of drafting, this element of the bid is still being considered by MHCLG and subject to ministerial sign-off, however, a decision by 26 October 2020 is anticipated. This report seeks approval for the acceptance of any offer of funding.

4. Strategic Priorities

4.1 Let's reduce inequality

The provision of resettlement accommodation promotes equality of opportunity as residents are provided with supported accommodation to meet their needs.

4.2 Let's deliver quality housing

It is intended that all acquisitions will receive sufficient works to meet the Lincoln Homes Standard.

5. Organisational Impacts

5.1 Finance

Capital Implications

On the assumption of the purchase and repair of 15 units at an average purchase price of £85,000 and average repair costs of £10,000 and including an allowance for Stamp Duty, legal fees and other associated purchase costs the estimated total capital cost of the scheme is £1,499,250. Grant funding of 55% of the scheme has been requested with the remaining funding through prudential borrowing.

	2020/21
	£
Purchase price	1,275,000
Repair works	150,000
Stamp Duty Land Tax	38,250
Other purchase costs	36,000
Total Scheme Cost	1,449,250
Grant Funding	824,118
Prudential Borrowing	675,132
Total Funding	1,449,250

Revenue Implications

Following an assessment of the revenue implications of the scheme, including the costs of depreciation, responsive repairs, borrowing and the specialist support staff, offset by the affordable rent on the properties with allowances for voids and bad debts, it is currently estimated that there would be a revenue surplus to the HRA, as follows:

	21/22	22/23	23/24	24/25	25/26
	£	£	£	£	£
Scheme costs	116,941	119,541	122,219	124,978	127,819
Scheme income	(139,579)	(143,767)	(148,080)	(152,522)	(157,098)
	(22,639)	(24,226)	(25,861)	(27,544)	(29,279)

The above assessment is based on an average purchase price of £85,000 per property, a further assessment has been undertaken for the scenario of the actual purchase price of the properties exceeding the assumed £85,000. Under this scenario the overall capital cost of the scheme would increase and without a consequent increase in grant funding there would be a need to incur additional borrowing with an increased revenue cost. Under this scenario the rental income is still in excess of the associated costs, as shown below:

	21/22	22/23	23/24	24/25	25/26
	£	£	£	£	£
Scheme costs	119,155	121,740	124,402	127,145	129,970
Scheme income	(139,579)	(143,767)	(148,080)	(152,522)	(157,098)
	(20,425)	(22,027)	(23,677)	(25,377)	(27,128)

The final revenue and capital implications will not be confirmed until actual purchase prices and repairs works are known. Although provision will be made in the capital programme as set out above, this will be subject to a final adjustment on completion of the scheme. The revenue implications of the scheme will not be included in the HRA budgets/MTFS until the properties are purchased and costs are finalised.

Executive will be advised as to any change to the total scheme cost and will provided with quarterly monitoring updates setting out acquisitions and expenditure to date.

Revenue funding requested from MHCLG

At the point of preparing the bid for MHCLG an assessment of the level of rent receivable through Housing Benefit had not concluded, with an indication that an element of the rent and service charge would not be eligible. On that basis the bid to MHCLG also provided for revenue support for three years so that there was no detriment to the HRA. The following amounts of revenue support were requested:

	21/22	22/23	23/24	24/25	25/26
	£	£	£	£	£
Revenue to support capital scheme	48,590	50,048	51,549	Nil	Nil

Following confirmation of Housing Benefit levels the scheme is now shown to make a revenue surplus to the HRA. However, MHCLG has indicated that it is still minded to approve the allocation of this additional revenue funding in order to allow for the provision of additional support workers over the period 2021-24.

In addition to the revenue bid to support the capital scheme a further submission of £62,026 for 2020-21 was requested to provide immediate support to people living in Covid19 emergency accommodation. This funding has been approved and will be allocated in the 2020/21 budget to partially offset against the overspend forecast on emergency accommodation.

5.2 Legal Implications including Procurement Rules

Consideration must be given as to whether the funding from MCHLG will be deemed to be state aid or whether this falls within the general exemptions for state aid. It is considered that the provision of rough sleeping accommodation/affordable housing comes within the meaning of a Service in the General Economic Interest (SGEI). Therefore the funding would be

exempt state aid, provided certain requirements are met, which will be monitored by Legal Services.

The Council undertakes to allocate move-on accommodation in accordance with the provisions of the relevant homelessness legislation, where the Council owes a duty to secure accommodation to persons who are eligible for assistance and have a local connection to the City of Lincoln.

Occupants of move-on accommodation will be issued with a licence. The licences and the conveyancing transactions will be undertaken by Legal Services.

5.3 **Equality, Diversity and Human Rights**

The Public Sector Equality Duty means that the Council must consider all individuals when carrying out their day-to-day work, in shaping policy, delivering services and in relation to their own employees.

It requires that public bodies have due regard to the need to:

- Eliminate discrimination
- Advance equality of opportunity
- Foster good relations between different people when carrying out their activities

Equality and diversity has been considered in both elements of the bid: The immediate revenue support funding will allow the provision of support to provide support to vulnerable persons in emergency accommodation.

The purchase and repair of units of one-bedroom self-contained accommodation, again with support, promotes independent living. Acquisitions will take account of individual circumstances, including those with particular medical and/or physical needs, as well as social considerations which might affect the suitability of accommodations, for example, any risk of violence, racial or other harassment in a particular locality.

5.4 **Human Resources**

The proposed move-on accommodation scheme will require a need for up to three FTE fixed term posts to be created. These will be new roles, which will have new job descriptions; to be evaluated in line with the Council's job evaluation procedures. At present it is not possible to advise on the grade of these posts.

It is recommended that these posts should be recruited to in line with the Council's recruitment process.

5.5 **Land, Property and Accommodation**

All dwellings acquired will form part of the Council's Housing Revenue Account (HRA).

5.6 Significant Community Impact

Resettlement accommodation, in the form of supported move-on self-contained housing, for people recovering from rough sleeping seeks to break the cycle of rough sleepers being placed in emergency accommodation and then returning to the streets.

6. Risk Implications

6.1 (i) Options Explored

1. Submit a bid to the MHCLG under the Next Steps Accommodation Programme and seek to achieve a grant allocation in excess of 50% of total scheme cost (TSC).
 - a) Limit the purchases to former local authority flats and freehold one bedroom dwellings.
 - b) Broaden the purchases to include the general housing market leasehold stock.
2. Use the Council's own capital resources – useable Right to Buy receipts, restricted to 30% of TSC - to provide resettlement accommodation.
 - a) Limit the purchases to former local authority flats and freehold one bedroom dwellings.
 - b) Broaden the purchases to include the general housing market leasehold stock.

Option 1 attracts a higher level of capital grant and provides a larger volume of potential acquisitions and accelerated trajectory towards the practical completion date set by MHCLG of 31 March 2021. It should be noted that the Next Steps Accommodation Programme capital funding cannot be used in conjunction with useable Right to Buy receipts.

6.2 (ii) Key risks associated with the preferred approach

Whilst all of the options have a key risk regarding the availability of suitable accommodation which the Council is able to acquire, the specific risks of the preferred option include:

- The lease terms and acceptability (including freehold landlord approval, if required) of the Council's intended use, proposed works and terms of sub-letting;
- The length of the lease; and
- The cost of freehold landlord service charges and ground rents.

7. Recommendation

7.1 It is recommended that, subject to confirmation by MHCLG of a successful bid, the Executive accept the capital and revenue funding for the provision of move-on accommodation and authorise the Director of Housing and Investment, in consultation with the Chief Finance Officer, to approve the acquisition of one-bedroom self-contained dwellings and reflect the resulting budget implications in the Housing Investment Programme and the Housing Revenue Account.

Is this a key decision? Yes

Do the exempt information categories apply? No

How many appendices does the report contain? None

List of Background Papers: None

Lead Officer: Melanie Holland, Housing Strategy and Investment Manager
Telephone (01522) 873641

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SUBJECT: BOOLE SCULPTURE - LINCOLN RAILWAY STATION

DIRECTORATE: COMMUNITIES & ENVIRONMENT AND MAJOR DEVELOPMENTS

REPORT AUTHOR: STEVE BIRD, ASSISTANT DIRECTOR AND MARIA CLAYTON, CAPITAL PROJECTS MANAGER

1. Purpose of Report

- 1.1 To seek approval to agree formal HoT's and enter into the necessary legal agreement to enable the gifting and ongoing maintenance of a new bronze sculpture to commemorate the work of George Boole.

2. Executive Summary

- 2.1 The Heslam Trust have commissioned the Boole Sculpture and wish to gift this sculpture to the City of Lincoln Council on completion of its installation at the Lincoln Central railway station. The City of Lincoln Council would also take on full maintenance and repairing obligations for the Sculpture.
- 2.2 The statue commemorates the work of George Boole, a former resident of Lincoln.

Widely recognised as the forefather of the information age, self-taught mathematician George Boole was born in Lincoln in November 1815 and his work forms the basis of computer science and electronic circuitry.

He was born into modest family circumstances in the city, where his father was a shoemaker and his mother a lady's maid. He went on to work as a teacher and devoted himself to the study of mathematics. Boole promoted the value of education in the city, and ultimately rose to become an eminent mathematician.

Boole's legacy is through his mathematics, and more specifically his theories around Boolean Algebra.

In 1844 he was awarded the Royal Society's Royal Medal for Mathematics, and became the first Professor of Mathematics at Queen's College Cork in 1849. There, he developed his most important work – *An Investigation of the Laws of Thought*.

In 2015 Cork University unveiled a statue to George Boole in recognition of his work.

George Boole died in Cork, Ireland, a professor of mathematics, in 1864.

A stained-glass window at Lincoln Cathedral marks Boole's achievements, and a blue plaque marks his former home and school in Pottergate.

2.3 The sculpture is to be located on land in the ownership of East Midlands Trains outside the railway station.

3. Background

3.1 For some years now the Heslam Trust have sought to find a suitable way to commemorate the work of George Boole in the city.

3.2 The Heslam Trust approached the City of Lincoln Council during the construction of the Lincoln Transport Hub scheme to advise that they would like to commission some artwork to recognise George Boole's contribution to the world of mathematics.

3.3 Various possible locations in the City were considered as a suitable place for the sculpture and following discussions with East Midlands Trains and Network Rail an 'in principle' agreement was reached between them and the Heslam Trust to allow the sculpture to be located on the railway station forecourt. This agreement was subject to:

- i. Network Rail's Landlord Approval
- ii. East Midlands Trains Approval as the TOC (Train operating company)
- iii. Planning consent

3.4 An 'in principle' agreement was also reached between the Heslam Trust and the City of Lincoln Council whereby the CoLC would take ownership of the completed sculpture including all ongoing insurance, repair and maintenance obligations subject to the Heslam Trust providing an upfront financial consideration to the CoLC to cover such ongoing maintenance and repair costs.

3.5 The City Council has agreed to undertake care/maintenance, but in accordance with a formally drafted maintenance agreement that limits responsibility to basic cleaning/general care, and not repair/replacement in cases of extensive damage. The definition of what constitutes extensive damage will be the subject of further conversations between officers of the Heslam Trust and City Council.

4. Proposal

4.1 An image of the statue is shown below



4.2 The location of installation is to be as per appendix A

4.3 On completion of the installation of the sculpture, anticipated to be 2021 the City of Lincoln Council will add the sculpture to its inventory of public art, and undertake routine general maintenance as required in accordance with the obligations contained in the legal agreements.

5. Strategic Priorities

5.1 Let's drive economic growth

Public art installations are seen by many as a measure of the vibrancy and cultural advancement of an area.

5.2 Let's enhance our remarkable place

Public art is an important part of making a place interesting and inviting to live, work, and visit.

6. Organisational Impacts

6.1 Finance.

The adoption of the statue comes with a commuted sum, as is now normal practice for gifted public art items. The proposed sum is a one off contribution of £10,000 from the Heslam Trust, the same value as the city obtained for the Tank memorial sculpture located on Tritton Road. This commuted sum will be held in an earmarked reserve until such time as it is required to fund repairs and maintenance costs.

6.2 Legal Implications including Procurement Rules

The item will be added to the Council's inventory of public art for insurance purposes. The agreement for the ownership of the sculpture to be transferred to the city council along with the care/maintenance of the sculpture will be prepared by the legal representatives for the Heslam Trust, East Midlands Trains and

Network Rail together with the City of Lincoln Council's Legal Services team.

6.3 **Equality, Diversity and Human Rights**

The Public Sector Equality Duty means that the Council must consider all individuals when carrying out their day-to-day work, in shaping policy, delivering services and in relation to their own employees.

It requires that public bodies have due regard to the need to:

- Eliminate discrimination
- Advance equality of opportunity
- Foster good relations between different people when carrying out their activities

Officers have not undertaken a full equality analysis as third parties are taking responsibility for the relevant consents which are required which will require consideration of matters relating to equality. Evidence of this consideration will be required as part of the acceptance of the statue. Furthermore, we have undertaken background research and to the best of our knowledge have ascertained that George Boole was not associated with any activities during his lifetime which could be considered as discriminatory.

6.4 **Human Resources**

N/A

6.5 **Land, Property and Accommodation**

The statue is being gifted with a commuted sum, so will be subject to a formal agreement between the City Council and Heslam Trust

The statue is not on Council land, and so maintenance responsibilities will be covered by a separate agreements between the Heslam Trust, City Council, Network Rail and East Midlands Trains.

6.6 **Significant Community Impact**

It is intended to enrich the experience of visiting Lincoln, commemorating the work of George Boole, and inspiring travellers.

6.7 **Corporate Health and Safety implications**

The stature will be subject to usual site inspections and periodic care, adding to the work of the Community Services section.

7. **Risk Implications**

7.1 (i) Options Explored
Adoption.
Not adopting.

7.2 (ii) Key risks associated with the preferred approach
Adopting brings a risk from unexpected costs, as this is a very expensive piece of art, and as such it has been necessary to mitigate this in the legal agreement, with

the statue remaining the responsibility of the Heslam Trust in certain extreme situations.

8. Recommendation

8.1 Director of Major Development and Directorate for Environment and Communities will work jointly with the Heslam Trust, East Midlands Trains and Network Rail in the satisfactory delivery and conclusion of this proposal.

8.2 The Director of Environment and Communities be asked to adopt the sculpture on the basis of the principles set out in this report subject to agreeing the transfer of ownership and the maintenance agreement.

Is this a key decision? No

Do the exempt information categories apply? No

Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply? No

How many appendices does the report contain? Two

List of Background Papers: None

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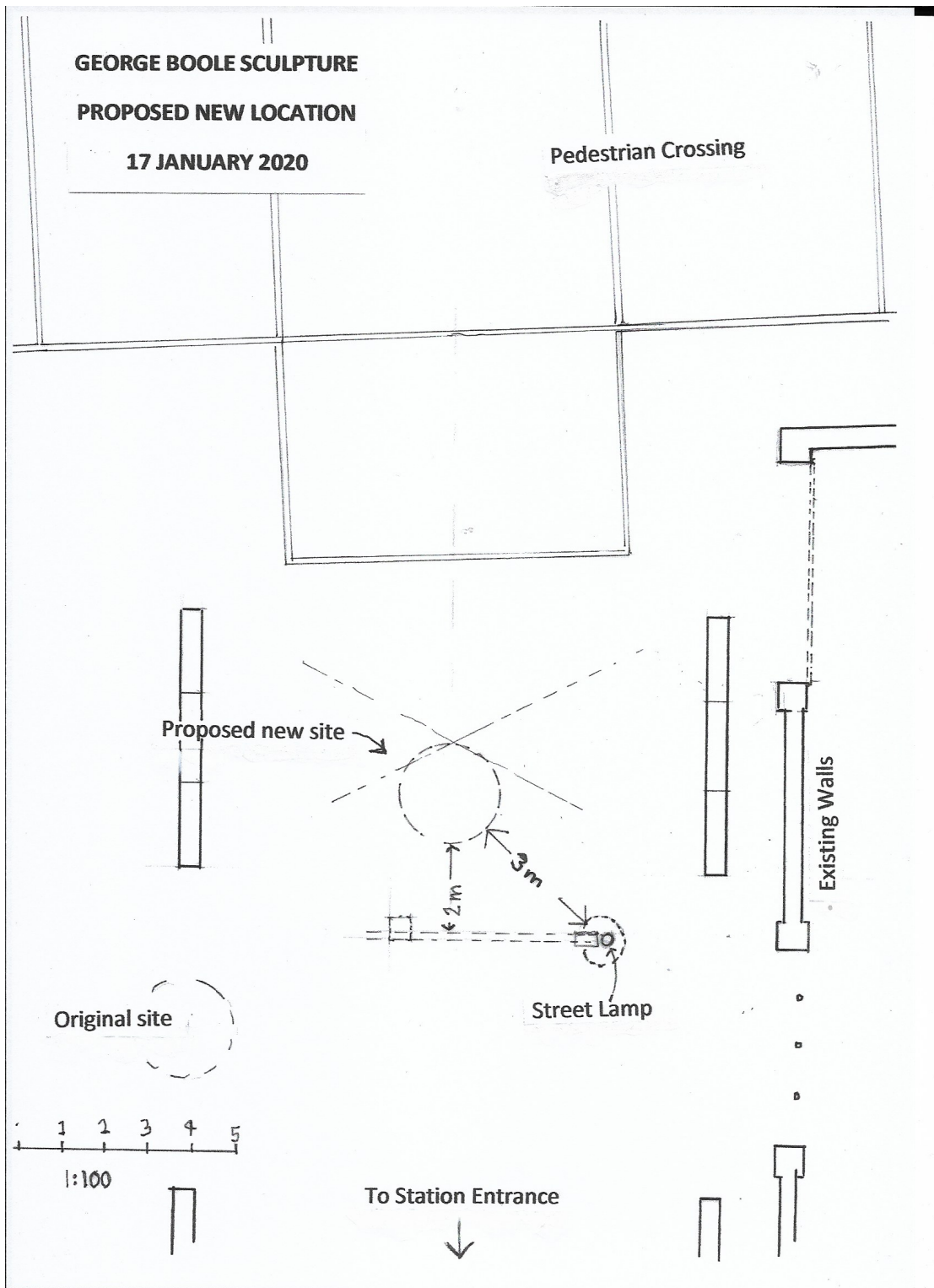
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GEORGE BOOLE SCULPTURE

PROPOSED NEW LOCATION

17 JANUARY 2020

Pedestrian Crossing



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