

Lincoln Town Deal Board (27 February 2020)

Present: Angela Andrews (City of Lincoln Council), Jacqui Bunce (National Health Service), Councillor Richard Davies (Lincolnshire County Council), Kate Ellis (City of Lincoln Council), Andy Gutherson (Lincolnshire County Council), Gary Headland (Lincoln College), James Kirby (Stirlin), Caroline Killeavy (YMCA), Ursula Lidbetter (Lincolnshire Co-operative), Councillor Ric Metcalfe (City of Lincoln Council), Leo-Scott Smith (Tended), Edward Strange (Brewin Dolphin), Mary Stuart (University of Lincoln), Mike Timson (Visit Lincoln) and Jo Walker (City of Lincoln Council)

Apologies for Absence: Lisa Donini (Marks and Spencer), Lord Cormack (House of Lords), Pete Holmes (Department for Business Energy and Industrial Standards), Marc Jones (Lincolnshire Police and Crime Commissioner), Karl McCartney MP (Member of Parliament for Lincoln), Peter Neil (Bishop Grosseteste University), Liam Scully (Lincoln City Football Club) and Mark Speed (Siemens)

In Attendance: Ivan Annibal (University of Lincoln), Scott Flemming (Bishop Grosseteste University), Liz Price (University of Lincoln), Liam Sperrin (representing the Member of Parliament for Lincoln) and Tanya Suarez (BluSpecs)

1. Welcome and Introductions to New Board Members

The following new members were introduced and welcomed to the Lincoln Town Deal Board:

- Leo Scott Smith – Tended, digital sector;
- James Kirby – Stirlin, developer sector;
- Edward Strange – Brewin Dolphin, finance and investment sector;
- Lisa Donini – Marks and Spencer and Chair of Healthy High Street – retail/high street sector.

2. Minutes of the Meeting held on 23 January 2020

Consideration was given to the accuracy of the minutes of the meeting held on 23 January 2020.

Karl McCartney MP had requested that the names of businesses or individuals he had listed at the meeting on 23 January 2020, who he felt should be invited to sit on the Lincoln Town Deal Board be placed in the public domain as an amendment to the minutes.

It was agreed that the names would be placed in the public domain and put on record in the minutes, but only on the basis that the businesses and individuals concerned were aware they had been nominated to sit or be represented on the Board.

3. Election of Chair and Vice-Chair

Upon receipt of a nomination, which was seconded, and there being no further nominations, it was RESOLVED that Mary Stuart be elected Chair of the Lincoln Town Deal Board.

Upon receipt of a nomination, which was seconded, and there being no further nominations, it was RESOLVED that James Kirby be elected as Vice-Chair of the Lincoln Town Deal Board.

4. Terms of Reference

The Board considered the latest version of its Terms of Reference which reflected an increase in membership, further to which the quorum for the Board had been increased to 10.

Councillor Neil Davies highlighted his concerns that continuing to meet on Thursdays would preclude members such as Karl McCartney MP and Lord Cormack from participating due to their commitments in the House of Commons and House of Lords, respectively.

Mary Stuart gave an assurance that future meetings would be held on a day and time convenient with Lincoln's democratically elected members in order that they could attend.

Councillor Davies sought clarity on the use of substitutes at Board meetings as he was of the understanding that they were not permitted, following advice provided to the Police and Crime Commissioner. It was his view that members of the Board should be able to appoint substitutes to represent them if necessary and that not allowing them to do so would be a retrograde step.

Edward Strange supported this position and agreed that it would be helpful for members of the Board to send a substitute on those occasions when they themselves were unable to attend meetings and that there may even be merit in sharing the role with senior colleagues occasionally.

Ursula Lidbetter suggested that the Board would be in danger of losing strategic consistency in allowing use of substitutes, suggesting a compromise in that substitutes could attend meetings on behalf of members of the Board but not vote.

Councillor Ric Metcalfe agreed that continuity was very important and that the work of the Board would move forward relatively quickly, with ownership of the Board also being an important aspect of its membership. Deputisation could often become normal practice and, given the significance of the work of this Board, he felt that substitutions should be used by exception.

Scott Flemming reminded the Board that he was present at this meeting as a substitute, therefore, a precedent had already been set.

Following further discussion on this matter, it was RESOLVED that the Terms of Reference be approved subject to the membership and attendance sections of the document reflecting that named Board members may nominate a substitute to attend meetings on their behalf, but that the substitute will not be entitled to vote.

5. Code of Conduct

The Board considered the latest version of its Code of Conduct, which was based on the Code of Conduct adopted by the Greater Lincolnshire Local Enterprise Partnership.

It was RESOLVED that the Code of Conduct for the Lincoln Town Deal Board be approved.

6. Town Deal Area

The Board considered a location plan which set out the proposed area that would be covered by the Lincoln Town Deal.

The original boundary proposed by Government was set out in blue on the document, however, it had since been agreed that the boundary could be extended to include the wider administrative city boundary represented on the plan in red. The final area for the Lincoln Town Deal would therefore include the City of Lincoln administrative area plus the areas shaded blue on the plan, extending beyond this administrative boundary.

It was RESOLVED that the revised Lincoln Town Deal area be approved.

7. Capacity Funding

The Board considered a report which confirmed that the City of Lincoln Council had been awarded £173,029 of capacity funding to support the Town Deal Programme. It was noted that this funding could be used as follows:

- to convene the Town Deal Board;
- to run business and community engagement events;
- to develop Town Investment Plans;
- to provide technical expertise for business case development.

On 23 January 2020 the Lincoln Town Deal Board had proposed three key priorities for the Town Deal Programme in Lincoln, as follows:

- digital;
- transport;
- skills.

The Board, at the meeting on 23 January, had also discussed the need to promote the city in order to attract inward investment alongside support for existing firms. In addition, the Board had further proposed that existing expertise, governance structures and resources should be used wherever possible to maximise value throughout the programme.

It was reported that the following allocation, consisting of notional values at this stage, was proposed:

- Town Investment Plan and development of L3 Lincoln Living Lab proposal - £50,000;
- technical support for development of business cases for priority projects identified in the Town Investment Plan - £70,000;
- project support - £30,000;
- 'Be Lincoln' investment marketing - £20,000.

Caroline Killeavy questioned whether it was too early to dive into marketing at this early stage of the programme, suggesting that it was unclear what would be required. She felt that that further information on this particular project was needed.

Jo Walker informed the Board that further information would be presented in due course. These allocations were indicative at this stage and reports would be submitted to future meetings of the Board setting out how money had been committed and spent in order that there was clear overview as to its allocation.

Councillor Richard Davies welcomed a report back on the 'Be Lincoln' marketing project, stating that care needed to be given to any duplication with other marketing schemes that were already in place.

Mary Stuart made the point that it was very difficult to consider certainties with indicative information, although it was helpful to have a sense of vague percentages. It was the expectation that the next stage of the process would consist of officers working up more details and plans around each proposal, setting out how the money allocated would be used.

Councillor Ric Metcalfe agreed that it was very difficult at this stage and that the proposals as presented reflected the best approach, with flexibility being very important.

Ursula Lidbetter agreed that the proposed approach made sense as a starting point. She agreed with the earlier point regarding marketing, however, in that the Board needed to understand exactly what this consisted of in order to be able to consider whether it was the right allocation.

Caroline Killeavy added that the allocation for marketing should include an element designated specifically to public consultation.

James Kirby made the point, from the perspective of having developed his own business, that £170,000 was a significant sum of money and that it needed to be allocated and spent wisely.

Mary Stuart reiterated that officers would come back to the Board in due course with further detailed plans for each proposal and the broad context within which they could work, highlighting that the allocations assigned to each proposal at this stage were nominal.

Ursula Lidbetter agreed that the sums of money were large and asked what procurement processes would be followed to ensure that value for money was achieved.

Angela Andrews confirmed that the City of Lincoln Council's procurement processes would be used for anything associated with the Lincoln Town Deal.

It was RESOLVED that the proposals set out in the report be approved and officers be requested to provide an update to the next meeting of the Lincoln Town Deal Board.

8. Town Investment Plan

The Board considered a report and received a presentation which provided an economic evidence base to underpin a Growth Strategy for the City of Lincoln. A summary of the data analysis was noted as follows:

- the most profound growth in the Principal Urban Area for Lincoln had been in North Hykeham over the last decade;
- health was the dominant sector in the Principal Urban Area, with retail and restaurants or hospitality being key growth sectors;
- manufacture of turbines remained a highly distinctive sector, with 35 times as many people employed in this sector in Lincoln than the national average;
- health and high education were the key drivers of economic growth;
- the digital sector was an opportunity area for the city economy, approaching a third of all the jobs and half the turnover associated with digital businesses in Greater Lincolnshire being in Lincoln and Lincoln having almost as many digital businesses as Norwich;
- there had been a noticeable decrease in Gross Value Added in relation to public administration and defence;
- forecasts to 2039 from two sources were consistent and suggested modest growth focussed principally in public services and health;
- Lincoln had a lower skills base than the national average;
- there had been a decline in professional occupations but an increase in other technical professions. Overall, however, elementary occupations remained the most dominant aspect of the local job scene;
- wages had increased more slowly than the national average and lost pace with adjoining areas at both workplace and residential level. The growth between 2010 and 2019 had been 4% in Lincoln compared to 17% at the England level.

It was reported that these findings were relative to the ten comparator cities identified for benchmarking purposes, noted as Canterbury, Cambridge, Carlisle, Exeter, Gloucester, Ipswich, Mansfield, Oxford, St Albans and Worcester. The analysis of data highlighted the following:

- Lincoln had a very stable economy in respect of business and innovation, with a modest turnover of businesses, a low stock of businesses and low Gross Value Added per worker;
- Lincoln had a relatively small pipeline of 18-24 year old workers and had a high proportion of over 65's, together with a modest proportion of the population having been born overseas;
- with regard to housing, Lincoln had a big rented sector and good levels of affordability in terms of the ratio of house prices to income;
- Lincoln had a very low proportion of Knowledge Intensive Businesses from the perspective of the city's industrial structure and was at the upper end of the cohort in terms of manufacturing. Lincoln had a relatively high dependency on public sector employment;
- Lincoln had high levels of economic inactivity regarding jobs and employment, with a modest number of private sector jobs and exceptional levels of benefit claimants;
- Lincoln was a small service centre for its functionality, in relative terms, and had a higher stock of jobs than its nearest competitors in size and a slightly better level of Gross Value Added achievement;
- Lincoln had low wages and low skills compared to the other cities in the cohort;
- Lincoln had a limited public transport system in terms of current commuter use and, notwithstanding this, a modest carbon footprint.

Noting that this statistical analysis identified a significant number of challenges facing the city, those involved in collating the information and undertaking this piece of work were positive about its future. Examples of key opportunities were noted as follows:

- the growth of Waddington, particularly the growth of Istar NATO headquarters located there which was attracting military contractors to Lincoln including to Teal Park and the Boole Technology Centre at Lincoln Science and Innovation Park;
- the growth of the University of Lincoln, including the opening of a number of new schools in STEM subjects including Chemistry, Engineering, Geography and Pharmacy together with the new Medical School;
- Lincolnshire Institute of Technology and the significant investment planned in Lincoln College to enable it to create a step change in its technical training offer, alongside the enhancement of the outreach facilities of the University Technical College which provided scope to increase the scale and range of technical opportunities in the city;
- the opening of the Mosaic Digital Hub which would provide a focal point for the digital sector and help build the digital community in the city;
- investment in the High Street and Transport Hub, including the regeneration of the Cornhill area and longer term plans for the redevelopment of the south High Street area which was likely to lead to a concentration of the retail core and increase the number of trains to London. This would all provide significant optimism for future growth in the functional core of the city;

- the imminent completion of the Eastern Bypass, which would open up significant land for employment uses and help to remove the constraints to growth in a significant quarter of the city;
- Lincoln's world class tourism offer, taking into account the completion of the Heritage Lottery Fund investment in the Cathedral, complemented by the recent Bomber Command museum which provided a very potent mix of tourism opportunities connected with the city.

Jacqui Bunce highlighted that St Albans, for example, was a community city for London and had the highest number of consultants for health living there but not necessarily working in the area. It was therefore difficult to provide direct comparisons between that specific city and Lincoln.

Ursula Lidbetter suggested that the Board may wish to review further information regarding what this meant for Lincoln as averaging information out, such as wages for example, could sometimes hide other information.

It was noted that the Annual Survey of Hours and Earnings, undertaken at district level, had informed the data collated as part of the economic evidence base. This information could have been used to establish the average wages based on where people lived or worked, but this evidence base had concentrated on where people worked.

Ursula Lidbetter sought further information to establish what proportion of people were earning a particular wage rather than considering wages as an average. This would highlight specifically how many people were on a low income and how many were on a high income, as well as confirm the upper level of what people in the city earn.

It was agreed that further analysis of this particular level of information would be undertaken.

Gary Headland asked for clarification as to the relationship between the Lincoln Town Deal Board and the Lincoln Town Deal Delivery Group, asking whether this evidence base had been considered by the Delivery Group.

It was reported that the evidence base had been considered by the Lincoln Town Deal Delivery Group.

Mary Stuart accepted the point made about averages but agreed that use of averages in this context provided helpful high-level benchmarking in terms of how Lincoln compared to other areas of a similar size and demographic. She also agreed with the point made regarding St Albans, highlighting that the same could apply to the inclusion of Cambridge and Oxford as comparative cities. Their inclusion was based upon their size and character being similar to that of Lincoln and it was highlighted that Lincoln should have the aspiration and ambition to compete with these cities.

Councillor Ric Metcalfe reflected on whether Lincoln's economy was still recovering from the industrial decline of the 70's and 80's, particularly in respect of manufacturing. He felt that Lincoln needed to build on its strengths, but the reality was that there was a relationship between under achievement, low wages and high levels of health inequality across the city. These disadvantages were central to the City Council's priorities in seeking to address them, as well as ensure that economic growth in Lincoln was as equal as possible.

Edward Strange made the point that Lincolnshire was the second largest county, but the second poorest county in England, being a large rural county with a relatively low population. He saw the Lincoln Town Deal as a wonderful opportunity for the city of Lincoln.

Mary Stuart felt that it was important not to focus on the negative aspects of the evidence base but turn them into something that could make a huge difference to the city. One of the problems was that Lincoln had not found a new vision for itself, economically, following its industrial decline whereas many other places had. The Town Deal provided the perfect opportunity to make a difference, find Lincoln's new economic vision and take the city to the next level. With regard to the evidence base, Mary Stuart was of the opinion that Government would expect to see such a data analysis as part of the Board's demonstration that it would be allocating and spending money appropriately. It was imperative that the Board ensured the Town Deal had a positive impact on the city.

Gary Headland said that the evidence base provided the Board with a really good position statement as to what it knew about Lincoln. He asked whether this would include any assumptions as to what the city may look like from an economic perspective over the next two or three years, for example.

Kate Ellis reported that the evidence base was high-level but identified lots of investment taking place in the city, together with lots of industrial initiatives. There were opportunities, therefore, to transform Lincoln's economy and enable it to compete economically with its statistical neighbours. It was noted that a later item at this meeting would set out how things would be joined up to provide a clear, bold and ambitious strategy for the Lincoln Town Deal.

It was RESOLVED that the economic evidence base to underpin a Growth Strategy for the City of Lincoln be noted.

9. Transport Strategy - Presentation

The Board considered a report and received a presentation which set out the new Lincoln Transport Strategy which had been developed by Lincolnshire County Council, the City of Lincoln Council, North Kesteven District Council and West Lindsey District Council.

It was reported that the development of the Strategy included an extensive engagement process with elected members, stakeholders, officers and the general public through drop-in events, workshops and questionnaires. It also set out to

enhance the transport network, improve choice and inclusive accessibility and support the continued growth of the city and surrounding area.

The Strategy would help deliver a modern, sustainable and future-ready transport network in and around Lincoln so that the area could continue to grow sustainably, meeting challenges and taking advantage of future opportunities.

The following aspects of the Strategy were highlighted as part of the presentation:

- what the Strategy aimed to achieve;
- delivery of the Strategy and that its success would require a collaborative approach;
- the Strategy's vision;
- the Strategy's objectives, which were shaped around the key elements of the vision to support economic growth, rebalance movement towards more sustainable modes of transport and improving quality of life for all;
- the key pillars of the Strategy, which formed the priority infrastructure and included:
 - North Hykeham Relief Road – reducing congestion and improving the resilience of the network;
 - Green Corridors – providing high quality traffic free routes for pedestrians and cyclists;
 - Lincoln Walking and Cycling Network – enhancing walking and cycling infrastructure within Lincoln;
 - Mobility Hubs – promoting shared mobility and providing multi-modal and multi-functional transport interchanges across the city;
 - Bus Priority – improving access and supporting growth, including new routes from the Mobility Hubs to the city centre;
 - Public Realm and Environmental Improvements to Broadgate and Wigford Way and St Mary's Street – improving the public realm, enhancing Lincoln's historic core and strengthening east-west movements;
 - Electrification Package – helping reduce carbon emissions and improve air quality through expanding the electric charging network and uptake across the strategy area.
- the key pillars of the Strategy, which formed the key options and packages to support the infrastructure and included:
 - Flexible Demand Response Transport – providing new flexible on-demand connections between people and places;
 - Digital – supporting a future-ready Lincoln and reducing the need to travel via better Wifi and 5G;
 - Payment and Ticketing – enhancing public transport across Lincoln through smart ticketing;
 - Behaviour Change Programme – promoting sustainable travel through a behaviour change programme;
 - Education Travel – improving access to education and reducing the impact of school travel on the network;
 - Sharing Package – improving access to shared and on-demand mobility services including Urban Car Clubs;
 - Last Mile Package – helping people on the last part of their journey and improving connectivity as part of multi-modal journeys;

- Parking Strategy – delivering better parking that supported the wider Strategy;
- Sustainable Urban Extensions – developing a movement plan that set out the transport and movement priorities and expectations for the Sustainable Urban Extensions;
- Safety Package – providing a safer network and implementing safety improvements as part of the annual Lincolnshire Road Safety Partnership accident and analysis prioritisation.
- secondary interventions, which were lower priority schemes that would be delivered where additional support was required and support the key pillars.

Councillor Richard Davies explained that the new Strategy represented a fundamental shift and that the only way to improve congestion and support growth in the city was to encourage people to use other, sustainable, modes of transport.

Leo Scott Smith asked whether any statistics were available to identify what proportion of traffic was attributable to commuters, together with the locations of where they were coming from and going to.

It was noted that this information was available and that 60% to 70% of traffic was local, located within the common travel area just outside of the city's boundary.

Kate Ellis reported that all of the city's largest employers were working together through travel surveys with their staff, which had indicated that over 50% of people who travelled into the city for work travelled less than five miles. It was accepted that provision needed to be put in place for buses in order to make them more efficient but that the quality of the public transport offer was also key. Operators were not likely to invest unless they could see a benefit from doing so. Delivery of a step-change in the way in which people travelled in and out of the city, promoting sustainable transport and modal shift, would therefore demonstrate to operators that it would be worthwhile investing in Lincoln.

Councillor Richard Davies reminded the Board that a small amount of investment could make a huge difference, such as improvements made to lighting and cycle storage at North Hykeham train station which had resulted in a 19% increase in patronage.

Councillor Ric Metcalfe felt that it took a degree of political courage to put forward a Strategy which sought to challenge and encourage a change in culture and congratulated Councillor Davies for doing so. The Strategy was forward looking, place-making based and represented the most sustainable version of the document he had seen, with it also connecting with other aspects of the Lincoln Town Deal agenda. It was important that all members of the Lincoln Town Deal Board considered how they could play their part in delivering the principles of the Strategy from the perspective of the organisations they represented.

Jacqui Bunce reported that the health sector was reducing the number of physical journeys to and from hospitals as a result of technology which helped people improve their own health and wellbeing without the need to physically visit health practitioners. Links with the digital agenda also sat alongside this, such as agile

working practices for example. She highlighted that lots of services in the health profession operated on the basis of 24 hours, seven days a week, so consideration would need to be given to seven day connectivity which was safe and secure for people to use. Additionally, a lot of staff working these shifts represented some of the lowest paid workers in the city so it would need to be a cost-effective solution.

Caroline Killeavy was of the view that if a sustainable transport system was going to be designed around the lowest paid workers in the city it was not going to achieve the behavioural change referred to in the Strategy. Bus provision needed to be on the basis of a hop-on-hop-off service that was clean and efficient and needed to be vastly improved in order to encourage people to use such a service rather than their own vehicles. She suggested that research needed to be undertaken with the business community as to what it needed from transport infrastructure in Lincoln.

Leo Scott Smith did not necessarily agree that the answer was solely with buses and that there were other opportunities in linking up with the digital economy. Use of electric vehicles in the form of scooters and bicycles as opposed to cars, for example, could provide a solution and potentially attract large technology companies to the city.

Mary Stuart acknowledged that a range of different solutions would be needed to address congestion in Lincoln and the way in which people worked and moved around the city. She referred to the issue as being about mobility rather than transport.

It was RESOLVED that the content of the Lincoln Transport Strategy be noted.

10. Delivery Board - Update on Progress, Programme, Emerging Vision and Priorities

The Town Deal Board considered a report on the progress made to date by the Lincoln Town Deal Delivery Board.

It was reported that the following milestones had been achieved:

- analysis and final report on evidence base and stakeholder consultation;
- convening of Delivery Board and workshop sessions to identify high-level vision, outcomes and priorities for further development with associated leads;
- project proforma and scoring criteria for high level assessment developed and circulated;
- wider stakeholder consultation taking place via a virtual Citizen Panel reaching 600 residents in March 2020.

A proposed programme to meet the accelerated timeline, allowing for development of high-level project proposals and appraisal, stakeholder consultation and internal reporting to meet the lead Council's requirements was set out in the report, culminating in approval of the final Town Investment Plan in May 2020.

The proposed vision for the Lincoln Town Deal was noted as follows:

‘A world class heritage city with a diverse and dynamic economy; where harnessing the power of digitalisation drives investment, productivity, skills, innovation, business growth and employment to improve service delivery and raise the quality of life for all, securing Lincoln’s future as a successful and sustainable, smart and prosperous city where people want to be.’

Four key outcomes of the Lincoln Town Deal were proposed as follows:

- ‘Lincoln will realise its full potential as a vibrant Cathedral city through effective digital promotion and continued investment in its cultural, leisure and heritage assets. The regeneration of strategic sites will further strengthen the urban core through the development of high quality, sustainable workspace and city living to satisfy a growing demand’;
- ‘Building on its strengths as a centre for learning and research, Lincoln will position itself as a Living Lab – the Lincoln Living Lab – where organisations can collaborate, co-design and test innovative products and services to enable smart growth’;
- ‘The delivery of a Sustainable Transport Strategy, underpinned by digital technology, will enable efficient movement through the city and work with partners will strengthen the already strong inter-city connections to and from Lincoln’;
- ‘Investment in training will be tailored to serve industry, the key growth sectors and to address skills gaps. Lincoln will seek to secure the local delivery of specialist training (such as digital coding) to improve workforce skills and support a transition to a higher skill, higher wage economy in which everyone can participate’.

In order to meet these key outcomes, four key delivery areas had been defined as follows:

- digital connectivity: hard and soft infrastructure;
- transport connectivity: Lincoln Transport Strategy;
- skills;
- city centre vibrancy and urban regeneration.

Emerging activities and projects had been assigned to each outcome, as set out in the report.

Leo Smith Scott provided an update on the Lincoln Living Lab proposal, which would be a place for organisations to test their technology, pilot their innovations and develop their ideas in a collaborative, supportive environment as part of the public-private-people partnership. The Living Lab concept as part of the Town Deal consisted of Lincoln itself becoming a city-wide Living Lab which, in effect, would open up the city to technology companies and entrepreneurs, promoting it as an area that sought innovation and was keen to drive forward new projects. This could result in large technology companies or small start-up businesses coming into the city, bringing with them skilled jobs and consequential economic growth with other

organisations then wanting to be located in Lincoln as its reputation in the sector grew.

Mary Stuart made the point that, as keen as she was for companies to come into Lincoln and test their technology as part of the Living Lab concept, it was vitally important to know that the model could work in practice in Lincoln. With regard to the earlier item at this meeting in respect of capacity funding, the notional allocations of funding referred to in that report made more sense against the context of this programme for the Lincoln Town Deal. It was fundamental that the Living Lab concept could be tested in a small way initially in order to confirm whether or not it would work.

Kate Ellis reported that the Delivery Board's discussions had been around what the future looked like for Lincoln and what needed to happen in order to achieve this. As part of these discussions, everything came back to the use of digital technology and how this was a key growth sector. Lots of jobs had changed or would be changing to embrace digital technology in the future, providing challenges of skill level and infrastructure.

Noting that digital interaction would be so significant in the future, the Delivery Board considered how Lincoln could make this transformative and looked into other areas where the Living Lab concept had been successful. Amsterdam and Antwerp were excellent examples, however, Barnsley also had a very good Living Lab in operation which had already managed to attract a lot of investment and cluster of skills. In order to put a Living Lab in place in Lincoln it would be necessary to build up the digital sector of the city but ensure that other sectors who could benefit were not left behind. Tourism, transport and retail, for example, all had digital elements to them. Officers were therefore in the process of developing a digital strategy for the city in order to properly understand the current position from a digital perspective. It was then proposed that a test be undertaken to establish whether the city could be used as a Living Lab based on productivity and business benefits, over a period of approximately six weeks. If the testing proved to be successful it would provide a great deal of evidence to substantiate further development of the concept.

Mary Stuart reflected on the issue of marketing previously considered under the capacity funding item earlier at this meeting, and now understood that this marketing campaign would be used to attract companies and organisations to come to Lincoln to test their technology, as well as promote a lifestyle in Lincoln and the wider opportunities that were available. This was about getting talent into the city together with place marketing about Lincoln.

Kate Ellis confirmed that the 'Be Lincoln' brand would be solely for that purpose, independent from the University of Lincoln, local businesses and Visit Lincoln.

Leo Scott Smith expressed slight reservations that the Town Deal was seeking to do too much at once and felt that focussing on one particular area would create more of an impact, which other things would subsequently be able to grow around. He was concerned that by spreading resources too thinly across a range of projects there was a danger that the potential economic benefit would be lost.

Edward Strange said that it was essential to bring the latest and newest ideas into Lincoln and was very keen for the Town Deal Board to progress down the route proposed as part of the Lincoln Living Hub concept. He was of the view that Lincoln needed to attract the large technology companies which could revolutionise the city similar to the way in which the University of Lincoln had since its establishment. He saw this as a significant next stage for the city of Lincoln.

Ursula Lidbetter reflected on the work of the Greater Lincolnshire Local Enterprise Partnership and the timeframes that were put in place by Government with regard to allocating and spending funding. It would be essential to know what was deliverable in order that this could be demonstrated to Government.

Kate Ellis agreed that things needed to be narrowed down, but with a concentration on what could be delivered as part of the Town Deal. Officers did not know enough about the digital agenda yet, which was why it was necessary to trial the Lincoln Living Lab concept through capacity funding. It was for this reason that, at the moment, a range of projects were ongoing so that further work could be undertaken to determine what would work and what could provide the most benefit as part of the Lincoln Town Deal.

It was RESOLVED that:

- (1) Progress made by the Lincoln Town Deal Delivery Board be noted.
- (2) The Lincoln Town Deal Programme and Emerging Vision, as set out in the document, be agreed.

11. Civic Place Making Breakfast Feedback

Angela Andrews provided an update following a Civic Place Making Breakfast that had been recently held and represented another group of key stakeholders.

Discussion at the meeting ensued around place making as a city and what some of the barriers were in improving Lincoln as a place. The following were agreed at that meeting as the three key considerations:

- transport plans;
- place marketing;
- the Lincoln Town Deal.

It was agreed that this group of stakeholders should be used by the Town Deal Board as a key consultee regarding some of the proposed priorities and projects that would come out of the Lincoln Town Deal. There were also lots of other governance structures across the county which should be utilised as part of any Town Deal consultations, where appropriate.

It was RESOLVED that the update be noted.

12. Next Meeting

It was RESOLVED that future meetings of the Lincoln Town Deal Board be held as follows:

- Friday 27 March 2020 2pm – City Hall, Lincoln
- Monday 27 April 2020 8am – University of Lincoln