



LINCOLN TOWN DEAL BOARD

**Friday, 17 September
2021**

10.00 am

Virtual Meeting via Zoom

Membership: Mary Stuart (Chair), Angela Andrews, Jacqui Bunce, Tim Chambers, Lord Cormack, Councillor Richard Davies, Charlotte Goy, Gary Headland, Nicole Hilton, Valerie Johnson, Caroline Killeavy, Group Captain Kilvington, Ursula Lidbetter, David Lewis, Karl McCartney MP, Councillor Ric Metcalfe, Peter Neil, Liam Scully, Leo- Scott Smith, Edward Strange and Nick Worboys

Officers attending: Kate Ellis (Strategic Major Developments Director) and Jo Walker (Assistant Director, Growth and Development)

Please click this URL to join:

<https://zoom.us/j/97925182253?pwd=eVRKSmFZa3VyV3YrRzQ2VEdWcElyQT09>

Passcode: 428288

AGENDA

SECTION A	Pages
1. Welcome & Apologies	
2. Minutes of the Last Meeting - 11 June 2021	3 - 6
3. Matters Arising	
4. Investment Sub-Committee Update	Verbal Report
5. Project Programme Update	Verbal Report
6. Communications Update	7 - 18
7. Town Deal Board Skills & Membership	19 - 22
8. Position of the Chair	
9. Next Meeting	

Present: Mary Stuart (University of Lincoln) *in the Chair*, Angela Andrews (City of Lincoln Council), Jacqui Bunce (NHS Lincolnshire), Tim Chambers (Cool Data), Lord Cormack (House of Lords), Charlotte Goy (Visit Lincoln), Gary Headland (Lincoln College), Valerie Johnson (St Mark's Retail Centre), Caroline Killeavy (YMCA), David Lewis (Siemens Energy), Karl McCartney (Member of Parliament for Lincoln), Councillor Ric Metcalfe (City of Lincoln Council), Peter Neil (Bishop Grosseteste University), Leo Scott Smith (Tended), Liam Scully (Lincoln City Football Club) and Edward Strange (Brewin Dolphin).

Also in Attendance: James Baty (Lincolnshire County Council), Kate Ellis (City of Lincoln Council), Peter Holmes (Cities and Local Growth Unit at the Department for Business, Energy and Industrial Standards and Ministry for Housing, Communities and Local Government), Cheryl Evans (City of Lincoln Council), Mick Lazarus (Cities and Local Growth Unit at the Department for Business, Energy and Industrial Standards and Ministry for Housing, Communities and Local Government), Will Mason (Lincolnshire County Council) and Jo Walker (City of Lincoln Council).

1. Apologies for Absence

Apologies for absence were received from Councillor Richard Davies (Lincolnshire County Council); Nicole Hilton (Lincolnshire County Council); Group Captain Steve Kilvington (RAF Waddington); Ursula Lidbetter (Lincolnshire Co-operative); and Nick Worboys (Longhurst).

It was noted that Will Mason was attending the meeting on behalf of Nicole Hilton of Lincolnshire County Council.

It was reported that Mr Marc Jones (Lincolnshire Police and Crime Commissioner) had resigned from the Lincoln Town Deal Board with immediate effect. The Chief Executive of the accountable body would seek feedback from him on his time as a member of the Board.

The Board noted its thanks to Marc Jones for his valuable contribution at meetings.

2. Minutes of the last meeting held on 10 May 2021

RESOLVED that the minutes of the meeting held on 10 May 2021 be confirmed as a correct record.

3. 2-Month Submission

A letter and accompanying documents were presented by Jo Walker (Assistant Director of Growth, City of Lincoln Council), which set out the proposed Town Deal

Programme for Lincoln, in accordance with the Heads of Terms Offer and Stage 2 Guidance.

It was highlighted that the Lincoln Town Deal Programme included thirteen projects, as selected by the Lincoln Town Deal Board at its meeting on 10 May 2021 to fit within the funding envelope of £19 million. Following the Board's decision on the selection, the relevant documents had been submitted to the Government in accordance with the Heads of Terms Offer and Stage 2 Guidance. Formal feedback had not yet been received from the Government. The programme leads had been kept informed of progress and the selected projects had been invited to commence developing full business cases ready for submission.

Mick Lazarus, the representative of the Cities and Local Growth Unit at the Department for Business, Energy and Industrial Standards and Ministry for Housing, Communities and Local Government, advised that it was hoped all town deal board submissions would be reviewed within approximately three weeks. Once reviewed and subject to the Government being content with the submission, confirmation would be received. If there were any areas requiring clarification during the review period, this would be sought from the accountable body. It was confirmed there would be no unnecessary delays in the process.

RESOLVED

That the update be noted.

4. Town Deal Stage 2

The Board received a presentation by Jo Walker (Assistant Director of Growth, City of Lincoln Council) on the future arrangements for the Lincoln Town Deal Board, which covered the following areas:

- Final Project Selection – Outline;
- Process – Business Case Development and Approvals;
- Proposed Timeline – next twelve months;
- Roles and Responsibilities of the Town Deal Board; Investment Sub-Committee; Delivery Board; and the accountable body;
- Key Points;
- Current Board Structure; and
- Investment Sub-Committee and Terms of Reference.

During the presentation, the following points were noted:

- It was proposed that the Lincoln Town Deal Board would retain oversight of the programme, with the Investment Sub-Committee being responsible for the approval of final project business cases in partnership with the Accountable Body, with each business case being subject to an independent due diligence process. The Delivery Board would continue to meet as required to bring together lead partners to co-ordinate the development of business cases and project delivery.
- Nominations to sit on the Investment Sub-Committee, which would consist of eight members, would be sought. It was advised that the secretariat to the Board would email members of the Board inviting nominations. Meetings of

the Investment Sub-Committee would be held monthly, beginning in August 2021.

- Meetings of the Lincoln Town Deal would be held quarterly, commencing in September 2021.
- The membership of the Board was discussed and it was suggested that consideration be given to whether there were any gaps in the membership and to email the Board's secretariat with any suggestions. It was also suggested that a skills audit be completed by all members of the Board and returned to the Secretariat.
- It was reiterated that the programme leads of the selected projects had been invited to commence developing full business cases ready for submission. The deadline for submission of business cases to the Accountable Body was 31 December 2021.
- Final deadline for approval / submission of full business cases to the Government was 22 March 2022. Full business cases could be submitted for approval, as and when ready, to the proposed Investment Sub-Committee.
- It was emphasised that the responsibility for the development and drafting of the final business case would sit with the lead partner for the project in each case. However, the City of Lincoln Council would work with project leads to provide expert support where possible, subject to available funding.
- Independent due diligence would be undertaken on all business cases to support the City of Lincoln Council and the Investment Sub-Committee in its decision making.
- In response to a question relating to the completion dates for the projects, it was advised that the overall programme covered 2025/26. However, there would be some projects delivered before this time, with some early delivery from 2022 onwards. It was agreed the Board would receive an update at the next meeting on when each individual project would commence and target completion dates.

The Board was advised in response to a question by Gary Headland, that it was proposed by the Accountable Body that in relation to the any upfront costs incurred with developing a business case, any eligible costs relating to the development could be claimed retrospectively, subject to the approval of that business case. It was further proposed that the relevant date in respect of retrospective costs should be 22 March 2021, when the Heads of Terms Offer was accepted. Furthermore, Mick Lazarus, the representative of the Cities and Local Growth Unit at the Department for Business, Energy and Industrial Standards and Ministry for Housing, Communities and Local Government, advised that guidance by the Government on upfront funding for project develop was currently under consideration and development. It was advised that it was currently proposed as part of the draft guidance that up to a 5% advance payment could be available as part of this guidance. It was hoped the guidance would be issued shortly. In response to the proposal regarding the funding of retrospective costs and applicable date, Mick Lazarus confirmed that whilst the guidance on funding arrangements was still being developed, it was up to the local area and its S151 Officer to define and agree 'eligible spend' and the date it could be claimed from. Mick reminded the Board that although Lincoln had flexibility in defining eligible spend, it should be mindful that there was a £19 million spending envelope to work within.

It was confirmed by Mick Lazarus that summary documents for projects could be submitted as and when ready, and it was not necessary to wait until 22 March 2022 when they were all ready for submission. This would assist in the deliverability and target completion dates of some projects.

It was highlighted by Mick Lazarus that the Government had recently issued guidance on communications and branding for projects.

RESOLVED

- (1) That a report be submitted to the next meeting of the Board detailing the target commencement and completion dates for each project.
- (2) That the Board be requested to email the Secretariat with any suggestions on potential gaps in membership and how these could be filled.
- (3) That the Secretariat be requested to email a Skills Audit to all members of the Board for completion.
- (4) That the Secretariat be requested to seek nominations via email from the Board for the Investment Sub-Committee.
- (5) That communications, branding and community engagement be discussed at the next meeting of the Board.

5. **Proposed Meeting Schedule**

Further to Minute 4, it was reiterated that the frequency of the meetings for the Investment Sub-Committee would be monthly, with the first meeting scheduled for August 2021.

Meetings of the Lincoln Town Deal Board would be held quarterly, with the next meeting in September 2021. The date and time was to be confirmed.

Lincoln Towns Fund Programme Communications and Branding Plan 21/22

SEPTEMBER 2021

1. Introduction

- 1.1. Lincoln's Town Investment Plan was submitted to Government in October 2020. On the 22nd March 2021 the Heads of Terms Offer from Government was accepted and a final project selection submitted on the 24th of May. All final selected projects are being developed to full Business case stage for approval by 22nd March 2022. The Programme consists of thirteen projects, eleven of which are to be delivered by partner organisations, overseen by the City of Lincoln Council.
- 1.2. This document sets out a draft communications policy and branding requirements for stage 2 of Lincoln's Town Deals project programme in compliance with Government Guidance:

[Towns+Fund+Communications+and+Branding+Guidance+v0.1.pdf \(squarespace.com\)](#)

It aims to provide clarity on how the City of Lincoln Council (as Accountable Body) and Delivery Partners should use branding to help promote projects funded via the Towns Fund and collaborate on external communications opportunities, and provide a coordinated and cohesive approach to publicising the programme.

2. Communication Programme 21/22

- 2.1 A quarterly Communication Plan Update will be reported to the Town Deal Board as per the template in Appendix A, to enable ongoing review and coordination during the programme.

3. Communication with MHCLG¹

- 3.1 The Accountable Body will ensure that:
 - MHCLG is given as much advance notice as possible (at least two weeks) of announcements and milestone events to allow quotes to be arranged for any media releases.
 - Relevant descriptions at Annex A in the government guidance are used in media releases.
 - Ministers and CLGU Area Leads/ Delivery Support Managers (and other relevant policy departments such as DfT) are invited to landmark events.
 - The appropriate logos are on display as set out in government guidance at Annex B.

¹ For communicating larger transport projects (where business case decisions are retained by the Department for Transport) DfT will lead on the communications and Local Authorities should engage with DfT directly, rather than MHCLG. Local Authorities should continue to use the correct HMG logo, as specified on page 2 for these schemes.

- 3.2 The Accountable Body will inform their dedicated CLGU Area Lead/Delivery Support Manager of any upcoming project milestones and planned communications activity, to feed into MHCLG's monthly milestone reporting.
- 3.3 Ministerial quotes will be provided for media releases where appropriate. The Accountable Body will follow the agreed process for seeking a quote, sending draft media releases to the Area Lead/ FHSF Delivery Support Manager in the first instance.
- 3.4 The Accountable Body will give notice of programmed communication events to allow the opportunity for any Ministerial attendance if required. Ministerial departments will endeavour to tweet support or retweet Local Authority tweets when Ministerial attendance is not possible.

4. Use of Social Media

- 4.1 The Accountable Body will use social media, including Twitter. When describing or promoting projects funded by the Towns Fund, and at key milestones, the following hashtags (#), will be used as appropriate:
- #TownsFund
 - #MidlandsEngine
- 4.2 Tagging MHCLG in your content will also be undertaken using the handle across all platforms is @mhclg: [Twitter](#), [Facebook](#), [LinkedIn](#) and [Instagram](#). Posted content will be re-tweetable by the Communities Secretary, Minister for Regional Growth and Local Government and MHCLG, allowing others to follow project development.

5. Website

- 5.1 A Town Deal Page has been set up on the City of Lincoln Council Website [Towns Fund Projects – City of Lincoln Council](#). Information that can be accessed from this site includes:
- Downloadable copy of Town Investment Plan
 - Description of the Town Board's Role
 - Summaries of Town Board meetings
 - Description of the City Council's role as Accountable body
 - Progress summaries and updates of all Town Deal Projects

6. Press Releases

- 6.1 Press releases should include the descriptions detailed in Annex A of the guidance - Notes to Editors. MHCLG press office will be provided with advance notice of announcements and press releases, please email: NewsDesk@communities.gov.uk, copying in your Area Lead/ FHSF Delivery Support Manager. For expedience, Local Authorities should ensure they are providing fully drafted press releases.

7. Monitoring

- 7.1 The Accountable Body will report annually on the implementation of the communication plan as part of the ongoing assurance process.

Appendix A Communication Plan Template

Quarterly Town Board Communications Plan Update		
Project; General Project Programme		
Comms Lead; City of Lincoln Council Sarah Barker Gill Wilson		
Key milestone or event	Date	Planned Communications
Project; Cornhill/Central Market phase 1 (accelerated fund)		
Comms lead; City of Lincoln Council Sarah Barker Gill Wilson		
Key milestone or event	Date	Planned Communications
Project; LCFC		
Comms lead ; LCFC Damien Froggatt		
Key milestone or event	Date	Planned Communications
Project; Drill hall		
Comms lead; Lincoln College Mark Taylor		
Key milestone or event	Date	Planned Communications
Project; Central Market		
Comms lead; City of Lincoln Council Sarah Barker Gill Wilson		
Key milestone or event	Date	Planned Communications
Project; Lincoln Made Smarter		
Comms lead; Lincoln University Vicky Addison		
Key milestone or event	Date	Planned Communications
Project; Barbican		
Comms lead; Lincoln University Sukhy Johal		
Key milestone or event	Date	Planned Communications
Project; Store of Stories		
Comms lead; Acts Trust Nigel Curry		
Key milestone or event	Date	Planned Communications

Project; Greyfriars		
Comms lead; Heritage Lincolnshire Greg Pickup		
Key milestone or event	Date	Planned Communications
Project; HEAT		
Comms lead; Lincoln College Mark Taylor		
Key milestone or event	Date	Planned Communications
Project; Hive		
Comms lead; Stem Architects/Investors in Lincoln Nigel Stevenson		
Key milestone or event	Date	Planned Communications
Project; Lincoln Connected		
Comms lead; Visit Lincoln/Lincoln Big Charlotte Goy		
Key milestone or event	Date	Planned Communications
Project; Wigford Way		
Comms Lead; Lincolnshire County Council Karl Gibson		
Key milestone or event	Date	Planned Communications
Project; Sincil Bank		
Comms Lead; Lincolnshire County Council Karl Gibson		
Key milestone or event	Date	Planned Communications
Project; Tentercroft St		
Comms Lead; City of Lincoln Council Sarah Barker Gill Wilson		
Key milestone or event	Date	Planned Communications

MHCLG Guidance and Contact Details

Guidance

[Towns+Fund+Communications+and+Branding+Guidance+v0.1.pdf \(squarespace.com\)](#)

Contact Information

To provide MHCLG press office with advance notice of announcements and press releases, please email: NewsDesk@communities.gov.uk, copying in your Area Lead/ FHSF Delivery Support Manager. For expedience, Local Authorities should ensure they are providing fully drafted press releases.

If you have further questions or logo requests for HMG, Northern Powerhouse, Midlands Engine or Oxford to Cambridge Arc branding, please email: marketing@communities.gov.uk

If you have questions specific to the Towns Fund, please email: towns.fund@communities.gov.uk (for Town Deals) or futurehighstreets@communities.gov.uk (for FHSF) as appropriate, copying your Area Lead/ FHSF Delivery Support Manager

City of Lincoln MHCLG Towns Area Lead

Mick Lazarus

MHCLG Towns Area Lead

Oxford-Cambridge Arc and East Anglia Team| Cities & Local Growth Unit

Phone: 07590 441913

Email: mick.lazarus@beis.gov.uk

Eastbrook, Shaftesbury Road, Cambridge, CB2 8DF

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Quarterly Town Board Communications Plan Update September 2021		
Project; General Project Programme Comms Lead; City of Lincoln Council Sarah Barker Gill Wilson		
Key milestone or event	Date	Planned Communications
Receipt of Grant offer letter from MHCLG confirming support for the identified projects within the £19m town funding envelope	Aug 2021	Website updated Towns Fund Projects – City of Lincoln Council
First tranche of Project Business Case sign off and Submission of summary document to Gov	Oct 2021	Social media item Website news item/Project update
Project; Cornhill/Central Market phase 1 (accelerated fund) Comms lead; City of Lincoln Council Sarah Barker Gill Wilson		
Key milestone or event	Date	Planned Communications
Project completion and opening	5th August 2021	News item on website and social media About the Lincoln Town Deal Board – City of Lincoln Council
Project; LCFC Comms lead ; LCFC Damien Froggatt		
Key milestone or event	Date	Planned Communications
Project completion and opening	Summer 2022	Social media launch event
Project; Drill Hall Comms lead; Lincoln College Mark Taylor		
Key milestone or event	Date	Planned Communications
Media launch	5 th May 2021	Stories in the Lincolnite & Echo and on BBC Radio Lincolnshire, Lincs FM & Look North.
Drill Hall brand/website and social media channels launch	24 th Sept 2021	Social media comms/use city centre advertising/stories in press.
Soft launch of Drill Hall planned late November with 200 invited guests before panto launch.	November 2021	Showcase the Drill Hall, reveal programme of events for 2022, engage community, business and customer groups.
Hard launch planned in Q1 of 2022.	Q1 2022	Showcase the Drill Hall, reveal programme of events for 2022, engage community, business and customer groups
Project; Central Market Comms lead; City of Lincoln Council Sarah Barker Gill Wilson		
Key milestone or event	Date	Planned Communications
Public consultation	March 2021	On line survey via City Council website advertised on social media
Publicised finalised plans and planning approval	End of July 2021	Market Website updated Market Renovation – Lincoln Markets and social media
Trader support meetings	Autumn 2021	All traders directly contacted
Start of site	Spring 2022	Social media and website updates
Marketing and promotion of new venue	Q1 and 2 2022	Social media and website updates
Phase 1 Completion	Autumn/winter 22/23	Opening event
Project; Lincoln Made Smarter		

Comms lead; Lincoln University Vicky Addison		
Key milestone or event	Date	Planned Communications
Business needs survey	Autumn 2021	Direct approach to businesses
Proposal launch to businesses	TBC	TBC
Project; Barbican		
Comms lead; Lincoln University Sukhy Johal		
Key milestone or event	Date	Planned Communications
TBC		
Project; Store of Stories		
Comms lead; Acts Trust Simon Hawking		
Key milestone or event	Date	Planned Communications
Signed agreement for a temporary 1-year venue for the project while we await completion of Towns Deal Business Case and works to be completed on long term site	29/7/2021	Advertising the new service in Sept 2021 with a planned launch of October 2021. Project launch event Oct 2021 (with VIP invitations)
Project; Greyfriars		
Comms lead; Heritage Lincolnshire Greg Pickup		
Key milestone or event	Date	Planned Communications
Outcome of NLHF Stage 2 bid	June 2022	Press release, social media
Start of works on site	Sept 2022	Press release, social media
Project; HEAT		
Comms lead; Lincoln College Mark Taylor		
Key milestone or event	Date	Planned Communications
TBC		
Project; Hive		
Comms lead; Stem Architects/Investors in Lincoln Nigel Stevenson		
Key milestone or event	Date	Planned Communications
TBC		
Project; Lincoln Connected		
Comms lead; Visit Lincoln/Lincoln Big Charlotte Goy		
Key milestone or event	Date	Planned Communications
TBC		
Project; Wigford Way		
Comms Lead; Lincolnshire County Council Karl Gibson		
Key milestone or event	Date	Planned Communications
TBC		
Project; Sincil Bank		
Comms Lead; Lincolnshire County Council Karl Gibson		
Key milestone or event	Date	Planned Communications
TBC		
Project; Tentercroft St		
Comms Lead; City of Lincoln Council Sarah Barker Gill Wilson		
Key milestone or event	Date	Planned Communications
TBC		

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Lincoln Town Deal Board – Skills Audit Summary

Now that the Town Deal programme has moved from the development of a strategic plan and priorities for investment, a short skills audit was conducted to ensure that we have the right balance of knowledge, skills and experience to oversee the programme going forward.

The below charts are an overview of the results received split by skill area. Please note there may be an occasion where respondents have indicated more than one response for each skill area, and this has been reflected in the totals for each area.

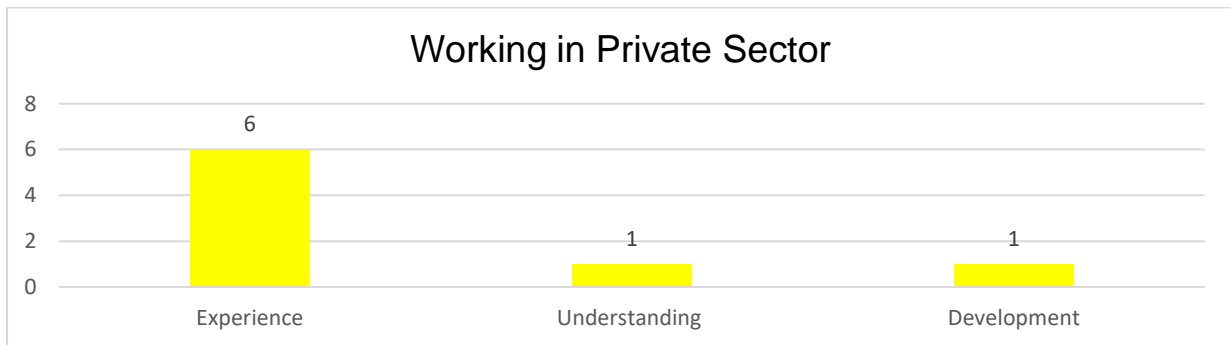


Figure 1

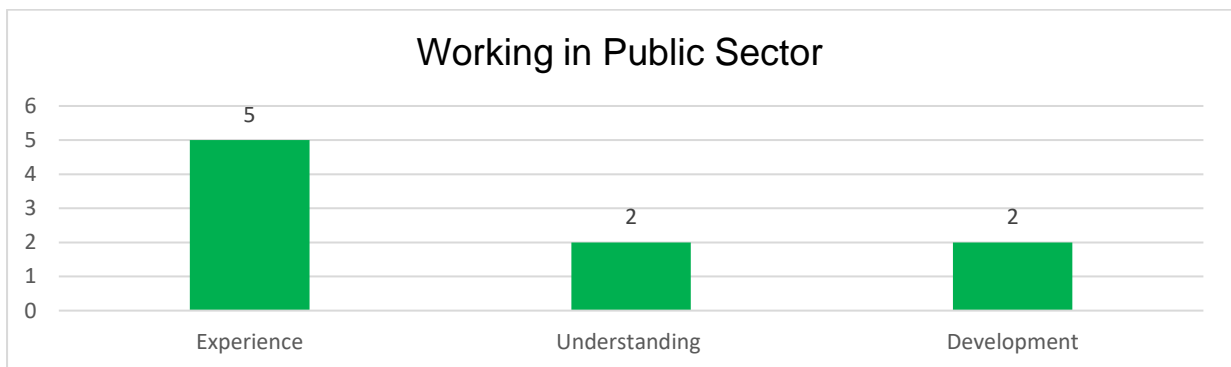


Figure 2

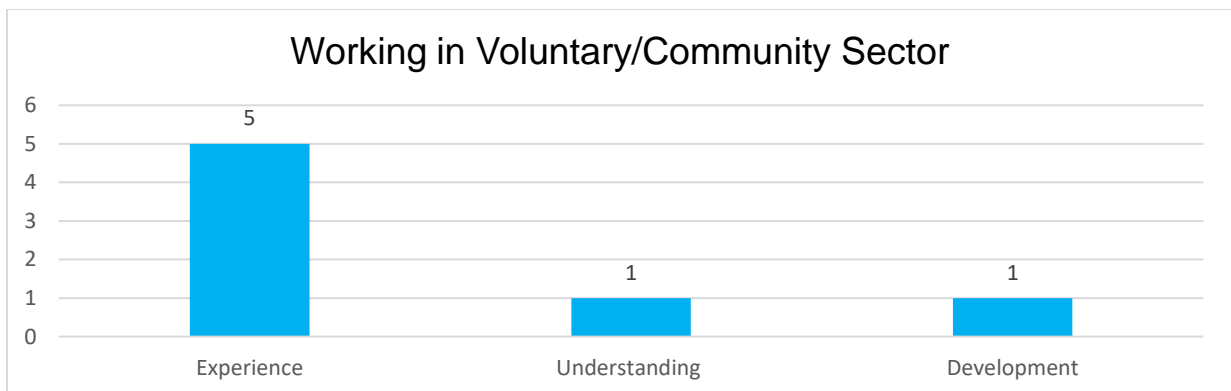


Figure 3

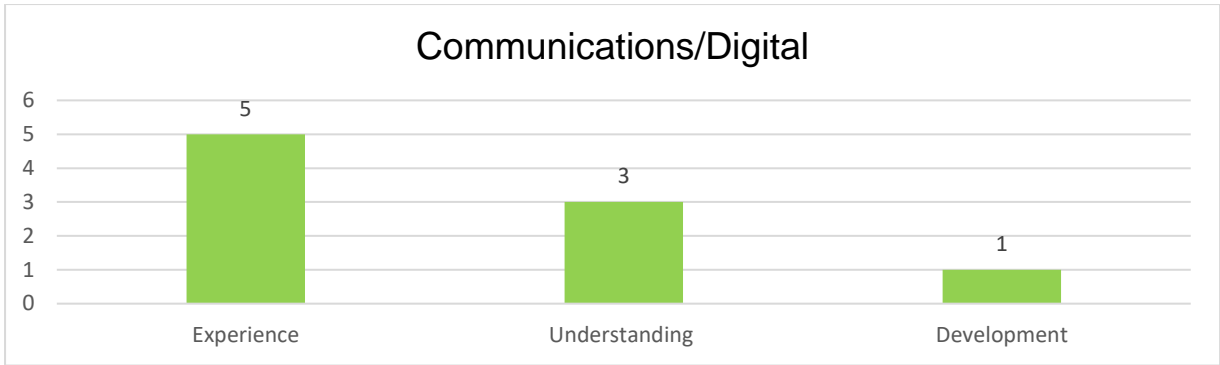


Figure 4

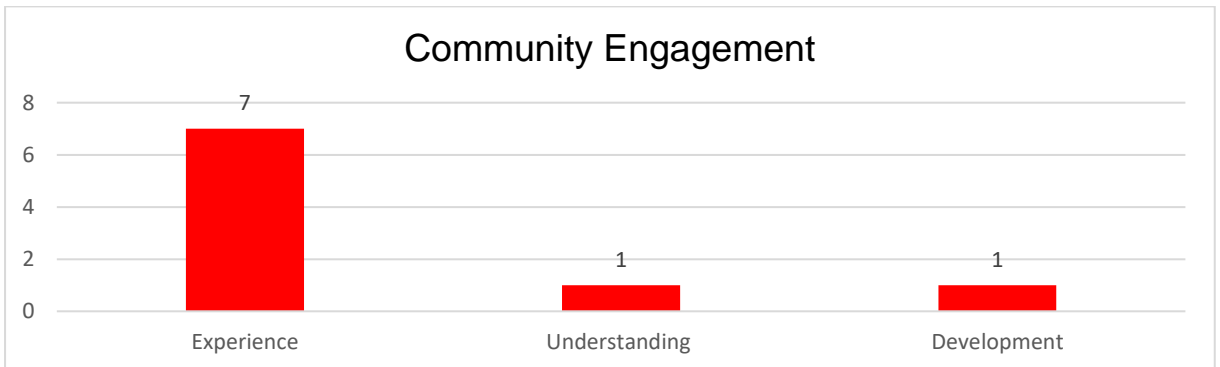


Figure 5

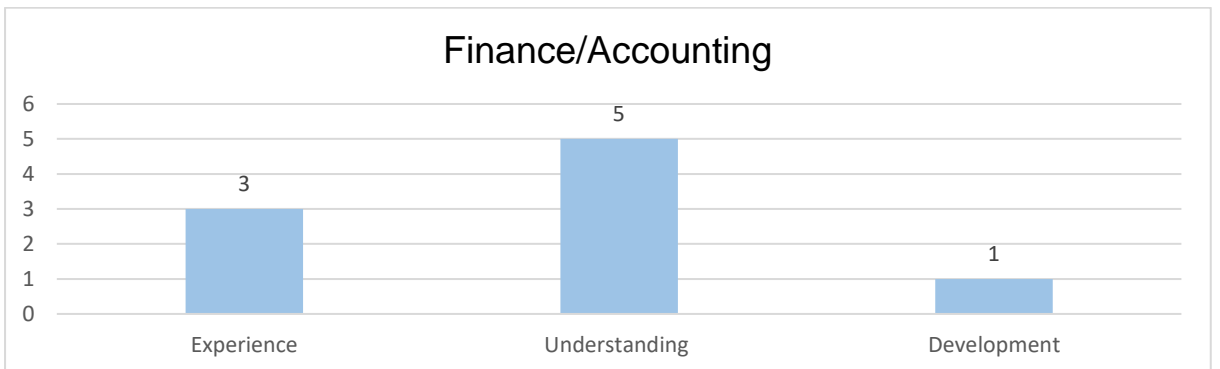


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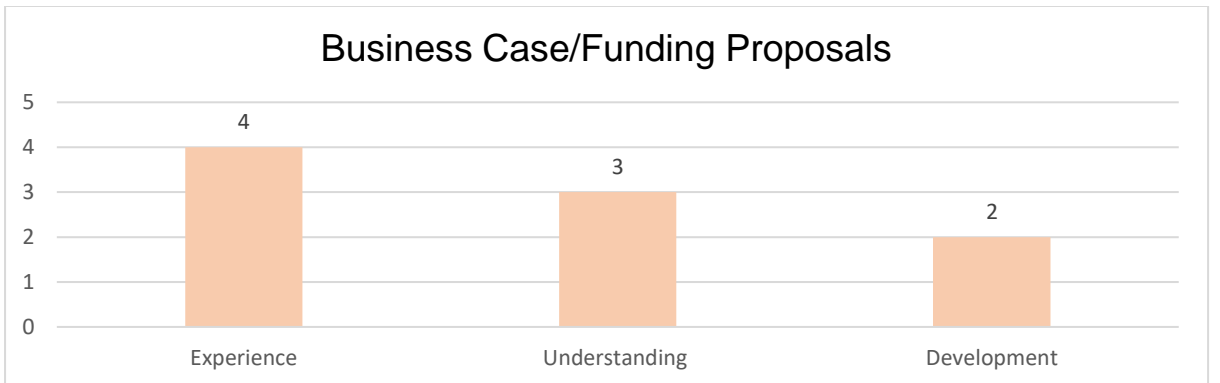


Figure 7



Figure 8

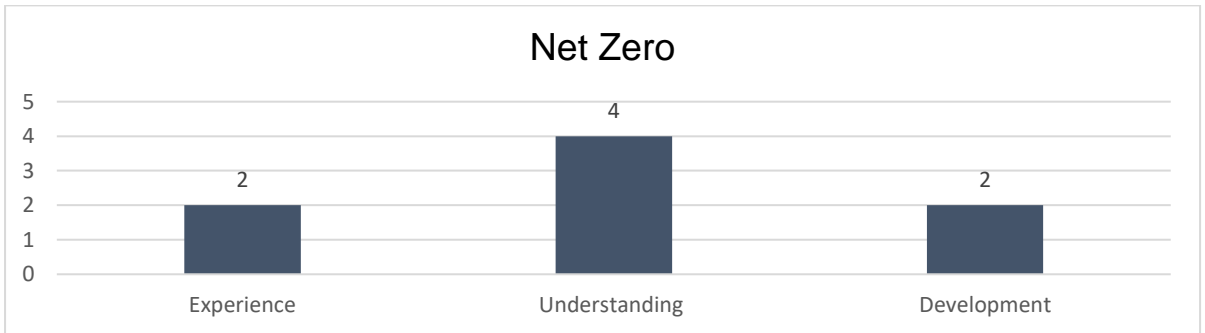


Figure 9

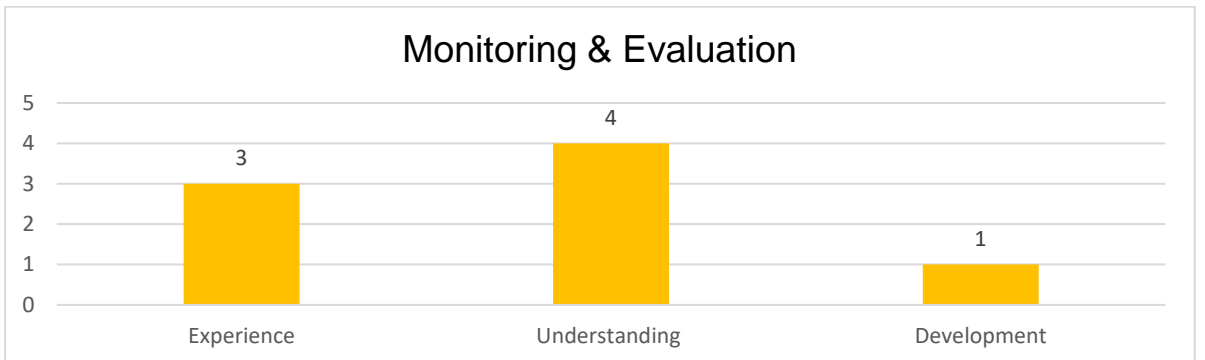


Figure 10

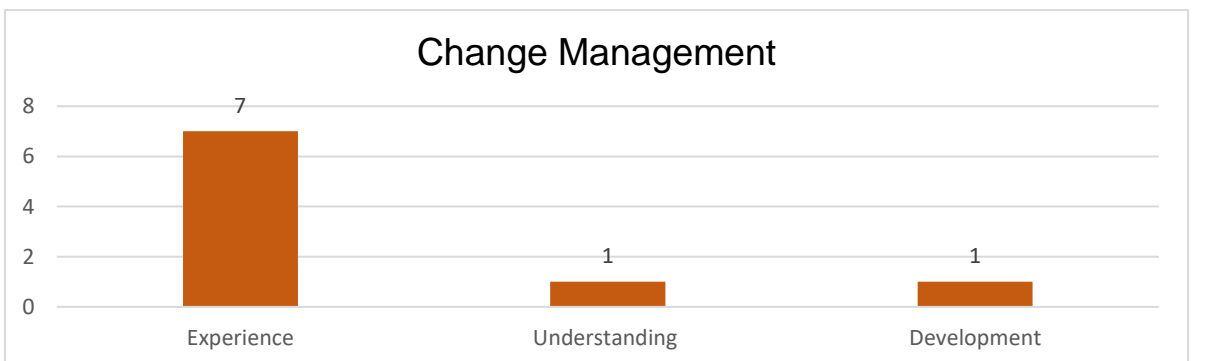


Figure 11

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