

# Public Document Pack

## LINCOLN TOWN DEAL BOARD

Friday, 23 October 2020 - 10.00 am

### Virtual Meeting

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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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## Lincoln Town Deal

### Investment Plan

#### V1.2 For Town Board & Executive

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## Foreword

*Lincoln is a city with big ambitions.*

*In every corner of Lincoln, something amazing is happening. In quiet cobbled lanes and in cutting-edge labs.*

*It's a buzz, a spirit and an infectious confidence in our city and its big ambitions.*

*You can see it in business, where we're strengthening our reputation in engineering and manufacturing – nurturing companies in sectors like digital media, creative arts and medical sciences. Today we're home to incredible new facilities, blossoming research partnerships and vibrant support networks that are accelerating growth, creating jobs and attracting talent.*

*You can see it in education, where we have leading schools and two thriving universities that are growing in reputation. Vast investments are attracting quality students and supporting local businesses through research, collaborations and an enviable graduate pipeline.*

*You can see it in the very fabric of our city, where a proactive council and huge investment are transforming the landscape, with smarter transportation links, improved retail areas and a vibrant cultural scene that blends the historic with the cutting edge.*

*But our efforts to deliver transformational change are not yet reflected in our statistics and there are still challenges...*

*From a people perspective, low skills, wages, health inequalities and deprivation demonstrate that the benefits of investment have not reached some of our communities.*

*From a place-making perspective, higher costs and lower land values limit the viability of development within the urban core.*

*Continued investment is key to ensuring Lincoln's future prosperity and in turn, that of the Greater Lincolnshire area.*

*Through this programme of investment, our people, council, companies and universities will work together to make sure that the benefits of growth lead to continued and sustainable development and the creation of a more prosperous future for everyone.*

**Professor Mary Stuart CBE**

**Vice Chancellor of the University of Lincoln and Chair of the Town Deal Board for Lincoln**

### **Our Vision for Lincoln**

**Lincoln will realise its full potential as 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.**

Draft

## Section 1 Context Analysis

### The City

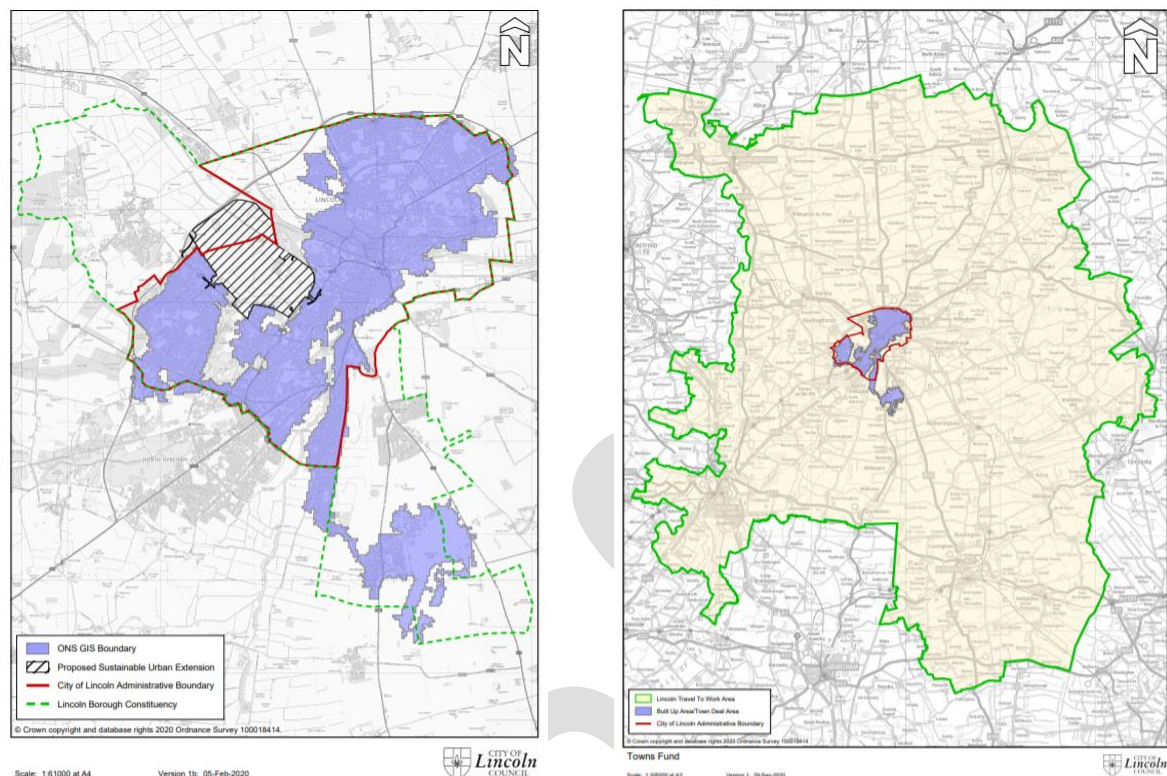
#### 1.1 Location and Profile

- Lincoln is a historic cathedral city with a thriving economic and cultural life. It is the largest urban centre in Greater Lincolnshire, with a population of almost 100,000. The Built-Up Area – which is the focus for the Town Fund Programme - extends beyond the district boundary to include Waddington and parts of North Hykeham within North Kesteven district, covering a population of approximately 120,000.
- The City is the focus for innovation and development within the sub-region. It has a high jobs density and serves a travel to work catchment of more than 350,000 people that extends into Nottinghamshire. Lincoln accounts for 12% of total GVA within Greater Lincolnshire<sup>i</sup>. Incorporating the City's catchment, this increases to 26%, generating a total economic value of £5.7bn. GVA per head of population stands at £24,126, which is close to the UK average of £26,870<sup>ii</sup>. However, Lincoln is still underperforming relative to other benchmark cities.

**Figure 1: Location Plan**

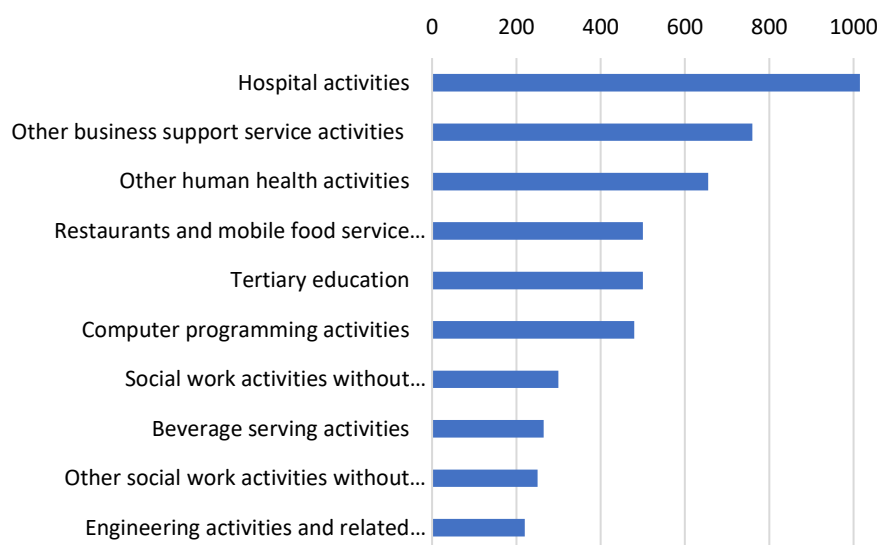


**Figure 2: Lincoln in Context: City, Town Deal Geography & Catchment**

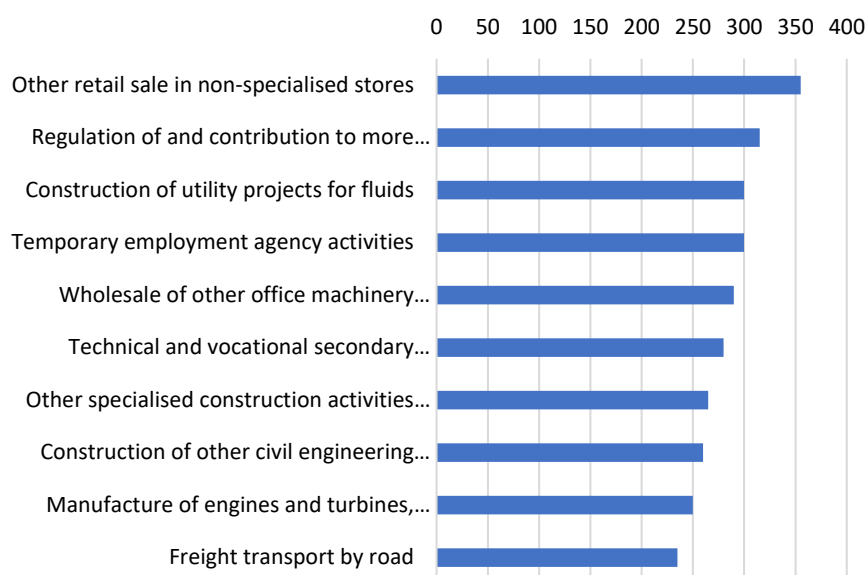


- Central to the efforts to drive productivity has been the growth of University of Lincoln, together with Bishop Grosseteste University, Lincoln College and other HE/FE providers. The University of Lincoln is The Times Modern University of the Year, with a growing reputation for teaching and a world-class research base. Lincoln Science & Innovation Park has enabled the co-location of industrial partners alongside this knowledge base to allow for collaboration and growth. The expanding student base (c 17,000 across institutions) is reflected in the City's population structure with over 51% residents under the age of 35<sup>iii</sup>. Between 2013-2018, the City's population grew by 4%, jobs by 9% and business growth by 20% - the strongest of all areas within Greater Lincolnshire.
- Key sectors for the economy, which have continued to grow between 2012-18 include health, manufacturing, accommodation and food, and business administration. In contrast, the retail sector has experienced a 13% decline<sup>iv</sup>, indicative of the changing nature of the High Street.

**Figure 3: Lincoln sectors with greatest employment gains, 2015-2018**



**Figure 4: Lincoln sectors with greatest employment losses, 2015-2018**



*Source: ONS Business Register of Employment Survey, 2018*

- Lincoln's heritage and cultural assets have helped to sustain the City Centre and contributed to a growth in leisure uses, compensating for some of the retail loss. Visitor spend generated over £216m for the local economy in 2018 providing over 2,500 full time equivalent jobs. Visitor numbers grew by 6% year-on-year whilst economic impact grew by over 30% in the five years up to 2018. Recent investments have helped to raise the profile and quality of the visitor economy.

- Notwithstanding the current challenges, there are opportunities for growth particularly to capitalise on the innovation ecosystem and visitor economy. Lincoln's status as a regional centre for business investment, leisure and education is vital to the continued growth and productivity of Greater Lincolnshire. Its success increases the prosperity of the wider area through the provision of HE, FE, opportunities for high-skilled employment, and access to services and amenities.
- As a focus for sustainable growth to serve the sub-region, the current Local Plan Policy provides for the development of 23,000 new homes within the Greater Lincoln area by 2036, 23% of the Greater Lincolnshire housing target. Supporting the spatial framework for growth, the City Centre Masterplan provides a blueprint for the regeneration of the urban core and is a key reference point for our Town Fund proposals.
- Our programme is focused on the City Centre and key gateways. This is the area with the highest concentration of economic assets and activities and with the greatest potential for growth across sectors to drive productivity. It is the most accessible and sustainable location for growth but also one of the most challenging in terms of development viability due to the higher costs of developing brownfield land within an historic setting, coupled with connectivity and infrastructure challenges. Towns Fund will help to address this market failure and enable the delivery of a wholly additional investment programme.

## **1.2 Key Assets & Strengths**

- The Investment Plan will build on Lincoln's existing assets, infrastructure and specialisms which offer huge potential to transform the economy based on the concept of digitalisation as a key driver of clean growth and productivity.
- The growing strength of our HE/FE institutions are key to ensuring that the benefits of this programme reach across our community. Lincoln's heritage and emerging creative talent offer opportunities to strengthen, diversify and sustain the City Centre. Lincoln's assets and strengths are summarised in the table below.

**Table 1: Key Assets & Strengths**

- Two expanding and highly successful universities, complemented by a strong technical and FE offer
- Focus for industrial collaboration, tech and innovation within Greater Lincolnshire through:
  - STEM schools
  - Lincoln Institute for Agri-food Technology (LIAT)
  - Institute of Technology (IoT) specialising in agri-tech, food manufacture, energy, digital and engineering
  - Lincoln Science & Innovation Park (LSIP)
  - University Technical College (UTC)
  - Lincoln Air & Defence College (A&DC) and other specialist provision, Institute of Technology specialist (engineering, mathematics & physics, chemistry, pharmacy, geography and life sciences) since 2011 – all based on regional industrial collaboration around skills and innovation needs.
- Growth of NATO activity at RAF Waddington, attracting military contractors to Lincoln. The MOD's commitment to ISTAR expansion has created an opportunity for a Defence Research Centre as part of LSIP Phase 2
- Medical expertise and assets including the University of Lincoln's Schools of Life Sciences and Pharmacy, a new Medical School and the National Centre for Rural Health and Care
- A focus for FDI, home to multi-nationals and high growth SMEs with retained and growing sector strengths in advanced manufacturing, tech and digital
- World class heritage assets and a strong cultural offer supporting a growing visitor economy and City Centre lifestyle
- A strong not for profit and social economy, which has developed around creative industries, local food, health and care, and social inclusion.
- Improved transport connectivity
  - Lincoln's Transport Hub and 2-hr direct rail connection to London, providing opportunities for business and optimism for continued growth
  - East-West Link and Eastern Bypass enabling significant new employment and residential development
- Western Growth Corridor – a Sustainable Urban Extension proximal to the City Centre, with the potential for 3,200 homes, leisure village and employment land
- Strong and established partnerships across all sectors with a commitment to deliver for the City and its people

### 1.3 Evidence of Need, Challenges & Opportunities

- City of Lincoln Council has engaged the University of Lincoln and Rose Regeneration to develop a robust economic evidence base to underpin the Town Investment Plan. This process has involved a review of key strategies combined with statistical analysis and stakeholder consultation. To provide additional insight, Lincoln has been benchmarked against 10 other cities in England, which have been selected based on their listing as CIPFA near neighbours and/or a member of the Historic Cities group. The full evidence base is included in Appendix 1.

#### Business Enterprise and Innovation

- Lincoln acts as an economic driver for Greater Lincolnshire. It is the focus for business investment and innovation, supported by a strong and expanding Higher and Further Education offer.
- The City has a number of sector strengths, some of which are long established (health and care, engineering, defence, and the visitor economy) and others that are emerging (digital, creative and agri-technology). Lincoln has retained a strong manufacturing base accounting for 7% of jobs<sup>v</sup>, which is in contrast with the national trend for decline in this sector.
- The City has a growing cluster of digital businesses which employ around 3,000 people, representing a third of all digital jobs in the sub-region. This growth has been underpinned by the proximity of higher education and defence sectors<sup>vi</sup>. The growth of the ISTAR NATO headquarters at RAF Waddington has attracted military contractors to the city, including METIS Aerospace, Ebnit and SRC UK to Lincoln Science and Innovation Park. The City has a growing base of communication and software companies, with Mosaic digital hub providing a new city-centre focus for the digital community.
- Lincoln is the focal point for creative and cultural activity across the Greater Lincolnshire region, with more than 1 in 5 regional jobs in the sector based in the city, but still lags behind both the national and midlands average<sup>vii</sup>. Lincoln offers a wealth of cultural and heritage attractions, including the castle, cathedral, museums, galleries and theatres, and home to nationally acclaimed festivals, which contribute to a visitor economy worth more than £200 million a year<sup>viii</sup>.
- Whilst the City performs well in the context of the sub-region, it lags behind other areas on innovation and productivity. The City has a stable business population,

with a low rate of 'churn' based on the rate of start-up and closure. However, it lacks the entrepreneurialism and dynamism of other cities. More than a third of jobs in Lincoln are based in the public sector and the number of businesses, at 154 per 10,000 people<sup>ix</sup>, is low relative to comparator cities. The City has a high volume of low skill/low wage jobs in sales, process and elementary occupations. Productivity per worker is low compared with other cities.

### **Key Challenges and Opportunities for Town Fund Investment:**

- **Availability of Skilled Workers:** Recent research with businesses in Lincolnshire's digital sector identify difficulties in attracting and recruiting skilled workers as the number one challenge to their growth.
- **Support for Innovation & R&D:** The Greater Lincolnshire area has received around £31 million in innovation funding since 2005, in the form of vouchers, collaborative R&D, KTPs and proof of concept grants<sup>x</sup>. R&D spend per inhabitant is only 18% of the UK average. Whilst this funding has been primarily focused within the City, the level of investment in R&D remains low compared with other areas and there is a need to support a culture of innovation.
- **Attracting Knowledge-Intensive Businesses:** Just 14% of Lincoln's businesses are identified as 'knowledge intensive'<sup>xi</sup>, which affects the propensity for businesses across all sectors to adopt innovative practices and, in turn, become more productive. There is evidence of growth, but future infrastructure and support are needed to accelerate this trend.
- **Digital Connectivity:** Access to fast internet connection remains a concern for many local businesses. 25% of broadband lines in the most central areas, such as the Wharf and University, are not superfast-enabled (at less than 30mbps)<sup>xii</sup>.
- **Need for Bespoke Enterprise Infrastructure – Digital, Tech and Creative:** A feasibility report into the creative economy of Lincolnshire identifies that supply of workspace for Lincoln's creative sector is "limited to a number of key buildings and institutional providers. Spaces are well used and most operating at full occupancy"<sup>xiii</sup>. There is a further need for scale-up space to serve high growth SMEs in the digital and tech sector, supported by evidence from existing providers (LSIP, City Council) and local agents.
- **Location and Access:** Regional transport connectivity has improved in recent years, with a two hourly direct train service from Lincoln to London introduced in 2019. However, poor transport infrastructure continues to be a frequently cited challenge to growth, together with the perception that the area "lags behind the rest of the UK"<sup>xiv</sup>. There is a need to challenge this perception in order to promote the City as a place for investment and growth.

## **People**

### **Labour Market**

- A relatively low proportion, 74%, of Lincoln's working age population participates in the labour market. This can be partly explained by the presence of a high student population, however the City's (pre-Covid) unemployment rate, at 6.3% (before March 2020), is high when compared with the regional and national average<sup>xv</sup>. Lincoln performs poorly against comparator cities across a number of employment measures, with the highest rate of unemployment and the second lowest proportion, after Canterbury, of working age residents in work.
- As in other areas, the employment picture in Lincoln has drastically changed in the last 6 months as a result of the Covid-19 pandemic. Lincoln has seen its claimant rate almost double between March and May 2020. The latest DWP data, for May 2020, shows that 8,044 out of approximately 40,000 households in Lincoln are on Universal Credit.

### **Skills and Qualifications**

- Only 24% of Lincoln's population are qualified to level 4 (degree level) compared with 39% residents aged 16 and over nationally<sup>xvi</sup>. Lincoln ranks 57<sup>th</sup> out of 317 areas for its education, skills and training on the Indices of Deprivation<sup>xvii</sup>, with only Mansfield and Ipswich performing more poorly amongst the comparator towns.
- This is in spite of the high-quality educational offer available locally and is of concern in terms of social mobility, the levelling up agenda and our ambitions for inclusive growth.

### **Wage Levels**

- Average wages for Lincoln have historically been below that for the country overall. The gross weekly wage of those who work in Lincoln is £559, which is almost £150 lower than the national average. While wages across Great Britain have increased by 17% between 2010 and 2019, they have grown by no more than 5% in Lincoln<sup>xviii</sup>. This reflects the continued dominance of low wage employment in the City.
- Lincoln is the lowest paid area of the UK that contains a university and is one of the ten districts with the lowest salaries in the country. The average graduate salary is £20,060, significantly below the UK average<sup>xix</sup>. In this context and with

limited opportunities for career progression, graduate retention is a challenge, undermining Lincoln's potential for growth.

### Deprivation & Wellbeing

- Lincoln ranks 68 out of 317 local authorities in the English Indices of Deprivation<sup>xx</sup>. This puts it in the 25% most deprived local authorities in England. Lincoln has four LSOAs that fall within the 5% most deprived nationally, reflecting the high level of deprivation in some of the City's neighbourhoods.
- Health and wellbeing are of particular concern. Lincoln ranks 43 out of 317 local authorities for health deprivation and disability, which puts it in the 15% most deprived nationally. Within the City, Park Ward ranks within the 10% most deprived and is the focus for a community regeneration programme.
- Lincoln performs relatively well on barriers to housing and services, also measured through the IMD 2019, which reflects good accessibility to local services and relatively affordable housing. However, homelessness and rough sleeping have increased in recent years as a result of changes in the national welfare policy and an increase in prison and hospital releases without suitable accommodation provision. In Lincoln, homelessness and rough sleeping stands at 6.5 per 10000, which is of concern when compared to national figure of 2 per 10000. The homeless issue is expected to grow as a result of Covid-19.
- Lincoln has relatively low levels of crime when compared with other cities. However, incidence of violent crime, public order offences, arson, and robbery have increased by more than 8% over the last two years. Reports of anti-social behaviour have increased in a number of neighbourhoods close to the city centre<sup>xxi</sup>.
- Recent investment in the City has improved services, employment and training opportunities but these benefits have not 'trickled down' to the community in many areas.

### Key Challenges and Opportunities for Town Fund Investment

- **Skills & Training:** There is a need to extend the breadth of training provision and to ensure this is accessible to the whole community, including those furthest from the workforce in order to deliver systemic change and inclusive growth.
- **Employment & Wages:** There is a challenge in shifting employment preferences from low-skilled recruitment to high-skilled graduate recruitment. This paradigm

shift will help to address challenges around graduate retention, thereby improving regional competitiveness through enhancing GLLEP's skills profile.

- **Health & Wellbeing:** There is a need to improve health outcomes for residents in the City, through the development of health and wellbeing services, in conjunction with an expanded training offer and supported accommodation.
- **Inclusive Growth:** There is a need to ensure that investment in the wider economic growth agenda considers the cost and benefit to local residents.

Draft

## Place

### City Centre Vibrancy

- Lincoln has a distinctive identity, founded on its heritage but with a growing reputation for learning, research and development. The City Centre has benefitted from substantial investment in recent years, expanding and diversifying the offer.
- The primary shopping area is concentrated along the pedestrianised High Street, Cornhill, Saltergate and Guildhall Street and the Waterside indoor shopping precinct. These streets accommodate most of the national retailers. Central Market is located to the east of the High Street adjacent to an area of major regeneration, the Cornhill Developments, led by Lincolnshire Cooperative and unlocked by the development of a £30m transport hub, led by City of Lincoln Council.
- Lincoln's core retail offer is supplemented by the uphill historic Cathedral Quarter to the north. A high-quality environment around the Cathedral and Castle accommodate a mix of independent art, craft and gift shops accessed via 'Steep Hill'. This area has been enhanced through a major investment programme, including £22m to restore and develop Lincoln Castle and 'Wall Walk', completed in 2015. A £16m investment programme is currently underway to develop visitor facilities at Lincoln Cathedral.
- Brayford Pool is located to the west of the High Street, the oldest inland harbour in England and the site of the University of Lincoln's main campus. The area around the Brayford is also a key leisure destination, with numerous restaurants and bars located on the waterfront, adjacent to an Odeon multiplex cinema. This area lacks pedestrian links from the City centre and, following discussions with project partners and stakeholders, the city centre vibrancy proposals seek to enhance the links across Wigford Way to Brayford Pool.
- The primary shopping area is linked south via lower High Street to St Marks Shopping Centre – the focus for a £150m phased redevelopment programme to include student and residential accommodation, offices and retail use.
- Further investment in the City's road infrastructure (East-West Link) has opened up a number of regeneration opportunities for mixed-use schemes within the City Centre, including at Tentercroft Street.

- Notwithstanding the success of the Cornhill Quarter, Lincoln faces challenges related to retail closures and job losses. Between 2015 and 2018, 350 retail jobs were lost<sup>xxii</sup>. As of August 2020, approximately 15% of premises in Lincoln's central mixed-use area are identified as vacant<sup>xxiii</sup>. As a result of the Covid-19 lockdown measures, weekly footfall on Lincoln's High Street fell to less than 40,000 in June 2020<sup>xxiv</sup>. Lincoln's heritage and cultural assets and its hospitality sector are also facing severe pressures and there is a need to focus on addressing the long-term recovery and diversification of the High Street as part of this Town Fund programme.
- Lincoln Business Improvement group and local retail group Healthy High Streets have highlighted the importance of investment in the public realm, transport and technological infrastructure (including smart signage) and services, event and marketing programmes and anti-social behaviour management as key to ensuring the City remains an attractive destination for customers.
- A further challenge is to improve the co-ordination between the organisations involved in City Centre management and to focus on improving key spaces to allow for a greater range of uses that will animate the centre, alongside the regeneration of public assets and enabling of regeneration sites.

### **Land Use and Development**

- The Central Lincolnshire Local Plan identifies Lincoln as the primary shopping centre and the City's role as a regional centre. Local Plan Policy aims to achieve a mixture of uses within the City Centre, and recognises the City Centre as a gathering point for whole communities, offering a great experience facilitated by technology, incorporating health, entertainment, education, leisure, business and office space, as well as shops to ensure a positive future. The Local Plan sets out policies to protect and retain these roles and a key challenge is to support the continued development to achieve a balance of uses in the context of limited land availability and relatively low viability margins.
- There is a need to build on, protect and enhance the 'extended experience' provided by the rich heritage, and quality townscape in order to deliver the City Centre Masterplan and accommodate a growing demand for city living and workspace, expanding the offer to complement the City's wider growth proposals and level up to other university and regional cities. Town Fund will provide an opportunity to address the viability challenges associated with developing brownfield sites and restoring heritage assets in order to maintain the momentum for change and safeguard quality.

- Recognising the value of art and culture in creating vibrant and interesting places, and supporting its development is a key objective of the Lincolnshire Cultural Strategy 2017 “Supporting the injection of skills, new perspectives and energies needed for a place to adapt, be relevant and to diversify.” Key to this is the provision of enterprise infrastructure for the creative and cultural sector. There is demonstrable demand for more city centre workspace and small retail units for creatives and independents. Existing start up workspace at the Terrace is operating at capacity and demand for smaller units within the Cornhill Quarter continues to grow, presenting an opportunity for the diversification and restoration of historic and cultural assets to diversify the offer.
- Residential use has increased in and around the city centre in recent years, in response to growing demand for purpose-built student accommodation and to market led demand for high-end executive apartments. The University of Lincoln has identified a need for more student accommodation following completion of current planned units at St Marks after 2022 with an initial estimate of need being between 400-500 bed spaces. At the same time, Local Plan Policy identifies a need for affordable and specialist housing for older people. The challenge is to enable a mix of housing types within the city centre to enhance vibrancy and ensure a balanced community.
- The Towns Fund is an opportunity to review key publicly owned intervention sites with new thinking in the context of changing trends in retail/consumer demands and business and housing needs. Our priority will be to protect the fabric of this nationally important historic city and accelerate the growth potential over the next 5-8 years, capitalising on recent and planned city centre investment and infrastructure network improvements. Public assets – buildings, streets, spaces and publicly owned development sites - are key to this agenda.

#### **Key Challenges and Opportunities for Town Fund Investment:**

- **Diversification** – the need to identify, enable and support a greater mix of uses within the City Centre in response to changing trends and evidenced demand
- **Public Realm and Townscape** – there is a need to maximise opportunities to improve the quality of the public realm and townscape, providing greater flexibility for events, entertainment and trading to support the overall offer
- **Viability** – work with partners to secure viable, high-quality redevelopment of key opportunity sites
- **Smart & Connected** – the need to co-ordinate and promote the City Offer using digital technology to enhance the visitor experience and to improve the physical connectivity between the streets and spaces. There is a further opportunity here for wider collaboration across the county to drive growth in the visitor economy.

- **Animation** – the need to support the delivery of high-quality events and activities to animate the space and enhance the experience
- **Management** – the need to ensure the longevity of improvement through effective partnership and management

Draft

## Transport Connectivity

- Lincoln Transport Strategy provides a clear vision for mobility and transport across the wider Lincoln area up to 2036 and the blueprint for dealing with the key challenges to growth. It will support the delivery of a number of economic activities and services including tourism, education and social services whilst helping to protect the historic areas of the city, the environment and improve the quality of life.
- The Strategy identifies the need to address connectivity and severance arising from historic road network priorities and to rebalance the pedestrian environment to support ease of movement, encourage modal shift and create network capacity for growth.
- The development of an East-West Link road to the south of the railway line and the Eastern Bypass are key strategic interventions to relieve traffic movements along Wigford Way and Broadgate within the City Centre. Phase 1 of the East West Link was completed in 2016 and has significantly reduced traffic levels along the dualled Wigford Way. A key challenge now is how this route and adjacent land uses can be redesigned to reverse the pedestrian severance, re-establish the historic connections between the High Street and the Brayford Pool and University Campus and release land for new development to meet the growing demand for other land use needs. Land use redevelopment is particularly relevant at the junction between St Mary Street and Wigford Way, where weaknesses in the existing urban structure and a need for better alignment of the High Street have been identified within the Heritage Action Zone programme.
- A new £120m Lincoln Eastern Bypass is currently under construction to the east of the City, due for completion in 2021. This is expected to relieve 25% of the traffic flows along Broadgate east of the City Centre. A key challenge is how to best capitalise on this released capacity and facilitate provision of more sustainable travel options. Encouraging modal shift presents a further challenge in the context of evidence which shows that bus patronage has declined, with limited evening and infrequent rural services, and the number of walking trips is decreasing. Infrastructure for cycling is not comprehensive and is especially disjointed in the city centre.
- Air quality within Lincoln city centre has improved over the past few years, with the Air Quality Management Area reduced for Nitrogen Dioxide and revoked for particulates. However, air quality issues remain in a substantial part of the city centre. Transforming the squares and public spaces as part of a more pedestrian focussed city centre will help in addressing this need and in the delivery of Lincoln's

Public Realm Strategy, produced in 2017. The Strategy identified the need for the redesign of the public squares adjacent to High Street – Cornhill Square, City Square, St Swithins and St Benedicts - as spaces for events, cultural and niche market spaces, making best use of technology as well as the development of a strong and well marketed events programme.

**Key Challenges and Opportunities for Town Fund Investment:**

- **Reducing Severance and Rebalancing Movement Towards Sustainable Travel** – the need to reprioritise key city centre routes in favour of pedestrian movements to enhance connectivity between the City Centre, Historic Core, Transport Hub and University, which will also improve air quality
- **Supporting Regeneration and Enabling Development** – the need to enhance the environment and open spaces in key areas of the City to improve quality of life, drive values, unlock sites and enable development

## Clean Growth

- The Lincoln Climate Commission was established in 2019 in response to the Council's declaration of a climate and environmental emergency and the need to develop a Road Map to Zero Carbon to achieve the agreed ambition of net zero carbon emissions by 2030.
- Lincoln Climate Commission: Road Map to Net Zero Carbon identifies that the City needs to achieve a significant reduction in carbon emissions in the next ten years. Analysis shows that Lincoln could close the gap by 30% through the adoption of cost-effective options including improved heating, lighting and insulation in houses, offices, shops and restaurants and the wider up-take of electric vehicles. Adopting these options would reduce Lincoln's total energy bill by £24.5 million p.a. and create a net gain in employment in the city. However, to achieve a step change of 51% reduction, a more innovative whole system approach to investment is required valuing and supporting the cost of delivering wider indirect benefits, of reduced congestion and air pollution and improved public health.

### Key Challenge and Opportunity for Town Fund Investment:

- **Innovation to Deliver Net Zero** - there is an urgent need to trial, test and develop potential solutions to achieve this target as an integral part of the delivery programme and as part of a Living Lab, led by the Climate Commission
- **Embedding Clean Growth** – there is an imperative to embed the principles of clean growth across our portfolio of projects and to utilise the skills and expertise of our Climate Commission professionals in order to meet our obligations

## Covid-19

- The Covid-19 pandemic has created a challenging new dynamic for Lincoln. As a regional retail destination with a strong visitor economy, the City is particularly vulnerable to the economic consequences of Covid-19. Almost 5,000 people are employed in the accommodation and food activities, a sector that has seen around three quarters of jobs furloughed nationally. Lincoln's retail and cultural quarters have seen a dramatic fall in footfall during lockdown. The threat to Lincoln's High Street, already challenged, is clear. This has been compounded by the loss of students at the City's two universities, who are shifting to online learning during the lockdown period, reducing the term-time population and affecting the property and hospitality sectors.
- Almost 14,000 jobs in Lincoln, equivalent to 30% of eligible employments, have been furloughed as part of the Government's job retention scheme compared with 32% nationally<sup>xxv</sup>. The effect of Covid-19 on Lincoln's workers is evidenced through the claimant rate which almost doubled to 7% between March and May 2020, the highest since 1998<sup>xxvi</sup>. The Institute for Fiscal Studies suggests that Covid-19 has had a disproportionate effect in low skilled, low paid workers who are more likely to work in shut-down sectors or are unable to work from home<sup>xxvii</sup>. The pandemic therefore has the potential to increase existing income and health disparities across the City.
- Conversely the pandemic has provided a catalyst for digital transformation, with many businesses forced to find alternative ways of delivering goods and services. There is an opportunity to capitalise on this to drive our transition to a digital economy.

### Key Challenges and Opportunities for Town Fund Investment:

- **High Street & Hospitality** – the need to focus efforts on High Street recovery, including a greater need for quality open spaces and flexible, Covid-sensitive development
- **Heritage & Culture** – the need to safeguard, protect and diversify the use of key assets to enable a sustainable future
- **Digital** – the opportunity to cement and build on the move towards a forward looking, digitally enabled city

## 1.4 Investment Plan Focus

### Our Priorities

- Through our consultation with stakeholders, organisation and the wider business community, we have reviewed the evidence of need and refined the focus for our Investment Plan to address key challenges aligned to the following priority areas.

### Digitalisation

- The strongest and most developed concept is the idea of Lincoln as a digitally-enabled smart city. We have a growing digital cluster in the City and this, together with the digitalisation of other key sectors, offers a catalyst to increase innovation, productivity and business growth. We have explored the potential of digital investment in the City through the *Powered By Lincoln Draft Tech Strategy* produced in June 2020. This sets out the potential of digital infrastructure and digitalisation to increase Lincoln's attractiveness as an investment location, enhance its visitor offer and e-enable transport infrastructure. Growth in the digitally-enabled economy also sits alongside and facilitates the potential for clean growth. With Town Deal projects needing to be capital focused, we have re-visited our planning around digitally-focused revenue projects but have retained an emphasis on digital as a cross cutting component within the Town Investment Plan. Our partnership remains committed to a focus on digital as a distinctive feature within the Investment Plan and we will work with DCMS partners to deliver our wider Tech Strategy.
- We are keen to maximise the potential of digital technology to address a number of the Covid-19 related challenges facing the retail quarter, and across all sectors, with many businesses forced to find alternative ways of delivering goods and services. The imperative for businesses in Lincoln to adopt digital technology in order to compete, innovate and grow, has never been stronger. Two signature economic development projects aligned to this priority are **Lincoln Connected** which e-enables our tourism and culture offer and provides an opportunity for wider collaboration with Town Fund areas in East Lindsey and Boston and the innovation-focused **Lincoln Made Smarter** initiative, which will encourage the adoption of IDTs within our SME community to support growth and innovation. These projects will help to address the identified challenges to business growth and capitalise on the opportunity to support the tech sector. They complement the proposals to develop **Phase 2 of the Lincoln Science and Innovation Park** to provide for scale-up facilities and a Defence Research Centre, supported through the Getting Building Fund 2021.

### Skills to Support Inclusive Growth

- Our evidence base reveals that low skills, low wages, low levels of labour market participation, and poor health are all interrelated issues in the City. We have developed a number of projects which will directly address these challenges. The **portfolio of learning projects** developed by **Lincoln College, Bishop Grosseteste and University of Lincoln**, working together, will target the regeneration of the Monks Road area, a deprived neighbourhood on the edge of the retail quarter, in addition to delivering city-wide outcomes. A core feature of the programme in this area is the **Health and Wellbeing Hub**, which will serve as an employment and learning centre. The Greater Lincolnshire LEP Covid-19 recovery plan identifies that front line and low skilled workers are those most affected by the economic consequences of the pandemic. This cluster of inclusive growth projects will create opportunities to improve skills and employability for this aspect of the workforce particularly.

### **Sustainable Transport**

- Public consultations in respect of the Towns Fund and previous Transport Strategy have illustrated the importance of delivering infrastructure improvements to improve connectivity and the environment to create the right conditions for growth. **Wigford Way and Sincil Bank** are key interventions within the Lincoln Transport Strategy which will reduce severance, rebalance movement towards sustainable travel, improve air quality and support the wider regeneration and development proposals in the City, driving values and unlocking future growth. Works to upgrade **Cornhill Square** as a high-quality public space (funded through the accelerated scheme) will further support this objective.

### **Urban Regeneration: Arts, Culture, Heritage, the High Street and Enterprise Infrastructure**

- We have developed a strong cluster of interventions which supports the City's cultural and retail offer and enhances the public realm. Repurposing the Stacey West stand at Lincoln City Football Club will bring a new learning space to the deprived neighbourhood of **Sincil Bank**. The **Barbican Maker Hub** and the redevelopment of the **Drill Hall** as a learning and entertainment venue will support our burgeoning creative industries and enhance our cultural offer, enabling the city to retain graduates and entrepreneurs emerging from the University and College, and anchor a strong start up, micro and SME base. **The Hive** will provide learning opportunities and affordable key worker housing in an area of relative deprivation on the edge of the retail quarter. Through the medium of social enterprise, the food supermarket (**Store of Stories**) will deliver key employment opportunities for some of those people furthest away from the labour market. These projects will help us to build resilience against the impacts of the Covid-19 pandemic by opening up new markets and redesigning spaces which are now sensitive to the challenges of face-to-face and High Street interactions. The redevelopment of the **Central Market** maximises the diversity

of commercial trading opportunities and provides contemporary affordable retail space in the Cornhill, a regenerated retail zone in the heart of the City. The **Tentercroft Street** proposal extends this new High Street offer by bringing forward new commercial and business space in the lower High Street. The **Road to Zero** is a programme of interventions planned by the Lincoln Climate Change Commission which focus directly on addressing the climate change emergency in the City, following a test-bed approach.

**Figure 5: Project Alignment with the Town Fund Framework**

Project	Digitalisation	Skills	Sustainable Transport	Urban Regeneration	Covid Recovery/ City Centre Vibrancy	Clean Growth	Inclusive Growth
LSIP Scale-Up	•	o		o	/	/	
Lincoln Made Smarter	•	o				/	
Lincoln Connected	•			o	/	/	
Health & Wellbeing Centre	o	•		o		/	/
Lincoln City FC and Community Hub	o	•		o		/	/
Hospitality Events & Tourism Institute (HEAT)	o	•		o	/	/	/
Wigford Way/St. Mary's Street			•	o	/	/	
Sincil Bank Green Corridor			•			/	/
Lincoln Central Market and Vibrant Public Realm	o			•	/	/	
Drill Hall Development	o	o		•	/	/	
Tentercroft Street			o	•	/	/	/
Barbican Production & Maker Hub		o		•	/	/	
The Hive	o	o		•	/	/	/
Climate Commission Road to Zero (Programme)		o		•		/	/
Food Supermarket - Lincolnshire Food Partnership				•	/	/	/

- Principal contribution to Town Fund themes
- o Secondary contribution to Town Fund themes

## 1.5 Wider Investment & Interventions

- Our Town Fund programme will build on and add value to a number of recent and planned investments in the City. These interventions – delivered within the last 5 years or in progress - demonstrate a commitment to invest from a range of private and public sector partners, working together.

Retail, Heritage & Culture
<ul style="list-style-type: none"><li>- Cornhill Quarter - £70m private sector investment, creating a new retail and leisure destination. The Barbican and Central Market schemes are critical to underpinning future investor confidence to enable future phases.</li><li>- Castle Revealed - £22m restoration scheme and of the Castle Wall, excavation of the Saxon sarcophagus and a bespoke vault for the Magna Carta.</li><li>- Cathedral Connected - £15m investment in facilities to enhance the visitor experience.</li><li>- St Marks - £150m proposals for the redevelopment of this Shopping Centre to deliver a diversified offer; Phase 1 (student accommodation) underway.</li><li>- Heritage Action Zone – £1.68m regeneration of historic buildings and the associated public realm, focused on Waterside South and the lower High Street.</li><li>- Mansions of the Future - £1.2m revenue programme principally funded by the Arts Council England commissioning nationally acclaimed creative works, animating the city and building capacity in disadvantaged communities.</li></ul> <p>[supplement with photos]</p>

Figure 6: Investment Profile Retail, Heritage & Culture

Tech, Digital & Higher Education
<ul style="list-style-type: none"><li>- Boole Technology Centre - £6.5m project within the Lincoln Science and Innovation Park (LSIP) to deliver specialist workspace and laboratory facilities for high growth SMEs focused on technology and innovation. Funding has been secured, including through the Getting Building Fund 2021, to proceed with Phase 2 which will deliver scale-up facilities and a Defence Research Centre.</li><li>- University of Lincoln Medical School - £21m investment to enable the delivery of medical training in Lincoln</li><li>- Lincolnshire Institute of Technology – a collaboration of University of Lincoln, employers and FE colleges to deliver skills in agri-tech, food manufacturing, digital and engineering across Greater Lincolnshire.</li></ul> <p>[supplement with photos]</p>
Mosaic Digital Hub – Case Study

Lincoln's growing digital sector has been supported by the development of Mosaic, a new digital hub which opened in the city centre in 2019. Mosaic provides a focus for the sector, as a co-working space and a place where digital businesses can network, collaborate and grow. The need for the hub was identified by the digital business community who led on its development in collaboration with Lincolnshire Cooperative and Lincolnshire County Council. The hub provides a £1.8 million co-working space based in Thomas Parker House in the City's cultural quarter, within easy reach of the University and Transport Hub. ScholarPack, a Lincoln-based tech company which provides management information systems for primary schools, is its flagship tenant and many offices have already been occupied. Facilities include high-speed internet, hot desks, meeting rooms, breakout areas, booths for phone calls and private offices for hire. It also features a lounge offering coffee for tenants, a programme of regular events and the support of building hosts to keep the facility running smoothly. Mosaic provides different membership options and flexible terms for digital businesses and demand has been high

[photo]

**Figure 7: Investment Profile: Tech & Digital**

#### Infrastructure

- East-West Link Road – £22m scheme to remove the need for traffic to cross the High Street level crossing, reduced traffic flows within the City Centre
- Eastern Bypass - £120m project which aims to provide 20% reduction in freight traffic through the City Centre.
- Pedestrianisation of Lower High Street and railway footbridges (High Street and Brayford) to reduce severance and improve connectivity

[supplement with photos]

**Figure 8: Investment Profile: Infrastructure**

- With investment in the right development, there is great potential to address the challenges and accelerate growth in Lincoln, working from a sound evidence base and with a strong track record of delivery against strategic plans.

## Section 2 Strategy

### 2.1 Vision & Objectives

Our long-term vision for Lincoln builds on the legacy of the City Centre Masterplan, the Greater Lincolnshire Local Industrial Strategy and Strategic Economic Strategy, Lincoln Transport Strategy 2020 and the draft Digital Strategy 'Powered by Lincoln' 2020.

#### Vision

**Lincoln will realise its full potential as 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.**

Addressing local need and opportunity, our strategy to achieve this vision is based on four key interconnected objectives:

- **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 enhance and vibrancy of the city centre.

These objectives align with cross cutting ambitions to:

- Drive City Centre Vibrancy and Covid Recovery
- Meet the City's carbon reduction targets
- Enable Inclusive Growth
- Embed Digital Transformation across the whole intervention programme.

### 2.2 Strategic Context

- In addition to our statistical analysis and stakeholder consultation, our proposals have been informed by the identified priorities within a number of key national, regional

and local strategies. Our overview of the most relevant strategic documents and how our plan relates to these is set out below:

Table 2: Strategic Context: Policy Alignment
<p><b>National Policy</b></p> <ul style="list-style-type: none"> <li>- <b>Levelling up all regions</b> - by enabling places to develop ambitious plans to drive economic growth.</li> <li>- <b>Liveable places</b> - providing crucial infrastructure to help individuals flourish and creating shared spaces that bring communities together.</li> <li>- <b>Connected growth</b> – digital, social and cultural connectivity to ensure the economy grows in a way that is strong and sustainable and makes all places viable for work in the global economy.</li> <li>- <b>Enhancing the business environment</b> – at national and local levels (e.g. technical education and training, Tourism Zones).</li> <li>- <b>Flexibility</b> – from the national level through to regional / LEP level to support innovation and ensure small towns and their rural hinterlands can contribute to, and benefit from, wider economic growth.</li> </ul>
<p><b>Regional Policy</b></p> <ul style="list-style-type: none"> <li>- Government strategy for the Midlands is focused on growth, connectivity, skills, enterprise and innovation, trade and quality of life.</li> <li>- Regional bodies including the GLLEP are focused on supporting Government to deliver inclusive growth – ensuring people everywhere can both contribute to, and benefit from, economic growth through supporting actions that will create more jobs, export more goods and grow productivity.</li> <li>- Improving connections between towns and cities in the Midlands to support clusters to grow.</li> </ul>
<p><b>Local Policy</b></p> <ul style="list-style-type: none"> <li>- <b>Greater Lincolnshire Local Industrial Strategy (GL LIS) and Strategic Economic Plan (SEP)</b> identifies an ambition to increase Greater Lincolnshire’s economy by £3.2bn by 2030. Sector priorities include manufacturing, low carbon, visitor economy and health and care. Identifies the need to address the local skill gap across the key sectors, drive employment and innovation and invest in infrastructure. Challenges include low innovation and human capital; opportunities include the development and growth potential of a defence business cluster around the Lincoln Science and Innovation Park. Lincoln is identified as the key driver to support sub-regional growth and levelling up.</li> <li>- <b>Greater Lincolnshire Skills Advisory Panel Analysis 2020</b> identifies strong demand for professional, technical and skilled roles, requiring NVQ level 4+ and forecasts that 160,000 jobs will be made obsolete or change through the progression towards automation as part of the Industrial Revolution 4.0 over the next 15 years with retail most significantly affected.</li> <li>- <b>Central Lincolnshire Local Plan 2016</b> identifies a housing growth target of 36,960 new homes across Central Lincolnshire by 2036, and a need for 11,894 new jobs. It highlights the need to protect existing employment sites and land for strategic employment, including Lincoln Science and Innovation Park. This is alongside the development of new homes to support growth through the delivery of Sustainable Urban Extensions. Most</li> </ul>

significantly, this includes the Western Growth Corridor which will provide for 3,200 new homes, employment, leisure and open space close to the City Centre and adjacent to University of Lincoln and LSIP. City Centre policy aims to develop a balanced mix of uses to promote good design and protect the historic fabric.

- **Lincoln City Centre Masterplan** provides a shared vision and principles to ensure the City stays vibrant, well connected, well managed and has a balanced mix of uses. Key principles for intervention are established around movement and access, design and use of limited land, marketing and valuing the historic and cultural assets. Intervention sites include Lincoln Central Market, Tentercroft Street and Wigford Way.
- **Lincoln Transport Strategy 2020** aims to reduce traffic in the urban area and to rebalance movement towards walking, cycling and multi-occupancy, shared mobility and passenger transport options. The delivery of the Eastern Bypass and East West Link Road are key components of this strategy, enabling a shift in city centre transport priorities to a pedestrian/cycle focus and associated opportunities to improve the public realm and open up land for future development.
- **GLLEP Digital Landscape Report 2019** identifies the value of the digital sector to Greater Lincolnshire economy. A digital cluster with growth of 33% between 2014 and 2017 has developed in Lincoln with opportunities for growth through the Mosaic Digital Hub, LSIP and associated test-bed opportunities. Building on this work the **Powered By Lincoln; Tech Strategy 2020** Presents a vision to *drive Lincoln's transition to a City that embraces the opportunities presented by the digital economy ...built around the framework of a Living Lab.* The actions and ideas developed as part of this strategy have formed a key part of the Town Fund process and will be taken forward as part of our long-term vision.
- **Lincoln Climate Commission: Road Map to Net Zero 2030.** Sets out a target to achieve net zero by 2030 through an innovative whole system approach.

Full analysis of the alignment between strategic policy and the Lincoln Investment Plan is presented in Appendix 2.

**Figure 9: Strategic Context**



## 2.3 Outcomes & Targets

Our short, medium and long-term actions, outcomes and targets are set out in the tables below in the form of a logic chain (theory of change) which links back to the objectives and strategic context.

Digital
<p><b>Investment Objective</b></p> <p>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</p>
<p><b>Actions</b></p> <ol style="list-style-type: none"> <li><b>Lincoln Made Smarter:</b> Delivers specialist support to local SMEs to enable transition to smarter working practices, promoting the development of industrial digital technologies, driving productivity and growth.</li> <li><b>Lincoln Connected:</b> Supports the digitalisation of the high street and heritage offer to improve the visitor experience, driving spend and growth through 4 key interventions: Open Content Management (CMS), Smart Signage, Lighting of landmark assets supported by festivals and events and the Lincoln Creates scheme to support and showcase the creative sector.</li> </ol>

<p><b>Strategic Alignment:</b></p> <ul style="list-style-type: none"> <li>• <b>LIS/SEP</b> – focus on digital and tech opportunities within Lincoln alongside support for the visitor economy as a priority sector</li> <li>• <b>Skills Analysis</b> – impact of IR 4.0</li> <li>• <b>City Masterplan/Transport Strategy and City Vision</b> – smart systems, digitalisation and access</li> <li>• <b>Powered By</b> – digital as a key enabler to tech and high growth</li> </ul>
<p><b>Outcomes and Targets</b></p> <p><b>Short term 1-5 years</b></p> <ul style="list-style-type: none"> <li>• Delivery of Town Fund Actions (Outputs/Outcomes in Section 2.6 and listed in full in Part 2)</li> <li>• Business, Sector Specific &amp; Workforce Support – repurpose, redesign and deliver new support programmes to sustain the economy and meet the challenges of Covid-19 Support:</li> <li>• Growth and consolidation of the City’s key value adding sectors through the development and delivery of key investments such as LSIP Phase 2</li> </ul> <p><b>Medium term 5-10years</b></p> <ul style="list-style-type: none"> <li>• Lincoln <b>surpasses parity with the national average</b> for the number of <b>businesses in the area to the ratio of its population</b>. The area begins to develop a national reputation as a centre of enterprise and innovation.</li> <li>• An increase in the stock of Knowledge Intensive Businesses, with distinctive <b>strengths in manufacturing, heritage, learning and digital sectors</b>.</li> </ul> <p><b>Long term 10-30 years</b></p> <ul style="list-style-type: none"> <li>• Lincoln has a <b>higher proportion of businesses to the ratio of people compared to the national average</b>, demonstrating an entrepreneurial city. This is sustained by structures such as business networks and themed incubator workspaces, such as the current digital incubator Mosaic which position the <b>City as a “go to” place for know-how in its most dynamic economic sectors</b>. Business investors recognise the area as a <b>smart location</b> for the provision of business growth lending.</li> <li>• 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 <b>top 20% of places in England in terms of the number of jobs provided by KIBS related businesses</b>.</li> </ul>

**Table 3: Digital Theory of Change**

<b>Skills</b>
<b>Investment Objective</b>  Investing in training to raise the skill levels of SMEs and citizens, building in resilience in the transition to the new digital economy and enabling them to benefit from the opportunities it can bring
<b>Actions</b>  <ol style="list-style-type: none"> <li><b>1. Health &amp; Wellbeing Centre:</b> Development of a new facility to enable the delivery of training and qualifications in mental health alongside wider support services to address barriers to employment and improve workforce productivity</li> <li><b>2. Lincoln City Community Hub:</b> Redevelopment of the stadium to deliver a hub for training to address local needs alongside improving the visitor experience</li> <li><b>3. Hospitality, Events &amp; Tourism Institute (HEAT):</b> Delivery of the UK's first HEAT Institute to enable tailored skills provision and work experience opportunities to support and digitalise the Visitor Economy</li> </ol>
<b>Strategic Alignment</b>  <ul style="list-style-type: none"> <li>• <b>LIS/SEP</b> – recognition of skills gaps and need for support to key sectors to – visitor economy, health in the context of digitalisation</li> <li>• <b>Skills Analysis</b> – identifies specific skills shortages and vulnerability of sectors such as retail as a result of IR 4.0</li> <li>• <b>Powered By</b> – investment in people and skills as a key pillar to support digital transition</li> </ul>
<b>Outcomes and targets</b>  <b>Short term 1-5years</b> <ul style="list-style-type: none"> <li>• Delivery of Town Fund Actions (see Section 2.6 &amp; Part 2)</li> <li>• Effective interventions <b>close the NVQ 3 gap</b> between Lincoln and the national average bringing the difference to <b>no more than 5%.</b></li> <li>• An increase in the stock of Knowledge Intensive Businesses, increasing local productivity and <b>driving down the gap in KIBS between Lincoln and the national average to 5%.</b></li> </ul> <b>Medium term 5-10 years</b> <ul style="list-style-type: none"> <li>• An increase in the skills base and range of job opportunities enables Lincoln to achieve <b>parity with the average wage at a national level.</b></li> <li>• Lincoln is in the <b>top 33% of settlements in terms of the Indices of Deprivation income measure.</b> 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.</li> </ul> <b>Long term 10 -30 years</b>

- **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, manufacturing economy, the learning economy and the heritage sector
- 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.
- 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**.

**Table 4: Skills Theory of Change**

<b>Transport</b>
<p><b>Investment Objective</b></p> <p>Delivery of sustainable transport strategy to enable efficient movement and improved connectivity through investment in infrastructure, improved accessibility and the use of smart technologies</p> <p>Lincoln is a natural location for investment in infrastructure appropriate to economic development and is acknowledged as an e-enabled smart city.</p>
<p><b>Actions</b></p> <ol style="list-style-type: none"> <li>1. <b>Wigford Way:</b> transformation of a key connecting route within the City Centre, delivering walking cycling and public realm benefits and enabling opportunities for future commercial development.</li> <li>2. <b>Sincil Bank:</b> highway and environmental improvements to support the wider regeneration of the area and improve connectivity with the City Centre</li> </ol>
<p><b>Strategic Alignment</b></p> <ul style="list-style-type: none"> <li>• <b>Lincoln Transport Strategy</b> – identification of constraints and proposals to address through investment in infrastructure, smart systems and encouraging modal shift; pulls on evidence and priorities of those higher-tier policies</li> </ul>
<p><b>Outcomes and targets</b></p> <p><b>Short term 1-5 years</b></p> <ul style="list-style-type: none"> <li>• Delivery of Town Fund Actions (see Section 2.6 &amp; Part 2)</li> </ul>

- A plan to address the infrastructure deficits in Lincoln area is in place with key utilities and is being implemented to address constraints to future growth.

#### Medium term 5-15 years

- **Delivery of the Transport Strategy** to achieve modal shift.

#### Long term 15-30 years

- Lincoln has a transport infrastructure network with significantly **improved frequency and travel times to the rest of the nation**, supporting investment and growth.
- Lincoln **overtakes currently larger regional centres** including Peterborough, Doncaster and Mansfield/Ashfield **as a rounded proposition for investment, based on enhanced connectivity** and building on its strengths around digital, heritage and a burgeoning university/learning sector.

**Table 5: Transport Theory of Change**

Urban Regeneration to support Arts, Culture, Heritage and Enterprise Infrastructure
<p><b>Investment Objective</b></p> <p>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.</p> <p>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</p>
<p><b>Actions</b></p> <ol style="list-style-type: none"> <li>1. <b>Central Market:</b> Restoration and repurposing of a heritage asset to deliver a modern and diversified market offer</li> <li>2. <b>Drill Hall:</b> Renovation and repurposing of a key cultural asset to enable the delivery of training and services alongside a renewed programme of arts and performance to enable a sustainable future for the venue</li> <li>3. <b>Tentercroft Street:</b> Regeneration of a strategic brownfield site to deliver new workspace and living adjacent to the Transport Hub</li> <li>4. <b>Barbican Maker Hub:</b> Restoration of a redundant heritage asset to deliver bespoke workspace for the creative sector</li> <li>5. <b>Hive:</b> Repurposing of redundant public estate to deliver exemplar city living, digital learning and workspace</li> <li>6. <b>Road to Zero:</b> Programme of schemes to support delivery of carbon neutral target by 2030, including a construction retrofit project and green recovery grant supported by innovative financing mechanisms</li> </ol>

7. **Store of Stories:** Creation of a membership-based food supermarket, linked with support services to improve economic and social outcomes for the most vulnerable
8. **Greyfriars:** restoration of 13<sup>th</sup> century building to create a heritage attraction with digital interpretation and a venue for exhibitions, events, conferencing and learning activities.

### Strategic Alignment

- **LIS/SEP** – investment in the place/infrastructure to support sector strengths including heritage/visitor economy
- **Local Plan and City Centre Masterplan** – clear blueprint with recognised interventions and actions to promote the regeneration and support the growth of the City
- **Lincoln Transport Strategy** – supporting sustainable growth/improved connectivity and modal shift within the City Centre

### Outcomes and targets

#### Short term 1-5 years

- Delivery of Town Fund Actions (see Section 2.6 & Part 2)
- 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**.
- 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
- Lincoln will have a diverse range of proposed **investments in business activity**, which provide scope for high skill, high wage employment.
- Development of the City's 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.

#### Medium term 10-15 years

- Through a continuing trend around the activities set out above **Lincoln has 10% more jobs per head of population than the national average**.
- 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 than the national average**.
- 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.

- 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.

#### Long term 15-30 year

- Lincoln builds on its sectoral strengths and supply chains, which enable it to **outstrip the national average number of jobs per head by over 10%** on an on-going basis
- 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.
- 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
- Lincoln has an international reputation as a **centre of excellence as a dynamic net zero economy**.

**Table 6: Urban Regeneration Theory of Change**

## 2.4 Spatial Strategy

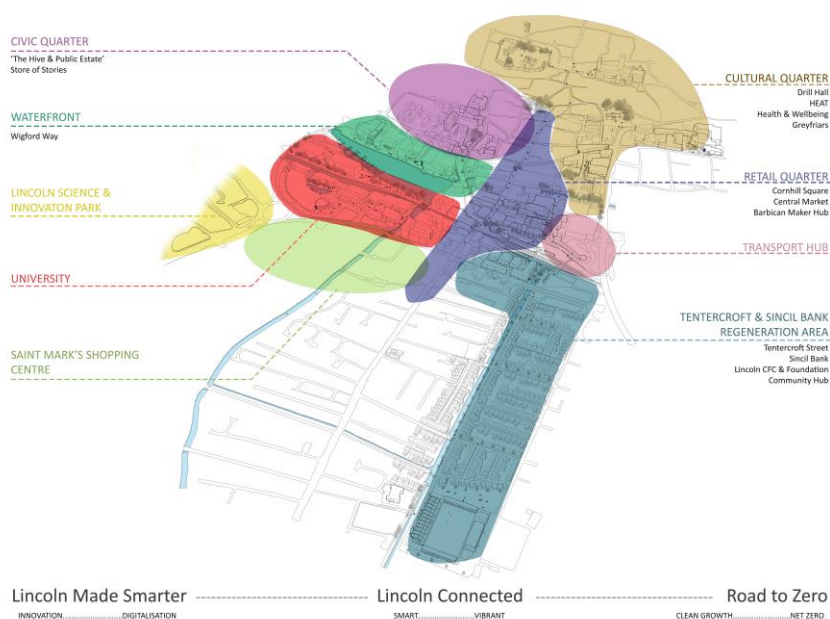
- The investment programme aims to address identified barriers and capitalise on opportunities, with a central focus on digitalisation as a key enabler of growth. The spatial focus for our programme is the City Centre, which is accessible to all and provides the focus for economic activity, skills infrastructure, cultural and heritage assets serving a much wider catchment. Concentrating our resource on assets and opportunities within this area offers the greater opportunity for clean, inclusive and sustainable growth, maximises the benefit from the investment through acknowledgement of the interrelation and cross cutting nature of the identified challenges, opportunities and strategic aims.

### City Centre Masterplan

- The City Centre Masterplan broadly identified a series of City Quarters. Pre Covid, changing trends in retail and working patterns, growth of the Universities/FE establishments and improved transport infrastructure were leading to transitional changes in the functions within these quarters. The Covid crisis has accelerated some

of these changes and presented new challenges. Town Fund provides an opportunity to diversify and repurpose the buildings and spaces in these areas to support the long-term vibrancy of the centre and by consequence, the City and wider catchment.

- Figure 10 presents the Town Fund project proposals in the context of the City Quarters. Analysis of the key intervention needs within each of these Quarters is then presented in Table 7 below alongside current activities and the Investment Plan proposals, to demonstrate the alignment and additionality of the Town Fund programme.



**Figure 10: City Centre Quarters & Proposed Interventions**

**Table 7: City Centre Masterplan - Analysis & Interventions**

Intervention need	Current interventions	Proposed town Deal intervention
<b>Retail Quarter</b>		
<ul style="list-style-type: none"> <li>• Maintain vibrancy, viability and investment</li> <li>• Support business recovery from Covid-19</li> <li>• Strengthen the visitor offer</li> <li>• Address severance of High Street at St Mary Street Junction</li> <li>• Address demand for workspace</li> <li>• Support and manage the increasing number of rough sleepers/ identify provision for move on accommodation.</li> <li>• Manage ASB</li> <li>• Improve connectivity between University Quarter, Waterfront and City centre/Transport Hub</li> <li>• Realise opportunity to develop a strong market offer</li> <li>• Deliver Public Realm Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Cornhill Quarter</b> - private sector investment in retail and leisure. Further investment phases are planned.</li> <li>• <b>Eastern Bypass</b> – aims to deliver 20% reduction in freight traffic through the City Centre.</li> <li>• Designation of the Lincoln <b>Heritage Action Zone</b>.</li> <li>• <b>Lincoln Big</b>, Business Improvement Group Plan 2020-2025</li> <li>• <b>Homelessness Programme</b> managed through the County Homelessness Partnership and Lincolnshire Resilience Forum</li> <li>• Strong <b>Partnership</b> approach to <b>tackling ASB</b> includes Lincolnshire Police, The PPASB Team, The Housing Team, Addaction, LPFT, P3 and Development Plus</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Lincoln Connected</b>: Supports the digitalisation of the high street and heritage offer to improve the visitor experience.</li> <li>• <b>Wigford Way</b>: transformation of a key connecting route, addressing high street severance, public realm benefits and future commercial development.</li> <li>• <b>Central Market</b>: Restoration and repurposing of a heritage asset to deliver a modern and diversified market offer.</li> <li>• <b>Barbican Maker Hub</b>: Restoration of a redundant heritage asset to deliver bespoke workspace for creatives.</li> <li>• <b>Lincoln Made Smarter</b>: Delivers specialist support to local SMEs to enable transition to smarter working practices.</li> </ul>
<b>Cultural quarter</b>		
<ul style="list-style-type: none"> <li>• Viability and commercialisation issues to be addressed for existing cultural and publicly supported venues.</li> <li>• Dependency on limited number of annual events</li> <li>• Broadgate – severance of pedestrian route between city centre, Lincoln College and Monks Road – opportunities to connect and regenerate</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Bailgate Independent Retailers</b> resilient and strong – benefit from proximity to Castle and Cathedral and recent investment.</li> <li>• <b>Castle Revealed</b> - £22m restoration</li> <li>• <b>Cathedral Connected</b> - £15m investment in visitor facilities</li> <li>• <b>Institute of Technology</b> established University of Lincoln in collaboration with Lincoln college.</li> </ul>	<ul style="list-style-type: none"> <li>- <b>Lincoln Connected</b> – see above</li> <li>- <b>Drill Hall</b> – renovation of key cultural asset as a training, leisure and performance venue</li> <li>- <b>Hospitality, Events &amp; Tourism College (HEAT)</b>: Delivery of the UK's first HEAT College to enable tailored skills provision to support and digitalise the Visitor Economy</li> <li>- <b>Health &amp; Wellbeing Centre</b>: Development of a new facility to enable</li> </ul>

		<p>training/support services in mental health to address barriers to employment and improve workforce productivity</p> <ul style="list-style-type: none"> <li>- <b>Road to Zero:</b> Programme of schemes to support delivery of carbon neutral target by 2030: construction retrofit project with potential opportunity for Monks Road</li> </ul>
<b>Civic Quarter</b>		
<ul style="list-style-type: none"> <li>• Address the need to commercialise and find new uses for public estate</li> <li>• Maximise the opportunities for shared use of space office space and with other public sector and voluntary sector uses including residential</li> </ul>	<ul style="list-style-type: none"> <li>• DWP and The Network shared workspace at City Hall - positive commercial and service provision outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Hive:</b> Repurposing of redundant public estate to deliver exemplar city living, digital learning and workspace</li> <li>• <b>Store of Stories:</b> Creation of a membership-based food supermarket, linked with support services to improve economic and social outcomes for the most vulnerable</li> </ul>
<b>Waterfront Quarter</b>		
<ul style="list-style-type: none"> <li>• High concentration of Hospitality and Leisure and national chain dining establishments and hotels benefits from location adjacent to Brayford Pool and University. Covid impact is likely to have a negative impact on existing businesses.</li> <li>• Maximise opportunities for regeneration for City Centre Living</li> <li>• Poor pedestrian linkages with the High Street/retail core</li> </ul>	<ul style="list-style-type: none"> <li>• University railway footbridge completed Brayford Wharf East</li> <li>• Private sector led renewal supported by higher values</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Wigford Way:</b> Improving connectivity between the Retail/Cultural Quarters and the Brayford/University</li> </ul>
<b>University Quarter</b>		

<ul style="list-style-type: none"> <li>Continued expansion and growth, including the need for more student accommodation</li> <li>Development of gateway into Western Growth Corridor</li> <li>Demand to develop alternative/smarter energy solutions</li> <li>Demand for tech workspace</li> <li>Need for improved linkages and pedestrian connectivity with centre/Transport Hub</li> </ul>	<ul style="list-style-type: none"> <li>University of Lincoln's growth plans support economic growth in the city</li> <li>LSIP Phase 2 - delivers scale-up facilities and a Defence Research Centre. The Lincoln Made Smarter scheme will provide a link between the University, LSIP and our wider business community</li> <li>This quarter is the gateway to the Western Growth Corridor a 3200 sustainable extension being led by the City Council as landowner and Local developer Partner.</li> </ul>	<ul style="list-style-type: none"> <li><b>Wigford Way</b> – as above</li> </ul>
<b>St Marks Quarter</b>		
<ul style="list-style-type: none"> <li>Transition from a predominant retail area to a mixed-use student hub/City Living neighbourhood</li> <li>Maximise opportunities through development for a future East West Link including improved bus lane measures</li> <li>Realise opportunity for environmental improvements in the adjacent Sincil Bank</li> </ul>	<ul style="list-style-type: none"> <li>Private sector led proposal, now commenced for mixed use development, anchored with student accommodation</li> </ul>	<ul style="list-style-type: none"> <li><b>Sincil Bank</b>; highway and environmental improvements in proximity, driving values</li> <li><b>Tentercroft Street</b>: Regeneration of a strategic brownfield site in proximity</li> </ul>
<b>Transport Hub</b>		
<ul style="list-style-type: none"> <li>Continued need for improved rail connectivity to rest of Region</li> <li>Maximise the tourism/visitor/commuter opportunities of an increased Lincoln to London direct service</li> <li>Maximise opportunities for tourism/visitor benefits &amp; cultural hub</li> </ul>	<ul style="list-style-type: none"> <li>Completion of £30m Transport Hub in 2019 provides 1000 parking spaces, new bus station, and improved public realm creating an important Gateway to the city.</li> </ul>	<ul style="list-style-type: none"> <li><b>Lincoln Connected</b></li> <li><b>Wigford Way</b></li> <li><b>Tentercroft Street</b></li> </ul>
<b>Sincil bank Regeneration Area</b>		

<ul style="list-style-type: none"> <li>• Address the high levels of deprivation</li> <li>• Close to the City Centre, but railway and Broadgate severance issue</li> <li>• Need to address layout, traffic management and poor environmental quality issues.</li> <li>• Maximise better use of Tentercroft Street</li> <li>• Maximise the opportunity of Sincil Bank &amp; Lincoln City FC</li> </ul>	<ul style="list-style-type: none"> <li>• “Sincil Bank, Revitalised A place shaping framework” and Community Regeneration Scheme</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Sincil Bank:</b> highway and environmental improvements to support the wider regeneration of the area and improve connectivity with the City Centre</li> <li>• <b>Lincoln City Community Hub:</b> Redevelopment of the stadium to deliver a hub for training</li> </ul>
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## 2.5 Project Plan

- Town Fund investment will help to underpin Lincoln's economic recovery and growth over the next 10 years, supporting the delivery of its vision.
- The investment programme includes a strong portfolio of projects, which will address identified barriers and capitalise on opportunities, with a central focus on digitalisation as a key enabler of growth. The spatial focus for our programme is the City Centre, which is accessible to all and provides the main focus for economic activity, skills infrastructure, cultural and heritage assets serving a much wider catchment. Concentrating our resource on assets and opportunities within this area offers the greater opportunity for clean, inclusive and sustainable growth.
- The programme is spatially aligned to support the delivery of the City Masterplan, with strong interconnectivity between the initiatives.
- The plan is further strengthened through the delivery of the Lincoln Made Smarter and Lincoln Connected projects which focus on digitalisation of industry, services and the visitor experience to drive growth. Collectively, these projects add value to the physical regeneration programme, by extending the benefits of investment to ensure that local businesses have the best opportunity to digitalise, grow and raise productivity.
- The programme is complementary to wider investment and initiatives which are being delivered by the public, private and not for profit sectors to support the growth of the City as outlined in section 1.6 above.
- A total of £24.75m Town Fund Investment of is required to support the delivery of this transformational programme for Lincoln. This investment will lever direct co-funding support of £20.50m and a further £16m to support the regeneration of our key brownfield site at Tentercroft Street to drive growth and underpin further private sector development.
- We estimate that the investment programme will generate over £50m in wider economic benefit (GVA). This is a conservative estimate, based upon an initial assessment of learning and employment outputs, additional visitor and household spend generated by some of our projects. The figures exclude the output from our transport interventions at this stage and a number of other outputs which can be monetarised at full business case stage, adding significant value to this programme (See Section 2 for full details).

Figure 11: Spatial Masterplan

KEY LANDMARKS AND AREAS OF INVESTMENT

- LSIP
- CORNHILL QUARTER
- HISTORIC & CULTURAL
- CIVIC HUB
- EDUCATIONAL
- SINCIL BANK RENEWAL AREA
- TRANSPORT HUB
- WATERFRONT
- ST MARK'S
- HERITAGE ACTION ZONE

AREAS OF INVESTMENT

1. Health & Wellbeing Centre
2. HEAT
3. Greyfriars
4. Drill Hall Development
5. Central Market
6. Cornhill Square
7. Barbican
8. The Hive & Public Estate
9. Store of Stories
10. Wigford Way
11. Tentercroft Street
12. Sincil Bank
13. Lincoln CFC & Foundation Community Hub

CITY WIDE PROJECTS

- Lincoln Made Smarter
- Lincoln Connected
- Road to Zero



## 2.6 Project Profiles

- Project profiles, concepts and illustrations are provided for each of the schemes within our Investment Plan in the following tables, arranged thematically to align with our local priorities and the Towns Fund Investment Framework. The projects address key policy areas for the growth of the city and seek to drive the collective aspiration of the public, private and community sector to drive sustainable growth and create a cleaner, more inclusive City. The rationale for investment is clearly articulated in each case, linking back to the need, opportunity and strategic fit. Full details of output, outcome and GVA calculations are included in Section 2.

[graphics and concepts for each scheme from project leads and masterplan segments from the main masterplan – figure 11]

Digital	Lincoln Made Smarter
Lead Partner	University of Lincoln
Project Description	The 'Lincoln Made Smarter' (LMS) scheme will accelerate the adoption and development of industrial digital technologies (IDTs) through focused support to SMEs to drive productivity. LMS will support SMEs from basic awareness of the potential of digital adoption through to making transformational changes in the use of technology and the development of new products and systems.
Project Rationale	<ul style="list-style-type: none"><li>- responds to the evidence of need to support the digitalisation of industry in order to drive productivity</li><li>- recognises the opportunity Lincoln offers in terms of the scale of manufacturing and digital base required to drive value and impact, alongside important capabilities in the exploitation of digital technology and internationally and nationally significant research assets and R&amp;D capacity</li><li>- adds value to the portfolio of capital schemes and infrastructure by providing focussed support to ensure that local SMEs have the best opportunity to digitalise, growth and raise productivity – provides a link between the University, LSIP and the wider business community</li></ul>

Key Outputs Outcomes & Impacts	<ul style="list-style-type: none"> <li>- 1 scheme to support enterprise and business productivity</li> <li>- 30 businesses supported to access Integrated Device Technology IDT</li> <li>- 20 jobs created</li> <li>- GVA £6.5m</li> </ul> <p>Increased adopt of IDTs by businesses supporting clean growth, raising productivity, retaining and building talent in higher-tech, higher skilled sectors</p>	
Funding	Total Cost: £2.34m	Town Fund: £1.29m
	Town Funding will support the cost of specialist staff, access to R&D facilities and equipment to enable this programme. Co-funding will be provided by the University of Lincoln and through SME contributions.	

Table 8: LMS

Digital	Lincoln Connected
Lead Partner	Visit Lincoln & Lincoln Big
Project Description	<p>This project will reimagine Lincoln's high street using digital technology to connect people to the City's heritage, culture, retail and leisure offer. It will enhance the visitor experience, encourage local spend and promote a thriving city centre through 4 key interventions:</p> <ol style="list-style-type: none"> <li><b>1. Open Content Management (CMS)</b> will connect and share electronic sources of information between different businesses and make this information available to visitors in one place, putting the user at the heart of the digital journey through Lincoln</li> <li><b>2. Smart Signage:</b> to promote access to and interpretation of a wider range of attractions more readily</li> <li><b>3. Light up Lincoln:</b> delivery of planning and lighting infrastructure to showcase Lincoln's historic assets and support the visitor economy</li> <li><b>4. Lincoln Creates:</b> providing grants to support digital arts installations, supporting and showcasing creative talent</li> </ol>
Project Rationale	<ul style="list-style-type: none"> <li>- responds to the need to support the transition to a digital economy in order to drive sustainable growth</li> <li>- enables more effective use of data and provides infrastructure to promote Lincoln's heritage, attractions, services and assets; promotes and showcases creative industry to nurture talent</li> <li>- adds value to the proposed investment in Lincoln's heritage assets to derive greater economic value and will support business growth across Lincoln, encouraging sustainable growth models</li> </ul>
Key Outputs Outcomes & Impacts	<ul style="list-style-type: none"> <li>- Provision of specialist digital technologies - 1 open CMS infrastructure; 1 specialist digital signage system</li> <li>- Schemes to support business enterprise – 500 businesses supported to increase utilisation of digital channels</li> <li>- Landmarks/heritage buildings enhanced through lighting and access to heritage data via CMS</li> <li>- Increased visitor numbers and 10% uplift in spend valued at £21m</li> </ul> <p>Increased digitalisation of business and services leading to productivity growth, improved visitor experience leading to greater spend; improved investment offer supporting longer-term sustainable development.</p>

Funding	Total cost £2.06m	Town Fund £1.51m
	<p>Town Funding will support the cost of the digital technologies, infrastructure, grants, project management and professional fees in delivering these interventions.</p> <p>Match funding will be provided through Lincoln Big and Visit Lincoln and through the private sector, drawn from Levy and DMO partners.</p>	

Table 9: Lincoln Connected

Skills	Health & Wellbeing Centre	
Lead Partner	Lincoln College	
Project Description	This project will deliver a new Health and Wellbeing Centre (HWBC), at a key gateway into the City Centre on Monks Road. It will enable the delivery of an expanded range of training and support services, focused on mental health, to serve Lincoln and its wider catchment area. The Centre will deliver health-related and resilience focused qualifications alongside a wider range of support groups and services led by health care professionals in collaboration with the NHS. The services will enable learners to enter employment, act as a gateway to higher level learning and provide them with the knowledge necessary to develop their own mental health toolkit.	
Project Rationale	<ul style="list-style-type: none"> <li>- Addresses recognised need to improve health outcomes and address skills shortages as key barriers to growth</li> <li>- Engages disadvantaged groups and addresses barriers to the labour market as a result of mental health issues</li> <li>- Delivers access to qualifications and a route way to higher level learning and employment opportunities</li> <li>- It supports local businesses to increase productivity through addressing staff wellbeing and reducing levels of absenteeism</li> <li>- It supports the wider urban regeneration objectives and learning outcomes in construction as part of the delivery</li> </ul>	
Key Outputs Outcomes & Impacts	<ul style="list-style-type: none"> <li>- 1 new training facility</li> <li>- 100 businesses engaged pa</li> <li>- 10 new L2-L3 courses</li> <li>- 450 new learners assisted per annum</li> <li>- Achievement rate of 80% (350 learners)</li> <li>- Workplace mental health related absence levels reduced to below 56%</li> <li>- GVA £895k</li> <li>- Jobs 4.1</li> </ul>	
Funding	Total Cost £1.21m	Towns Fund £660k
	Towns Fund will support the capital construction and renovation costs in the delivery of a new centre. Match-funding will be provided by Lincoln College.	

Table 10: HWBC

Skills	Lincoln City Football Club – Community Hub
Project Description	<p>Lincoln City Football Club, through Lincoln City Foundation will deliver a transformational project which will provide a community centre for learning and improving people's physical, mental and social wellbeing in one of the most deprived areas of the City. The project will create a new bespoke 500 sq. metre education and skills training facilities for the Lincoln City Foundation, rejuvenate an existing outdoor community facility to support the delivery of health, wellbeing and activity programmes and as part of the wider project, develop the stadium infrastructure to provide new employment opportunities and help boost the local economy.</p> <p>Within the development of skills through education, LC Foundation will be able to expand its growing provision and provide opportunities to learn, connect with local employers and help kickstart the local economy post-Covid.</p>
Project Rationale	<ul style="list-style-type: none"> <li>- responds to the need for investment in skills infrastructure to improve learning and employment outcomes</li> <li>- contributes towards the City's objective for an inclusive growth programme</li> <li>- provides additionality through the delivery of bespoke facilities for FE/HE and apprenticeships, not currently offered in this locality</li> <li>- as a key attraction in the City, investment will also contribute towards visitor numbers and spend post covid</li> <li>- links with the wider transport proposals for the area (Sincil Bank) and the collective impact of these interventions will deliver positive change within this community, supporting longer-term investment and higher land values to enable sustainable growth</li> </ul>
Key Outputs Outcomes & Impacts	<ul style="list-style-type: none"> <li>- 1 new skills facility with an expected weekly 500 user capacity</li> <li>- 450 new learners assisted (post 16) over a 3-year period</li> <li>- Apprenticeship scheme in partnership with employers – 12 per annum</li> <li>- 15 new FTE jobs</li> <li>- Enhanced visitor experience, numbers and spend</li> <li>- GVA £3.47m</li> </ul>

	- Jobs 122	
Funding	Total Cost £2.84m	Towns Fund £840k
	<p>Towns Fund will support the capital cost of work at the stadium to create a new training and community hub.</p> <p>Match funding will be provided through the Football Foundation and the Football Club, with further funding being sought from the Greater Lincolnshire LEP.</p>	

Table 11: LCFC Community Hub

Skills	Hospitality, Events and Tourism (HEAT) Institute	
Lead Partner	Lincoln College	
Project Description	The development of the UK's first Hospitality, Events and Tourism (HEAT) College, delivering bespoke support to the sector. This will support the changing nature of the industry and the international skills required to successfully operate within it. The new College will have a direct, positive impact on the performance of the local economy through the provision of employer-led training, offering both cross-cutting support, as well as sector-specific courses for two priority areas, Digital and the Visitor Economy. Indirectly, increasing the quality of the offer will have an impact on visitor spend, as well as contributing to a dynamic town centre that tends to be at the heart of thriving tech communities.	
Project Rationale	<ul style="list-style-type: none"> <li>- responds to the need to rebuild, grow and professionalise this priority sector as part of a balanced economy</li> <li>- provides additionality through the delivery of a UK-first Hospitality, Events and Tourism College, delivering enhanced skills, training and work-based learning to address identified skill shortages, improve employment opportunities and workforce productivity. It responds to demand from industry</li> <li>- adds value the wider interventions to invest in the City's heritage assets and visitor infrastructure</li> <li>- supports the City's recovery from Covid-19 and the delivery of the facility will adhere to clean growth principles. The use of digital learning will support clean growth and enable wider dissemination of the benefits across Lincolnshire</li> </ul>	
Key Outputs Outcomes & Impacts	<ul style="list-style-type: none"> <li>- 1 new specialist college facility; 20 new courses</li> <li>- 200 new employers engaged</li> <li>- 600 learners assisted per annum</li> <li>- Achievement rate of 75% (450 learners) at qualification level 2 and 3</li> <li>- GVA £1.68m</li> <li>- Jobs 8.7</li> </ul>	
Funding	Total Cost £2.54m	Towns Fund £1.24m
	Towns Fund will support the capital cost of developing a new HEAT College.	
	Match funding will be provided by Lincoln College.	

Table 12: HEAT

Transport	Wigford Way	
Lead Partner	Lincolnshire County Council	
Project Description	The project aims to improve the walking and cycling environment and public realm along Wigford Way and St Mary's Street, a key east west corridor in the centre of Lincoln, linking the Lincoln Transport Hub with key retail and commercial areas including High Street and Brayford Wharf. The scheme will transform a key existing route in the heart of Lincoln improving the public realm and enhancing Lincoln's historic core. The improvements will seek to capitalise on the reduction in traffic in the city centre following the opening of the Lincoln Eastern Bypass and provides an opportunity and act as a catalyst to redevelop the wider area and stimulate further economic growth.	
Project Rationale	<ul style="list-style-type: none"> <li>- priority intervention within the Transport Strategy</li> <li>- enhances connectivity, rebalances movement towards sustainable modes</li> <li>- opens up future development opportunities to support growth and links with wider High Street recovery/regen</li> </ul>	
Key Outputs Outcomes & Impacts	<ul style="list-style-type: none"> <li>- 1500m of road Infrastructure upgraded including widening of central reservation</li> <li>- 600m of new segregated cycle way provided</li> <li>- Public Realm Improvements - Intersection of Wigford Way and High Street</li> <li>- Vehicle Flow – lower vehicle flows and speeds, target 8% reduction in Annual Average Daily Traffic</li> <li>- Increased number of cyclists and pedestrians</li> </ul> <p>Contributes to delivery of a connected, modern, sustainable and future-ready transport network; acts as a catalyst for redevelopment of the wider area; supports recovery and enables the continued sustainable growth of Lincoln</p>	
Funding	Total Cost £5.04m	Town Fund £5.04m
	Town Fund will support the capital cost of delivering these infrastructure improvements.	

Table 13: Wigford Way

Transport	Sincil Bank	
Lead Partner	Lincolnshire County Council	
Project Description	The project will support the regeneration of the Sincil Bank area of Lincoln incorporating the plans and proposals developed by the Sincil Bank Revitalisation Partnership. It includes a range of interventions covering a 20mph vehicle zone, improved place-setting, creation of a green corridor, pedestrian, cyclist and environmental improvements together with car-parking measures.	
Project Rationale	<ul style="list-style-type: none"> <li>- identified for intervention within the Local Transport Strategy</li> <li>- addresses the identified need to regenerate this area of the City, which suffers from poor quality urban realm, poor accessibility and high levels of traffic/poor air quality</li> <li>- supports the wider programme of urban regeneration through improved connectivity</li> <li>- green infrastructure and sustainable transport aligns to the principles of clean growth and will support recovery from Covid-19 by enhancing outdoor spaces, improving the visitor experience and trading environment</li> </ul>	
Key Outputs Outcomes & Impacts	<ul style="list-style-type: none"> <li>- 7+ upgraded streets and spaces</li> <li>- 1000m of improved walking and cycling Infrastructure – 1 Sincil Bank</li> <li>- Upgraded public realm and environmental improvements</li> <li>- Reduced traffic and congestion along Sincil Bank</li> <li>- Increased number of pedestrians and cyclists along Sincil Bank</li> </ul>	
Funding	Total Cost £3.04m	Town Fund £3.04m
	Town Fund will support the capital cost of delivering these infrastructure improvements.	

Table 14: Sincil Bank

Urban Regeneration	Central Market & City Vibrancy	
Lead Partner	City of Lincoln Council	
Project Description	This project will restore and repurpose the Grade II listed Central Market Building within Lincoln City Centre to create a modern and diversified market offer, combining retail, food, leisure and technology. The scheme will create an 'anchor destination' with the Cornhill Quarter, which is emerging as a prime leisure and retail area, directly served by the City's multi-modal Transport Hub.	
Project Rationale	<ul style="list-style-type: none"> <li>- responds to need identified by private sector and NABMA to invest in the market building to stem decline, restore vitality and diversify the 'offer' to build a sustainable trading venue</li> <li>- responds to need to support recovery of High Street through creation of an enhanced attraction and anchor</li> <li>- capitalises on the opportunities linked with food and the visitor economy, enables the diversification of the space to include higher value, local produce</li> </ul>	
Key Outputs Outcomes & Impacts	<ul style="list-style-type: none"> <li>- Increase the amount and quality of high quality commercial floorspace – 1,520 sq m (+ 570 sqm mezzanine)</li> <li>- New upgraded or protected historic assets - 1</li> <li>- New upgraded or protected community hubs, spaces or assets - 1</li> <li>- Delivery of new public spaces – 4000 sq m public realm</li> <li>- Number of enterprises utilising high quality, affordable and sustainable commercial spaces - 30</li> <li>- Perceptions of place by business/community – 80%</li> <li>- Number of visitors to arts, cultural and heritage events and venues – 20% uplift</li> <li>- Land value uplift £17m</li> </ul> <p>Increase in economic activity and business growth; sectoral growth with focus on creative sector and local produce/farm to fork; increased visitors/footfall and spend; promotion of local provenance and sustainable trade</p>	
Funding	Total Cost £8.54m	Town Fund £6.54m
	<p>Town Fund will support the capital cost of renovation, repair and restoration.</p> <p>Match funding is being sourced through prudential borrowing, reserves and the Heritage Action Zone.</p>	

Table 15: Central Market

Urban Regeneration	Drill Hall Development	
Lead Partner	Lincoln College	
Project Description	<p>The provision of a renewed venue that will provide a wide range of services, drive a sustainable economic future for this iconic space and strengthen this local cultural asset. Located on the edge of one of the most economically deprived wards in Lincolnshire, the Drill Hall will offer a leisure venue for local community groups to meet, adult training provision that will provide both routeways to employment and Continuous Professional Development for local priority sectors. In addition it will offer a mental health drop-in service that will be based in the community cafe providing a safe, relaxed and informal space to meet with health professionals and discuss concerns, linking with the Health &amp; Wellbeing Centre proposals. In the evenings the centre will focus on making the arts more visible and easier to access by delivering a range of performances to support a holistic cultural offer within Lincoln, working in collaboration with other arts venues.</p>	
Project Rationale	<ul style="list-style-type: none"> <li>- responds to the need to repurpose an iconic cultural asset to enable it to become self-sufficient</li> <li>- supports recovery through investment in cultural asset as part of the wider city centre offer</li> <li>- delivers additionality through skills and training provision &amp; links with the HEAT college</li> <li>- responds to needs identified by employers, local community groups for services, leisure and commercial provision to safeguard the future of this asset</li> </ul>	
Key Outputs Outcomes & Impacts	<ul style="list-style-type: none"> <li>- Protected cultural asset – 1</li> <li>- Increased and closer collaboration with employers - 200</li> <li>- Delivery of 1300sq m of quality commercial space</li> <li>- Number of visitors to arts, cultural and heritage events and venues – 11,520 pa</li> <li>- Number of new learners assisted – 570 per annum</li> <li>- GVA £5.5m</li> <li>- Jobs 112</li> </ul> <p>Enhanced and sustainable cultural venue as part of a vibrant city offer; increased visitors and spend; increased skill levels and experience leading to improved employment outcomes, higher wages and productivity growth.</p>	
Funding	Total Cost £1m	Town Fund £455k

	Town Fund will support the capital cost of renovations to the building to allow for a wider range of uses. Match funding will be provided by Lincoln College.
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Table 16: Drill Hall Development

Urban Regeneration	Tentercroft Street
Lead Partner	City of Lincoln Council
Project Description	This project will support the redevelopment of a strategic brownfield site to create new workspace and city living in the heart of the City Centre. The scheme will address the unfulfilled demand for start-up and move-on space as part of a portfolio of new workspace to serve different business needs across the City. This is alongside a new city living offer which will provide sustainable accommodation in an accessible location adjacent to the main transport hub, the regenerated Cornhill Quarter and in close proximity to the University. Town funding will support feasibility and design to enable this scheme to proceed.
Project Rationale	<ul style="list-style-type: none"> <li>- Supports the regeneration of a strategic brownfield site identified within the City Masterplan</li> <li>- Responds to a need for workspace and city living provision within a sustainable setting</li> <li>- Links with the wider programme of interventions to support Covid-19 recovery and aligns with clean growth with opportunities to integrate technologies to optimise ongoing operational costs and reduce the building's carbon footprint.</li> </ul>
Key Outputs Outcomes & Impacts	<p>Feasibility and design leading to anticipated:</p> <ul style="list-style-type: none"> <li>- Increase in amount (and diversity) of workspace – 10,730 sq ft</li> <li>- Remediation of sites to deliver commercial/residential – 52 apartments</li> <li>- Delivery of new public spaces – 1</li> <li>- GVA £13.7m</li> <li>- Jobs 35</li> </ul>

	Increase in economic activity and sectoral growth; increase in city population, vibrancy and consumer spending to support local firms; improved connectivity and linkages between Sincil Bank and the City Centre	
Funding	Total Cost £0.34m	Town Fund £0.34m
	<p>Town Fund will support the cost of feasibility, due diligence and planning to enable a shovel ready development and the procurement of a development partner to enable commencement within the 5-year programme.</p> <p>It is anticipated that a first phase of development can be delivered within this timescale leading to the outputs above and leveraging an anticipated £16m through public and/or private sources.</p>	

Table 17: Tentercroft Street

Urban Regeneration	Barbican Production & Maker Hub
Lead Partner	Lincoln University
Project Description	Development of a Production and Maker Hub for the Creative Industries (County Hub) on the vacant Barbican Hotel Site (St Mary's Street). The space would enable clustering and incubation of creative businesses and the establishment of a creative business network. In addition, the space would allow for public facing educational activity and community access to production spaces, gallery and café spaces. This would be a distinctive, visible and high-quality offer in the heart of the City.
Project Rationale	<ul style="list-style-type: none"> <li>- addresses need for specialist workspace to nurture and support the growing creative sector and reduce the leakage of talent</li> <li>- extensive evidence supported by the LEP, Arts Council and reflected in current strategies</li> <li>- transforms a key heritage asset to productive economic use; complements the wider workspace offer and overall heritage-led regeneration of the Cornhill Quarter</li> <li>- enables growth by creating opportunities for clustering, showcasing and marketing, innovation and R&amp;D by connecting technology businesses with creative firms and links to university research supports inclusive growth, with ancillary community spaces/access, and business skills development</li> </ul>
Key Outputs Outcomes & Impacts	<ul style="list-style-type: none"> <li>- Remediation of abandoned or dilapidated sites; delivery of high quality residential or commercial space – 1 site, 1200 sq m</li> <li>- New, upgraded or protected community hubs, spaces or assets – 1</li> <li>- Increase in amount of shared workspace or innovation facilities – 600 sq m</li> <li>- Availability of specialist equipment</li> <li>- Number of enterprises utilising commercial spaces – 15</li> <li>- Start-ups and scale ups – 20</li> <li>- Perceptions of place – 10% increase year on year</li> <li>- GVA £4.92m</li> <li>- Jobs 92</li> </ul> <p>Increase in economic activity and sectoral growth which also supports the vibrancy of the City Centre.</p>

Funding	Total Cost £2.64m	Towns Fund £1.64m
	<p>Town Fund will support the capital restoration work to deliver this new venue.</p> <p>Match funding is being sought from University of Lincoln, Lincolnshire Co-operative, Heritage Action Zone and the Arts Council.</p>	

Table 18: Barbican

Urban Regeneration	The Hive	
Lead Partner	Investors in Lincoln	
Project Description	The Hive will create an exemplar of inner city living in a post Covid-19 world. The development will repurpose a vacant public asset to deliver living accommodation, focussed on key workers, enabled with digital technologies and green spaces, based around a local community hub to serve local people.	
Project Rationale	<ul style="list-style-type: none"> <li>- responds to a need for a range of housing options to support the continued vibrancy of the City Centre, Covid-19 recovery and economic growth</li> <li>- repurposes redundant public assets to deliver new homes and a community hub alongside provision for digital education and training and home working</li> <li>- complements the wider urban regeneration proposals and aligns with the principles of clean growth through the re-use and restoration of an existing asset</li> </ul>	
Key Outputs Outcomes & Impacts	<ul style="list-style-type: none"> <li>- Delivery of quality residential or commercial space – 65 homes</li> <li>- Increase in breadth of local skills offer – 450 people trained (over 3 years)</li> <li>- Increase in amount of shared workspace and innovation facilities – 615 sq. m (over 3 years)</li> <li>- Increase in amount of affordable commercial workspace – 350 sq. m (over 3 years)</li> <li>- New upgraded or protected community hubs - 1</li> <li>- Number of enterprises using high quality, affordable workspace – 30 (in first 3 years)</li> <li>- Number of people who work remotely at least some of the time – 32</li> <li>- Start-ups and scale ups using business incubation – 10 (in first 3 years)</li> <li>- GVA £18.1m</li> <li>- Jobs 302</li> </ul> <p>Increase in City Centre population supporting spend and vibrancy, improved local housing offer, supports a reduction in the number of people with poor health outcomes particularly in relation to increasing levels of economic activity.</p>	
Funding	Total Cost £9.84m	Town Fund £1.04m
	Town Fund will support the cost of the capital renovations and development, specifically the proposed digital training centre, managed workspaces, home-office units and green spaces.	

	Match funding is being sought via private investment and from a range of public sources.
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Table 19: Hive

Urban Regeneration	Food Partnership – Store of Stories	
Lead Partner	Lincoln Food Partnership	
Project Description	This project will support the development of a purpose built, centrally located food supermarket, that would alleviate issues of food poverty, address food wastage and support health issues leading to economic opportunities and longer-term productivity. With a focus on helping local people build resilience, The Store of Stories will provide low cost locally supplied waste and surplus food and other essential items, alongside a programme of advice, support and training, volunteering, and work placements opportunities.	
Project Rationale	<ul style="list-style-type: none"> <li>- addresses increase in food poverty arising from worklessness as a result of the Covid-19 pandemic, alongside support mechanisms - skills acquisition, finance and employability education to enable entry/return to the workplace supporting principles of inclusive growth</li> <li>- supports clean growth through the harnessing of ‘waste’ food</li> <li>- supports increased collaboration with public, private and community sectors and improving opportunities for volunteering in the social economy</li> </ul>	
Key Outputs Outcomes & Impacts	<ul style="list-style-type: none"> <li>- Availability of new community assets – 1</li> <li>- Reduction in child food poverty – 480 (children no longer suffering food poverty)</li> </ul> <p>Delivers a ‘systems’ approach to improving the opportunities for the most disadvantaged people in the City, enabling potential for public welfare savings and productivity growth</p>	
Funding	Total Cost £1.054m	Town Fund £205k
	<p>Town Fund will support the set-up and equipment for the supermarket</p> <p>Match funding is being sought from local private sector organisations and through income generation.</p>	

Table 20: Store of Stories

Urban Regeneration	Road to Net Zero Programme
Lead Partner	City of Lincoln Council
Project Description	<p>The Road to Net Zero Programme supports the aspirations of Lincoln to be carbon neutral by 2030. The programme supports the work of the Lincoln Climate Commission, which emerged from a collaboration with the City of Lincoln Council, Siemens, Transition Lincoln and the University of Lincoln. The Road to Net Zero Programme includes four constituent projects:</p> <ol style="list-style-type: none"> <li>1. The Feeding Tariff</li> <li>2. Construction Retrofit Project</li> <li>3. SME Green Recovery Grant Scheme</li> <li>4. Lincoln Community Investment Bond</li> </ol> <p>The projects provide a stimulus package of measures to support green recovery, economic growth and reduce carbon.</p>
Project Rationale	<ul style="list-style-type: none"> <li>- addresses pressing need for carbon reduction to ensure that Lincoln can meet its aspiration of becoming carbon neutral by 2030 by testing the feasibility of interventions for wider application</li> <li>- contributes directly to urban regeneration objectives through the restoration of redundant building(s) as a test-bed for retrofit</li> <li>- enables innovative approach to funding models to support inclusive and green growth via an ethical investment</li> <li>- complements, cross-cuts and supports the wider proposals for urban regeneration and directly supports SMEs to recover and grow sustainably</li> </ul>

Key Outputs Outcomes & Impacts	<ul style="list-style-type: none"> <li>- Programme of SME grants in key sectors – 10 businesses</li> <li>- Increase in closer collaboration with employers – 40 businesses engaged</li> <li>- Increase in breadth of local skills offer – 1 programme (construction skills)</li> <li>- Remediation/development of abandoned sites – 2 sites</li> <li>- No of new learners – 30 assisted</li> <li>- Perception of place – 80% satisfaction</li> <li>- Reduction of emissions – 15kg CO2</li> </ul>	
Funding	Total Cost £413 K	Town Fund £360 k
	<p>Towns Fund will support the cost of installing PV infrastructure, building retrofit construction and technologies, SME grant funding and feasibility for a Community Investment Bond.</p> <p>Match funding includes City of Lincoln Council HRA £50k and Lincoln Food Partnership £3K</p>	

Table 21: Road 2 Net Zero

Urban Regeneration	Greyfriars	
Lead Partner	Heritage Lincolnshire	
Project Description	Greyfriars is an internationally important, listed building in the heart of Lincoln dating from the 13th century, in desperate need of repair and a new use. This scheme will repair the historic fabric of the building and open it to the public as a heritage attraction with a mix of a digital and tactile, immersive interpretation scheme, temporary exhibitions, events, conferencing and educational activities. The scheme will add to the popular heritage offer in Lincoln, increasing dwell time and spend.	
Project Rationale	<ul style="list-style-type: none"> <li>- Responds to need to restore, repair and safeguard important heritage asset</li> <li>- Complements wider programme of investment to enhance the city offer and support recovery</li> <li>- Capitalises on opportunity to build and grow Lincoln's visitor experience and embed digital learning</li> </ul>	
Key Outputs Outcomes & Impacts	<ul style="list-style-type: none"> <li>- Development of new heritage venue – 1</li> <li>- Job creation – 2.5 FTE</li> <li>- Number of visitors to heritage venue – 1000</li> <li>- Learners assisted – Skill building opportunities for 30 trainees and volunteers in digital interpretation, architecture, marketing, visitor experience</li> <li>- GVA £2.46m</li> <li>- Jobs 40.3</li> </ul> <p>Brings an internationally important historic asset back into use, improving the aesthetic of the immediate surrounding and attracting visitors to spend more time in the city, increasing their spend. Supports local learning and job opportunities.</p>	
Funding	Total Cost £1.7m	Town Fund £0.54m

	<p>Town Fund will support the cost of the restoration work.</p> <p>Match funding will be provided through the National Lottery Heritage Fund, City of Lincoln Council, Heritage Lincolnshire Reserves and Local Trusts.</p>
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Table 22: Greyfriars

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## Section 3. Engagement & Delivery

- The preparation of this Investment Plan has been informed by statistical analysis and stakeholder engagement. This has provided a robust evidence base and enabled strong partnership working between our anchor institutions, resulting in a suite of proposals that responds to need and opportunity and is truly additional.
- We will continue to develop our partnership approach and to strengthen our collaboration with stakeholders across the City to ensure that we maximise the benefit of our initial project programme and to achieve our longer-term vision.

### 3.1 Governance

- The development of the Investment Plan has been overseen by our Towns Fund Board. The Board was formally established in January 2020, but it builds on many years of close partnership working on earlier initiatives, including the City Centre Masterplan.
- The Board comprises public, private and community sector representatives, including the Member of Parliament for Lincoln and anchor institutions such as the University of Lincoln, Bishop Grosseteste University, Lincoln College, Greater Lincolnshire Local Enterprise Partnership, City of Lincoln Council, Lincolnshire County Council, NHS Lincolnshire, the Police & Crime Commissioner, Lincoln YMCA and Visit Lincoln. Sectors which are crucial to Lincoln's economic growth and recovery are also represented through large firms and high growth SMEs operating in manufacturing, digital and tech, development, finance and retail.
- The Chair of the Board is Mary Stuart, Vice Chancellor of University of Lincoln, an institution which has helped underpin Lincoln's development and growth in recent years. The continued expansion of the University, and wider HE/FE provision will be crucial to the long-term growth prospects for the City, and the levelling up agenda.
- The purpose of the Board is:

*To bring together public, private and community sector organisations to develop a strategic vision and Investment Plan for Lincoln which will drive economic growth for the benefit of all.*

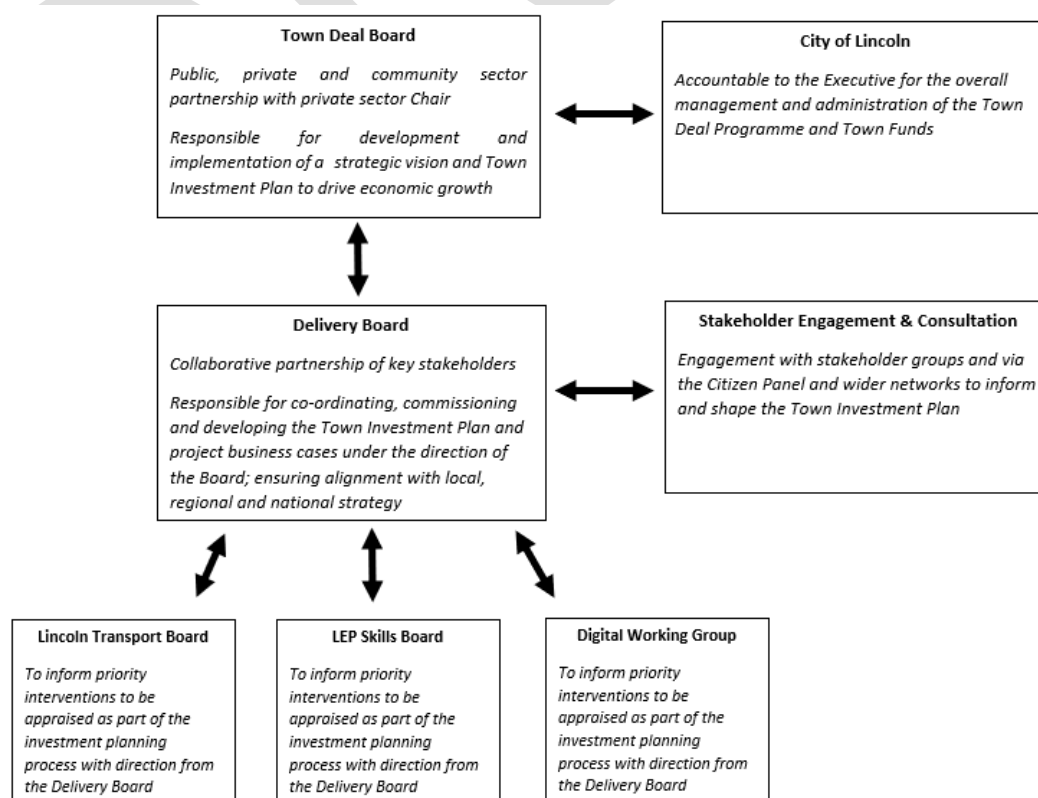
**Table 23: Town Board Membership**

Name/Position	Organisation	Sector
<b>Mary Stuart (Chair)</b>	University of Lincoln	Anchor Institution
<b>Leo Scott Smith (Vice Chair)</b>	Tended	Digital

<b>Karl McCartney</b>	Lincoln Constituency MP	Lincoln Constituency MP
<b>Lord Patrick Thomas Cormack</b>	House of Lords	House of Lords
<b>Ric Metcalfe</b>	City of Lincoln Council	Lead Council
<b>Angela Andrews</b>	City of Lincoln Council	Lead Council
<b>Andy Gutherson</b>	Lincolnshire County Council	Upper Tier Authority
<b>Richard Davies</b>	Lincolnshire County Council	Upper Tier Authority
<b>Mark Speed</b>	Siemens	Engineering
<b>Ursula Lidbetter</b>	Lincolnshire Co-operative	Retail/High Street
<b>Tim Chambers</b>	Cool Data	Digital
<b>Edward Strange</b>	Brewin Dolphin	Finance/investment
<b>Liam Scully</b>	Lincoln City FC	Community
<b>Caroline Killeavy</b>	YMCA	Community
<b>Charlotte Goy</b>	Visit Lincoln	Anchor Institution
<b>Peter Neil</b>	Bishop Grosseteste University	Anchor Institution
<b>Gary Headland</b>	Lincoln College	Anchor Institution
<b>Station Commander</b>	RAF Waddington	Anchor Institution
<b>Marc Jones</b>	Police & Crime Commissioner	Anchor Institution
<b>Jacqui Bunce</b>	NHS Lincolnshire	Anchor Institution

- In support of the principal Town Board, a Delivery Board has been established to lead on the technical project development work and to advise on the overall strategy. The Delivery Board will continue to support in the delivery of the overall programme to ensure effective co-ordination and to maximise opportunities for collaboration and added value.

**Figure 12: Wider Governance Structure**



### 3.2 Partnerships & Stakeholder Engagement

As part of the wider governance structure, existing partnerships have been used to inform the priority interventions for town funding such as the Lincoln Transport Board, the Climate Commission, the LEP Skills Board, Investors in Lincoln, Digital Lincoln, Lincoln Cultural and Arts Partnership, Sincil Bank Community Regeneration Scheme and the wider business and community groups that exist within the City. Focussed workshops have also been used to refine the priorities for each theme.

- Our approach is complemented by strong stakeholder engagement, with actions including:

- **Virtual Stakeholder Panel**

We have used our Citizen's Panel, business and community groups to inform our priorities, via online surveys in March 2020 (pre-lockdown) and August (post-lockdown). These surveys have attracted over 200 responses and highlighted key priorities linked to investment in sustainable transport, clean growth and digital connectivity.

- **#My Town**

We have analysed all of the comments submitted through the #MyTown initiative launched by government, in conjunction with the results from our own surveys to give a comprehensive overview of the priorities in Lincoln.

- **Focused Interviews**

We have conducted focused interviews with key business representatives from the digital, finance, development, creative, science and innovation sectors, recognizing the potential value of these sectors in raising productivity.

We have also engaged with training and health care providers to understand how our wider community can be part of this programme and share the benefits of this growth through an expanded skills programme and support services

- **Workshops: Digital Transformation**

We have held 3 workshop sessions with businesses and stakeholders in the digital and tech sectors to aid our understanding of this sector and the opportunities for growth, recognizing the importance of digitalization to achieving inclusive, clean growth. This group has informed the development of a tech strategy for Lincoln. Some of the actions from this strategy will be taken forward as part of our initial delivery plan, with the longer-term ambition to deliver the wider interventions when appropriate funding and resources are available.

- **Presentations & Discussion**

Regular updates and presentations have been discussed with key groups and networks including Lincoln Big, Healthy High Streets, Cornhill Quarter, University and Business Breakfast Briefings as well as with our internal Portfolio Holder and Executive Members

- **Web Portal**

In the interests of ensuring fairness and transparency, Town Board meetings are held in public and full details of the governance arrangement together with the minutes of each meeting, progress reports and consultation findings are published on our dedicated web portal:

<https://www.lincoln.gov.uk/lincoln-town-deal>

- Our extensive governance and engagement process has enabled a collaborative approach to the development of the Investment Plan, identifying clear interconnections between the proposed interventions and opportunities for partnership working to maximise coherence and output. A full copy of our Stakeholder Engagement Plan and key findings from the process to date is included in Appendix 4.

## **Looking Forward**

- Continued partnership working and engagement will be crucial to the successful delivery of this Plan. The structures and networks which have been established to oversee the development of the TIP will continue to be strengthened during the delivery phase. The Programme Management Function will provide a resource to expand our partnership working, encourage participation and maximise funding and investment, with opportunities identified below:

- **Growth Conference**

Prior to lock-down, our plans included the delivery of a growth conference, celebrating the strengths of the City and engaging partners in the development of our future Investment Plan. The onset of the pandemic forced a change in strategy with a series of virtual workshops and surveys but a virtual conference is now planned to follow the submission of the Investment Plan and to launch our engagement ahead of the delivery phase. This conference will bring together approximately 150 stakeholder organisations across the City to collaborate on the growth agenda.

- **Partnerships & Networks**

We will utilize the mature partnership structure that exists in Lincoln to access the skills and expertise we need to deliver specific projects and to reach out to a wider stakeholder network for all of the priority areas. In this regard the Lincoln Transport

Board, Climate Commission, LEP Skills Board, Digital Lincoln, Lincoln Business Improvement Group and the City's wider business networks will continue to be involved in advising, shaping and leading project delivery.

Wherever possible we will ensure stakeholders and the wider public have the opportunity to engage with and influence project proposals in person through the use of drop-in events, interactive workshops and exhibitions. Where this is not possible, consultation will be carried out by virtual means as we have done successfully in development of the Plan.

Continued engagement with our virtual Citizen's Panel, as a representative community group, will play an active role in the shaping of our plan and in testing, monitoring and evaluation of its constituent projects.

- **Funding**

We will continue our work with DCMS funding partners to leverage resources for our short-term delivery plan and our longer-term digital transformation programme.

We will capitalize on the opportunity we have to work with LocalMotion, a collective of six funders that have come together to address social, environmental and economic priorities in selected areas, including Lincoln. This additional resource and expertise will be key to delivering systemic change in our most vulnerable communities.

- **Private Sector Investment**

The City has benefited from substantial private investment in recent years which has delivered strong employment and business growth (see section 1.5). Towns Fund will provide opportunities to build on this investment and to help unlock growth which has stalled not due to the lack market demand but rather due to infrastructure constraints and costs (digital, transport, services, site constraints). In this context, our programme will directly secure investment and co-funding from partners such as University of Lincoln, Lincoln College, Lincolnshire Co-operative, Lincoln Science & Innovation Park, Investors in Lincoln and Visit Lincoln.

The benefits of this programme will flow through to enhancing the resilience and diversity of the City's economy, strengthening investor confidence in future development opportunities. We will utilise our Plan to promote Lincoln as a place to invest in order to expand and secure private sector interest.

### **3.3 Business Case Development**

- The development of our Investment Plan has been carried out in accordance with our governance documents and the detailed guidance for this programme.

- A long-list of project proposals was developed for consideration through the Town Board network and existing partnerships with a remit for delivery against the key themes. The projects have been developed and refined with reference to our evidence base and wider stakeholder engagement.
- Proposals have then been subject to a prioritisation and sifting exercise by the Town Board in July 2020. This was followed by a further appraisal process, led by Rose Regeneration as the independent consultant, working with a sub-group of Board members and utilising the Town Fund Prioritisation Tool. The Prioritisation Tool has enabled the assessment of projects against local need and green book criteria (figure 13). Having regard to this criteria, the projects have been ranked by each sub-group member and the average rank has been calculated to derive the final priority order (figure 14).

**Figure 13: Prioritisation Criteria**

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

- The Investment Plan and constituent projects have also been subject to an independent 'check and challenge' session, facilitated by the Town Fund Delivery Partner, with the aim of deriving maximum alignment and value from the programme to ensure a successful bid. The final list of projects in priority order, is included below:

**Figure 14: Prioritised Projects**

Rank	Project	Average Rank
1	Road to Zero	5.00
1	Drill Hall	5.00
3	Central Market	5.17
4	Tentercroft Street	6.17
5	Health and Wellbeing Centre	7.00
6	Lincoln FC	7.50
6	Barbican	7.50
6	Sincil Bank	7.50
9	Hospitality Events and Tourism	7.67
10	Greyfriars	7.83
11	Wigford Way	8.67
12	Store of Stories	9.50
13	Lincoln Connected	10.33
14	Lincoln Made Smarter	11.50
15	The Hive	13.67

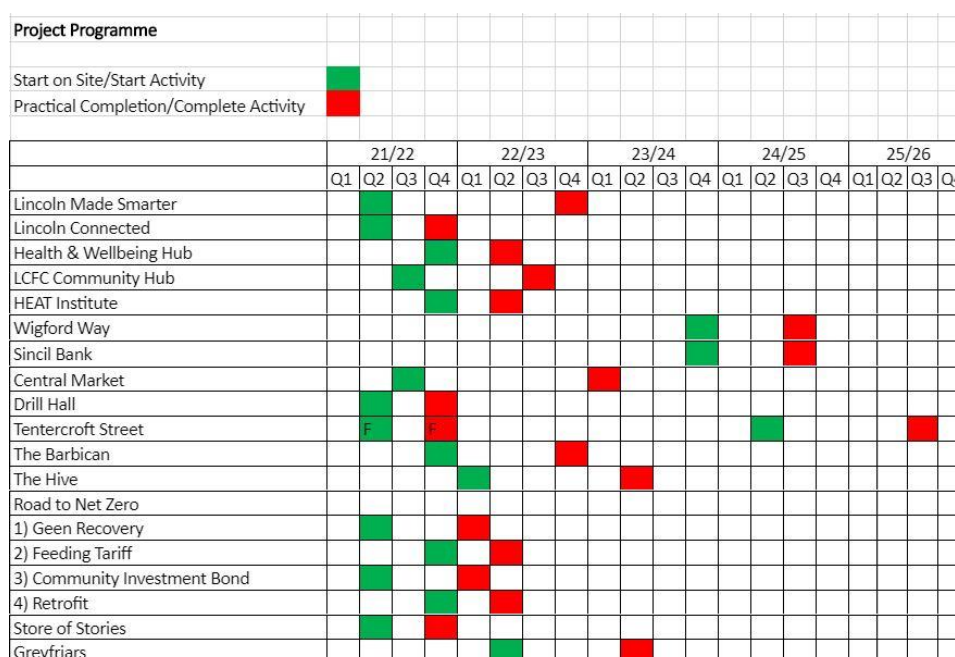
### 3.4 Investment Plan Summary

- The following figure provides an overview of the final programme, including details of each project's Town Fund requirement as well as our overall funding request. A spend profile is also included. In line with the guidance, capital interventions account for the majority of the funding request (95%). Our revenue proposal accounts for 5% but are integral to the overall programme and essential to the delivery of our longer-term objective of digital transformation.

**Figure 14: Financial Summary**

Project	Towns Fund £m	Co-Funding £m	Total Cost £m
Lincoln Made Smarter	1.290	1.050	2.340
Lincoln Connected	1.514	0.542	2.056
Health & Wellbeing Centre (HWBC)	0.660	0.550	1.210
Lincoln City FC Stadium and Community Redevelopment Projects	0.840	2.000	2.840
Hospitality Events & Tourism Institute (HEAT)	1.240	1.300	2.540
Wigford Way/St. Mary's Street	5.040	0.000	5.040
Sincil Bank Green Corridor	3.040	0.000	3.040
Lincoln Central Market and Vibrant Public Realm	6.540	2.000	8.540
Drill Hall Development	0.455	0.550	1.005
Tentercroft Street	0.340	0.000	0.340
Barbican Production & Maker Hub	1.640	1.000	2.640
The Hive	1.040	8.800	9.840
Climate Commission Road to Net Zero	0.360	0.053	0.413
Store of Stories (Food Supermarket)	0.205	0.849	1.054
Greyfriars	0.540	1.164	1.704
Programme Management	inc.	0.646	0.646
<b>Total</b>	<b>24.748</b>	<b>20.504</b>	<b>45.252</b>
Capital	23.46	95%	
Revenue	1.29	5%	

- In order to achieve this spend, our proposals are profiled to deliver across the five-year period, with opportunities to accelerate the delivery of our shovel ready schemes from 2020/21 (subject to agreement of Heads of Terms). The following Gantt Chart provides an overview of the timeline for each project.



**Figure 15: Programme for Delivery**

- The Investment Plan has been subject to review and approval by the City Council's Executive (as the accountable body) and by the Town Board. It is endorsed by our partners and commended as a stimulus for economic recovery and long-term transformation in Lincoln.

### 3.5 Implementation and Delivery Plan

- Our Town Fund Board will oversee the implementation of the Investment Plan and ensure compliance with the Heads of Terms Agreement with government.
- The Delivery Board and its constituent partners will lead on technical project delivery and ensure collaboration across the programme, having regard to the wider governance structure and partnership network.
- The City Council will continue to act as the accountable body for the implementation of the Investment Plan. Acting in this role, the Council will:
  - o Oversee the Heads of Terms Agreement with government and the Board
  - o Ensure continued good governance and transparency in decision making
  - o Manage, monitor and evaluate the Investment Programme, with recourse to independent expertise as required for assurance

- Support lead partners in the development of detailed business cases to secure funding
  - Manage contractual arrangements with project partners to ensure delivery
  - Carry out the financial management for the programme
  - Be responsible for the financial management of the overall programme
  - Periodic reporting to government as required
- A dedicated Programme Management Office will be established to oversee the programme, utilising a mix of existing staff and resources within the Authority, combined with specialist expertise to add value to the proposals and to ensure independent appraisal and scrutiny as part of our assurance process.
- The Office will be led by a Programme Manager, supported by Project Development and Monitoring Officers and a Programme Accountant. Specialist support will be required as follows:
    - To develop our local green book assurance process
    - To undertake independent project appraisal and due diligence, ensuring objectivity in decision making
    - To provide skills and expertise in developing our digital and clean growth proposals, ensuring these can be transformational
    - To provide specialist legal advice where required (e.g. state aid) to support contractual arrangements with government and back-to-back funding agreements with partners
- Our programme management and assurance process will be prepared and adopted by the Town Board for implementation following our Heads of Terms Agreement. We will draw on best practice and explore opportunities for joint-working with our partners in East Lindsey and Boston in order to maximise resource and achieve efficiencies. Our management and assurance process will set out:
    - Arrangements for the Programme Management Office including its structure, resourcing and reporting
    - Business case preparation and approval processs, including due diligence and appraisal
    - Project monitoring and evaluation templates and reporting procedures
    - Preparation of project-specific funding agreements
    - Setting out of procurement processes
    - Performance management systems and overall programme monitoring and evaluation arrangements
    - Partnership/joint-working arrangements where functions or commissioning may be shared

### **3.6 Proven Ability to Deliver**

- The City Council has successfully delivered a number of large-scale projects, securing investment in its own property and intellectual assets to support the City's sustainable growth agenda. This includes successful delivery of a £30m Transport Hub and further hotel investment in 2017/18, £4m Boutham Park restoration project in 2018 and previously, the redevelopment of Lincoln Drill Hall Theatre, The Terrace Business Incubation Space and the Think Tank Innovation Centre.
- To facilitate major growth, the Council has prepared and submitted an application for a new Sustainable Urban Extension – the Western Growth Corridor – which will deliver 3,200 homes and 20ha of commercial land. The City Council owns approximately half of the total site area and is developing the scheme with the adjacent landowner Lindum Construction through a Partnership Agreement.
- Of relevance to the tech and digital agenda, the Council completed the installation of a new £400k CCTV system which upgraded 300 CCTV cameras to a new wireless high-definition 4K HD system including routers being placed into the city's security camera network, enabling the development of a free WIFI network for use on either smartphones, laptops or tablets in open air areas in the city centre.
- Most recently, the City Council's capacity to deliver has been demonstrated during the COVID 19 crisis, which has required a rapid and effective emergency response. The Council has responded positively in developing emergency structures and using the available technology for the administration of the business support programme, including business rate reliefs, grant funding and wider advice and support. Staff were deployed and systems developed without delay to enable effective due diligence and rapid release of funding to businesses in need as soon as initiatives were launched by Government. The response has been well received by the local business community, with over 1,700 firms now supported with over £21m funds (as of September 2020).
- With the resource to deliver, proven capabilities, dedication and commitment, the City Council will work in partnership to ensure this Plan is a success.

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- <sup>i</sup> ONS (2018) Local/Regional GVA Tables
- <sup>ii</sup> ONS (2018) Regional/Local GVA Tables
- <sup>iii</sup> ONS (2018) Mid-Year Population Estimates
- <sup>iv</sup> ONS (2018) Business Register of Employment Survey
- <sup>v</sup> Business Register of Employment Survey, 2018
- <sup>vi</sup> GLLEP (2019) Greater Lincolnshire Digital Landscape Report
- <sup>vii</sup> Tom Fleming Creative Consultancy (2019) Research Programme and Plan for Creative Lincoln Shire and the Lincoln Centre for Culture and Creativity, UK, report for Greater Lincolnshire LEP
- <sup>viii</sup> Tom Fleming Creative Consultancy (2019) Research Programme and Plan for Creative Lincoln Shire and the Lincoln Centre for Culture and Creativity, UK, report for Greater Lincolnshire LEP
- <sup>ix</sup> ONS (2018) Business demography tables
- <sup>x</sup> Innovate UK (2020) Innovate UK funded projects since 2005
- <sup>xi</sup> ONS (2018) Business Register of Employment Survey
- <sup>xii</sup> OFCOM (2019) Connected Nation Report: Data Dashboard
- <sup>xiii</sup> Tom Fleming Creative Consultancy (2019) The Creative Economy of Lincolnshire, report for Greater Lincolnshire LEP
- <sup>xiv</sup> GLLEP (2019) Greater Lincolnshire's Digital Landscape report
- <sup>xv</sup> ONS (2020) Annual Population Survey
- <sup>xvi</sup> ONS (2019) Annual Population Survey
- <sup>xvii</sup> ONS (2019) English Indices of Deprivation
- <sup>xviii</sup> ONS (2020) Annual Survey of Hours and Earnings
- <sup>xix</sup> HESA (2020) Destination of Leavers from Higher Education Survey
- <sup>xx</sup> ONS (2019) English Indices of Deprivation
- <sup>xxi</sup> City of Lincoln Council (2020) Lincoln City Profile
- <sup>xxii</sup> ONS (2018) Business Register and Employment Survey
- <sup>xxiii</sup> City of Lincoln Council (2020) Town Centre Vacancy Data
- <sup>xxiv</sup> City of Lincoln Council (2020) Footfall Data
- <sup>xxv</sup> HMRC (2020) Coronavirus Job Retention Scheme Statistics: August 2020
- <sup>xxvi</sup> ONS (2020) NOMIS Labour Market Statistics
- <sup>xxvii</sup> IFS (2020) Covid-19: The Impacts of the Pandemic on Inequality

# **Appendix 1**

## **Lincoln Economic Evidence and Growth Study 2020**

**Report for City of Lincoln Council**  
**March 2020**



## **SECTION 1. INTRODUCTION**

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

### **Structure of the Report**

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

**Section 2** sets out policy context for the Lincoln economy.

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

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

**Section 5** considers how Lincoln performs against comparator cities

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

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

## SUMMARY

### Analysis of Data

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

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

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

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

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

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

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

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

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

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

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

### Benchmarking Findings

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

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

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

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

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

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

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

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

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

### **Narratives**

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

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

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

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

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

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

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

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

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

## SECTION 2 – POLICY AND STRATEGIC CONTEXT

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

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

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

### POLICY CONTEXT

#### Lincoln within the Greater Lincolnshire economy

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

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

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

#### Infrastructure and Connectivity

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

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

## SECTION 3 – EMPLOYMENT BASE AND PRIORITY SECTORS

### 3.1 Employment Base

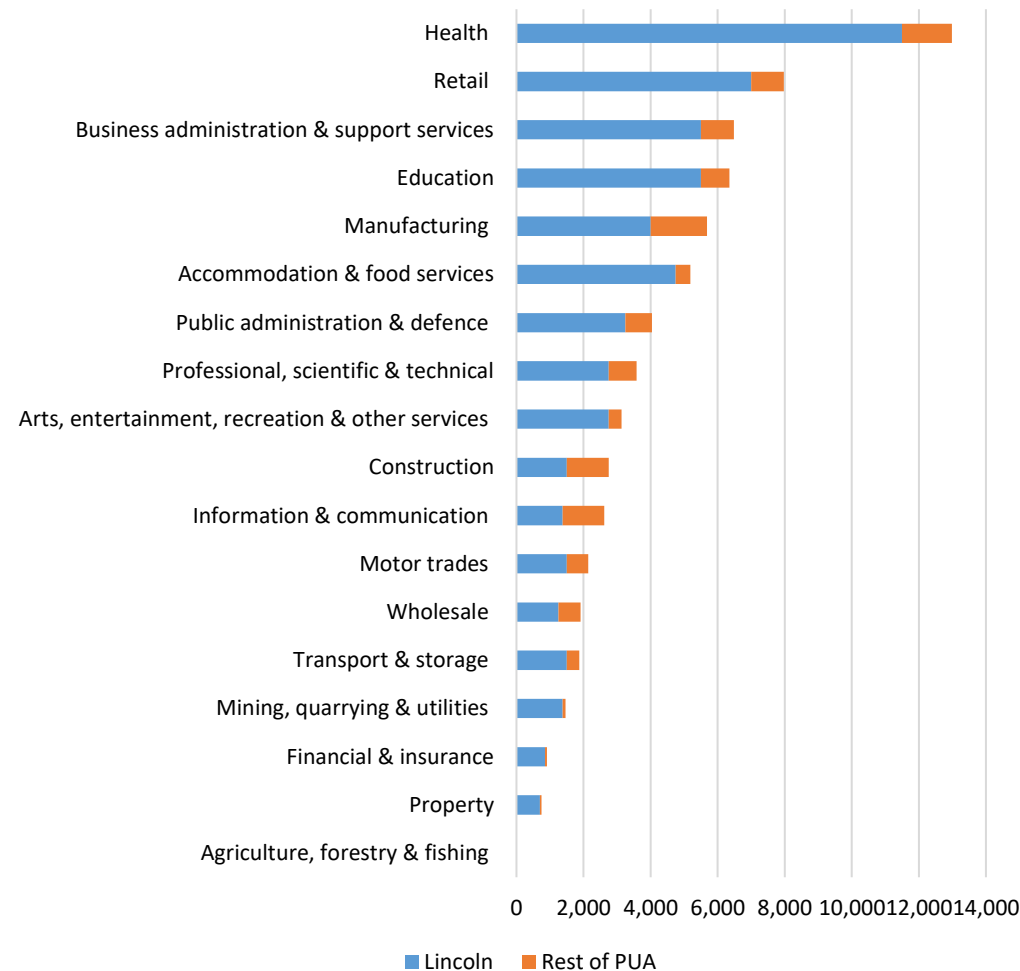
#### *Hykeham is an important engine of jobs growth for the PUA*

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

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

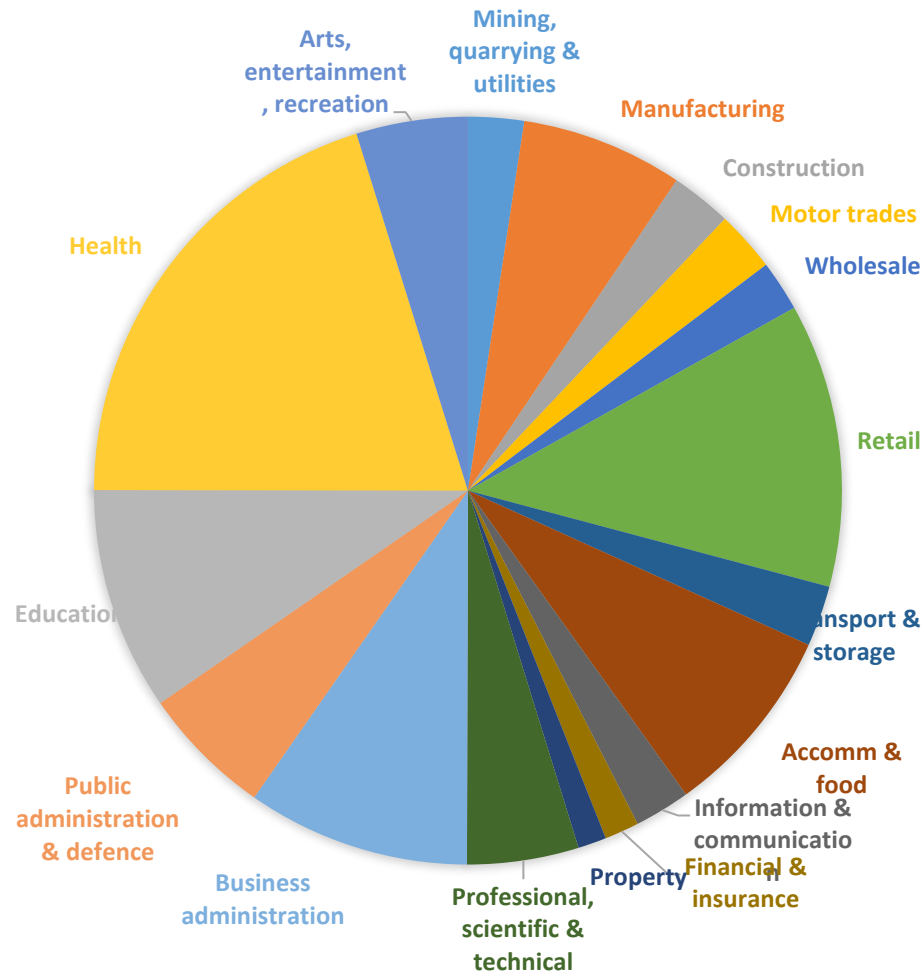
As shown in Graphs 1 and 2, health, retail and business administration are the three largest sectors by employment in the PUA.

Graph 1: Sectoral Employment, by Broad Industrial Sector



Source: BRES, 2018

**Graph 2: Sectoral Employment in Lincoln, by Broad Sector**



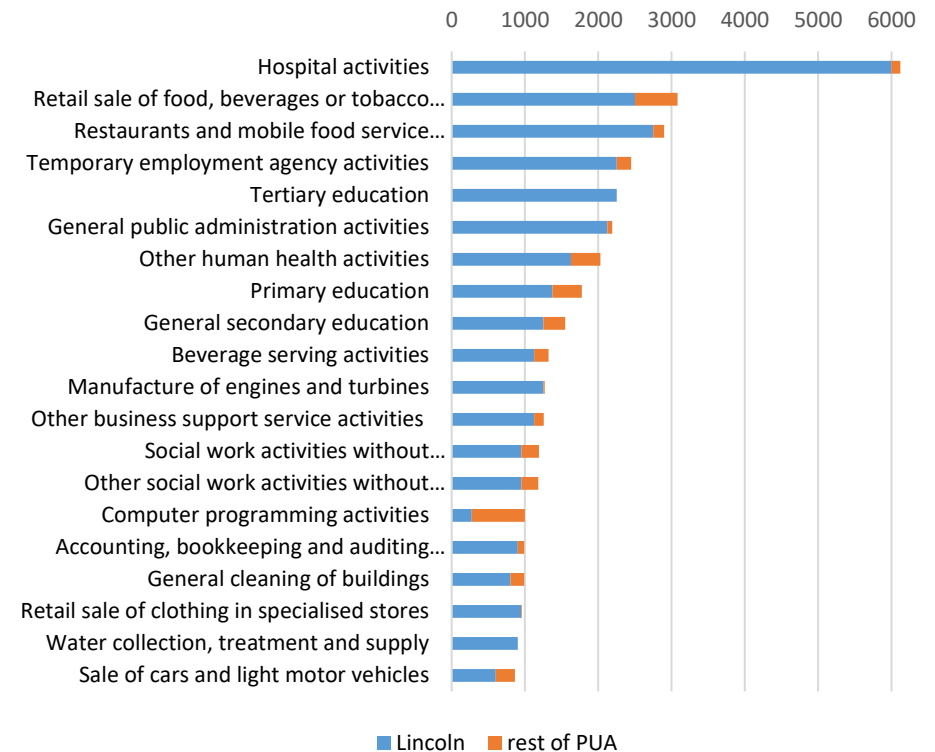
Source: BRES, 2018

### 3.2 Largest Sub-sectors by Employment

#### *Hospital activities are a dominant sub-sector*

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

**Graph 3: Top 20 Sub-Sectors, by Employment**



Source: BRES, 2018

### 3.3 Most 'distinctive' sectors

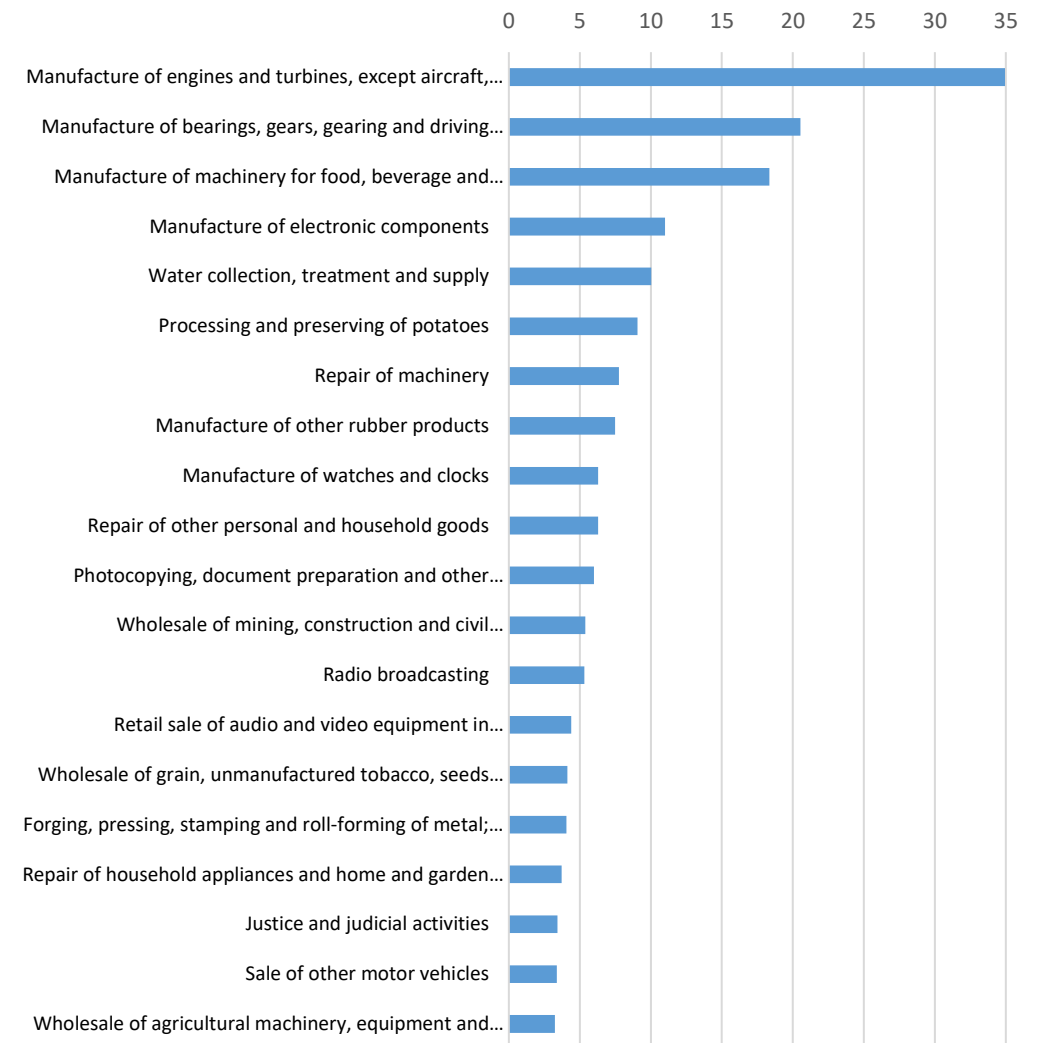
#### *Lincoln has a number of distinctive manufacturing specialisms*

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

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

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

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



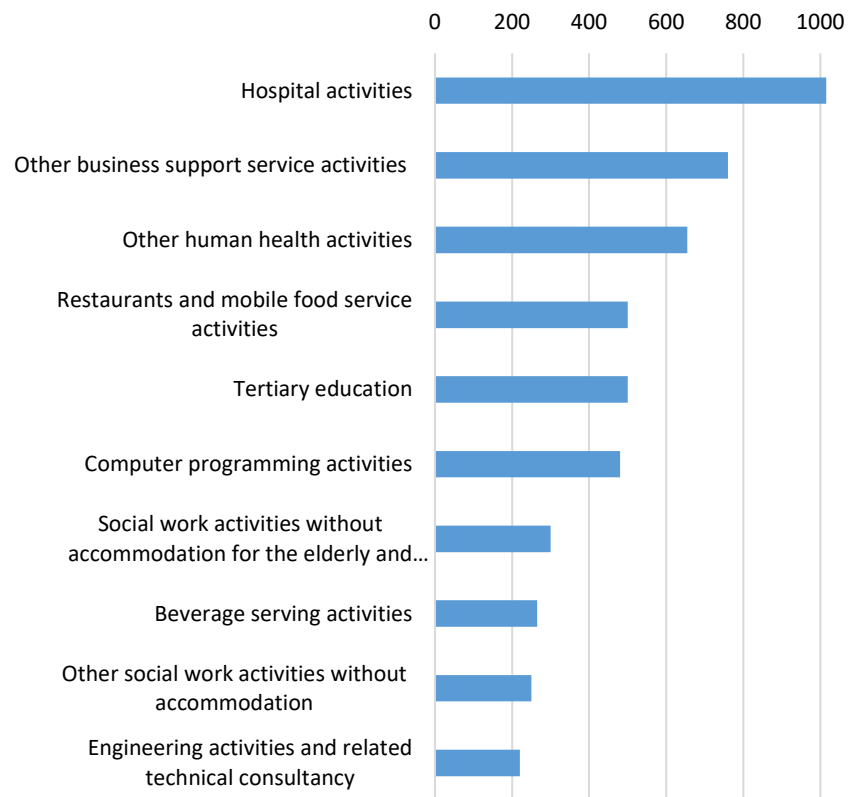
Source: BRES, 2018

### 3.4 Greatest areas of employment gains and losses

#### *Health, restaurants and Higher Education drive employment growth*

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

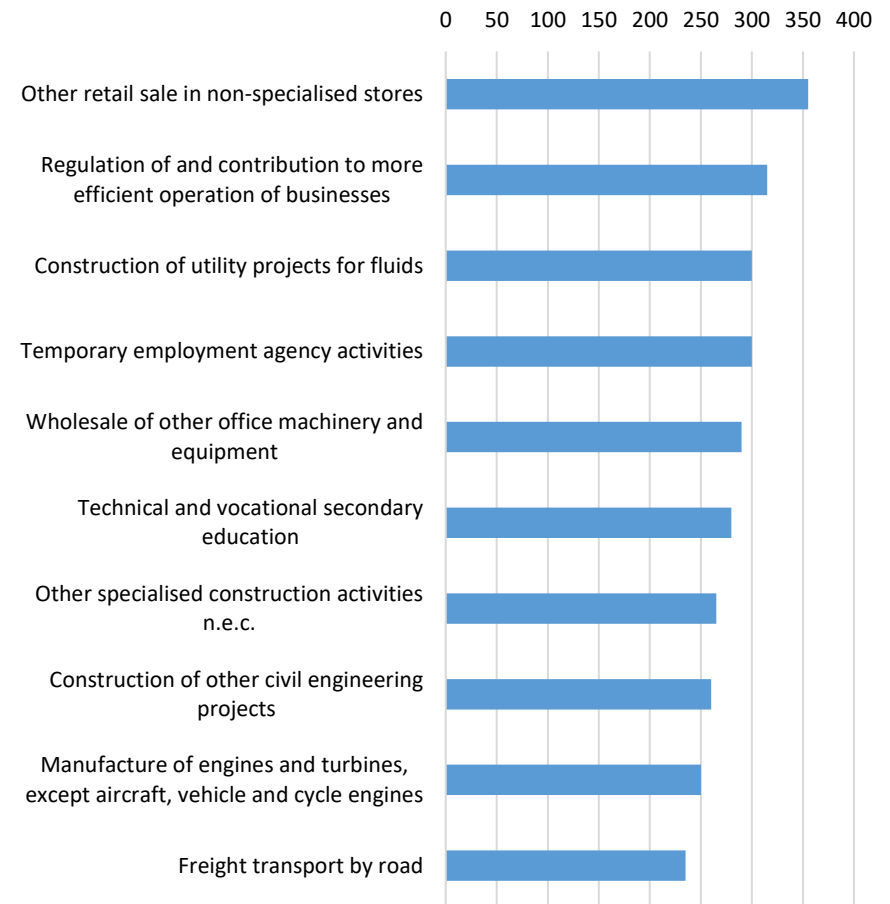
**Graph 5: 10 Sub-sectors with greatest employment gains**



Source: BRES, 2018

#### *Retail and construction drive employment losses*

**Graph 6: 10 Sub-sectors with greatest employment losses**



Source: BRES, 2018

### 3.5 Identifying Lincoln's Key Sectors

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

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

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

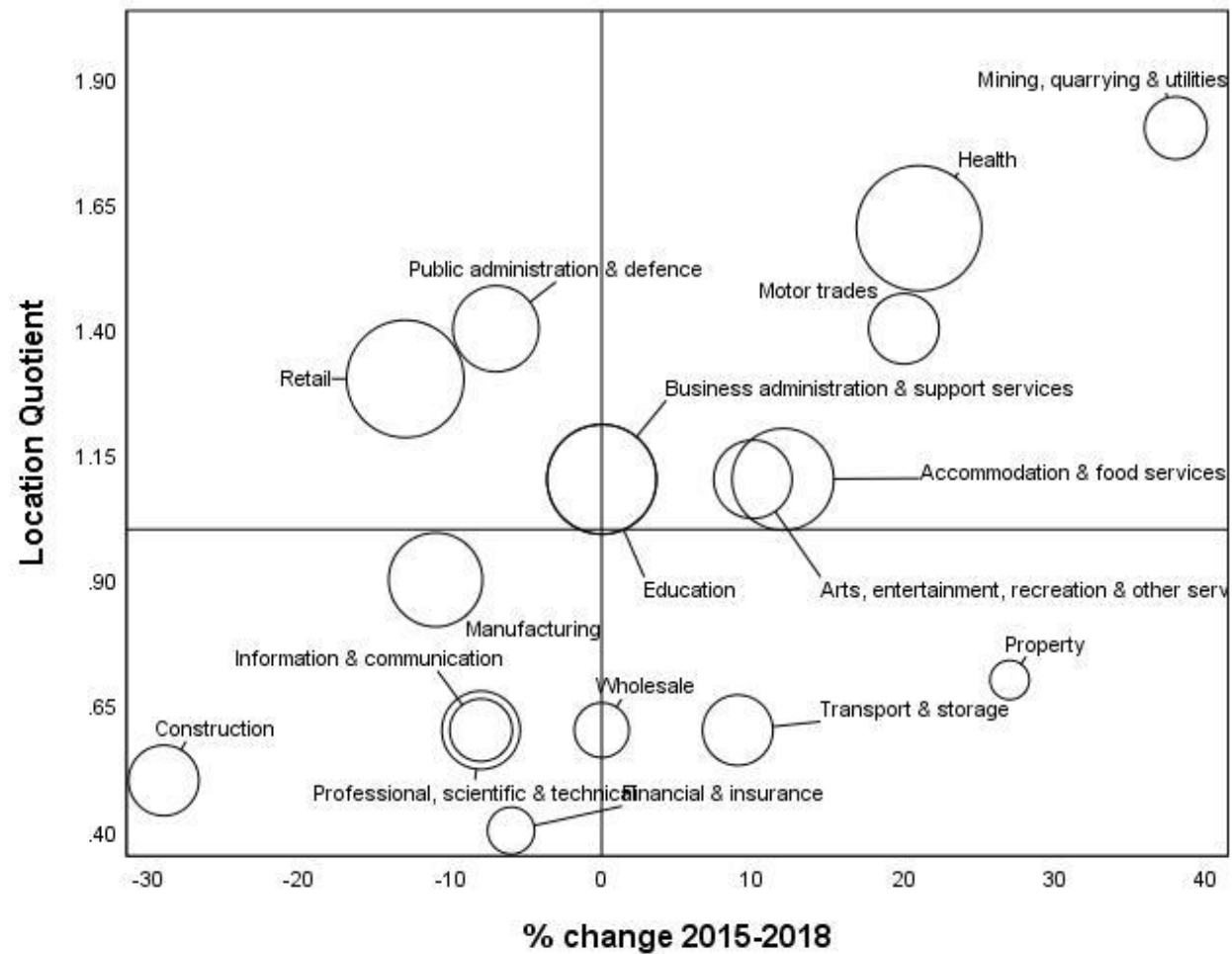
Accommodation and food, and arts and entertainment (both arguably part of the visitor economy) have both demonstrated jobs growth and are

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

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

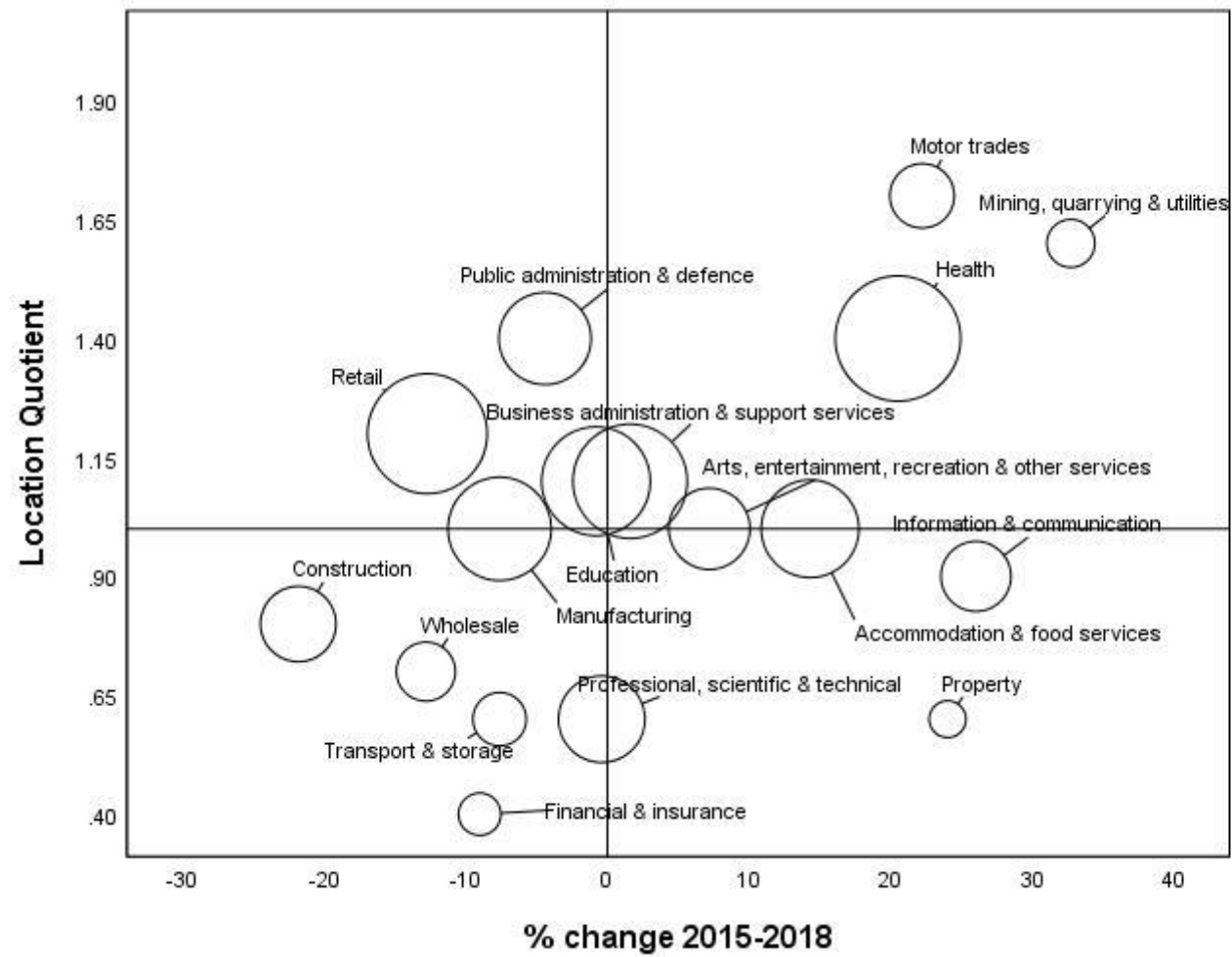
Graphs 9 to 16 show how the Lincoln PUA performs in the sectors identified as priority sectors by the Greater Lincolnshire LEP.

Graph 7: Sectors in the City of Lincoln



Source:  
BRES, 2018

**Graph 8: Sectors in the Lincoln Principal Urban Area**

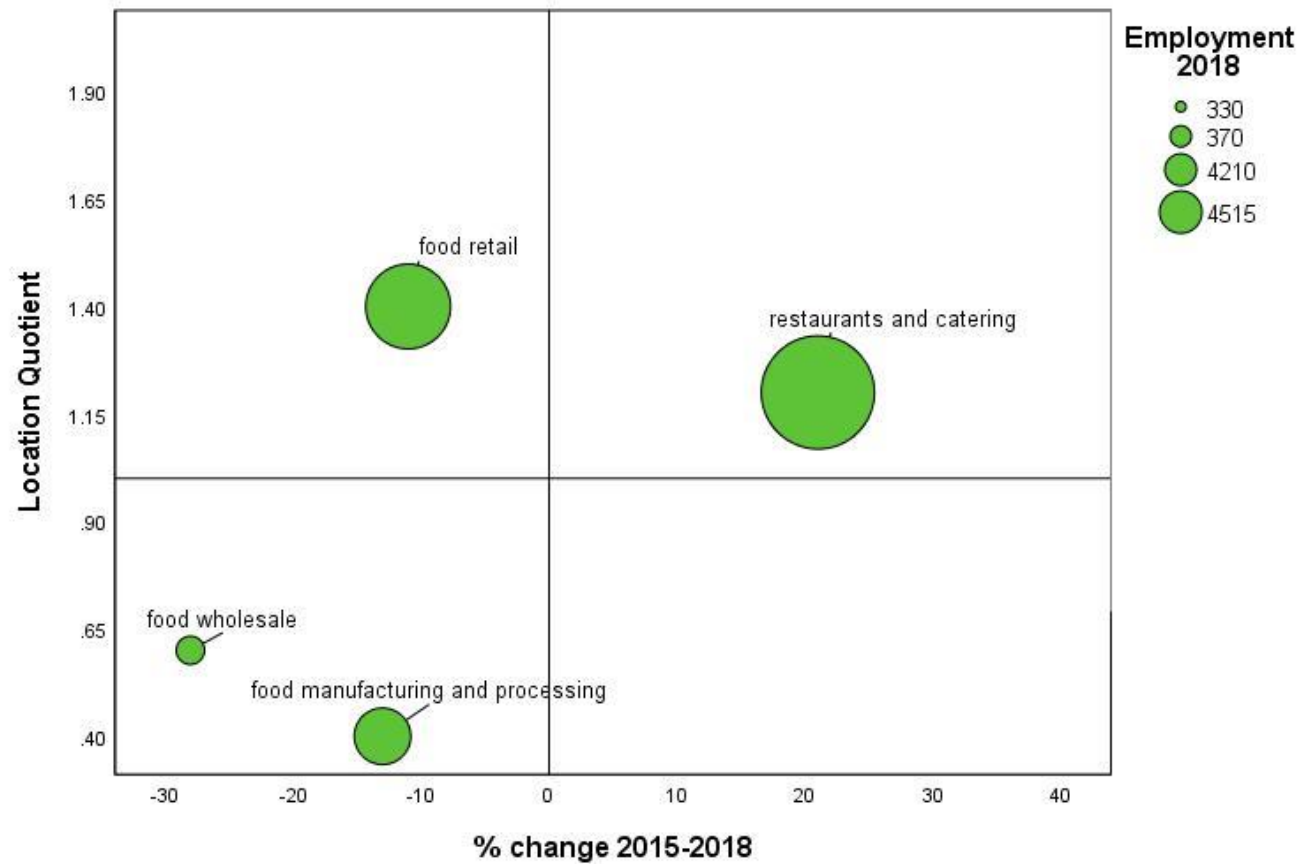


*Source:  
BRES, 2018*

## Agri-Food

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

**Graph 9: Agri Food Employment in Lincoln PUA**

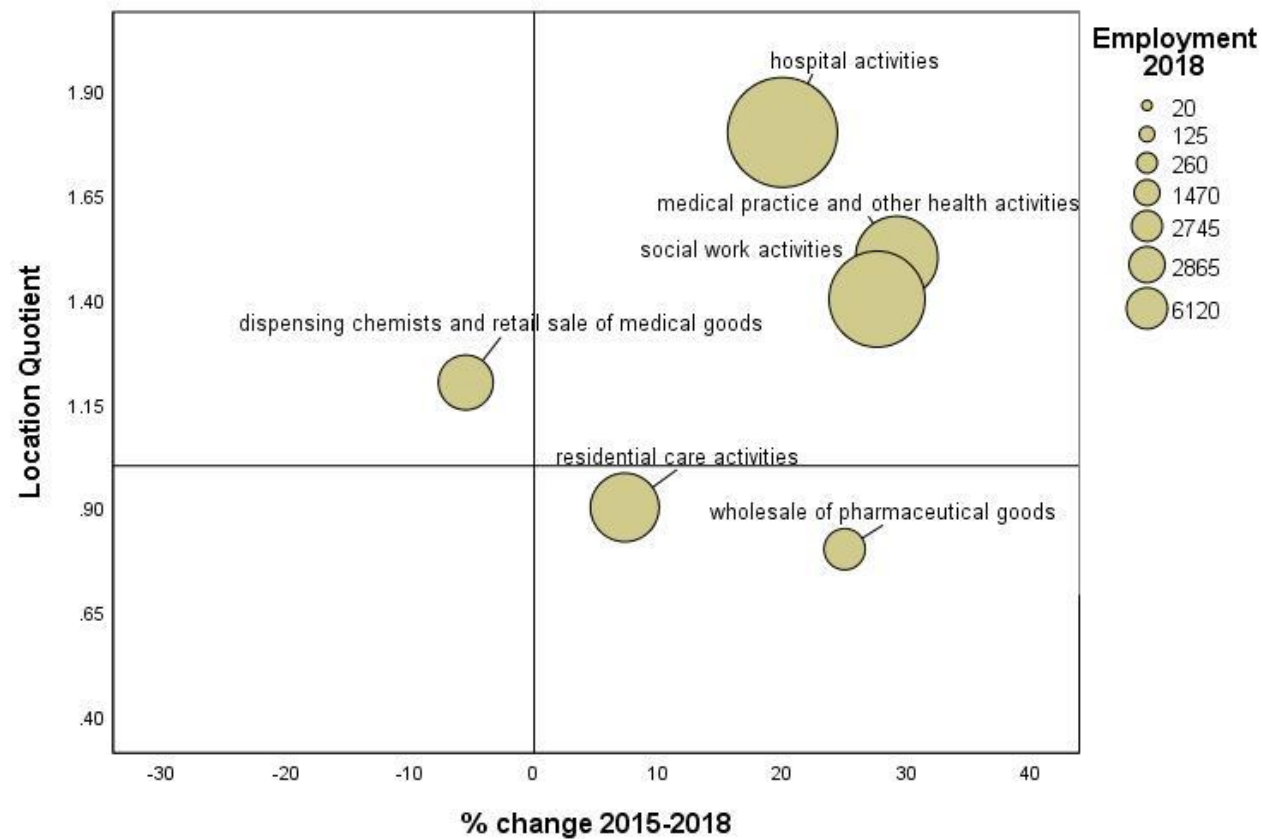


Source: BRES, 2018

## Health and Care

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

**Graph 10: Health and Care Employment in Lincoln PUA**

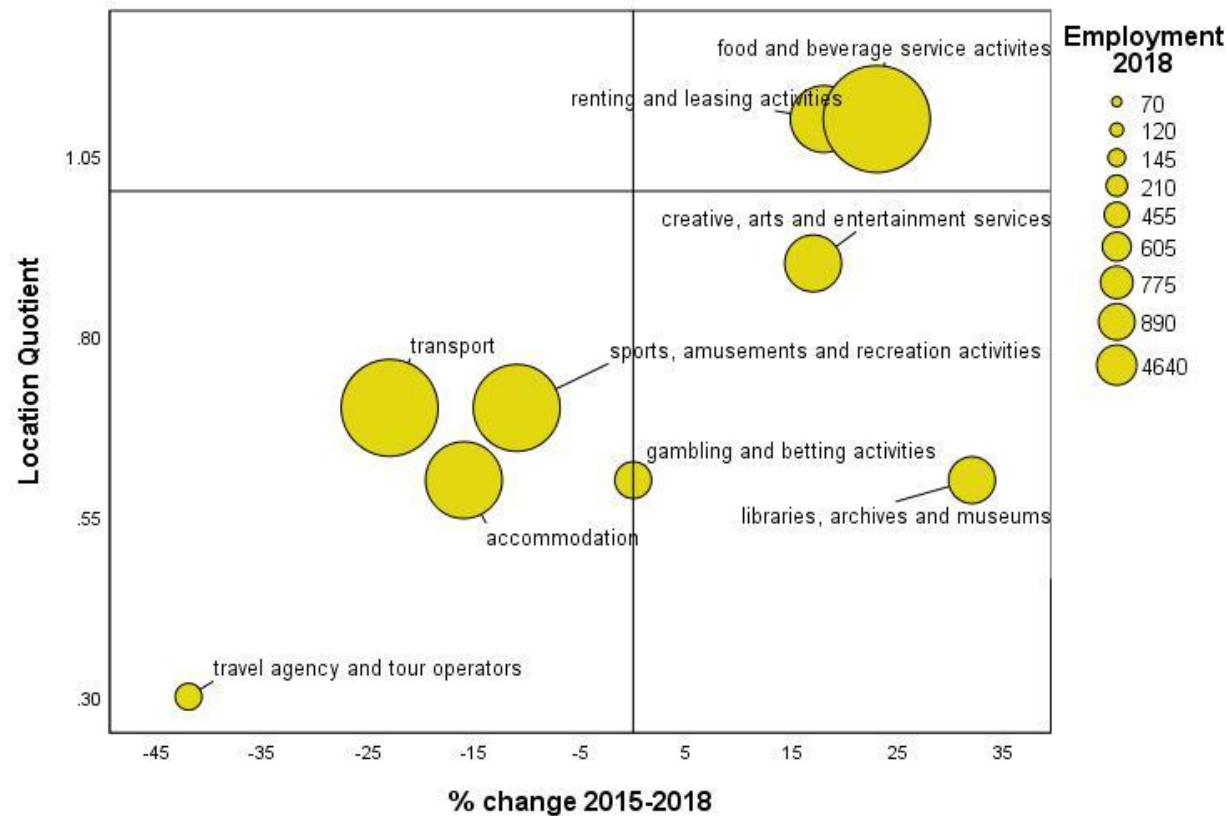


Source: BRES, 2018

## Visitor Economy

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

**Graph 11: Visitor Economy in Lincoln PUA**

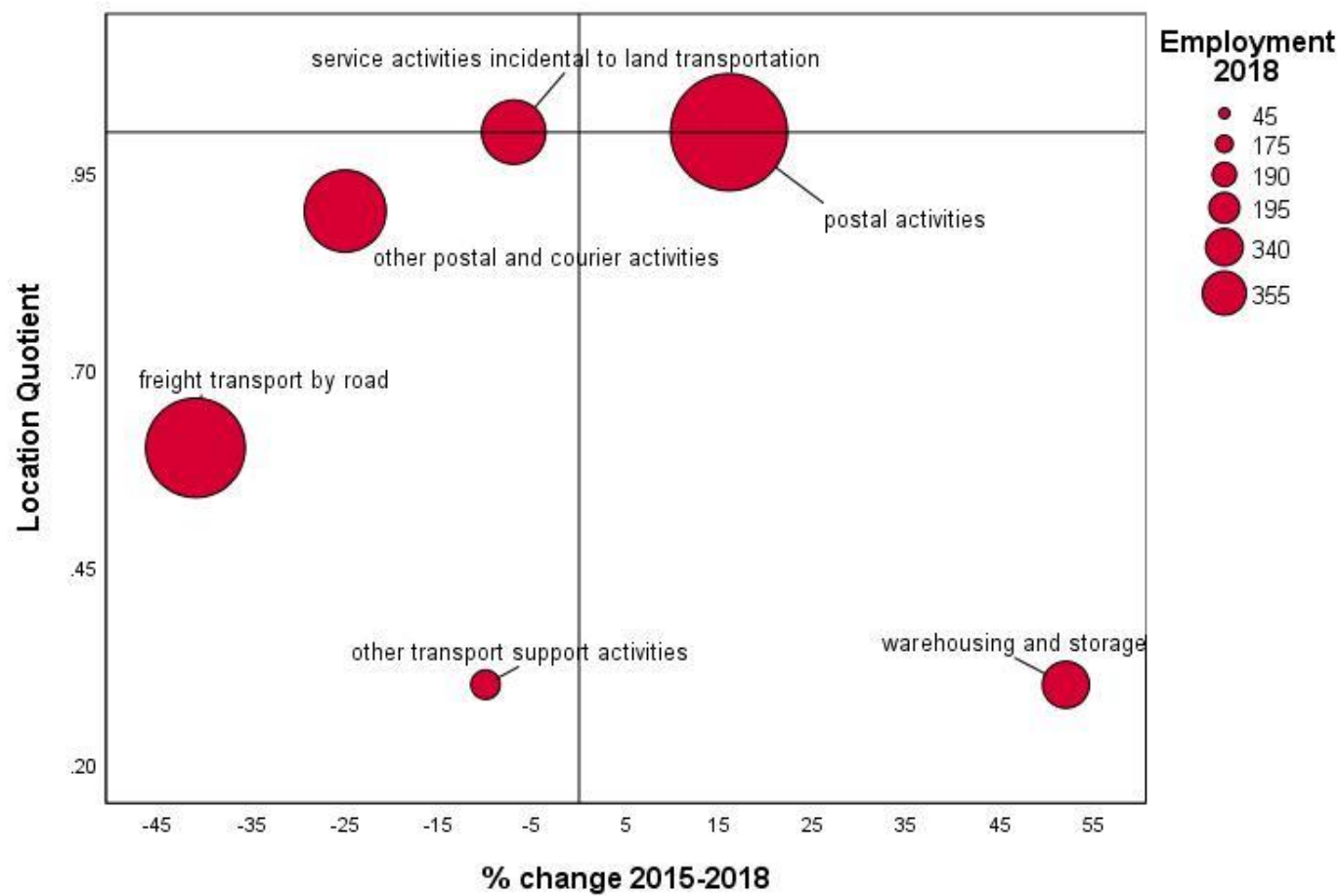


– Source: BRES, 2018

## Ports and Logistics

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

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

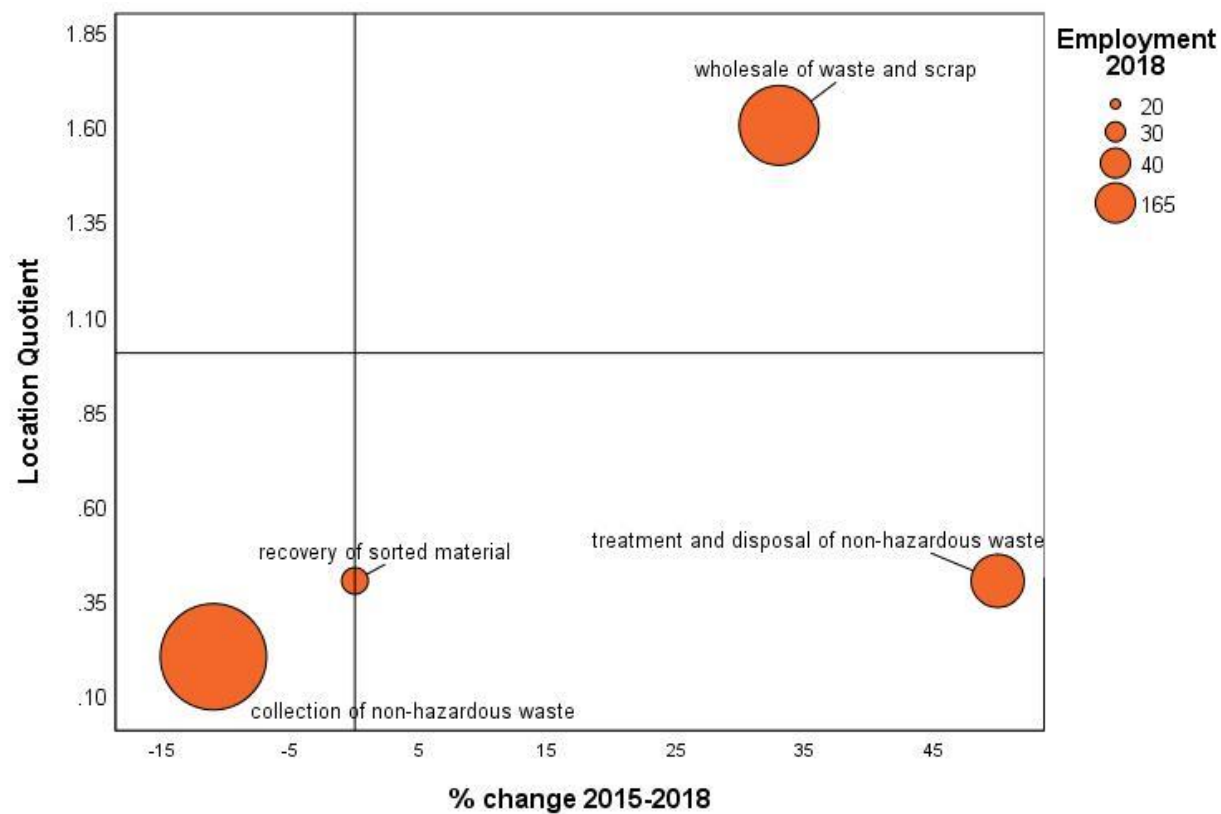


Source: BRES, 2018

## Low Carbon

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

**Graph 13 – Low Carbon in Lincoln Principal Urban Area**

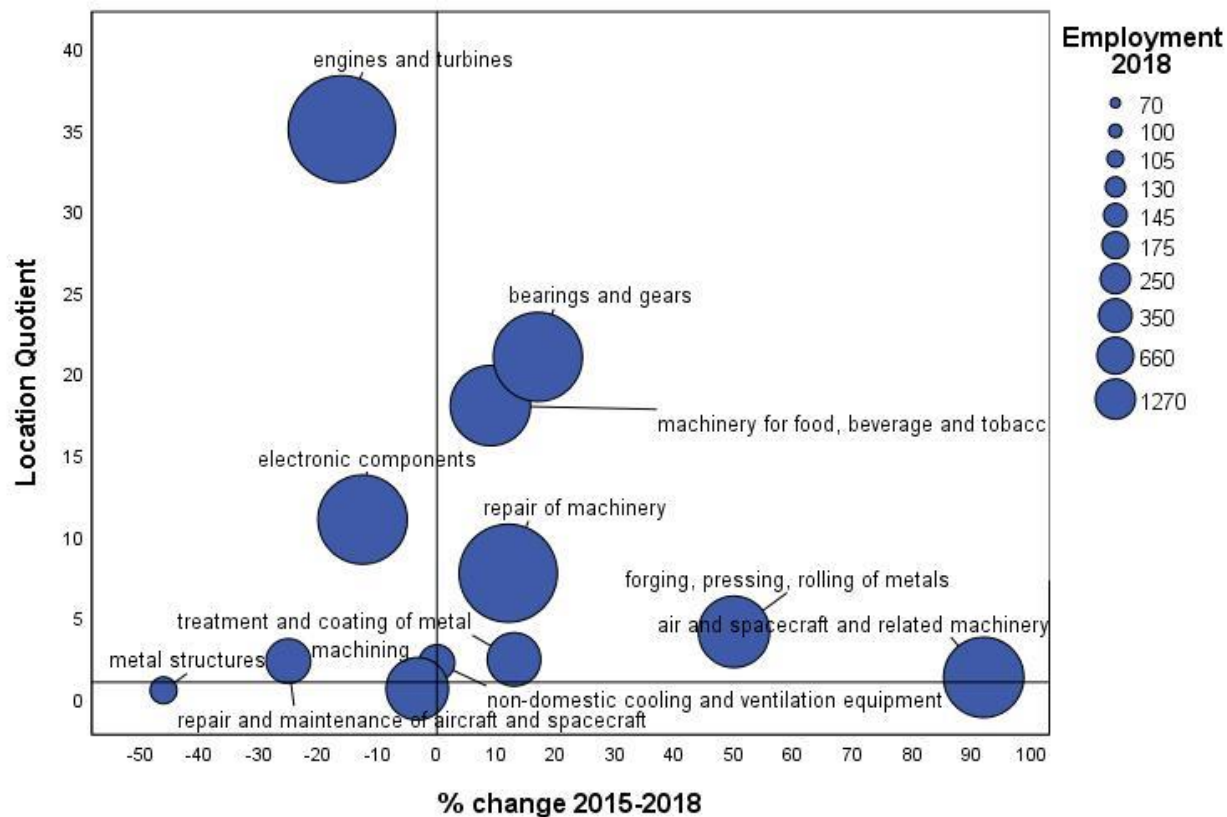


Source: BRES, 2018

## Manufacturing – Engineering

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

**Graph 14 – Engineering in Lincoln Principal Urban Area**

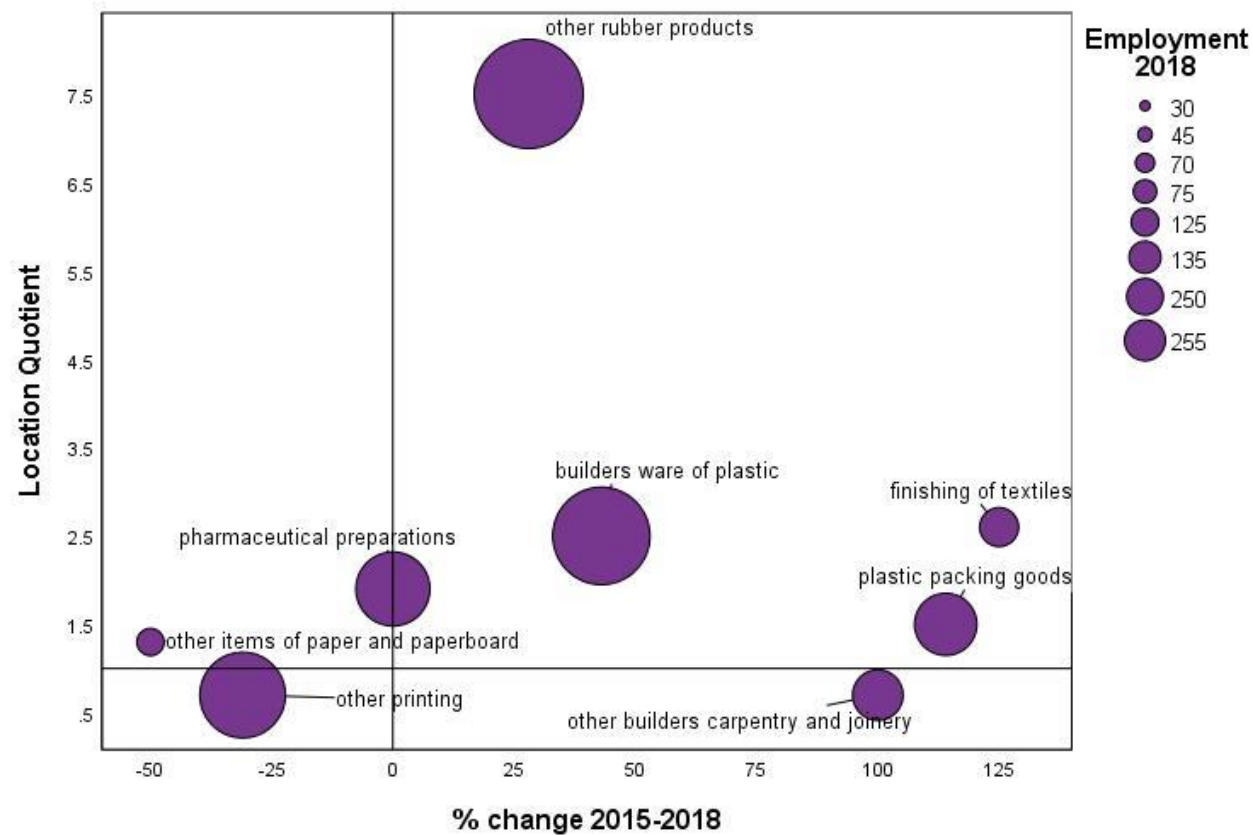


Source: BRES, 2018

## Manufacturing – Other

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

**Graph 15 – Other Manufacturing in Lincoln Principal Urban Area**

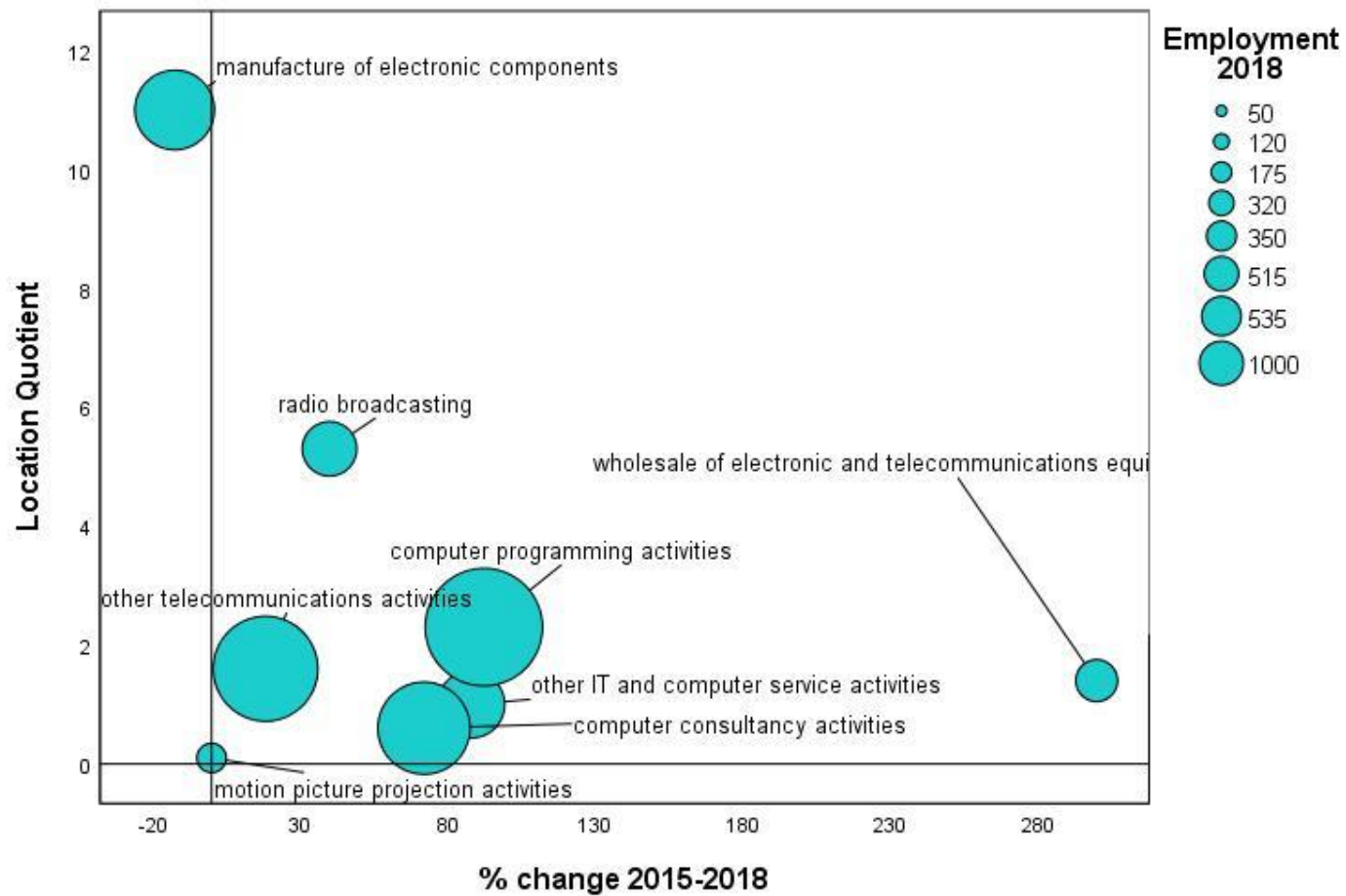


Source: BRES, 2018

## Digital

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

Graph 16 – Digital in Lincoln Principal Urban Area



Source: BRES, 2018

### A closer look at the digital sector

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

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

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

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

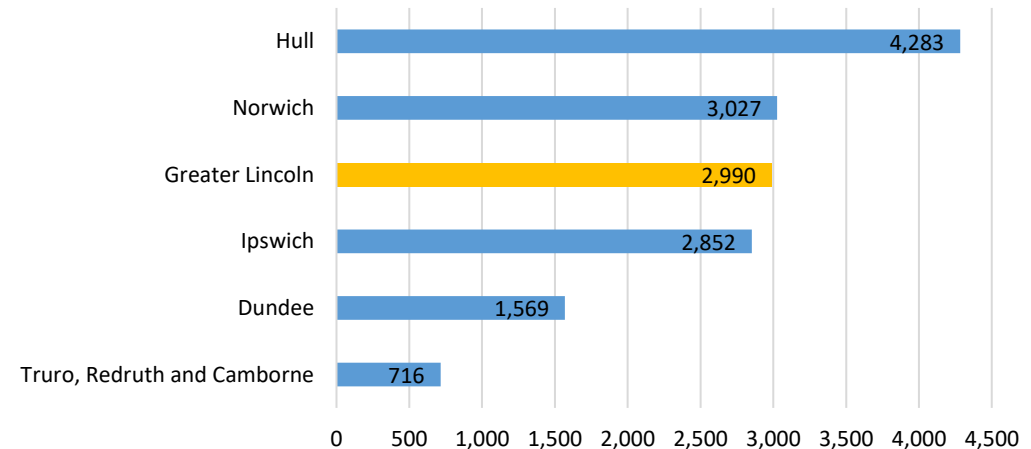
**Digital Cluster Activity:** Lincoln is the location of the new digital hub, Mosaic, and Digital Lincoln which is a local community of people and businesses interested in digital technology. Mosaic, which opened in October 2019, aims to facilitate the growth and development of the

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

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

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

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



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

### 3.6 Business Productivity

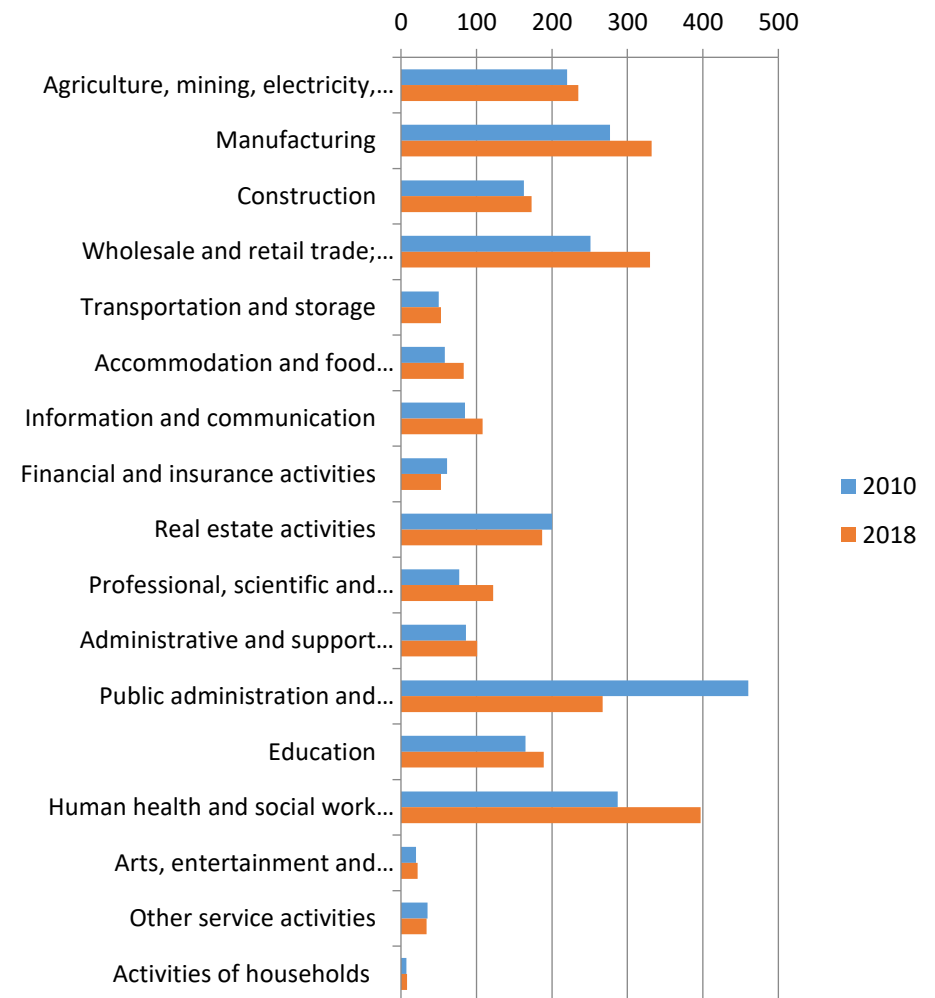
Gross Value Added (GVA) provides an indication of the Gross Domestic Product (the value of all goods and services) in a region. This helps us to understand differences in the productivity of each broad industrial sectors.

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

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

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

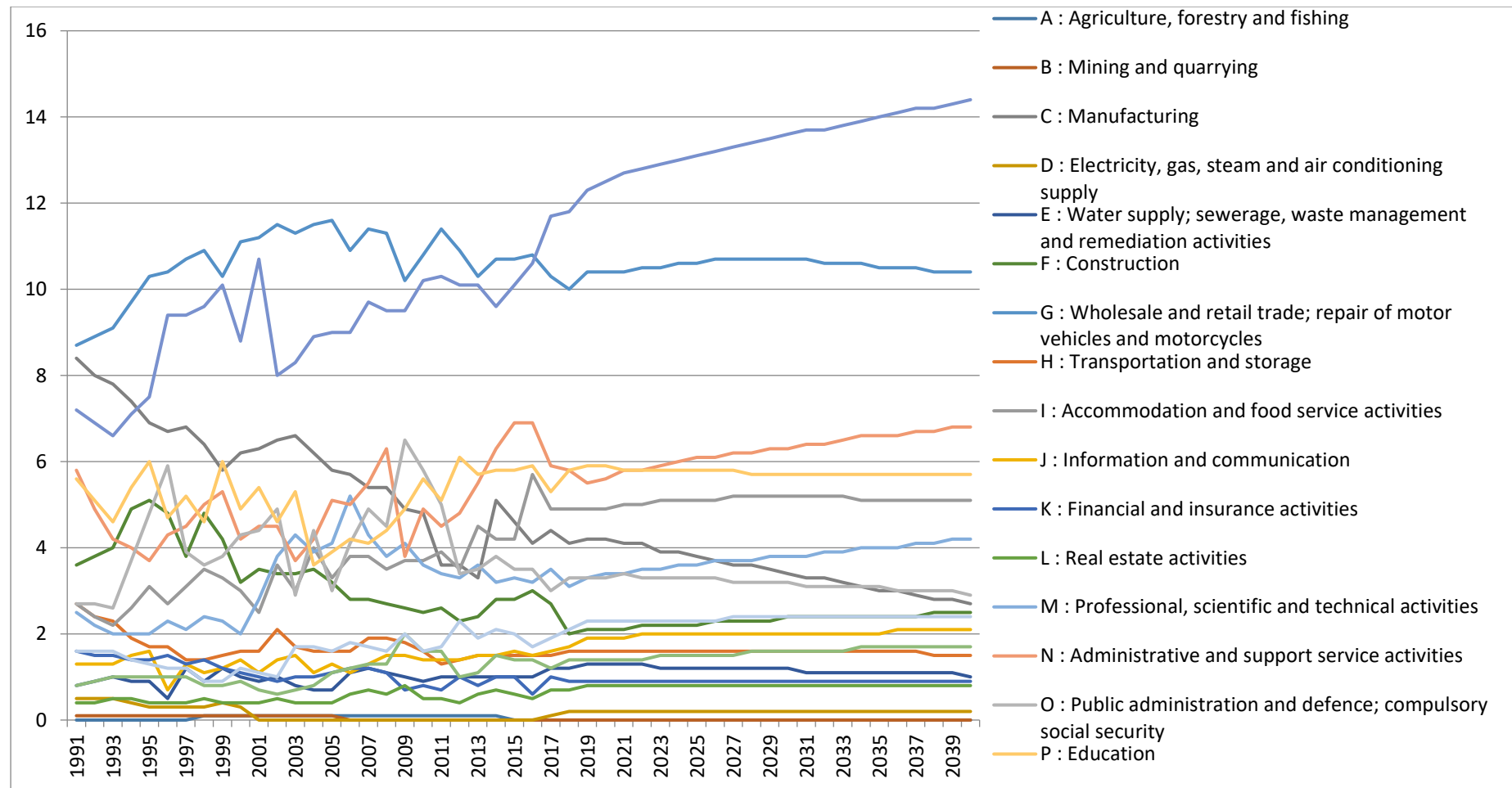
**Graph 18 – Regional gross value added (balanced) by industry: local authorities by NUTS 1 region (£million, 2016 prices)**



Source: Office for National Statistics (2018)

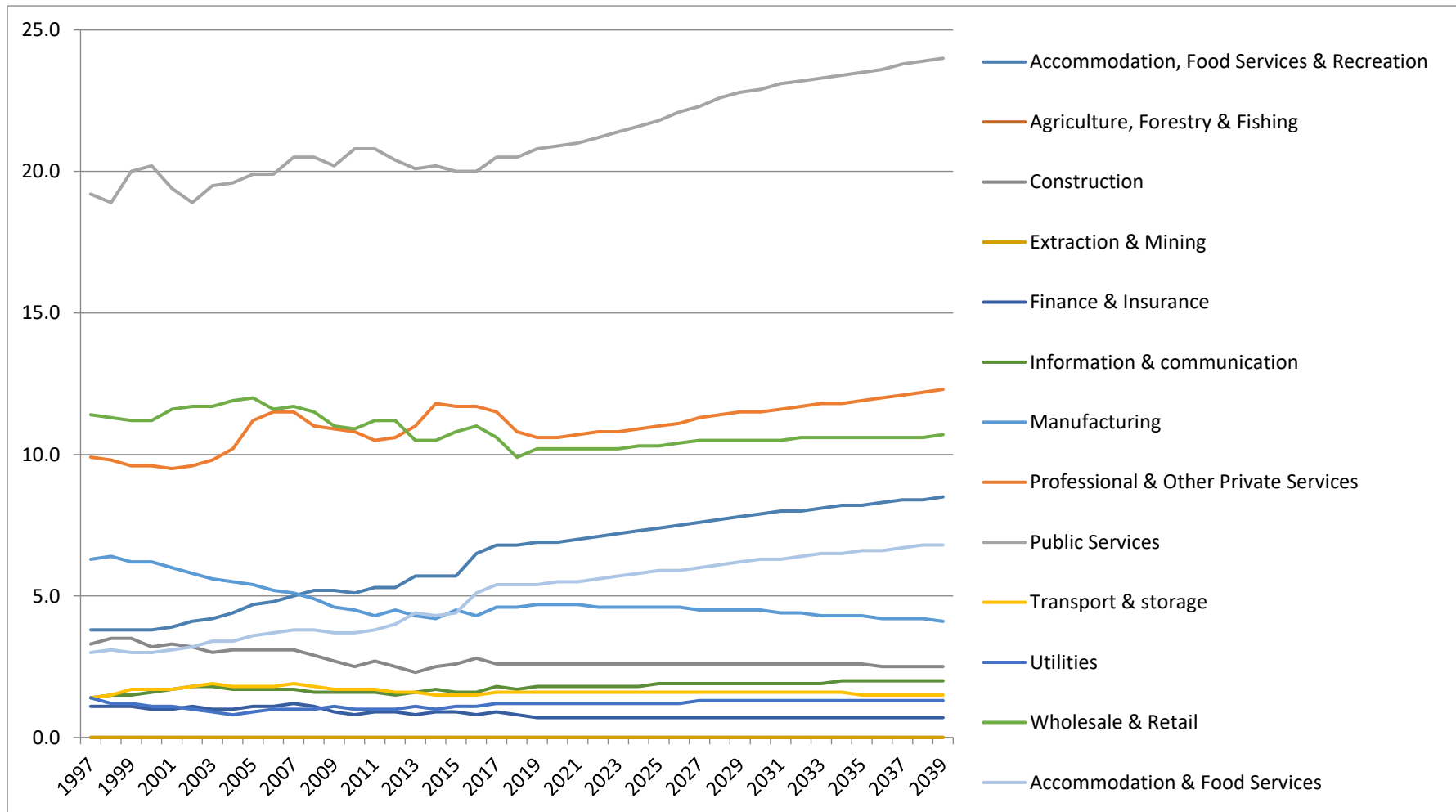
### 3.7 Employment Forecasts

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



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

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



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

## SECTION 4 – PEOPLE AND COMMUNITIES

### 4.1 Population

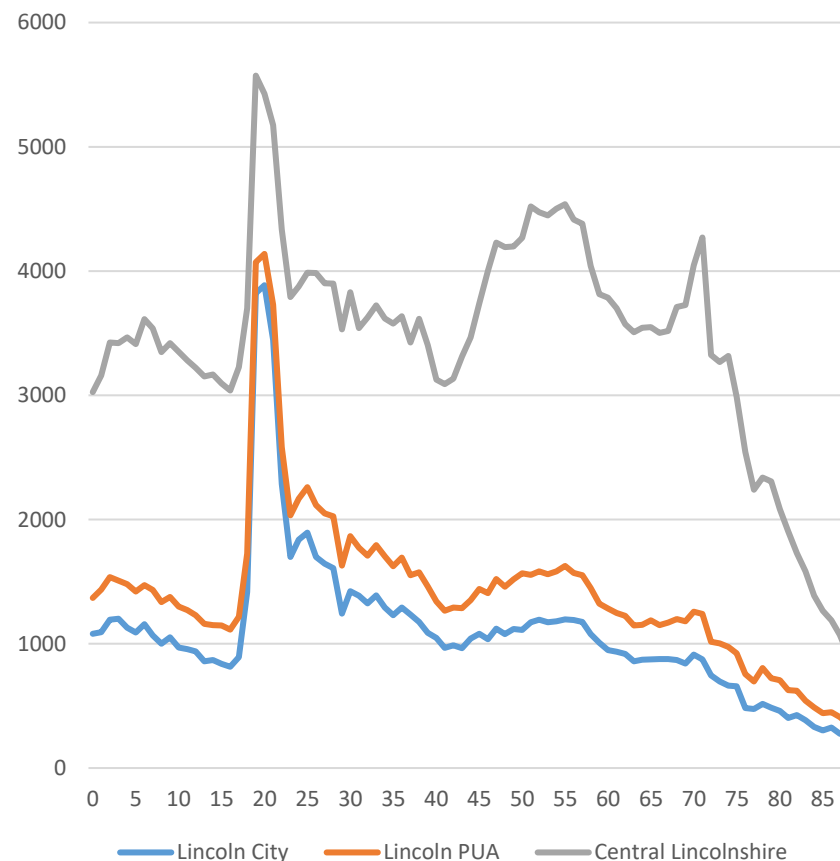
Lincoln Principal Urban has a resident population of 127,896, of which 99,039 live within the City of Lincoln local authority boundary. The population of Lincoln has grown by 1,974 residents or 2% since 2015, which is in line with the Greater Lincolnshire and national averages. The population of the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

**Table 1: Resident Population 2015 and 2018**

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

*Source: ONS mid-year population estimates, 2018*

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



*Source: ONS mid-year population estimates, 2018*

## 4.2 Labour Market

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

**Table 2: Labour Market Activity**

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

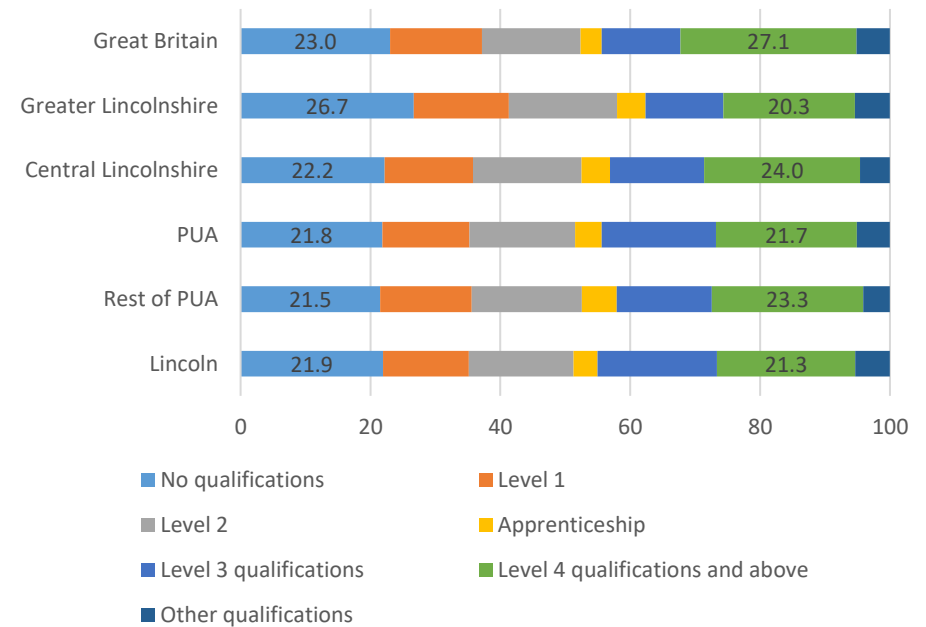
*Source: Annual Population Survey 2018 and Census 2011*

### 4.3 Skills

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

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

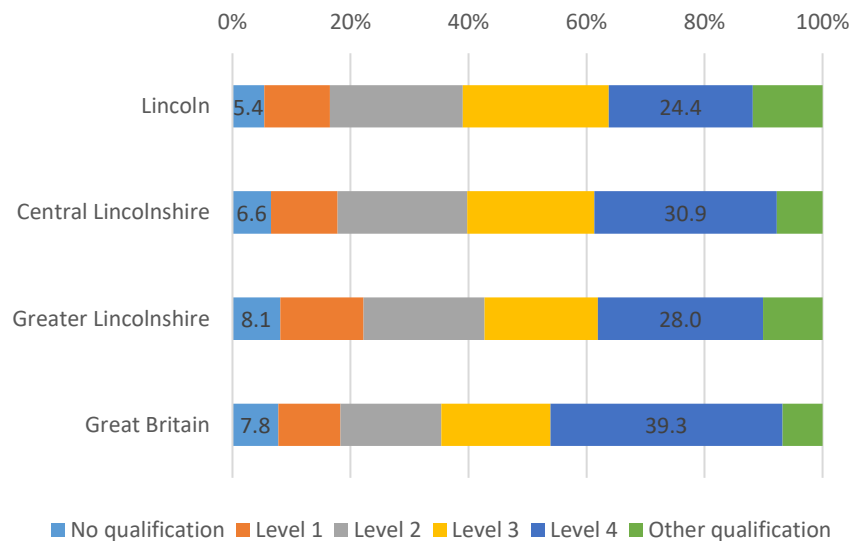
**Graph 22: Highest level of Qualification for residents aged 16 and over (%), 2011**



*Source: Census 2011*

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

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



Source: Annual Population Survey, 2019

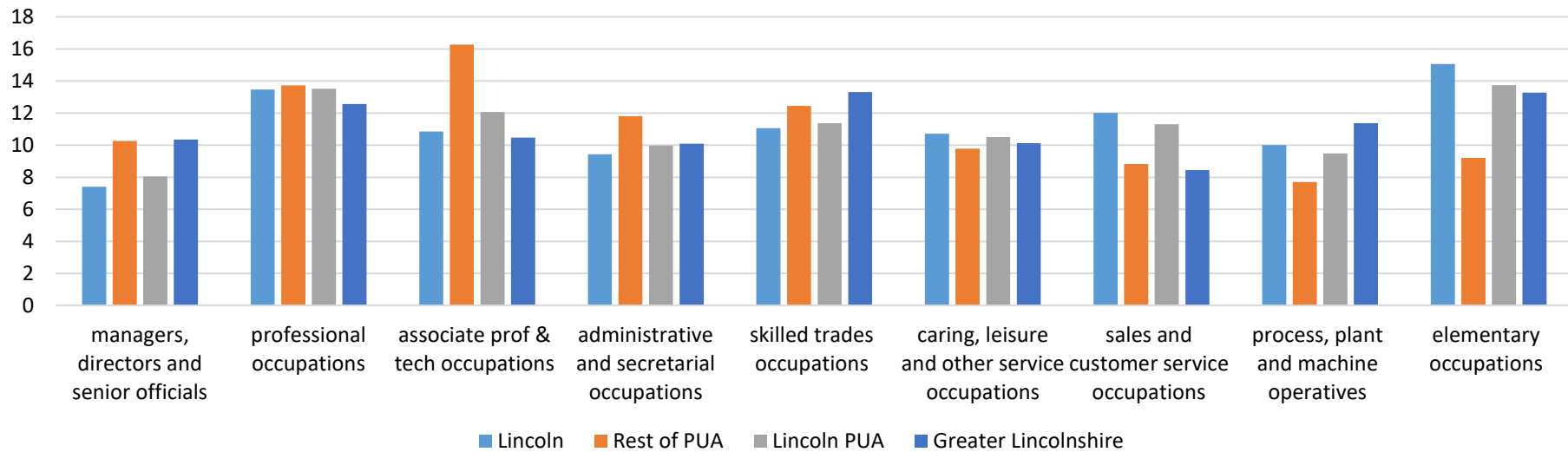
## 4.5 Occupations

**Table 3: Employment by Occupations (%), 2019**

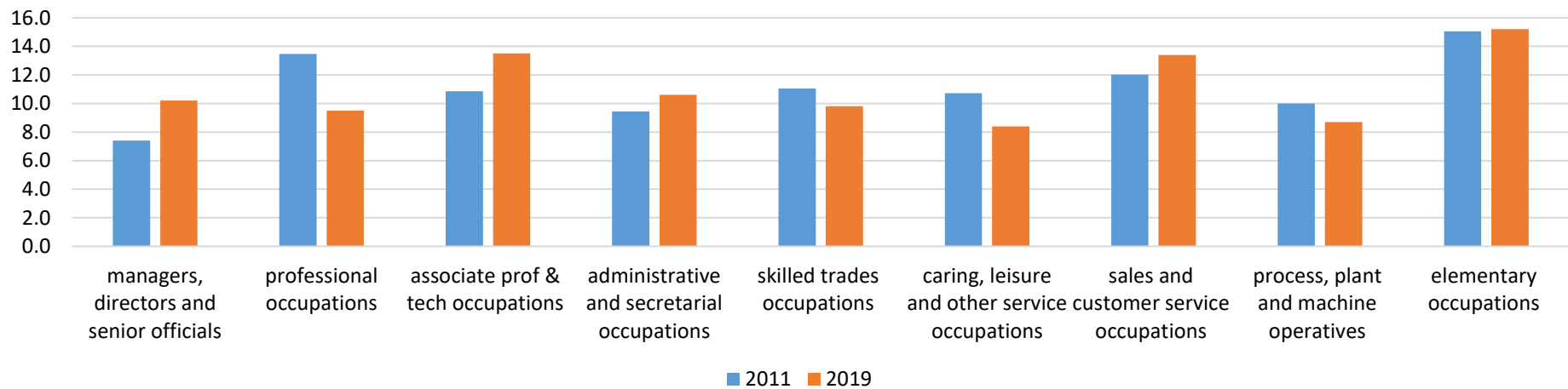
	Lincoln	Central Lincolnshire	Greater Lincolnshire	Great Britain
managers, directors and senior officials	10.2	9.1	11.8	11.1
professional occupations	9.5	15.5	13.8	21.0
associate prof & tech occupations	13.5	11.8	10.9	14.8
administrative and secretarial occupations	10.6	9.5	7.9	9.8
skilled trades occupations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

Source: Annual Population Survey, 2019

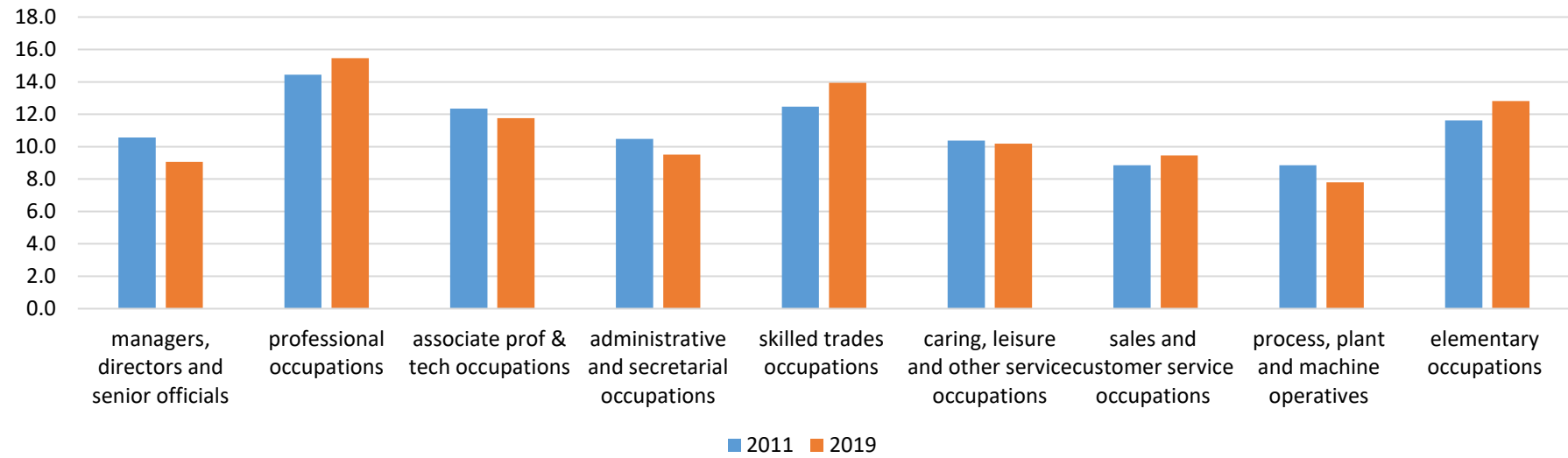
**Graph 24: Employment by Occupation in Lincoln at the time of the 2011 Census (%)**



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



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



#### 4.4 Wages

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

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

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

**Graph 27: Mean Gross Weekly Pay, 2010 and 2019**

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

*Source: Annual Survey of Hours and Earnings, 2020*

\*Greater Lincolnshire data only available from 2014

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

## SECTION 5 – BENCHMARKING

### SECTION 5. Benchmarking

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

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

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

#### 5.1 Business and Innovation

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

The Centre for Cities benchmarking process involves the following themes:

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

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

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

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

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

## 5.2 Demography

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

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

Sources: ONS Mid Year Population Estimate and Census 2011

### 5.3 Housing

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

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

Sources: 2011 Census, HM Treasury House Price Data

## 5.4 Industrial Structure

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

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

Source: Business Register and Employment Survey 2018

## 5.5 Jobs/Employment

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

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

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

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

## 5.6 Size

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

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

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

## 5.7 Skills/Wages/Inequality

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

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

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

## 5.8 Travel/Environment

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

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

*Sources 2011 Census, DECC CEO2 Emissions Per Capita*

## SECTION 6 – KEY INFORMANT NARRATIVES

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

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

Key emerging findings include:

### 6.1 Key Trends

Some key developments affecting the Lincoln economy include:

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

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

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

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

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

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

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

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

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

## 6.2 Ideas around Inclusive Growth

Commentators identified the key agenda around Inclusive Growth:

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

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

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

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

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

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

## 6.3 Key Sectors

The following key sectors were identified by informants:

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

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

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

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

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

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

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

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

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

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

#### 6.4 Key neighbourhoods

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

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

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

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

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

## **6.5 Key Constraints**

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

Lack of superfast broadband

Lack of power capacity

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

## **6.6 Key Opportunities**

Interviewees identified the following key opportunities going forward

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

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

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

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

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

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

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

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

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

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

## Addendum: Lincoln Towns Fund Evidence Base Update

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

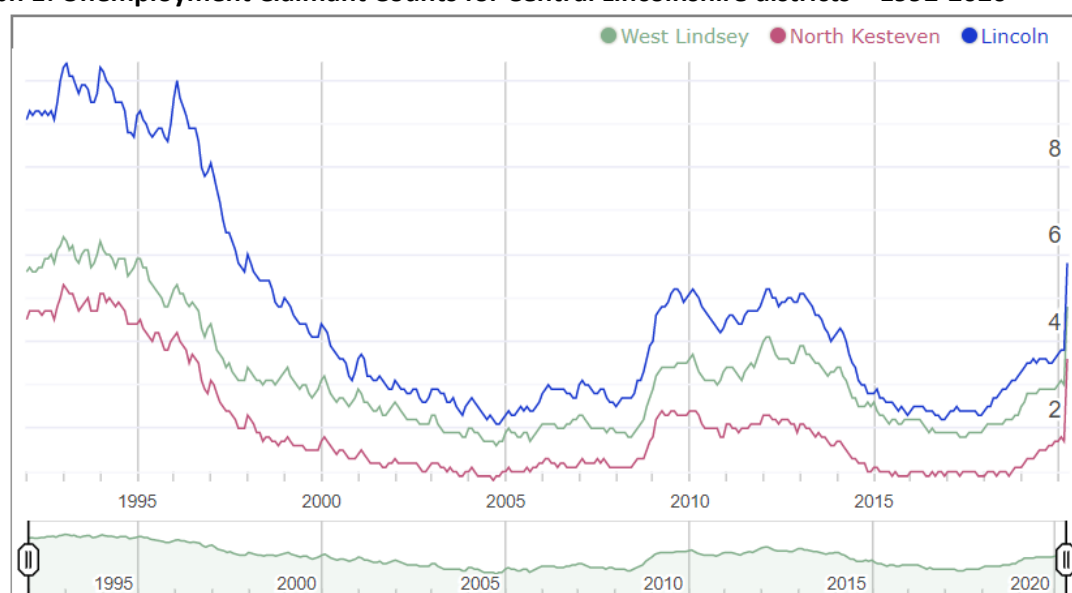
### 1. Emerging Picture of the Impact of the Coronavirus in Lincoln

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

#### 1.1 Unemployment

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

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



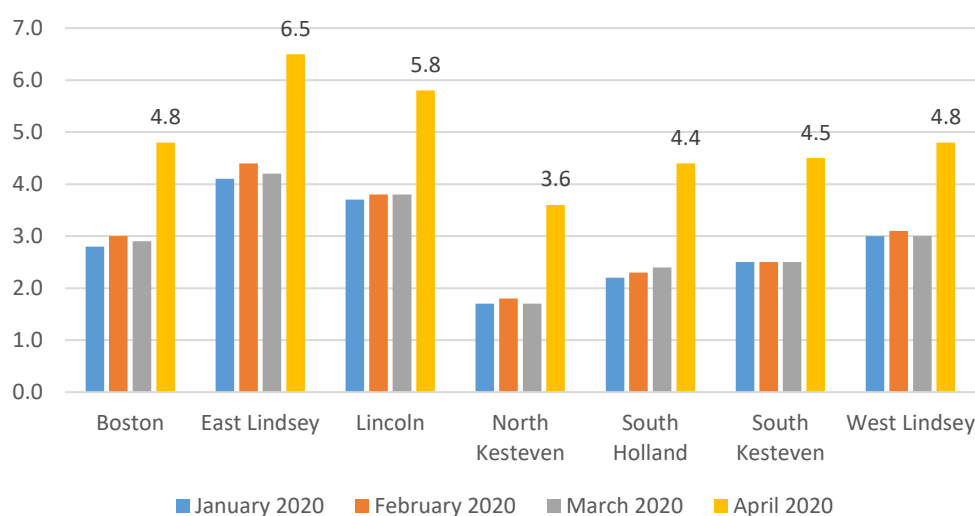
Source: ONS Claimant Counts, via NOMIS (2020)

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

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

	Jan-20	Feb-20	Mar-20	Apr-20	change	% change
<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**

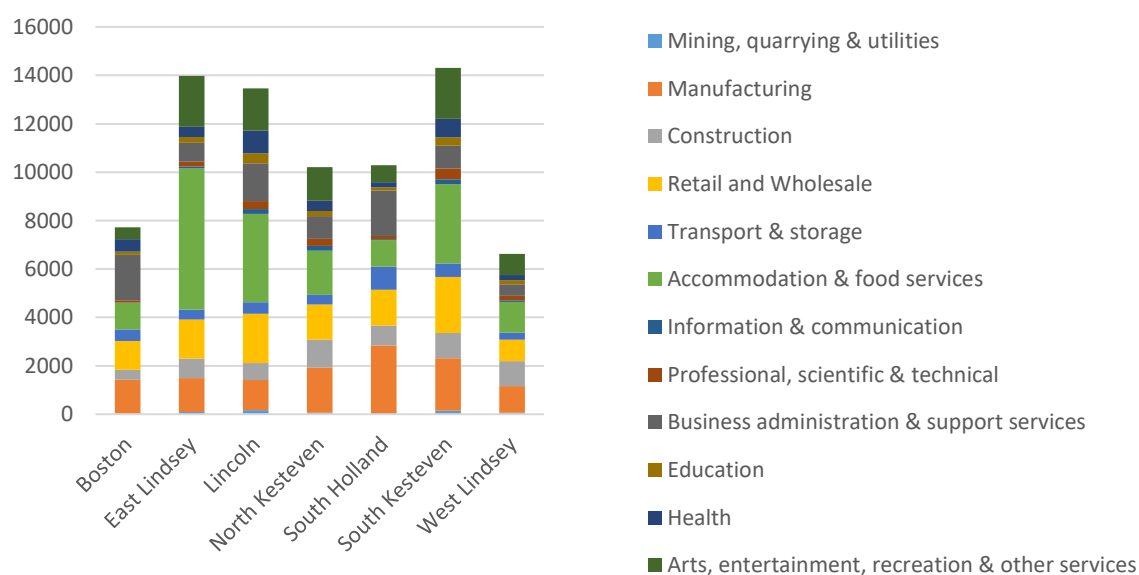
Industry	BB	EL	LC	NK	SH	SK	WL
1 : Agriculture, forestry & fishing*	#	#	#	#	#	#	#
2 : Mining, quarrying & utilities	24	97	174	63	49	139	70
3 : Manufacturing (C)	1,400	1,400	1,244	1,866	2,799	2,177	1,089
4 : Construction (F)	416	809	693	1,155	809	1,040	1,040
5,6,7 : Retail and Wholesale	1,183	1,613	2,043	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>	<b>7,721</b>	<b>13,973</b>	<b>13,459</b>	<b>10,213</b>	<b>10,289</b>	<b>14,303</b>	<b>6,624</b>
<b>Percentage of all jobs furloughed (estimated)</b>	<b>24%</b>	<b>32%^</b>	<b>24%</b>	<b>26%</b>	<b>26%</b>	<b>26%</b>	<b>25%</b>

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

\*results for these sectors not provided by the BICS Survey

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

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



### 1.3 Discussion

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

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

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

### 2. Draft Central Lincolnshire Economic Needs Assessment (ENA)

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

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

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

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

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

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

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

## Appendix 2

### Strategic Context and Alignment with Investment Plan

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

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

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

**Ambition:** A prosperous, stronger and sustainable Central Lincolnshire

**Aims: Local Plan**

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

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

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

**Aims: Lincoln Investment Plan**

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

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

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

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

<p>recreation &amp; other services (35 pa) Professional, scientific &amp; technical (21 pa)</p> <ul style="list-style-type: none"> <li>- Job losses to be in Wholesale &amp; retail trade (-53 pa)</li> <li>- Over half of all new jobs will require office space (around 97,500sqm across CL)</li> <li>- Overall stock of floorspace has grown over last 5 years and vacancy has reduced. Latent capacity provided by businesses' occupation of vacant space is exhausted and further growth in employment will need to be additional floorspace or a more intensive use of existing space.</li> </ul>	<p>and Technical sectors. Investment in existing education facilities (Universities and Further Education Colleges) within an accessible and serviced settlement aligns with Local Plan sustainability, access, community provision Policy objectives.</p> <p><b>Urban Regeneration to support Arts, Culture, Heritage and Enterprise Infrastructure</b> – realising the potential for creating a dynamic and contemporary place, supports Local Plan City Centre policy objectives around mixed use - city centre living, improved cultural offer and meeting the need for new commercial premises. Investment in Arts, Culture and Heritage supports local plan policy objectives around sustainable communities and protecting the historic assets.</p>
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**Lincoln City Centre Masterplan revised 2013**

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

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

To create

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

**Aims: Masterplan**

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

Identified priority Intervention Sites including;

- High Street
- Wigford Way
- Civic quarter

**Aims: Lincoln Investment Plan**

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

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

- Free School lane
- City Square
- Tentercroft Steet

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

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

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

## Lincoln Transport Strategy 2020-2036

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

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

### Targets, outcomes, needs

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

### Alignment with Lincoln’s Town Deal Vision and Aims

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

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

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

<ul style="list-style-type: none"> <li>- To improve rural accessibility to the wider strategy area and beyond.</li> <li>- To provide an efficient strategic road and rail network for long-distance connections to other major centres and international gateways.</li> <li>- To rebalance movement towards walking, cycling and multi-occupancy, shared mobility and passenger transport options.</li> <li>- To increase access to education while reducing the impacts of physical access to schools, colleges and universities.</li> <li>- To enhance the health and wellbeing of communities through improved air quality increased physical activity and safety.</li> <li>- To protect and enhance the historic and cultural environment of Lincoln.</li> <li>- To minimise the impact of transport on the natural environment and improve access to open space, particularly with green corridors.</li> <li>- To reduce carbon emissions to enable the county council to reach its zero emission target in 2050 and mitigate the impacts of climate change.</li> <li>- To manage and support new housing and employment sites, including the sustainable urban extensions, ensuring that they mitigate their impacts whilst also delivering exemplar sustainable infrastructure to connect with the wider strategy area.</li> </ul>	<p><b>Skills</b> – Investment in existing education facilities (Universities and Further Education Colleges) within an accessible and serviced settlement enables the Transport Strategy’s sustainable travel objectives. Investment in training to raise the skills levels of SMEs and citizens, will indirectly support the ability of people to work, learn, manage health care, shop and socialise without the need to travel</p> <p><b>Urban Regeneration to support Arts, Culture, Heritage and Enterprise Infrastructure</b> – Focussing the Town Deal regeneration investment around the City’s new Transport hub will maximise alignment and opportunities for aligning with Transport Strategy aims of reducing traffic within the urban area.</p>
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<ul style="list-style-type: none"><li>- Identifies Public realm and environmental improvements To Broadgate and Wigford Way/St Mary's Street as a Primary infrastructure intervention need.</li><li>- Identifies the need to support the transport elements of the Sincil Bank regeneration project, including speed limit reductions, residents only parking zones, and improving the public realm as a Secondary supporting interventions.</li></ul>	
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## Lincoln Digital Strategy Powered by Lincoln 2020

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

### **Aims: Powered By**

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

4 objectives are identified to:

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

### **Aims: Lincoln Investment Plan**

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

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

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

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

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

### **Stakeholder Engagement Plan**

#### **Introduction**

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

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

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

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

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

#### **WHO**

##### **Governance Structure**

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

The Board comprises public, private and community sector representatives, including the Member of Parliament for Lincoln and anchor institutions such as the University of Lincoln, Bishop Grosseteste University, Lincoln College, Greater Lincolnshire Local Enterprise Partnership, City of Lincoln Council, Lincolnshire County Council, NHS Lincolnshire, the Police & Crime Commissioner, Lincoln YMCA and Visit Lincoln. Sectors which are crucial to Lincoln's economic growth and recovery are also represented through large firms and high growth SMEs operating in manufacturing, digital and tech, development, finance and retail.

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

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

### Partnerships & Stakeholders

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

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

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

### WHAT

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

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

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

## **HOW**

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

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

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

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

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

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

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

## **WHEN**

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

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

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

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

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

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

## Key Consultation Findings

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

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

### Powered by Lincoln Stakeholder Validation Workshop

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

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

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

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

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

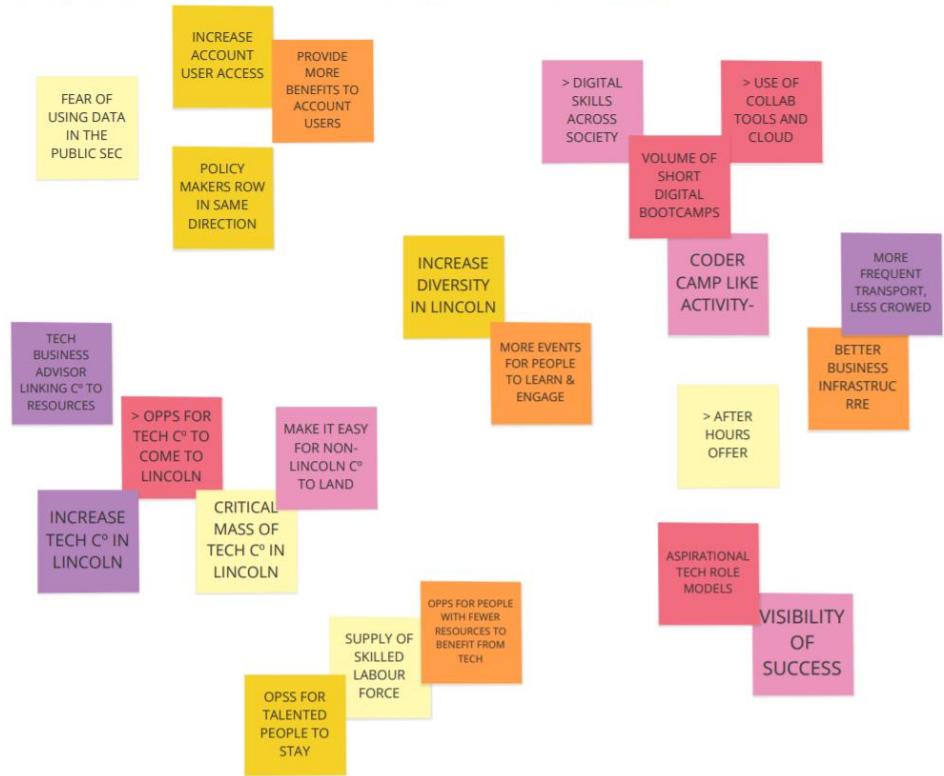


Fig 1. Results of SWOT analysis

# Map of actions

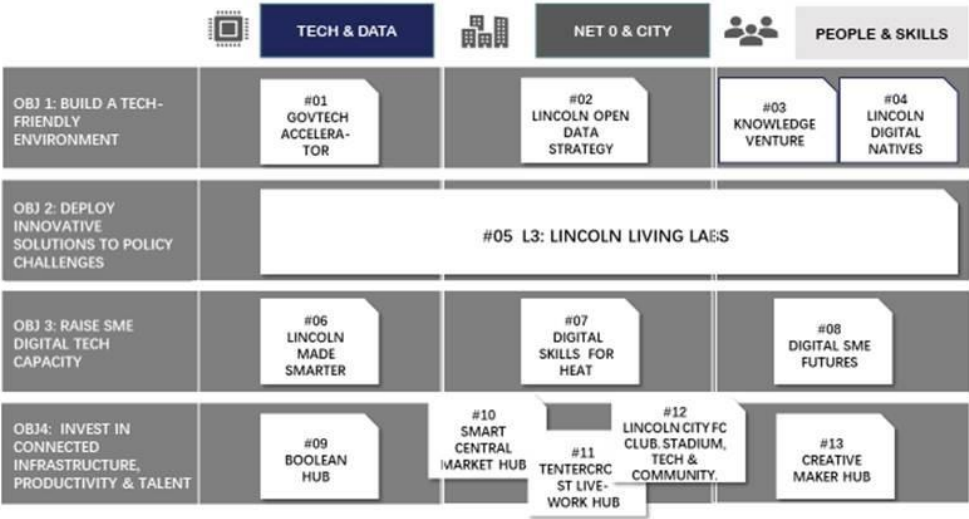


Fig. 2. Map of Actions

## #My Town Campaign

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

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

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

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

## Town Board Workshop

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

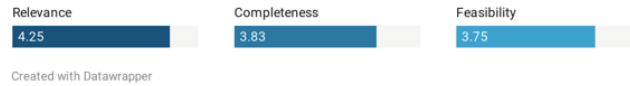
# Vision

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

Fig. 3 Towns Fund Vision

## Objective – Digital Connectivity

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



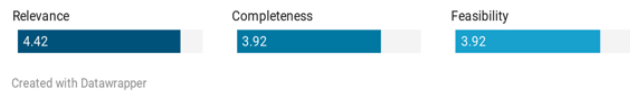
## Objective – Transport Connectivity

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



## Objective – Skills

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



## Objective – Transport Connectivity

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



## Objective – Urban Regeneration, Arts, Heritage and Culture

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

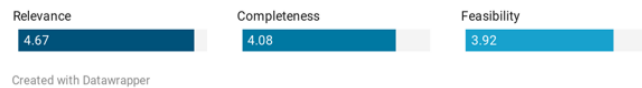


Fig 4. Analysis of results

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

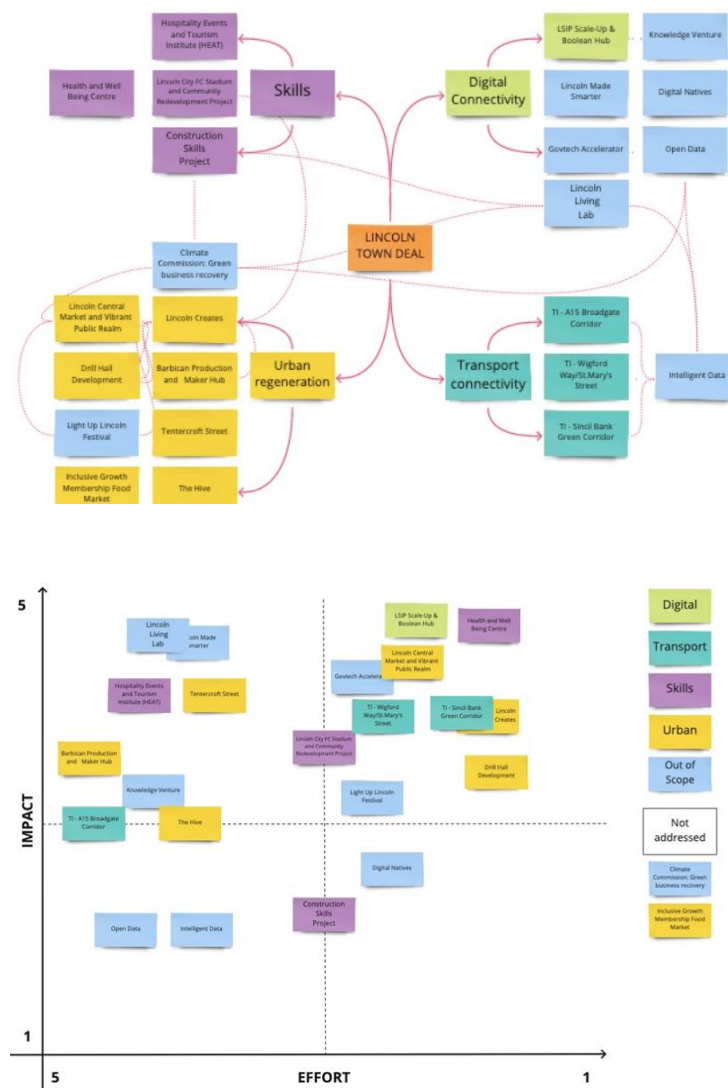


Fig.6 Analysis of project interconnections and prioritisation

## Lincoln Citizen's Panel & Web Survey

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

### March 2020

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

- Connectivity
- Sustainable transport
- Inclusive growth

Relative Importance of Themes within the Towns Fund:

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

Relative Importance of Activities:

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

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

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

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

### August 2020

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

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

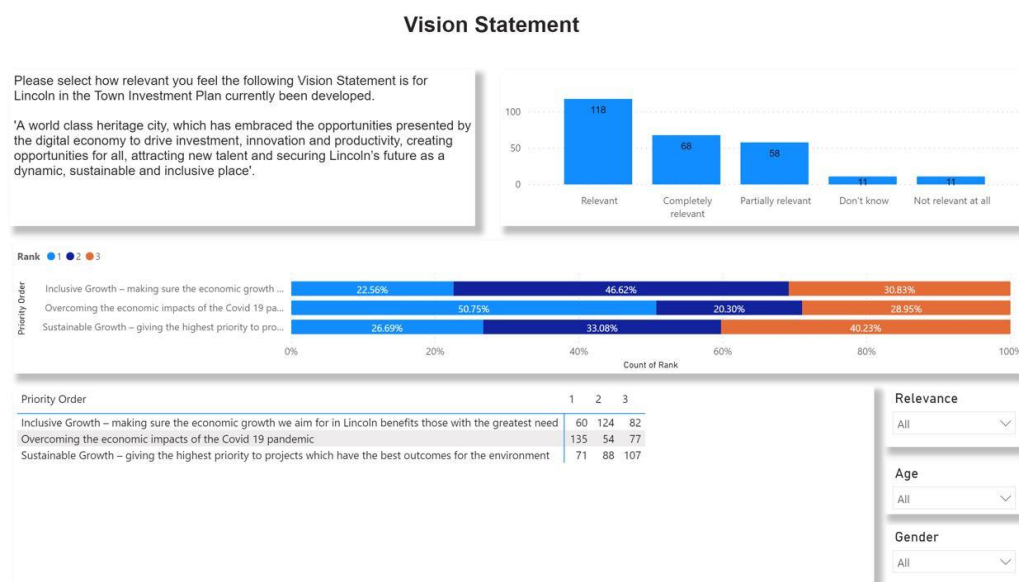
The following questions related to the Towns Fund Deal were asked as part of the survey. These included seeking views on how relevant residents felt that the following statement and outcomes are for the Lincoln Town Investment Plan:

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

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

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

## Analysis of Results



### Key outcomes:

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

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



### Key outcomes:

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

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



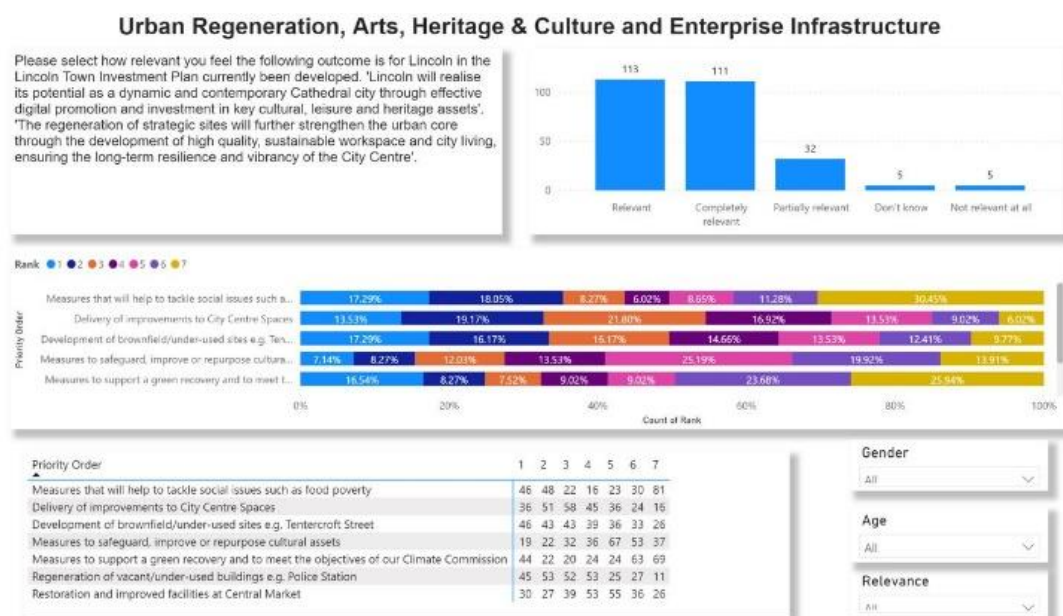
### Key outcomes:

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



#### Key outcomes:

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



## Key outcomes:

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

## Comments

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

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

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

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## Town Board – Project Prioritisation

### Summary Report

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

**Table 1: Project List 8.9.20**

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

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

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

**Table 2: Prioritisation Criteria**

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

**Table 3: Revised Project List: Technical Scoring 5<sup>th</sup> October 2020**

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

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

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

**Table 4: Sub-Group Panel Ranking & Averages**

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

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

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

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

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

**Table 6: Prioritised List with Financials**

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

## Recommendation

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

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