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LINCOLN TOWN DEAL BOARD

Friday, 25 September 2020 - 10.00 am

VIRTUAL MEETING

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Tasks & Milestones	Timescale
Final drafting/refinement	28.9.20 - 8.10.20
Projects – Deadline for final information	8.10.20
CoL Executive – Deadline (Draft Report)	8.10.20
CoL Executive – Deadline (Final TIP)	15.10.20
Executive	26.10.20
Town Board – final TIP	23.10.20
TIP Submission	29.10.20

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Present: Mary Stuart (University of Lincoln) (*in the Chair*), Jacqui Bunce (National Health Service), Tim Chambers (CoolDC), Lord Cormack (House of Lords), Councillor Richard Davies (Lincolnshire County Council), Charlotte Goy (Visit Lincoln), Gary Headland (Lincoln College), Caroline Killeavy (YMCA), James Kirby (Stirlin), Ursula Lidbetter (Lincolnshire Co-operative), Councillor Ric Metcalfe (City of Lincoln Council), Leo-Scott Smith (Tended), Liam Scully (Lincoln City Football Club), Mark Speed (Siemens) and Edward Strange (Brewin Dolphin).

Also in Attendance: Ivan Annibal (University of Lincoln), James Baty (Lincolnshire County Council), Joanne Davidson (representing the Police and Crime Commissioner for Lincolnshire), Kate Ellis (City of Lincoln Council), Nicole Hilton (Lincolnshire County Council), Pete Holmes (Department for Business, Energy and Industrial Standards), Mick Lazarus (Ministry for Housing, Communities and Local Government), Jo Walker (City of Lincoln Council), Liz Price (University of Lincoln) and Tanya Suarez (BluSpecs).

13. Welcome, Introductions and Apologies for Absence

All those present at the meeting were welcomed and introduced by the Chair.

Apologies for absence had been received from Angela Andrews (City of Lincoln Council), Ruth Carver (Lincolnshire County Council), Lisa Donini (Marks and Spencer and Chair of Healthy High Street), Marc Jones (Police and Crime Commissioner), Peter Neil (Bishop Grosseteste University) and representatives of RAF Waddington.

It was noted that Karl McCartney, Member of Parliament for Lincoln, had intended to join the remote meeting but was unable to do so due to complications associated with accessibility and the technology used to facilitate the meeting.

14. Minutes of the Previous Meeting - 27 February 2020

It was RESOLVED that the minutes of the meeting held on 27 February 2020 be confirmed as a correct record, subject to the amendment of a typographical error.

15. Town Deal Guidance (Verbal Report)

Mick Lazarus, Regional Towns Lead, Ministry for Housing, Communities and Local Government, provided the Board with an update on the guidance associated with Town Fund application submissions.

It was reported that a detailed framework was in the process of being developed which would assist in the submission of Town Fund applications. There were three main cohorts for the submission of applications, noted as 1 July 2020, October 2020 and the end of March 2021. It was emphasised that there would be no advantage in submitting an application early compared to waiting for the final cohort in March

2021, as it was acknowledged that different areas were at different stages of their Town Deal considerations and proposals.

Kate Ellis asked whether the submission should consist of the investment plan and details of the potential projects that would effectively make up the Town Deal. Confirmation was provided that the submission should include the list of projects but that it was not expected that these should be accompanied by detailed business cases at this stage.

Lord Cormack sought clarity as to whether there would be any detriment to Lincoln's cause in submitting its proposals in the first or final cohort and whether there would be an opportunity to change or add to the proposal once it had been submitted. It was noted that one submission could be made and there would be no further opportunity to make a resubmission.

Ursula Lidbetter asked further whether there would be any opportunities to submit a draft of the proposals or if there was just one single submission of the final proposal for Lincoln's Town Deal. It was reiterated that there would be one submission. The Board was recommended to use its time before the submission to liaise and consult with its contacts at the Ministry for Housing, Communities and Local Government and Department for Business, Energy and Industrial Strategy as there would be no further opportunity to resubmit a proposed Town Deal.

Jo Walker asked whether any further information was available on the level of funding and requirement for co-funding or match funding and any due diligence processes that would be required for releasing those funds. It was reported that no ratios had yet been set in respect of co-funding but that co-funding would be an important aspect of Town Fund applications.

Pete Holmes, Assistant Director for Cities and Local Growth Unit for the East Midlands at the Department for Business, Energy and Industrial Strategy, confirmed that the evidence base and details of the projects included as part of the submission would be considered as part of negotiations which, inevitably, would translate into heads of terms. These would set out expectations as to how investments in the respective projects would address specific issues or contribute to improving economic growth as part of the Town Deal and which projects should be treated as priorities.

Caroline Killeavy asked how the Board would evaluate its projects and whether external consultants would be used for this part of the process. It would be necessary to wait for publication of the guidance, together with the framework previously referred to, but an external evaluation of the projects, deliverability and outcomes would be necessary. It was essential that the projects could achieve what they had been set up to achieve as part of the Town Deal, that they were strong and had maximum support of all partners on the Board.

Leo-Scott Smith acknowledged that there was no advantage in submitting early but asked, in terms of processing and decision making, whether the Government would wait until the end of the final cohort before making decisions on Town Fund applications or whether there would be a rolling decision making process. It was reported that, once submitted, the process of assessing the application, inclusive of negotiation, should take two to three months before a decision was made and heads of terms agreed. It would therefore consist of a rolling decision making process, rather than assessing all Town Fund applications at the same time at end of the final cohort for submissions.

Mary Stuart made the point that a later submission would provide the Board with more evidence to draw upon as part of its Town Deal evidence base and submission. An optional submission in October was therefore generally favoured.

It was RESOLVED that the update be noted.

16. Evidence Base and Consultation

The Board considered an update report and presentation on the evidence base and consultation process developed to support the Lincoln Town Fund application.

Since the last meeting of the Lincoln Town Deal Board a number of key areas of work in respect of the evidence base had been undertaken, which included:

- some initial analysis on the impact of the coronavirus on the Lincoln economy;
- the completion of the draft Central Lincolnshire Economic Needs Assessment;
- testing the priorities identified through the evidence base and work of the delivery group through the Citizens' Panel via an online survey;
- the development of priorities and the incorporation of the evidence gathered to date into a draft Transformation Plan format.

It was reported that the country was still in the midst of the coronavirus pandemic and the full extent of its economic impact was yet to unfold. However, work had been undertaken to conduct an analysis of unemployment and furlough rates in Lincoln and other Lincolnshire districts to identify initial trends. This was illustrated in a graph and table within the report and indicated a significant increase in claims across the county, with 9,000 new unemployment claimants. Lincoln had the second highest number of claimants after East Lindsey, although the rate of change was lower than other districts as Lincoln started from a relatively high base of claimants. Further analysis by age suggested that the claimant rate increase had been highest amongst those aged 25-29 than for those aged 16-24 and over 50.

The Royal Society for the encouragement of Arts, Manufactures and Commerce had conducted a study to identify local authority districts that were most at risk of job losses based on rates of jobs furloughed. This was based on findings from the Office of National Statistics Business Impact of Coronavirus Survey which identified the proportion of workforce that had been furloughed amongst a sample of different sectors. Analysis of this data suggested that Lincoln, along with Boston, had the lowest proportion of jobs at risk in Lincolnshire. Further details of the analysis relating to unemployment and furloughing was included within the report.

It was reported that the Council had intended to consult with stakeholders on the evidence and emerging proposals for the Town Deal at its Growth Conference on 11 March 2020. Following the decision to postpone this event, the Council sought the views of delegates and the wider community via a digital survey and follow-up interviews where requested. 212 responses were received from a demographically representative panel of 811 residents of the city of Lincoln. The first section of the survey had focused on the relative importance of the Town Fund themes, which provided the following results:

- connectivity, including digital – 43%
- urban regeneration – 29%
- skills and enterprise – 28%

A review of connectivity themes identified 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.

It was also noted that 16% of all comments received as part of the survey related to the environment which introduced a new dynamic that would need to be reflected as part of the Town Deal.

A more detailed analysis of the responses received to the survey was set out in the report, together with an update on the Draft Central Lincolnshire Economic Needs Assessment and the Draft Transformation Plan for the Lincoln Town Deal.

In terms of next steps, the evidence base would be key to developing and underpinning the Town Investment Plan which would form an essential part of the Town Fund application. The evidence demonstrated good knowledge and understanding of the city and further work would be undertaken to reflect upon the latest guidance when it became available.

At this stage, due to the impact of the coronavirus and lockdown on businesses, it had not been possible to fully engage with the business community. However, interviews with key stakeholders had taken place which formed a really strong base to work from.

Lord Cormack highlighted the devastating impact the coronavirus was having on the heritage sector in Lincoln, with no tourism and, consequently, no income being generated at the city's key heritage assets. He added that Lincoln had to continue to be a city built on its history and that it was imperative that this was safeguarded. It was agreed that a range of sectors had been significantly affected by the outbreak and that as businesses and organisations started to re-open in response to the easing of lockdown restrictions, an essential aspect would be to ensure that people were confident that they would be safe when re-engaging.

It was RESOLVED that the report and presentation be noted.

17. Draft Digital Strategy (Verbal Report)

A presentation was provided which set out a high level technological strategy to support the drive of Lincoln's future inclusive growth, building on its tech-enriched assets. Initial guiding principles of the strategy were that it:

- was based on Lincoln's core identity;
- gained a true understanding of the asset base and the gaps that needed to be addressed;
- included diversity, inclusivity, net zero and ethical use of data by design;
- found ways in which it could feed into improving and/or reducing delivery cost to citizens;
- consisted of a balanced portfolio of tech-driven actions to pilot and evaluate considering data-drive local policies;
- was future-proofed by considering technological trends and challenges, mapping them to 'analogue' actions.

Key stakeholder engagement included in-depth reviews, a two-part digital workshop to validate, booster and map and explore proposed pilot actions and a survey to prioritise and adjust the pilot actions with members of the Town Deal Board and Delivery Board. The strategy would also be aligned with other city strategies, including:

- the Lincoln Economic Evidence Base 2020;
- the Lincoln Transport Strategy 2020 – 2026;
- the Town Deal Survey 2020;
- The Greater Lincolnshire Local Enterprise Local Industrial Strategy (Draft) 2019 and Evidence Base.

The principal aim of the strategy was noted as being ‘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, built around the framework of a Living Lab.

The strategy consisted of four objectives, as follows:

- to design and deploy a tech-friendly environment that built on Lincoln’s infrastructure, technological and data assets to attract key technology players and start-ups and increase Lincoln’s tech profile;
- to explore the value of technology and innovative approaches and source innovative solutions to policy and social challenges underpinning the growth of the Lincoln tech ecosystem;
- to raise the digital 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 could bring;
- to invest in intelligent, connected infrastructure and technology to support productivity growth and the continued development of critical mass of skilled labour.

Three boosters had also been identified, as follows:

- tech and data – actions and pilots that strengthened Lincoln’s ability to become a tech hub and open its own data to the technological community to derive value for Lincoln;
- net zero and city – tech-enabled actions and pilots that supported effective delivery of public sector services and/or supported Lincoln’s journey towards a net zero and intelligent city;
- people and skills – actions and pilots that increased the digital skills base across Lincoln’s different communities, ensuring inclusiveness and diversity.

Pilot actions within each of the three booster groups had been mapped out in conjunction with the strategy’s four objectives.

It was noted that the strategy represented a tech-driven approach and built on Towns Fund proposals, turning physical capital proposals into tech-enabled assets and infrastructure whilst also being holistic and building or capitalising on the interests and outcomes that each action would generate. It was a high-level document with the overall timeline being relatively broad and subject to further discussions with lead organisations, with the respective budget also being indicative.

An essential element of the strategy was the Programme Management Office as this would ensure alignment with what may already exist and facilitate redirection where necessary. It would also ensure alignment between pilot actions and that they were able to build on each other's achievements to create a strong, credible and inclusive technological narrative for Lincoln, as well as undertake a key scouting role for funding and resourcing opportunities.

Further details were included as part of the presentation in relation to the Pilot Action Roadmap, setting out a summary of proposed projects and indicative costs within each of the four objectives of the strategy.

The budget associated with the strategy was indicative at this stage and would require further refinement to understand costs, co-funding, match funding and leverage as projects further developed. It was noted that some pilot actions should generate either revenue or offer efficiency gains.

Leo-Scott Smith said that this strategy was about how to attract talent into Lincoln as a city and that the last two months had seen organisations perform huge levels of digital transformation in response to the coronavirus outbreak. People had demonstrated very successfully that they could work from home or work remotely. It would therefore be critical for Lincoln to offer co-working space, similar to that of the mosaic hub. He also believed that there would now be little demand for contained office space.

Ursula Lidbetter noted that there had been a high level of recruitment in the digital economy throughout the pandemic. Areas in this sector had continued to be successful and grow significantly, with Mary Stuart citing Zoom as an example of an organisation whose share price had rapidly increased over the last two months.

Mary Stuart added that the original concept around the digital work stream and associated projects was based on Lincoln being known as a place where new digital ideas could be tried, tested and developed. The strategy effectively sought to create an environment to make this happen and was estimated to cost approximately £62 million.

Leo-Scott Smith commended the work undertaken and felt that it was a really strong proposal which needed established companies to drive opportunities for digital growth in the city, itself ultimately helping to create new start-up businesses in Lincoln.

Caroline Killeavy was of the opinion that the strategy consisted of a good collection of projects which should deliver very positive outcomes and impacts.

It was RESOLVED that the presentation be noted.

18. Greater Lincolnshire Economic Recovery Plan (Verbal Report)

Kate Ellis reported that work was underway to properly understand the impact of covid19 in order to identify how intervention and rebuilding of the wider economy and the economy of Lincoln could take place.

A draft Recovery Plan had been developed and was going through its approval cycle over the next week. This Plan focussed on short term actions and practical decisions that would need to be made over a three month period, and a subsequent three month to six month period by which point it would capture and link into other relevant

strategies. The Plan not only considered the impact on Lincoln's economy, but how this would feed into the wider Greater Lincolnshire dynamic.

It was reported that as soon as this document had been approved it would be circulated to all members of the Town Deal Board.

It was RESOLVED that the update be noted.

19. Next Meeting (Verbal Report)

It was RESOLVED that the next meeting of the Town Deal Board be held on a Friday towards the end of July 2020.

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Present:

Ivan Annibal (Rose Regeneration), James Baty (Lincolnshire County Council), Jacqui Bunce (NHS Lincolnshire), Councillor Richard Davies (Lincolnshire County Council), Kate Ellis (City of Lincoln Council), Nicole Hilton (Lincolnshire County Council), Marc Jones (Police and Crime Commissioner for Lincolnshire), Caroline Killeavy (YMCA), Mick Lazarus (Ministry for Housing, Communities and Local Government), David Lewis (Siemens), Ursula Lidbetter (Lincolnshire Co-operative), Sarah Loftus (Lincoln Business Improvement Group), Karl McCartney (Member of Parliament for Lincoln), Councillor Ric Metcalfe (City of Lincoln Council), Peter Neil (Bishop Grosseteste University), Brendan Rowan (BluSpecs), Liz Prince (University of Lincoln), Leo Scott-Smith (Tended), Andrew Stevenson (University of Lincoln), Tanya Suarez (BluSpecs), Edward Strange (Brewin Dolphin), Jo Walker (City of Lincoln Council) and Gill Wilson (City of Lincoln Council).

1) Apologies for Absence

Apologies for absence were received from Angela Andrews (City of Lincoln Council), Ruth Carver (Lincolnshire County Council), Lord Cormack (House of Lords), Pete Holmes (Department for Business, Energy and Industrial Standards), Mark Speed (Siemens), Mary Stuart (University of Lincoln) and representatives from RAF Waddington.

2) Town Deal Board Workshop – Overview

The Town Deal Board Workshop sought to provide clarification of further guidance associated with the submission of a Town Deal proposal and provided members of the Board with an opportunity to agree a vision for the Lincoln Town Deal, together with a portfolio of projects that could be further developed and appraised.

3) Town Fund: Further Guidance

Jo Walker provided those present with an overview of further guidance that had been published in respect of the Towns Fund. Key points were noted as follows:

- of the funding allocation, 90% would equate to capital funding up to £25 million (or over in exceptional circumstances);
- alignment with wider funds would need to be demonstrated, such as co-funding, match funding and private sector investment;
- interventions and intended outputs 'in scope' included:
 - local transport;
 - digital connectivity;
 - urban regeneration;
 - arts, culture and heritage;
 - skills infrastructure;
 - enterprise infrastructure.

- submission of the Lincoln Town Deal application was proposed for October 2020. This would be followed by the government's two stage review and subsequent agreement of heads of terms or an opportunity to resubmit proposals should the required standards not have been met;
- should heads of terms be agreed, up to twelve months would be allocated for project development.

In order to facilitate the submission of an application in October 2020, it was necessary to agree a vision and priorities for the Lincoln Town Deal. A historic masterplan for the city of Lincoln had been used as a basis for a proposed vision was noted as being to achieve sustainable growth and secure a city that was:

- dynamic, resilient, inclusive and carbon neutral;
- an attractive, vibrant centre of connectivity, creativity and innovation;
- renowned for its culture, heritage, learning and special character;
- a city for growth, through sustainable urban extensions and urban regeneration;
- 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 and 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 objectives.

This had been developed based on a principle of sustainable growth through the development of sustainable neighbourhoods supported by a strong city centre with the following component parts:

- cultural quarter;
- civic quarter;
- waterfront;
- university quarter;
- retail quarter;
- Saint Mark's shopping centre;
- transport hub.

Further to the February meeting of the Town Deal Board, emerging priorities and a vision for the Lincoln Town Deal were noted as follows:

- digital as a central theme, with transport interventions and skills as key priorities;
- a world class heritage city with a diverse and dynamic economy; where harnessing the power of digitalisation would drive investment, innovation and productivity raising the quality of life for all and securing Lincoln's future as a successful and sustainable city;

- overarching concept of the Lincoln Living Lab where organisations could collaborate, co-design and test to enable smart growth;
- key delivery areas being:
 - digital connectivity;
 - transport connectivity;
 - skills;
 - urban regeneration.

A technological strategy had been developed to support growth in Lincoln, consisting of the following:

- the strategy followed an early vision responding to evidence base and consultation findings and a priority focus on digital and technology and had been developed to support a transformational growth strategy;
- it would drive Lincoln's transition to a city that embraced the opportunities presented by the digital economy through a balanced portfolio of pilot actions that could be deployed, evaluated for impact and scaled to underpin renewal and sustainable growth, built around the framework of a Living Lab;
- project proposals that had been submitted by partners in March and incorporated into a technological framework.

It was noted that no projects had been excluded at this stage and that there would be an opportunity to review project proposals to fit with the Town Fund, spatial strategy and wider growth objectives.

Taking into account the above, the proposed vision for the Lincoln Town Deal was put forward as follows:

“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.”

Alongside the proposed vision were the following proposed outcomes:

- **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;
- **Transport Connectivity:** 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;
- **Skills:** 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;
- **Urban Regeneration, Arts, Heritage and Culture and Enterprise Infrastructure:** 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.

A summary of strategic projects and how they had been aligned to each outcome was presented to those present which would be the focus of separate discussion sessions later at this workshop.

A questionnaire had been submitted to members of the Town Deal Board prior to the commencement of this workshop session which provided an opportunity to review the proposed vision and objectives and outline how relevant, complete and feasible they were. An overview of the thirteen responses to this questionnaire was presented which indicated high levels of agreement across the Board.

It was RESOLVED that the vision and outcomes be agreed, subject to any further refinement that may be necessary as the development of specific projects developed.

4) Breakout Group Sessions

Each member of the Board had been assigned to one of four breakout group sessions to consider the projects that had been assigned to each respective Town Deal outcome. Projects were considered on an impact versus effort basis, using a scale of 1 to 5 to rank each particular project. This was then used to focus discussions using a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) against each of the projects. A summary of the feedback provided after each session was noted as follows, with full details of the workshop included in a separate document which would be circulated to all members of the Board:

Digital Connectivity

The LSIP scale-up and Boolean Hub was considered high on impact but relatively low on effort as there was a very high desire for this 'grow-on' space in Lincoln, with businesses having to move outside of the city if they wanted to scale up. A lot of planning was already in place to support this particular project so it was perhaps just a capital project that required investment.

The Govtech Accelerator project required medium effort but realised quite high impact as it would help digitalise organisations such as the City Council and familiarise it with a lot of the opportunities that may be available and help to bring in different start-ups and technological companies from outside of the city and county and help them stay in the city. This project was considered to be relatively low cost.

The Lincoln Living Lab was considered high in terms of impact and effort, with the vision for this particular project being that it had an overarching umbrella which influenced or fed into the delivery of other projects in not only the digital connectivity

outcome but other Town Deal outcomes. It could be key in creating businesses, helping to drive skills jobs and innovation.

The Open Data project was considered very low on impact but very high on effort and involved sharing Council data with other companies and agencies to see if this could be utilised. There were lots of issues around GDPR and how easy it would be to access and use data and establishing how valuable that would actually be. Further, as a revenue project, this would be more difficult to fit with the Town Deal criteria.

The Knowledge Venture project was considered to have a medium impact with relatively high effort. Whilst it was thought that the sharing of digital skills with SMEs would have a reasonable amount of impact it was considered that there were a lot of traditional businesses within the city and as a result it may be quite challenging to convince them to adopt these new technologies. In addition, the issue of revenue funding could be problematic in terms of the fit with the Town Deal criteria as part of the revised guidance.

The Digital Narratives project was considered reasonably medium to low on impact and effort. This was not much of an infrastructure project and was more about the wider marketing of the city and driving people to want to live and work in the city. Although it was agreed that this would be a valuable thing to do, it was difficult to justify how this could fit into the Town Deal.

Transport Connectivity

The Sincil Bank Green Corridor project was considered high in impact and low in effort, which would see more interaction with the High Street and included a range of benefits such as making the area more accessible, encouraging more walking and cycling, creating environmental synergies and linkages to the Lincoln City Football Club Stadium and Community Redevelopment project. This was one of the most deprived areas of the city, so the project had obvious benefits in that respect and it would also link into the City Centre Masterplan and Lincolnshire Transport Plan.

The Wigford Way and St Mary's Street project was considered equally high in impact and low in effort, improving place setting, air quality, travel modes, improved access, low carbon, modal shift, footfall, public realm, walking, cycling and connectivity to the Brayford and High Street. This project, as with the Sincil Bank Green Corridor project, would link into the City Centre Masterplan and Lincolnshire Transport Plan.

The Intelligent Data project was considered low in impact and relatively high in effort, with a significant emphasis within the project on gathering data. This data may be of use in future years, but in order to be most effective it would require investment at the outset with very little initial impact on the ground in terms of transport and subsequent investment to gain further impact to realise improvements.

The A15 Broadgate Corridor project consisted of a much bigger investment and there would be a fair amount of impact, but with very high effort. The timeframe for delivery was the critical consideration, with the Monks Road regeneration and access into the city being key components, together with the impact on access to Siemens and the College's proposals under urban regeneration. The improvement of the east/west connectivity of the city was also an important benefit of the project, but it was emphasised that delivery would require high levels of effort compared to the other projects within the transport connectivity outcome.

A wider questions was considered around the specific amount sought to be invested in each outcome in terms of for example, how much should be invested in transport and how much should be invested in digital. In addition, whether there were any linkages or leverages between projects.

A very recent expression of interest had been received in relation to Lincoln Railway Station and the existing pedestrian bridge. It was noted that this project would be considered in due course.

There was potentially an opportunity to consider opportunities in relation to investment in e-scooters, which had now been legalised in the UK, with companies seeking areas to undertake trials. It was accepted that this may not fit into the Town Deal as there were no infrastructure considerations, however, it would be worth exploring further whether as part of the Town Deal or via other avenues.

Skills

The Hospitality Events and Tourism Institute project was considered as high impact with low effort which supported an industry which suffered quite severely as a result of the coronavirus pandemic, with opportunities to support the workforce and do something innovative with them.

The Health and Wellbeing Centre project, being developed by Lincoln College, was considered relatively low on effort but high in terms of impact. It would be located in Monks Road and would provide mental health support as well as provide support to the local community which, given that this particular area was a deprived area of the city, was considered to be very important. The issue of whether this project would fit with the Town Deal criteria was raised. It was noted that this would need to be considered in working up the proposal.

The Lincoln City Football Club Stadium and Community Redevelopment project was considered scored medium to high in terms of impact and medium for effort. It was agreed that this was important in respect of its role and link with development of the Sincil Bank community and the increase growth and a focus on education using a digital platform. It was felt, however, that the outcomes of the project could have been made clearer in respect of its benefits and fit with the Town Deal criteria.

The Construction and Skills project was considered medium for effort and medium to low for impact. This consisted of building a facility for teaching construction skills, which was already taking place within Lincoln College. It was therefore unclear as to the level of additional work that would be created as a result of including this project as part of the Town Deal.

The group discussed the fact that there were only four projects included as part of the skills outcome and whether that in itself was cause for concern. It was agreed, however, that with the Town Fund being more focussed on capital initiatives, projects under the skills category from a Town Deal perspective tended to be more focussed on the facilities for delivery of teaching the skills, rather than skills delivery itself.

It was also agreed that the sector focus of the projects was perhaps not completely reflective of the broader Local Enterprise Partnership priority sectors, with some skills related projects perhaps featuring as part of the digital connectivity outcome.

Urban Regeneration

Projects that could make a significant impact but required a relative amount of effort were noted as:

- Tentercroft Street – a housing scheme with a live work project and commercial space associated with it;
- the Hive redevelopment of the former Police Station on West Parade and the creation of a live work concept for 100 people in starter homes for post Covid-19 key workers;
- Barbican Production and Maker Hub – a scheme at the very early stages of development.

A cluster of projects had also been assessed as requiring less effort but also gaining relatively high levels of impact, noted as:

- Lincoln Central Market and its key link to the Cornhill and broad regeneration impacts;
- Lincoln Creates and potential connectivity to the Maker Hub with an art and sculpture focus;
- Lincoln Drill Hall development and Lincoln College investment, helping make this more sustainable in keeping with the health and wellbeing agenda and linkages to learning and skills;
- Light Up Lincoln – a capital project based on experience in other settings in Europe.

It was agreed that there may be joint pieces of work from an art and culture perspective in relation to a number of these projects under the urban development outcome, so it was considered whether a sub-group should be established to consider these.

The group did not have sufficient time to consider some of the revenue based projects and initiatives, however, those listed above were considered to have the greatest potential impact, with lots of connectivity emerging between projects.

5) Conclusion of Breakout Group Sessions

It was reported that the workshop had been extremely useful in terms of identifying those projects that were likely to have the greatest impact as part of the Town Investment Plan. The next stage would be to undertake an assessment in more detail of these projects, particularly whether they were in scope, in liaison with an allocated Town Fund Co-ordinator from the Government who could provide further advice in that respect.

In terms of working up these projects, a template and the publication of further guidance would assist the facilitation of this and partners would be invited to complete the information required to ensure that those projects that were within scope were at a level where they could be assessed independently in terms of their merits, alignment with the Town Fund and benefit cost ratio.

It was acknowledged that the funding allocation was considerably higher at this stage for transport projects than it was for others such as skills, which reflected the capital and infrastructure element of the respective projects. During discussion it was noted that delivery, from the Government's perspective, was key and that projects needed to be properly worked up prioritised against the Government's criteria and what it expected would be delivered. It was therefore essential that assessment regarding whether or not projects were in scope, as set out above, was undertaken in order that the Board could be sure that those projects identified as priorities were deliverable and would provide outcomes in keep with what the Government expected. It was noted that this work would commence immediately.

A further piece of work in respect of skills would be undertaken to join up some of those gaps that had been identified as part of the workshop, seeking to pull partners together and build a more coherent package of projects.

6) Accelerated Project Proposals

It was reported that an additional £1 million on top of the Town Fund was availability to facilitate the delivery of accelerated projects by the end of March 2021.

Details of a possible project for this funding were set out in the report circulated to members of the Board prior to the workshop.

Cornhill West had been allocated as a key strategic site from the perspective of the Public Realm Strategy, Transport Strategy and the market and city square regeneration scheme. In terms of outputs, the project would deliver a quality square with materials and design aligned to the already delivered Cornhill East regeneration

and would improve the setting of a listed building, the Corn Exchange which was situated within the Heritage Action Zone. The proposal would also provide a flexible event space and offer improved seating in the area, enabling a change of emphasis allowing it to be redesigned with the Central Market Scheme proposal. This project could achieve the required expenditure within the timescale set out by Government for an accelerated project and could be delivered with this funding.

It was RESOLVED that the Cornhill West project be approved as an accelerated project for the city of Lincoln.

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SUBJECT: LINCOLN TOWN DEAL PROGRAMME

1. Purpose of Report

- 1.1 This report sets out the latest progress towards the development, drafting and submission of an Investment Plan due by 31st October 2020. It outlines key matters for review and discussion by the Board to accompany the presentation and early draft document.

2. Progress

- 2.1 Following approval of the vision, objectives and project prioritisation exercise by the Board in July, work has progressed on the drafting of the Investment Plan alongside the further development of project proposals.
- 2.2 The focus has been to develop the projects selected as 'high impact' and within scope of town fund intervention framework. Further work has also been undertaken to understand those projects at an earlier stage of development but with potential and to explore the interconnections between projects and opportunities to join-up and add value to certain proposals.

3. Town Investment Strategy

- 3.1 Section 1 of the Town Investment Plan must set out the context and strategy for investment, based on evidence. The content must align with the detailed guidance, in no more than 10,000 words.

The final evidence base, including a latest round of stakeholder consultation has now been compiled and an early draft of the document will follow this report.

The Strategy will be subject to scrutiny through a check and challenge process with government on 1st October 2020. This will enable further refinement during October to ensure alignment with the Towns Fund Intervention Framework.

4. Town Investment Plan (Projects)

- 4.1 Section 2 of the Town Investment Plan must include a prioritised list of projects, with details of how these projects align with the intervention framework, the rationale for investment, linked to the evidence, projected outputs and outcomes, funding and delivery timescales.

- 4.2 Lead partners have been working to provide the information required for submission within the Investment Plan during August and September. Project information has now been submitted for all of the shortlisted proposals and the latest portfolio is summarised within the report to follow and the attached presentation.
- 4.3 The attached presentation illustrates how these projects will contribute to the key objectives and themes for the Town Fund and the fit with the overall masterplan for the City.
- 4.4 The value of the project portfolio currently exceeds the funding envelope of £25m. It is possible to bid for more than £25m 'in exceptional cases' but in this instance, bids will be subject to a greater degree of appraisal and due diligence.
- 4.5 In order to determine the final selection of projects and the overall value of the bid for Lincoln, a further project assessment process has been undertaken; to gauge best-fit with the intervention framework and to highlight any areas of risk. This process has been led by our consultants, Rose Regeneration, using the project prioritisation tool provided by the Town Fund Delivery Partner, Arup.
- 4.6 The results are summarised within the presentation, based on the project submissions as of 8th September 2020. It should be noted that projects are still being developed and may require further review.
- 4.7 In this context and supporting the process, the Investment Plan and constituent projects will be subject to a further, independent 'Check and Challenge' session in order to develop and refine the final proposals.
- 4.8 Notwithstanding this process, the project details and assessment carried out to date requires review and scrutiny by the Board to help inform the final value and selection process. Options to consider and a recommended approach are outlined below:

A – Option to bid for more than £25m. In this instance, the programme will be subject to additional scrutiny and due diligence with potential for delays to implementation and there is no guarantee of additional funding. For these reasons, this option is not recommended.

B – Option to exclude certain schemes. The selection of schemes represents a good fit with the Town Fund Intervention framework and will support the delivery of the Masterplan whilst retaining interventions which enable digitalisation. Key to the success of the Plan is the ability to deliver and this should be a determining factor in the final selection.

C – Option to reduce the ask/seek alternative funding for certain schemes. The Town Fund Guidance describes the opportunities to work with wider funding partners to deliver on the Investment Strategy, recognising that the scope and timeframe for this is longer than the 5-year programme for Town Funded scheme delivery. In this context there may be opportunities to scale back the ask for certain projects and to redefine the scope for delivery.

Recognising the value of the portfolio to the City, Option C is favoured, subject to

maintaining the viability and benefit of these schemes.

5. Next Steps and Milestones

- 5.1 The drafting and compilation of the Investment Plan Strategy will continue in parallel with the development of project business cases. Partners will continue to work together through the Delivery Board and directly as required to finalise project information.
- 5.2 The draft Investment Plan will be subject to 'Check and Challenge' and will be presented to the Town Board on 23rd October, prior to the City Council's Executive on 26th October 2020.
- 5.3 Milestones are highlighted below:

Tasks & Milestones	Timescale
Final drafting/refinement	28.9.20-8.10.20
Projects – Deadline for final information	8.10.20
CoL Executive – Deadline (Draft Report)	8.10.20
CoL Executive – Deadline (Final TIP)	15.10.20
Executive	26.10.20
Town Board – final TIP	23.10.20
TIP Submission	29.10.20

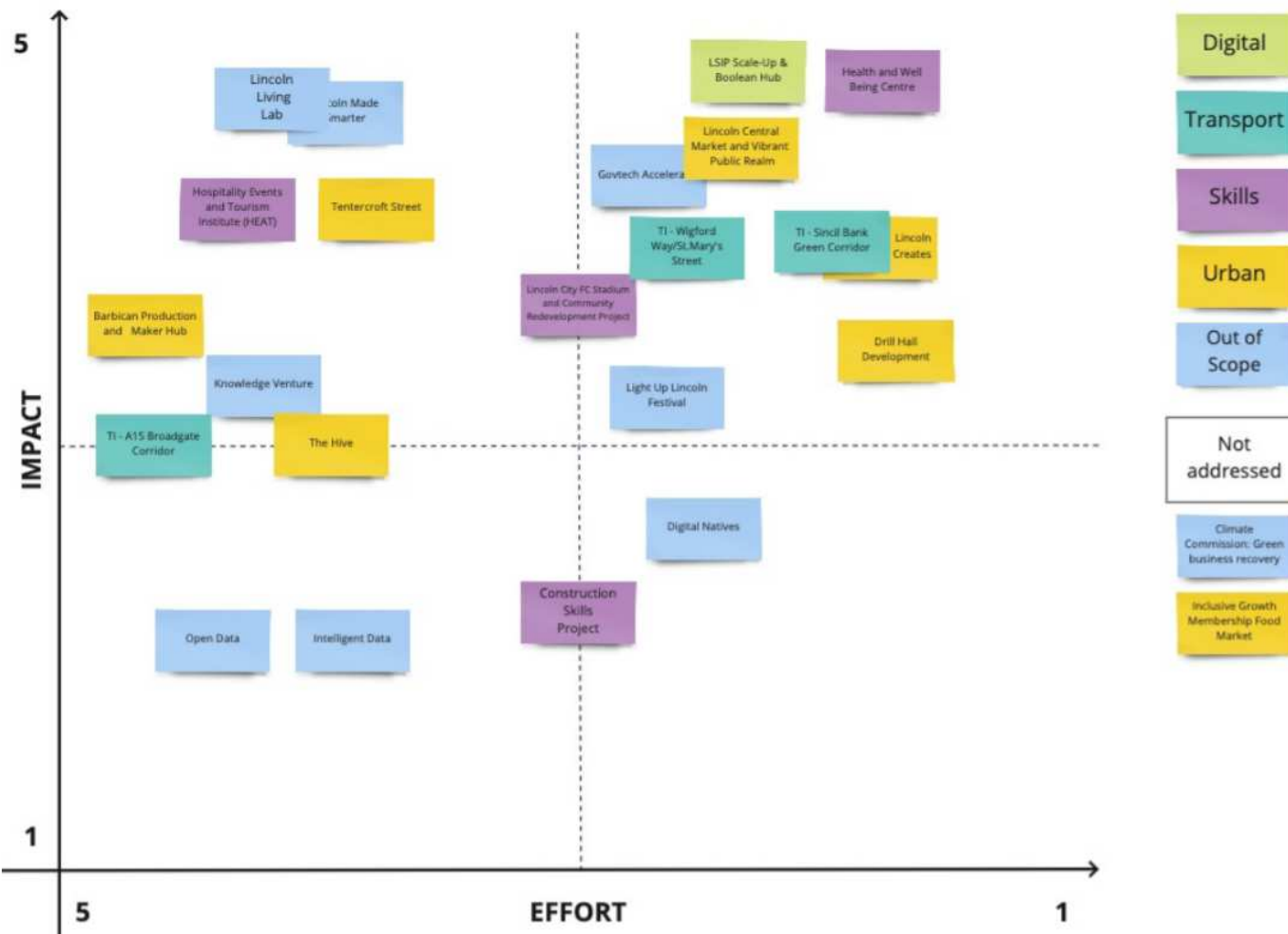
6. Accelerated Project Delivery

- 6.1 At the Board meeting on 24th July it was determined to submit a proposal for the delivery of public realm works to the Cornhill Square for funding through the Accelerated Project Programme.
- 6.2 This proposal is being considered and a final decision/release of funding is expected by the end of September 2020.
- 6.3 Work has now commenced on the first phase of the scheme and the wider improvements (the focus of our bid) will be procured and contracted for delivery this month, subject to funding confirmation. The scheme is expected to commence on site in January 2020.

Lincoln Investment Plan

Project Proposals

Town Board Workshop – Analysis and Focus



Focus on:

- high impact projects
- understanding inter-relationships – spatial, thematic and link back to evidence - and opportunities to add value
- understanding & development of climate commission and green recovery proposals
- removing 'out of scope' schemes

Project Portfolio

Project	Town Board Workshop	Theme	Cost (£m)	Town Deal Cost	Lead
LSIP Scale-Up	High Impact Low Effort	Digital	TBC	TBC	LSIP
<i>Lincoln Made Smarter *</i>	<i>High Impact High Effort</i>	<i>Digital</i>	2.3	1.25	Lincoln University
Lincoln Connected	Not Ranked	Digital	4.1	3.4	Visit Lincoln
Health & Wellbeing Centre	High Impact Low Effort	Skills	1.17	0.62	Lincoln College
Lincoln City FC Stadium and Community Redevelopment Projects	High Impact Low Effort	Skills	2.6	1	Lincoln FC
Hospitality Events & Tourism Institute (HEAT)	High Impact High Effort	Skills	2.5	1.2	Lincoln College
Wigford Way/St. Mary's Street	High Impact Low Effort	Transport	TBC	5	LCC
Sincil Bank Green Corridor	High Impact Low Effort	Transport	TBC	5	LCC
Lincoln Central Market and Vibrant Public Realm	High Impact Low Effort	Urban	8.5	6.5	CoL
Drill Hall Development	High Impact Low Effort	Urban	0.965	0.415	Lincoln College
Tentercroft Street	High Impact High Effort	Urban	0.3	0.3	CoL
Barbican Production & Maker Hub	High Impact High Effort	Urban	3.1	2	Lincoln University
The Hive	High Impact High Effort	Urban	11	4	Investors IL
Climate Commission Road to Zero (Programme)	Not Ranked	Urban	0.484	0.431	Climate Commission
Food Supermarket - Lincolnshire Food Partnership	Not Ranked	Urban	1.014	0.165	Lincoln Food Bank
Programme Development, Management & Monitoring			1.1	0.55	CoL
			CAP	30.581	
			REV	1.25	
			TOTAL	31.281	
Additional Schemes & Costs to Consider					
Station - Footbridge		Urban	13.5	13.5	EM Trains/Network Rail
Greyfriars		Urban	1.1	0.5	Heritage Lincolnshire
<i>* revenue</i>					

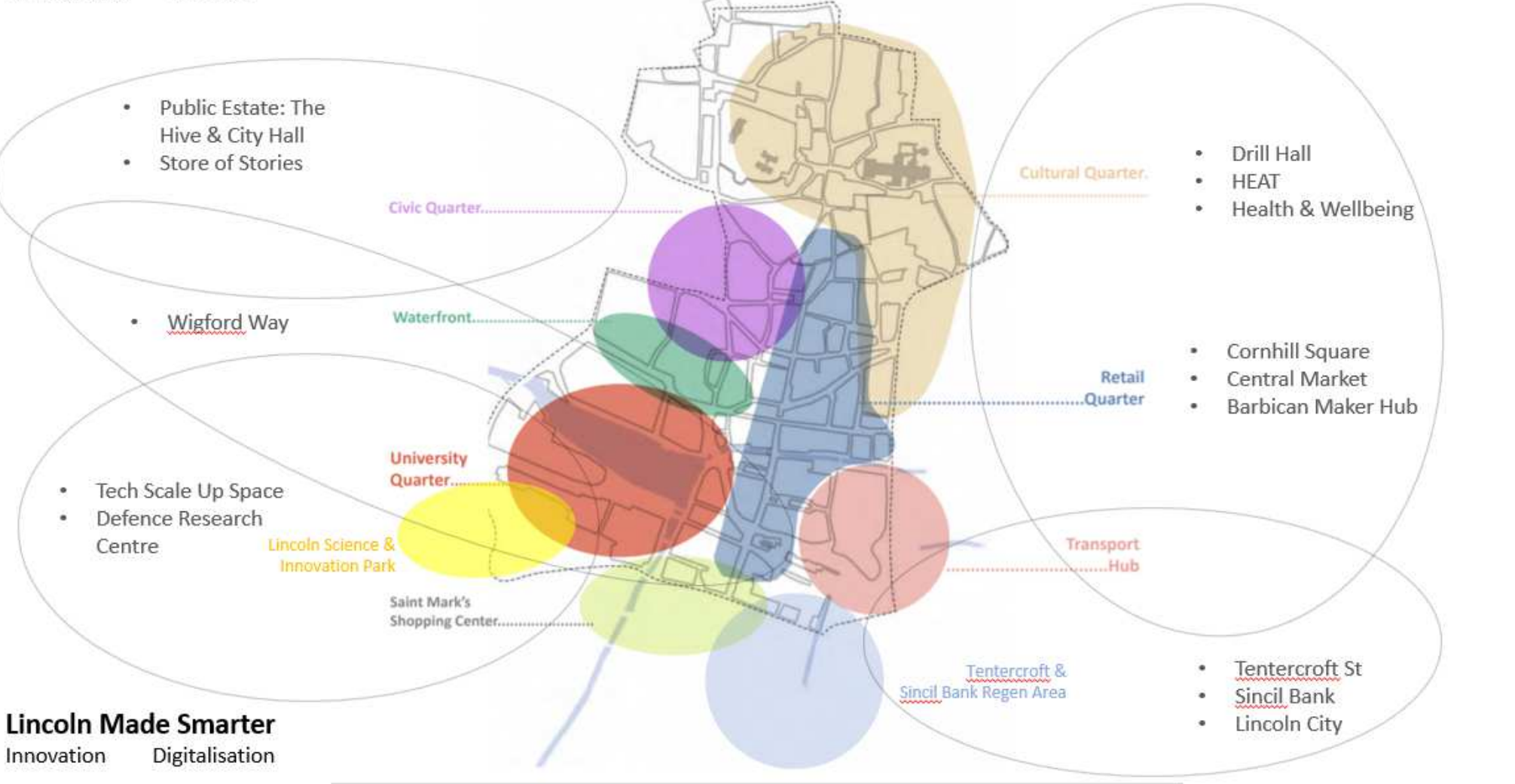
Projects: delivering on priorities

	City Centre Vibrancy & Covid Recovery	Net Zero	Inclusive Growth
Digital Connectivity	Lincoln Connected	Lincoln Made Smarter	
Transport Connectivity	Wigford Way	Sincil Bank	
Skills	HEAT	Health & Wellbeing Hub	Lincoln C FC – Community Hub
Urban Regeneration: Arts, Heritage, Culture Enterprise	Road to Zero	Store of Stories	
	Central Market		
	Barbican		
	Drill Hall		
	Hive		
	Tentercroft		

Projects: Spatial Masterplan

Lincoln Road to Zero
Clean growth Net Zero

Lincoln Connected
Smart Vibrant



Lincoln Made Smarter
Innovation Digitalisation

Projects: Assessment

- Town Deal Delivery Partner Toolkit:
 - Alignment with Intervention Framework – Pass/Fail
 - Local Criteria: Strategic Fit; Evidence of Need; Impact – score 1-5
 - Green Book Criteria: VfM; Affordability; Achievability; Commercial Viability; Support - score 1-5
- High level assessment undertaken led by Rose Regeneration
- Scoring and identification of gaps/key risks
- Feedback and discussion @ Delivery Group
- Point in time – further information and development ongoing

Project Assessment – Initial Appraisal

Results are based on project submissions as of 8.9.20.

Projects are still being developed and refined.

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%

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