

## LINCOLN TOWN DEAL BOARD

**Friday, 6 June 2025**

**10.00 am**

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

Membership: Liam Scully (Chair), Naomi Tweddle (Vice-Chair), Angela Andrews, Jacqui Bunce, Edward Chambers, Neil Corner, Wing Commander Gary Donnelly, Hamish Falconer MP, James Foster, Julian Free, Nicole Hilton, Kevin Kendall, Chris Kirkwood, Ursula Lidbetter, Matt Russell, Edward Strange, Crispin Vitoria and Nick Worboys

Officers attending: Kirsty Cheetham (Senior Communications Officer), Kate Ellis (Strategic Major Developments Director), Jaclyn Gibson (Chief Finance Officer), Simon Kirk (Assistant Director, Growth and Development), Victoria Poulson (Democratic Services Officer) and Michelle Smith (Senior Projects Officer)

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## AGENDA

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| <b>SECTION A</b>                                | <b>Pages</b>         |
|---|----------------------|
| 1. Welcome                                      |                      |
| 2. Apologies for Absence                        |                      |
| 3. Declarations of Interest                     |                      |
| 4. Minutes of the Meeting held on 14 March 2025 | <b>3 - 14</b>        |
| (a) Matters Arising                             |                      |
| 5. Board Membership                             | <b>Verbal Report</b> |
| 6. Investment Sub-Committee Update              | <b>Verbal Report</b> |
| 7. Towns Deal Programme Update                  | <b>15 - 28</b>       |
| 8. UK Shared Prosperity Fund                    | <b>29 - 34</b>       |
| 9. Update of Audit Report                       | <b>35 - 50</b>       |
| 10. Terms of Reference Update                   | <b>51 - 58</b>       |

- |                                   |                |
|-----------------------------------|----------------|
| 11. Communications Update         | <b>59 - 60</b> |
| 12. Forward Plan                  | <b>61 - 64</b> |
| 13. Any Other Business            |                |
| 14. Date and Time of Next Meeting |                |

**Date of Next Meeting: Friday 5 September 2025 (10:00)**

**PART B**

- |                                   |                |
|-----------------------------------|----------------|
| 15. Exclusion of Press and Public | <b>65 - 66</b> |
|-----------------------------------|----------------|

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

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|------------------------------|------------------|
| 16. Lincoln Connected Update | <b>To Follow</b> |
|------------------------------|------------------|

**[Exempt Paras 3]**

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|--|----------------|
| 17. Focus Project Update & Risk Assessment | <b>67 - 80</b> |
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**[Exempt Paras 3]**

**Present:** Liam Scully (*in the Chair*), Edward Chambers, Neil Corner, Kevin Kendall, Will Mason, Matthew Russell, Crispin Vitoria and Councillor Joshua Wells

**Also in Attendance:** Kirsty Cheetham (Senior Communications Officer), Kate Ellis (Major Development Director), Jaclyn Gibson (Chief Finance Officer), Simon Kirk, (Assistant Director - Growth & Development), Victoria Poulson (Democratic Services Officer), Michelle Smith (Development Officer) and Gill Wilson (Growth Strategy and Funding Manager)

**41. Recorded Actions from Meeting**

RESOLVED that:

- 1) An extra column be added to the output table to demonstrate what outputs were expected to have been achieved by a specific point within the programme to enable tracking.
- 2) The results of the recent audit review be circulated to Board members after presentation to Audit Committee.
- 3) The Secretariate be tasked with the circulation of an email to Members for volunteers to create an entrepreneurial and strategy-based focus group.
- 4) The next meeting of the Board, scheduled for 6 June 2025, would take place at the Barbican, if open and operational. Officers be tasked with making the necessary arrangements.

**42. Welcome**

Liam Scully, Chair of the Lincoln Town Deal Board, opened the meeting and warmly welcomed members before a brief round of introductions.

**43. Apologies for Absence**

Victoria Poulson, Democratic Services Officer, confirmed that apologies for absence had been received from:

- Angela Andrews
- Jacqui Bunce
- Tom Dannatt
- Ibrahim Elias
- Hamish Falconer MP
- James Foster
- Julian Free
- Laura Freer
- Nicole Hilton
- Chris Kirkwood
- Ursula Lidbetter
- Edward Strange
- Councillor Naomi Tweddle

- Nick Worboys

Will Mason and Councillor Joshua Wells were in attendance as substitutes.

The Democratic Services Officer confirmed the quorum of 6 members.

#### **44. Declarations of Interest**

Liam Scully declared a Personal Interest with regard to the agenda items titled 'Investment Sub-Committee Update' and 'Towns Deal Programme Update'.

**Reason:** He was a trustee of Lincoln City Foundation and Chief Executive Officer of Lincoln City Football Club.

Simon Kirk, Assistant Director - Growth & Development, declared a Personal Interest with regard to the agenda item titled 'Towns Deal Programme Update'.

**Reason:** He was a trustee of Lincoln City Foundation.

#### **45. Minutes of the Meeting on 18 October 2024**

RESOLVED that the minutes of the meeting of the Lincoln Town Deal Board, held on 18 October 2024, be approved as a true record.

#### **46. Matters Arising**

Gill Wilson, Growth Strategy Funding Manager confirmed that:

- 1) Projects continued to be reviewed on a quarterly basis and the recent audit offered assurance further to confirmation of satisfaction with the processes that were in place
- 2) The website had recently been reviewed, and some changes were made. Issues had been identified with links to documents which would be changed
- 3) The invitation to Members for expressions of interest for a working group to be formed had not yet been actioned. The secretariate had looked into the youth leadership proposal which would be covered later in the meeting

RESOLVED that there were no outstanding actions or resolutions.

#### **47. Investment Sub-Committee Update**

Liam Scully, Chair of the Lincoln Town Deal Board:

- a) provided the Board with a brief update following the most recent meeting of the Investment Sub-Committee, held on 18 February 2025. During consideration of the update, the following points were noted: -
  - Members had received a progress update on the allocation of uncommitted funding, a programme risk update and a progress update on UK Shared Prosperity Funding (UKSPF)
  - The contents of discussions held during the most recent meeting of the Investment Sub-Committee would be further discussed during the course of proceedings for consideration by all Board members.

b) welcomed comments and questions from Members of the Board.

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

#### **48. Towns Deal Programme Update**

Gill Wilson, Growth Strategy Funding Manager:

a) provided the Board with a presentation on the programme/progress status and risk as of 30 September 2024. During consideration of the report, the following points were noted: -

- The construction phase had been completed across five projects by September 2024; the Drill, HEAT, Store of Stories, Lincoln Central Market and LCFC Community Hub which represented an estimated cost of £15M, of which £9.113M was Town Fund supported
- The Barbican, Sincil Bank Environmental improvements and Greyfriars were reported on site, with a total investment value of £9.829M and Town Deal Grant of £5.238M. Completion was expected in 2025
- The Lincoln Connected Project and Lincoln Be Smarter Project were continuing with delivery and reported as continuing to the end of the programme. The projects had a total value of £4.23M and Town Deal support to the value of £2.77M
- It was reported that Town Board had agreed the delivery and completion of Tentercroft and Wigford Way feasibility studies be aligned with the City Centre Masterplan programme and that Town Board were informed by the Project Lead in March of the formal withdrawal of the LSIP project from the programme
- The expenditure as reported was within the acceptable tolerances against original approved financial profiles
- Key outputs/outcomes highlighted included:
  - The programme had delivered 107 temporary full-time jobs, 31 full time permanent jobs and safeguarded 2 permanent jobs
  - Supported 87 enterprises with both non-financial and grant support
  - Delivered 4 new community/public facilities, two of which involved the restoration of 2 heritage buildings, one of which was derelict and one that included green retrofitting
  - Increased capacity for training purposes, improved the amount and quality of office space provision and repurposed over 300m<sup>2</sup> of floorspace
  - Over 30,000 visitors per quarter to the new community food supermarket, which was estimated to support over 1800 children at risk of food poverty per annum
- Risk assessments were reported to DHCLG as part of the return for both programme and individual projects. Risks were rated using a scoring matrix of between 1-24, on a pre-mitigated and mitigated basis
- The top three programme risks reported were:
  - The risk of underspend as a result of LSIP being withdrawn from the programme. The risk was mitigated through reallocation of funds across the programme to projects with deliverability strength
  - The ability for projects to properly resource project reporting/monitoring and evaluation risk. The risk was mitigated through quarterly monitoring reporting and meetings with projects as required

- The risk of programme slippage risk was mitigated through quarterly project monitoring & increased review meetings with projects as needed
- A full description of the current status of all projects was included within the restricted progress report however key progress highlights since September 2024 included:
  - The Barbican construction phase was practically complete. A new Director was appointed in December 2024 and tenancies were currently being secured. An opening event was being planned for May/June 2025
  - Greyfriars continued to progress with the refurbishment and consideration of the Management Business case. All conditions identified at due diligence stage had been signed off
  - Threshold Studios who lead the cultural programme part of the Lincoln Connected Project, held a 'Lincoln Lights' event on the 20<sup>th</sup> -21<sup>st</sup> February 2025 which was positively received and successful in generating footfall numbers. The event evaluation would be fed into the project outputs/outcomes reporting
  - Sincil Bank Highways works had been progressing and would be completed in mid-March. Progress with the gateway and green elements had progressed slowly; proposals had to be scaled back due to risks identified by the Local Highway Authority and feasibility restrictions in respect of existing services. All designs were now with the highway authority for checking, with a view that works could be priced and instructed by the end of March 2025
- All projects were expected to be completed and Towns Fund allocation spent by the 31 March 2026, with the exception of projects at potential risk as reported within paragraph 2.3.2 of the report
- A recent internal audit review had been completed. No risks were identified regarding management, financing and monitoring of the programme. Some recommendations were received in regard to the presentation of the Town Deal through the website. The recommendations were minor, and the audit review was positive.

b) welcomed comments and questions from Members of the Board.

The Chair offered thanks to Gill Wilson for the update and welcomed comments and questions. Members of the Board discussed the content of the update in further detail and the following questions and comments emerged:

**Question:** How many full-time jobs were in the pipeline over the next two years?

**Response:** The standard of evidencing was set by Government. To claim a full-time equivalent job, there was a requirement that the employee had to be employed for two years. There was a natural lag on when that could be reported. The forecast would be contained within the spreadsheet and the target was 68.4 full time equivalent jobs, across the programme.

**Comment:** All projects were on target.

**Comment:** Projects had been left, through their reporting mechanisms, to inform the secretariate if there were any issues. Projects had reported that they would hit targets. Future employment outputs were expected from the Barbican, Lincoln City Football Community Hub and Greyfriars. There was a period of three years post programme to be able to report outputs.

**Comment:** Risk management was important to ensure targets continued to be met. The position was comfortable however it was important to for a pipeline view to be maintained and shared with Members in order that if there were any issues in the future, it did not become too late to rectify. It would be positive to create a template to demonstrate to the Board what was tracked, to ensure positive trending, carried out a macro level.

**Response:** An extra column could be added to the output table to demonstrate what outputs were expected to have been achieved by a specific point within the programme to enable tracking. The results of the audit would be circulated to Board members after it was presented to Audit Committee.

**Comment:** Proactive key performance indicators were useful.

**Comment:** It was good to know we were trending in the right direction and early intervention could take place if needed.

RESOLVED that:

- 1) An extra column be added to the output table to demonstrate what outputs were expected to have been achieved by a specific point within the programme to enable tracking.
- 2) The results of the recent audit review be circulated to Board members after presentation to Audit Committee.
- 3) The LSIP funding reallocation across the existing programme, be approved as reported.
- 4) The Town Board delegate to Investment Sub-Committee, consideration and decision, subject to due diligence checks and approval from DHCLG, that the priority 1 works identified for Greyfriars be funded from any confirmed underspend from the Sincil Bank Project.
- 5) That the programme extension and project options proposed, be noted and approved.
- 6) That the November 2024 DHCLG submission, as circulated and reported, be noted with thanks.

#### **49. Lincoln Central Market Project**

Simon Kirk, Assistant Director - Growth & Development:

- a) provided the Board with a verbal update on the Lincoln Central Market Project. During consideration of the report, the following points were noted: -
  - It was approximately ten months since the Cornhill Market opened
  - It was positive to look back on what was in place before as there was a need for the market to be brought up to a standard of regeneration in keeping with the history of the area
  - The outlook and view of what the market looked and felt like came primarily from residents and what they wanted to see
  - The presence of a Fishmongers and Butchers was common within a Market however there had been struggles in securing both. The Market

was not on its own with those struggles and the old idea around a market had changed

- Residents' view of a market was not in keeping with the modern view of a market. The data that was available demonstrated the decline of traditional markets which were now approached more as a food and beverage outlook.
- Occupancy of the market had been the subject of press. Two traders moved out during October 2024. One trader moved into their own shop which was positive as the market was a hub for growth. Occupancy remained the same during November and December 2024.
- During January and February 2025, three traders moved out with one of these opening a larger shop, which was expected, given the harsh trading conditions; many of which were experienced by businesses on the High Street.
- There was a decline in High Street footfall and in the level of occupancy since the Market opened. A number of business support workshops had taken place with traders and the City of Lincoln Council (CoLC) had helped with small business rates relief, a marketing workshop, paid advertisement on social media, professional photography, and inclusion in the national small business Saturday campaign, along with rent-free periods in order that traders be supported to succeed
- There would be an intense period of intervention over the coming six months. The business plan was worked on in 2019 and approved in 2021. The world was now a very different place due to macro factors and consideration was being given to how it could be made to fit over the next 3-5 years.

The Chair offered thanks to Simon Kirk for the presentation and welcomed comments and questions. Members of the Board discussed the content of the update in further detail and the following questions and comments emerged:

**Comment:** The building was fantastic and collaborative work with traders within the building had taken place. The Market had a community feel to it. Business support and some business approaches needed to be altered. There was a programme of activity, over the coming years that demonstrated the commitment to the Market's success.

**Comment:** Thanks were given to Simon Kirk for the presentation. What lessons had been learnt? Was the footfall local people or tourists? The businesses inside the Market needed to align to the type of people that visited. Food stalls were dotted about as opposed to being concentrated around the seating area. Having a plan was good and Members looked forward to the progression of the plan.

**Question:** Was STACK Lincoln a competitor? STACK was an app-based experience which felt cohesive.

**Comment:** Businesses were leaving as they were not making enough money. The branding and advertising were not there. The work carried out by officers for issues to be turned around was brilliant, however the position was critical. The closure of the Market on Monday and Tuesdays was sensible and for valid reasons. There was a programme in place to try and make these things come together. It was important that traders were kept onboard and communicated with effectively.

**Question:** Everyone wanted the Market to be a success. There were other Markets in other areas that operated a cycle of shutdowns. If occupancy rates reached

nearly 100% some stalled would open Monday or Tuesday but the market would generally be open for the public. Was there a market for special events and seasonable pop-up stalls?

**Response:** There was an option for pop-up stalls and some had already taken place. Organisers had tried to ensure there were pop ups around event activity and had looked to make some slight adaptations to the market in terms of layout.

**Question:** Occupancy at 68% was good however, they opened at different times so the Market felt emptier. Was there an opportunity to work alongside neighbouring retailers?

**Response:** From 2 April 2025, every stall would be open between 12:00-16:00, Wednesday-Sunday, without exception.

**Comment:** Since mid-December 2024, there had been 26 enquiries received from 20 food and beverage and 6 retail businesses. Some were not ready and some matched what was already in place in the Market. Organisers tried to protect what businesses already insitu by immediate competitors not being brought in.

**Question:** How constrained were organisers in the challenges experienced compared to things privately owned? Was there anything the Board could do to try and resolve challenges. How was operational excellence ensured?

**Response:** There were constraints as the Market was a listed building. Solving the motability issue was not easy due to the nature of the building. The process required for alterations took months due to the listing element. It was important to be aware of physical issues. It would be helpful for a subgroup to be set up, comprised of Members of the Board, in order that the benefit of business expertise be shared to support the operational side as a critical friend.

**Supplementary Response:** An email would be sent to Members further to the meeting for the creation of an entrepreneurial and strategy-based focus group.

**Question:** Were there funds available within the scope to assist with the triage needed?

**Response:** Potentially. There was still capital funds available that could be added in. Some issues surrounded physical changes. The Market was designed based on feedback received however there was no market for a fishmongers.

**Comment:** It was difficult to request investment without the footfall.

**Comment:** In the current economic climate, a 68% occupancy rate was extraordinarily high; only 4% below the national average. The Market of retail had changed and dropped exponentially in the last 30 years. Markets had an image, people thought of fishmongers/butchers. It was the word 'market' however it did not present as expected. It was trendy and different and trading against a very big challenge.

**Question:** Were there too many stalls? If the stall numbers were reduced, a bigger space would be offered and made more attractive.

**Response:** The subgroup would be a positive environment for ideas to be explored. Consideration of the layout of the Market was important.

**Supplementary Response:** The number of stalls was intrinsically linked to operational costs.

RESOLVED that:

- 1) The Secretariate be tasked with the circulation of an email to Members for volunteers to create an entrepreneurial and strategy-based focus group.
- 2) The contents of the presentation be noted with thanks.

**50. UK Shared Prosperity Fund**

Kate Ellis, Major Development Director:

- a) provided the Board with a verbal report on the UK Shared Prosperity Fund (UKSPF) programme overview. During consideration of the report, the following points were noted: -
  - In October 2024, Central Government announced a one-year UKSPF programme for 2025/26
  - Lincoln was now part of the Greater Lincolnshire Authority (GLA), and a mayor would be elected in May 2025. As such, the allocation for UKSPF had been tweaked and would be given to the GLA and the devolved authority would distribute
  - GLA had retained funding for business support and for skills and distributed the remaining amount to the remaining local authorities. Lincoln received £880K, a mixture of capital and revenue funding
  - A draft programme submission was required 2 weeks after announcement was made on 14 February 2025
  - Any comments received from Members by Friday 21 March 2025 would be included in the report presented to the Executive.
- b) welcomed comments and questions from Members of the Board.

**Comment:** There appeared to be no opportunities for supporting local businesses.

**Response:** Business allocation had been put into supporting the Greater Lincolnshire wide growth hub. The programme would be coordinated as a wider region.

**Comment:** The process had worked previously. Appreciation offered for the opportunity.

**Response:** Attempts had been made to retain the principles that had previously been established.

RESOLVED that the verbal report on the UKSPF programme overview be noted with thanks.

**51. Change to Order of Business**

RESOLVED that the order of business be amended to allow the agenda item entitled 'Governance - Youth Board Member Proposal' to be considered as the next agenda item.

**52. Governance - Youth Board Member Proposal**

Gill Wilson, Growth Strategy Funding Manager:

- a) provided the Board with a verbal update on the investigation of the appointment of a youth representative on the Board. During consideration of the update, the following points were noted: -

- The scheme had been piloted and run out of Boston and involved a youth member being appointed to the board who would be mentored through a youth leadership programme
- The youth would attend Board meetings and receive papers in which a youth view could be offered to the Board, if necessary
- The Secretariat had engaged in discussions with Lincoln College who confirmed their agreement for their youth Council to be approached should the Board proceed
- The view of the Board was sought, and Members were asked to consider both the value the proposal could bring and if the proposal was achievable

The Chair offered his thanks to Gill Wilson and welcomed comments, views and questions from Members of the Board. As a result of discussions between Members, the following points were made: -

**Comment:** If a youth member was to be appointed at a late stage of the programme, would they be able to feedback on issues? If they shared great ideas, could the Board act upon them?

**Response:** It was likely that should the proposal be agreed, appointment would take place at the time of the new academic year, September 2025.

**Supplementary Response:** The idea was fantastic but potentially too late into the programme.

**Comment:** The challenge the Board faced was that the monitoring and evaluation phase consisted largely of spreadsheets. The Board had a responsibility, and the political landscape was changing. The Board needed to have an understanding of what it wanted to evolve into and as such, the topic of bringing real value to the City of Lincoln was a much broader topic. It was felt that the Board needed something new to focus on, such as the City Centre Masterplan. At that point, it would be critical to have a more diverse mindset.

**Response:** Irrespective of what Local Government Reorganisation (LGR) looked like in the future, there was undoubtedly a role for a Lincoln based, focussed view of what the city required in order to move forward. Given where the Board was in terms of monitoring and evaluation and having the City Centre Masterplan to do, influence was important.

**Comment:** There was scope to work with Members of the team to shape proposals.

RESOLVED that the verbal update on the investigation of the appointment of a youth representative on the Board be noted with thanks.

### 53. Communications Update

Kirsty Cheetham, Senior Communications Officer:

- a) provided the Board with a Communications Update presentation. During consideration of the update, the following points were noted: -

#### Town Deal Board Communications Update

- Barbican Creative Hub's renovation was drawing to a close. The next steps were to release the Creatives in Residence at the hub and organise a launch event for after the pre-election period

- Lincoln Lights event brought joy to the city, as Threshold Studios hosted another vibrant event under the Lincoln Connected project. The event was a big success with a busy city centre on both nights
- Highway improvements to Sincil Bank were on target to finish in March 2025. Additional works to update the area's aesthetic would be carried out once the highways works were complete in March, including the installation of planters, planting trees and shrubs, and improved gateway signage
- Greyfriars construction continued with the appointment of a Visitor and Operations Manager for the project

#### UK Shared Prosperity Fund (UKSPF) Communications Update

- Sudbrooke Drive Community Centre would soft-launch in the spring. A video with Simon Nicoll of Alive Church was created to explain the transformations and how they benefitted the local community
- A series of videos with Moorland Community Centre had launched and focused on the works, the impact on local resident's lives, and the activities that had been produced with UKSPF funding
- City of Lincoln Council commissioned 3 sessions of Climate Literacy training at Mosaic. They were fully accredited CPD courses in Carbon Literacy which supported the city's goal of becoming net zero. A video was created to showcase the importance of the course and what local businesses had learnt
- A video with Ermine Library had been filmed with interviews of members and residents. An Ermine newsletter would also be released ahead of the pre-election period

#### Additional Updates

- **Community Grocery Vouchers** - UKSPF Funding was allocated to the Lincoln Community Grocery Store to supply vouchers supporting tenants in the city, including those in temporary accommodation
- **Air Source Heat Pump (ASHP) Training** - UKSPF had supported the fit out and set up of the workshop and training centre for Heating and Plumbing Engineers within the construction sector, to up-skill and get qualified in fitting and supplying ASHPs commercially and residentially
- **EV Training Academy and Workshop** - UKSPF supported the fit out of a new EV Training Academy and workshop

*(The Board were played a video entitled 'Community Film Screening Video' which demonstrated work that had taken place with media students from the University of Lincoln in January 2025. The video was a good opportunity for students to showcase their work).*

The Chair thanked Kirsty Cheetham for the update and welcomed comments and questions.

RESOLVED that the communications update be noted with thanks.

#### **54. Forward Plan**

Liam Scully, Chair of the Lincoln Town Deal Board:

- a) presented Members with a verbal summary of the Boards forward plan which detailed items of business to be considered at future meetings.
- b) welcomed comments and questions from Members of the Board.

RESOLVED that:

- 1) The next meeting of the Board, scheduled for 6 June 2025, would take place at the Barbican, if open and operational. Officers be tasked with making the necessary arrangements.
- 2) The contents of the forward plan be noted with thanks.

**55. Any Other Business**

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

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

Date of Next Meeting: Friday 6 June 2025 (10:00)

**57. Exclusion of the 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.

**58. Project Update and Risk Assessment**

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

RESOLVED that the content of the update be noted, including those identified as amber RAG ratings.

Liam Scully, Chair of the Lincoln Town Deal Board offered his thanks to the Growth Strategy and Funding Manager for all her hard work and contributions to the Lincoln Town Deal Programme and Members wished her well for her upcoming retirement.

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## Item 7: Towns Deal Programme Update

### 1. DHCLG Monitoring and Evaluation May 2025 Update Submission

- 1.1 The Town Board are required to submit a Monitoring and Evaluation Performance report to DHCLG (formerly MHCLG) on a six-monthly basis. The last report submission was 27<sup>th</sup> May 2025 for the period up to March 2025. A copy has been circulated to all Board members for reference.
- 1.2 The key highlights of what was reported, in terms of Progress, Finances, Outputs and Risks for the period up to 31<sup>st</sup> March 2025 were as follows:

#### Progress Status

- We offered the option to have an extension to the Programme, this was confirmed on 17<sup>th</sup> February 2025, so the spend deadline of the programme is now March 2027 and the output deadline is March 2030
- The PAR (Project Adjustment Request) for the relocation of LSIP funds was submitted in December 2024, this was approved in January 2025 with additional funds being allocated to LCFC, The Drill, HEAT, Barbican & Store of Stories
- The construction phase had been completed across five projects by September 2024, the Drill, HEAT, Store of Stories, Lincoln Central Market and LCFC Community Hub at a total estimated cost of £15 M, of which £9.113 M is Town Fund supported
- Three projects, the Barbican, Sincil Bank Environmental improvements and Greyfriars, with a total investment value of £9.829M and Town Deal grant of £5.238M was reported as on site, with completion expected in 2025
- Lincoln Connected Project and Lincoln Be Smarter Project were continuing with delivery, with a total value of £4.23M and town Deal support to the value of £2.77M and reported as continuing to the end of the programme
- It was also reported that Town Board have agreed the delivery and completion of Tentercroft and Wigford Way feasibility studies be aligned with the City Centre Masterplan programme, and that Town Board were informed by the Project lead in March of the formal withdrawal of the LSIP project from the programme

**Financial status** - Financial expenditure to March 2025 was reported as follows:

| <b>Project</b>          | <b>Actual Spend to Sept 2025 (£)</b> | <b>Forecast Spend for 25/26</b> | <b>Forecast Spend 26/27</b> | <b>Total (£)</b> |
|-------------------------|--------------------------------------|---------------------------------|-----------------------------|------------------|
| Lincoln Connected       | 1,062,222                            | 120,185                         | 300,570                     | 1,482,977        |
| Lincoln Be Smarter      | 756,323.67                           | 491,617.33                      | 42,059                      | 1,290,000        |
| Wigford Way Feasibility | 95,301.70                            | 244,698.30                      |                             | 340,000          |
| Sincil Bank             | 139,290.49                           | 2,808,661.51                    | 48,160                      | 2,996,112        |
| LCFC Community Hub      | 839,000                              | 249,660                         | 1,300                       | 1,089,960        |
| HEAT                    | 1,120,000                            | 101,280                         |                             | 1,221,280        |

|                                |                      |                     |                |                   |
|--------------------------------|----------------------|---------------------|----------------|-------------------|
| Lincoln Central Market         | 5,900,000            | 0                   |                | 5,900,000         |
| Tentercroft Street Feasibility | 17,250               | 272,750             | 22,000         | 312,000           |
| Drill Hall                     | 1,000,000            | 114,160             |                | 1,114,160         |
| Barbican                       | 1,763,843.53         | 85,116.47           |                | 1,848,960         |
| Store of Stories               | 226,000              | 186,480             | 28,000         | 440,480           |
| Greyfriars                     | 81,587.90            | 458,412.10          |                | 540,000           |
| TD Programme Management        | 360,800              |                     | 59220          | 420,020           |
| <b>Total</b>                   | <b>13,361,619.30</b> | <b>5,133,020.70</b> | <b>501,309</b> | <b>18,995,949</b> |

The expenditure as reported was within the acceptable tolerances against original approved financial profiles.

### Outputs and Outcomes

Key outputs achieved highlighted and reported to March 2025 were:

- The programme has delivered 107 temporary full-time jobs, 31 full time permanent jobs and safeguarded 4 permanent jobs
- Supported 87 enterprises with both non-financial and grant support
- Delivered 4 new community/public facilities, two of which involved the restoration of 2 heritage buildings, one of which was derelict and one that included green retrofitting
- Increased capacity for training purposes and improved the amount and quality of office space provision and repurposed over 300m<sup>2</sup> of floorspace
- Over 41,172 visitors to date to the new community food supermarket, which has 2633 new members to date and is estimated to support over 2253 children at risk of food poverty to date

### Programme Risk

Risk assessments are to be reported to DHCLG as part of the return for both programme and individual projects. Risks are rated using a scoring matrix of between 1-24, on a pre-mitigated and mitigated basis. A score of 9 and above being deemed a 'red' RAG rating in the reporting table. It was reported that the maximum pre-mitigated score for risk was 12 and 'red' across 6 of the Projects but allowing for mitigation these scores reduced to 8 and 'dark amber' across 2 projects, with all other project mitigated risk scores being below 6 and 'green to light amber'. For the Programme the top 3 programme risks were reported as:

- The risk of underspend resulting from projects not spending to allocated. Mitigation of this risk through reallocation of funds across the programme to projects with deliverability strength

- Project reporting/monitoring and evaluation risk - the ability for projects to properly resource these aspects of the progress report. Mitigation of this risk was reported as being through quarterly monitoring reporting and meetings with projects as required
- Programme slippage risk - Mitigation of this risk was reported as being through quarterly project monitoring & increased review meetings with projects as needed. We have now secured an extension of the programme to March 2027

## **2. Progress Updates up to March 2025**

### **2.1 Project Progress Update Oct 2024 - March 2025**

2.1.1 A full description of the current status of all projects is included in the part B progress report, but key progress highlights since October 2024 are:

- Greyfriars is continuing progress with the refurbishment and consideration of the Management Business case. All conditions identified at due diligence stage have now been signed off
- Lincoln Connected was being delivered by Destination Lincolnshire, who have as of 13<sup>th</sup> May 2025 ceased trading. The process of liquidation is now underway and an update on the position is given in the Part B Agenda
- Sincil Bank Highways works have been progressing and were completed in mid-March however we haven't received the final claim for the works. Progress with the gateway and green elements is progressing slowly, with proposals having to be scaled back due to risks identified by the Local Highway Authority and feasibility restrictions in respect of existing services. All designs are now with the highway authority for checking, with a view that works can be priced and instructed ASAP once the final figure for the main works has been agreed

### **2.2 LSIP Underspend and Reallocation Update**

2.2.1 Following the removal of LSIP project from the programme, the due diligence process and options for the reallocation of the £800,000 were reported to the last Town Board and Investment Sub Committee. The PAR was approved by MHCLG in January 2025.

- Approved the reallocation of £800,000 from the LSIP project underspend and £1,840 from the Sincil Bank project to the projects and values summarised and subject to the conditions outlined
- That the reserve list projects be developed further and reported to the next meeting of the Investment Sub-Committee for delegation

The PAR has now been completed and the reallocation approved by MHCLG Towns Fund Team. In summary the approved reallocation is as follows:

| <b>Project</b>                                | <b>Approved Project costs</b> | <b>Approved Fees</b> | <b>Total</b>    | <b>From</b>          |
|---|-------------------------------|----------------------|-----------------|----------------------|
| Drill   | £113,200                      | 960                  | £114,160        | LSIP                 |
| HEAT  | £100,400                      | 880                  | £101,280        | LSIP                 |
| Lincoln City Community Hub                    | £250,000                      | 960                  | £250,960        | LSIP                 |
| Barbican                                      | £148,000                      | 960                  | £148,960        | LSIP                 |
| Store of Stories (Windows and Boiler)         | £159,000                      | 480                  | £159,480        | LSIP                 |
| Store of Stories (Basement Feasibility Study) | £27,000                       | 0                    | £27,000         | LSIP and Sincil Bank |
| <b>Total</b>                                  | <b>£797,600</b>               | <b>4240</b>          | <b>£801,840</b> |                      |

- 2.2.2 All projects have been informed of the approval, subject to any conditions identified through due diligence assessment, and progressing with condition sign off in readiness for delivery.
- 2.2.3 As also reported to October 2024 Board meeting, the two reserve projects for further development were a proposal by Acts Trust for works to bring the basement at Beaumont Manor back into reuse and additional investment proposals for Greyfriars.
- 2.2.4 Greyfriars initial Expression of Interest request for additional funding was for just over £400k. A review and prioritisation have been undertaken by the project and works to the value of £180,105 been identified as a priority to improve the quality of the build and management and sustainability of the project on completion. Town Board are requested that subject to due diligence checks and approval from DHCLG that these works be prioritised for funding from any confirmed underspend from the Sincil Bank Project. Priority 2 works have also been identified which could be considered by way of pipeline in respect to any further emerging programme underspend.
- 2.2.5 Other pipeline project expenditure options are also being considered and will be presented to future Board meetings for consideration should any further programme underspends are identified.

### 2.3 Programme extension update

- 2.3.1 DHCLG Town Fund Team gave notice in December 2024 of a potential programme extension for Town Deal projects up to March 2027, where need can be evidenced. DHCLG are still expecting most of the programme to be delivered within the original timeline but have confirmed that an extra delivery year is potentially available for Town Deal projects that can properly evidence the need for additional time. Extensions will be granted by exception and confirmed on a case-by-case basis. No additional funding is available. They have also confirmed that they will accept defrayal or contractual commitments as evidence of spend.

2.3.2 All projects are currently expected to be completed, and Towns fund allocation spent by the 31<sup>st</sup> of March Deadline, except for those projects at potential risk as identified below:

- **Lincoln Connected**

This project has three delivery elements: the new website/customer management system; a cultural digital events programme; and a signage/wayfinding project. The signage and wayfinding delivery programme has slipped, with an approximate value of £150- £200K. From quarterly claim and project board updates, the delivering this of element within the current programme deadline of March 2026 is still unassured

- **Tentercroft Street Feasibility Study and Wigford Way Feasibility Study**

Town Board have agreed that delivery of these is studies be aligned with the wider City Centre Masterplan review, to ensure that plans for the sites adequately address the needs and opportunities identified. The current remaining allocation is £312,000 for Tentercroft Street and £244,698 for Wigford Way. Delays in progressing the City Centre Masterplan review this year due to issues with consultancy commissioning, and local/national election priorities, has meant that while these projects could still be feasibly delivered within the existing programme, it would be at risk of needing to be rescoped, with potential detriment to the final output

2.3.3 An extension was submitted to DHCLG of the slippage risk regarding the above projects and approval received in February 2025 for the deferral of outstanding Government grant payment to financial year 26/27. This provides a programme extension contingency for the above projects.

### **3. Recommendations**

- 3.1 That the May 2025 DHCLG submission as circulated and reported be accepted.
- 3.2 That Town Board delegate to Investment Sub-Committee consideration and decision, subject to due diligence checks and approval from DHCLG, that the priority 1 works identified for Greyfriars be funded from any confirmed underspend from the Sincil Bank Project.

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| <b>Outputs Achieved to date compared with Projected Total Outputs for Beyond April 2027</b> |                              |                                   |                   |
|---|------------------------------|-----------------------------------|-------------------|
| <b>Outputs</b>  | <b>Achieved<br/>March 25</b> | <b>Projected<br/>Total (2027)</b> | <b>Difference</b> |
| £ spent directly on project delivery (either local authority or implementation partners)    | 13147147.7                   | 1784898                           | 11362249.7        |
| Co-funding committed (private and public)   | 6912253.68                   | 870010                            | 6042243.68        |
| £ co-funding spent on project delivery (private and public)                                 | 6073108.32                   | 1997250.97                        | 4075857.35        |
| # of full-time equivalent (FTE) permanent jobs created through the project                  | 31.67                        | 49.6                              | -17.93            |
| # of temporary FT jobs supported  | 107.62                       | 134                               | -26.38            |
| # of full-time equivalent (FTE) permanent jobs safeguarded through the project              | 4                            | 39                                | -35               |
| # of heritage buildings renovated/restored  | 3                            | 5                                 | -2                |
| Number of new cultural facilities   | 1                            | 2                                 | -1                |
| Number of public amenities/facilities created   | 1                            | 2                                 | -1                |
| Amount of floor space repurposed (residential, commercial, retail)                          | 1                            | 926.7                             | -925.7            |
| Amount of office space renovated/improved   | 85.5                         | 85.5                              | 0                 |
| # of enterprises receiving non-financial support  | 45                           | 80                                | -35               |
| # of learners/trainees/students enrolled at improved education and training facilities      | 590                          | 450                               | 140               |
| Number of improved cultural facilities  | 1                            | 1                                 | 0                 |
| Amount of capacity of new or improved training or education facilities                      | 2225                         | 2225                              | 0                 |
| # of enterprises receiving grants   | 42                           | 30                                | 12                |
| # of learners/trainees/students enrolled at new education and training facilities           | 865                          | 3058                              | -2193             |
| Amount of public realm improved   | 3436                         | 4000                              | -564              |
| Number of non-domestic buildings with green retrofits completed                             | 1                            | 2                                 | -1                |
| Number of new community/sports centres  | 2                            | 2                                 | 0                 |
| # of learners/students/trainees gaining certificates, graduating or completing courses      | 340                          | 1045                              | -705              |
| New Jobs created in businesses supported  | 0                            | 90                                | -90               |
| No of Visitors (over the lifetime of the scheme)  | 79143                        | 69120                             | 10023             |
| Amount of quality commercial space delivered to Town Centre                                 | 929                          | 100                               | 829               |
| Open CMS Infrastructure   | 1                            | 1                                 | 0                 |
| Lighting installations  | 0                            | 1                                 | -1                |
| Lighting Feasibility Study  | 0                            | 1                                 | -1                |
| Art Installations   | 7                            | 12                                | -5                |
| Digital Screens   | 0                            | 6                                 | -6                |
| Number of unique visitors to digital town centre  | 0                            | 150000                            | -150000           |
| Number of digitally enhanced businesses   | 0                            | 500                               | -500              |
| Number of jobs created within businesses assisted   | 18                           | 20                                | -2                |
| GVA Uplift in businesses supported  | 758969                       | 914300                            | -155331           |
| Buildings taken off the at risk register  | 0                            | 1                                 | -1                |

|  |        |       |        |
|--|--------|-------|--------|
| Number of learners supported   | 0      | 30    | -30    |
| New education programme  | 0      | 1     | -1     |
| Number of employers engaging with training through the project                           | 38     | 400   | -362   |
| Number of businesses assisted to improve performance                                     | 0      | 300   | -300   |
| New or refurbished commercial floorspace   | 1836.9 | 1926  | -89.1  |
| New enterprises using High Quality space   | 26     | 30    | -4     |
| Number of trees planted  | 10     | 22    | -12    |
| Average traffic within 20mph zone  | 0      | 20    | -20    |
| Travel demand - traffic flows (AADT) along Sincil Bank/Portland Street/Cross Street      | 0      | 0     | 0      |
| Travel Demand - traffic flows (AADT) on Portland Street/Cross Street                     | 0      | 0     | 0      |
| Travel Behaviour - No of pedestrian trips (per day) along Sincil Bank                    | 0      | 0     | 0      |
| Travel Behaviour - No of cycling trips (per day) along Sincil Bank                       | 0      | 0     | 0      |
| 480 fewer children in food poverty pa  | 2253   | 2160  | 93     |
| Technical survey and feasibility work leading to the production of a detailed masterplan | 0      | 2     | -2     |
| Stakeholder engagement plan  | 0      | 2     | -2     |
| Full Business Case for the development and delivery phase                                | 0      | 2     | -2     |
| Preparation of a planning application for phase 1  | 0      | 1     | -1     |
| Work to procure a development partner or alternative delivery solution                   | 0      | 1     | -1     |
| % of projects starting on time according to contract                                     | 0      | 0     | 0      |
| # of projects successfully completed   | 0      | 0     | 0      |
| % of projects completed within budget  | 0      | 0     | 0      |
| % of projects completed on time  | 0      | 0     | 0      |
| Staff in economic development team in council  | 0      | 0     | 0      |
| £ budgeted for economic development team and functions                                   | 0      | 0     | 0      |
| Year on Year monthly % change in footfall  | 0      | 0     | 0      |
| Number of businesses engaged   | 10     | 10    | 0      |
| New members per month  | 2633   | 1200  | 1433   |
| Number of visitors per month   | 46172  | 24000 | 22172  |
| Number of derelict buildings refurbished   | 1      | 1     | 0      |
| Number of employers engaged  | 550    | 1110  | -560   |
| Amount of retail, leisure or food & beverage space renovated.                            | 455.2  | 924.4 | -469.2 |
| Number of visitors to arts, cultural and heritage events and venues                      | 0      | 400   | -400   |
| Availability of new specialist equipment   | 0      | 5     | -5     |
| Year on year increase in footfall  | 0      | 1995  | -1995  |
| Number of additional work experience opportunities provided                              | 0      | 200   | -200   |
| New pieces of equipment available to student learning                                    | 0      | 61    | -61    |
| Year on Year increase in footfall  | 0      | 30000 | -30000 |

|   |                 |                   |                    |
|---|-----------------|-------------------|--------------------|
| Number of additional individuals regularly participating in arts activities | 0               | 180               | -180               |
| Number of potential entrepreneurs assisted to be enterprise ready           | 0               | 10                | -10                |
| Amount of new public realm  | 0               | 3000              | -3000              |
| Additional new community health participants                                | 0               | 485               | -485               |
| <b>Total</b>  | <b>27033344</b> | <b>5866926.17</b> | <b>21166417.42</b> |

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| <b>Outputs Achieved by March 2025 compared with Projected Outputs for March 2025</b>     |                              |                               |                   |
|--|------------------------------|-------------------------------|-------------------|
| <b>Outputs</b>   | <b>Achieved<br/>March 25</b> | <b>Projected<br/>March 25</b> | <b>Difference</b> |
| £ spent directly on project delivery (either local authority or implementation partners) | 13147147.7                   | 1725678                       | 11421469.7        |
| Co-funding committed (private and public)  | 6912253.68                   | 823190                        | 6089063.68        |
| £ co-funding spent on project delivery (private and public)                              | 6073108.32                   | 1950430.97                    | 4122677.35        |
| # of full-time equivalent (FTE) permanent jobs created through the project               | 31.67                        | 29.5                          | 2.17              |
| # of temporary FT jobs supported   | 107.62                       | 92                            | 15.62             |
| # of full-time equivalent (FTE) permanent jobs safeguarded through the project           | 4                            | 39                            | -35               |
| # of heritage buildings renovated/restored   | 3                            | 4                             | -1                |
| Number of new cultural facilities  | 1                            | 1                             | 0                 |
| Number of public amenities/facilities created  | 1                            | 2                             | -1                |
| Amount of floor space repurposed (residential, commercial, retail)                       | 1                            | 926.7                         | -925.7            |
| Amount of office space renovated/improved  | 85.5                         | 85.5                          | 0                 |
| # of enterprises receiving non-financial support   | 45                           | 40                            | 5                 |
| # of learners/trainees/students enrolled at improved education and training facilities   | 590                          | 200                           | 390               |
| Number of improved cultural facilities   | 1                            | 1                             | 0                 |
| Amount of capacity of new or improved training or education facilities                   | 2225                         | 2225                          | 0                 |
| # of enterprises receiving grants  | 42                           | 18                            | 24                |
| # of learners/trainees/students enrolled at new education and training facilities        | 865                          | 900                           | -35               |
| Amount of public realm improved  | 3436                         | 4000                          | -564              |
| Number of non-domestic buildings with green retrofits completed                          | 1                            | 2                             | -1                |
| Number of new community/sports centres   | 2                            | 2                             | 0                 |
| # of learners/students/trainees gaining certificates, graduating or completing courses   | 340                          | 200                           | 140               |
| New Jobs created in businesses supported   | 0                            | 4                             | -4                |
| No of Visitors (over the lifetime of the scheme)   | 79143                        | 34560                         | 44583             |
| Amount of quality commercial space delivered to Town Centre                              | 929                          | 100                           | 829               |
| Open CMS Infrastructure  | 1                            | 0                             | 1                 |
| Lighting installations   | 0                            | 1                             | -1                |
| Lighting Feasibility Study   | 0                            | 0                             | 0                 |
| Art Installations  | 7                            | 7                             | 0                 |
| Digital Screens  | 0                            | 0                             | 0                 |
| Number of unique visitors to digital town centre   | 0                            | 30000                         | -30000            |
| Number of digitally enhanced businesses  | 0                            | 100                           | -100              |
| Number of jobs created within businesses assisted  | 18                           | 10                            | 8                 |
| GVA Uplift in businesses supported   | 758969                       | 0                             | 758969            |
| Buildings taken off the at risk register   | 0                            | 0                             | 0                 |

|  |        |       |        |
|--|--------|-------|--------|
| Number of learners supported   | 0      | 0     | 0      |
| New education programme  | 0      | 0     | 0      |
| Number of employers engaging with training through the project                           | 38     | 0     | 38     |
| Number of businesses assisted to improve performance                                     | 0      | 0     | 0      |
| New or refurbished commercial floorspace   | 1836.9 | 1926  | -89.1  |
| New enterprises using High Quality space   | 26     | 10    | 16     |
| Number of trees planted  | 10     | 10    | 0      |
| Average traffic within 20mph zone  | 0      | 0     | 0      |
| Travel demand - traffic flows (AADT) along Sincil Bank/Portland Street/Cross Street      | 0      | 0     | 0      |
| Travel Demand - traffic flows (AADT) on Portland Street/Cross Street                     | 0      | 0     | 0      |
| Travel Behaviour - No of pedestrian trips (per day) along Sincil Bank                    | 0      | 0     | 0      |
| Travel Behaviour - No of cycling trips (per day) along Sincil Bank                       | 0      | 0     | 0      |
| 480 fewer children in food poverty pa  | 2253   | 1680  | 573    |
| Technical survey and feasibility work leading to the production of a detailed masterplan | 0      | 0     | 0      |
| Stakeholder engagement plan  | 0      | 0     | 0      |
| Full Business Case for the development and delivery phase                                | 0      | 0     | 0      |
| Preparation of a planning application for phase 1  | 0      | 0     | 0      |
| Work to procure a development partner or alternative delivery solution                   | 0      | 0     | 0      |
| % of projects starting on time according to contract                                     | 0      | 0     | 0      |
| # of projects successfully completed   | 0      | 0     | 0      |
| % of projects completed within budget  | 0      | 0     | 0      |
| % of projects completed on time  | 0      | 0     | 0      |
| Staff in economic development team in council  | 0      | 0     | 0      |
| £ budgeted for economic development team and functions                                   | 0      | 0     | 0      |
| Year on Year monthly % change in footfall  | 0      | 0     | 0      |
| Number of businesses engaged   | 10     | 10    | 0      |
| New members per month  | 2633   | 800   | 1833   |
| Number of visitors per month   | 46172  | 16000 | 30172  |
| Number of derelict buildings refurbished   | 1      | 1     | 0      |
| Number of employers engaged  | 550    | 450   | 100    |
| Amount of retail, leisure or food & beverage space renovated.                            | 455.2  | 917.4 | -462.2 |
| Number of visitors to arts, cultural and heritage events and venues                      | 0      | 0     | 0      |
| Availability of new specialist equipment   | 0      | 5     | -5     |
| Year on year increase in footfall  | 0      | 0     | 0      |
| Number of additional work experience opportunities provided                              | 0      | 0     | 0      |
| New pieces of equipment available to student learning                                    | 0      | 0     | 0      |
| Year on Year increase in footfall  | 0      | 0     | 0      |

|   |                 |                   |                   |
|---|-----------------|-------------------|-------------------|
| Number of additional individuals regularly participating in arts activities | 0               | 0                 | 0                 |
| Number of potential entrepreneurs assisted to be enterprise ready           | 0               | 0                 | 0                 |
| Amount of new public realm  | 0               | 0                 | 0                 |
| Additional new community health participants                                | 0               | 0                 | 0                 |
| <b>Total</b>  | <b>27033344</b> | <b>4594658.07</b> | <b>22438685.5</b> |

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## **Item 8: UKSPF Progress Update**

### **1. UKSPF 2022-25 Programme Update**

- 1.1 Expenditure of the 2022/25 UKSPF programme which has a total value of £2,810,773 was required by 31 March 2025, with no ability to extend spend or delivery beyond the end of the year. We can confirm that all of the allocation was spent and claimed in the end of year report in line with the government requirements and Lincoln's investment plan. Progress set out in Appendix A below.
- 1.2 A review and assessment of the programme in respect of outputs and outcomes was undertaken for the claim, and submitted as part of the returned, this review will continue over the next few months to capture any outstanding information.

### **2. UKSPF 2025/26 Programme**

- 2.1 The government announced in the Autumn Budget on 30 October 2025, that there would be a further one-year of UK Shared Prosperity Fund for 2025-26 as a stand-alone programme. As Lincoln is now part of a devolved combined authority, this new allocation has been pooled into a single allocation for Greater Lincolnshire. North East Lincolnshire Council (NELC) is the accountable body for the funding in 2025-26 and will be managing, monitoring and reporting on the overall programme for the Greater Lincolnshire Mayoral County Combined Authority.
- 2.2 The GLMCCA confirmed on 14 February 2025 that:
  - Allocations have been made to each area based on the methodology for 2022-25 programme.
  - No new investment plans are required but a refresh of the existing investment plans is expected to ensure activity reflects the programme and GLMCCA priorities.
  - The GLMCCA have centralised the funding for the Supporting Business Priority and are administering all supporting initiatives through the Lincolnshire Business Hub under a separate Investment Plan proposal.
  - Revised investment plans for each area should go through their own relevant governance process to ensure alignment, local approval and political sign-off. For Lincoln this means the Town Board for comment/input/recommendations and then the City Council's Executive Committee for final decision and approval.
  - A Draft revised investment plans was submitted to NELC on 28 February 2025.
  - This draft has been signed off by all partner authorities 18<sup>th</sup> April 2025.
  - We are awaiting the signed Memorandum of Understanding and the funds to be released.
- 2.3 Lincoln's allocation on this basis is a total of £880,902 which comprises £143,680 capital and £737,222 revenue funds for spend and delivery by 31 March 2026.

- 2.4 A refreshed draft investment plan for Lincoln's UKSPF 2025-26 allocation was submitted on 27 February 2025 following a discussion at Town Fund Investment Sub Committee on 18 February 2025. This follows a review of projects within the existing programme that were successfully and effectively delivering the target outcomes and outputs and the capital projects where early activity could be continued and built upon to maximise their impact in those deprived areas. In addition, there was a review of the evidence base, the emerging anti-poverty strategy work in Lincoln and consultation feedback on the Council's Vision 2030 work to ensure projects and activity met local needs and priorities. The draft investment plan prioritises funding for the community and place and people and skills priorities given the GLMCCA's approach to the Supporting Business priority. This draft investment plan is attached below as Appendix B.
- 2.5 A further update was received on 05 March 2025 from NELC which confirms the following:
- Overall Investment Plan agreed locally and uploaded by 18 April 2025.
  - NELC aim to issue Memorandum of Understanding (MOU) to each council area in April 2025. (not yet received)
  - First payments by early June 2025 (anything prior is at risk).
  - Review of delivery in September 2025 so programme needs to be well underway and committed to avoid clawback/reduction of funding.
  - Full review of programme in January 2026 to ensure spend and delivery achievable by 31 March 2026.
- 2.6 Lincoln's investment plan was confirmed at the Executive meeting on 24 March 2025 to meet the GLMCCA timetable.

### **3. Recommendations**

- 3.1 The progress on 22-25 delivery and spend be noted.
- 3.2 Update on the 25/26 draft programme be noted.

## APPENDIX A

### 22-25 UKSPF Project Programme

| No.   | Project Title                 | Allocation        | Expected Spend Q4 24/25 |
|-------|-------------------------------|-------------------|-------------------------|
| C&P1  | Cost of Living                | £128,334          | 132,321.97              |
| C&P2  | Community Grants              | £300,000          | 344,184.42              |
| C&P3  | No Wrong Door                 | £53,510           | 53,510                  |
| C&P4  | Community Hubs Feasibility    | £58,625           | 765,761.87              |
| C&P5  | Ermine Community Hubs         | £654,375          |                         |
| C&P6  | Moorland Community Hub        | £300,000          | 335,400.43              |
| C&P7  | Community Bakery              | £150,000          | 152,500                 |
| C&P8  | Collaboration Project         | £29,500           | 29,500                  |
| C&P9  | Age UK                        | £100,000          | 100,000                 |
| C&P10 | Better Together               | £25,000           | 25,908                  |
| SLB1  | Lincs Business Growth Hub     | £145,595          | 145,595                 |
| SLB2  | City Bus Advisor/support      | £100,000          | 94,623.87               |
| SLB3  | EV Academy                    | £50,000           | 50,000                  |
| SLB4  | MAE Training Bursary          | £21,416           | 21,416.18               |
| SLB5  | Air Source Heat Pump Training | £50,000           | 63,416.18               |
| SLB6  | Carbon Literacy               | £8,000            | 8,000                   |
| P&S1  | Restore                       | £76,418           | 76,418                  |
| P&S2  | MAE Skills Programme          | £107,168          | 107,167.64              |
| P&S3  | Pioneers Project              | £20,464           | 26,673.73               |
| P&S4  | NEET Employment Skills        | £32,000           | 41,969.63               |
| P&S5  | Ted X project                 | £2,000            | 2,000                   |
| PM    | Programme Management          | £238,664          | 238,662                 |
|       | <b>TOTAL</b>                  | <b>£2,810,773</b> | <b>2,810,773</b>        |

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# APPENDIX B

## Draft 25/26 UKSPF Investment Plan

| Investment Priority: Communities and Place     |   | Project   |                                |  |                   |                   |                   |   |   | UKSPF Interventions 2025-26:     |   |        |  |
|--|---|---|--------------------------------|--|-------------------|-------------------|-------------------|---|---|----------------------------------|---|--------|--|
| Theme  | Sub-theme:  | Title and brief description   | new or continuation from 22-25 | is the project specific to location, or could it be delivered across a wider area? | Revenue Grant (£) | Capital Grant (£) | Match Funding (£) | Total Cost (£)  | Outputs:  | Number                           | Outcomes:   | Number |  |
| Healthy, Safe and Inclusive Communities        | Healthy: Improve health and wellbeing                           | Initiatives will include: <b>Cost of living programme; No Wrong Door project; Age UK project.</b> These initiatives are targeted at addressing the health and well being issues associated with cost of living crisis, isolation amongst the elderly and vulnerable and digital exclusion.  | New                            | Local  | £184,773          | £0                | £0                | £184,773  | Number of local events or activities supported              | 10                               | Increased users of facilities/amenities   | 400    |  |
|  |   |   |                                |  |                   |                   |                   |   | Number of people reached                                    | 800                              | Number of community-led arts, cultural, heritage and creative programmes as a result of support | 10     |  |
|  |   |   |                                |  |                   |                   |                   |   | Number of households receiving support                      | 200                              | Number of volunteering opportunities created as a result of support                             | 40     |  |
| Healthy, Safe and Inclusive Communities        | Inclusive: Bringing communities together, tackling homelessness | Initiatives will include <b>Anti Poverty Strategy and action plan</b> and <b>Neighbourhood working engagement toolkit</b> ; A City wide <b>Community Grant Scheme</b> ; <b>Ermine Community Hub Project</b> - a programme of community engagement targeted to local need, including better digital connectivity and safe places for the young. <b>Moorland Community Hub</b> - programme of activity targeted to community need. A programme of initiatives targeted at community development and cohesion. | New                            | Local  | £381,977          | £43,680           | £0                | £425,657  | Number of local events or activities supported              | 80                               | Increased users of facilities/amenities   | 400    |  |
|  |   |   |                                |  |                   |                   |                   |   | Number of people reached                                    | 800                              | Improved engagement numbers   | 400    |  |
|  |   |   |                                |  |                   |                   |                   |   | Number of households receiving support                      | 200                              | Increased visitor numbers   | 400    |  |
| Thriving Places                                | High streets and town centres improvements                      | <b>South High Street place-shaping framework</b> to promote and enable South High Street to be a diverse, vibrant and sustainable neighbourhood; <b>Greening the City Project</b> - capital works aimed at supporting City centre vibrancy  | New                            | Local  | £20,000           | £100,000          | £0                | £120,000  | Amount of green or blue space created or improved           | 25                               | Increased use of cycleways or foot paths  |        |  |
|  |   |   |                                |  |                   |                   |                   |   |   |                                  | The number of projects arising from funded feasibility studies                                  |        |  |
|  |   |   |                                |  | £586,750          | £143,680          | £0                | £730,430  |   |                                  |   |        |  |
| Investment Priority: Supporting Local Business |   | Project   |                                |  |                   |                   |                   |   |   | UKSPF Interventions 2025-26:     |   |        |  |
| Theme  | Sub-theme:  | Title and brief description   | new or continuation from 22-25 | is the project specific to location, or could it be delivered across a wider area? | Revenue Grant (£) | Capital Grant (£) | Match Funding (£) | Total Cost (£)  | Outputs:  | Number                           | Outcomes:   | Number |  |
|  |   |   |                                |  |                   |                   |                   |   |   |                                  |   |        |  |
|  |   |   |                                |  |                   |                   |                   |   |   |                                  |   |        |  |
|  |   |   |                                |  |                   |                   |                   |   |   |                                  |   |        |  |
|  |   |   |                                |  |                   |                   |                   |   |   |                                  |   |        |  |
|  |   |   |                                |  |                   |                   |                   |   |   |                                  |   |        |  |
|  |   |   |                                |  | £0                | £0                | £0                | £0  |   |                                  |   |        |  |
| Investment Priority: People and Skills         |   | Project   |                                |  |                   |                   |                   |   |   | UKSPF Interventions 2025-26:     |   |        |  |
| Theme  | Sub-theme:  | Title and brief description   | new or continuation from 22-25 | is the project specific to location, or could it be delivered across a wider area? | Revenue Grant (£) | Capital Grant (£) | Match Funding (£) | Total Cost (£)  | Outputs:  | Number                           | Outcomes:   | Number |  |
| Employability                                  | Support for young people who are or at risk of being NEET       | <b>Our Community Bakery</b> - support for hard to reach NEETS to access education, training and employment.   | New                            | Local  | £60,000           | £0                | £0                | £60,000   | Number of people receiving support to gain employment       | 10                               | Number of people in education/training following support  | 20     |  |
|  |   |   |                                |  |                   |                   |                   |   | Number of people supported to access basic skills courses   | 30                               | Number of people with basic skills following support  | 10     |  |
| Employability                                  | Supporting people to progress towards and into employment       | <b>Teenage Market Project</b> - upskilling young people to use their creativity, entrepreneurship and innovation to explore self employment opportunities through local market use and targeted events.   | New                            | Local  | £20,000           | £0                | £0                | £20,000   | Number of people supported to participate in education      | 30                               | People gaining a qualification or completing a course following support                         | 30     |  |
|  |   |   |                                |  |                   |                   |                   |   | Number of enterprises receiving non-financial support       | 10                               | Number of new enterprises created as a result of support  | 3      |  |
|  |   |   |                                |  |                   |                   |                   |   | Number of potential entrepreneurs assisted to be enterprise | 10                               | Number of enterprises engaged in new markets  | 5      |  |
|  |   |   |                                |  |                   |                   |                   | Number of people receiving support to gain employment | 10  | Number of new to market products | 2   |        |  |

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**Subject:** Town Deal Fund – Compliance and Transparency Checks 2025 - Lincoln City Council

**From:** Local Funding Assurance <[LocalFundingAssurance@communities.gov.uk](mailto:LocalFundingAssurance@communities.gov.uk)>

**Sent:** 29 April 2025 16:07

**To:** Jaclyn Gibson

**Cc:** Local Funding Assurance <[LocalFundingAssurance@communities.gov.uk](mailto:LocalFundingAssurance@communities.gov.uk)>

**Subject:** Town Deal Fund – Compliance and Transparency Checks 2025 - Lincoln City Council

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Dear

**For the attention of Chief Finance Officer and Pathfinder/Town Deal Managers**

As part of the Ministry of Housing, Communities & Local Government (MHCLG) Assurance responsibilities, the Assurance Team have conducted their annual checks on Town Deal Boards against the criteria outlined in the:-

- [Towns Fund Prospectus 2019;](#)
- [Towns Fund guidance June 2020 \(Annex D Town Deal Board governance guidance\)](#)
- [Towns Fund guidance Stage 2 December 2020 \(Annex A\);](#)
- [Towns Fund: supplementary guidance for Town Deal Boards October 2022](#)
- [Simplification Pathfinder Pilot - technical guidance July 2023;](#)

The purpose of these checks was to ensure that Town Deal Boards, a meet the required standards of governance, accountability, and transparency, as specified in the Prospectus. In general, the Towns Fund Prospectus and Simplification Pathfinder Pilot technical guidance mandate that Town Deal Boards ensure the operations of the Town Deal Board are transparent, their membership, governance and decision-making arrangements be publicly accessible. The checks involved reviewing this publicly available information for the Town Deal Board.

Our checks revealed that **Lincoln Town Deal** complied with all the requirements as set out in the documents linked above.

As part of the annual assurance cycle the Assurance Team will repeat the checks during the 2025/2026 financial year. You will be asked to confirm continued compliance with the requirements in the future Statement of Grant Usage.

The results of the compliance checks will be used to inform selection for assurance deep dives and may be revisited during completion of those activities.

If you have any questions or concerns, please contact the Assurance Team by emailing [localfundingassurance@communities.gov.uk](mailto:localfundingassurance@communities.gov.uk) .

Kind Regards

The Assurance Team



Ministry of Housing,  
Communities &  
Local Government

**Ministry of Housing, Communities & Local Government**  
**Local Funding and Investment**  
**Local Funding Assurance** [localfundingassurance@communities.gov.uk](mailto:localfundingassurance@communities.gov.uk)  
| [gov.uk/mhclg](https://gov.uk/mhclg) | @mhclg

*Local Funding and Investment Assurance: Providing robust assurance of public funds,  
improving governance to ensure value for money and supporting positive outcomes*

OFFICIAL

**City of Lincoln Council**  
**TOWN DEAL INTERNAL AUDIT REPORT**



**2024/2025**

**Distribution List:**

**Angela Andrews – Chief Executive**  
**Jaclyn Gibson – Chief Finance Officer**  
**(S151 Officer)**  
**Kate Ellis – Director Major Developments**  
**Simon Kirk – Assistant Director for**  
**Development & Growth**  
**Michelle Smith – Senior Project Officer**

**FINAL**

|                         |                            |
|-------------------------|----------------------------|
| <b>Auditor</b>          | Jayne Worrall              |
| <b>Audit Supervisor</b> | N/A                        |
| <b>Audit Manager</b>    | Amanda Stanislawski        |
| <b>Date</b>             | 3 <sup>rd</sup> April 2025 |



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## 1. Introduction and Background

- 1.1 The City of Lincoln Council is the accountable body for implementing the Town Deal and working in partnership with the Town Deal Board, is responsible for ultimate decision making in respect of the Town Deal programme. The Council's S151 Officer provides financial oversight of the programme and project funding arrangements, with the City Solicitor providing legal oversight. Wider support is provided by the Council's Growth and Development Service Area and its Legal, Democratic and Financial Services.
- 1.2 The Lincoln Investment Plan, submitted to Government in October 2020, approved by the Council's Executive and Town Deal Board, requested £24.75m Town Funding to support 15 regeneration schemes to be delivered over 5 years. The conditional 'Heads of Terms' funding offer received from the Government was for £19m to support 13 projects 'in scope'
- 1.3 As part of the 2024/25 internal audit plan, an audit was agreed to provide independent assurance of the effectiveness of the Town Deal governance and financial management arrangements, focusing on the responsibilities of the City of Lincoln Council (CoLC) as the accountable body, to ensure robust and legally compliant.

## 2. Audit Approach

2.1 The audit assignment included ensuring that:

- Governance arrangements, including reporting and decision making, are effective
- Heads of Terms funding/reporting requirements and policies/procedures, including delegated authority, are complied with
- Effective overall programme/project management arrangements are in place, including performance monitoring, financial oversight and reporting arrangements
- Programme/project risks are identified, managed and reported.

2.2 Meetings were held with appropriate officers to determine the governance and financial management processes. Key documentation, including government guidance, project documentation, Board and Sub-Committee meeting minutes and submissions were reviewed.

2.3 The review was undertaken by Jayne Worrall, Principal Auditor, Julia Raftery Consulting Ltd on behalf of City of Lincoln Internal Audit and was overseen by



Amanda Stanislawski, the Internal Audit Manager. There were no conflicts of interest identified.

### 3. Management Summary

#### 3.1 Internal Audit - Assurance Opinion

##### **Substantial Assurance**

The review found effective governance, performance and financial management arrangements are in place for the Town Deal Programme.

A fully documented and clearly defined governance structure exists. The Town Deal Board provide oversight of the programme, with full support from the Town Deal Investment Sub-Committee. Roles and responsibilities of all are clearly outlined and formally documented with members appropriate and in line with government guidance. Town Deal Board meetings however need to be held more regularly. Minor improvements to the Town Deal Board website are also suggested to improve transparency.

Reporting lines and mechanisms, together with delegated authority, are clear and formally documented. Complete and timely information in respect of the programme overall and individual projects is provided regularly to the Investment Sub-Committee and Town Deal Board to enable informed decision making.

Our review has confirmed effective programme and project management arrangements are in place. Grant Funding Agreements for individual projects ensure grant terms and conditions and requirements in respect of performance, finance, risk and progress reporting are clearly defined and understood.

Detailed project Performance Monitoring Reports, Output Forms and Claim Forms submitted by Project Leads quarterly, are subject to comprehensive review by the Senior Project Officer and Finance, with final 'sign off' by the Chief Finance Officer. Regular update, monitoring and evaluation of the programme and project progress, performance, finances and risks are evident.

Effective financial management and reconciliation of the Town Deal Fund and Town Deal projects is undertaken. Comprehensive analysis and scrutiny of claim forms ensures expenditure is eligible and can be fully supported. Funding is only released when queries have been resolved and claims approved by the Chief Finance Officer.

A central Town Deal Programme monitoring spreadsheet ensures a complete record is retained of information/data relating to the programme and individual projects. Funding, expenditure and outputs are regularly monitored to ensure delivery of the Programme. Our testing of sample projects confirmed the information/data recorded on this central record as accurate.



Performance Monitoring Returns, required by Government six monthly, are appropriately signed and submitted within required timescales. Our review and sample testing of the November 2024 return confirmed it accurately reflects verified information/data submitted by projects. Returns however do need to be shared with Town Deal Board Members prior to submission, for overview and comments.

Risks in respect of the Programme and its projects have been identified and formally documented. Updates on key risks, together with mitigating controls are provided by Project Leads, as part of the quarterly monitoring report. These risks together with the key risks facing the Programme are included as part of the performance monitoring submissions to Government.

#### 4. Recommendations and Actions

- 4.1 Detailed findings, recommendations and management actions are shown in the attached Action Plan. (Appendix 1)
- 4.2 The following table shows the number of recommendations for each risk reviewed by priority category. In order to differentiate issues of greater significance and the risks posed by each finding they are categorised as high, medium or low priority. The definitions of the ratings are shown in Appendix 2.

| Risk  | Recommendations |          |          |          |
|---|-----------------|----------|----------|----------|
|   | High            | Medium   | Low      | Total    |
| 1. Governance arrangements are not fit for purpose, including those for managing the governance structure and meetings. | 0               | 2        | 2        | 4        |
| 2. Ineffective processes in place to ensure compliance with the Heads of Terms funding and reporting requirements.      | 0               | 0        | 1        | 1        |
| 3. Conditions of Grant Funding Agreements are not met; ineffective delivery/performance of projects.                    | 0               | 0        | 0        | 0        |
| 4. Financial controls are ineffective to ensure that projects are operated within approved budget/funding levels.       | 0               | 0        | 0        | 0        |
| 5. There are ineffective risk management systems in place to manage programme/project risks.                            | 0               | 0        | 0        | 0        |
| <b>TOTAL</b>  | <b>0</b>        | <b>2</b> | <b>3</b> | <b>5</b> |



---

## 5. Positive Outcomes

- 5.1 The Town Deal Board and CoLC, as the Accountable Body, are clearly working within their Terms of Reference and delegated powers. Detailed meeting minutes of the Town Deal Board and Investment Sub-Committee reflect effective oversight of the programme and projects, including delivery of progress, outputs, finance and risk.
- 5.3 Performance reports and financial claims are requested quarterly from projects to allow sufficient time for information/data to be checked and verified and any supporting evidence obtained, prior to inclusion on the six monthly Government Performance Monitoring Returns. Expenditure is checked on a 'line by line' basis to ensure eligible and fully supported.
- 5.4 Following the withdrawal of one project from the Town Deal Programme, a fair and transparent process was followed to determine how the funding would be re-allocated and to which existing projects. Due diligence checks and review and approval by the Investment Sub-Committee and Town Deal Board evident.

## 6. Culture

- 6.1 There is considered to be an open and transparent environment in respect of the Town Deal Programme, where officers, project leads and Members can discuss issues identified, and the approaches and controls required to minimise risk.
- 6.2 The Internal Audit Team would like to thank the Growth Strategy and Funding Manager and Senior Project Officer for giving their time for the audit and responding to questions and providing requested documentation.

## Appendix 1 – Action Plan

**Risk 1: Governance arrangements are not fit for purpose, including those for managing the governance structure and meetings.**

| No | Finding   | Proposed Recommendation  | Management Action   | Owner and Timescale   |
|----|---|--|---|---|
| 1. | <p>The Town Deal Board Terms of Reference confirm the Board shall meet on a quarterly basis as a minimum.</p> <p>We found however that during 2024/2025 meetings have only been held in June and October 2024, with one further meeting scheduled for March 2025. It is understood a meeting scheduled for December 2024 was cancelled due to a lack of agenda items.</p> <p>As per Government guidance, Boards are expected to meet regularly.</p> <p>Priority: Medium</p> <p>Impact: Lack of adherence to Government guidance. Lack of opportunity to discuss progress, identify issues/concerns.</p> | <p>Ensure that the Town Deal Board meet as a minimum on a quarterly basis to ensure that progress of the programme and individual projects can be effectively monitored and any issues/concerns addressed.</p> | <p>We will ensure that a programme of quarterly Town Deal Board meetings is diarised and that all meetings are held. Meetings will only be cancelled if approved by the Chair, on the basis that there is no requirement to discuss programme progress etc.</p> | <p>Assistant Director for Development &amp; Growth &amp; Democratic Services</p> <p>1<sup>st</sup> April 2025</p> |
| 2. | <p>Annual checks on publicly available records are carried out by Government to ensure that governance requirements, as set out in the</p>  | <p>To ensure adherence to the Towns Fund Prospectus and subsequent guidance, profiles for Town Deal Board Members to be</p>  | <p>Profiles will be added to the Town Deal Website</p>  | <p>Assistant Director for Development &amp; Growth &amp;</p>  |



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|           |   |   |  |  |
|-----------|---|---|--|--|
|           | <p>Towns Fund Prospectus 2019 and subsequent guidance, are met.</p> <p>One requirement is to ensure profiles of Board Members are published. The Lincoln Town Deal Board website however only includes the names and roles of members and the sector they represent.</p> <p>There is also a requirement to publish ways of working i.e. how the Board will engage with stakeholders. Whilst the existence of a Communications and Engagement Strategy was confirmed, approved by the Board January 2022, this Strategy can only be located by searching Board meeting minutes/papers.</p> <p>Priority: Medium</p> <p>Impact: Lack of adherence to Government guidance. Arrangements may not be transparent.</p> | <p>published on the Towns Deal website.</p> <p>Include on the website a clear link to the Board's Communications and Engagement Strategy.</p>   | <p>A link to the Board's Communications and Engagement Strategy will be included on the website.</p>   | <p>Democratic Services</p> <p>30<sup>th</sup> Sept 2025</p> <p>Assistant Director for Development &amp; Growth &amp; Communications Officer</p> <p>30<sup>th</sup> Sept 2025</p> |
| <p>3.</p> | <p>Review of the Town Deal Board website identified that whilst the latest version of the Board's Terms of Reference, reviewed and updated August 2024, is held on the website (within downloads), the Terms of Reference 'link' takes the reader to a previous version of the document, dated June 2021.</p>   | <p>The Town Deal Board website to include only the latest version of its Terms of Reference.</p> <p>For greater transparency, include the Declaration of Interest Register for Board Members and the Investment Sub-Committee</p> | <p>The Town Deal Board website link will be reviewed to ensure it links to the up to date version of the Terms of Reference.</p> <p>As declarations of interest are declared at all Town Deal Board meetings, we don't believe there is a need to also include the</p> | <p>Assistant Director for Development &amp; Growth &amp; Communications Officer</p> <p>30<sup>th</sup> Sept 2025</p>   |



|                  |   |   |   |  |
|------------------|---|---|---|--|
|                  | <p>Whilst acknowledged not a formal requirement, we noted that the Declaration of Interest Register for Board Members nor the Investment Sub-Committee Terms of Reference are held on the website.</p> <p>Priority: Low</p> <p>Impact: Arrangements may not be fully transparent.</p>   | <p>Terms of Reference on the website.</p>   | <p>register on the website. The issue of identifying interests will in some way be addressed by including member profiles.</p> <p>The Terms of Reference for the Investment Sub-Committee won't be included on the website. It is considered sufficient that meeting updates are provided at each Town Deal Board meetings and minuted. Minutes available on the website.</p> |  |
| <p>4.<br/>45</p> | <p>A Code of Conduct exists to ensure members adhere to the 'Nolan Principles' of public life. This however has not been reviewed since March 2021.</p> <p>Only an earlier version of the Code of Conduct dated January 2020, could be located on the Town Deal Board website</p> <p>Priority: Low</p> <p>Impact: The Code of Conduct may not be 'fit for purpose'.</p> | <p>The Code of Conduct for members of the Town Deal Board is reviewed to ensure it still remains 'fit for purpose'.</p> <p>The latest version of the Code of Conduct is placed on the Town Deal Board website, and the earlier version removed.</p> | <p>Code of Conduct will be reviewed and the final version updated on the website.</p>   | <p>Assistant Director for Development &amp; Growth &amp; Communications Officer</p> <p>30<sup>th</sup> June 2025</p> |



**Risk 2: Ineffective processes in place to ensure compliance with the Head of Terms funding and reporting requirements.**

| No | Finding   | Proposed Recommendation  | Management Action   | Owner and Timescale  |
|----|---|--|---|--|
| 5. | <p>Government guidance requires Town Deal Boards to have sight of the six monthly Performance Monitoring returns prior to submission to the MHCLG.</p> <p>Our review identified that neither the May 2024 nor November 2024 returns were shared with Town Board members prior to submission.</p> <p>We understood this was not possible re the May 2024 return due to the submission date being brought forward by Government, we acknowledge it was shared at the August 2024 Board meeting, following confirmation by the MHCLG that this was satisfactory.</p> <p>The November 2024 submission has not yet been shared.</p> <p>Priority: Low</p> | <p>In accordance with Government guidance, ensure that the Town Deal Board have sight of the six monthly Performance Monitoring Returns prior to submission to the MHCLG, to ensure they have the opportunity to feed into them if required.</p> | <p>Will ensure Town Deal Board Members have sight of the return prior to submission, wherever possible. If we are unable to do this, we will advise MHCLG and seek approval for subsequent reporting to the Board.</p> <p>We can confirm that the returns are always signed by the Chair of the Board and that the November 2024 submission has now been reported to the Board.</p> | <p>Assistant Director for Development &amp; Growth</p> <p>31<sup>st</sup> March 2025</p> |

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|  |  |  |  |  |
|--|--|--|--|--|
|  | Impact: Lack of adherence to Government guidance. Lack of opportunity to feed into Performance Monitoring submissions. |  |  |  |
|--|--|--|--|--|



## Appendix 2 - Definitions

### Opinion on the Adequacy of the Internal Control System

The following defines the levels of assurance (Assurance Opinions) used to indicate the adequacy of internal control identified within the review:-

|  |   |
|--|---|
| <p><b>High</b><br/>Our critical review or assessment on the activity gives us a high level of confidence (assurance), governance arrangements, management of risks, and the operation of controls and / or performance.</p> <p>The risk of the activity not achieving its objectives or outcomes is low. Controls have been evaluated as adequate, appropriate and are operating effectively.</p>  | <p><b>Substantial</b><br/>Our critical review or assessment on the activity gives us a substantial level of confidence (assurance) on governance arrangements, management of risks, and operation of controls and / or performance.</p> <p>Some issues were identified which may put at risk the achievement of objectives. However, the controls have been evaluated as largely adequate, appropriate and operating sufficiently so that the risk of the activity not achieving its objectives is medium to low.</p> |
| <p><b>Limited</b><br/>Our critical review or assessment on the activity gives us a limited level of confidence on governance arrangements, management of risks, and operation of controls and / or performance.</p> <p>Some significant gaps, weaknesses or non-compliance were identified which may put at risk the achievement of objectives. The controls evaluated are unlikely to give a reasonable level of confidence (assurance) that the risks are being managed effectively.</p> | <p><b>Low</b><br/>Our critical review or assessment on the activity identified significant concerns on governance arrangements, management of risks, and operation of controls and / or performance.</p> <p>There are either fundamental gaps, weaknesses or non-compliance in the control framework managing the key risks or the controls have been evaluated as inadequate, appropriate or are not being effectively operated. Therefore the risk of the activity not achieving its objectives is high.</p>        |

### Levels of Action Priority

The following defines the priority allocated to the recommendation based on the level of risk identified:-

|              |  |
|--------------|--|
| <b>High:</b> | <p>Immediate management attention is required - an internal control or risk issue where there is a high certainty of: substantial loss / non-compliance with corporate strategies, policies or values / serious reputational damage / adverse regulatory impact and / or material fines (action taken usually within 3 months)</p> |
|--------------|--|

|         |  |
|---------|--|
| Medium: | Timely management action is warranted - an internal control or risk issue that could lead to financial loss / reputational damage / adverse regulatory impact, public sanction and / or immaterial fines (action taken usually within 6 to 12 months). |
| Low:    | Best Practice - These will make the function as good as possible and should be implemented over the course of 9-12 months.   |



### Disclaimer

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

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





## **Towns Deal Terms of Reference Update**

### **1. Towns Deal Terms of References revision**

- 1.1 Following the feedback from the Internal Audit, we are proposing a change to the ToR in relation to Clause 4 - Attendance.
- 1.2 The report highlighted that the current ToR states that the Town Board should meet on a quarterly basis as a minimum.
- 1.3 Following cancellation/ rescheduling of a couple of the meetings last year, this requirement was not met and was highlighted in the audit report as requiring action. Even with valid reasons for cancellation, (elections and lack of agenda items with boards being close together)
- 1.4 As we submit Claims Biannually, we are proposing that this clause be amended to read, "The Board Shall meet on biannual basis in line with claim deadlines, as a minimum".
- 1.5 We still propose to schedule meetings every quarter; however this amendment means the board are keep up to date with progress, but we are not going to break any requirements of the terms of reference if meetings are cancelled or rescheduled.

### **2. Recommendations**

- 2.1 That the Board accept the revisions to the ToR.

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## Terms of Reference : Lincoln Town Board

May 2025 ~~December 2023~~

### 1. Purpose

- 1.1. To bring together public, private and community sector organisations to steer the development of the strategic vision, priorities, and opportunity for interventions for Lincoln, to drive economic growth, build pride in place and increase the life chances for residents.

### 2. Key Duties

- 2.1. To develop, agree and update an evidence-base and clear vision for the City, and the priorities for any future funding opportunities and the following existing programs;
  - [Lincoln Town Deal Program 2021 to 2027](#)~~6~~
  - [UK Shared Prosperity Fund Program 2022 to 2025](#)
  - [Uk Shared Prosperity Fund Program 2025 to 2026](#)
  - Lincoln Levelling Up 2 Project
- 2.2. To act in an advisory capacity to the Lead Council in respect of the allocation and spend of Funding to assist with the delivery of the vision and plans for the City;
- 2.3. To receive progress reports from the Delivery Board/Partners in relation to the development and implementation of the vision and plans;
- 2.4. To provide appropriate guidance and support to the Delivery Board/Partners to assist with the development and implementation of the vision and plans;
- 2.5. To promote Lincoln as a place to invest and to champion the Lincoln vision and plans, advocating for support from partners to maximise positive outcomes;
- 2.6. To communicate and engage with stakeholders in the development and delivery of the vision and plans;
- 2.7. Assist in the scoping of projects, ideas and priorities as presented by the Accountable Body City of Lincoln Council.
- 2.8. Assist with consideration of project proposals from partners and contribute feedback to the Accountable Body - City of Lincoln Council and relevant partners.
- 2.9. To share knowledge, best practice and intelligence in order to develop an effective strategy;

- 2.10. To work collaboratively to secure funding and resources to enable the delivery of interventions identified within the vision and plans where these cannot be financed entirely via the private sector;
- 2.11. To monitor the implementation of the vision and plans and evaluate the impact of activities funded through the respective funding programmes to improve productivity across the local economy and build pride in place and increase life chances.
- 2.12. To appoint Sub-Committees as necessary to assess, scrutinise and report back to Board on matters as they arise, including detailed project assessment and delivery, Membership reviews, etc, in partnership with the Accountable Body
- 2.13. Regarding UKSPF the City Board will make recommendations to the councils Reducing Inequality Theme Group who will work with the Portfolio Holder and Leader of the Council to make recommendations to the Council's Executive Committee

### **3. Membership**

- 3.1. The Board shall comprise of representatives from the following public, private and community sectors, amended as required under the terms of any future funding Programmes. The Membership structure shall be as follows.
  - City of Lincoln Council (Lead Council) – 2 representatives
  - Lincolnshire County Council (Upper Tier Authority) – 2 representatives
  - Private Sector Companies – representatives as follows:
    - Retail/High Street – 1 representatives
    - Engineering – 1 representative
    - Digital – 3 representatives
    - Construction and Development – 2 representatives
    - Finance/investment – 1 representative
  - Community – 2 representatives
  - MP/Lords – 2 representatives
  - Anchor Institutions – representatives as follows:
    - University of Lincoln – 1 representative
    - Bishop Grosseteste University – 1 representative
    - Police – 1 representative
    - NHS – 1 representative
    - RAF Waddington – 1 representative
    - Destination Lincolnshire – 1 representative
    - Lincoln College – 1 representative
- 3.2. The Board shall have the option to co-opt additional representatives from relevant stakeholder groups as required to provide additional support and specialist knowledge to assist with the development and delivery of the Investment Plan.
- 3.3. The membership structure shall be reviewed by the Board on an annual basis. Any changes to the proposed structure must be approved by the Board.

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

#### **4. Attendance**

- 4.1 The Board shall meet on a ~~quarterly basis as a minimum~~biannual basis in line with claim deadlines, as a minimum. The Board may meet at other times as agreed between the members of the Board and may approve recommendations via written procedure, including via electronic communication.
- 4.2 Board members may nominate a substitute representative to attend meetings on their behalf. Substitute representatives shall be permitted to participate in discussion but shall not be entitled to vote.
- 4.3 External advisers may be invited to attend all or part of any meeting as and when appropriate with the prior approval of the Chair. Advisers shall not be entitled to participate in the decision-making process.
- 4.4 With the prior agreement of the Chair, Board members may participate in a meeting by means of a conference telephone or similar form of communication and shall be entitled to participate in decision making and be counted in a quorum accordingly.
- 4.5 An identified representative of the City of Lincoln Council shall be the secretary for the Board.

#### **5. Notice of Meetings**

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

#### **6. Quorum**

- 6.1. A quorum shall be 6 members present.

#### **7. Declarations of Interest**

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

## **8. Decisions**

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

## **9. Reporting**

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

## **10. General**

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

## Town Board: Voting Members

| Name/Position                       | Organisation                  | Sector                   |
|-------------------------------------|-------------------------------|--------------------------|
| <b>Naomi Tweddle</b>                | City of Lincoln Council       | Lead Council             |
| <b>Angela Andrews</b>               | City of Lincoln Council       | Lead Council             |
| <b>Nicole Hilton</b>                | Lincolnshire County Council   | Upper Tier Authority     |
| <b>Richard Davies</b>               | Lincolnshire County Council   | Upper Tier Authority     |
| <b>Hamish Falconer MP</b>           | Lincoln Constituency MP       | Lincoln Constituency MP  |
|                                     |                               |                          |
| <b>Neil Corner</b>                  | Independent                   | Engineering              |
| <b>Ursula Lidbetter</b>             | Independent                   | Community/Retail/High St |
| <b>Kevin Kendall</b>                | Lincolnshire Co-operative     | Retail/High Street       |
|                                     |                               |                          |
| <b>Crispin Vitoria</b>              | The Carbon Group              | Digital                  |
| <b>Matt Russell</b>                 | Local Investor & Entrepreneur | Digital/Investment       |
| <b>Edward Chambers</b>              | Lindum Group                  | Construction             |
| <b>Nick Worboys</b>                 | Longhurst                     | Development              |
| <b>Edward Strange</b>               | Brewin Dolphin                | Finance/investment       |
| <b>Liam Scully</b>                  | Lincoln City FC               | Community                |
| <b>Caroline Killeavy</b>            | YMCA                          | Community                |
| <b>Julian Free</b>                  | University of Lincoln         | Anchor Institution       |
| <b>Charlotte Goy</b>                | Visit Lincoln                 | Anchor Institution       |
| <b>Karen Stanton</b>                | Bishop Grosseteste University | Anchor Institution       |
| <b>James Foster</b>                 | Lincoln College               | Anchor Institution       |
| <b>Wing Commander Gary Donnelly</b> | RAF Waddington                | Anchor Institution       |
| <b>Jacqui Bunce</b>                 | NHS                           | Anchor Institution       |

BEIS or member of the Town Fund Team to attend as Observer.

Strategic Directors, Assistant Directors and Managers to attend to present to the Board as required.

Representatives from other strategic partners will also be invited to attend when there is business relevant to them.

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Greyfriars marketing contract and Festival of History Tours  
Barbican Creative Hub preparation for opening  
Town Deal Website Audit  
UKSPF Noise Academy Workshops promotion  
UKSPF Ermine Coffee Exchange opening

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|                       |   |
|-----------------------|---|
| <b>SUBJECT:</b>       | <b>LINCOLN TOWN DEAL BOARD - FORWARD PLAN 2025/26</b> |
| <b>DIRECTORATE:</b>   | <b>CHIEF EXECUTIVE AND TOWN CLERK</b>                 |
| <b>REPORT AUTHOR:</b> | <b>VICTORIA POULSON, DEMOCRATIC SERVICES OFFICER</b>  |

**1. Purpose of Report**

1.1 To present the Lincoln Town Deal Board with its forward plan for 2025/26 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 13 March 2026. 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)

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Lincoln Town Deal Board Forward Plan – Timetable for 2025/26**6 June 2025, 10:00-12:00****Location: Committee Rooms 1&2, City of Lincoln Council, City Hall, Beaumont Fee, Lincoln, LN1 1DD**

| Item(s)                                | Responsible Person(s)                             | Strategic Priority/<br>Comments |
|--|---|---------------------------------|
| <b>Investment Sub-Committee Update</b> | Angela Andrews, Chair of Investment Sub-Committee | City of Lincoln Council         |
| <b>Programme/Project Update</b>        | Kate Ellis / Simon Kirk / Michelle Smith          | City of Lincoln Council         |
| <b>UK Shared Prosperity Fund</b>       | Kate Ellis / Simon Kirk / Michelle Smith          | City of Lincoln Council         |
| <b>Update of Audit Report</b>          | Kate Ellis / Simon Kirk / Michelle Smith          | City of Lincoln Council         |
| <b>Terms of Reference Update</b>       | Kate Ellis / Simon Kirk / Michelle Smith          | City of Lincoln Council         |
| <b>Communications Update</b>           | Kirsty Cheetham, Senior Communications Officer    | City of Lincoln Council         |
| Work Programme for 2025/26 Update      | Victoria Poulson, Democratic Services Officer     | City of Lincoln Council         |

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

| Item(s)                           | Responsible Person(s)                         | Strategic Priority/<br>Comments |
|-----------------------------------|---|---------------------------------|
|                                   |   |                                 |
| Work Programme for 2025/26 Update | Victoria Poulson, Democratic Services Officer | City of Lincoln Council         |

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

| Item(s)                           | Responsible Person(s)                         | Strategic Priority/<br>Comments |
|-----------------------------------|---|---------------------------------|
|                                   |   |                                 |
| Work Programme for 2025/26 Update | Victoria Poulson, Democratic Services Officer | City of Lincoln Council         |

13 March 2026, 10:00-12:00

Location: TBC

| Item(s)                           | Responsible Person(s)                         | Strategic Priority/<br>Comments |
|-----------------------------------|---|---------------------------------|
|                                   |   |                                 |
| Work Programme for 2025/26 Update | Victoria Poulson, Democratic Services Officer | City of Lincoln Council         |

|                       |  |
|-----------------------|--|
| <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.

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