

# Public Document Pack

## LINCOLN TOWN DEAL BOARD

Friday, 5 June 2020 - 10.00 am

### Virtual Meeting

This meeting will be held virtually via Zoom.

You can access the meeting via the following link:

<https://zoom.us/j/97006496483>

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**0330 088 5830**

The Meeting ID is: **970 0649 6483**

## A G E N D A

Virtual Meeting

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# Agenda Item 2

## Lincoln Town Deal Board (27 February 2020)

**Present:** Angela Andrews (City of Lincoln Council), Jacqui Bunce (National Health Service), Councillor Richard Davies (Lincolnshire County Council), Kate Ellis (City of Lincoln Council), Andy Gutherson (Lincolnshire County Council), Gary Headland (Lincoln College), James Kirby (Stirlin), Caroline Killeavy (YMCA), Ursula Lidbetter (Lincolnshire Co-operative), Councillor Ric Metcalfe (City of Lincoln Council), Leo-Scott Smith (Tended), Edward Strange (Brewin Dolphin), Mary Stuart (University of Lincoln), Mike Timson (Visit Lincoln) and Jo Walker (City of Lincoln Council)

**Apologies for Absence:** Lisa Donini (Marks and Spencer), Lord Cormack (House of Lords), Pete Holmes (Department for Business Energy and Industrial Standards), Marc Jones (Lincolnshire Police and Crime Commissioner), Karl McCartney MP (Member of Parliament for Lincoln), Peter Neil (Bishop Grosseteste University), Liam Scully (Lincoln City Football Club) and Mark Speed (Siemens)

**In Attendance:** Ivan Annibal (University of Lincoln), Scott Flemming (Bishop Grosseteste University), Liz Price (University of Lincoln), Liam Sperrin (representing the Member of Parliament for Lincoln) and Tanya Suarez (BluSpecs)

### **1. Welcome and Introductions to New Board Members**

The following new members were introduced and welcomed to the Lincoln Town Deal Board:

- Leo Scott Smith – Tended, digital sector;
- James Kirby – Stirlin, developer sector;
- Edward Strange – Brewin Dolphin, finance and investment sector;
- Lisa Donini – Marks and Spencer and Chair of Healthy High Street – retail/high street sector.

### **2. Minutes of the Meeting held on 23 January 2020**

Consideration was given to the accuracy of the minutes of the meeting held on 23 January 2020.

Karl McCartney MP had requested that the names of businesses or individuals he had listed at the meeting on 23 January 2020, who he felt should be invited to sit on the Lincoln Town Deal Board be placed in the public domain as an amendment to the minutes.

It was agreed that the names would be placed in the public domain and put on record in the minutes, but only on the basis that the businesses and individuals concerned were aware they had been nominated to sit or be represented on the Board.

### **3. Election of Chair and Vice-Chair**

Upon receipt of a nomination, which was seconded, and there being no further nominations, it was RESOLVED that Mary Stuart be elected Chair of the Lincoln Town Deal Board.

Upon receipt of a nomination, which was seconded, and there being no further nominations, it was RESOLVED that James Kirby be elected as Vice-Chair of the Lincoln Town Deal Board.

### **4. Terms of Reference**

The Board considered the latest version of its Terms of Reference which reflected an increase in membership, further to which the quorum for the Board had been increased to 10.

Councillor Neil Davies highlighted his concerns that continuing to meet on Thursdays would preclude members such as Karl McCartney MP and Lord Cormack from participating due to their commitments in the House of Commons and House of Lords, respectively.

Mary Stuart gave an assurance that future meetings would be held on a day and time convenient with Lincoln's democratically elected members in order that they could attend.

Councillor Davies sought clarity on the use of substitutes at Board meetings as he was of the understanding that they were not permitted, following advice provided to the Police and Crime Commissioner. It was his view that members of the Board should be able to appoint substitutes to represent them if necessary and that not allowing them to do so would be a retrograde step.

Edward Strange supported this position and agreed that it would be helpful for members of the Board to send a substitute on those occasions when they themselves were unable to attend meetings and that there may even be merit in sharing the role with senior colleagues occasionally.

Ursula Lidbetter suggested that the Board would be in danger of losing strategic consistency in allowing use of substitutes, suggesting a compromise in that substitutes could attend meetings on behalf of members of the Board but not vote.

Councillor Ric Metcalfe agreed that continuity was very important and that the work of the Board would move forward relatively quickly, with ownership of the Board also being an important aspect of its membership. Deputisation could often become normal practice and, given the significance of the work of this Board, he felt that substitutions should be used by exception.

Scott Flemming reminded the Board that he was present at this meeting as a substitute, therefore, a precedent had already been set.

Following further discussion on this matter, it was RESOLVED that the Terms of Reference be approved subject to the membership and attendance sections of the document reflecting that named Board members may nominate a substitute to attend meetings on their behalf, but that the substitute will not be entitled to vote.

## **5. Code of Conduct**

The Board considered the latest version of its Code of Conduct, which was based on the Code of Conduct adopted by the Greater Lincolnshire Local Enterprise Partnership.

It was RESOLVED that the Code of Conduct for the Lincoln Town Deal Board be approved.

## **6. Town Deal Area**

The Board considered a location plan which set out the proposed area that would be covered by the Lincoln Town Deal.

The original boundary proposed by Government was set out in blue on the document, however, it had since been agreed that the boundary could be extended to include the wider administrative city boundary represented on the plan in red. The final area for the Lincoln Town Deal would therefore include the City of Lincoln administrative area plus the areas shaded blue on the plan, extending beyond this administrative boundary.

It was RESOLVED that the revised Lincoln Town Deal area be approved.

## **7. Capacity Funding**

The Board considered a report which confirmed that the City of Lincoln Council had been awarded £173,029 of capacity funding to support the Town Deal Programme. It was noted that this funding could be used as follows:

- to convene the Town Deal Board;
- to run business and community engagement events;
- to develop Town Investment Plans;
- to provide technical expertise for business case development.

On 23 January 2020 the Lincoln Town Deal Board had proposed three key priorities for the Town Deal Programme in Lincoln, as follows:

- digital;
- transport;
- skills.

The Board, at the meeting on 23 January, had also discussed the need to promote the city in order to attract inward investment alongside support for existing firms. In addition, the Board had further proposed that existing expertise, governance structures and resources should be used wherever possible to maximise value throughout the programme.

It was reported that the following allocation, consisting of notional values at this stage, was proposed:

- Town Investment Plan and development of L3 Lincoln Living Lab proposal - £50,000;
- technical support for development of business cases for priority projects identified in the Town Investment Plan - £70,000;
- project support - £30,000;
- 'Be Lincoln' investment marketing - £20,000.

Caroline Killeavy questioned whether it was too early to dive into marketing at this early stage of the programme, suggesting that it was unclear what would be required. She felt that that further information on this particular project was needed.

Jo Walker informed the Board that further information would be presented in due course. These allocations were indicative at this stage and reports would be submitted to future meetings of the Board setting out how money had been committed and spent in order that there was clear overview as to its allocation.

Councillor Richard Davies welcomed a report back on the 'Be Lincoln' marketing project, stating that care needed to be given to any duplication with other marketing schemes that were already in place.

Mary Stuart made the point that it was very difficult to consider certainties with indicative information, although it was helpful to have a sense of vague percentages. It was the expectation that the next stage of the process would consist of officers working up more details and plans around each proposal, setting out how the money allocated would be used.

Councillor Ric Metcalfe agreed that it was very difficult at this stage and that the proposals as presented reflected the best approach, with flexibility being very important.

Ursula Lidbetter agreed that the proposed approach made sense as a starting point. She agreed with the earlier point regarding marketing, however, in that the Board needed to understand exactly what this consisted of in order to be able to consider whether it was the right allocation.

Caroline Killeavy added that the allocation for marketing should include an element designated specifically to public consultation.

James Kirby made the point, from the perspective of having developed his own business, that £170,000 was a significant sum of money and that it needed to be allocated and spent wisely.

Mary Stuart reiterated that officers would come back to the Board in due course with further detailed plans for each proposal and the broad context within which they could work, highlighting that the allocations assigned to each proposal at this stage were nominal.

Ursula Lidbetter agreed that the sums of money were large and asked what procurement processes would be followed to ensure that value for money was achieved.

Angela Andrews confirmed that the City of Lincoln Council's procurement processes would be used for anything associated with the Lincoln Town Deal.

It was RESOLVED that the proposals set out in the report be approved and officers be requested to provide an update to the next meeting of the Lincoln Town Deal Board.

## **8. Town Investment Plan**

The Board considered a report and received a presentation which provided an economic evidence base to underpin a Growth Strategy for the City of Lincoln. A summary of the data analysis was noted as follows:

- the most profound growth in the Principal Urban Area for Lincoln had been in North Hykeham over the last decade;
- health was the dominant sector in the Principal Urban Area, with retail and restaurants or hospitality being key growth sectors;
- manufacture of turbines remained a highly distinctive sector, with 35 times as many people employed in this sector in Lincoln than the national average;
- health and high education were the key drivers of economic growth;
- the digital sector was 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 being in Lincoln and Lincoln having almost as many digital businesses as Norwich;
- there had been a noticeable decrease in Gross Value Added in relation to public administration and defence;
- forecasts to 2039 from two sources were consistent and suggested modest growth focussed principally in public services and health;
- Lincoln had a lower skills base than the national average;
- there had been a decline in professional occupations but an increase in other technical professions. Overall, however, elementary occupations remained the most dominant aspect of the local job scene;
- wages had increased more slowly than the national average and lost pace with adjoining areas at both workplace and residential level. The growth between 2010 and 2019 had been 4% in Lincoln compared to 17% at the England level.

It was reported that these findings were relative to the ten comparator cities identified for benchmarking purposes, noted as Canterbury, Cambridge, Carlisle, Exeter, Gloucester, Ipswich, Mansfield, Oxford, St Albans and Worcester. The analysis of data highlighted the following:

- Lincoln had a very stable economy in respect of business and innovation, with a modest turnover of businesses, a low stock of businesses and low Gross Value Added per worker;
- Lincoln had a relatively small pipeline of 18-24 year old workers and had a high proportion of over 65's, together with a modest proportion of the population having been born overseas;
- with regard to housing, Lincoln had a big rented sector and good levels of affordability in terms of the ratio of house prices to income;
- Lincoln had a very low proportion of Knowledge Intensive Businesses from the perspective of the city's industrial structure and was at the upper end of the cohort in terms of manufacturing. Lincoln had a relatively high dependency on public sector employment;
- Lincoln had high levels of economic inactivity regarding jobs and employment, with a modest number of private sector jobs and exceptional levels of benefit claimants;
- Lincoln was a small service centre for its functionality, in relative terms, and had a higher stock of jobs than its nearest competitors in size and a slightly better level of Gross Value Added achievement;
- Lincoln had low wages and low skills compared to the other cities in the cohort;
- Lincoln had a limited public transport system in terms of current commuter use and, notwithstanding this, a modest carbon footprint.

Noting that this statistical analysis identified a significant number of challenges facing the city, those involved in collating the information and undertaking this piece of work were positive about its future. Examples of key opportunities were noted as follows:

- the growth of Waddington, particularly the growth of Istar NATO headquarters located there which was attracting military contractors to Lincoln including to Teal Park and the Boole Technology Centre at Lincoln Science and Innovation Park;
- the growth of the University of Lincoln, including the opening of a number of new schools in STEM subjects including Chemistry, Engineering, Geography and Pharmacy together with the new Medical School;
- Lincolnshire Institute of Technology and 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 which provided scope to increase the scale and range of technical opportunities in the city;
- the opening of the Mosaic Digital Hub which would provide a focal point for the digital sector and help build the digital community in the city;
- investment in the High Street and Transport Hub, including the regeneration of the Cornhill area and longer term plans for the redevelopment of the south High Street area which was likely to lead to a concentration of the retail core and increase the number of trains to London. This would all provide significant optimism for future growth in the functional core of the city;



- the imminent completion of the Eastern Bypass, which would open up significant land for employment uses and help to remove the constraints to growth in a significant quarter of the city;
- Lincoln's world class tourism offer, taking into account the completion of the Heritage Lottery Fund investment in the Cathedral, complemented by the recent Bomber Command museum which provided a very potent mix of tourism opportunities connected with the city.

Jacqui Bunce highlighted that St Albans, for example, was a community city for London and had the highest number of consultants for health living there but not necessarily working in the area. It was therefore difficult to provide direct comparisons between that specific city and Lincoln.

Ursula Lidbetter suggested that the Board may wish to review further information regarding what this meant for Lincoln as averaging information out, such as wages for example, could sometimes hide other information.

It was noted that the Annual Survey of Hours and Earnings, undertaken at district level, had informed the data collated as part of the economic evidence base. This information could have been used to establish the average wages based on where people lived or worked, but this evidence base had concentrated on where people worked.

Ursula Lidbetter sought further information to establish what proportion of people were earning a particular wage rather than considering wages as an average. This would highlight specifically how many people were on a low income and how many were on a high income, as well as confirm the upper level of what people in the city earn.

It was agreed that further analysis of this particular level of information would be undertaken.

Gary Headland asked for clarification as to the relationship between the Lincoln Town Deal Board and the Lincoln Town Deal Delivery Group, asking whether this evidence base had been considered by the Delivery Group.

It was reported that the evidence base had been considered by the Lincoln Town Deal Delivery Group.

Mary Stuart accepted the point made about averages but agreed that use of averages in this context provided helpful high-level benchmarking in terms of how Lincoln compared to other areas of a similar size and demographic. She also agreed with the point made regarding St Albans, highlighting that the same could apply to the inclusion of Cambridge and Oxford as comparative cities. Their inclusion was based upon their size and character being similar to that of Lincoln and it was highlighted that Lincoln should have the aspiration and ambition to compete with these cities.

Councillor Ric Metcalfe reflected on whether Lincoln's economy was still recovering from the industrial decline of the 70's and 80's, particularly in respect of manufacturing. He felt that Lincoln needed to build on its strengths, but the reality was that there was a relationship between under achievement, low wages and high levels of health inequality across the city. These disadvantages were central to the City Council's priorities in seeking to address them, as well as ensure that economic growth in Lincoln was as equal as possible.

Edward Strange made the point that Lincolnshire was the second largest county, but the second poorest county in England, being a large rural county with a relatively low population. He saw the Lincoln Town Deal as a wonderful opportunity for the city of Lincoln.

Mary Stuart felt that it was important not to focus on the negative aspects of the evidence base but turn them into something that could make a huge difference to the city. One of the problems was that Lincoln had not found a new vision for itself, economically, following its industrial decline whereas many other places had. The Town Deal provided the perfect opportunity to make a difference, find Lincoln's new economic vision and take the city to the next level. With regard to the evidence base, Mary Stuart was of the opinion that Government would expect to see such a data analysis as part of the Board's demonstration that it would be allocating and spending money appropriately. It was imperative that the Board ensured the Town Deal had a positive impact on the city.

Gary Headland said that the evidence base provided the Board with a really good position statement as to what it knew about Lincoln. He asked whether this would include any assumptions as to what the city may look like from an economic perspective over the next two or three years, for example.

Kate Ellis reported that the evidence base was high-level but identified lots of investment taking place in the city, together with lots of industrial initiatives. There were opportunities, therefore, to transform Lincoln's economy and enable it to compete economically with its statistical neighbours. It was noted that a later item at this meeting would set out how things would be joined up to provide a clear, bold and ambitious strategy for the Lincoln Town Deal.

It was RESOLVED that the economic evidence base to underpin a Growth Strategy for the City of Lincoln be noted.

## **9. Transport Strategy - Presentation**

The Board considered a report and received a presentation which set out the new Lincoln Transport Strategy which had been developed by Lincolnshire County Council, the City of Lincoln Council, North Kesteven District Council and West Lindsey District Council.

It was reported that the development of the Strategy included an extensive engagement process with elected members, stakeholders, officers and the general public through drop-in events, workshops and questionnaires. It also set out to

enhance the transport network, improve choice and inclusive accessibility and support the continued growth of the city and surrounding area.

The Strategy would help deliver a modern, sustainable and future-ready transport network in and around Lincoln so that the area could continue to grow sustainably, meeting challenges and taking advantage of future opportunities.

The following aspects of the Strategy were highlighted as part of the presentation:

- what the Strategy aimed to achieve;
- delivery of the Strategy and that its success would require a collaborative approach;
- the Strategy's vision;
- the Strategy's objectives, which were shaped around the key elements of the vision to support economic growth, rebalance movement towards more sustainable modes of transport and improving quality of life for all;
- the key pillars of the Strategy, which formed the priority infrastructure and included:
  - North Hykeham Relief Road – reducing congestion and improving the resilience of the network;
  - Green Corridors – providing high quality traffic free routes for pedestrians and cyclists;
  - Lincoln Walking and Cycling Network – enhancing walking and cycling infrastructure within Lincoln;
  - Mobility Hubs – promoting shared mobility and providing multi-modal and multi-functional transport interchanges across the city;
  - Bus Priority – improving access and supporting growth, including new routes from the Mobility Hubs to the city centre;
  - Public Realm and Environmental Improvements to Broadgate and Wigford Way and St Mary's Street – improving the public realm, enhancing Lincoln's historic core and strengthening east-west movements;
  - Electrification Package – helping reduce carbon emissions and improve air quality through expanding the electric charging network and uptake across the strategy area.
- the key pillars of the Strategy, which formed the key options and packages to support the infrastructure and included:
  - Flexible Demand Response Transport – providing new flexible on-demand connections between people and places;
  - Digital – supporting a future-ready Lincoln and reducing the need to travel via better Wifi and 5G;
  - Payment and Ticketing – enhancing public transport across Lincoln through smart ticketing;
  - Behaviour Change Programme – promoting sustainable travel through a behaviour change programme;
  - Education Travel – improving access to education and reducing the impact of school travel on the network;
  - Sharing Package – improving access to shared and on-demand mobility services including Urban Car Clubs;
  - Last Mile Package – helping people on the last part of their journey and improving connectivity as part of multi-modal journeys;

- Parking Strategy – delivering better parking that supported the wider Strategy;
  - Sustainable Urban Extensions – developing a movement plan that set out the transport and movement priorities and expectations for the Sustainable Urban Extensions;
  - Safety Package – providing a safer network and implementing safety improvements as part of the annual Lincolnshire Road Safety Partnership accident and analysis prioritisation.
- secondary interventions, which were lower priority schemes that would be delivered where additional support was required and support the key pillars.

Councillor Richard Davies explained that the new Strategy represented a fundamental shift and that the only way to improve congestion and support growth in the city was to encourage people to use other, sustainable, modes of transport.

Leo Scott Smith asked whether any statistics were available to identify what proportion of traffic was attributable to commuters, together with the locations of where they were coming from and going to.

It was noted that this information was available and that 60% to 70% of traffic was local, located within the common travel area just outside of the city's boundary.

Kate Ellis reported that all of the city's largest employers were working together through travel surveys with their staff, which had indicated that over 50% of people who travelled into the city for work travelled less than five miles. It was accepted that provision needed to be put in place for buses in order to make them more efficient but that the quality of the public transport offer was also key. Operators were not likely to invest unless they could see a benefit from doing so. Delivery of a step-change in the way in which people travelled in and out of the city, promoting sustainable transport and modal shift, would therefore demonstrate to operators that it would be worthwhile investing in Lincoln.

Councillor Richard Davies reminded the Board that a small amount of investment could make a huge difference, such as improvements made to lighting and cycle storage at North Hykeham train station which had resulted in a 19% increase in patronage.

Councillor Ric Metcalfe felt that it took a degree of political courage to put forward a Strategy which sought to challenge and encourage a change in culture and congratulated Councillor Davies for doing so. The Strategy was forward looking, place-making based and represented the most sustainable version of the document he had seen, with it also connecting with other aspects of the Lincoln Town Deal agenda. It was important that all members of the Lincoln Town Deal Board considered how they could play their part in delivering the principles of the Strategy from the perspective of the organisations they represented.

Jacqui Bunce reported that the health sector was reducing the number of physical journeys to and from hospitals as a result of technology which helped people improve their own health and wellbeing without the need to physically visit health practitioners. Links with the digital agenda also sat alongside this, such as agile

working practices for example. She highlighted that lots of services in the health profession operated on the basis of 24 hours, seven days a week, so consideration would need to be given to seven day connectivity which was safe and secure for people to use. Additionally, a lot of staff working these shifts represented some of the lowest paid workers in the city so it would need to be a cost-effective solution.

Caroline Killeavy was of the view that if a sustainable transport system was going to be designed around the lowest paid workers in the city it was not going to achieve the behavioural change referred to in the Strategy. Bus provision needed to be on the basis of a hop-on-hop-off service that was clean and efficient and needed to be vastly improved in order to encourage people to use such a service rather than their own vehicles. She suggested that research needed to be undertaken with the business community as to what it needed from transport infrastructure in Lincoln.

Leo Scott Smith did not necessarily agree that the answer was solely with buses and that there were other opportunities in linking up with the digital economy. Use of electric vehicles in the form of scooters and bicycles as opposed to cars, for example, could provide a solution and potentially attract large technology companies to the city.

Mary Stuart acknowledged that a range of different solutions would be needed to address congestion in Lincoln and the way in which people worked and moved around the city. She referred to the issue as being about mobility rather than transport.

It was RESOLVED that the content of the Lincoln Transport Strategy be noted.

#### **10. Delivery Board - Update on Progress, Programme, Emerging Vision and Priorities**

The Town Deal Board considered a report on the progress made to date by the Lincoln Town Deal Delivery Board.

It was reported that the following milestones had been achieved:

- analysis and final report on evidence base and stakeholder consultation;
- convening of Delivery Board and workshop sessions to identify high-level vision, outcomes and priorities for further development with associated leads;
- project proforma and scoring criteria for high level assessment developed and circulated;
- wider stakeholder consultation taking place via a virtual Citizen Panel reaching 600 residents in March 2020.

A proposed programme to meet the accelerated timeline, allowing for development of high-level project proposals and appraisal, stakeholder consultation and internal reporting to meet the lead Council's requirements was set out in the report, culminating in approval of the final Town Investment Plan in May 2020.

The proposed vision for the Lincoln Town Deal was noted as follows:

‘A world class heritage city with a diverse and dynamic economy; where harnessing the power of digitalisation drives investment, productivity, skills, innovation, business growth and employment to improve service delivery and raise the quality of life for all, securing Lincoln’s future as a successful and sustainable, smart and prosperous city where people want to be.’

Four key outcomes of the Lincoln Town Deal were proposed as follows:

- ‘Lincoln will realise its full potential as a vibrant Cathedral city through effective digital promotion and continued investment in its 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 to satisfy a growing demand’;
- ‘Building on its strengths as a centre for learning and research, Lincoln will position itself as a Living Lab – the Lincoln Living Lab – where organisations can collaborate, co-design and test innovative products and services to enable smart growth’;
- ‘The delivery of a Sustainable Transport Strategy, underpinned by digital technology, will enable efficient movement through the city and work with partners will strengthen the already strong inter-city connections to and from Lincoln’;
- ‘Investment in training will be tailored to serve industry, the key growth sectors and to address skills gaps. Lincoln will seek to secure the local delivery of specialist training (such as digital coding) to improve workforce skills and support a transition to a higher skill, higher wage economy in which everyone can participate’.

In order to meet these key outcomes, four key delivery areas had been defined as follows:

- digital connectivity: hard and soft infrastructure;
- transport connectivity: Lincoln Transport Strategy;
- skills;
- city centre vibrancy and urban regeneration.

Emerging activities and projects had been assigned to each outcome, as set out in the report.

Leo Smith Scott provided an update on the Lincoln Living Lab proposal, which would be a place for organisations to test their technology, pilot their innovations and develop their ideas in a collaborative, supportive environment as part of the public-private-people partnership. The Living Lab concept as part of the Town Deal consisted of Lincoln itself becoming a city-wide Living Lab which, in effect, would open up the city to technology companies and entrepreneurs, promoting it as an area that sought innovation and was keen to drive forward new projects. This could result in large technology companies or small start-up businesses coming into the city, bringing with them skilled jobs and consequential economic growth with other

organisations then wanting to be located in Lincoln as its reputation in the sector grew.

Mary Stuart made the point that, as keen as she was for companies to come into Lincoln and test their technology as part of the Living Lab concept, it was vitally important to know that the model could work in practice in Lincoln. With regard to the earlier item at this meeting in respect of capacity funding, the notional allocations of funding referred to in that report made more sense against the context of this programme for the Lincoln Town Deal. It was fundamental that the Living Lab concept could be tested in a small way initially in order to confirm whether or not it would work.

Kate Ellis reported that the Delivery Board's discussions had been around what the future looked like for Lincoln and what needed to happen in order to achieve this. As part of these discussions, everything came back to the use of digital technology and how this was a key growth sector. Lots of jobs had changed or would be changing to embrace digital technology in the future, providing challenges of skill level and infrastructure.

Noting that digital interaction would be so significant in the future, the Delivery Board considered how Lincoln could make this transformative and looked into other areas where the Living Lab concept had been successful. Amsterdam and Antwerp were excellent examples, however, Barnsley also had a very good Living Lab in operation which had already managed to attract a lot of investment and cluster of skills. In order to put a Living Lab in place in Lincoln it would be necessary to build up the digital sector of the city but ensure that other sectors who could benefit were not left behind. Tourism, transport and retail, for example, all had digital elements to them. Officers were therefore in the process of developing a digital strategy for the city in order to properly understand the current position from a digital perspective. It was then proposed that a test be undertaken to establish whether the city could be used as a Living Lab based on productivity and business benefits, over a period of approximately six weeks. If the testing proved to be successful it would provide a great deal of evidence to substantiate further development of the concept.

Mary Stuart reflected on the issue of marketing previously considered under the capacity funding item earlier at this meeting, and now understood that this marketing campaign would be used to attract companies and organisations to come to Lincoln to test their technology, as well as promote a lifestyle in Lincoln and the wider opportunities that were available. This was about getting talent into the city together with place marketing about Lincoln.

Kate Ellis confirmed that the 'Be Lincoln' brand would be solely for that purpose, independent from the University of Lincoln, local businesses and Visit Lincoln.

Leo Scott Smith expressed slight reservations that the Town Deal was seeking to do too much at once and felt that focussing on one particular area would create more of an impact, which other things would subsequently be able to grow around. He was concerned that by spreading resources too thinly across a range of projects there was a danger that the potential economic benefit would be lost.

Edward Strange said that it was essential to bring the latest and newest ideas into Lincoln and was very keen for the Town Deal Board to progress down the route proposed as part of the Lincoln Living Hub concept. He was of the view that Lincoln needed to attract the large technology companies which could revolutionise the city similar to the way in which the University of Lincoln had since its establishment. He saw this as a significant next stage for the city of Lincoln.

Ursula Lidbetter reflected on the work of the Greater Lincolnshire Local Enterprise Partnership and the timeframes that were put in place by Government with regard to allocating and spending funding. It would be essential to know what was deliverable in order that this could be demonstrated to Government.

Kate Ellis agreed that things needed to be narrowed down, but with a concentration on what could be delivered as part of the Town Deal. Officers did not know enough about the digital agenda yet, which was why it was necessary to trial the Lincoln Living Lab concept through capacity funding. It was for this reason that, at the moment, a range of projects were ongoing so that further work could be undertaken to determine what would work and what could provide the most benefit as part of the Lincoln Town Deal.

It was RESOLVED that:

- (1) Progress made by the Lincoln Town Deal Delivery Board be noted.
- (2) The Lincoln Town Deal Programme and Emerging Vision, as set out in the document, be agreed.

## **11. Civic Place Making Breakfast Feedback**

Angela Andrews provided an update following a Civic Place Making Breakfast that had been recently held and represented another group of key stakeholders.

Discussion at the meeting ensued around place making as a city and what some of the barriers were in improving Lincoln as a place. The following were agreed at that meeting as the three key considerations:

- transport plans;
- place marketing;
- the Lincoln Town Deal.

It was agreed that this group of stakeholders should be used by the Town Deal Board as a key consultee regarding some of the proposed priorities and projects that would come out of the Lincoln Town Deal. There were also lots of other governance structures across the county which should be utilised as part of any Town Deal consultations, where appropriate.

It was RESOLVED that the update be noted.



**12. Next Meeting**

It was RESOLVED that future meetings of the Lincoln Town Deal Board be held as follows:

- Friday 27 March 2020 2pm – City Hall, Lincoln
- Monday 27 April 2020 8am – University of Lincoln

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## **Impact of Covid-19**

**As a result of this emergency we are currently prioritising staff resource to support the local economy and the most vulnerable in our society. We will continue to work on the Town Deal as set out below although our progress will be subject to some delay and may be placed on hold whilst we respond to urgent needs.**

## **Progress Report**

Following a presentation of the evidence base and approval of the draft vision and outcomes by the Town Board on 27<sup>th</sup> February, the work programme has focussed on:

- 1. Wider consultation & engagement**
- 2. Developing project proposals in response to the evidence and consultation**
- 3. Procuring expertise to develop a digital strategy and actions based on the Living Lab concept**

## **Consultation & Engagement**

The Council had intended to consult with stakeholders on the evidence and emerging proposals for the Town Deal at its Growth Conference on 11<sup>th</sup> March. Following the decision to postpone this event, the Council is now seeking the views of delegates and the wider community via a digital survey and follow-up interviews where requested. The survey has been circulated to approximately 600 residents on the Citizen Panel and 1,500 businesses and community organisations. The survey is also available to the public, promoted via a social media and press campaign. The survey is due to close on Monday 23<sup>rd</sup> March, with over 200 responses received to date.

A copy of the survey is included [www.lincoln.gov.uk/towndealsurvey](http://www.lincoln.gov.uk/towndealsurvey). A report with full analysis will follow in April.

This consultation is in addition to the stakeholder interviews carried out previously by Rose Regeneration and the University of Lincoln, published within the Lincoln Evidence Base Report (presented to Board on 27.2.20).

Further targeted interviews are also being undertaken to inform the digital strategy and identification of opportunities as part of the Living Lab concept.

## **Project Proposals**

Ahead of detailed government guidance, a project proforma and scoring matrix has been drafted and members of the Delivery Board have been working with partners to develop project proposals, which respond to the evidence base and align with the Town Fund Prospectus and Town Board priorities. A summary list of project proposals received for

consideration to date is included in Appendix A (note that a number of proposals are still in development and further projects are expected to come forward).

These project ideas are being 'tested' as part of the current consultation process and work on the digital strategy/living lab.

### **Digital Strategy & Living Lab**

Alongside this call for projects, the Council has been working with digital transformation agency, Bluspecs, to develop a digital strategy for the City around the framework of a Living Lab.

The aim for this work is 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.

A series of stakeholder interviews are being undertaken and a virtual workshop is scheduled for 25/26<sup>th</sup> March in order to develop, prioritise and categorise the project proposals which have been received to date and any new ideas generated during the stakeholder interviews and workshop session.

As a result of this work we will develop a coherent set of proposals which will address the evidence of need and contribute towards the objectives of the Town Deal and longer-term strategic plans, with a central focus on the digital economy.

### **Next Steps**

Priorities for March-April in order to develop a coherent and compelling Investment Plan are as follows:

- Further detailed analysis of the evidence base and the findings arising from the consultation process in order to confirm the key issues and cross-check against project proposals;
- Review of investment which is proposed or committed to address identified issues and drive growth outside of the Town Deal framework. This includes the Midlands Engine, Local Industrial Strategy and Local Enterprise Partnership and any pipeline infrastructure priorities (LCC, DfT etc);
- Identify/confirm the key gaps in provision that could be addressed through the via the Town Deal, as a new activity or by adding value to existing/proposed activity;
- Refining the vision, outcomes and targets;
- Refining the project proposals around a digital framework that will maximise value and benefit for Lincoln - ensuring alignment with the evidence base, wider strategic objectives and the Town Deal objectives.

## Lincoln Town Deal Programme – Capacity Funding Proposals

Following approval of the notional budget by Town Board in February 2020, Officers have prioritised the allocation of funds to assist with the development of the Town Investment Plan and the Living Lab proposal.

Suitably qualified consultants have been procured in line with the Council’s policy and a detailed scope of work has been agreed in each case, summarised below.

| Consultant                                | Scope of Work  | Capacity Fund (£) |
|---|--|-------------------|
| University of Lincoln & Rose Regeneration | <ul style="list-style-type: none"> <li>• Analysis and development of statistical evidence base and benchmarking;</li> <li>• Strategic context and alignment;</li> <li>• Stakeholder interviews &amp; consultation programme;</li> <li>• Collation of project information, independent scoring, triangulation and reporting;</li> </ul>   | £10,800           |
| Bluspecs                                  | <ul style="list-style-type: none"> <li>• Develop high level digital strategy for the City (‘Powered by Lincoln’) built around the concept of a Living Lab;</li> <li>• Undertake and facilitate stakeholder consultation and workshop;</li> <li>• Identify data assets and develop enabling actions will help the City transition to a tech-enabled economy and that can form part of the Town Investment Plan;</li> <li>• Identify additional sources of funding to assist with delivery of digital and tech projects/pilots in addition to Town Funds.</li> </ul> | £21,000           |
|   | <b>Total Commitment</b>  | <b>£31,800</b>    |
|   | <b>Total Remaining</b>   | <b>£141,229</b>   |

In addition to the use of capacity funds, the City Council has ring-fenced a further £42,000 to support the development of the Town Investment Plan and a 6-month Living Lab trial.

Proposals to develop a ‘Be Lincoln’ investment marketing programme have been placed on hold pending the outcome of the ‘Powered by Lincoln’ strategy and work on the wider Town Investment Plan. Meanwhile, the Be Lincoln brand is being used as part of the drive to consult with the wider community and to promote the Town Deal opportunity in Lincoln.

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## Lincoln Towns Fund Evidence Base Update

This report provides an update on the evidence base developed for the Lincoln Town Fund application. The original evidence base was presented to the Lincoln Town Fund Board on 27 February 2020. A number of key areas of work have been undertaken since, including:

- Some initial analysis on the impact of Coronavirus on the Lincoln economy
- The completion of the draft Central Lincolnshire Economic Needs Assessment by Turley
- Testing the priorities identified through the evidence base and work of the delivery group through the lens of the Citizens Panel, via an online survey (undertaken during early March 2020, prior to 'lockdown'). An analysis of the results from this consultation is included in this report.
- The development of priorities, and incorporation of the evidence gathered so far, into a draft Transformation Plan format

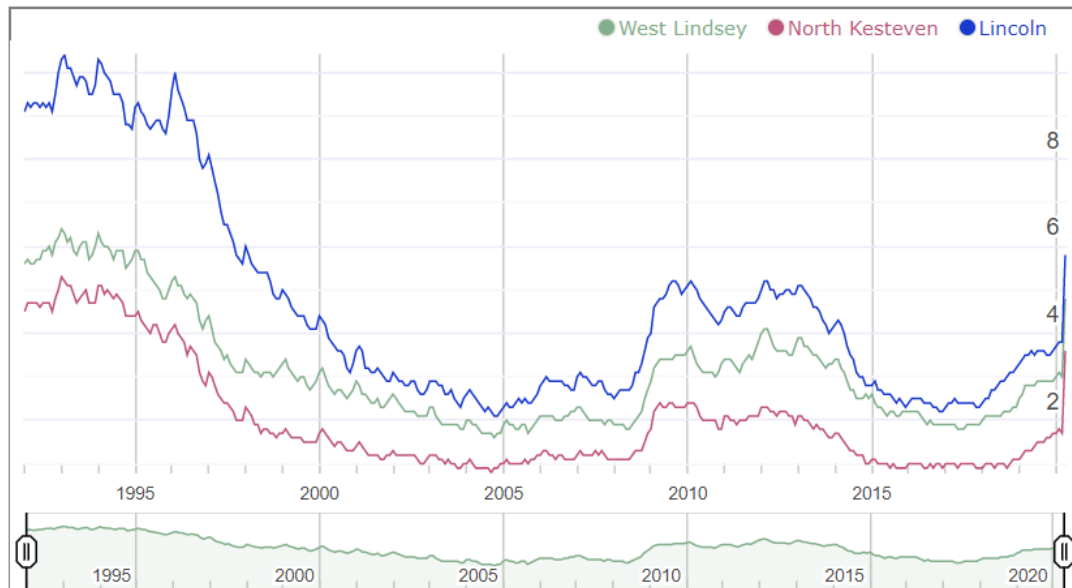
### 1. Emerging Picture of the Impact of the Coronavirus in Lincoln

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

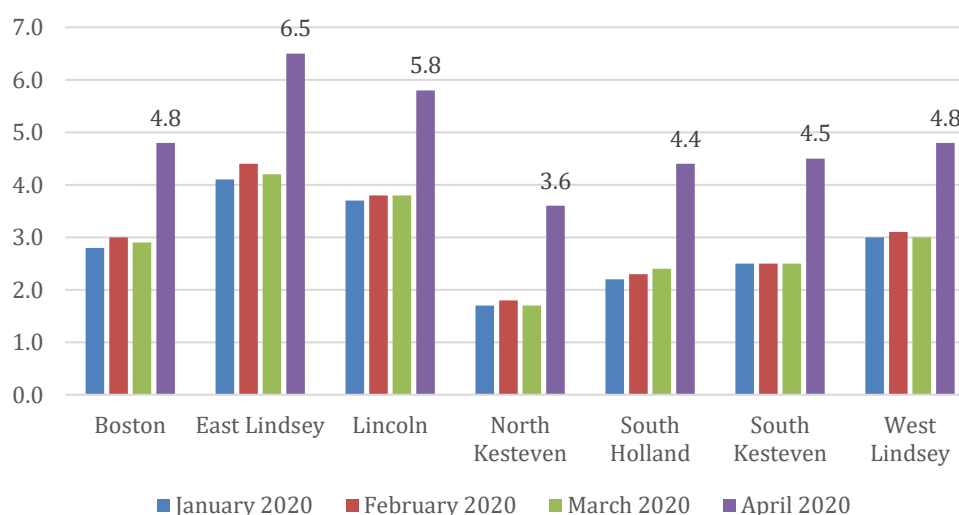
Kesteven has seen the greatest change, with its rate doubling since January, albeit from a low base of 1,155.

**Table 1: Unemployment Benefit Claims – January-April 2020**

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

<sup>1</sup> 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](http://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**

|                | <b>% jobs at risk</b> |
|----------------|-----------------------|
| 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**

| <b>Sector</b>                                     | <b>% on furlough</b> |
|---|----------------------|
| 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%                |
| <b>All Industries</b>                             | <b>28.4%</b>         |

*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**

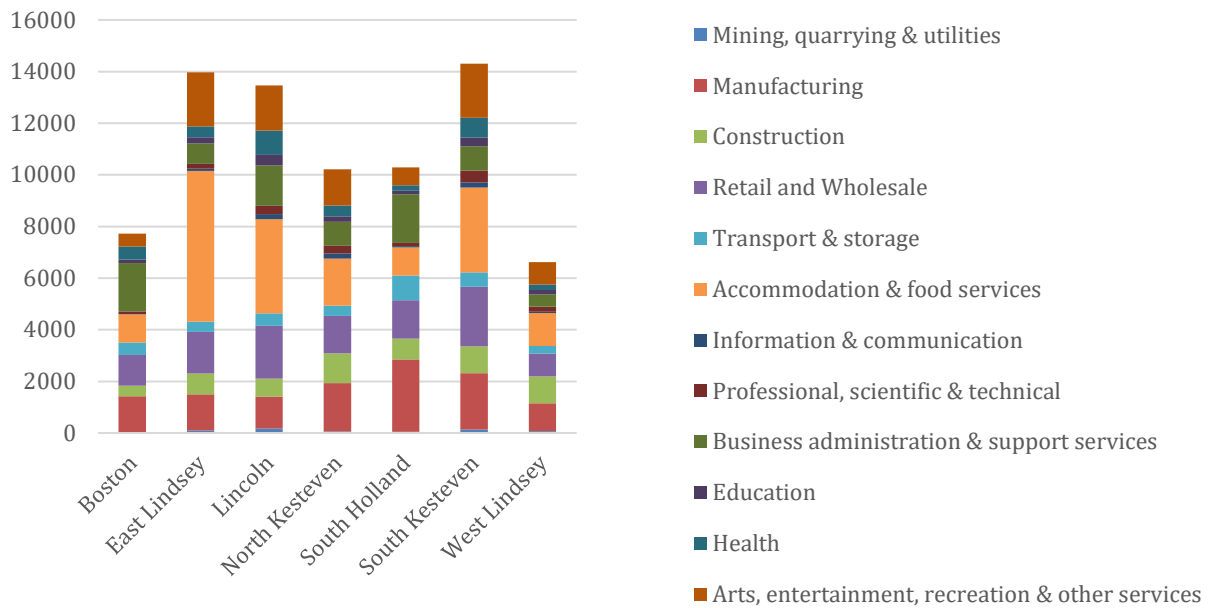
| Industry  | BB    | EL     | LC     | NK     | SH     | SK     | WL    |
|---|-------|--------|--------|--------|--------|--------|-------|
| 1 : Agriculture, forestry & fishing*                  | #     | #      | #      | #      | #      | #      | #     |
| 2 : Mining, quarrying & utilities                     | 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   |
| <b>Furloughed jobs (estimated)</b>                    | 7,721 | 13,973 | 13,459 | 10,213 | 10,289 | 14,303 | 6,624 |
| <b>Percentage of all jobs furloughed (estimated)</b>  | 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).

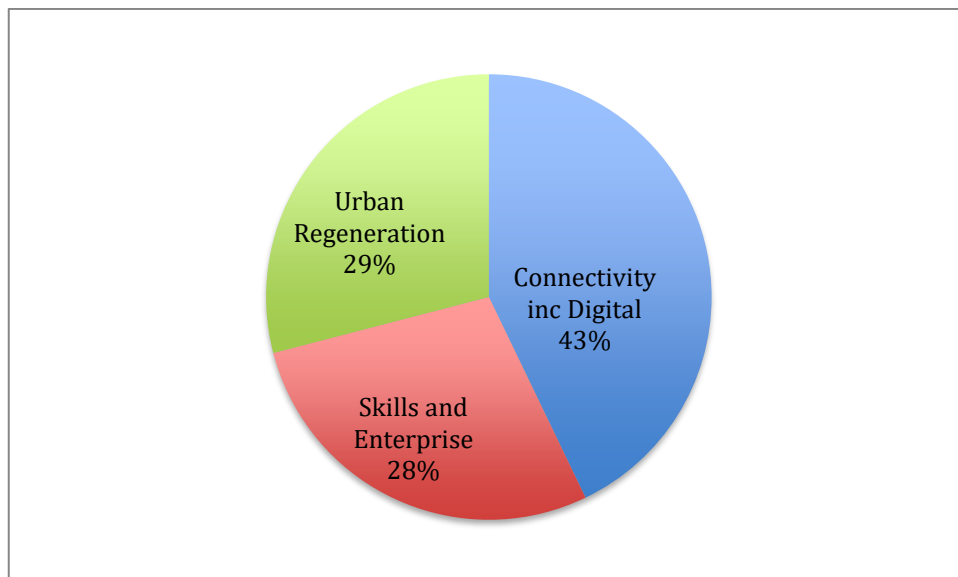
## Lincoln Towns Fund: Analysis of Citizen's Panel Survey

212 responses were received from a demographically representative panel of 811 residents of the City of Lincoln.

The first section of the survey involved a series of closed questions asking people to rate the relative importance of the Towns Fund themes and then a number of activities relating to each theme. Results are set out below:

### Relative Importance of Themes within the Towns Fund:

| Theme                          | Weighted Score |
|--------------------------------|----------------|
| Connectivity including Digital | 270            |
| Skills and Enterprise          | 177            |
| Urban Regeneration             | 183            |



Connectivity, particularly including the digital agenda, is given by far the highest premium in relation to the comments of respondents. The other two priorities are given a roughly equal ranking, which 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

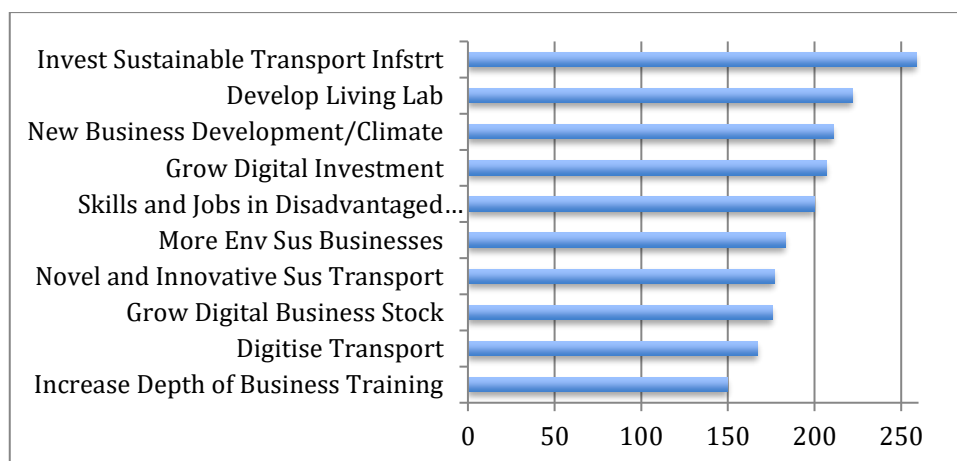
Interestingly these responses all point to the significance of digital as an enabler rather than an end in itself. Growing the stock of digital businesses ranks relatively low in terms of closed responses as 8<sup>th</sup> out of the 10 initiatives offered for people to rank. More traditional forms of 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 7<sup>th</sup> in the ranking and digitize transport options which comes 9<sup>th</sup> in terms of respondent's priorities.

In terms of skills and enterprise as the responses to these questions were answered by members of the general public rather than businesses per se it is important to acknowledge the responses as being in some senses “at one remove” from the businesses themselves. This perhaps explains in part why a number of measures such as increasing the depth of business training and growing the stock of digital businesses come relatively low in the overall list of priorities. The highest rated skills and enterprise areas involve creating a positive climate for new businesses (3<sup>rd</sup> out of 10 measures) and creating skills and jobs in disadvantaged areas (5<sup>th</sup>).

It is important when considering the relative priority afforded to each concept that in terms of the range of priority scores allocated there is only a margin of 60% between the most and least important theme. These responses should therefore be seen as indicative rather than showing highly significant differences between the majority of themes.

**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            |



**Narrative Comments**

Respondents were invited to comment on key themes and activities. They offered the following views:

**Urban Regeneration** – 30 comments were offered which are broadly linked to the Urban Regeneration theme – a brief summary is offered below:

- Public Toilets
- Swimming Pool x2
- Link to Commonwealth Games
- Better links between University and City
- Enhanced Green Space
- Improved Public Realm
- Enhancements to the functionality of the Brayford area as a leisure/retail space
- Ice Rink
- Leisure Centre x2
- Open Space
- South High Street Regeneration x3
- Affordable Housing x5
- Skate Park
- Improved Market x2
- Greater Retail Diversity
- Wider range of City Centre usages
- Cleaner urban setting
- Support for the homeless
- Enhanced wider functionality for bus station
- Investment in spaces adjoining the High Street
- Promote the High Street

This list of key themes reveals a strong commitment to the regeneration of specific places in the context of the City. These include the High Street and its wider environs, the lower High Street area (particularly in terms of a process of potential investment and repurposing) and there is a clear link to the development of the Market in the City in this context as well.

Other key themes including the availability of affordable housing for residents, and the enhancement of transport nodes and connections. The provision of new recreational facilities in terms of leisure are also a strong theme.

**Connectivity** – 29 comments were offered which are broadly linked to the connectivity theme – a brief summary is offered below:

- Limit car use in City Centre x3
- Reduce the cost of travel around the City Centre x2
- Increase accessibility of the City Centre from the outskirts x2
- Enhanced traffic flows around the City x2
- Better parking facilities
- The importance of the LCC transport strategy
- Enhanced Park and Ride x3
- Better cycle routes x3
- Cheaper Parking
- Safe place to store electric bikes/scooters
- Mono-rail/funicular transport
- Make the City a more bike and pedestrian friendly environment
- Reduce pollution
- Electric buses x2
- Rail links to suburbs and proximate villages x2
- Digital traffic management
- Better public transport in the evening
- Fast Car Charging Points

Notwithstanding the commitment to the growth and development of the digital theme within the closed question section of this survey the majority of responses in narrative form focus on more traditional issues linked to: accessing the city, travelling around it and parking in it. This is interesting on the basis that the relatively dense profile of Lincoln as a small and compact City would lead one to assume that issues around physical transport and access might not have such a high premium as they clearly do.

**Skills and Enterprise** – 17 comments were offered which are broadly linked to the skills and enterprise theme – a brief summary is offered below:

- The importance of small businesses to the economy of Lincoln – they characterize it
- The value of supporting small independent businesses, particularly retailers

- Better careers support for young people – citing “Confident Choices” initiative
- Combating poverty and social exclusion in City “hot spots”
- Support for the unemployed x2
- Support for the homeless
- City Living for “young professionals”
- Crime reduction initiatives focused on younger people
- Start Up and SME viability support programmes
- Local recruitment fairs and strategies
- Develop a base for space and science in the City Centre (potentially linked to the current Science Park)
- More outreach and engagement of digital sector x2
- Engage local schools in planning the future of the City
- Invest in the growth of the digital business environment
- Fully exploit the business potential of the City in terms of heritage

There is a slight emphasis in responses around skills and enterprise to the importance of inclusive growth and addressing inequality. The value and stimulation of the small business base of the City is referenced as an important theme. Activities to support the career development and wider economic determinants such as housing are also referenced in relation to younger people.

**Environment** – without prompting, 13 comments were offered which are broadly linked to the environment – a brief summary, by way of a cross cutting theme is offered below:

- Become a leader in City Centre sustainability through innovation around recycling
- Going carbon neutral by 2030 should be a priority
- Encouraging sustainable city transport options
- Reducing pollution x2
- Put an emphasis on rubbish removal and cleanliness in City Centre settings x3
- Provide more and more accessible green spaces
- Develop green corridors to enable wildlife to flourish
- Deliver on the climate emergency agenda in the City
- Give a higher premium to environmental sustainability in construction activities in the City
- Stop cutting down trees! Plant more of them



It is interesting that whilst the environment might have been conceived as a cross cutting theme in the context of Towns Fund a significant number of comments were offered in relation to this theme. They point to the importance of sustainable transport, public open spaces and the reduction of pollution. When considered alongside the more environment tinged responses to the three core themes they do point to “green issues” as a potential strong undertow for the development of the Towns Fund in Lincoln.

### 3. Lincoln Town Deal – Draft Transformation Plan

#### 3.1 Introduction

Lincoln is a small city with a population of less than 100,000 people. It has seen considerable economic growth over the last decade, driven in part by Higher and Further Education with over 20,000 students across 3 institutions, University of Lincoln, Lincoln College and Bishop Grosseteste University. Outside of its learning offer, the growth of the Principal Urban Area has been significantly centred on the North Hykeham neighbourhood to the south of Lincoln, where the digital sector has experienced significant economic expansion. In Lincoln as a whole the stock of digital businesses represents 50% of the digital sector across Lincolnshire. The City also has strengths in health services, retail and manufacturing with a distinctive and well-established supply chain linked to Siemens which services and manufactures gas turbines.

Lincoln has a small stock of knowledge intensive businesses, low skills levels and relatively high levels of deprivation, including a large stock of benefit claimants compared to similar cities. The City also has high levels of economic inactivity. It has low wages and low GVA compared to similar cities. It has a high number of properties in the rented sector and relatively low levels of owner-occupied housing.

In terms of opportunities the City is well connected, with significant enhancements to its travel infrastructure planned in terms of both its rail services and the expansion of its road infrastructure. It has a heritage cluster of international significance and a vibrant and growing social enterprise sector.

#### Transformation Table

| Issue  | Current Situation  | Potential Action   | Potential Transformation Targets: 5, 10-15, 30 years  | Citizen's Panel Links   |
|--------|--|--|---|---|
| Skills | Notwithstanding its vibrant F/HE sector Lincoln ranks in the bottom 25% of all local authority areas in terms of its Educational outcomes. The number of residents qualified to NVQ3 and above is almost 10% points lower than the | Increase the targeting of learning interventions at those areas of the community where the greatest gap exists between local and national levels of qualifications and skills. | <i>5 years</i><br>Effective interventions close the NVQ 3 gap between Lincoln and the national average bringing the difference to no more than 5%.<br><i>10-15 years</i><br>Parity with England average for proportion of population developing level 3+ qualifications, no reported skills shortages. Recognition as a national centre of learning around the digital economy, | 28% of respondents saw skills as the highest priority<br><br>Using skills as the antidote to disadvantage and deprivation was identified as the 5 <sup>th</sup> most important intervention in a list of 10 by the citizens panel |

| Issue      | Current Situation  | Potential Action   | Potential Transformation Targets: 5, 10-15, 30 years  | Citizen's Panel Links  |
|------------|--|--|---|--|
|            | national average at 49% compared to 58%.   |  | <p>manufacturing economy, the learning economy and the heritage sector</p> <p><i>30 years</i></p> <p>Creation of a nationally significant cluster of high value skilled workers particularly in relation to the digital economy, manufacturing sector, the learning economy and the heritage sector, which is a key driver of sustainable new businesses and jobs growth.</p>   | <p>Growing the stock of small businesses was seen as the 3<sup>rd</sup> most important intervention in the list of 10 by the citizens panel, growing the range of digital businesses was the 8<sup>th</sup> most important intervention.</p> |
| Wages      | Lincoln has an average salary, which is £70 per week below the national average. Lincoln is in the worst 20% of all places in England in terms of incomes. | Increase the number of better paid jobs in Lincoln.                                      | <p><i>5 years</i></p> <p>An increase in the skills base and range of job opportunities enables Lincoln to achieve parity with the average wage at a national level.</p> <p><i>10-15 years</i></p> <p>Lincoln is in the top 33% of settlements in terms of the Indices of Deprivation income measure. It has a weekly wage based on the growth of high value components of its industrial base, which is 33% better than the national average.</p> <p><i>30 years</i></p> <p>Lincoln is in the top 25% of settlements in terms of the Indices of Deprivation income measure. It has a self – sustaining number of economic sectors operating at an international level, which provide it with the ability to achieve wage levels which are 50% better than the national average.</p> |  |
| Enterprise | Lincoln has a very low level of business births less than 20 per 10,000 population – a third of the England average. The city has a very                   | Increase the number of businesses in the area to reduce the ratio of people to business. | <p><i>5 years</i></p> <p>The development of an enterprise culture, targeted at post 16 learners and older people in the labour force for whom self employment is appropriate. This is led by the growth and consolidation of the City's key value adding</p>  |  |

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|       | <p>"static" economy with a level of business "churn" 50% less than the England average.</p>   |   | <p>sectors and particularly through its proposed digital revolution.</p> <p><i>10 -15 years</i><br/>Lincoln surpasses parity with the national average for the number of businesses in the area to the ratio of its population. The area begins to develop a reputation as a centre of enterprise and know how in terms of its most distinctive sectors, building amongst other areas of opportunity on its dynamic social enterprise sector.</p> <p><i>30 years</i><br/>Lincoln has a 50% higher proportion of businesses to the ratio of people compared to the national average. This is sustained by structures such as business networks and themed incubator workspaces, such as the current digital incubator <i>Mosiac</i> which position the City as a "go to" place for know how in its most dynamic economic sectors. Business investors recognise the area as a smart location for the provision of business growth lending.</p> |  |
| Jobs  | <p>Lincoln has a small stock of jobs compared to similar Cities. This leads to a low proportion of people employed as a % of the working population, 70.4% compared to and England average of 76.2%</p> | <p>Increase the number of jobs per head of population in the City to increase the range of skills and increase the scale of wages available in Lincoln.</p> | <p><i>5 years</i><br/>Through an increase in the range and quality of jobs in Lincoln's strategic sectors, particularly digital, manufacturing, learning and heritage Lincoln achieves parity with the England average for the stock of jobs per head of population.</p> <p><i>10-15 years</i><br/>Through a continuing trend around the activities set out above Lincoln has 10% more jobs per head of population than the national average.</p> <p><i>30 years</i></p>   | <p>Using skills as the antidote to disadvantage and deprivation was identified as the 5<sup>th</sup> most important intervention in a list of 10 by the citizens panel, including increasing the stock of jobs through this means.</p> |

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|                 |  |  | Lincoln builds on its sectoral strengths and supply chains, which enable it to outstrip the national number of jobs by over 10% on an on-going basis.  |   |
| Employment      | Lincoln is in the worst 25% of all neighbourhoods in England in terms of Employment. It has a very high level claimants as a proportion of its population 3.6% compared to a national figure of 2.9% | Increase the number and range of job opportunities in Lincoln. There needs to be a specific focus on those who are most excluded within the local labour market. | <p><i>5 years</i><br/>Lincoln has unemployment, which is on a par with the national average, with the reduction delivered through very clearly focused targeted interventions in key neighbourhoods of deprivation such as Sincil Bank, Birchwood and St Giles.</p> <p><i>10 – 15 years</i><br/>Lincoln has a diverse range of sustainable employment opportunities, with no neighbourhood hotspots of unemployment and disadvantage. This enables it to have an unemployment level, which is 10% less severe than the national average.</p> <p><i>30 years</i><br/>Lincoln has levels of unemployment, without an overheating jobs market, which are considerably better than the national average and are statistically counted as representing zero unemployment and which sustain the skills needs of its key sectors particularly: digital, manufacturing, heritage and learning.</p> |   |
| Health Outcomes | Lincoln is in the lowest 15% of all areas in England in terms of its health outcomes 26 % of the working population are economically inactive compared to an England average of 21%                  | Reduce the number of people with poor health outcomes particularly in relation to increasing levels of economic activity   | <p><i>5 years</i><br/>Lincoln is no more than 10% below the national average in terms of health outcomes as measured by the English Indices of Deprivation. Through a series of targeted employment focused interventions, including self employment options and through an increase in the range and diversity of local jobs levels of economic activity fall to a parity with England as a whole.</p>  | Reducing pollution and car use were both identified as narrative priorities within the Citizen's Panel as was the benefit of an enhancement of recreational and leisure facilities in the City. |

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|                          |  |  | <p><i>10 -15 years</i><br/>Lincoln has levels of economic inactivity below the national average. It is perceived as a healthy City with a dynamic and adaptable workforce.</p> <p><i>30 years</i><br/>Lincoln has lower significantly lower levels of economic inactivity than the national average and better overall levels of health and well-being than similar cities in terms of size and functionality.</p>  |  |
| Industrial Structure     | Lincoln is 9% points behind the national average when it comes to workers involved in Knowledge Intensive Businesses (KIBS). | Increase the number of people working in KIBS and maximise the range and quality of jobs in the High Street and Heritage sectors and the number of digital and learning sector jobs. | <p><i>5 years</i><br/>An increase in the stock of Knowledge Intensive Businesses, increasing local productivity and driving down the gap in KIBS between Lincoln and the national average to 5%.</p> <p><i>10-15 years</i><br/>Lincoln outstrips the national average in terms of Knowledge Intensive Business jobs, with distinctive strengths in manufacturing, heritage, learning and digital sectors.</p> <p><i>30 years</i><br/>Lincoln has a more diverse economic base whilst having maximised the number of Knowledge Intensive Businesses in its area through activities, which draw strength from the business opportunities arising from its character as a heritage, learning and retail centre. It will be in the top 20% of places in England in terms of the number of jobs provided by KIBS related businesses.</p> | Growing the overall stock of businesses, increasing the range of businesses active on the High Street, enhancing the number of digital businesses were all key themes arising from the views offered by the Citizen's Panel. |
| Development track record | Lincoln is still perceived to be a local investment option for bigger scale  | A more diversified pattern of economic development   | <p><i>5 years</i><br/>Lincoln will have a diverse range of proposed investments in different types of business activity,</p>  | Investment in a more sustainable transport infrastructure was the most   |

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|                | investors. It operates in an environment dominated by High Street lenders and accesses a relatively limited range of financial instruments/products to drive its growth. | maximising the economic infrastructure in the City.                                  | <p>which provide the scope for it to support particularly the development of high skill, high wage businesses. It will nonetheless still have distinctive investment plans and sites, which relate to its economic potential around the consolidating of its role as a sub-regional centre with a distinctive reputation as a Smart City, where nationally significant investment is possible in the context of its digital business infrastructure.</p> <p><i>10 -15 years</i><br/>Lincoln will be recognised as a smart investment choice for those interested in long term high returns from the visitor economy, learning and digital sectors. It will achieve higher levels of business investment than the national average. It will have a pipeline of infrastructure enabled sites which enable it to meet the ongoing demand of businesses in its main economic sectors.</p> <p><i>30 years</i><br/>Lincoln will be a natural investment choice for those seeking to generate effective returns from investment. It will have a dynamic pattern of sites available for economic development and it will have acknowledged economic clusters around the heritage economy, manufacturing, learning and digital sectors which generate their own economic dynamism through a process known as agglomeration effects.</p> | important intervention in the list of 10 thematic opportunities linked to the Towns Fund considered by the citizens panel, ,creating a positive climate for investment through this activity and in relation to growing new businesses (deemed 3 <sup>rd</sup> most important in the list of 10 by the Panel) both demonstrate the appetite locally to scale up the investment offer in Lincoln. This is further amplified by comments about the importance of diversifying the High Street and building on the current Science and Business Park offers in the City. |
| Infrastructure | The evolution of Lincoln's infrastructure in terms of the completion of the Eastern Bypass and the opening up of new serviced land within the planned                    | Engage with utility companies to understand the costs and challenges associated with | <p><i>5 years</i><br/>A plan to address the infrastructure deficits in Lincoln area is in place with key utilities and is being implemented. Clear plans for realising the full potential of the SUDs for Lincoln are in place and programmed for action. Lincoln has a dynamic infrastructure with no</p>   | 29% of respondents saw urban regeneration as the highest priority for the Towns Fund and 48% saw connectivity as the highest priority. Both are areas with  |

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|            | Sustainable Urban Extensions for the City offers great opportunity in terms of economic development but is likely to be challenging based on current city based development trajectories in terms of both housing and employment land. There is anecdotal evidence to suggest that the supply of utilities is a strain on growth opportunities. This is all reflected in part at least in the very low business churn in the City. | addressing this challenge  | <p>constraints for business, which where provides enough in the way of utilities, access and serviced sites to enable to maximise its credentials as a digitally orientated and led City.</p> <p><i>10-15 years</i><br/>Lincoln is a natural location for investment in infrastructure appropriate to economic development and is acknowledged as an e-enabled smart city.</p> <p><i>30 years</i><br/>Lincoln overtakes currently larger regional rivals including Peterborough, Doncaster and Mansfield/Ashfield as a rounded proposition for investment building on its strengths around digital, heritage and its burgeoning university/learning sector.</p> | <p>strong infrastructure linkages.</p> <p>Investment in a more sustainable transport infrastructure was the most important intervention in the list of 10 thematic opportunities linked to the Towns Fund considered by the citizens panel, ,creating a positive climate for investment through this activity and in relation to growing new businesses (deemed 3<sup>rd</sup> most important in the list of 10 by the Panel) both demonstrate the appetite locally to scale up the investment offer in Lincoln. This is further amplified by comments about the importance of diversifying the High Street and building on the current Science and Business Park offers in the City.</p> |
| Demography | Lincoln has a higher stock of over 65s 20% compared to the national average 18%.   | Find new and innovative ways to make an ageing population a strength | <p><i>5 years</i><br/>A digital revolution gives more people a stake in staying in Lincoln as a location of choice to work. The stock of jobs and businesses increases. This leads to the start of a</p>  | Whilst views were not canvassed specifically from the Citizen's Panel on demography a number of   |



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|             |  | rather than a weakness.   | <p>new demographic balance with the working age population rising by 2% through the creation of 1340 taking it to the national average.</p> <p><i>10-15 years</i><br/>The creation of 3350 more net jobs increases the working population to 5% above the national average.</p> <p><i>30 years</i><br/>Lincoln is a location of choice for economically active people seeking employment in key sectors for which it has an international reputation. With the growth of the digital sector as its key "enabler" It has a higher proportion of people in the 16-64 age range and lower levels of economic inactivity than the national average.</p> | <p>responses identified the need to ensure a flexible and inclusive approach to the workforce and the value of establishing the key components to underpin a good and inclusive quality of life in Lincoln.</p>   |
| Housing     | <p>Lincoln has a high proportion of houses in the rented sector, 43% compared to an England average of 35%, it a good ratio of housing costs to salaries, 5.8 compared to a national average of 8. It has a relatively low overall stock of houses, with less than 40,000 houses, this is a relatively smaller number of houses than its competitors</p> | <p>Manage the ongoing relative affordability of local housing in Lincoln by sustainably increasing the stock of houses.</p> | <p><i>5 years</i><br/>The Sustainable Urban Extensions planned for Lincoln and due to be released by the completion of the Eastern Bypass are fully realised</p> <p><i>10-15 years</i><br/>Lincoln is on a clear trajectory towards the achievement of the 22,000 houses planned for achievement by the end of the current local plan period.</p> <p><i>30 years</i><br/>Lincoln has a sustainable mix of houses in terms of variety and affordability which secure its transition to a regional rather than sub-regional centre.</p>   | <p>The provision of affordable and accessible housing was referenced as a key priority by a significant number of respondents in the Citizen's Panel. It was the most often cited example of importance in relation to urban regeneration in the comments received.</p> |
| Environment | <p>Lincoln has a relatively low level of CO2 emissions per head compared to similar</p>  | <p>Consolidate Lincoln's relative environmental</p>   | <p><i>5 years</i></p>   | <p>13 substantive comments were received on environment themes from</p>   |

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|       | <p>cities. It performs moderately well in terms of % of the population using public transport.</p> | <p>strengths, delivering significant environmental improvements enabled in part through the growth of its digital sector.</p> | <p>A structured pattern of investments realises the full potential of the City particularly in terms of its digital potential.</p> <p><i>10-15 years</i></p> <p>Lincoln is a location of choice for investment in examples of the development of the environmental sector, building particularly on its strong social enterprise infrastructure around local food and waste management/recycling.. Employment in the digital economy continues to be distinctive but around high value approaches and Lincoln becomes less dependent on the economic activities with poor environmental outcomes.</p> <p><i>30 years</i></p> <p>Lincoln has an international reputation as a centre of excellence as a dynamic net zero economy.</p> | <p>the Citizen's Panel consultation. These sit alongside comments in all three core Towns Fund themes which demonstrate, particularly in terms of: improved transport systems, reduced emissions and pollution and an increase in green space the potential, supported by building the digital capacity of the City, to make the environment a very strong cross cutting theme within the Towns Fund strategy.</p> |



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