

LINCOLN TOWN DEAL BOARD

Friday, 21 October 2022
10.00 am
**The Drill, Freeschool
Lane, Lincoln, LN2 1EY**

Membership:	Liam Scully (Chair), Angela Andrews, Jacqui Bunce, Tim Chambers, Lord Cormack, Councillor Richard Davies, Julian Free, James Foster, Charlotte Goy, Nicole Hilton, Valerie Johnson, Caroline Killeavy, Ursula Lidbetter, David Lewis, Group Captain Lorrimer-Hughes, Karl McCartney MP, Ric Metcalfe, Peter Neil, Leo- Scott Smith, Edward Strange, Nick Worboys and Vacancy
Officers attending:	Kate Ellis (Strategic Major Developments Director), Jaclyn Gibson (Chief Finance Officer), Michelle Smith, Steve Welsby, Gill Wilson (Growth Strategy and Funding Manager), Francesca Bell and Democratic Services

AGENDA

SECTION A	Pages
1. Apologies for Absence	
2. Minutes of the last meeting held on 23 June 2022	3 - 8
3. Role of the Board / Review of Membership	9 - 14
<ul style="list-style-type: none"> • Current Terms of Reference • Future Prosperity – Terms of Reference 	
4. Investment Sub-Committee Update	15 - 36
<ul style="list-style-type: none"> • Role of the Sub Committee • Town Deal Governance Audit Report by Assurance Lincolnshire • Monitoring and Evaluation proposal 	
5. Project Programme Update	37 - 54
6. Presentation by Lincoln College on The Drill and HEAT Projects	Verbal Report
7. Communications Update	Verbal Report
8. Levelling Up and Shared Prosperity Fund	Verbal Report

9. Any Other Business
10. Date and Time of Next Meeting
 - Friday 13th January 2023

Present: Angela Andrews (City of Lincoln Council), Jacqui Bunce (NHS), James Foster (Lincoln College), Caroline Killeavy (YMCA), Ursula Lidbetter (Lincolnshire Co-operative), Councillor Ric Metcalfe (City of Lincoln Council), Peter Neil (Bishop Grosseteste University), Edward Strange (Brewin Dolphin) and Nick Worboys (Longhurst)

Also in Attendance: Gill Wilson (City of Lincoln Council), Michelle Smith (City of Lincoln Council), Francesca Bell (City of Lincoln Council), Steve Welsby (City of Lincoln Council), Cheryl Evans (City of Lincoln Council), Clare Stait (City of Lincoln Council)

Actions
GW to invite Lincoln College to present an update on the Drill and HEAT at the next meeting
FB to draft and circulate the corresponding terms of reference for the Board to act as the interim Partnership Board to UKSPF.

In the absence of the Chair and Vice-Chair, Ric Metcalfe (Leader of the Council, City of Lincoln Council) took the Chair.

1. Apologies for Absence

It was noted that the following apologies had been given:

- Liam Scully
- Lord Cormack
- Julian Free
- Group Captain Lorrigan-Hughes OBE
- Leo Scott Smith
- Charlotte Goy
- Valerie Johnson
- Professor Scott Fleming
- David Lewis
- Mick Lazarus
- Nicole Hilton (and her substitute, Will Mason)
- Councillor Richard Davies
- Karl McCartney MP

2. Minutes of the last meeting held on 18 March 2022

RESOLVED that the minutes of the Board held on 18 March 2022 be confirmed as a correct record.

3. Progress on Project Adjustment (Verbal Report)

Gill Wilson (Growth Strategy and Funding Manager) provided a brief update on behalf of Mick Lazarus (DLUHC):

- Project adjustment requests (PARs) for Lincoln's LSIP, Barbican, Store of Stories and Lincoln City Foundation projects had been submitted which included the reinvestment of the £1m that was previously allocated to the HIVE project.
- The LSIP project, given its scale, was at risk of exposure to additional rises in inflation and the Board and local partners were keen to secure approval for the proposed changes to avoid any further delays.
- As part of the Project Adjustment Process, Minister O'Brien had asked to see details of change requests for all levelling up funds, including Town Deals, before notifying places of any decision. Change requests for LSIP, Barbican, Store of Stories and Lincoln City Foundation would be included in the next approvals submission which would shortly be submitted to the Minister. A decision could take up to 3 weeks.
- Five of Lincoln's eight remaining projects had passed the DLUHC internal review process and had now entered the payment stage where they were subject to finance checks. These projects were:
 - Wigford Way Feasibility Study
 - Greyfriars
 - Hospitality Events & Tourism Institute (HEAT)
 - Lincoln Connected
 - Lincoln Made Smarter

RESOLVED that the progress on project adjustment be noted.

4. Project Programme Update

(a) Project Progress and Update Report

Gill Wilson (Growth Strategy and Funding Manager) provided a presentation to the Board on updates to the project Programme.

Twelve of the thirteen Programme Projects had achieved Business Case Assurance by 31 March 2022 and all Stage 2 summary documents submitted for these, as per the condition set out in the Heads of Terms and Grant Offer letter dated 20 August 2021. One project, the Hive Project had been withdrawn from the Programme and a Programme Adjustment option had been requested and was currently under consideration.

The twelve approved projects had progressed with the sign off of the outstanding assurance pre contract conditions to enable a Grant Funding Agreement to be completed.

One project, The Drill, had now completed the development phase and been paid all Town Fund Grant of £1m. This project would continue with the monitoring and evaluation phase, which involved quarterly reporting on progress against the identified outcomes and outputs. The Board would be updated on the monitoring and evaluation status at future meetings.

Seven projects had satisfied all pre-contract condition stages with the Grant Funding Applications either being finalised or finished. These projects were:

- The Drill
- Central Market
- Tentercroft Street
- Lincoln City Foundation
- Lincoln Made Smarter
- Store of Stories
- Wigford Way

Five projects were yet to complete the Pre-Contract Condition sign-off, but these projects were continuing to develop/progress delivery as far as possible in parallel to finalising the Town Fund Contract, minimising the risk to the programme. These projects were:

- Lincoln Connected
- HEAT
- Barbican
- Greyfriars
- Sincil Bank

Caroline Killeavy (YMCA) commented that the role of the Board would change as Projects complete delivery and monitor the monitoring and evaluation phase. It was agreed that the role against the Terms of Reference be reviewed and that a programme of Project presentations and review be considered for future meetings.

Action: GW to invite Lincoln College to present an update on the Drill and HEAT at the next meeting.

RESOLVED that the project programme update be noted.

(b) Headlines from Completed DLUHC Monitoring Return (Verbal Report)

Gill Wilson (Growth Strategy and Funding Manager) explained that there was a requirement to report progress to DLUHC twice a year. The first report had been submitted at the beginning of June 2022 which had included updates on progress, expenditure (actual and forecast), outputs and outcomes and any risks.

5. Communications Update (Verbal Report)

Caroline Killeavy (YMCA) provided an update to the Board from the Communications Sub-Group, which had been set up to oversee the Engagement Plan.

It was advised that Charlotte Goy was leading on a piece of work reviewing the 'Be Lincoln' brand.

It was reported that there had been significant progress in the Communications team at the City of Lincoln Council, as a Senior Communications Officer had been appointed and was due to start on 4 July 2022. It was reported that 50% of this officer's time would be spent on the Town Deal Fund and 50% on the Western Growth Corridor.

The 'Be Lincoln' Twitter account had been re-launched for key project milestones and would provide photo opportunities for ministers.

Work on the Lincoln Central Market had been advertised to the public with monthly photography taking place to keep the public up to date with progress.

Thoughts were welcome from the Board regarding how pledges that were within the communications plan for the Investment Plan were completed.

The Board thanked Caroline Killeavy for all of her work and time spent on the Communications Sub-Group.

RESOLVED that the update be noted.

6. Levelling Up and Shared Prosperity Fund - Presentation by Kate Ellis (Verbal Report)

NOTE: Angela Andrews and Councillor Ric Metcalfe left the room for this item as they declared an interest due to the City of Lincoln Council being relevant landowners.

Jacqui Bunce (NHS) took the Chair

Levelling Up Fund (LUF)

Gill Wilson (Growth Strategy and Funding Manager) explained to that Lincoln was a priority 1 area for the Levelling Up Fund (LUF). A bid had been submitted in June 2021 for the City Centre, which comprised of phase 2 of the Transport Hub (replacement bridge over the railway for train passengers and public moving between Sincil Bank and the City Centre) and the delivery of the Wigford Way public realm works (feasibility funded by Town Deal). This bid was unsuccessful but had received positive feedback. The main issue was that there was no information available in time to enable a strengthened bid to be submitted.

Nationally 400 bids had been submitted with around 100 that were supported.

A second Levelling Up Fund bid was to be submitted by the end of June 2022 and it was proposed that it would be for £20m for a bridge on Tritton Road to open up the eastern side of the Western Growth Corridor. A wide range of support has been shown from local residents, Lincolnshire County Council, Stagecoach and GLLEP. This bid would deliver a range of benefits including:

- Faster journeys for all users from a congested part of Lincoln where access to the city centre was hampered by the rail level crossing.
- Key piece of infrastructure that accelerated a sustainable urban extension and directly unlocked 300 new homes, plus enabled a further 2,200 new homes and employment land providing a much-needed boost to the economy.
- Strengthened the case for Home England funding for the connecting spine road and development investment to accelerate delivery of the whole.

The Board noted the bid and were generally supportive of the application for investment in the City but needed more details of the scheme to be able to provide any further comment.

In response to the unsuccessful 2021 bid for the Wigford Way and Station improvements including the pedestrian railway bridge, the Board highlighted that this was still a priority for the City as outlined in the Lincoln Transport Plan and

recognised that the Town Fund investment in the feasibility Study for Wigford Way was the next stage in developing this project.

UK Shared Prosperity Fund (UKSPF)

Francesca Bell (Assistant Director Growth & Development) explained to the Board what the UKSPF was and that the City of Lincoln Council must submit a compliant Investment Plan by 1 August 2022 to secure an allocation.

Francesca Bell asked the Board for its input as follows:

- Act as the interim Partnership Board until a new Place Board for Lincoln was established in early 2023 as part of the UKSPF delivery approach.
- Individual Board members and their organisations to continue to be part of the shaping on the Investment Plan for submission to government by 1 August 2022 including:
 - o Receiving and commenting on the Draft Investment Plan when it is ready for circulation later in July; and
 - o Responding to a virtual process for offering support for the final Investment Plan

In response to the questions put to the Board the following was resolved:

- The Board was supportive of an application for investment form LUF2. The Board noted the submission and awaited further updates.
- The Board was happy to act as the Interim Partnership Board to UKSPF.

Action: FB to draft and circulate the corresponding terms of reference.

- The Board agreed to contribute in the development of the UKSPF Investment Plan and given the time pressures, agreed that this be undertaken virtually.

NOTE: At this point in proceedings, Councillor Ric Metcalfe and Angela Andrews returned to the meeting for the remainder of the business.

Councillor Ric Metcalfe took the Chair

7. Any Other Business

None.

8. Date of Next Meeting

It was agreed that the date of the next meeting would be Friday, 21 October 2022 and the meeting would take place at The Drill, Lincoln.

9. Exclusion of Press and Public

RESOLVED that the press and public be excluded from the meeting during consideration of the following item of business because it was likely that if members of the public were present there would be a disclosure to them of 'exempt

information' as defined by Section 100I and Schedule 12A to the Local Government Act 1972.

10. Part B Item

The Board received an update on the Programme Risk Assessment.

RESOLVED that the Programme Risk Assessment Paper 2 be noted.

Terms of Reference, Town Deal Board

June 2021

1. Purpose

- 1.1. To bring together public, private and community sector organisations to develop and deliver a strategic vision and 5 year Investment Plan for Lincoln which will drive economic growth for the benefit of all. The Lincoln Investment Plan provides the vision for sustainable growth in Lincoln over the long-term and a blue-print for an initial programme of schemes to help achieve this vision.

2. Key Duties

- 2.1. To develop and agree an evidence-based Town Investment Plan which identifies a clear vision for the economy and opportunities for intervention to drive growth;
- 2.2. To act in an advisory capacity to the Lead Council in respect of the allocation and spend of Capacity Funding to assist with the delivery of the Town Investment Plan;
- 2.3. To receive progress reports from the Delivery Board in relation to the development and implementation of the Town Investment Plan;
- 2.4. To provide appropriate guidance and support to the Delivery Board to assist with the development and implementation of the Town Investment Plan;
- 2.5. To promote Lincoln as a place to invest and to champion the Lincoln vision and Investment Plan, advocating for support from partners to maximise positive outcomes;
- 2.6. To communicate and engage with stakeholders in the development and delivery of the Town Investment Plan;
- 2.7. To share knowledge, best practice and intelligence in order to develop an effective strategy;
- 2.8. To work collaboratively to secure funding and resources to enable the delivery of interventions identified within the Town Investment Plan where these cannot be financed entirely via the private sector;
- 2.9. To monitor the implementation of the Town Investment Plan and evaluate the impact of activities funded through the Town Deal programme to improve productivity across the local economy.

- 2.10. To appoint an Investment Sub-Committee to assess, prioritise and approve projects to be delivered as part of the Town Deal Programme within Lincoln, in partnership with the Accountable Body.

3. Membership

- 3.1. The Board shall comprise of representatives from the public, private and community sectors as required under the terms of the Town Deal Programme. The Membership structure shall be as follows.

- City of Lincoln Council (Lead Council) – 2 representatives
- Lincolnshire County Council (Upper Tier Authority) – 2 representatives
- Private Sector Companies – representatives as follows:
 - Retail/High Street – 2 representatives
 - Engineering – 1 representative
 - Digital – 2 representatives
 - Development – 1 representative
 - Finance/investment – 1 representative
- Community – 2 representatives
- MP/Lords – 2 representatives
- Anchor Institutions – representatives as follows:
 - University of Lincoln – 1 representative
 - Bishop Grosseteste University – 1 representative
 - Police – 1 representative
 - NHS – 1 representative
 - RAF Waddington – 1 representative
 - Visit Lincoln – 1 representative
 - Lincoln College – 1 representative

- 3.2 The Board shall have the option to co-opt additional representatives from the stakeholder groups identified within the Town Deal Prospectus as required to provide additional support and specialist knowledge to assist with the development and delivery of the Town Investment Plan.

- 3.3 The membership structure shall be reviewed by the Board on an annual basis. Any changes to the proposed structure must be approved by the Board.

- 3.4 The Board shall appoint experienced independent representatives to fulfil the roles of Chair and Vice-Chair.

4. Attendance

- 4.1 The Board shall meet on a quarterly basis as a minimum. The Board may meet at other times as agreed between the members of the Board and may approve recommendations via written procedure, including via electronic communication.
- 4.2 Board members may nominate a substitute representative to attend meetings on their behalf. Substitute representatives shall be permitted to participate in discussion but shall not be entitled to vote.

- 4.3 External advisers may be invited to attend all or part of any meeting as and when appropriate with the prior approval of the Chair. Advisers shall not be entitled to participate in the decision-making process.
- 4.4 With the prior agreement of the Chair, Board members may participate in a meeting by means of a conference telephone or similar form of communication and shall be entitled to participate in decision making and be counted in a quorum accordingly.
- 4.5 An identified representative of the City of Lincoln Council shall be the secretary for the Board.

5. Notice of Meetings

- 5.1 Meetings of the Board shall be called by the secretary of the Board at the request of the Chair of the Board. The agenda and papers for meetings shall be approved by the Chair.
- 5.2 Unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda of the matters to be discussed at the meeting shall be forwarded to each member and any other person required to attend no later than five business days before the date of the meeting. Any supporting papers shall be sent to each member of the Board and other attendees (as appropriate) at the same time.

6. Quorum

- 6.1 A quorum shall be 6 members present.

7. Declarations of Interest

- 7.1 Whenever a Board member has an interest in a matter to be discussed at a meeting the member so conflicted shall immediately declare the nature of the conflict or potential conflict and withdraw from any meeting where the conflict would be relevant.

8. Decisions

- 8.1 Each member of the Board shall have one vote which may be cast on matters considered at the meeting. Votes can only be cast by members attending a meeting of the Board, or by proxy vote.
- 8.2 Any decision of the Board must be a majority decision.
- 8.3 If a matter that is considered by the Board is one where a Board member, has a personal interest which becomes pecuniary, that member shall not be permitted to vote at the meeting and not take part in discussions.
- 8.4 Save where he or she has a personal interest, the Chair will have a casting vote.

9. Reporting

- 9.1. The proceedings and resolutions of meetings of the Board, including the names of those present and in attendance, shall be minuted by the secretary of the Board.
- 9.2. Minutes of meetings of the Board shall be approved in draft form by the Chair and disseminated to Board no later than ten working days following the meeting. Minutes shall remain in draft until approval by the Board at the Board's next meeting.

10. General

- 10.1. Members of the Board shall abide by the Code of Conduct and return Declaration of Interests on an annual basis.
- 10.2. The Board shall give due consideration to all laws and regulations as appropriate.
- 10.3. The Board will, from time to time, consider projects and proposals of a "commercial in confidence" or sensitive nature. All Board Members and Observers will observe the need for confidentiality in this respect.
- 10.4. The Board may amend these Terms of Reference at any time and will be reviewed annually.

Town Board: Voting Members

Name/Position	Organisation	Sector
Ric Metcalfe	City of Lincoln Council	Lead Council
Angela Andrews	City of Lincoln Council	Lead Council
Nicole Hilton*	Lincolnshire County Council	Upper Tier Authority
Richard Davies	Lincolnshire County Council	Upper Tier Authority
Karl McCartney	Lincoln Constituency MP	Lincoln Constituency MP
Lord Patrick Thomas Cormack	House of Lords	House of Lords
David Lewis*	Siemens Energy	Engineering
Ursula Lidbetter	Lincolnshire Co-operative	Retail/High Street
Tim Chambers	Cool Data	Digital
Leo Scott Smith	Tended	Digital
Valerie Johnson	St Marks	Retail/High Street
Nick Worboys	Longhurst	Development
Edward Strange	Brewin Dolphin	Finance/investment
Liam Scully	Lincoln City FC	Community
Caroline Killeavy	YMCA	Community
Mary Stuart	University of Lincoln	Anchor Institution
Charlotte Goy	Visit Lincoln	Anchor Institution
Peter Neil	Bishop Grosseteste University	Anchor Institution
Gary Headland	Lincoln College	Anchor Institution
Group Captain Steve Kilvington	RAF Waddington	Anchor Institution
Jacqui Bunce	NHS	Anchor Institution
Pete Holmes, BEIS to attend as Observer.		
Strategic Directors, Assistant Directors and Managers to attend to present to the Board as required.		
Representatives from other strategic partners will also be invited to attend when there is business relevant to them.		

*change of representative put forward by the organisation in April 2021

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For All Your Assurance Needs



Internal Audit Report

Town Deal Review

April 2022

What we do best...

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...and what sets us apart

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Auditors with the knowledge and expertise to get the job done

Already working extensively with the not-for-profit and third sector

Contents

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Background and Scope

Background

The development and delivery of the Investment Plan and Town Fund Programme in Lincoln is overseen by the Lincoln Town Deal Board. The Board, established in January 20 and comprising of public, private and community sector representatives, had an initial remit to develop an Investment Plan for the City to drive sustainable productivity growth. Its role now is to oversee implementation of this Plan. The Board is fully supported by a Delivery Board, whose role includes ensuring effective co-ordination and collaboration between the lead partners for each project within the Town Deal programme.

The City of Lincoln Council is the accountable body for implementing the Town Deal and working in partnership with the Town Deal Board, is responsible for ultimate decision-making in respect of the programme. The Council's S151 Officer provides financial oversight of the programme and project funding arrangements, with the City Solicitor providing legal oversight. Wider support is provided by the Council's Growth and Development Service Area and its Legal, Democratic and Financial Services.

The Lincoln Investment Plan, submitted to Government in October 2020, approved by the Council's Executive and Town Deal Board, requested £24.75m Town Funding to support 15 regeneration schemes to be delivered over 5 years. The conditional 'Heads of Terms' funding offer received from the Government was for £19m to support 13 projects 'in scope'.

Scope

This review provides you with independent assurance over the effectiveness of the Town Deal governance and financial management arrangements, focusing on the responsibilities of the City of Lincoln Council (CoLC) as the accountable body, to ensure robust and legally compliant.

The review included the following areas;

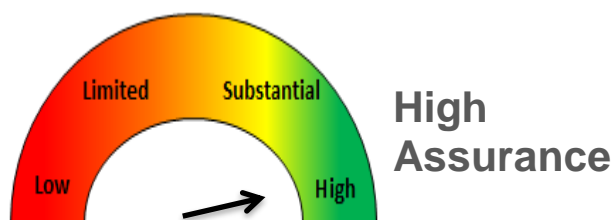
- Governance structure
- Compliance with the Heads of Terms Agreement and Town Investment Plan (TIP)
- Compliance with policies and procedures, including delegated authority
- Overall programme/project management arrangements, including performance monitoring

Background and Scope

- Financial oversight and reporting arrangements
- Adequacy of decision making and reporting arrangements
- Risk Management.

Executive Summary

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Risk	Rating (R-A-G)	Recommendations	
		High	Medium
Risk 1 – Governance arrangements are not fit for purpose, including those for managing the governance structure and meetings	Green	0	0
Risk 2 – There are ineffective processes in place to ensure compliance with the Heads of Terms Agreement and Town Investment Plan	Green	0	0
Risk 3 – Conditions of Grant Funding Agreements are not met; ineffective delivery/performance of projects	Green	0	0
Risk 4 – Financial controls are ineffective to ensure that projects are operated within approved budget/funding levels	Green	0	0
Risk 5 – There is a lack of clarity in decisions made; decisions are made beyond delegated authority	Green	0	0
Risk 6 – There are ineffective risk management systems in place to manage programme/project risks.	Green	0	1

Key Messages



Overall, we can provide a high level of assurance around the Town Deal governance and financial management arrangements, confirming they are robust and compliant with Ministry of Housing, Communities and Local Government (MHCLG) guidance.

An effective and formally approved governance structure is in place. There is clear oversight of the programme by the Town Deal Board, with full support provided by its Investment Sub-Committee, Town Delivery Board, and the City of Lincoln Council (CoLC).

A comprehensive and approved Local Assurance Document exists, that includes detailed Terms of Reference for each Board/Committee. Roles and responsibilities of its members and CoLC, as the

Executive Summary

Accountable Body, are clearly defined including reporting lines and mechanisms. Our review confirms CoLC are meeting their responsibilities and working within their delegated powers. Effective collaboration with the Town Deal Board and Investment Sub-Committee re decisions taken is clearly evident.

Members of the Town Deal Board are appropriate. Meetings are held as expected and appropriately attended with detailed minutes clearly reflecting discussions held, questions raised and reasons for decisions. The introduction of formal Action Plans may however wish to be considered to assist in monitoring outstanding actions.

Actual/potential conflicts of interest are disclosed ensuring objectivity and transparency in decision making. A detailed Code of Conduct ensures Members adhere to the 'Nolan Principles' of public life, however the latest version of this document needs to be linked on the Council's website.

A detailed and comprehensive Town Investment Plan (TIP) exists, providing a clear vision and strategy for the City over a 5 year delivery programme (21/22 to 25/26). Fully informed by an independent economic review and feedback from stakeholder and community engagement, it provides comprehensive details of the initial 15 projects submitted for an original funding requirement of £24.7m.

The subsequent Heads of Terms (HoT) Funding Offer of £19m, has been appropriately approved with our review confirming requirements of the MHCLG thus far have been met, with accurate completion and timely submission of requested documents.

Effective programme and project management and monitoring arrangements are in place. Our review confirmed a thorough and methodical process for establishing the various Boards/Committees, determining the assessment and selection process for projects, and for the development of Business Cases. An independent appraisal process to determine the final 13 projects, confirmed a systematic and transparent approach to project assessment and prioritisation.

Key Messages



Executive Summary

Detailed Business Cases have been developed, in line with HM Treasury's Green Book with independent due diligence checks undertaken to ensure robust. Accurately completed and appropriately approved Project Summary Documents, that include actions taken to address HoT project conditions, have been submitted to MHCLG within required timescales.

Project risks and mitigating actions have been identified and formally documented, formal reporting on these risks is not yet required. Programme risks i.e. that could prevent the Programme from achieving its priorities, outcomes etc., have not been formally identified and documented. We have recommended that a Risk Register is drawn up and reported to the Board.

A detailed Programme Monitoring and Evaluation Plan clearly sets out reporting requirements re inputs, activities and outputs. The MHCLG's mandatory indicators are accurately reflected in the Plan together with project specific indicators. Targets, responsible officers and frequency of reporting for each are clearly detailed. As the Programme is in its early stages, formal reporting on these indicators is not yet required (submission date delayed until 1st June 22). CoLC is already in the process of developing a guidance document and forms to simplify and standardise the process.

Funding arrangements for the Town Deal are fully documented with responsibilities for financial oversight clearly defined. With the exception of 5% advance funding released September 21, no 'drawn down' claim for Town Deal funds has been submitted to MHCLG, this to be undertaken April 22.

Discussions with key officers has confirmed effective financial monitoring/reconciliation processes will be in place. Town Deal Funds will be separately accounted for, project claims verified on a 'line by line' basis, and supporting documentation requested for all eligible expenditure. Grant Funding Agreements with Projects will clearly outline expectations of financial management, with comprehensive monitoring and claim forms devised to assist in this process.

We would like to thank all of the staff involved in the audit for their help in undertaking the review.

Executive Summary

Managing your risks



Good risk management, including maintaining risk registers, helps you to identify, understand and reduce the chance of risks having a negative impact on achievement of your objectives.

During our audit work we identified that risks associated with delivery of the Town Deal Programme have not been identified or formally documented. Recommendations in respect of this have been made.

Management Response

Management Response



The Lincoln Town Deal Management Team agree that the Review has been undertaken in robust manner and that the report is a fair and accurate reflection of the current Town Deal management status.

G Wilson – Growth Strategy & Funding Manager

Action Plan

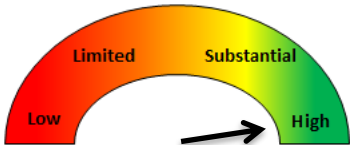
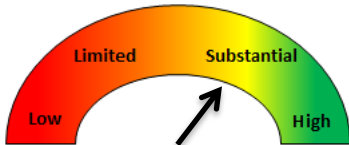
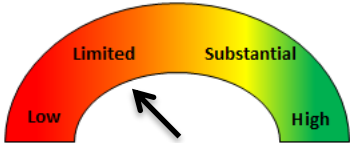
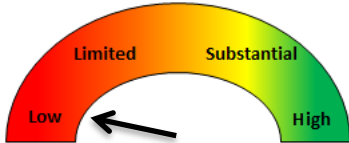
1	Risk Description	Current Rating	Target Rating
	There are ineffective risk management systems in place to manage programme/project risks.	AMBER	GREEN
Findings			
Risks associated with delivery of the Town Deal Programme have not been formally identified and documented and are therefore not being monitored. Assurance cannot be provided that effective controls/mitigating actions are in place to address the risks associated with delivery of the Programme.			
Implications			
The Town Deal Programme does not achieve its priorities, outputs and outcomes.			
Recommendations			Priority level
1.1	Risks associated with delivery of the Town Deal Programme are identified and formally documented in a Risk Register. Mitigating actions to control the risks together with responsible officers are clearly detailed.		Medium
1.2	The Risk Register is periodically submitted to the Town Deal Board for review/consideration.		
Agreed Action		Responsibility	Implementation date
Risk Register to be produced for the Town Deal Programme, identifying and formally documenting Risks and Mitigating actions for reporting on a quarterly basis to Town Board.		Gill Wilson -Growth Strategy and Funding Manager	31 st March 2022

Advisory Points - Adding Value through Efficiencies

The following items are advisory recommendations / comments arising from the audit, which management may wish to consider implementing to improve efficiency of the system or performance.

Ref	Finding	Advice
AP1	The link to the Members Code of Conduct on the Council website is not to the latest version of this document.	The latest version of the Members Code of Conduct reviewed March 21, to be linked on the Council website.
AP2	No formal action plans are produced following Town Deal Board meetings. Updates on outstanding actions are included at the next meeting within a specific agenda item or as part of 'Matters Arising'.	To assist in monitoring consideration be given to producing a formal Action Plan, following Town Deal Board meetings. Details recorded could include action required, responsible officer and timescale, with reasons for delays identified. Update on the Action Plan could then be included as a standard agenda item.

Appendix 1 - Assurance Definitions

High	Substantial
<p>Our critical review or assessment on the activity gives us a high level of confidence on service delivery arrangements, management of risks, and the operation of controls and / or performance.</p>  <p>The risk of the activity not achieving its objectives or outcomes is low. Controls have been evaluated as adequate, appropriate and are operating effectively.</p>	<p>Our critical review or assessment on the activity gives us a substantial level of confidence (assurance) on service delivery arrangements, management of risks, and operation of controls and / or performance.</p>  <p>There are some improvements needed in the application of controls to manage risks. However, the controls have been evaluated as adequate, appropriate and operating sufficiently so that the risk of the activity not achieving its objectives is medium to low.</p>
Limited	Low
<p>Our critical review or assessment on the activity gives us a limited level of confidence on service delivery arrangements, management of risks, and operation of controls and / or performance.</p>  <p>The controls to manage the key risks were found not always to be operating or are inadequate. Therefore, the controls evaluated are unlikely to give a reasonable level of confidence (assurance) that the risks are being managed effectively. It is unlikely that the activity will achieve its objectives.</p>	<p>Our critical review or assessment on the activity identified significant concerns on service delivery arrangements, management of risks, and operation of controls and / or performance.</p>  <p>There are either gaps in the control framework managing the key risks or the controls have been evaluated as not adequate, appropriate or are not being effectively operated. Therefore the risk of the activity not achieving its objectives is high.</p>

Appendix 1 - Assurance Definitions

Action Priority	
High	Immediate management attention is required - an internal control or risk issue where there is a high certainty of: substantial loss / non-compliance with corporate strategies, policies or values / serious reputational damage / adverse regulatory impact and / or material fines (action taken usually within 3 months).
Medium	Timely management action is warranted - an internal control or risk issue that could lead to financial loss / reputational damage / adverse regulatory impact, public sanction and / or immaterial fines (action taken usually within 6 to 12 months).

Appendix 2 – Distribution List

Distribution List



Angela Andrews – Chief Executive

Kate Ellis - Director, Major Developments

Gill Wilson - Growth Strategy & Funding Manager

Michelle Smith - Senior Project Officer

Jaclyn Gibson – Chief Finance Officer

Carolyn Wheeler – City Solicitor

Disclaimer

The matters raised in this report are only those which came to our attention during our internal audit work. Our quality assurance processes ensure that our work is conducted in conformance with the UK Public Sector Internal Audit Standards and that the information contained in this report is as accurate as possible – we do not provide absolute assurance that material errors, fraud or loss do not exist.

This report has been prepared solely for the use of Members and Management of City of Lincoln Council. Details may be made available to specified external organisations, including external auditors, but otherwise the report should not be used or referred to in whole or in part without prior consent. No responsibility to any third party is accepted as the report has not been prepared, and is not intended, for any other purpose.

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Lincoln Town's Fund Monitoring and Evaluation Approach

Cities & Local Growth Unit, Department for Levelling Up Housing & Communities Monitoring and Evaluation Requirements

Every six months Lead Councils are required to provide government with a comprehensive set of data relating to each Town Deal project, including both total and forecast spend, and performance across output metrics previously approved in the submitted Monitoring and Evaluation Plans. Metrics are a mixture of mandatory, advisory and bespoke. These returns are scrutinised and signed off by the Council's Section 151 Officer. The monitoring metrics for each project were set out in the Monitoring and Evaluation Plans of their respective business cases and approved by DLUHC accordingly. The individual project outputs are identified in the Project Status Summary document elsewhere on this agenda (paper 3). The approved output reporting metrics for the whole programme are summarised in appendix 1.

The first monitoring submission was made in June 2022, and while the programme is still in the early delivery stages the following outputs were reported;

2 FT temp jobs created

8 permanent ft jobs created

1 improved cultural facility

Capacity created for 100 new trainees/learners

929m2 of improved commercial space

Actual expenditure to date was reported as £1,367,949. Following report submission some clarifications and a few additional outputs were requested for Sincil Bank Projects, DLUHC have advised that payment of grant will be withheld until this information is provided and the Plans are able to be signed off by them.

It is proposed that these reports be provided to Investment Board for scrutiny on a sixth monthly basis.

Other local proposed monitoring requirements

The Lincoln Town Deal Board have highlighted the importance of understanding the outcomes and impact of the projects funded through the programme as well as the outputs. The business cases for each of the projects funded through the programme set out projected outcomes but these, generally, do not form part of the formal monitoring requirements for Government. Some of the outcome information formed part of the Value for Money (benefit-cost ratio) calculation which was presented to Government in the Project Summary Documents.



The importance of understanding and being able to demonstrate the impact of the funding as well as evidencing the value for money achieved is recognised; however, given the diverse nature of the projects in the programme, a single approach to the monitoring of outcomes is unlikely to be appropriate. We also recognise that there may be capacity issues within some of the partner organisations which might limit their ability to undertake this outcome and impact monitoring.

It is therefore suggested that some central support is provided to facilitate this and guide projects on measuring outcomes and impacts and for the City Council to bring this information together in a programme evaluation. By commencing this activity now, it will enable an evidence base to be built up rather than waiting until near the end of the programme when it will be much harder to gather evidence.

It is recommended that the first stage of this is to visit each project to go through their business case and identify stated impacts and outcomes and identify how these could be evidenced, what information will be collected and when and whether there is any support that is needed / can feasibly be provided in doing so. This would establish the baseline information and milestones for reporting.

An initial report will be provided to the Lincoln Town Deal Board setting out the impacts that are to be monitored for each project and the action plan and programme for monitoring and reporting these.

Projects would then be visited / contacted on a six-monthly basis to review progress. Data collected / provided by projects would then be analysed to provide an update to the Board on impact to date and value for money based on an update of the original BCR calculations.

It is important to recognise that many of the projects will not start demonstrating impact and delivering outcomes until at least the second half of 2022/23 and some later than this. It is therefore proposed that as well as six-monthly updates, an interim evaluation report is produced at the end of 2022/23 with a final evaluation during 2025/26.

Appendix 1 The DLUHC approved output reporting metrics for the Lincoln Town Deal Programme

Orange mandatory Town Fund defined indicators

Green Optional Town Fund defined indicators

Blue Locally defined indicators

Outputs Achieved & Projected	2021/22 Total	2022/23 Total	2023/24 Total	2024/25 Total	2025/26 Total	Beyond April 2026	Total
Amount spent directly on project delivery (either local authority or implementation partners)							
Amount co-funding spent on project delivery (private and public)							
Amount co-funding committed (private and public)							
Number of staff in regeneration team in council							
Amount budgeted for economic development team and functions							
Towns Self-Assessment Questions score (1-5)							
Number of full-time equivalent (FTE) permanent jobs created through the project	8	8	8.1	27	20		71.1
Number of temporary FT jobs supported	2	3	32	45	39		121
Number of full-time equivalent (FTE) permanent jobs safeguarded through the project	0	1	0	43	9		53
Year on Year monthly % change in footfall							
Number of heritage buildings renovated/restored	0	0	3	0	1		4

Number of new cultural facilities	0	0	1	0	1		2
Number of public amenities/facilities created	0	0	2	0	0		2
Amount of floor space repurposed (residential, commercial, retail)	0	0	600	0	0		600
Number of closer collaborations with employers	0	260	200	275	375		1110
Number of improved cultural facilities	1	0	0	0	0		1
Amount of capacity of new or improved training or education facilities	100	0	2125	0	0		2225
Number of enterprises receiving grants	0	0	6	12	12		30
Number of learners/trainees/students enrolled at new education and training facilities	0	695	1021	1160	1742		4618
Amount of public realm improved	0	0	4000	0	0		4000
Number of non-domestic buildings with green retrofits completed	0	0	1	0	0		1
Number of new community/sports centres	0	0	2	0	0		2
Buildings taken off the at risk register	0	0	0	0	1		1
Provision of Open CMS Infrastructure	0	0	1	0	0		1
Provision of creative Lighting installations	0	0	0	1	0		1
Number creative Lighting Feasibility Study	0	0	1	0	0		1
Number Art Installations	0	0	0	6	6		12
Digital Screens	0	0	0	6	0		6
Number of unique visitors to digital town centre	0	0	30000	60000	60000		150000
Number of digitally enhanced businesses	0	0	100	200	200		500
Number of jobs created within businesses assisted	0	0	0	10	10		20
Value in £ of GVA Uplift in businesses supported	0	0	0	0	914300		914300
Education	0	0	0	0	1		1

New education programme							
M2 of New or refurbished commercial floorspace	0	0	1926	0	0		1926
Number of New enterprises using High Quality space	0	0	0	10	20		30
Average traffic speed within 20mph zone	0	0	0	0	20		20
Number of fewer children in food poverty	0	720	480	480	720		2400
Technical survey and feasibility work leading to the production of a detailed masterplan and design proposal to RIBA stage 3	0	0	1	0	0		1
Stakeholder engagement plan	0	0	1	0	0		1
Full Business Case for the development and delivery phase of new road infrastructure	0	0	0	1	0		1
Preparation of a planning application for phase 1	0	0	0	0	1		1
Work to procure a development partner or alternative delivery solution	0	0	0	1	0		1
Feasibility Study Report Produced	0	1	0	0	0		1
Number of learners/students/trainees gaining certificates, graduating or completing courses at new or improved training or education facilities, or attending new courses	0	0	0	0	1045		1045
New Jobs created in businesses supported	0	0	0	4	16		20
No of Visitors (over the lifetime of the scheme)	0	11520	11520	11520	11520	3801	49881
Amount of quality commercial space delivered to Town Centre	929	0	0	0	0		929
Open CMS Infrastructure	0	0	1	0	0		1
Lighting installations	0	0	0	1	0		1
Lighting Feasibility Study	0	0	1	0	0		1
Art Installations	0	0	0	6	6		12

Digital Screens	0	0	0	6	0		6
Number of unique visitors to digital town centre	0	0	30000	60000	60000		150000
Number of digitally enhanced businesses	0	0	100	200	200		500
GVA Uplift in businesses supported	0	0	0	0	914300		914300
Buildings taken off the at risk register	0	0	0	0	1		1
Number of learners supported	0	0	0	0	30		30
Number of New education programmes	0	0	0	0	1		1
Number of employers engaging with training through the project	0	0	100	300	400		800
Number of businesses assisted to improve performance	0	0	25	175	300		500
Number of new businesses created	0	0	0	14	30		44
M2 of New or refurbished commercial floorspace	0	0	1926	0	0		1926
Average traffic speed within 20mph zone	0	0	0	0	20		20
480 fewer children in food poverty pa	0	720	480	480	720		2400
Stakeholder engagement plan for City centre Brown field site redevelopment	0	0	1	0	0		1
Full Business Case for the development and delivery phase of city centre brownfield site	0	0	0	1	0		1



Lincoln Town deal Programme Update September 2022

1.0 Introduction

This paper provides an update on the progress of projects within the Lincoln Town Deal Programme. A summary of each project, its current progress and a RAG rating is provided below.

2.0 General Progress

Of the 13 projects originally in the programme, 12 have submitted business cases, completed the due diligence process and been approved by the Investment Committee, subject to conditions. One project has withdrawn from the programme. Summary documents for all 12 approved projects have been submitted to government.

Following the withdrawal of the Hive project, expressions of interest were sought for existing or new projects which were aligned with the Lincoln Investment Plan, could produce a business case by the end of February 2022 and would add value to the programme.

Independent assessment was undertaken of the proposals and three projects invited to submit business cases. The Investment Sub Committee approved, subject to conditions, additional funds for Store of Stories, the Barbican Production and Maker Hub and LCFC Community Skills & Education Hub as well as a new project – the Lincoln Science and Innovation Park Innovation Hub. Project Summary documents for each of these were submitted to government.

Formal sign off on the additional funds for Store of Stories, the Barbican Production and Maker Hub LCFC Community Skills & Education Hub and Lsip have now been received from government, which brings the Town Deal project total back up to 13.

At the time of writing, six projects have remaining pre-contract conditions to meet before a Grant Funding Agreement can be issued.

Lincoln Connected	
Project	Lincoln Connected
Lead	Visit Lincoln
Total Project Cost	£1.887m
Town Deal Funding	£1.483m
Expected Spend Period	2021/22-2024/25
Key outcomes/outputs	
Outcomes/benefits	Outputs
<ul style="list-style-type: none"> Provision of infrastructure and resource to digitalise the high street and visitor economy, enabling visitors, residents and businesses to connect through a digital platform. the provision of lighting, animations, art and cultural activities and installations over the next five years. 	<ul style="list-style-type: none"> 2 temporary FT jobs supported during project implementation* 1 full-time equivalent (FTE) permanent jobs created through the projects* 1 full-time equivalent (FTE) permanent jobs safeguarded through the projects* 1 Open CMS Infrastructure 500 Digitally Enhanced Businesses 150000 Number of unique visitors to digital town centre 1 Lighting Installations 1 Lighting Feasibility Study 12 Art Installations 6 Digital Screens
Status <p>The business case has been approved and most of the due diligence conditions met. The Service Level Agreement between the two Partners needs to be signed before the Grant Funding Agreement can be finalised. There have been some challenges in scoping and agreeing the roles and responsibilities of the partners and respective SLA, but as of the beginning of September the principle delivery approach has been resolved and delivery is expected to be in line with the Business case. The delay has had an impact on the implementation stage of the programme, but subject to minimum further delays slippage of the main delivery elements will be accommodated before the end of the Programme (2026).</p>	

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L CFC Community Skills & Education Hub	
Project	LCFC Community Skills & Education Hub
Lead	Lincoln City Foundation
Total Project Cost	£2.76m
Town Deal Funding	£0.8m plus additional £39K approved adjustment
Expected Spend Period	2022/23
Key outcomes/outputs	
Outcomes/benefits	Outputs
<ul style="list-style-type: none"> Provision of a new community Hub in an area of high deprivation Supporting the community programmes of the Lincoln City Foundation 	<ul style="list-style-type: none"> 64 temporary FT jobs supported during project implementation* 30 of full-time equivalent (FTE) permanent jobs created through the projects* 30 of full-time equivalent (FTE) permanent jobs safeguarded through the projects* 1 new community/sports centres 2100m2 Amount of capacity or improved training or education facilities 1 Number of public amenities/facilities created 1045 No. of learners/students/trainees gaining certificates, graduating, or completing courses at new or improved training or education facilities or attending new courses 450 No. of learners/trainees/students enrolled at improved education and training facilities 650 No of learners enrolled in new education and training courses 250 No of closer collaborations with employers

Status

Business Case has been approved and all pre contract conditions have been met. A Grant Funding Agreement has been issued and responded to by LCFC and is expected to be completed imminently. There have been some changes to the wider project at the Football Club and whilst this Community Skills and Education Hub will still be delivered as per the approved business case, it has meant that a new planning application is required. This is due to be submitted in September. The planning application covers phase 1 of the project which is the Community Skills and Education Hub and phase 2 which will comprise of more community space and flexible office spaces. The additional funds approved for this project were to help facilitate phase 2 of the project. Approval of the planning application is expected by January.

Whilst the planning application is being considered, discussion with utilities is taking place with a view to start civils work as soon as planning is approved. It is anticipated that work will commence in January and be completed within 12 months.

Lincoln Drill ; Arts Centre	
Project	Development of the Drill Hall Arts Centre
Lead	Lincoln College Group
Total Project Cost	£1.55m
Town Deal Funding	£1m
Expected Spend Period	2021/22- 2022/23
Key outcomes/outputs	
Outcomes/benefits	Outputs
<ul style="list-style-type: none"> provision of a comprehensive scheme of refurbishment for the building as a Space for performing arts, theatre and events and cafe Extended current use of the building to include Skills training in Hospitality, Events; Arts and Tourism (HEAT), employer-led bespoke training for the visitor economy sector; a live-learning space for art students; Digital skills learning for adults; Use of the café by the NHS as part of their Mental Health Hub and Spoke Mode., 	<ul style="list-style-type: none"> 2 of temporary FT jobs supported during project implementation* 21 of full-time equivalent (FTE) permanent jobs created through the projects* 1300Sqm quality commercial space delivered to Town Centre 1 No of improved cultural facilities 100 Amount of capacity of new or improved training or education facilities 3035 No or learners enrolled at a new education or training facility per annum 860 No of closer collaborations with employers 49881 No of Visitors (over the lifetime of the scheme)
<p>Status</p> <p>All conditions have been met, Grant Funding Agreement is in place and the project is nearing completion. All external works are complete and the Air Handling Unit has been installed to the front of house. Lincoln College is continuing to deliver a number of small internal projects for example the Cosker Room and associated rooms are being upgraded for use by more students and businesses. The roofs are being repaired and the bar is having improvement works as the flow of the customers increases.</p> <p>All Town Deal funds have been drawn down however the full value of match funding still needs to be evidenced. The project is largely in the monitoring and evaluation stage now, providing evidence of outputs and outcomes achieved on a quarterly basis.</p>	

Lincoln Central Market	
Project	Lincoln Central Market
Lead	City of Lincoln Council
Total Project Cost	£8.5m
Town Deal Funding	£5.9m
Expected Spend Period	Lincoln Central Market
Key outcomes/outputs	
Outcomes/benefits	Outputs
<ul style="list-style-type: none"> ▪ Refurbishment of Lincoln Central Market a Grade II listed building ▪ Delivery of a refreshed Market offer delivering a more food orientated offer. ▪ New provision for casual dining, entertainment and leisure, along with branding, promotion and online trading options. ▪ construction of a new two-storey extension to accommodate a new commercial unit 	<ul style="list-style-type: none"> ▪ 1926 m2 New or refurbished commercial floorspace - Gross Internal floor Areas (Square Metres) ▪ 1 Heritage Buildings renovated/restored ▪ 4000M2 of public realm improved (square metres) ▪ 30 New enterprises using High Quality space ▪ 20% Increase in footfall ▪ 1 Number of new non domestic buildings with green retrofits completed
<p>Status</p> <p>The business case has been approved and pre contract conditions met. The project is in its delivery phase and work on site started in April 2022 and is on programme to achieve a completion date of the end of September 2023.</p> <p>Drainage works in the new A3 unit are complete and steelwork is now on site and due to be complete in the A3 unit by the end of September. In the market hall - drainage, steelwork for the mezzanine and new glazing and roof is due to be complete by Christmas.</p> <p>New branding and signage work has been completed and marketing activity is ongoing with a number of potential tenants already expressing an interest.</p>	

Lincoln Made Smarter	
Project	Lincoln Made Smarter
Lead	University of Lincoln
Total Project Cost	£2.34m
Town Deal Funding	£1.29m
Expected Spend Period	2022/23-2024/25
Key outcomes/outputs	
Outcomes/benefits	Outputs
<ul style="list-style-type: none"> Provision of a support and a matched grant funding scheme to enable SME businesses to adopt digital technologies to build for the future and to become Industry 4 ready 	<ul style="list-style-type: none"> 2 FTE equivalent jobs will be created directly - a Digital Business Development Manager post and a Project Co-ordinator. 30 enterprises will receive grants 30 enterprises will receive non-financial support 20 jobs within the businesses supported
Status <p>The business case has been approved, all due diligence conditions met, and a Grant Funding Agreement is in place. The project faced some challenges in terms of recruitment, but the University has now successfully recruited the Business Development Manager and Project Co-ordinator and the project is progressing well. The project was due to commence in April 2022, but the University were unable to proceed with recruitment until the Grant Funding Agreement and subsequently the recruitment challenges mean full delivery has been delayed somewhat. The project has therefore been reprofiled with all project activity completed by the end of December 2025.</p>	

The Barbican	
Project	The Barbican Production & Maker Hub for Creative Industries
Lead	University of Lincoln
Total Project Cost	£3.342m
Town Deal Funding	£1.6m plus £100k approved adjustment
Expected Spend Period	2022/23-2023/24
Key outcomes/outputs	
Outcomes/benefits	Outputs
<ul style="list-style-type: none"> Regeneration and reuse of a Grade II listed building which has been unoccupied since 2008 Provision of a creative business cluster hub Provision of space for the establishment of start-up and fledgling businesses within the creative sector a programme of support for individuals and emerging businesses within the cultural sector 	<ul style="list-style-type: none"> 4.6 full-time equivalent (FTE) permanent jobs created through the projects* 20.5 New Jobs created every 3 years through the scheme (indirect) 1 No of Heritage buildings renovated/restored 1 No. of Cultural Facilities 1 No of public amenities/facilities created 600 M2 Amount of floor space repurposed 20 No. of new enterprises receiving non financial support every 3 years
<p>Status</p> <p>The Business Case has been approved subject to conditions and there are some pre-contract conditions which still need to be met. The project is now fully funded.</p> <p>The Heads of Terms between the University and Lincolnshire Co-op have been agreed which is one of the project's conditions.</p> <p>The planning / listed building consent application is due to be submitted in September. This has been delayed somewhat due to ongoing discussions with the Conservation Officer about disabled access. The aim is to get the works contract in place in early 2023 with the Hub opening by the end of 2023.</p> <p>The University undertook interviews for the Barbican Director role in September and have successfully appointed their preferred candidate with a view to them commencing the role from January 2023. This will allow extensive engagement and marketing activity to take place prior to opening of the Hub.</p>	

Store of Stories	
Project	Store of Stories
Lead	Acts Trust
Total Project Cost	£0.269m
Town Deal Funding	£0.165m plus £61K approved adjustment
Expected Spend Period	2021/22 – 2022/23
Key outcomes/outputs	
Outcomes/benefits	Outputs
<ul style="list-style-type: none"> Regeneration and repurposing of Beaumont Manor as a new membership based community grocery. Provision of a pilot membership model to that of a traditional food bank. Provide a programme of advice, support, training, volunteering and work placement opportunities to members 	<ul style="list-style-type: none"> 1.5 of full-time equivalent (FTE) permanent jobs created through the projects* 1 No of Heritage Buildings renovated/restored 1 No of New community centres 2400 Reduction in the number of children in food poverty
Status <p>The Business Case has been approved, Listed Building Consent has been secured and all conditions have been met including the lease agreement between Acts Trust and City of Lincoln Council. The works to Beaumont Manor have been procured and a contractor appointed. The works are due to commence late September / early October with all works complete by Christmas 2022.</p>	

Re-imagining Greyfriars	
Project	Re-imagining Greyfriars
Lead	Heritage Lincolnshire
Total Project Cost	£2m
Town Deal Funding	£0.54m
Expected Spend Period	2021/22-2023/24
Key outcomes/outputs	
Outcomes/benefits	Outputs
<ul style="list-style-type: none"> Regeneration and repurposing of a Grade 1 listed Building (unused for 15 years) as visitor and educational facility Provision of space for educational purposes for schools, universities and running courses and workshops. Provision of temporary exhibition space, 	<ul style="list-style-type: none"> 50 temporary FT jobs supported during project implementation* 2 full-time equivalent (FTE) permanent jobs created through the projects* 1 No of Buildings taken off the heritage at risk register 1 No of heritage buildings renovated/restored 30 Local Learners Supported 1 New education programme for public benefit to all ages 18000 Visitors to site
<p>Status</p> <p>The Business Case has been approved subject to conditions and there are some pre-contract conditions which still need to be met. The second-round application to the National Lottery Heritage Fund has been submitted with a decision expected by the end September. The project budget has increased to just over £2m, with a significantly element of this due to inflation. Additional funds have been requested from the National Lottery Heritage Fund and it is reported that is approved, the project will be fully funded and able to proceed (subject to all Town's Fund conditions being met).</p> <p>Opening up and investigation works have commenced to mitigate further cost risks. Planning consent and Scheduled Monument Consent have been secured.</p>	

HEAT	
Project	HEAT Institute
Lead	Lincoln College Group
Total Project Cost	£1.389m
Town Deal Funding	£1.12m
Expected Spend Period	2022/23
Key outcomes/outputs	
Outcomes/benefits	Outputs
<ul style="list-style-type: none"> ▪ refurbishment and re-equipping of the kitchen training facilities at Sessions House, ▪ provision of new catering and hospitality training facilities in a new operational setting ▪ increased number and range of new apprenticeships and T-Levels in Hospitality and Tourism and Catering. ▪ provision of further education opportunities for 16–18-year-old learners and working adults 	<ul style="list-style-type: none"> ▪ 2 temporary FT jobs supported during project implementation* ▪ 9 full-time equivalent (FTE) permanent jobs created through the projects* ▪ 17 full-time equivalent (FTE) permanent jobs safeguarded through the projects* ▪ 25% Amount of new capacity of new training facilities ▪ 1583 No of learners enrolled at a new education or training facility ▪ 800 No of employers engaging with training through a project ▪ 500 No of Businesses assisted to improved performance ▪ 44 No of Businesses created
<p>Status</p> <p>The Business Case has been approved subject to conditions and there are some pre-contract conditions which still need to be met. One of the remaining conditions is the requirement of a legal charge on the Old Bakery building and this has been agreed by both parties.</p> <p>A final purchase price for the Old Bakery has been agreed but purchase is not yet complete and Lincoln College Group are now identifying costs for works to ensure the building is compliant with all necessary legal requirements for use as a commercial and teaching facility. An updated cost plan is expected in October which is one of the pre-contract conditions for funding.</p> <p>Works to Sessions House are also in the process of being tendered.</p>	

Sincil Bank Regeneration – Transport Improvements	
Project	Sincil Bank Regeneration – Transport
Lead	Improvements
Total Project Cost	Lincolnshire County Council
Town Deal Funding	£2.998m
Expected Spend Period	22/23 23/24
Key outcomes/outputs	
Outcomes/benefits	Outputs
<ul style="list-style-type: none"> provision of a Low Traffic Neighbourhood ('LTN') Rebalance movement away from the private car towards more walking and cycling as sustainable travel, Improved public realm quality 	<ul style="list-style-type: none"> Less than 7000 traffic flows (AADT) along Sincil Bank/Portland Street/Cross Street Increased number of pedestrians and cyclists along Sincil Bank 700 No of pedestrian trips (per day) along Sincil bank 2500 No of cycling trips (per day) along Sincil Bank
<p>Status</p> <p>The Business Case has been approved subject to conditions and there are some pre-contract conditions which still need to be met. The project is fully funded through the Town's Fund and therefore is not reliant on any co-funding. No planning consents are required therefore risk is considered fairly low, although inflation pressure and material supply are likely to be risks as with all construction projects.</p> <p>Community consultation with local residents before the detailed design work is completed and a contractor is procured. This is due to take place late 2022 / early 2023 to ensure not to cause confusion with the consultation taking place regarding expansion of the Lincoln Residents' Parking Scheme in the Sincil Bank area.</p> <p>A delivery programme is due to be submitted by Lincolnshire County Council but it is anticipated that works could commence in Spring 2023 and be completed by late 2023 /early 2024</p>	

Wigford Way	
Project	Wigford Way
Lead	Lincolnshire County Council
Total Project Cost	£0.34m
Town Deal Funding	£0.34m
Expected Spend Period	2021/22-2022/23
Key outcomes/outputs	
Outcomes/benefits	Outputs
<ul style="list-style-type: none"> Assessment of seven identified modal options To identify walking and cycling environment and public realm improvements along Wigford Way. 	<ul style="list-style-type: none"> 1 Feasibility Report
<p>Status</p> <p>The business case has been approved and conditions signed off. Feasibility works have commenced with 7 potential options currently identified. These are being assessed with a view to a short list of 2-3 options being selected in consultation with the Lincoln Transport Board. These 2-3 options will be subject to further feasibility works with a preferred option identified and feasibility study completed by December 2022. A business case for the preferred option will be produced by the end of March 2023.</p>	

Tentercroft Street	
Project	Tentercroft Street
Lead	City of Lincoln Council
Total Project Cost	£0.34m
Town Deal Funding	£0.34m
Expected Spend Period	2021/22-2022/23
Key outcomes/outputs	
Outcomes/benefits	Outputs
<ul style="list-style-type: none"> Provision of site investigation to inform design Provision of consultation and soft market testing to enable the design of a first phase development Provision of concept masterplan Provision of a marketing and disposal strategy 	<ul style="list-style-type: none"> 1 Technical survey and feasibility work leading to the production of a detailed masterplan and design proposal to RIBA stage 3 1 Stakeholder engagement plan 1 Full Business Case for the development and delivery phase 1 Preparation of a planning application for phase 1 as a minimum 1 Work to procure a development partner or alternative delivery solution
Status <p>The business case has been approved and feasibility work is progressing. Initial work has focused on reviewing the latest master planning work, stakeholder engagement and liaising with other landowners regarding land acquisition. More detailed feasibility work is due to commence Autumn 2022.</p>	

LSIP HUB	
Project	Lincoln Science and Innovation Park Hub
Lead	Lincoln Science and Innovation Park Limited
Total Project Cost	£1.0M
Town Deal Funding	£0.8M
Expected Spend Period	22/23-23/24
Key outcomes/outputs	
Outcomes/benefits	Outputs
<ul style="list-style-type: none"> ▪ A new 200 square metre (2,513 sq ft) publically accessible Hub facility within the Science Park ▪ Provision of a food and beverage ('F&B') facility (café) ▪ Provision of Space accessible to the 'public' for outreach on the Science Park which will provide flexible meeting and event space that is currently lacking in the area ▪ A micro-incubation area to target the workplace preferences of new generations now entering the workplace; ▪ Redevelopment of contaminated brownfield land which has been underused for several decades. 	<ul style="list-style-type: none"> ▪ £1M spent directly on activity: ▪ £200k co-funding spent directly on delivery: ▪ 2 Number of FTE jobs created ▪ 1 Number of new community/sports centres ▪ 1 No site cleared ▪ 20 entrepreneurs assisted to be enterprise ready:
Status <ul style="list-style-type: none"> - Business Case has been assured subject to conditions - Confirmation of Programme Adjustment and project approval received from DLUHC. Due to the delay in receiving the necessary approvals the Project programme will be subject to review but all is still expected to be completed within the Town Deal programme. 	

Lincoln Town Deal Business: Cost Ratio Analysis				
Project	BCR As submitted with Business case	BCR As recommended in DD report	Benefit: Cost Ratio Revised Post DD condition approval	Baseline
Lincoln Made Smarter	1.85:1	1.68:1	1.54:1	20 jobs created generating a wage premium of £5,875 per new job created and an additional £33,000 of GVA per new job. The wage premium benefits are assumed to persist for three years. £1.96 of private sector investment for every £1 of public sector investment (grants)
Lincoln Connected	2:1:1	Conditioned for further assessment	2.11:1	10% increase in visitors (staying and day) against the baseline position each year (from 2022). Baseline is assumed to be 2019 visitor numbers. 40,000 people engaged with arts events as a result of the project. 25% of these will attend more than one event and therefore achieve wellbeing benefits through arts engagement
Lincoln City Community Skills & Education Hub	2.52:1	Conditioned for further assessment	2.08:1	5 people moving from unemployment to employment each year for five years after completion of the project. 196 new learners annually and 85% will achieve a qualification
HEAT	3.21:1	1.85	1.93:1	Additional learners: Year 1: 241 Year 2: 380 Year 3: 435 Year 4: 527 All new, additional learners. 75% will receive a Level 2 or Level 3 qualification.

Lincoln Town Deal Business: Cost Ratio Analysis				
Project	BCR As submitted with Business case	BCR As recommended in DD report	Benefit: Cost Ratio Post condition approval	Revised DD
Sincil Bank Regeneration	2.55:1	2.55:1	2.55:1	Baseline 30% uplift in walking and cycling trips
Lincoln Central Market	3.29:1	Conditioned for further assessment	1.56:1	20% increase in value of properties on Sincil Street, Waterside South Street and City Square 15,000 additional visitors per year of which 6,000 are new individual visits (excluding repeat visits) £60,000 per year of net additional value as a result of public realm
Drill Hall	4.6:1	Conditioned for further assessment	2.6:1	520 new learners in Year 1 780 new learners a year thereafter 60% of learners on accredited courses 85% of learners on accredited courses will achieve a qualification 11,250 visitors a year, of 30% (3,375) will attend more than once a year and therefore achieve wellbeing benefits through arts engagement
Barbican	2.19:1	Conditioned for further assessment	1.75:1	2000 members in year 1 3000 members in year 2 4500 members a year thereafter 20% of members regularly participating in programming and therefore achieve well-being benefits 20% increase in value of properties on St Mary's Street 117 jobs created over 20 years, generating an additional £23,000 of GVA per new job.

		Lincoln Town Deal Business: Cost Ratio Analysis			
Project		BCR As submitted with Business case	BCR As recommended in DD report	Benefit: Cost Ratio Post condition approval	Cost Revised DD
Store of Stories		7.57:1	Conditioned for further assessment	7.57:1	<p>200 (100 in the first full year of operation) individuals per year will avoid malnutrition</p> <p>200 (100 in the first full year of operation) individuals per year will benefit from increased fruit and vegetable consumption</p> <p>10 people per year will move from unemployment to employment</p> <p>60,960 KGs of CO2 savings each year as a result of preventing food wastage</p>
Greyfriars		4.8:1	Conditioned for further assessment	4.88:1	<p>17,000 new visitors per year of which 25% (4,250) are unique visits (excluding repeat visits)</p> <p>960 people participating in craft courses and evening classes each year of which 25% (240) are unique visits (excluding repeat visits)</p>
LSIP Innovation Hub		4.1:1	3.08:1	3.08:1	<p>168 new jobs over 20 years generating a wage premium of £5,875 per new job created and an additional £36,000 of GVA per new job.</p> <p>£133,416 of Land Value Uplift based on the actual price paid (assuming half the site is utilised) and then uplift is calculated using VOA land values, 2019 for 'Office – Edge of CBD' for the Greater Lincolnshire Area.</p>