



## LINCOLN TOWN DEAL BOARD

**Friday, 8 March 2024**

**10.00 am**

**Committee Rooms 1 and  
2, City Hall, Beaumont  
Free, Lincoln, LN1 1DD**

**Membership:** Liam Scully (Chair), Angela Andrews, Jacqui Bunce, Edward Chambers, Tim Chambers, Neil Corner, Councillor Richard Davies, Julian Free, James Foster, Charlotte Goy, Nicole Hilton, Kevin Kendall, Caroline Killeavy, Ursula Lidbetter, Karl McCartney MP, Ric Metcalfe, Matt Russell, Karen Stanton, Edward Strange, Crispin Vitoria, Nick Worboys and Wing Commander Gary Donnelly

**Officers attending:** Kate Ellis (Strategic Major Developments Director), Jaclyn Gibson (Chief Finance Officer), Michelle Smith, Steve Welsby, Kirsty Cheetham, Gill Wilson (Growth Strategy and Funding Manager) and Democratic Services

---

## AGENDA

---

SECTION A	Pages
1. Welcome & Apologies	
2. Declarations of Interest	
3. Minutes of the last meeting held on 1 December 2023	<b>3 - 10</b>
4. Investment Sub-Committee	<b>Verbal Report</b>
5. Progress Update	<b>11 - 54</b>
6. Lincoln Connected	<b>Presentation</b>
7. UK Shared Prosperity Fund (Item 16 Refers)	<b>Verbal Report</b>
8. Business Support Landscape	<b>55 - 60</b>
9. Communications	<b>61 - 62</b>
10. City Centre Masterplan Update	<b>Presentation</b>
11. Lincoln Town Deal Board - Forward Plan 2024/25	<b>63 - 68</b>

12. Any Other Business

13. Date of Next Meeting

Tuesday 21 May 2024 (2:00pm)

14. Exclusion of Press and Public

**69 - 70**

You are asked to resolve that the press and public be excluded from the meeting during the consideration of the following items because it is likely that if members of the press or public were present, there would be disclosure to them of 'exempt information'

## **PART B**

15. Risk Rated Progress Report

**71 - 84**

**[Exempt Para 3]**

16. UKSPF Recommended Options for Phase 2 Delivery 2024/25

**85 - 100**

**[Exempt Para 3]**

**Recorded Actions from Meeting:**

RESOLVED that:

- 1) the Democratic Services Officer be tasked with ensuring that valid Declaration of Interest forms be held on record for all Members of the Board.
- 2) Officers be tasked with the arrangement of an online evaluation session with Focus Consultants, for the benefit of Members not in attendance.
- 3) items be added to the Forward Plan for the next meeting of the Lincoln Town Deal Board on 8 March 2024 as agreed at Item 10 of the agenda pack.
- 4) the Towns Fund Report for DLUHC for period 1 April 2023 to 30 September 2023 be circulated to members of the Board

**Present:**

Liam Scully (*in the Chair*), Angela Andrews (City of Lincoln Council), Julian Free (University of Lincoln), Charlotte Goy (Visit Lincoln), Nicole Hilton (Lincolnshire County Council), Ursula Lidbetter (Independent), Councillor Ric Metcalfe (City of Lincoln Council), Edward Strange (Brewin Dolphin), Wing Commander Gary Donnelly (RAF Waddington), Kevin Kendall (Lincolnshire Co-Op), Crispin Vitoria (The Carbon Group, Digital), Edward Chambers (Lindum Group) and Neil Corner (Energy)

**Also in Attendance:**

Kate Ellis, Jaclyn Gibson, Kirsty Cheetham and Gill Wilson

**77. Welcome & Apologies**

Liam Scully, Chair of the Lincoln Town Deal Board, opened the meeting and welcomed attendees.

Apologies for absence were received from:

- Tim Chambers
- Councillor Richard Davies
- James Foster
- Caroline Killeavy
- Karl McCartney
- Nick Worboys
- Karen Stanton
- Matthew Russell

The Democratic Services Officer confirmed the quorum of 6 members. The Chair warmly welcomed new Member, Kevin Kendall to the Board.

**78. Minutes of the last meeting held on 8 September 2023**

It was requested that the minutes of the last meeting held on 8 September 2023 be amended to include Neil Corner's departure from proceedings at the halfway point.

RESOLVED that the minutes of the meeting of the Lincoln Town Deal Board held on 8 September 2023 be confirmed as a true record, subject to the above amendment.

**(a) Matters Arising**

Gill Wilson, Growth Strategy and Funding Manager confirmed that:

- the revised terms of reference for the Board had been circulated to Members
- a formal invitation had been circulated to all Board Members for attendance to meetings of the Investment Sub-Committee
- a new business advisor had been appointed through UK Shared Prosperity Funding (UKSPF) and work on a business support landscaping map would be presented to Members of the Board in March 2024
- the Communications Team had considered wider community engagement options.

Jaclyn Gibson, Chief Finance Officer confirmed that:

- confirmation had been received from the Department for Business, Energy and Industrial Strategy (BEIS), that there were no restrictions on the accrual of interest accumulated under a s.31 grant. Any interest that had been accrued would be used towards local priorities. To date, approximately £200K of interest had been earned on balances. The City of Lincoln Council (CoLC) had made additional contributions to both Central Market and Greyfriars projects. Remaining balances would be used towards resources for a feasibility study for both Wigford Way and Sincil Bank projects.

RESOLVED that there were no outstanding actions or resolutions.

**79. Terms of Reference for Sign Off**

Gill Wilson, Growth Strategy and Funding Manager:

- a) provided the Board with an update on the alterations that had been made to the draft Terms of Reference, reported to Board in September 2023, prior to sign off and final approval
- b) highlighted that Membership of the Board had been added to the draft terms of reference
- c) requested comments and questions from Members of the Board.

**Question:** Would the name of the Board change to 'City Board'? Would the name reference Lincoln as a place?

**Response:** The Board remained known as 'Lincoln Town Deal Board' however a name change would be considered in the future.

**Comment:** Work would be carried out over the next two years through the City Centre masterplan, in the strategic context of place.

**Response:** Reviews would take place periodically.

RESOLVED that:

- 1) the draft Terms of Reference, as presented to the Board, be approved
- 2) the Democratic Services Officer be tasked with ensuring that valid Declaration of Interest forms be held on record for all Members of the Board.

#### **80. Programme Update including DLUHC Six Monthly Return**

Gill Wilson, Growth Strategy and Funding Manager confirmed that copies of the Monitoring and Performance Report and a covering report had been circulated to members of the Board. Members were reminded that the City of Lincoln Council (CoLC) were required to submit monitoring returns to the Department of Levelling Up Housing and Communities (DLUHC) every six months to cover expenditure, progress, risks, outputs and outcomes.

The next report due was for the period 1 April 2023 to 30 September 2023 and submission was required by Monday 4 December 2023. The monitoring return required sign off by the Council's Chief Finance Officer and the Chair of the Lincoln Town Deal Board. In addition, there was the requirement that the document be circulated to all members of the Lincoln Town Deal Board. The main points highlighted for the Monitoring and Evaluation Performance Report to DLUHC were:

##### Programme

- HEAT, The Drill and Store of Stories had a combined value of £2.3M and had reached completion by September 2023
- Lincoln Central Market and Lincoln Be Smarter were projects that remained on programme with a combined value of £7.9M
- There had been slippage across the remainder of the projects, however all were expected to be completed by March 2026. There were no issues to raise regarding deliverability

##### Expenditure

- Spend was under forecast but within percentage tolerances acceptable to DLUHC
- Expenditure was expected to accelerate as the delayed projects started and completed delivery.

##### Outputs and Outcomes

Evidenced Outputs to be reported included:

- 1 x new Cultural Facility
- 1 x new Community Hub
- 1 x Historic building renovated and restored for reuse as commercial space
- 22 x Full Time jobs

- 106 x Temporary jobs supported
- Capacity for an additional 125 people to be trained with 243 trainees enrolled overall at the new facilities

Other reported benefits included:

- HEAT project had led to the creation of 4 new businesses
- The Store of Stories, Community Grocery membership continued to increase with 1055 new members since opening and 14,030 customer visits a month - approximately £584 per week. The project had also evidenced that through the service offered, it had been able to support 1413 children from the impact of food poverty.

### Risk

- Cost risk was to be reported in respect of all pre-tender projects. Such risks had been managed and mitigated by projects through detailed pre-tender cost analysis, evaluation assurance and cost engineering
- No projects had raised any issues of non-deliverability due to raised project costs, but all projects had reported cost pressures to some degree. Regular meetings and updates with the projects aimed to ensure that any issues were identified promptly
- Raised mitigated scores had been identified with Wigford Way and Greyfriars
- Progress had been made since September 2023 on the delivery plans for Wigford Way as reported under Item 4 of the supplement pack.

Comments and questions were invited from members of the Board. Discussions concluded with confirmation that Focus Consultants had been commissioned for the creation of a mid-term evaluation report which would likely be completed by the end of January 2024.

RESOLVED that:

1. the Board agreed that the Monitoring and Evaluation Performance Report be submitted to DLUHC by 4 December 2023.
2. Officers be tasked with the arrangement of an online evaluation session with Focus Consultants, for the benefit of Members not in attendance.
3. The Mid-Term Evaluation report created by Focus Consultants be presented to the Board in March 2024.

### **81. Investment Sub-Committee (Verbal Report)**

Angela Andrews, Chair of the Investment Sub-Committee:

- confirmed that the Investment Sub-Committee had not met since the last meeting of the Board in September 2023
- highlighted that progress had been made with both Sincil Bank and Wigford Way projects, both of which would be discussed at a meeting of the Investment Sub-Committee once the full programme had been put together and the appropriate due diligence had been undertaken by Listers.

RESOLVED that the update be noted.

**82. Wigford Way Project**

Gill Wilson, Growth Strategy and Funding Manager:

- confirmed that the outstanding deliverables identified from the programme had included the delivery of an options report from Lincolnshire County Council
- highlighted that the expenditure of full allocation for the project of £340K was outstanding
- added that the proposed delivery was for the City of Lincoln Council to lead alongside the City Centre Masterplan review process

RESOLVED that the update be noted.

**83. Sincil Bank Project**

Gill Wilson, Growth Strategy and Funding Manager:

- confirmed that all expenditure claimed to date had been evidenced and a project Board had been established
- highlighted that it had been agreed that Lincolnshire County Council 'subcontract' delivery of Gateways and Greenways to City of Lincoln Council
- added that community and stakeholder engagement had commenced and included liaison with LCFC and a community event at Sincil Bank Football Club on 21 November 2023

RESOLVED that the update be noted.

**84. Lincoln Be Smarter Presentation - University of Lincoln**

The Board received a presentation from Madiha Nazeer, Digital Business Development Manager, University of Lincoln. During consideration of the presentation, the following points were noted:

- The project aimed to support small/medium enterprises in the adoption of digital technologies to improve processes, productivity, skills and capacity and had a budget of £2.34M
- Support would be provided through workshops, networking events, access to academic expertise and march grant funding
- Workshops took place both face to face and digitally and included the Digital Leadership Programme – CMI Level 7
- The project ran bespoke digital marketing accelerators developed through collaboration between University of Lincoln Academic and an external trainer
- The total number of businesses supported was 23. Completion was currently 77% of a total target of 30 businesses. The predicted job creation was 31 FTE roles

- Funded projects to date included Battles Ltd, SRC UK, Light Dynamix and Lincoln Training Academy
- The project ambition was to leave behind certified digital leaders in Lincoln.

The Chair thanked Madiha Nazeer for the informative presentation and welcomed comments and questions from Members of the Board. The project was fully supported by the Board and particularly the extent of the legacy that would be left behind after the project had reached completion. The opportunities for the project to connect with established companies was highlighted.

RESOLVED that the content of the presentation be noted with thanks.

## **85. Communications Update**

Kirsty Cheetham, Senior Communications Officer provided the Board with a Communications Update presentation. During consideration of the update, the following points were noted:

- Announcement of the reopening of Lincoln Central Market in early 2024 had been received positively on social media. Modern restoration had been carried out however the history of the building had been retained
- An illuminated comet ahead of the Christmas light switch on and festive season, had been installed on the front of the Cornhill Market which offered great photo opportunities for the public in front of the new building
- Planning had taken place for a statue of 'Snips the Dog'. A press release would be prepared for the announcement.
- Frequency Festival on 28 October 2023 had featured Polaris, a show with lasers, lights and music and was supported by Lincoln Connected project. The response received on social media had been positive
- Representatives from DLUHC had visited the city in November and received a tour of Town Deal projects which included talks from LSIP. The visit went well and DLUHC were very pleased with the progress within the city
- Lincolnshire County Council and City of Lincoln Council hosted an event at LNER Stadium on 21 November 2023 which informed residents of an improvement scheme for the area. Feedback received from residents had been positive
- The delivery of a monthly Be Lincoln Town Deal e-newsletter for Board members had launched in September. The e-newsletter offered a breakdown of the highlights of the previous month and updates and progress on notable projects. Work had been scoped in the delivery to the public in 2024
- Subject to the approval of the Board, the Town Deal pages on the City Centre website would be updated with the revised Terms of Reference.

RESOLVED that the content of the update be noted with thanks.

## **86. UKSPF Update**

Gill Wilson, Growth Strategy and Funding Manager provided the Board with a verbal update on the UKSPF Programme. During consideration of the update, the following points were noted:



- CoLC continued to develop the UKSPF programme for completion by March 2025. The total funding awarded was £2.8M
- Progress would be reported to DLUCH on a six-monthly basis and programme management was expected to cost approximately 8% of the total programme costs
- The programme had progressed and had now delivered live projects which included:
  - Cost-of-Living Programme with several projects underway
  - Community Grant Scheme
  - Community Hub facility assessment had been commissioned
  - Continued business support via Lincolnshire Growth Hub
  - New Business advisor had been appointed
  - Supporting businesses in addressing local training needs
  - No Wrong Door and the Restore Programme
- The next steps included the finalisation of the programme. Projects that had been delivered and unallocated funding would be reported to City of Lincoln Council's Executive in February 2024 for formal approval and completion in the final year.

The Chair thanked Gill Wilson for the informative update and welcomed comments and questions from Members of the Board. Discussions included suggestions that the evaluation of the future UKSPF programme be presented via an online presentation if necessary, to Board, prior to the progression of recommendations to the Executive.

RESOLVED that the content of the verbal update be noted.

## **87. Levelling Up Round 2 (Verbal Report)**

Kate Ellis, Major Developments Director provided a verbal update on Levelling Up Round 2, covering the following main points:

- Discussions with Network Rail had been helpful and concluded in the agreement of a reduction of the original 6.5metre clearance of the bridge, to 5.1metres which made a significant difference to both the structure and the impact on the local area
- Discussions with Lincolnshire County Council, Highways Department had been positive
- The design would be finalised imminently and John Grahams Contractors had offered costs
- The infrastructure had remained affordable as the impact of inflation and cost increases had been successfully considered
- Construction on site had commenced in Skellingthorpe Road, Phase 1a, with Lindum and was a key piece of work for the opening up of the development
- A number of surveys had been completed and finalised costs and risks were awaited.

Kate Ellis welcomed comments and questions from Members of the Board.

In response to a query regarding access into the commercial sector, it was clarified that Beef Street Bridge had been programmed to be implemented at the point that the leisure centre was built. The current focus was a variety of much needed

housing. It was added that the North Hykeham relief road would assist with traffic that emerged from Tritton Road and the western side of the A46.

RESOLVED that the update be noted with thanks.

**88. Forward Plan**

Liam Scully, Chair of the Lincoln Town Deal Board presented Members with a verbal summary of the Boards forward plan which was attached at Appendix A to the report. The forward plan detailed items of business to be considered at future meetings.

RESOLVED that:

1. the following items be added to the forward plan for the next meeting of the Lincoln Town Deal Board on 8 March 2024:
  - Central Market Project Presentation
  - Lincoln Connected Project Presentation
  - Mid Programme Evaluation Report
  - Business Support Landscape Mapping Report
2. the contents of the forward plan be noted with thanks.

**89. Any Other Business**

RESOLVED that there were no other items of business to be considered.

**90. Date and Time of Next Meeting**

RESOLVED that the next meeting of the Lincoln Town Deal Board be held on 8 March 2024 at 10:00.

**91. EXCLUSION OF PRESS AND PUBLIC**

RESOLVED that the press and public be excluded from the meeting during consideration of the following item(s) of business because it is likely that if members 11 of the public were present there would be a disclosure to them of 'exempt information' as defined by Section 100I and Schedule 12A of the Local Government Act 1972.

**92. Risk Rated Progress Report and DLUHC Return**

The Growth Strategy and Funding Manager updated Lincoln Town Deal Board on the progress of projects and current risks associated with projects identified.

RESOLVED that:

1. Sincil Bank RAG rating be downgraded to Amber.
2. the content of the update be noted.



## **Lincoln Town Board 8<sup>th</sup> September 2023 : Item 5**

### **Lincoln Town Deal Programme Progress at August 2023**

1.0 The following four Projects are now complete at a total estimated cost of £11.9M, of which £8.2M is Town Fund supported;

- Hospitality, Events, Arts and Tourism (HEAT) Institute – The creation of a new ‘working restaurant’ facility at the Old Bakery, Burton Road and refurbished facilities at Sessions House at the Lincoln college campus are now complete and being used for student training. Monitoring and evaluation reports are being done quarterly.
- The Drill – the refurbishment and rebranding of the Drill Hall as a cultural event venue, bar and café was the first project to be completed and has been open for over two years. The Drill has performed well in terms of increasing ticket sales. The first cohort of Performing Arts students based at the Drill started in September 2023, although, students have been benefitting from the Drill through for end of year performances and work experience since opening. Monitoring and evaluation reports are being done quarterly.
- The Store of Stories – the refurbishment of Beaumont Manor a grade 2 listed building, was completed at the beginning of last year and opened as a membership Community Grocery Store which provides low cost locally supplied waste and surplus food and other essential items, alongside a programme of advice, support and training, volunteering, and work placements opportunities to it’s members. The Acts Trust have recently had a successful application for an independent energy assessment of the building resourced through Groundwork UK’s VCSE Energy Efficiency Scheme, and once complete may enable an application for energy efficiency implementation work under the same scheme. Monitoring and evaluation reports are being done quarterly.
- Lincoln Central market – the refurbishment of Lincoln Central market and City Square is now complete. A market management team is in place and tenant recruitment is well underway. The opening date will be announced on the 8<sup>th</sup> of March. The project has delivered a new commercial property now occupied by Turtle Bay restaurant. The market has capacity for up to thirty tenants and will operate as a market Wednesday to Sunday. The market will be closed on a Monday and Tuesday enabling the central space to be used by community groups or for business training purposes. Monitoring and evaluation reports will now be done quarterly.

2.0 The following projects, with a total value of £6.2M and town Deal support to the value of £2.5M are now on site and due to be completed within the next twelve months.

- Lincoln City Football Club Community Hub – The creation of a new Community facility that will be managed by Lincoln City Foundation, a registered charity dedicated to creating healthier, happier and inspired communities. the work has now started on site and due to be completed by next summer.
- Barbican – the refurbishment of a grade 2 Listed Building for use as a creative Hub, which will provide floorspace and a platform for the establishment of start-up and fledgling businesses within the creative sector, in an environment where occupiers can access knowledge, skills and markets within a cluster of like-minded businesses. Refurbishment is due to start this Autumn and be completed next summer.

3.0 Two projects now in delivery, with a total value of £4.23M and town Deal support to the value of £2.77M will be progressed over the rest of the program are;

- Lincoln Be Smarter – A Business grant scheme aimed at supporting Businesses to invest in digitalisation that enables growth. The supplier for the new customer Management System is to be appointed imminently and the resulting new website and associate systems will be completed by August this year. An annual event programme is being planned through a newly formed commissioning group, along with work looking at signage within the City. This project will run until the end the Programme (March 2026).
- Lincoln Connected – A Project aimed at improving digital access for visitors to the City. Proposals include the provision of a new website, management and wayfinding system along with an annual programme of art and cultural events that provide unique visitor experiences and make Lincoln a more attractive place to visit. The cultural events will start this year as an addition to the existing Frequency Festival in October and be run each year until the end of the Programme. The new Visit Lincoln website is due to be launched this August.

4.0 Other Projects still in the delivery but not yet at on site stage include;

- Greyfriars – This is the refurbishment and reuse of an internationally important, listed building and scheduled monument dating from the 13th century for use as a heritage attraction with a mix of a digital and

tactile, immersive interpretation scheme, temporary exhibitions, events, conferencing and educational activities. The works have now been tendered and costs are currently being reviewed.

- LSIP – the Creation of a Business café Hub within the Lincoln Science and Innovation Park to facilitate Business networking, clustering and collaboration. While Architects have been appointed and a scheme drafted planning permission has still not yet been submitted and these delays have been highlighted as a risk to delivery and completion as programmed.
- Tentercroft Street – a feasibility study into the development of a Brownfield site to identify investment opportunities and a preferred delivery option. This work will be progressed a part of the City Centre Master planning partner engagement as a key opportunity site and expected for completion by March 2025.
- The Wigford Way – a feasibility study to establish a preferred option for future development as proposed. While the county Council have undertaken some initial options appraisal work further partner engagement will be progressed as part of the City Centre Master planning process with the aim of identifying a preferred option by March 2025.
- Sincil Bank – the provision of a new one way system, new cycle route and environmental improvements within Sincil Bank. A project Board is now in place to oversee delivery and coordinate the road/cycle scheme being progressed by the county Council and the gateways and greening scheme being progressed by the City Council. The TRO consultation is due to be completed by the beginning of March and proposals for the gateways an greening been commissioned.

## **5.0 Summary**

Further details of the projects are provided in part B of the agenda. Progress for all projects will continue to be monitored on a quarterly basis.

## **6.0 Recommendation**

That progress be noted.

This page is intentionally blank.



# Lincoln Town Deal

## Evaluation Report

December 2023

## Contact Information

Client: City of Lincoln Council  
City Hall  
Beaumont Fee  
Lincoln  
LN1 1DD

Client Lead: Gill Wilson

Tel: 01522 881188

Email: [Gill.Wilson@lincoln.gov.uk](mailto:Gill.Wilson@lincoln.gov.uk)

Prepared By: Focus Consultants 2010 LLP  
Focus House  
Millennium Way West  
Phoenix Business Park  
Nottingham  
NG8 6AS

Project: Lincoln Town Deal

Document Title: Evaluation Report

Date: December 2023

Authorised By: Heather Frecklington, Partner  
[Heather.frecklington@focus-consultants.com](mailto:Heather.frecklington@focus-consultants.com)

Signature: *H. L. Frecklington*

## Focus Offices

### NOTTINGHAM

Focus House  
Millennium Way West  
Phoenix Business Park  
Nottingham  
NG8 6AS  
T: 0115 976 5050  
E: [enquiries@focus-consultants.com](mailto:enquiries@focus-consultants.com)

### LEICESTER

Olympus House  
Unit 3, Main Street  
Kirby Muxloe  
Leicestershire  
LE9 2AL  
T: 0116 275 8315  
E: [leicesterenquiries@focus-consultants.com](mailto:leicesterenquiries@focus-consultants.com)

### LONDON

45-46 Lower Marsh  
London  
SE1 7RG  
T: 0203 096 9717  
E: [londonenquiries@focus-consultants.com](mailto:londonenquiries@focus-consultants.com)



# Contents Page

	Page
1.0 Introduction to the Town Deal Programme	3
2.0 Lincoln Town Deal	3
3.0 The Town Investment Plan	4
4.0 The Evaluation	6
5.0 The Town Deal Projects	7
6.0 Progress Against Expenditure And Outputs	11
7.0 Indicative Programme Level Benefit: Cost Ratio Calculation	12
8.0 Project Case Studies	13
9.0 Progress Against Outcomes In Town Investment Plan	32

## **1.0 Introduction to the Town Deal Programme**

In September 2019, the government invited 101 places to develop proposals for a Town Deal, as part of the £2.4 billion Towns Fund.

The Towns Fund is part of the government's plan for Levelling Up the UK economy. Towns across England are working with the Government to address their growth constraints, deliver economic benefits and improve the lives of people within their communities. The overarching aims of the Towns Fund are to drive sustainable economic regeneration and productivity across the UK.

The objective of the Fund is to drive the economic regeneration of towns to deliver long term economic and productivity growth through:

- Urban regeneration, planning and land use: ensuring towns are thriving places for people to live and work, including by: increasing density in town centres; strengthening local economic assets including local cultural assets; site acquisition, remediation, preparation, regeneration; and making full use of planning tools to bring strategic direction and change.
- Skills and enterprise infrastructure: driving private sector investment and ensuring towns have the space to support skills and small business development.
- Connectivity: developing local transport schemes that complement regional and national networks, as well as supporting the delivery of improved digital connectivity.

## **2.0 Lincoln Town Deal**

Lincoln was one of the 101 towns and cities selected by government to work towards a Town Deal and, in January 2020, a multi-agency board was established to develop a strategic vision and Investment Plan for Lincoln which will drive economic growth for the benefit of all.

The Town Investment Plan which includes a vision and five year project programme to support the growth and development of the city.

Following submission of the Town Investment Plan, City of Lincoln Council was awarded £19 million in March 2021 from the Town Deal programme.

### 3.0 The Town Investment Plan

The Town Investment Plan sets out the partnership's following vision for Lincoln:

*Lincoln will realise its full potential as a world-class heritage City with a diverse and dynamic economy; where harnessing the power of digitalisation drives investment, productivity, skills, innovation, business growth and employment to improve service delivery and raise the quality of life for all, securing Lincoln's future as a successful and sustainable, smart and prosperous City where people want to be.*

The strategy to achieve this vision is based on four key interconnected objectives:

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

**Transport Connectivity** - The delivery of a sustainable Transport Strategy will enable efficient movement and improved connectivity through investment in infrastructure, improved accessibility and the use of smart technologies.

**Skills** - Investment in training will be tailored to raise the skills levels of SMEs and citizens, building in resilience in the transition to the new digital economy and enabling them to benefit from the opportunities it can bring.

**Urban Regeneration, Arts, Heritage and Culture and Enterprise Infrastructure** - Lincoln will realise its potential as a dynamic and contemporary cathedral City through effective digital promotion and investment in key cultural, leisure and heritage assets. The regeneration of strategic sites will further enhance the vibrancy of the City Centre.

The Investment Plan also sets out the outcomes the partnership wants to achieve for each of these priorities.

Intervention Priority	Digital
<b>Short Term Outcomes</b>	<ul style="list-style-type: none"> <li>• Business recovery and growth through digitalisation</li> <li>• Increased innovation</li> <li>• Increased graduate retention</li> <li>• Increased collaboration between industry, HE and R&amp;D</li> <li>• Increased resilience of visitor economy, supporting recovery and growth</li> <li>• Increased visitor numbers, footfall and spend</li> </ul>
<b>Medium/Long Term Outcomes</b>	<ul style="list-style-type: none"> <li>• Top 20% in England for number of jobs provided by Knowledge Intensive Businesses</li> <li>• Wage levels up to 50% better than the national average</li> <li>• One of the top performing visitor destination cities in the UK</li> </ul>

Intervention Priority	Skills
<b>Short Term Outcomes</b>	<ul style="list-style-type: none"> <li>Improved skill base and qualifications – NVQ L3 within 5% national average</li> <li>Health and visitor economy skills shortages addressed – labour supply aligns with demand</li> <li>Mental health related absence levels reduced</li> </ul>
<b>Medium/Long Term Outcomes</b>	<ul style="list-style-type: none"> <li>Increased skills base and job opportunities</li> <li>No reported skills shortages</li> <li>Parity with national average NVQ L 3+ and wage levels</li> <li>Nationally significant cluster of high value skilled workers in digital, health, visitor and heritage sectors</li> <li>Top 25% of settlements for IMD income measure</li> </ul>

Intervention Priority	Transport
<b>Short Term Outcomes</b>	<ul style="list-style-type: none"> <li>Improved access and connectivity</li> <li>Improved townscape and public realm</li> <li>Reduced vehicle flow</li> <li>Improved air quality/lower carbon emissions</li> <li>Increased rates of walking and cycling</li> <li>Improved community health and well being</li> <li>Reduces constraints to future development, upgrades environment to drive values</li> </ul>
<b>Medium/Long Term Outcomes</b>	<ul style="list-style-type: none"> <li>Delivery of Lincoln Transport Strategy and modal shift</li> <li>Constraints to future development are addressed</li> </ul>

Intervention Priority	Urban Regeneration to support Arts, Culture, Heritage and Enterprise Infrastructure
<b>Short Term Outcomes</b>	<ul style="list-style-type: none"> <li>Heritage, cultural and public assets restored and repurposed for economic use to drive growth</li> <li>A vibrant and distinctive market venue, showcasing the best of local produce</li> <li>New commercial space to nurture SME growth across a range of sectors</li> <li>Restoration of key gateway sites, generating jobs and spend to support the City Centre</li> <li>Increased footfall and spend</li> <li>Private sector investment secured across a range of key sites</li> </ul>
<b>Medium/Long Term Outcomes</b>	<ul style="list-style-type: none"> <li>Issues of market failure addressed</li> <li>Increased inward investment and sustainable development in a viable market</li> <li>Supply of workspace and housing to meet demand whilst remaining affordable</li> <li>Embedded smart technology and green energy across all development</li> <li>Lincoln recognised as an exemplar in housing retrofit</li> </ul>

Intervention Priority	Urban Regeneration to support Arts, Culture, Heritage and Enterprise Infrastructure
	<ul style="list-style-type: none"> <li>• Stronger talent attraction through acknowledged economic clusters in heritage economy, manufacturing, learning and digital sectors</li> <li>• Lincoln has an international reputation as a centre of excellence as a dynamic net zero economy</li> <li>• GVA exceeds national average and benchmarks well with other cities</li> </ul>

## 4.0 The Evaluation

The aim of this mid-term evaluation is to establish how well the projects supported through the Lincoln Town's Fund allocation are contributing to these outcomes and what contribution the programme is making towards meeting the vision set out in the Town Investment Plan.

At this, the midpoint of the programme, many of the impacts and outcomes are still to be realised, however this report aims to highlight some of the successes and challenges to date in achieving the anticipated impacts and outcomes and identify progress against the Town Investment Plan.

## 5.0 The Town Deal Projects

The Lincoln Town Board has allocated the £19m of funding to 13 projects.

Each project included within the programme has been required to submit a Business Case, subject to external assurance for sign off by the Investment Sub Committee of the Town Deal Board. The table below summarises the projects, how they relate to the investment plan and their projected aim / impact.

Lincoln			
Project	Theme	Description	Aims / Projected Impact
Barbican Production and Maker Hub	Urban Regeneration	Refurbishment of the vacant Grade II listed former Barbican Hotel into a creative hub.	For Lincoln to have a creative sector that is thriving and a driver for economic and social growth
Greyfriars	Urban Regeneration	Restore the building's historic fabric and open it to the public as a heritage attraction through a combination and variety of activities and events.	To further add to Lincoln's heritage tourism offer, generating new and repeat visitors year-round
Cornhill Market	Urban Regeneration	Restore the Grade II listed Central Market Building and repurpose for a modern and diverse market offer combining retail, food, leisure and technology.	To provide a much more commercially viable and sustainable space for a variety of commercial uses that will meet the changing demands for a city centre. Generating significant additional footfall in the city centre.
Store of Stories	Urban Regeneration	Provide low-cost locally supplied waste and surplus food and other essential items, as well as a programme of advice, support and training, volunteering, and work placement opportunities, with a focus on helping local people build resilience.	Reduce food insecurity, reduce food waste, and improve health of city residents and support some of the most hard to reach residents into economic opportunities
Tentercroft Street	Urban Regeneration	Support the redevelopment of a strategic brownfield site in the heart of the City Centre to create new workspace and city living by funding feasibility, design, and pre-construction work alongside the procurement of a development partner/solution to enable delivery on site.	City centre regeneration, bringing new productive uses to a strategic brownfield site.

Lincoln			
Project	Theme	Description	Aims / Projected Impact
Lincoln City Football Club Community Hub	Skills	The project will invest entirely in creating an even more impactful and sustainable community and social impact asset on the stadium footprint, as well as constructing an additional brand new first-floor space as a 'extension' to the original project build, effectively doubling the size of this new community asset.	To address skills gap and bring social value by improving people's physical, mental, and social wellbeing in one of the city's most deprived areas.
Lincoln Be Smarter	Digital	The project directly supports Lincoln's overall vision of harnessing the power of digitalisation to drive investment, productivity, skills, innovation, business growth, and employment.	Boost productivity by accelerating the adoption and development of industrial digital technologies (IDTs) by businesses in Lincoln.
HEAT	Skills	<p>Provide employer-led training facilities designed to provide critical support in one of the GLLEP's Priority Sectors, the Visitor Economy, across Lincoln City and surrounding areas at a time when it is most needed. From a student standpoint, the project will prioritise the achievement of two key goals:</p> <ul style="list-style-type: none"> <li>• The development of innovative new training facilities and capabilities</li> <li>• Making it possible to refresh and reimagine outdated facilities</li> </ul>	To improve Lincoln's hospitality and visitor economy sector through raising skills levels and encouraging new people into the sector.
Drill Hall	Urban Regeneration	The building will reopen as a brand new revitalised venture, building on its core purpose and meeting the needs of local communities and businesses.	To boost the cultural offer in the city and support skills development and employability in the performing arts sector.
Wigford Way	Sustainable Transport	Feasibility study to identify better route design options. The results of the	The project's goal is to improve the walking and cycling environments on Wigford Way and St Mary's

Lincoln			
Project	Theme	Description	Aims / Projected Impact
		extensive public consultation and feedback will be used to determine the best design option.	Street, which serve as an important link between Lincoln Transport Hub, High Street, and Brayford Wharf. It uses reduced traffic from the Lincoln Eastern Bypass to revitalise the city centre and stimulate economic growth.
Sincil Bank	Sustainable Transport	The project will help to revitalise Lincoln's Sincil Bank neighbourhood by incorporating the plans and proposals developed by the Sincil Bank Revitalisation Partnership.	To create a sustainable transport network in one of the most disadvantaged areas of the city that will rebalance movement towards more sustainable modes, improve connectivity and improve the quality of the local environment
Lincoln Connected	Digital	Lincoln's High Street is being reimagined through the use of digital technology to connect people to the city's heritage, culture, retail, and leisure offerings.	Drive long-term growth of the visitor economy
Lincoln Science and Innovation Park	Urban Regeneration	Creation of an amenity hub at Lincoln Science and Innovation Park to support the effective mixing of people that is essential for good cluster development and innovation. It will provide a cafe, meeting space and ad-hoc incubation space for early-stage businesses.	To support further cluster development at Lincoln Science and Innovation Park, attracting more businesses and supporting start ups to locate and expand in Lincoln.



The map below provides a list of all the projects that make up the Lincoln Towns Fund, and their location within Lincoln.



Figure 1 - Project List and Map

## 6.0 Progress Against Expenditure and Outputs

Of the 13 projects in the programme, four are practically complete and are focused on monitoring and evaluation. These are: Redevelopment of the Drill Hall, HEAT, Store of Stories and Lincoln Central Market.

Three projects have not yet started on site although all are due to start on site in 2024. These are the Barbican Production and Maker Hub, Greyfriars and Lincoln Science and Innovation Park Hub.

As of the end of September 2023, the programme has expended £10.1m of the total Town Deal allocation of £18.95m. This is 53% of the total funding, demonstrating that the programme is essentially ahead of target in terms of delivery. Inevitably with a programme of this nature, which is highly capital focused, output delivery will lag behind expenditure.

The table below shows the outputs which have been up to September 2023 across the programme.

Outputs Achieved – September 2023	
	Total
£ spent directly on project delivery (either local authority or implementation partners)	£9,419,139.77
Co-funding committed (private and public)	£6,246,454.29
£ co-funding spent on project delivery (private and public)	£2,547,268.73
Number of full-time equivalent (FTE) permanent jobs created through the project	25.7 jobs
Number of temporary FT jobs supported	105 jobs
Number of full-time equivalent (FTE) permanent jobs safeguarded through the project	2 jobs
Number of heritage buildings renovated/restored	1 building
Number of new cultural facilities	1 facility
Amount of floor space repurposed (residential, commercial, retail), (Sqm)	236.7 Sqm
Amount of office space renovated/improved (Sqm)	85.5 Sqm
Number of enterprises receiving non-financial support	15 enterprises
Number of improved cultural facilities	1 facility
Amount of capacity of new or improved training or education facilities	125 people
Number of enterprises receiving grants	15 enterprises
Number of learners/trainees/students enrolled at new education and training facilities	243 people
Number of new community/sports centres	1 centre
No of Visitors (over the lifetime of the scheme)	52,758 visitors
Amount of quality commercial space delivered to Town Centre (Sqm)	929 Sqm
GVA Uplift in businesses supported (GVA per new employee)	£97,156 uplift
480 fewer children in food poverty pa (Number of children per annum)	1,413 children
Number of businesses engaged	10 businesses
New members per month	1,055 members
Number of visitors per month	14,030 visitors
Number of derelict buildings refurbished	1 building
Number of employers engaged	116 employers

## 7.0 Indicative Programme Level Benefit: Cost Ratio Calculation

As part of their business cases each project had to prepare for external assurance and sign off by the Investment Sub Committee, a Value for Money Assessment was undertaken, including an analysis of the Benefit:Cost Ratio (BCR). An assessment of the BCR provides an analysis of the benefits and costs of a proposal to compare options and assess value for money. If the BCR is greater than 1, then the expected monetisable benefits of a scheme outweigh the expected costs.

The Benefit: Cost Ratios approved through the business case assessments for projects in the Lincoln Town's Fund programme ranged from 1.54:1 to 7.57:1.

As part of the monitoring requirements set up for the programme, all projects are required to gather data to support a reassessment of the BCR as delivery progresses.

At this stage, many of the outcomes assessed as part of the BCR have still to be realised. Even those projects which are practically complete will take time to assess the impact.

However, an indicative BCR analysis for the programme up to September 2023 has been undertaken, by monetising some of the outputs already reported in line with the approach taken at business case stage. This is not a fully compliant Green Book value for money assessment but an indication of how the programme is performing in terms of benefits. All projects are required as part of the programme monitoring procedures to gather data to test delivery against the original BCR assumptions. A full BCR calculation will therefore be undertaken as part of the final programme evaluation work.

For this interim assessment, the benefits associated with match funding spent, jobs and workspace created, visitors to the city, learners enrolled and children moving out of food poverty have been considered.

Applying deadweight and displacement factors of 20% in line with Green Book Guidance suggests a BCR for the programme to date of 1.07:1 based on Town's Fund expenditure only. Given the early stage of the programme and that many of the benefits will not be fully realised for a number of years, this is considered extremely positive. It is based on the following values:

Co-funding expended	£2.55m
GVA through jobs created / supported.	£4.36m
Wage premium for learners	£0.65m
Visitor expenditure	£2.37m
Children out of food poverty	£7.05m
<b>Total</b>	<b>£16.98m</b>
<b>Total after deadweight and displacement</b>	<b>£10.87m</b>
Town Deal expended to date	£10.13m
<b>BCR</b>	<b>1.07:1</b>

## 8.0 Project Case Studies

In order to highlight some of the impacts of the programmes as well as some of the challenges, case studies of a number of projects in the programme have been researched. These are:

- The Hospitality, Events, Arts, and Tourism (HEAT) Institute
- Store of Stories
- Lincoln Be Smarter
- The Drill
- Lincoln Central Market (Cornhill Market)



# Case Study

The Hospitality, Events, Arts, and Tourism  
(HEAT) Institute



The Hospitality, Events, Arts, and Tourism (HEAT) Institute

## BACKGROUND

Since 2020 the tourism and hospitality industries have faced unprecedented challenges, from covid resulting in many experienced employees leaving the sector altogether to Brexit resulting in many sector employees returning to mainland Europe through to food inflation and the increasing National Living Wage leading to financial challenges for many businesses in the sector. The complexity of the recruitment and training challenge faced by the sector highlighted a need to improve the training offer, in order to retain the remaining staff and attract high quality new employees.

## VISION

The Hospitality, Events, Arts, and Tourism Institute was established to provide high quality employer-led training facilities for one of the city's priority sectors - the visitor economy. It aims to help the sector to grow, develop and innovate by upskilling the workforce and enhancing the pathways into employment via the training of students in the required skills in order to create a desirable future workforce.

## OBJECTIVES

The establishment of the HEAT Institute has enabled Lincoln College to offer two complimentary but very different learning environments for the very first time. Investment in Sessions House on Lincoln campus has provided a much improved, safe training environment for those who are starting their journey in the sector, where they can learn foundation skills in a traditional college environment.

The purchase and refurbishment of The Old Bakery restaurant and rooms by the College has provided a live learning environment for hospitality and catering students.

The project focussed on two key objectives

- The creation of exciting new training facilities and capability.
- Enabling outdated facilities to be refreshed and reimaged.

## HEAT Progression

As part of the HEAT project, Lincoln College purchased the Old Bakery Restaurant in 2022, renovated the dining room and kitchen, and reopened in December 2022 as the only not-for-profit restaurant in the region. The guest house rooms were also refurbished and opened in April 2023. The purchase and refurbishment of the Old Bakery as part of the HEAT project has aided in the development of new training facilities to assist in the teaching of hospitality skills such as housekeeping, fine dining cooking, and front of house skills. All within a professional setting. The restaurant opens Thursday – Sunday with curriculum activity taking place Monday to Wednesday.

The works to Sessions House were completed in February 2023 and this has greatly improved the quality of facilities available to hospitality students and the overall student experience. Catering and Hospitality students start off their learning at Sessions House, then gain real world experience working in the Drill before progressing to the fine dining experience at the Old Bakery. The Old Bakery provides both work experience and paid employment to Catering and Hospitality students at Lincoln College. Supported Education students utilise the Old Bakery for work experience on Friday lunchtimes.

The Old Bakery provides work experience opportunities for students to gain real-world skills, gain confidence, and make valuable connections within the industry while refining skills under the mentorship of experienced professionals.

This collaboration between education and industry demonstrates the value of employer-led collaboration in nurturing the next generation and preparing them for successful futures.

The aim is to offer Continuing Personal Development (CPD) opportunities to existing employees in the sector on Mondays and Tuesdays but this element is still to be developed as further work is needed on promoting the offer to and engaging the sector. This is an opportunity for the wider Town Deal partnership to consider how together they can promote take up in the sector, particularly given that many of the projects include a catering element.

Recruiting tutors in the sector is a challenge which has also potentially held back the ability to deliver CPD for the sector. The College is also looking at how the Old Bakery could be used for community learning opportunities outside of hospitality and catering to maximise the use and value of the building.

The number of students applying for Catering and Hospitality courses in 23/24 has increased which may have been positively influenced by the improved facilities at Sessions House and the opportunity to work at The Old Bakery.



Feedback from a mature student who was looking to re-train and had been undertaking training at Sessions House has included:

**It has been absolutely amazing and has finally found the right career**

**It's an interesting time; normally, as a student chef, you're just peeling potatoes and doing very basic prep, but at Sessions, we get to do advanced techniques and work on services for forty or more people in fine dining**

**As a level 3 student, you will be assigned a theme night in which you will work on a variety of cuisines that you would not be able to do in a typical restaurant.**

The Old Bakery also provides opportunities for students from Lincoln College's Supported Education programme highlighting the value of collaboration between education and industry. Student James Ott, who is enrolled in the Skills for Independence course, joined the team at the Old Bakery for his work experience placement. Feedback from the Lincoln College team has included:

*"James has been a delight to teach on the Skills for Independence course and strives to do his best. He has thoroughly enjoyed every minute of his work placement and become a keen member of the hospitality team – he always looks smart and has a positive attitude."*

*"It has been a pleasure to have James join our team at The Old Bakery while he completed his 30 hours of work experience. James' confidence and communication skills have flourished in such a short timeframe".*

In terms of impact, it will take some time for this to be felt in the industry as September 2023 is the first full year of new entrants with access to the enhanced Sessions House and the opportunity to work in the Old Bakery and most of the courses are two years in length. In terms of the outcomes for individuals, this is expected to be very strong with students having the opportunity for paid employment in the Old Bakery as well as work experience in the Drill and through the College's partnership with Lincoln City Football Club. By providing work experience opportunities, the Old Bakery allows students to acquire real-world skills, build confidence, and form valuable connections within the industry - refining skills under the mentorship of experienced professionals. There continues to be work required to promote the sector as a career opportunity but facilities such as the Old Bakery and the Drill are making a positive impact by creating high quality, real life learning and working environments.

**As can be seen in the selection of pictures below The Old Bakery project has progressed particularly well with people learning a variety of skills.**







# Case Study

Store of Stories — Lincoln Community



Store of Stories – Lincoln Community

## BACKGROUND

Acts Trust recognised a need to offer low cost food solutions to the growing number of individuals and families in the city that are experiencing financial difficulties. Building on best practice from across the UK, the Trust wanted to shift the focus of provision from 'fixing' to 'empowering' individuals residing in Lincoln.

## VISION

The Store of Stories project, also known as the Lincoln Community Grocery, aims to empower and support people affected by poverty across the City of Lincoln, through the provision of low cost locally supplied food and other essential items, alongside a programme of advice, support and training, volunteering, and work placements opportunities.

The project also aims to reduce food waste by working with local businesses to supply the grocery with low cost locally supplied waste and surplus food.

## OBJECTIVES

This project has supported the refurbishment of Beaumont Manor in Lincoln City Centre into a community grocery, offering access to low cost food as well as creating a community café providing access to healthy affordable food and a location for the delivery of a programme of advice, support and training.

The 'Store of Stories' shifts away from being a traditional Foodbank model and offers access to additional anti-poverty interventions. This includes access to a low-cost community grocery, alongside specialist advice and support that enables the provision of individualised and holistic support to achieve long term positive outcomes for individuals and families in crisis and who are affected by financial pressures or poverty.

## Store of Stories Progression

Works on Beaumont Manor were completed in January 2023 and the new community grocery opened in February. The project was formally launched on 13<sup>th</sup> March by the Chair of the Be Lincoln Town Deal Board.

Since the launch of the pilot project in October 2021 the grocery store has signed up over 2,500 members and supported over 1,400 children out of food poverty.

The funding has not only enabled the grocery store, but it has also enabled the inclusion of other critical elements in the space, such as a programme of advice, support, training, volunteering, and work placement opportunities. Acts Trust has been able to secure UK Shared Prosperity Funding to deliver programmes to empower people in the City to understand and overcome issues of poverty in their lives. The project created a community café which hosts this activity as well as providing low cost food using surpluses from the grocery.

The project has also provided an office space for the Acts Trust, enabling the team to all be co-located for the first time. The Acts Team has grown significantly and the next phase of the project would be to extend the office space into some of the areas which were not refurbished as part of the original project to accommodate the growing team as well as generally improving the accommodation for staff.

**Users of the community facility have reported the following:**

**It is a huge help as the cost of living continues to rise, as does the cost of food**

**It means we have access to food at affordable prices, which makes a MASSIVE difference to our finances**

**It is a huge help as the cost of living continues to rise, as does the cost of food**

**Users were also asked what they would have done if the grocery store did not exist:**

**I would've maybe had to ask for Foodbank vouchers. I would definitely have struggled**

**Would have struggled with food and some days gone without**

**Would have gone without**

**Don't know what else we would have done**

The project has clearly had a positive impact on the community, not only by providing food at a reasonable price, but also by relieving some of the pressure and worry associated with having to pay for food at a regular supermarket or, in some cases, going without food.



In addition to the grocery store, the project has enabled the community grocery store to provide visitors with regular courses and an advice programme. Participants in the courses have stated the following:

**Got happy, helped with anxiety & depression**

**Created a safe space to escape and do crafts, a course or a tea in the cafe**

**Feedback was also received from volunteers at the Community Grocery which has included:**

**Many customers have said it is a huge help**

**Feedback from customers is very positive. People have said they could not have coped without it**

**Many people who come are clearly struggling, this is obviously a life line for them**

Acts Trust is delivering courses on subjects like life skills and money management from the community grocery and have reported that people have attended some of these events as they were in the building using the grocery at the time and decided to participate. The co-location of the grocery with training and community events has really helped to attract people to training events as they feel comfortable and familiar in the building and is a key successful outcome for the project.

*“co-location is very important, people feel comfortable in the building which has enabled us to engage with people who would typically be seen as ‘hard to reach’”.*

The grocery continues to be in high demand, recently exceeding 500 visits in a week which is the highest level since the launch of the grocery. Average daily shoppers is around 90 and the Trust has a number of strategies in place to encourage people to use the grocery instead of food banks. This includes City of Lincoln Council purchasing vouchers through two schemes. Firstly, people at the point of referral to foodbanks are now given the option for free membership plus 3 shops as an alternative to getting a food parcel and new council tenants and those entering temporary accommodation are given a £20 voucher for the grocery.

Acts Trust has undertaken an analysis of location of memberships which has shown a wide reach across the city. It has highlighted that people in all demographics are struggling with the cost of living. The team has also reported that the project is attracting people who are “green minded” and are keen to shop in a more sustainable way.

*“People from all demographics feel comfortable visiting the grocery”.*

The team is constantly working on securing surplus food to make available in the grocery.

*“Pretty much every day of the week our volunteers are collecting food waste from local supermarkets.”*

The grocery is also supplied via organisations such as Fair Share and the Message Trust who co-ordinate the collection and delivery of surplus food nationally. Almost 100% of the food available in the grocery is surplus food, making a significant difference in terms of reducing the amount of food waste that goes to landfill locally. The food waste created by the grocery is virtually zero as any waste is utilised for compost or animal feed or delivered to local homes via Framework Housing for example.

In terms of lessons learned, Acts Trust have reported that the energy bills in the building are very high. It is a grade II listed building which meant there was a limited amount of intervention possible but the Trusts would like to investigate whether more could be done to the building to make it more energy efficient and reduce the energy bills.



The background of the slide is a dark teal color. It features a faint, out-of-focus image of a laptop keyboard in the lower half. Overlaid on the entire image is a network diagram consisting of numerous small white dots connected by thin white lines, creating a web-like pattern that suggests connectivity and technology.

# Case Study

## Lincoln Be Smarter



Lincoln Be Smarter

## BACKGROUND

The Lincoln Town Investment Plan recognises that the city has relatively Low levels of innovation and adoption of Industrial Digital Technologies (IDTs), a lack of readiness for Industry 4.0- and unrealised potential for Digitalisation.

## VISION

The Lincoln Be Smarter (LBS) project seeks to support Lincoln's overall vision of harnessing the power of digitalisation to drive investment, productivity, skills, innovation, business growth, and employment.

The aims to accelerate the development and diffusion of industrial digital technologies (IDTs) through focused support to SMEs including workshops, consultancy support via University of Lincoln academics and grant support.

## OBJECTIVES

Lincoln Be Smarter is an initiative developed and delivered by the University of Lincoln to support Lincoln based businesses to grow through the adoption of digital technology. Initiatives include:

- Grant funding of up to £50,000 to help businesses digitise
- Expert consultancy from University of Lincoln academics
- Workshops designed to help businesses develop the skills needed to implement effective digital strategies

The project's main objective and focus of this activity is to facilitate the digitalisation of Lincoln based SMEs to help propel business growth and improve processes.



**Lincoln  
Be Smarter.**

## Lincoln Be Smarter Progression

The project was formally launched at the beginning for 2023 and the grants panel has now met 3 times, approving 15 projects. This represents 50% of the total project target of 30 businesses.

The project has delivered Digital Leadership and Transformation training sessions for SME leaders, attended by 16 businesses over the summer.

Lincoln Be Smarter has enabled a collaboration between academics from the university business school and an external trainer for the development of a series of six bespoke digital marketing workshops which were developed in response to demand from SMEs. The first session of the series was delivered on 3<sup>rd</sup> October with positive feedback from delegates.

The project has supported a mix of investment in digital businesses and increased digitisation in non-digital businesses. Some of the business activity that has been supported through the project include website upgrades and security enhancements, the purchase of new equipment and studio space to enable the creation of a knowledge-sharing podcast to assist other businesses in scaling up, investing in an inter-oral scanner with an Artificial Intelligence outcome simulator, the implementation of technology for sales automation and marketing enhancement, the development of virtual desktop infrastructure, the digitisation of internal operations and lead generation processes, and the hiring of a senior systems engineer to assist in the scaling up of software products. Some of these are considered in more detail in the case studies below.

The LinkedIn page has over 300 members, there were over 100 attendees at the launch event, and within two months of the project's launch, the programme had engaged with over 50 Lincoln-based businesses as opposed to its initial goal of 8–10 each month, demonstrating its popularity and need. With 44% of the funding already allocated, and 50% of the targeted 30 businesses for the project already having their project ideas approved it provides more evidence of the need and demand for this type of activity.

The programme is recognised as filling a gap that other grant programmes don't support.

There has been strong demand for the programme which in some respects was a surprise as digital was not considered to have a particularly high profile in Lincoln as a business sector. But the level of interest and demand has been significant.

High quality applications have been presented to the Board, highlighting the demand for support but is also reflective of the hard work of the Be Smarter team in working with businesses to develop their proposals and setting out clear application guidelines and criteria.

The flexibility of the Town Deal funding when compared to previous funding programmes has been highlighted as important to the success of the project to date. The City Council has been very supportive and are keen to make the project a success for the city rather than purely being seen as a funder.

The grant panel has worked well together and always tries to make recommendations or appropriate referrals if applications have not been approved.



Initially being restricted to the Town Deal area was considered a potential challenge to the project but has in fact been a real advantage as the team has been able to be very targeted and tailored to the needs of businesses in the city rather than trying to be relevant to a much wider audience. It is considered this will result in greater impact than would have been the case under previous programmes.

The team has been able to develop tailored workshops and training to what businesses have said they need and this is likely to make better inroads to what the Town Investment Plan is aiming to achieve.

The relatively low output targets has meant the programme has been able to offer high levels of support to beneficiaries resulting in a marked acceleration of digitation of businesses in Lincoln. To sustain this, it is important that the project is not just about the grant but supporting the digital economy and businesses looking to digitise through workshops and events.

The project has strong job creation and upskilling impacts. These are often highly skilled jobs which some businesses have indicated they find difficult to recruit into from Lincoln, highlighting a potential need / opportunity for the future in terms of skills development and promoting Lincoln's digital sector.

One of the early challenges for the project was the change of name from Lincoln Made Smarter to Lincoln Be Smarter. There was concern amongst stakeholders that there would be confusion in the market with the East Midlands Made Smarter Programme. The project team actively engaged the regional team and agreed to change the name of the project and invited East Midlands Made Smarter to sit on the Grants Panel. This has been a huge benefit for the project as it has enabled activity taking place in Lincoln to be profiled at a regional level and provided a referral route for further / alternative support for city based businesses.

It is recommended that more marketing of the programme and its benefits to businesses already supported are highlighted in order to reach more businesses, particularly those that might need further support with their digitisation journey.

Whilst engagement in the business community has been strong, it is recognised that there are many other businesses that the project could reach and digital transformation is not a single stage process. Therefore, there is some concern with regards the future sustainability of the project and ensuring the benefits are not lost once Town Deal funding ends. The project has got lots of traction and developed a model for academic engagement with businesses which is often reported by projects as a challenge. The project has generated a huge appetite in the city and its important this can continue to be met in the future.

## Business Case Studies

Below are a number of case studies of businesses that have been supported through the Lincoln Be Smarter project to highlight the nature of the support provided and the impact and potential impact of the support.

### eComOne



Founded in 2009, eComOne is an eCommerce growth agency based at Mosaic Digital Hub in Lincoln. The company focuses on two core areas of eCommerce marketing: acquisition and retention, with expertise in Google Ads, SEO, Digital PR, Social Ads, and Email Marketing.

eComOne also produces a podcast in which CEO Richard speaks with eCommerce experts to provide an honest, and insightful look into the world of eCommerce and the people who work in it. This helps to promote the business but also the wider sector.

The Lincoln Be Smarter grant was focussed on podcasting and the necessary technology, expertise,

and space required to be able to produce a professional podcast for the business. The company had previously produced an 'at home' podcast, but with the funding received, they have created a podcast studio in their premises at Mosaic Digital and are now able to produce a much better and higher quality podcast and it has opened up a range of other opportunities.

As a result of the investment, the company has employed a podcast producer who has brought a lot of value to the business. The new employee has brought a high level of production to the company, but he is also very good at putting people at ease in front of a camera and microphone, which brings significant value to the podcast.

The new equipment and expertise of the producer has enabled eComOne to produce high quality professional videos which has helped raise the profile of the company both to potential customers and potential employees.

The podcast producer was initially taken on, on a temporary basis but the company is confident that this role will be able to be made permanent with the potential for further recruitment linked to the Be Smarter investment.

As a result of the investment, the company is soon to launch a new podcast focused on helping agency owners to upscale their business and is also considering the development on a digital course to support scaling up businesses.

The investment in the podcasting studio supported by a Lincoln Be Smarter grant has opened up a range of opportunities for the business including the potential to support businesses who want to set up their own podcast. It is an important aspiration that, in recognition of the grant support, the podcast studio provides opportunities for other Lincoln based businesses to develop their own podcasts to promote and grow their business. This could be in terms of hiring out the studio through to eComOne providing a full production service.

The investment has also opened up the opportunities for eComOne to provide PR services to businesses to organise appearances on other podcasts. It has also lead to businesses approaching eComOne about sponsoring the podcast.

Whilst the investment will likely enable eComOne to create new jobs, finding people with the skills and experience needed is quite difficult in Lincoln, especially when it comes to specialist roles and skill sets and it is challenging to encourage people to relocate to the city.

## **Recap**



Recap was founded in 2018 to assist people in managing and paying taxes on their cryptocurrency assets. The founders, Ben and Dan, realised that while there were crypto accounting products available, none of them were designed for UK tax rules or provided the level of privacy they desired. Together they built Recap, a UK based crypto tax tool and have been helping investors manage

their portfolios ever since with a mission to make crypto taxes simple for their users. The business is located in Mosaic Digital Hub in Lincoln.

The grant from Lincoln Be Smarter part funded the purchase of historic crypto asset trading data, price aggregate as well as cross pricing data which has enabled the company to build a bespoke crypto asset fair market valuation service, compliant with global accounting standards. Acquiring this data set was always an aspiration of the company but the funding from Lincoln Be Smarter has accelerated the development of Recap's service offer which is extremely valuable when it is particularly challenging to raise finance for a tech start-up based in Lincoln.

The investment has allowed Recap to pitch for larger projects of work, elevating their status in the industry. As a direct result of acquiring this data set, they have been able to pitch for much more capital-intensive work and the company is being noticed by larger accounting firms that value the level of sophistication Recap can provide.

Recap stated that because of the new data set they were able to purchase, they were able to win a new piece of work from a Swiss wealth management company who were representing a high net worth client in South Africa, which in turn helps Recap grow their business in South Africa, which is a target market for the company. In addition to allowing them to expand into South Africa, the funding has enabled them to power the US side of their business with the software service they can now offer.

Recap was previously primarily a software provider service; however, with their more sophisticated data set, they are beginning to work more for accountancy and private wealth firms engaged in data-intensive accounting. Furthermore, Recap was founded with a direct business to consumer focus, but with the addition of the new data set, they have switched to being able to go after larger accounting firms that use their software and have established client lists that they then bring with them, which is a much easier route to market for them.

In relation to the funding, Recap stated that they have completed approximately 45 direct sales in terms of consultancy work, as well as partnering with four accounting firms with their software service offering, and that projections are looking promising, but the real test will come with the start of the new tax season.

As with eComOne, Recap experience difficulties recruiting the skills needed in the business and retaining them. The difficulty of attracting people with the right skills to relocate to Lincoln was again highlighted.

## Grin



Grin Orthodontics is a newly opened practice in Lincoln's Cathedral Quarter. The business aspires to use the most advanced technologies and methods available, in the most environmentally friendly way possible.

Prior to the support of Lincoln Be Smarter, the practice was using silicone impressions in Orthodontics to take moulds of people's teeth to fabricate braces and retainers but thanks to the grant support, the business was able to invest in an oral scanner to obtain a digital "impression" that can then be emailed to a laboratory for 3D printing and appliance manufacturing. Scanning is a much less technique-sensitive method of gathering this information from patient's mouths and can therefore be carried out by a dental nurse in as little as 3 minutes for a full-mouth scan.

Instead of taking silicon impressions of the teeth and sending them to the US, Grin can now take scans of the teeth and email that scan across, eliminating steps such as postage, courier travel, and associated costs, as well as saving a significant amount of time throughout the process. This also has a positive impact on reducing the carbon emissions involved in the process.

Digital scanners aren't necessarily standard in many practices because of the upfront investment which means it can be a significant payback period. However, they are becoming more common as the profession shifts more towards digital methods of working. The support for Grin Orthodontists through Lincoln Be Smarter is an excellent example of a non-digital sector business becoming digitised, making the business lean and efficient as well as reducing its carbon footprint. This puts the business in a strong position as a start-up.

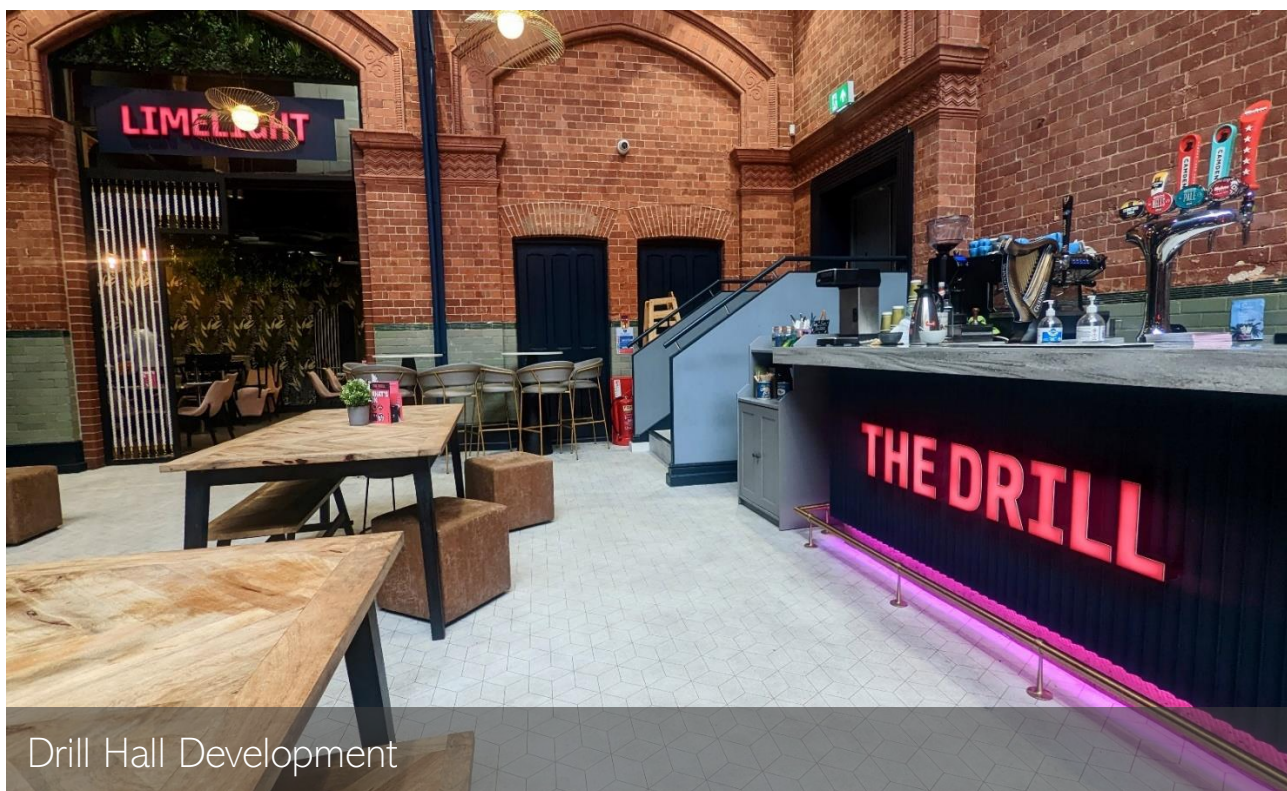
Grin Orthodontics is also considering the opportunity in the future to move into the manufacturing or retainers themselves which would make the process even more efficient as they would not need to be manufactured in the US and shipped to the UK. Grin have been signposted to the East Midlands Made Smarter programme to discuss this further in time. If the business moved into manufacturing this would result in new types of skills needing to be recruited.



# Case Study

## Drill Hall Development





Drill Hall Development

## BACKGROUND

The Drill Hall Redevelopment Project aimed to reopen an iconic, much-loved, culturally important building at the heart of the city centre. Having been used for community and social events since opening in 1890, the Drill Hall reopened as a community arts venue in 2004. Financial challenges culminated in closure of the Centre once the Covid-19 crisis began in March 2020.

## VISION

Lincoln College Group's vision for the project was the creation of a renewed community arts venue that will provide a variety of services, propel this iconic space into a sustainable economic future, and strengthen this local cultural asset.

Renamed The Drill, the College aims to offer a venue for arts events, a space for local community groups to meet, training provision for performing arts and catering and hospitality students and routeways to employment.

## OBJECTIVES

The main objective of the Drill Hall Redevelopment Project was to reopen the iconic cultural venue with a sustainable future to support the city centre economy, drive footfall and provide training and employment routes for Lincoln College students.

Specific Objectives include:

- To revitalise an iconic, historic city centre building and develop a sustainable business.
- To regenerate a key part of the urban core.
- To create a multi-purpose building for communities, employers, students and the creative and arts sector to use.
- To offer a space to showcase the local arts offerings, e.g., theatre, local musicians, artists.
- To enrich the curriculum offering at Lincoln College through live learning opportunities for students enrolled on Performing Arts, Catering and Hospitality & Tourism courses, producing a highly skilled and productive local workforce.
- To offer new courses and career pathways for learners in the Visitor Economy and Creative Industries.
- To provide a social space for individual and community access.
- To improve the financial resilience of the Drill Hall

## Drill Hall Progression

Delivered in phases, the first phase was completed at the end of November 2021 and reopened as the newly named The Drill for the pantomime season. Further phases were completed throughout the first half of 2022. The Drill's third Pantomime season is about to commence.

Strategically located on the cusp of one of Lincolnshire's most economically challenged wards, the Drill Hall has been reconfigured to serve multiple functions that aim to benefit both local communities and businesses.

**The Drill was so important to Lincoln, and that's why we were so keen to keep it as part of the city centre fabric.**

The Drill has performed well in terms of increasing ticket sales, having welcomed over 50,000 people to specific events since November 2021. Some feedback from users has included:

*"The reception area looks far more modern now, it's easier to navigate your way through and really enhances the venue."*

*"If you look at all the events it has on, it's a great little venue, I'd recommend it to anybody."*

*"It's changed quite dramatically since I was last here, the aesthetics are much more modern."*

*"It's got really cool lighting, the colours are lighter, it's brighter. It feels fresher."*

*"Before it was just a big box room, now there's loads of little spaces you can wander off."*

*"It's got lovely outside space with plenty of seating."*

However, community use of the building is not as strong as anticipated in the business case and the College is looking at how to address this.

The first cohort of Performing Arts students who will be based at the Drill started in September 2023, although prior to this, students had been benefitting from the Drill through for example end of year performances and work experience. Students who have started using The Drill as part of their course have said the following:

*"We all love the venue, it's a lot of fun to perform in and there is a lot more space than we had previously"*

*"Having access to a professional venue has made it a much better experience and gives us much more real world experience of working in performing arts"*

*"We love the space so much, it's just more professional and so different to what we have been used to in terms of the independence we are given".*

*"It felt so good to see our end of year performance professionally marketed as part of the Drill offer – seeing it on the website and on posters was great".*

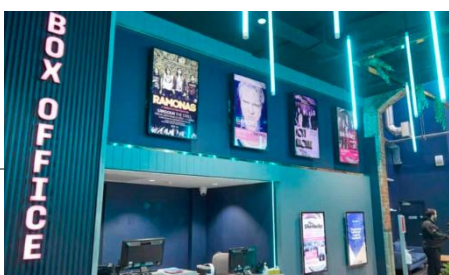
Students also stated that the larger space at The Drill provided them with more time to rehearse, that it has a much more realistic theatrical feel to it, and that it provided them with more experience as to what it would feel like in a real world environment as they have to walk into an empty space and set it up and be on set at a certain time, which provides a more professional feel and provides them with invaluable experience. During the conversations, it was highlighted that at the time (summer 2023), The Drill was not yet in full use for them as students, and they could only imagine it getting better for future students when it was fully opened, and they became more accustomed to using the space.

The refurbished space at The Drill has also provided a great social space for students, with many remarking on how nice the 'front of house' area is, complete with a nice bar area, and how the space outside with umbrellas provides an extra space for them to socialise and eat their lunch.

A key challenge for the Drill has been forecasting demand and managing costs accordingly. The return to cultural activities post covid hasn't been as strong as originally projected and the cost of living crisis has had an impact on people's disposable income, particularly amongst the Drill's key target markets. The rise in energy costs and the National Minimum Wage has also increased costs significantly. It has also been a challenge to raise the profile of the Drill as a day time venue for food and drink and draw people in from the city centre. Costs are having to therefore be managed accordingly. For example, the café is now run entirely by Front of House students. Catering students support delivery in the kitchen, supported by college employees, many of whom are undertaking their teaching qualifications to support student learning.

The College is continually identifying new opportunities to maximise the use of the Drill to benefit students and raise the profile of the venue. For example, there is an aspiration to provide an event management course which would provide new opportunities for local learners as well as supporting delivery of events at the Drill.

Through its diverse offerings, the Drill has significant potential to make a measurable impact on the social and economic fabric of Lincoln.







# Case Study

Lincoln Central Market and City Square



Lincoln Central Market and City Square

## BACKGROUND

Lincoln Central Market is a grade II listed building of special architectural and historic interest. Despite the quality of the facing materials and the design of the principal facades, the condition of the building was poor and the windowless nature of the northern elevation was uninviting to the shopper and undermined the vitality of the adjacent public space.

In addition, income had been on a downward trajectory for a number of years. The building was in need of significant investment in order to stem the decline in footfall, occupancy and turnover, to better meet changing business and consumer demands

## VISION

The restoration and repurposing of the Grade II listed Central Market building to create a modern and diversified market offer, including catering for the evening economy to fully maximise the potential of the building for the vibrancy of the city centre.

## OBJECTIVES

The project's main goal was to respond to changing trends and draw local residents and visitors into Lincoln city centre. The project will create a more modern and diverse offering for customers, to attract a new and diverse customer base as well as support new business trading from the market.

This diverse market offer will combine retail, food, leisure, and technology to create an anchor destination within the Cornhill Quarter, which is emerging as a prime leisure and retail area, directly served by the City's multi-modal Transport Hub.

The project also includes public realm improvements to City Square to create an extension to the market building which will provide a flexible space for events as well as for the public and visitors.

The market aims to attract a diverse range of visitors by providing a variety of goods and services, with a focus on local Lincolnshire produce.

The market will also cater to a wide range of dietary requirements and will seek to provide opportunities for start-ups and small businesses.

## Lincoln Central Market Progression

In June 2023, it was announced that the Lincoln Central Market would be renamed the Cornhill Market.

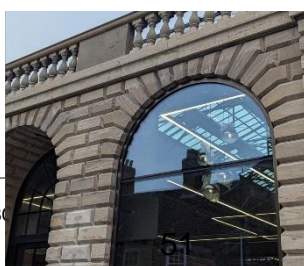
Part of the works to the market included demolition of the 'butchers corridor' and toilets to the south and construction of a new two-storey extension. This was the first element completed and in September 2023, restaurant chain Turtle Bay opened its first Lincolnshire restaurant in the city within the market complex.

A good example of Town's Fund projects working together was through Turtle Bay's recruitment. Through the Department for Work and Pension's Sector-Based Work Academy Programme, ten local residents receiving unemployment benefits took part in training sessions at Lincoln College on Food Safety in Catering, Customer Service in Hospitality, Applications/Applying for a job and Interview Skills. Each participant was guaranteed an interview and Turtle Bay ended up offering jobs to five people who participated in the programme. Applications for traders for Cornhill Market opened in Summer 2023 and since that time over 175 expressions of interest have been received.

The works to both the Market and City Square were completed in January 2024. The market has 37 units in total, 32 on the ground floor, three in the fresh produce section, and the possibility for two more on the first-floor mezzanine. A Markets Manager has been appointed by City of Lincoln Council who is currently putting in place letting agreements with new tenants. The lettings policy expressly encourages the promotion of local goods and services, thereby encouraging local businesses.

Following consultation with prospective tenants, the new Cornhill Market will be launched in Spring 2024 to ensure all traders have time to prepare and be ready to trade. To keep the market atmosphere fresh and dynamic, the Council aims to incorporate a rotating variety of pop-up stalls for both food and non-food retail, ensuring that every visit to the Cornhill Market offers something new and exciting. This will be combined with outdoor stalls on City Square linking in with an all-year round events programme. The Market offer will run Wednesday-Sunday which will enable the building to be used for a range of community uses on Monday and Tuesday. A programme of community events will be developed over the summer to start later in 2024.

City Square is a key site for a programme of Christmas activities in the City including an Ice Trail on the 9<sup>th</sup> and 10<sup>th</sup> December and hosting a 16-metre illuminated comet as part of an enhanced festive lighting programme by City of Lincoln Council.



## 9.0 Progress Against Outcomes in Town Investment Plan

It is clear that despite several projects being at the early stages of delivery, the programme is already making an impact on the city; from enhancing the offer in the city centre and giving people a range of different reasons to visit, to providing better learning opportunities and live learning environment in a key sector for the city and one that underpins much of the TIP investment, to supporting local businesses to invest in digitisation and creating high quality employment opportunities through to empowering residents affected by poverty.

The tables below highlight progress against the outcomes set out in the Town Investment Plan and considerations for future impact assessment. It focuses on the Digital, Skills and Urban Regeneration Interventions as projects under the Transport theme are still in the initiation stage and impacts cannot be identified yet.

Intervention	Achieved to Date	Considerations
Digital	Business digitisation through Lincoln Be Smarter – 15 businesses supported with a grant and significant engagement delivering targeted and tailored support	Sustaining momentum, continuing to support digital transformation and ensure wide reach across the city.  Impact of investment in visitor economy digital infrastructure needs to be monitored

Intervention	Achieved to Date	Considerations
Skills	<p>The Drill and HEAT both fully operational providing enhanced learning opportunities.</p> <p>Training of students in catering and hospitality with the aim of improving the quality and resilience of the sector in time.</p> <p>Residents affected by poverty supported with life skills and advice and support to achieve long term positive outcomes.</p>	<p>Impact of skills infrastructure on the sector to be assessed in the medium term. Strategies needed to engage key sectors such as visitor economy including catering and hospitality.</p> <p>Impact on reported skills shortages in the city to be monitored.</p> <p>Challenges around retaining students and attracting people to relocate to the city to meet skills needs to be considered.</p>



Intervention	Achieved to Date	Considerations
Urban Regeneration to support Arts, Culture, Heritage and Enterprise Infrastructure	<p>Drill Hall and Central Market Restored</p> <p>New vibrant market venue soon to be launched</p>	<p>Use of restored assets to be evaluated in terms of business and public use including city centre footfall.</p> <p>Impact on business growth of new commercial space to be evaluated</p>





### **Business Support Landscape : Item 8**

- 1.0 As previously reported the City has appointed a Business support officer through the UKSpf 'supporting business' intervention to provide an additional local resource in addition to, the Lincolnshire Business Growth Hub, and University offers to support local Businesses.
- 2.0 An initial task as requested previously by the Town Board has been to map, in liaison with key partners, the City's current business support landscape which is summarised in the enclosed document.
- 3.0 The current support offer for pre startup/startup businesses, existing businesses wanting to expand/grow, and sector specific businesses is mapped in terms of the available local/regional support, funding, online resources, available premises, networking opportunities and national support.
- 4.0 Through the mapping and discussions with existing business support partners emerging current gaps in terms of premises include available grow on space, Hybrid Units, and manged workspaces. The latter is highlighted on the basis that City of Lincoln managed workspaces, the Terrace and Greetwell, have been operating at capacity for several years with a waiting list, which suggests unmet demand. However further analysis is required into the type of business on the waiting list and their specific needs. Sparkhouse & Thinktank have vacant space as does Regus. It is acknowledged that more evidence on the nature of the demand i.e. via survey is required.
- 5.0 In terms of business advice whilst the shared services from the Lincolnshire Growth hub undertake a wide range of support, there is less face-to-face support available and the level of intensity of support has fallen compared to previous years no doubt due to the loss of ERDF funded programmes. There seems to be fewer interactive webinars offered by Business Lincolnshire compared to other Local Economic Partnership areas.
- 6.0 In terms of sector support a key gap has been identified in health and care which is without a network of specific sectoral programme of support.

### **5.0 Recommendation**

That Board members note and feedback on the current landscape mapping work.

This page is intentionally blank.



# BUSINESS SUPPORT LANDSCAPE



## Local / Regional

PRE START UP / START UP	GROWING / SCALE UP	SECTORAL
Enterprise Programme* (Prince's Trust)	KTP (UoL & BGU)	Low Carbon Lincolnshire (Growth Hub) *
Graduate Start-Up Accelerator Programme* (UoL)	University of Lincoln Help to Grow *	East Midlands Creative consortium
City of Lincoln Council Business Advisor *	General Business Growth Hub Advisors (Growth Hub)	Lincolnshire Chamber of Commerce Food & Drink *
Student & Graduate Enterprise* (BGU & UoL)	Scale Up (Growth Hub)	Manufacturing Support Programme (Growth Hub)
Graduate Start-Up Accelerator Programme* (UoL)	Export Peer Network (Growth Hub)	Specialist Advisors: Digital, Agri/Horti (Growth Hub)
LORIC BGU		Create Growth (EM Creative Consortium)
Lincoln Business Angels Network *		Business Boost (Retail/Leisure/Hospitality) (Growth Hub)
Greater Lincoln Social Economy Academy* BGU		LAIT (UoL)
		BRIDGE (UoL)
Start-Up Loans (British Bank)	University of Lincoln Be Smarter*	Challenge Funds (UKRI)
Small start up grants (Prince's Trust)*	Eagle Lab Funding Readiness (Barclays Bank)	Made Smarter East Midlands (Growth Hub)*
Lincolnshire Community Foundation SWEF Enterprise Grants *		Lincoln BIG - Lincoln Creates *
Enterprise Loans (First Enterprise)		Colc - Events Grant *
Lincolnshire Business Angels		
Start-Up Academy (Growth Hub/ NBV)	Be the Business	Visit Lincolnshire
Starting In Business (Growth Hub / NBV)	GREAT (DBT)	SME Climate Hub
Princes Trust *	Director Information Hub (Insolvency Service)	Sustainability & Net Zero (FSB)
Virgin Start Up	Tech Hub (Enterprise Nation)	
Kick off In Business		
HMRC		
Federation of Small Business		
Business Lincolnshire		



## Funding



## Online

# BUSINESS SUPPORT LANDSCAPE



## PRE START UP / START UP

## GROWING / SCALE UP

## SECTORAL

Spark House \*

BG Futures \*

Oak House

Greetwell Place

Regus

MOSAIC \*

The Terrace \*

LSIP \*

Think Tank \*

## Premises

LN6 Business Network

Lincoln Business Club

Lincolnshire Investment Network

Caffeine Club

Entrepreneurs Connect

Digital Lincoln

Destination Lincolnshire & Visit Lincoln

Lincoln BIG

Lincolnshire Chamber's Construction & Property network

GLEAM

Design Innovation Network

Black Founders Connect  
(UoL & Barclays Bank)

## Networks

Collective Impact  
(Virgin Start Up)

Be the Business

Get Your Own Board\*  
(Be the Business)

GREAT  
(DBT)

Innovate UK  
(UKRI)

## National

# BUSINESS SUPPORT LANDSCAPE



## Premises

## Growing / Scale Up

## Sector Specific Support

High quality grow on space

Hybrid units

Managed Workspace

Themed interactive webinars

How to' F-2-F workshops

Health & Care sector support

Gaps



Eligibility Criteria Applied

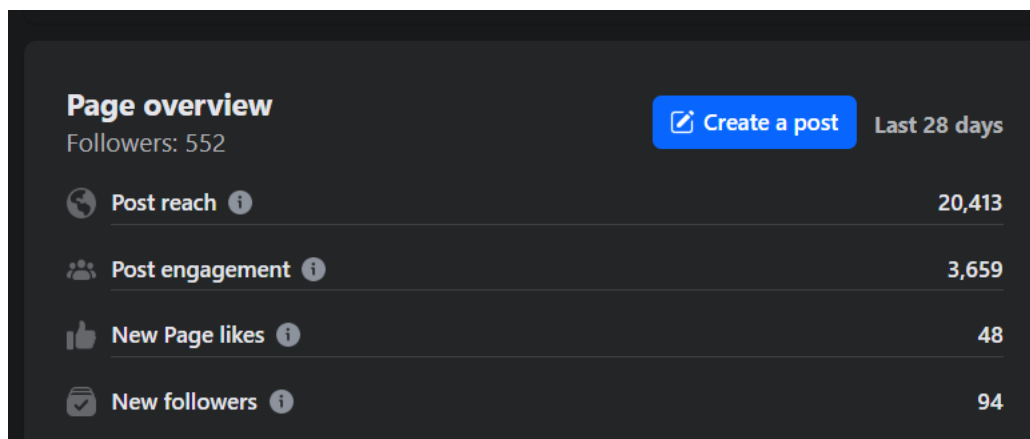
This page is intentionally blank.











### Item 9 Be Lincoln Town Deal Communications – December to March 2024

#### Social Media:

Since December, we've had a reach of 23,344 users, and a 3,736 engagement rate on Facebook. Specifically, the Cornhill Market post regarding interested traders performed the best in this time period, attracting 26 shares. On Twitter, the same post also received 1.5k views.



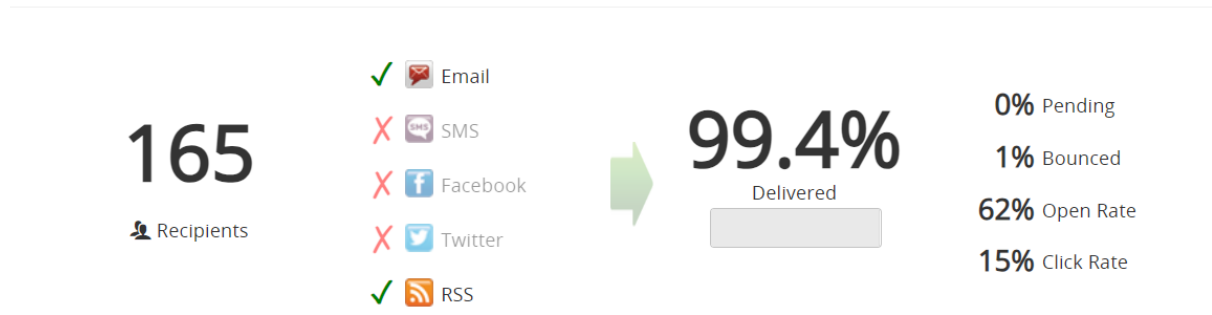
	The weather may be rainy and grey today, but that won't make much of a difference to the Stacey West Community Hub, with the building now fully weatherproofed! 🧑‍🔧 The construction programme has progressed quickly since Christmas, and completion of all...	Post reach 2,079	Engagement 256
	Keep your eyes peeled on social media over the coming weeks for our official opening date for Cornhill Market, Lincoln 🐝 We're excited to confirm 18 traders are in the process of signing contracts, with a further 5 under offer. We are also in active discussions with a...	Post reach 19,962	Engagement 3,391
	-- Fri, 9 Feb	Post reach 310	Engagement 11
	-- Wed, 31 Jan	Post reach 212	Engagement 4
	We can't believe it's been almost a year since Community Grocery Lincoln moved into its new permanent home! 🌱 Since then the grocery has 2000 visits each month and has helped over 60 tonnes of good food diverted from landfill. The move would have not bee...	Post reach 259	Engagement 10
	-- Wed, 10 Jan	Post reach 218	Engagement 39
	2024 is officially here! We want to kickstart the new year with some great news. The Stacey West stand development at Lincoln City Football Club is progressing well, with works due to be complete in autumn this year. The new space, supported by £839,000 from the Be...	Post reach 230	Engagement 8
	Over the last 12 days we've highlighted how the Be Lincoln Town Deal has helped shape our city and the benefit it will bring to our county. From boosting the economy, enhancing tourism, and providing support to families, businesses and residents. We can't wait to...	Post reach 285	Engagement 8



#### Newsletter:

Quarterly BeLincoln news bulletins are now set up for both the public and board members. The first public bulletin was published on 24th January to 165 recipients, with a 62% open rate.

#### Overview



#### Website:

Updated the website pages and replaced the outputs on the downloads section with updated documents, complying with accessibility requirements.

#### Upcoming:

- An announcement of some traders and the official opening date for Cornhill Market on 8 March, complete with press release and social media content
- A social media pack to be created and distributed to Cornhill Market traders, so they can promote their tenancy effectively
- A press release to be distributed to promote work starting on the Barbican Creative Hub project on 11 March, with hoarding to be installed on the front of the building
- Plans in progression for the official opening of the Lincoln City Football Club Community Hub, with a photo call and ribbon cutting moment
- Greyfriars communications plan to be updated with new programme once ready

**SUBJECT:** LINCOLN TOWN DEAL BOARD - FORWARD PLAN 2024/25

**DIRECTORATE:** CHIEF EXECUTIVE AND TOWN CLERK

**REPORT AUTHOR:** VICTORIA POULSON, DEMOCRATIC SERVICES OFFICER

## 1. Purpose of Report

- 1.1 To present the Lincoln Town Deal Board with its forward plan for 2024/25 which is attached at Appendix A to the report.

## 2. Background

- 2.1 This report sets out the programme of meeting dates for the Lincoln Town Deal Board up to 5 December 2025. The Board will be invited to discuss suggestions for agenda items to be considered at future meetings.

## 3. Recommendation

- 3.1 That the Board comments on the work programme, as detailed at Appendix A to the report.

**Is this a key decision?** No

**Do the exempt information categories apply?** No

**Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply?** No

**How many appendices does the report contain?** One

**List of Background Papers:** None

**Lead Officer:** Victoria Poulson, Democratic Services Officer  
[Victoria.poulson@lincoln.gov.uk](mailto:Victoria.poulson@lincoln.gov.uk)

This page is intentionally blank.



Lincoln Town Deal Work Programme – Timetable for 2024/25

8 March 2024, 10:00-12:00  
Committee Rooms 1&2, City of Lincoln Council, City Hall, Beaumont Fee, Lincoln, LN1 1DD

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Investment Sub-Committee Update	Angela Andrews, Chair of Investment Sub-Committee	City of Lincoln Council
Programme/Project Update	Gill Wilson, Growth Strategy and Funding Manager	City of Lincoln Council
Project Presentation - Lincoln Connected	Charlotte Goy, Chief Executive	Destination Lincolnshire
UK Shared Prosperity Fund	Gill Wilson, Growth Strategy and Funding Manager	City of Lincoln Council
Lincoln Business Support Landscape Mapping Report	Gill Wilson, Growth Strategy and Funding Manager	City of Lincoln Council
Communications Update	Kirsty Cheetham, Senior Communications Officer	City of Lincoln Council
City Centre Masterplan	Kate Ellis, Strategic Director, Major Developments	City of Lincoln Council
PART B		
Risk Rated Progress Report	Gill Wilson, Growth Strategy and Funding Manager	City of Lincoln Council
UKSPF Recommended Options for Phase 2 Delivery 2024/25	Gill Wilson, Growth Strategy and Funding Manager	City of Lincoln Council
Work Programme for 2024/25 Update	Democratic Services	City of Lincoln Council

7 June 2024, 10:00-12:00  
Location TBC

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Work Programme for 2024/25 Update	Democratic Services	City of Lincoln Council

6 September 2024, 10:00-12:00  
Location TBC

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Work Programme for 2024/25 Update	Democratic Services	City of Lincoln Council

6 December 2024, 10:00-12:00  
Location TBC

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Work Programme for 2025 Update	Democratic Services	City of Lincoln Council

7 March 2025, 10:00-12:00  
Location TBC

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Work Programme for 2025 Update	Democratic Services	City of Lincoln Council

6 June 2025, 10:00-12:00  
Location TBC

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Work Programme for 2025 Update	Democratic Services	City of Lincoln Council

5 September 2025, 10:00-12:00  
Location TBC

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Work Programme for 2025 Update	Democratic Services	City of Lincoln Council

5 December 2025, 10:00-12:00  
Location TBC

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Work Programme for 2025 Update	Democratic Services	City of Lincoln Council

This page is intentionally blank.

<b>SUBJECT:</b>	<b>EXCLUSION OF THE PRESS &amp; PUBLIC</b>
<b>DIRECTORATE:</b>	<b>CHIEF EXECUTIVE &amp; TOWN CLERK</b>
<b>REPORT AUTHOR:</b>	<b>CAROLYN WHEATER, MONITORING OFFICER</b>

**1. Purpose of Report**

- 1.1 To advise members that any agenda items following this report are considered to contain exempt or confidential information for the reasons specified on the front page of the agenda for this meeting.

**2. Recommendation**

- 2.1 It is recommended that the press and public be excluded from the meeting at this point as it is likely that if members of the press or public were present there would be disclosure to them of exempt or confidential information.

This page is intentionally blank.

Document is Restricted



This page is intentionally blank.

Document is Restricted

This page is intentionally blank.