

LINCOLN TOWN DEAL BOARD

Friday, 14 January 2022

10.00 am

Meeting Via Zoom

Membership:	Liam Scully (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, Ric Metcalfe, Peter Neil, Leo-Scott Smith, Edward Strange and Nick Worboys
Officers attending:	Kate Ellis (Strategic Major Developments Director) and Gill Wilson (Principal Development Officer)

Please click this URL to join.

<https://us06web.zoom.us/j/85970947421?pwd=RUxYZnR3S1lrTFFHc0VuNnpkWXFMUT09>

Passcode: 008876

AGENDA

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9. Date and Time of Next Meeting	

Proposed Date: Friday 18 March 2022 10:00am via Teams

Present: Mary Stuart (University of Lincoln) *in the Chair*, Angela Andrews (City of Lincoln Council), Jacqui Bunce (NHS Lincolnshire), Charlotte Goy (Visit Lincoln), Nicole Hilton (Lincolnshire County Council), Valerie Johnson (St Mark's Retail Centre), Caroline Killeavy (YMCA), Group Captain Kilvington (RAF Waddington), Ursula Lidbetter (Lincolnshire Co-operative), Karl McCartney MP (Member of Parliament for Lincoln), Councillor Ric Metcalfe (City of Lincoln Council), Liam Scully (Lincoln City Football Club) and Leo Scott Smith (Tended)

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

6. Welcome & Apologies

Apologies for absence were received from Peter Neil (Bishop Grosseteste), David Lewis (Siemens Energy), Lord Cormack (House of Lords), Councillor Richard Davies (Lincolnshire County Council), Edward Strange (Brewin Dolphin), Nick Worboys (Longhurst) and Gary Headland (Lincoln College).

It was noted that Mark Taylor was attending the meeting on behalf of Gary Headland of Lincoln College.

7. Minutes of the Last Meeting - 11 June 2021

RESOLVED that the minutes of the meeting held on 11 June 2021 be confirmed as a correct record.

8. Matters Arising

There were five key action points arising from the last meeting all of which were covered on the Agenda apart from point 4 - *that the Secretariat be requested to seek nominations via email from the Board for the Investment Sub-Committee.*

In respect of this matter, the Chair reported that this was concluded via a virtual nominations and voting process following the last Board meeting and the first Investment Sub-Committee took place on 16th August 2021.

9. Investment Sub-Committee Update (Verbal Report)

The Board received an update from Angela Andrews (Chair of the Investment Sub-Committee) on the last two meetings that took place of the Investment Sub-Committee.

Key updates were:

- Four projects had reached full business cases with conditional funding having been awarded (Lincoln Drill Hall, Lincoln Central Market, Lincoln City Football Club's Skills and Education Hub and Tentercroft Street)
- Two projects were to receive forward funding to enable the projects to reach full business case stage (Sincil Bank and Wigford Way)
- The remaining seven projects were working on business cases that would come forward between October and January 2022.

The Board commented that good progress had been made.

RESOLVED that the update be noted.

10. Project Programme Update (Verbal Report)

The Board received an update by Jo Walker (Assistant Director of Growth, City of Lincoln Council) on the project programme. The following key points were summarised:

- Four projects had full business cases with funding approved subject to conditions (as detailed at Minute 9 above)
- Two projects had been approved for forward funding to enable them to reach full business case stage (as detailed at Minute 9 above)
- Seven projects had developing business cases, of which three were rated as high risk (The Hive, Heat and Barbican)

It was highlighted that the projects were still at a relatively early stage in the process and were working towards a deadline of the end of December 2021 for all projects to reach full business case stage. Support would continue to those projects that still needed to reach full business case stage within the timeframe set. An updated status report would be presented to the Board in January 2022. If there were any projects in January that were not able to be delivered to full business case stage then it would be for the Board to review how the funds were proposed to be reallocated across the programme. Any reallocation would also be subject to discussions with (and ultimately approval by) Government.

It was explained that shortly some early funding would be received to help support projects to reach their full business case and for early delivery. It was highlighted that this was not additional funding but rather an initial payment of 5% to be used where it was needed, but it was on the understanding that this would be deducted from the total allocation in each case.

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 changes could be made to projects before the final business case was approved but they needed to be submitted formally.

The Board was advised in response to a question that was raised, that projects would be supported using the extra 5% funding that was due to be received in September 2021, with one-to-one meetings for each project taking place regularly to establish if and when this forward funding might be needed.

RESOLVED that the update be noted.

11. Communications Update

The Board received a paper which was prepared by Council officers and incorporated the guidance which was published by government in respect of their communication requirements. The paper took into account the status of the projects in the programme as they move towards full approval.

Jo Walker (Assistant Director of Growth, City of Lincoln Council) explained that over the summer the focus had been to promote the delivery and completion of the Cornhill Quarter (funded via the Accelerated Fund) which had been well received by businesses.

It was highlighted that the first cohort of projects that had reached the full business case stage and that had been conditionally approved would be promoted in October 2021 and would include a promotional piece from Team Lincolnshire. Projects would continue to be promoted as they came through the approval process until January 2022 when the full programme would be known and would be given a push at this stage.

Caroline Killeavy, Chief Executive Lincolnshire YMCA, commented that the document represented a good starting point but that this now needed further development, with a focus on use of appropriate branding, hashtag identity and appropriate social media coverage, to reach different audiences (including more national coverage), links with wider plans/projects and the wider Board.

RESOLVED that the communications update be noted and an update presented at next meeting.

12. Town Deal Board Skills & Membership

At the request of the Board a short questionnaire was circulated to Board Members to assess the breadth of skills and to determine any particular gaps that might be addressed through future appointments to the Board. It was highlighted that there were vacancies with the Police and the University of Lincoln.

There were seven responses received from the questionnaire which discovered that there were no gaps although net zero was perhaps one area where they may be an opportunity to gain additional expertise.

It was proposed that the Police and University of Lincoln are approached to ask if they have someone of a suitable level that would be willing to come forward to take part in the Town Deal Board.

In addition to the membership proposal, the Board were asked to review the Terms of Reference in relation to voting substitutes as this may help in ensuring strong attendance from all sectors going forward. Previously the Board did not wish to allow for voting substitutes during the earlier phases of the group to ensure continuity. After discussions the Board did not agree to the proposal to allow substitute members to vote and asked if substitute members could be named to ensure that they were suitable to substitute on the Board.

Charlotte Goy (Visit Lincoln) offered to bolster and facilitate the net zero / climate expertise, as she managed the Lincolnshire County Council's Environment Team. The Board thanked Charlotte for this offer and agreed.

RESOLVED that:

- 1) The Police and University of Lincoln would be approached for suitable members to sit on the Town Deal Board.
- 2) The Terms of Reference would remain the same so substitute members did not have the right to vote.
- 3) Nicole Hilton would assist with net zero / climate expertise where required via Officer resources at LCC.
- 4) The report be noted.

13. Visitor Economy Action Plan

Charlotte Goy (Visit Lincoln) gave the Board an update on the Visitor Economy Action Plan event that took place in Boston.

It was highlighted that there were six town deals across Greater Lincolnshire. Lincolnshire County Council were looking at the town deals as a whole and had developed the Town Deal Visitor Economy Action Plan (draft), which had been stress tested in Boston.

The Board requested that it received copies of media releases once it had been issued.

RESOLVED that:

- 1) The Action Plan be forwarded to the Board.
- 2) Media releases be forwarded to the Board when released.

14. Position of the Chair

Councillor Ric Metcalfe (City of Lincoln Council) thanked Mary Stuart (University of Lincoln) for all of her work and commitment she had given to the Lincoln Town Deal Board and welcomed nominations for the role of chair, which in accordance with government guidance, must be filled by someone from the private sector.

No nominations were received by the deadline of 10am on the 16th of September 2021 but Liam Scully (Lincoln City Football Club) had put his name forward. Ursula Lidbetter (Lincolnshire Co-operative) nominated Liam Scully and Cllr Ric Metcalfe seconded the nominated. The Board unanimously agreed that Liam Scully (Lincoln City Football Club) be appointed as the next Chair of the Lincoln Town Deal Board.

RESOLVED that Liam Scully (Lincoln City Football Club) be appointed as Chair of the Lincoln Town Deal Board.

15. Next Meeting

The next meeting date was agreed to be on the 14th January 2022 and would be face to face, provided it was considered safe to do so.

The Board asked that the meeting dates for the year be put in diaries.



Lincoln Town Deal Board – 14 January 2021

Paper 1 – Options for reassigning Hive project outputs and expenditure

Introduction

The accountable body has now received all the business cases within the Lincoln Town Deal programme, with the exception of the Hive project which has been withdrawn by Investors In Lincoln as the lead organisation. The HEAT project from Lincoln College still requires some further work on ensuring it meets the Green Book requirements, but there is a high level of confidence that it can do so and will therefore be considered at an additional meeting of the Investment Sub-Group at the end of February/early March 2022. All other projects have either been approved or have passed their due diligence checks and are being considered at the Investment Sub-Group on 11 January 2022. Lincoln is therefore on target to meet the deadline set by government for all business cases to have been approved and submitted back to government by 24 March 2022.

HIVE funding and outputs

DLUHC (Department for Levelling Up, Housing & Communities) has issued some guidance on how areas can proceed in the eventuality that not all the original projects can come forward. The Lincoln Town Fund grant funding allocated to HIVE is therefore available to re-allocate in line with this guidance, subject to approval from DLUHC, and so long as this is done before 24 March 2022.

The Hive project was due to deliver the following within the programme:

Town Deal Funding: £1,000,000

Private Sector Match: £8,800,000

Outputs: 450 people trained in first 3 years

65 new housing units

This gives the Board some options for how the underspend on the programme could be approached, although even if Lincoln requested and had approved an extension to the 24 March 2022 deadline, there is insufficient time to do a call for additional/new projects. A Project Adjustment Form (Appendix 1A) would need to be completed to seek authority to proceed with any of the options.

Option 1 – Redistribute funding to some of the projects which had funding reduced.

Lincoln's original Town Deal programme bid was for £24,748,000 – of which £19M was allocated. Following discussions with individual projects and an external assessment of the options for reducing the programme, the Board decided to accept the reduced funding coming from project leads

(including the amalgamation of the Drill Hall and HWBC projects) and to reduce the allocation for Wigford Way from a £5.040M scheme to a £0.430M feasibility project with Wigford Way then becoming part of a Lincoln Levelling-Up Fund (LUF) submission for the capital delivery of the works. The impact of these changes is shown in Table 1 below:

Table 1: Changes in project funding allocations (May 2021)

Project	Towns Fund Original £m	Approved at 10 May 2021 £m	Difference
Lincoln Connected	1.514	1.483	0.031
Lincoln Made Smarter	1.290	1.290	0
Wigford Way/St. Mary's Street	5.040	0.430	4.610
Sincil Bank Green Corridor	3.040	3.000	0.040
Lincoln City FC Stadium and Community Redevelopment Projects	0.840	0.800	0.040
Health & Wellbeing Centre (HWBC)	0.660	Merged with Drill Hall	0
Hospitality Events & Tourism Institute (HEAT)	1.240	1.120	0.120
Lincoln Central Market and Vibrant Public Realm	6.540	5.900	0.640
Tentercroft Street	0.340	0.340	0
Climate Commission Road to Net Zero	0.360	Not approved	0
Drill Hall Development	0.455	1.000	0.115
Barbican Production & Maker Hub	1.640	1.600	0.040
Store of Stories (Food Supermarket)	0.205	0.165	0.040
Greyfriars	0.540	0.540	0
The Hive	1.040	1.000	0.040
Total	24.748	19.000	5.748

Therefore, Option 1 is that the £1M of available funding could be redistributed to the projects who had their funding reduced (up to the amount of their original allocation). Given that the reductions amounted to more than the £1M available, Focus Consultants have produced a proposed assessment framework (attached as Appendix 1B) and an application form (attached as Appendix 1C) that could be used to inform the redistribution. Whilst this approach may appear the most equitable, the concern is that it could require a lot of work by some projects for minimal value for money benefits (the exception to this would be Wigford Way – see Option 2).

Option 2 – Reallocate the £1M to Wigford Way

As Table 1 shows Wigford Way saw the largest reduction in funding, so the full £1M could be reallocated to that project. The concern with this approach is that the feasibility work has yet to start, so it is not clear what could be delivered for £1M given that this is still significantly short of the £5M cost identified, and there is no match funding available/offered to support it. Whilst the LUF bid was unsuccessful in the first round, the feedback received on the project (see Appendix 1D) does

support the potential to resubmit in the next round (subject to the criteria remaining relevant) for the full funding amount needed.

Option 3 - New project and some additional resources to existing projects

There is insufficient time unfortunately to consider an open call for a new project to the programme, however officers have reviewed the original draft projects considered in 2020. The original draft Investment Plan included a project for the Lincoln Science & Innovation Park (LSIP) which was assessed as a high priority before being withdrawn as a result of other funding becoming available on a quicker timescale. LSIP do have a smaller project they have prepared that is a strategic fit for the programme requiring £800k funding (with £200k match to support) and could deliver new outputs to “replace” those lost from the programme by the removal of the Hive. This project would be a stand-alone hub facility in the heart of LSIP to encourage greater collaboration of these dynamic, entrepreneurial and innovative businesses to support the further success of the Park. A short proforma is attached as Appendix 1E which gives some further detail. This project has been worked up (so could meet the March timescales set out earlier in the report) but is not able to currently secure funding from other available sources. If supported this would then still leave £200k where using the assessment process referred to in Option 1 above (detailed in Appendices 1B and 1C) existing projects could be invited to make an exceptional case for additional funding to cover for things such as increased capital costs arising from the current economic climate in the construction sector. The concern with this approach is that it is essentially a direct approach in response to insufficient time to enable an open bidding process that would maybe see other projects come forward.

Option 4 – Invite all existing projects to come forward to make a case for additional funding.

This option would mean that all existing projects would be invited to make a case for additional resources using the assessment approach set out in Option 1 but without a cap of their original funding allocation. The concern with this approach is that the case for the funding would still need to justify the increase by delivering extra outputs and/or not adversely impacting their BCR (Benefit Cost Ratio – measuring value for money). Whilst some projects have enquired about the potential of extra funding given the difficult capital cost environment currently, it is unclear as to whether there would be sufficient to fully utilise the £1M available.

Recommendation

The paper is being considered at the Investment Sub-Committee on 11 January 2022 and will be verbally reported into the main Town Deal Board on 14 January 2022.

The Board is asked to select a preferred option for officers to request DLUHC to approve.

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Appendix 1A

Towns Fund: Project Adjustment Form A project adjustment form is required where changes may need to be made between agreeing the final list of projects completing the full business case. Liaise with your local area lead in the first instance and then submit to towns.fund@communities.gov.uk

Project details	Original proposal	Adjusted proposal (where applicable)	Rationale for adjustment (where applicable)	Details of how the Town Deal Board and relevant stakeholders have been consulted on changes (where applicable)
Project name				
Project description including: - rational and strategic fit;				
Towns Fund ask (£m)				
Total project cost (£m)				
Outputs				
Outcomes				
Match funding total				
Match funding breakdown				
Capital/revenue split				
Financial profile				
Project completion date				

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Appendix 1B

Lincoln Town Deal - Additional Funds Request

Project Name	
Total project costs	
Additional funding sought	
Timescale In what financial year would you be looking to drawn down the additional funds?	
Total Town Deal funding sought (original approved amount plus additional requested)	
Added value / additionality What would the additional Town's Fund investment enable you to deliver over and above the current approved project.	
Outputs Will your project be able to deliver any additional outputs if you receive more Town's Fund investment? If yes, please provide details including when additional outputs would be delivered.	

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Appendix 1C

Lincoln Town Deal - Additional Funds Request Assessment

Criteria	Score			
	1	2	3	4
Additionality	Additional funds would offer no clear additionality for the programme	Additional funds would offer limited additionality for the programme	Additional funds would offer some / good additionality for the programme	Additional funds would offer strong additionality for the programme
BCR – likely impact on approved BCR	Additional funds would likely reduce the BCR	Additional funds would likely have no impact on BCR	Additional funds would likely have some positive impact on BCR	Additional funds would likely have a strong positive impact on BCR
Overall Value for Money Assessment - request vs additional outputs	The additional funds would offer no clear additional value in terms of outputs / relative to the request	The additional funds would offer some but limited additional value in terms of outputs / relative to the request	The additional funds would offer good additional value in terms of outputs / relative to the request	The additional funds would offer strong additional value in terms of outputs / relative to the request

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Appendix 1D

Levelling Up Feedback notes - 10.12.21

Attendance

Louise Clare - Ministry of Transport East Midlands

Pete Holmes - DLUHC

Mick Lazarus - DLUHC

Kate Ellis – City of Lincoln Council

Gill Wilson – City of Lincoln Council

General

Overall good bid with strengths in Strategic Fit and Delivery - Value for Money elements need to be strengthened.

300 bids submitted only 100 successful – therefore very competitive.

Strategic Fit

- Evidence of comprehensive stake holder engagement
- Evidence that the bid would support growth
- Strategic and statutory commitments evidenced
- Case for Investment well articulated and addresses social and economic benefits
- A clear theory of change provided
- Alignment with local and national Strategies particularly cycling and walking and net zero Policy

Next time bid could be improved by;

- Provision of a clearer more detailed endorsement from Network Rail
- Evidencing engagement has been on going and developed since last bid
- Provision if more detailed plans to evidence compliance with LTN120 design standards

Value for Money

Next time bid could be improved by;

- Improve BCR either look at lower cost options or better cost engineering. BCR needs to be 'good/medium' (above 1) to be considered sound for investment. If not achievable strong case needs to be made that only option is a low/poor BCR.
- More quantitative assessment of the do minimum option and proposed options.
- On Wigford Way inclusion of monetised air quality benefits would strengthen the case.
- Wigford Way continue to address risk, contingency and inflation within cost calculations
- Use of AMAT Active Modes Appraisal Toolkit with results in separate supporting spreadsheet would strengthen the case.

Deliverability

- Overall, well considered approach
- Cost estimates good and includes optimum bias and clearly outlined ask and status of match funding

- Management case good
- Risk Assessment good and 'honest'
- Transport Hub Delivery evidence a strength
- Well set out delivery time line
- Monitoring and Evaluation proposals good overall and key metrics align with those of LUF

Next time bid could be improved by;

- More detail on procurement and commercial options and assessment process
- More detailed management costings
- Letters of support from partners would be strengthened if included confirmation of funding commitments
- Commercial delivery elements have the most room for improvement – a clear commercial delivery plan required, a more in-depth analysis of procurement options and a clearer procurement strategy; More information around procurement team roles and the Governance arrangements of Council
- Use any new additional evidence of Project management e.g. Town Deal Programme
- Use any PIR evidence from Transport hub to support management case and identify any common personnel/Team members involved.
- Bid could be improved from identification of data sources for Monitoring and Evaluation and a clearer explanation of the monitoring budget.

Appendix 1E

Project Confirmation Table	
Project Name: Lincoln Science and Innovation Park Hub	
Date: 25th November 2021	
Towns Fund ask (£ million)	
£800k	
Match funding total, breakdown and status (secured/applied for/not yet applied for)	
£200k from own funds	
Expected outputs and outcomes	
<p>Lincoln Science and Innovation Park was opened in 2014 and is currently split across seven buildings with a further seven planned for the next 5-8 years. The first phase of the park has been completed and has demonstrated (a) viability, having established a community of fast growing technology businesses alongside academic research, and (b) economic development impact, having created significant job growth amongst that community.</p> <p>A large part of this success has been due to the amplifying effect of clustering; having a spatially agglomerated group of companies, entrepreneurs, skilled individuals, technical equipment, infrastructure, students and investors delivers significantly more economic benefit than if those things were more diversely spread. Nevertheless, there remain significant barriers to maximising that impact, particularly when trying to get the occupants of different buildings and different categories of tenants (e.g. getting academics to mix with entrepreneurs and vice-versa) to mix. The Science Park currently does not have a stand-alone facility that is large enough or distinct enough to allow these groups to mix on 'common ground'. Furthermore, it lacks large enough facilities to host social and semi-social gatherings whether for existing tenants, the wider innovation community or other groups that it may want to influence (e.g. school pupils/college students).</p> <p>A hub facility would address this; it would provide a building that could host café facilities and cater to the rest of the site. It would be a flexible space that could be reorientated to provide space for social events, talks and networking. Additionally, it would address the emerging 'Gen Z' challenge. Identified as a priority by other Science Parks, this recognises that the emerging generation of young adults tend to innovate differently – often rather than traditional incubation space they value very short term collaboration space (the cafe as 'third space' agile workspace), often provided by commercial cafés but sporadically due to the lack of high-quality infrastructure (they also require quite high tolerance from the owner!). The LSIP hub would provide dedicated third-space booth facilities ideally set up for a day or two of fail-fast, fail cheap iterative innovation development.</p> <p>Development of this hub would provide much needed amenity facilities to the Science Park. It would allow significantly improved day-to-day networking amongst its constituent groups but would also allow for a big expansion of its events programme and outreach activities, which have been identified as a strategic priority over the next 5-years. It would also allow us to trial wholly new working environments for innovation, which we believe could feed not only LSIP but also other University and City Council incubators as well as private facilities like Mosaic.</p> <p>In terms of Level 2 Outputs, the project would deliver: Urban Regeneration: New Community/sports centres (1) Urban Regeneration: Rehabilitated Land (est. 400m2)</p>	

Clearly, the hub will also provide less formal but none-the-less valuable opportunities for enterprise enhancement, collaborations between employers and education and other innovation related outcomes.					
Plan for addressing key conditions					
Fast tracked project (yes or no)					
Capital/revenue split					
100% capital					
Nominal Financial Profile (£ million)					
2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
0.0000	0.00	1.000	0.000	0.00000	0.00000
Signature of Town Deal Board Chair and accountable body's Chief Executive Officer or S151 Officer					

Additional Questions – To Inform Selection Process (not required for government submission)

Please confirm that you will be able to develop a full business case for this project within 12 months
Yes
Please confirm that your organisation has capacity to deliver this project within the Town Deal Programme timeframe, setting out in brief your delivery arrangements
Lincoln Science and Innovation Park (LSIP) is a joint venture partnership between the Lincolnshire Co-op and the University of Lincoln. Both of these large organisations are significant investors in the City of Lincoln and provide support for LSIP to deliver projects larger than it's relatively small size suggests. Since 2013, LSIP has invested £23m in capital projects on Beavor Street and has a further £4.8m due to complete by Spring 2022 with another £3.5m in the pipeline. These projects are managed
Key Risks – please set out the key risks to delivery and mitigation measures in place
LSIP is redeveloping a brown-field site, therefore , there are always issues with contamination and uncertain ground conditions when developing. However, having constructed three buildings and undertaken extensive surveys across the rest of the estate, the means of managing this risk is well understood and is factored into the project costs. Planning would be a risk, however, the LSIP Masterplan is adopted as City of Lincoln Council policy, it is identified as a Strategic Employment site in the local plan and any development would be in the context of outline planning and full planning permissions already granted. Successful operational delivery of the hub remains a risk, however, this has been significantly mitigated by the successful delivery of LSIP to date, the expansion of the University on the site (via the Bridge lab) and commercial
Priority Rank – Where you have multiple projects, please indicate a priority ranking for this scheme
Single Project
Can any additional match funding or alternative funding be sourced to support your project and to reduce the Town Fund ask? If yes, please explain.
Science Park hub schemes are typically difficult to fund because, unlike commercial property developments, they have a very limited capacity to generate revenue. This is particularly the case when the hub is being developed at a relatively early stage in the development of the wider

science park before the resident population is large enough to sustain regular income generation through catering/room hire etc. LSIP has grown from a resident population of c. 150 in 2013 to c. 650 today with an expectation of it being closer to 750 by the end of 2022 (although some of this is seasonal due to the relatively large University presence on site). Typically, hub facilities require a stable population of over a 1,000 to be break even.
For this reason, it is not really viable to raise commercial finance for this project.

Name of Lead Organisation
Lincoln Science and Innovation Park
Name & Position of Project Sponsor
Thomas Blount, Director
Name of Chief Finance Officer or other person authorised to sign for and on behalf of the Lead Organisation
Thomas Blount
Signature of Chief Finance Officer or other person authorised to sign for and on behalf of the Lead Organisation

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Paper 2 - Draft Lincoln Town Board communications and engagement strategy

1. Background

Lincoln is one of 101 towns who put forward a bid for up to £25m of funding from the government's Towns Fund, which is available to spend up to 2026 and support the city's long-term economic growth. In March 2021, government announced that Lincoln had been successful in its bid and awarded £19m, allowing the city to deliver a variety of projects to boost the city's long-term future

A Town Board for Lincoln was set up to oversee the development of an Investment Plan to support a bid for this funding opportunity. Under the Governance of the Town Board a Town Investment Plan (TIP) was produced in October 2020. This Plan was based on rigorous engagement and consultation, and identified the importance of continued partnership working, engagement and communication to successful delivery, testing, monitoring and evaluation of its constituent projects.

On 22 March 2021 the Heads of Terms Offer from Government was accepted and final project selection submitted on 24 May. All final selected projects are now being developed to full business case stage for approval by 22 March 2022.

The Programme consists of thirteen projects, eleven of which are to be delivered by partner organisations, overseen by City of Lincoln Council.

This Communication and Engagement Plan helps set out how Lincoln Town Board will engage effectively with stakeholders, demonstrate the success of its work, ensure people understand what it does and change behaviour / perceptions where necessary. This will be done building on the Town Fund Guidance principles of:

- **Involve:** Identify and involve the people/organisations who have an interest in the projects and developments
- **Support:** Identify and show how any barriers to involvement will be overcome
- **Evidence:** Gather evidence of the needs and available resources and use this to agree the purpose, scope and timescale of the engagement and the actions to be taken
- **Design:** Agree and use methods of engagement that are fit for purpose, and demonstrate engagement throughout the project lifetime / Town Deal Fund
- **Work together:** Agree and use clear procedures that enable the participants to work with one another effectively and efficiently
- **Share information:** Ensure necessary information is communicated between the participants and everyone is looped into the information needed to make informed decisions
- **Work with others:** Work effectively with others who are already or could help with engagement for example the voluntary and community sector, social enterprises or relevant public sector bodies

- **Improve:** Consider further developing the skills, knowledge and confidence of all participants
- **Feedback:** How will you feed back the results of engagement to the wider community and agencies affected, and show the impact this engagement has had?
- **Evaluate engagement:** Monitor and evaluate whether the engagement achieves its purposes and adjust as necessary

To oversee this Plan, a Town Board communications and engagement sub-group is proposed, made up of three Board Members and relevant supporting officers from the City of Lincoln Council.

2. Communications and engagement vision and objectives

Overarching vision statement for communications and engagement:

- **The vision** is for all members of Lincoln Town Board and Project Leads to:
 - talk in one unified voice that aligns to the board's vision, aspirations and goals and wider Lincoln narrative as set out in the Lincoln Town Investment Plan
 - increase awareness, understanding and engagement on the Town Deal with our audiences
 - create a compelling, narrative for the projects to encourage everyone to tell the same powerful story about Lincoln and its positive future
 - engage with the press, broadcast and digital media to enhance perceptions city's Town Deal Board, its responsibilities and the projects it is overseeing.

Strategic objectives: is for all members of Lincoln Town Board and Project Leads to:

- help build a positive reputation for the city - all communications seek to address any negativity around the projects through an authentic voice and regular publication of positive content, which showcases Lincoln's present and future transformation and highlights upcoming actions taking place around the city's regeneration
- have one unified voice - through communications, all partners will showcase the vision and positive direction the city is moving in, developing trust and belief in the messaging
- deliver evidence of the communication and engagement taking place to satisfy any government requirements and showcase the journey being undertaken by local communities
- ensure a consistent approach to all external communications activity relating to the work of the Board and the Lincoln Town Deal projects
- effectively engage with all appropriate stakeholder groups

- raise the profile of the Board and promote the Investment Plan ambition's vision and plans for Lincoln.

3. Communications approach

The City of Lincoln Council is the accountable body for Lincoln Town Deal. The Board is made up of cross-sectoral community representatives from the public, private and voluntary sectors and, as such, is reflective of the 'partnership working' that is helping underpin the regeneration of Lincoln.

The proposed Lincoln Town Board communications and engagement sub-group should reflect the interests of all Board members. The Role of the sub-group will be to support the strategic objectives by identifying and agreeing:

- A clear set of procedures and protocols for issuing communications – as well as the channels via which they will be issued
- An agreed set of key messages with an authentic voice will underpin all communications and engagement activity and will be reviewed as the projects evolve
- The key milestones in each project and a programme of regular communications on agreed subjects. Once established (and developed as each project progresses, to maximise opportunities) this will enable all board members to see what activity is planned and the positive messaging that is being used
- How best to support the board to maintain relationships with key stakeholders and identify opportunities to maximise these relationships
- The Communications messaging, to showcase how the board has involved the communities of Lincoln in the projects, with the aim of highlighting a 'people-centred approach'
- All communications activity – whether delivered as a group or individually – considers the wider 'Lincoln story' and any potential reputational risks

To keep the Board up-to-date on all actions undertaken by the sub-group, 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.

4. Communications and engagement action plan

It will be the responsibility of this sub-group to work with this communications strategy, develop the Town Board brand, create the individual project communications plans and support project leads in delivering them.

Initial priorities of the communication and engagement sub-group

What	How	Who	By when
Identify membership of communications and engagement sub-group	At meeting of Town Board	Town Board	End of Jan '22
Agree / suggest amends of the draft communications strategy	At first communications and sub group meeting	communications and sub group	Jan '22
Identify and map out the communication and engagement channels already held– including active social media accounts, websites/webpages, stakeholder relationships and media contacts	City of Lincoln communication Manger to coordinate	communications and sub group/CoL	End of Jan '22
Begin work to create a brand for the Board and its work	Using template provided by government, set wheels in motion for brand development	Comms sub-group	Feb '22
Draft and agree a boiler plate to be used where necessary in communications	A boiler plate is a statement set in stone that should be agreed by the Board as a solid, unchangeable statement to be used by all	Comms sub-group for Town Board endorsement	Jan '22
Agree all key messages for each Project	CoLC comms/sub-group in liaison with Project Leads	communications and sub group/CoL	Feb '22
Identify the key project milestones and establish a clear timeline of communication activity that supports the work of Lincoln Town Board	CoLC comms/sub-group in liaison with Project Leads	Communications and engagement sub-group/Col	Feb '22

5. Roles and responsibilities

Lincoln Town Board chair – final sign off for all communications and engagement activity

Lincoln Town Board communications and engagement sub-group – Agree and implement the communications and engagement approach and work together to draft and issue the subsequent activity/communications products

Project comms leads – To work with the sub-group to identify project milestones, appropriate audiences, messaging and channels in advance

City of Lincoln Council communications (Steven Welsby / Sarah Curtiss) – Can advise on the strategic communications and engagement approach and draft core communications material on behalf of the board, with input from sub-group members

Branding – City of Lincoln Council can be consulted for queries about using the brand (once developed) and its assets

Website – City of Lincoln officers to be responsible for updating Website

6. Procedures and protocols

The general approval process for media releases will need to be in compliance with the following:

- Press releases should include the descriptions detailed in government guidance - Notes to Editors. MHCLG press office will be provided with advance notice of announcements and press releases, via NewsDesk@communities.gov.uk whilst also copying in our Area Lead / FHSF Delivery Support Manager. For expedience, fully drafted press releases should be provided
- Board members retain the right to make comment and carry out media interviews in their personal capacity. However, in doing so, members should be mindful of their position on the board and how their comments could impact on the board's work and the strategic objectives set out in this strategy
- All requests for interview/comment by the media, specifically regarding the board as a whole, should be directed to the comms sub-group in the first instance. No interview should be carried out before doing this. A decision will then be made by the group on who will lead and respond to that enquiry. The response should receive final sign off by the chair and then be issued by the appropriate organisation
- A full briefing can be provided by the comms sub-group for those giving interviews/comment

- All communications activity regarding the board will be discussed and agreed by the sub-group and a recommendation made for final decision will be made by the board's chair. Communications should not be issued without the sub-group and chair's prior approval
- At the first opportunity, board members should raise potential reputation issues that could impact on the work of the board or wider regeneration of Lincoln with the sub-group so that positive action can be taken
- Key opportunities for positive communications and engagement activity will be identified by the board and comms sub-group as the projects progress and incorporated into the timeline of planned activity.

As a general rule, quotes in press releases will be attributed to the board's chair. If related to specific projects or thematic groups, a decision will be taken by the sub-group and board chair as to which board member the quote should come from and also be as follows:

1. Press release drafted by CoLC communications team or lead project communications officer, following discussions with the sub-group
2. First draft sent to comms sub-group member for comments and their subsequent approval following any amends
3. Send to City of Lincoln Council, as the accountable body, for comments and sign-off
4. Send to board chair for comments and final sign-off
5. Final draft shared with all board members and the sub-group before being issued to the media – this will be done at least two hours before issuing to the media (unless there is an exceptional circumstance which requires the comms to be issued without delay).
6. It is the chair's decision whether or not to incorporate any suggested amends/feedback given by board members into the release. If they do wish to comment, board members are asked to do this within two hours of receiving the draft to avoid delaying the process of issuing comms.

In the short term:

- All media releases issued by the board will be focused on the work planned to deliver the projects and will be agreed by the sub-group
- Press releases solely regarding the board will be issued by City of Lincoln Council communications team, with a note that it is issued on behalf of the board
- Press releases that discuss the wider Lincoln narrative but reference the board should instead incorporate the agreed boiler plate and be issued by the lead organisation (these are still subject to the comms sub-group's input and sign-off by the chair)

- Any quotes included in press releases are subject to the related organisation's own approval processes and the time to achieve this should be factored into the planning process for communications activity

Longer term

- Media relations including press releases and enquiries will be divided up based on project leads. The comms sub-group will also allocate resources based on the projects.

7. Key messages

- Lincoln is one of 101 towns who put forward a bid for funding from the government's Towns Fund, which will be available to spend up to 2026
- The bid was successful, and Lincoln is now able to deliver a variety of capital projects to help boost the city's long-term economic growth and development
- The bid was the chance for the people of Lincoln to help shape their city's future. Through discussions with the community, Lincoln Town Board has developed a vision and strategy that will shape the transformation of Lincoln over the coming years

We need to play our part in helping transform Lincoln and we need to do it together.

- Lincoln has grown significantly in recent years and so much has already been achieved. But we now have an opportunity to carve out a new chapter in the city's history and help to ensure the city reaches its full potential.
- This is a great opportunity to help raise the standards of living for people working and living in Lincoln
- Securing this funding for Lincoln enables us to deliver against the current strategy and vision for the city and support future prosperity based on the needs and wants of Lincoln people.

8. Communication channels

Traditional media outlets have shifted content to digital platforms via mainstream media and community websites and media owned social media accounts. The pace of publishing new stories continues to increase. This requires much quicker responses and additional content (images, video, statements) to support engaging positive content.

There is the expectation that the Town Board projects will provide better content for reporters as they experience expectations on pace of publishing content.

Increasingly our audiences are also gathering news online from sites and social media aimed at specific demographics and communities around interest, lifestyle or geography/place.

We need to be where our audience is, so it is proposed that a focus is given to digital media, with the communications and engagement sub-group devising planned communications which embrace digital methods of communication.

This will include appropriate hashtags to be used, such as #LincolnTownDeal, #TownsFund, #MidlandsEngine when describing or promoting the projects, and at key milestones, to enable people to identify posts specifically related to those specifically being undertaken in Lincoln.

Tagging MHCLG in our content will also be undertaken using the handle, across all platforms, of @mhlcg on: Twitter, Facebook, 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.

City of Lincoln Council:

- **Website** – A Town Deal page has been set up on City of Lincoln Council’s website at: <https://www.lincoln.gov.uk/lincoln-town-deal-board-1/towns-fund-projects>

Information that can be accessed from this page 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
- **Social media** – Twitter, Facebook, LinkedIn, Instagram, Including video - Youtube, Vimeo
- **Media contacts** – local, regional and national
- **Internal** – City People and Sharepoint
- **Stakeholders** – all city council member briefing, community networks and officer relationships e.g. business to business contact

Partner communications channels to be added once the communications sub-group is appointed and complete, but to include: websites, social media, internal and external newsletters, open days and evenings, focus groups, email, networks etc.

9. Our audiences

- Partner organisations

- All of the partners' workforces
- Residents of Lincoln
- Visitors to Lincoln
- Community groups
- Voluntary sector organisations/third sector
- Businesses / Business groups (ie Healthy High Streets, Bailgate Guild etc)
- Lincoln BIG
- Regional government
- National government – see item. 10
- Funding bodies
- Local, regional and national media
- Online media
- Specialist/trade media
- Representative bodies including LGA and Key Cities
- Regeneration partners
- Investors
- Developers

Stakeholder map – to be completed by communications and engagement sub-group

Stakeholder	Info required	Frequency	Method of communication	Communicated to by whom	Comments
Partner organisations					
Partners' workforce					
Residents					
Visitors					
Community groups					
Voluntary sector					
Businesses					
Lincoln BIG					
Regional govt					
National govt					
Funding bodies					
Local, regional, national media					
Online media					
Specialist/trade media					
Representative bodies					

Regeneration partners					
Investors					
Developers					

10. Communication with national government (MHCLG)

City of Lincoln Council, as the accountable body, along with the communications and engagement sub-group, 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 provided by MHCLG in its 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 any landmark events
- The appropriate logos provided by MHCLG are on display as set out in government guidance
- The dedicated CLGU Area Lead / Delivery Support Manager is informed of any upcoming project milestones and planned communications activity, to feed into MHCLG's monthly milestone reporting
- Ministerial quotes are provided for media releases where appropriate, following the agreed process for seeking a quote, sending draft media releases to the Area Lead/ FHSF Delivery Support Manager in the first instance
- MHCLG is notified of programmed communication events, allowing the opportunity for any Ministerial attendance if required. Ministerial departments will endeavour to tweet support or retweet our tweets when Ministerial attendance is not possible.

11. Branding

Communications should be mindful of the place brand – and therefore narrative - for Lincoln to ensure consistent messaging, in addition to the 'wider story' for the city.

A strong brand family is critical communicating a cohesive narrative and core messages in a consistent and compelling way to all our audiences. The brand is more than a logo, look and feel, colour, font and style guidelines. But at the same time this use of a consistent approach is all part of creating recognition and trust.

The branding of the work being undertaken by the Town Deal Board can support other objectives for partners, most of which are firmly linked to economic development and the support you provided to local businesses. It can help promote Lincoln as a visitor destination, attract new business and inward investment and promote pride among the city's residents.

Government has produced a document which is clearly aimed at helping the Board (or the communications and engagement sub-group) create its brand. This document is attached.

12. Evaluation / measures

Social media metrics:

- How many people are we reaching with our messages?
- User engagement – clicks on calls to action
- Organic reach and impressions
- Increase in followers
- Shares

Websites:

- Visitor numbers and dwell time on specific priority web pages
- Email click-through acting on a call to action

Media releases and statements – coverage in and on local media

- Positive media coverage in articles – online and print
- Improved ‘sentiment’ – qualitative analysis where we are working on developing positive opinion on each particular project
- Resident awareness of the Board, the Deal and the projects – from council resident satisfaction survey

Engagement:

- Consultation surveys and customer feedback

13. Monitoring

City of Lincoln Council, as the accountable body, will report annually on the implementation of the communication plan as part of the ongoing assurance process.

Ends

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; 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