

Lincoln Towns Fund Evidence Base Update

This report provides an update on the evidence base developed for the Lincoln Town Fund application. The original evidence base was presented to the Lincoln Town Fund Board on 27 February 2020. A number of key areas of work have been undertaken since, including:

- Some initial analysis on the impact of Coronavirus on the Lincoln economy
- The completion of the draft Central Lincolnshire Economic Needs Assessment by Turley
- Testing the priorities identified through the evidence base and work of the delivery group through the lens of the Citizens Panel, via an online survey (undertaken during early March 2020, prior to 'lockdown'). An analysis of the results from this consultation is included in this report.
- The development of priorities, and incorporation of the evidence gathered so far, into a draft Transformation Plan format

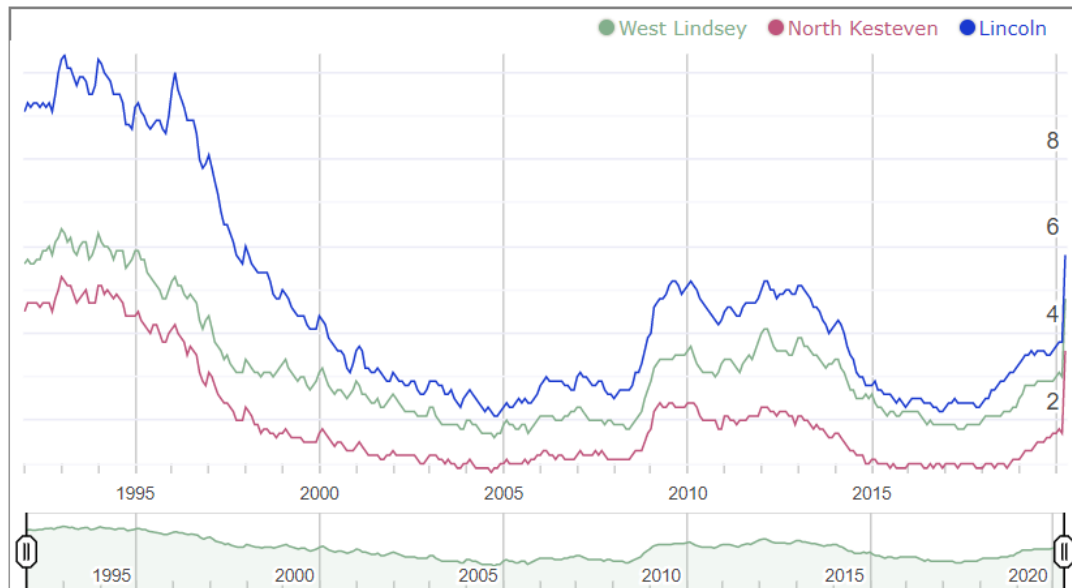
1. Emerging Picture of the Impact of the Coronavirus in Lincoln

We are still in the midst of the Coronavirus pandemic, and the extent of its economic impact is yet to unfold. However, we have conducted some early work on unemployment and furlough rates in Lincoln and other Lincolnshire districts to identify initial trends.

1.1 Unemployment

Graph 1 sets out the long-term trends in the unemployment claimant rate since 1992. As of April 2020, Lincoln's claimant rate (5.8%) is the highest since 1998, and greater than seen during the 2008 recession.

Graph 1: Unemployment Claimant Counts for Central Lincolnshire districts – 1992-2020



Source: ONS Claimant Counts, via NOMIS (2020)

Table 1 and Graph 2 show the change in the number and rate of unemployment claimants between January and April for all local authority districts in Lincolnshire. It shows a significant increase in claims across the county, with more than 9,000 new claimants. Lincoln has the second highest number of claimants, after East Lindsey, although the rate of change is lower than other districts because Lincoln started from a relatively high base of claimants. North

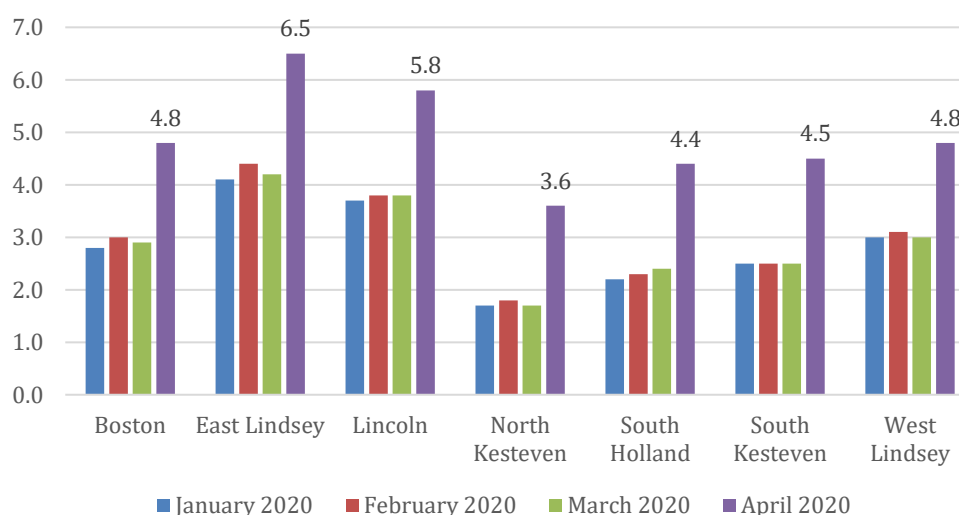
Kesteven has seen the greatest change, with its rate doubling since January, albeit from a low base of 1,155.

Table 1: Unemployment Benefit Claims – January-April 2020

	Jan-20	Feb-20	Mar-20	Apr-20	change	% change
Boston	1,170	1,240	1,225	2,005	835	71
East Lindsey	3,180	3,405	3,250	4,985	1,805	57
Lincoln	2,485	2,570	2,555	3,900	1,415	57
North Kesteven	1,155	1,215	1,195	2,450	1,295	112
South Holland	1,215	1,270	1,290	2,420	1,205	99
South Kesteven	2,055	2,125	2,100	3,740	1,685	82
West Lindsey	1,655	1,720	1,680	2,645	990	60
Lincolnshire Total	12,915	13,545	13,295	22,145	9,230	71

Source: ONS Claimant Counts, via NOMIS (2020)

Graph 2: Unemployment Benefit Claims, as % of working age population – Jan-Apr 2020



Source: ONS Claimant Counts, via NOMIS (2020)

Further analysis by age suggests that the claimant rate increase has been highest among those aged 25-49 than for those aged 16-24 and 50+.

1.2 Vulnerability through the lens of furloughing

The RSA has conducted a study to identify local authority districts that are most at risk of job losses¹, based on rates of jobs furloughed. This is based on findings from the ONS Business Impact of Coronavirus Survey (BICS), which identifies the proportion of workforce that has been furloughed among a sample of businesses from different sectors. Analysis of this data undertaken by Oxford Consultants for Social Inclusion (OCSI) suggests that Lincoln, along with Boston, has the lowest proportion of jobs at risk in Lincolnshire.

¹ RSA (2020) One-in-Three Jobs in Parts of Britain at Risk due to Covid-19, available online at: www.thersa.org/about-us/media/2020/one-in-three-jobs-in-parts-of-britain-at-risk-due-to-covid-19-local-data-reveals

Table 2: At Risk Jobs, by local authority district

	% jobs at risk
Boston	23.7-24.7
East Lindsey	34
Lincoln	23.7-24.9
North Kesteven	25.8-27.1
South Holland	25.8-27.1
South Kesteven	24.9-25.8
West Lindsey	25.8-27.1
UK overall	

Source: RSA and OCSI (2020)

The BICS survey has identified the rates of furlough for each sector, as set out in Table 3. The highest rates can be observed in tourism and arts-related activities, while education and health activities show the lowest proportion of jobs on furlough. The RSA identifies that districts with a high proportion of knowledge-intensive businesses are least at risk, while rural districts dependent on tourism and hospitality activities are most at risk.

Table 3: Estimated percentage of sector workforce furloughed, UK

Sector	% on furlough
Manufacturing	31.1%
Construction	46.2%
Wholesale And Retail Trade	21.5%
Accommodation And Food Service Activities	73.3%
Transportation And Storage	32.0%
Information And Communication	13.0%
Professional, Scientific And Technical Activities	13.2%
Administrative And Support Service Activities	31.3%
Education	6.8%
Human Health And Social Work Activities	8.5%
Arts, Entertainment And Recreation	69.9%
All Industries	28.4%

Source: ONS Business Impact of Coronavirus Survey (BICS) (2020)

We have applied a similar methodology to that used by the RSA. This has involved taking the percentage of jobs identified as furloughed for each sector (Table 3) and applying this to the industrial composition of each Lincolnshire local authority district. The employment data for industrial sectors comes from the Business Register and Employment Survey (BRES) 2018, which is publicly accessible via NOMIS. Using this approach, the approximate number of jobs furloughed per sector in Lincoln and other Lincolnshire districts are presented in Table 4 below.

The BICS survey currently does not provide data for public administration and defence, and a number of small sectors such as finance and property. It has therefore not been possible to infer numbers for these sectors. The estimates provided in Table 4 are therefore conservative. Looking at the data for Lincoln, it is estimated that at least 13,000 jobs have been furloughed, which is the third highest volume of jobs after South Kesteven and East Lindsey. Within Lincoln, the visitor economy and retail sector appear to have been hit hardest, with more than 3,000 jobs furloughed in the hospitality sector alone. By comparison, the high proportion of jobs retained in Lincoln's health and education sectors appear to have a protective effect for now.

Table 4: Estimated number of jobs furloughed, by sector and local authority district

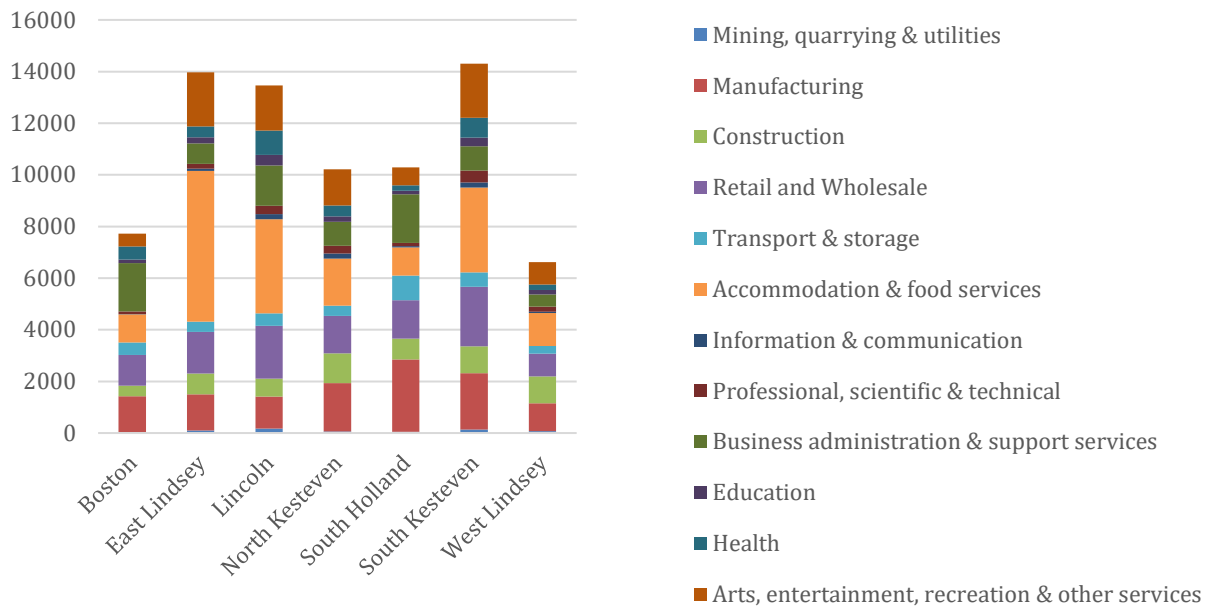
Industry	BB	EL	LC	NK	SH	SK	WL
1 : Agriculture, forestry & fishing*	#	#	#	#	#	#	#
2 : Mining, quarrying & utilities	24	97	174	63	49	139	70
3 : Manufacturing (C)	1,400	1,400	1,244	1,866	2,799	2,177	1,089
4 : Construction (F)	416	809	693	1,155	809	1,040	1,040
5,6,7 : Retail and Wholesale	1,183	1,613	2,043	1,451	1,484	2,311	882
8 : Transport & storage (inc postal)	480	400	480	400	960	560	288
9 : Accommodation & food services	1,095	5,840	3,650	1,825	1,095	3,285	1,278
10 : Information & communication	20	78	195	195	39	195	59
11 : Financial & insurance*	#	#	#	#	#	#	#
12 : Property*	#	#	#	#	#	#	#
13 : Professional, scientific & technical	91	195	325	293	130	455	195
14 : Business administration & support services	1,878	783	1,565	939	1,878	939	470
15 : Public administration & defence*	#	#	#	#	#	#	#
16 : Education	136	238	408	204	136	340	170
17 : Health	510	425	935	425	213	765	213
18 : Arts, entertainment, recreation & other services	489	2,097	1,748	1,398	699	2,097	874
Furloughed jobs (estimated)	7,721	13,973	13,459	10,213	10,289	14,303	6,624
Percentage of all jobs furloughed (estimated)	24%	32%^	24%	26%	26%	26%	25%

Source: Developed using Business Register of Employment Survey (2018) and BICS (2020)

*results for these sectors not provided by the BICS Survey

^analysis by OCSI suggests a furlough rate of 34% in East Lindsey

Graph 2: Estimated number of jobs furloughed, by sector and local authority district



1.3 Discussion

Looking across the two sets of analysis, there are some common observations. Lincoln, East Lindsey and South Kesteven have seen the highest growth in unemployment claims and emerge as the districts with the largest (estimated) number of jobs furloughed.

Lincoln now has a claimant rate of 6%, the highest since 1998. While the surrounding districts of North Kesteven (3.6%) and West Lindsey (4.8%) have lower rates, together the three Central Lincolnshire districts have seen an increase of 4,000 unemployment claims, an increase of 70%. In North Kesteven, the number of new claims in April exceeded the existing claimant base. It is fair to assume that a large proportion of these claimants will live in North Hykeham, which lies within the Lincoln Principal Urban Area and is a key part of the Lincoln economy.

The analysis does not include the public sector. For now, the high proportion of employees employed in education, health and (it is fair to assume) the public sector appears to have a mitigating effect on furloughing rates within Lincoln. However, these sectors may be vulnerable in the medium term when current financial cycles end. With Lincoln home to the City and County Council and other sub-regional public bodies, it may face a disproportionately larger impact from jobs losses/furloughing in this context.

2. Draft Central Lincolnshire Economic Needs Assessment (ENA)

Turley produced the draft ENA for Central Lincolnshire in March 2020. As with the Lincoln Economic Evidence Base, the data presented in the ENA pre-dates the Covid-19 crisis. The ENA examines the economic performance of the three Central Lincolnshire districts, in order to inform the Central Lincolnshire Local Plan (2018-40). It provides an evidence base to underpin decisions around provision of land to accommodate the likely creation of new jobs.

The ENA identifies that Lincoln has experienced strong growth since the last ENA was produced in 2012. In fact, jobs growth had exceeded employment forecasts. In Lincoln in particular the number of new jobs created had already (within 6 years) exceeded the 24 year forecast, by 25%. Jobs growth in North Kesteven and West Lindsey had been steady and consistently over this time.

The Lincoln Economic Evidence Base and the ENA identify similar sector growth patterns, with some minor differences due to the periods of growth examined. As with the Evidence Base, the ENA highlights strong growth in Information and Communication, Business Administration and Support Services, and Arts, Entertainment and Recreation. Information and Communication is identified as representing 15% of total employment growth in Central Lincolnshire. The ENA identifies that Retail jobs have declined in Lincoln in particular, but there has been simultaneous growth in Food Services (such as restaurants and cafes). Trends in occupations are broadly the same as the Evidence Base, with growth in professional and service occupations.

Turley has conducted some sub-regional analysis to identify where jobs growth has occurred; It identifies that a number of areas in the vicinity of Lincoln and North Hykeham have each created over 1,000 new jobs between 2012 and 2018. These include the area around Brayford Pool, Lincoln County Hospital, and Outer Circle Road, which are shown to have concentrations of growing employers. North Hykeham has three areas where at least 500 jobs have been created. Overall, two thirds of local areas (LSOA's) in Central Lincolnshire have seen employment growth, while one third have seen employment decline.

In terms of employment space, the ENA highlights a significant reduction in the vacancy rate for industrial, office and retail employment space between 2012 and 2018, which suggests that previously vacant space has supported employment growth to date. This is true for all districts but most pronounced in North Kesteven. The much lower vacancy rate in 2018 suggests limited capacity to support future employment growth within existing employment space.

Turley kindly shared employment forecasts (from Experian and Oxford Economics) with the University of Lincoln, which means that these were already incorporated into the Evidence Base. These forecast employment declines in the public sector, manufacturing and transport and storage, but continuing growth in professional and scientific, health, and accommodation and food services.

The ENA identifies some broad implications for demand for employment land. Across Central Lincolnshire, fewer than half of new jobs will require office space, warehousing and industrial land. Among these, it estimates highest demand for office space (6.5 ha), and substantially lower for warehouses (4.3 ha) and industrial land (0.9 ha).

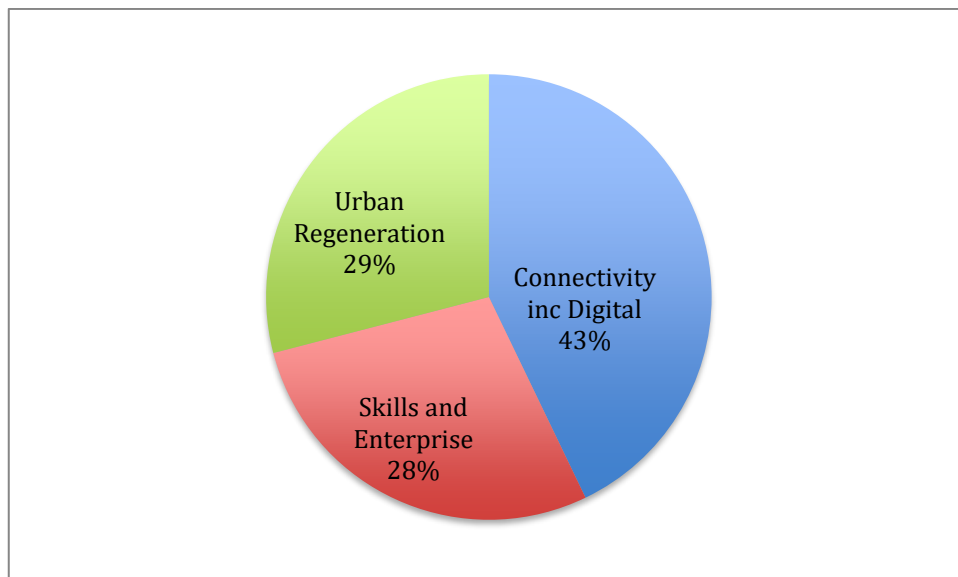
Lincoln Towns Fund: Analysis of Citizen's Panel Survey

212 responses were received from a demographically representative panel of 811 residents of the City of Lincoln.

The first section of the survey involved a series of closed questions asking people to rate the relative importance of the Towns Fund themes and then a number of activities relating to each theme. Results are set out below:

Relative Importance of Themes within the Towns Fund:

Theme	Weighted Score
Connectivity including Digital	270
Skills and Enterprise	177
Urban Regeneration	183



Connectivity, particularly including the digital agenda, is given by far the highest premium in relation to the comments of respondents. The other two priorities are given a roughly equal ranking, which is around 50% lower than connectivity. A review of connectivity themes identifies the following concepts as being of highest interest:

- Invest in a sustainable transport infrastructure
- Develop the Living Lab idea
- Grow investment in digital technology to improve service delivery

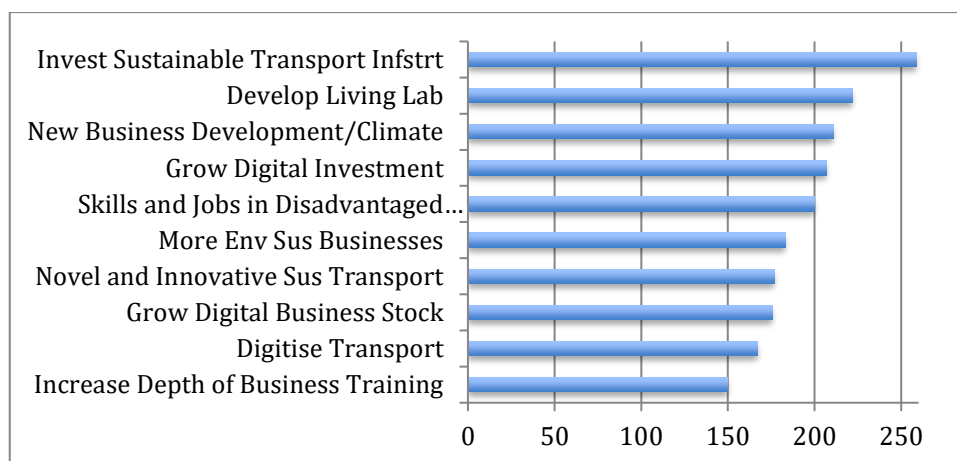
Interestingly these responses all point to the significance of digital as an enabler rather than an end in itself. Growing the stock of digital businesses ranks relatively low in terms of closed responses as 8th out of the 10 initiatives offered for people to rank. More traditional forms of connectivity including investing in the infrastructure of the city (which comes top of the 10 initiatives) include novel and innovative approaches to sustainable transport, which comes 7th in the ranking and digitize transport options which comes 9th in terms of respondent's priorities.

In terms of skills and enterprise as the responses to these questions were answered by members of the general public rather than businesses per se it is important to acknowledge the responses as being in some senses “at one remove” from the businesses themselves. This perhaps explains in part why a number of measures such as increasing the depth of business training and growing the stock of digital businesses come relatively low in the overall list of priorities. The highest rated skills and enterprise areas involve creating a positive climate for new businesses (3rd out of 10 measures) and creating skills and jobs in disadvantaged areas (5th).

It is important when considering the relative priority afforded to each concept that in terms of the range of priority scores allocated there is only a margin of 60% between the most and least important theme. These responses should therefore be seen as indicative rather than showing highly significant differences between the majority of themes.

Relative Importance of Activities:

Activity	Weighted Score
Invest Sustainable Transport Infrastructure	259
Develop Living Lab	222
New Business Development/Climate	211
Grow Digital Investment	207
Skills and Jobs in Disadvantaged Areas	200
More Environmentally Sustainable Businesses	183
Novel and Innovative Sustainable Transport	177
Grow Digital Business Stock	176
Digitise Transport	167
Increase Depth of Business Training	150



Narrative Comments

Respondents were invited to comment on key themes and activities. They offered the following views:

Urban Regeneration – 30 comments were offered which are broadly linked to the Urban Regeneration theme – a brief summary is offered below:

- Public Toilets
- Swimming Pool x2
- Link to Commonwealth Games
- Better links between University and City
- Enhanced Green Space
- Improved Public Realm
- Enhancements to the functionality of the Brayford area as a leisure/retail space
- Ice Rink
- Leisure Centre x2
- Open Space
- South High Street Regeneration x3
- Affordable Housing x5
- Skate Park
- Improved Market x2
- Greater Retail Diversity
- Wider range of City Centre usages
- Cleaner urban setting
- Support for the homeless
- Enhanced wider functionality for bus station
- Investment in spaces adjoining the High Street
- Promote the High Street

This list of key themes reveals a strong commitment to the regeneration of specific places in the context of the City. These include the High Street and its wider environs, the lower High Street area (particularly in terms of a process of potential investment and repurposing) and there is a clear link to the development of the Market in the City in this context as well.

Other key themes including the availability of affordable housing for residents, and the enhancement of transport nodes and connections. The provision of new recreational facilities in terms of leisure are also a strong theme.

Connectivity – 29 comments were offered which are broadly linked to the connectivity theme – a brief summary is offered below:

- Limit car use in City Centre x3
- Reduce the cost of travel around the City Centre x2
- Increase accessibility of the City Centre from the outskirts x2
- Enhanced traffic flows around the City x2
- Better parking facilities
- The importance of the LCC transport strategy
- Enhanced Park and Ride x3
- Better cycle routes x3
- Cheaper Parking
- Safe place to store electric bikes/scooters
- Mono-rail/funicular transport
- Make the City a more bike and pedestrian friendly environment
- Reduce pollution
- Electric buses x2
- Rail links to suburbs and proximate villages x2
- Digital traffic management
- Better public transport in the evening
- Fast Car Charging Points

Notwithstanding the commitment to the growth and development of the digital theme within the closed question section of this survey the majority of responses in narrative form focus on more traditional issues linked to: accessing the city, travelling around it and parking in it. This is interesting on the basis that the relatively dense profile of Lincoln as a small and compact City would lead one to assume that issues around physical transport and access might not have such a high premium as they clearly do.

Skills and Enterprise – 17 comments were offered which are broadly linked to the skills and enterprise theme – a brief summary is offered below:

- The importance of small businesses to the economy of Lincoln – they characterize it
- The value of supporting small independent businesses, particularly retailers

- Better careers support for young people – citing “Confident Choices” initiative
- Combating poverty and social exclusion in City “hot spots”
- Support for the unemployed x2
- Support for the homeless
- City Living for “young professionals”
- Crime reduction initiatives focused on younger people
- Start Up and SME viability support programmes
- Local recruitment fairs and strategies
- Develop a base for space and science in the City Centre (potentially linked to the current Science Park)
- More outreach and engagement of digital sector x2
- Engage local schools in planning the future of the City
- Invest in the growth of the digital business environment
- Fully exploit the business potential of the City in terms of heritage

There is a slight emphasis in responses around skills and enterprise to the importance of inclusive growth and addressing inequality. The value and stimulation of the small business base of the City is referenced as an important theme. Activities to support the career development and wider economic determinants such as housing are also referenced in relation to younger people.

Environment – without prompting, 13 comments were offered which are broadly linked to the environment – a brief summary, by way of a cross cutting theme is offered below:

- Become a leader in City Centre sustainability through innovation around recycling
- Going carbon neutral by 2030 should be a priority
- Encouraging sustainable city transport options
- Reducing pollution x2
- Put an emphasis on rubbish removal and cleanliness in City Centre settings x3
- Provide more and more accessible green spaces
- Develop green corridors to enable wildlife to flourish
- Deliver on the climate emergency agenda in the City
- Give a higher premium to environmental sustainability in construction activities in the City
- Stop cutting down trees! Plant more of them

It is interesting that whilst the environment might have been conceived as a cross cutting theme in the context of Towns Fund a significant number of comments were offered in relation to this theme. They point to the importance of sustainable transport, public open spaces and the reduction of pollution. When considered alongside the more environment tinged responses to the three core themes they do point to “green issues” as a potential strong undertow for the development of the Towns Fund in Lincoln.

3. Lincoln Town Deal – Draft Transformation Plan

3.1 Introduction

Lincoln is a small city with a population of less than 100,000 people. It has seen considerable economic growth over the last decade, driven in part by Higher and Further Education with over 20,000 students across 3 institutions, University of Lincoln, Lincoln College and Bishop Grosseteste University. Outside of its learning offer, the growth of the Principal Urban Area has been significantly centred on the North Hykeham neighbourhood to the south of Lincoln, where the digital sector has experienced significant economic expansion. In Lincoln as a whole the stock of digital businesses represents 50% of the digital sector across Lincolnshire. The City also has strengths in health services, retail and manufacturing with a distinctive and well-established supply chain linked to Siemens which services and manufactures gas turbines.

Lincoln has a small stock of knowledge intensive businesses, low skills levels and relatively high levels of deprivation, including a large stock of benefit claimants compared to similar cities. The City also has high levels of economic inactivity. It has low wages and low GVA compared to similar cities. It has a high number of properties in the rented sector and relatively low levels of owner-occupied housing.

In terms of opportunities the City is well connected, with significant enhancements to its travel infrastructure planned in terms of both its rail services and the expansion of its road infrastructure. It has a heritage cluster of international significance and a vibrant and growing social enterprise sector.

Transformation Table

Issue	Current Situation	Potential Action	Potential Transformation Targets: 5, 10-15, 30 years	Citizen's Panel Links
Skills	Notwithstanding its vibrant F/HE sector Lincoln ranks in the bottom 25% of all local authority areas in terms of its Educational outcomes. The number of residents qualified to NVQ3 and above is almost 10% points lower than the	Increase the targeting of learning interventions at those areas of the community where the greatest gap exists between local and national levels of qualifications and skills.	<i>5 years</i> Effective interventions close the NVQ 3 gap between Lincoln and the national average bringing the difference to no more than 5%. <i>10-15 years</i> Parity with England average for proportion of population developing level 3+ qualifications, no reported skills shortages. Recognition as a national centre of learning around the digital economy,	28% of respondents saw skills as the highest priority Using skills as the antidote to disadvantage and deprivation was identified as the 5 th most important intervention in a list of 10 by the citizens panel

Issue	Current Situation	Potential Action	Potential Transformation Targets: 5, 10-15, 30 years	Citizen's Panel Links
	national average at 49% compared to 58%.		<p>manufacturing economy, the learning economy and the heritage sector</p> <p><i>30 years</i></p> <p>Creation of a nationally significant cluster of high value skilled workers particularly in relation to the digital economy, manufacturing sector, the learning economy and the heritage sector, which is a key driver of sustainable new businesses and jobs growth.</p>	<p>Growing the stock of small businesses was seen as the 3rd most important intervention in the list of 10 by the citizens panel, growing the range of digital businesses was the 8th most important intervention.</p>
Wages	Lincoln has an average salary, which is £70 per week below the national average. Lincoln is in the worst 20% of all places in England in terms of incomes.	Increase the number of better paid jobs in Lincoln.	<p><i>5 years</i></p> <p>An increase in the skills base and range of job opportunities enables Lincoln to achieve parity with the average wage at a national level.</p> <p><i>10-15 years</i></p> <p>Lincoln is in the top 33% of settlements in terms of the Indices of Deprivation income measure. It has a weekly wage based on the growth of high value components of its industrial base, which is 33% better than the national average.</p> <p><i>30 years</i></p> <p>Lincoln is in the top 25% of settlements in terms of the Indices of Deprivation income measure. It has a self – sustaining number of economic sectors operating at an international level, which provide it with the ability to achieve wage levels which are 50% better than the national average.</p>	
Enterprise	Lincoln has a very low level of business births less than 20 per 10,000 population – a third of the England average. The city has a very	Increase the number of businesses in the area to reduce the ratio of people to business.	<p><i>5 years</i></p> <p>The development of an enterprise culture, targeted at post 16 learners and older people in the labour force for whom self employment is appropriate. This is led by the growth and consolidation of the City's key value adding</p>	

Issue	Current Situation	Potential Action	Potential Transformation Targets: 5, 10-15, 30 years	Citizen's Panel Links
	<p>"static" economy with a level of business "churn" 50% less than the England average.</p>		<p>sectors and particularly through its proposed digital revolution.</p> <p><i>10 -15 years</i> Lincoln surpasses parity with the national average for the number of businesses in the area to the ratio of its population. The area begins to develop a reputation as a centre of enterprise and know how in terms of its most distinctive sectors, building amongst other areas of opportunity on its dynamic social enterprise sector.</p> <p><i>30 years</i> Lincoln has a 50% higher proportion of businesses to the ratio of people compared to the national average. This is sustained by structures such as business networks and themed incubator workspaces, such as the current digital incubator <i>Mosiac</i> which position the City as a "go to" place for know how in its most dynamic economic sectors. Business investors recognise the area as a smart location for the provision of business growth lending.</p>	
Jobs	<p>Lincoln has a small stock of jobs compared to similar Cities. This leads to a low proportion of people employed as a % of the working population, 70.4% compared to and England average of 76.2%</p>	<p>Increase the number of jobs per head of population in the City to increase the range of skills and increase the scale of wages available in Lincoln.</p>	<p><i>5 years</i> Through an increase in the range and quality of jobs in Lincoln's strategic sectors, particularly digital, manufacturing, learning and heritage Lincoln achieves parity with the England average for the stock of jobs per head of population.</p> <p><i>10-15 years</i> Through a continuing trend around the activities set out above Lincoln has 10% more jobs per head of population than the national average.</p> <p><i>30 years</i></p>	<p>Using skills as the antidote to disadvantage and deprivation was identified as the 5th most important intervention in a list of 10 by the citizens panel, including increasing the stock of jobs through this means.</p>

Issue	Current Situation	Potential Action	Potential Transformation Targets: 5, 10-15, 30 years	Citizen's Panel Links
			Lincoln builds on its sectoral strengths and supply chains, which enable it to outstrip the national number of jobs by over 10% on an on-going basis.	
Employment	Lincoln is in the worst 25% of all neighbourhoods in England in terms of Employment. It has a very high level claimants as a proportion of its population 3.6% compared to a national figure of 2.9%	Increase the number and range of job opportunities in Lincoln. There needs to be a specific focus on those who are most excluded within the local labour market.	<p><i>5 years</i> Lincoln has unemployment, which is on a par with the national average, with the reduction delivered through very clearly focused targeted interventions in key neighbourhoods of deprivation such as Sincil Bank, Birchwood and St Giles.</p> <p><i>10 – 15 years</i> Lincoln has a diverse range of sustainable employment opportunities, with no neighbourhood hotspots of unemployment and disadvantage. This enables it to have an unemployment level, which is 10% less severe than the national average.</p> <p><i>30 years</i> Lincoln has levels of unemployment, without an overheating jobs market, which are considerably better than the national average and are statistically counted as representing zero unemployment and which sustain the skills needs of its key sectors particularly: digital, manufacturing, heritage and learning.</p>	
Health Outcomes	Lincoln is in the lowest 15% of all areas in England in terms of its health outcomes 26 % of the working population are economically inactive compared to an England average of 21%	Reduce the number of people with poor health outcomes particularly in relation to increasing levels of economic activity	<p><i>5 years</i> Lincoln is no more than 10% below the national average in terms of health outcomes as measured by the English Indices of Deprivation. Through a series of targeted employment focused interventions, including self employment options and through an increase in the range and diversity of local jobs levels of economic activity fall to a parity with England as a whole.</p>	Reducing pollution and car use were both identified as narrative priorities within the Citizen's Panel as was the benefit of an enhancement of recreational and leisure facilities in the City.

Issue	Current Situation	Potential Action	Potential Transformation Targets: 5, 10-15, 30 years	Citizen's Panel Links
			<p><i>10 -15 years</i> Lincoln has levels of economic inactivity below the national average. It is perceived as a healthy City with a dynamic and adaptable workforce.</p> <p><i>30 years</i> Lincoln has lower significantly lower levels of economic inactivity than the national average and better overall levels of health and well-being than similar cities in terms of size and functionality.</p>	
Industrial Structure	Lincoln is 9% points behind the national average when it comes to workers involved in Knowledge Intensive Businesses (KIBS).	Increase the number of people working in KIBS and maximise the range and quality of jobs in the High Street and Heritage sectors and the number of digital and learning sector jobs.	<p><i>5 years</i> An increase in the stock of Knowledge Intensive Businesses, increasing local productivity and driving down the gap in KIBS between Lincoln and the national average to 5%.</p> <p><i>10-15 years</i> Lincoln outstrips the national average in terms of Knowledge Intensive Business jobs, with distinctive strengths in manufacturing, heritage, learning and digital sectors.</p> <p><i>30 years</i> Lincoln has a more diverse economic base whilst having maximised the number of Knowledge Intensive Businesses in its area through activities, which draw strength from the business opportunities arising from its character as a heritage, learning and retail centre. It will be in the top 20% of places in England in terms of the number of jobs provided by KIBS related businesses.</p>	Growing the overall stock of businesses, increasing the range of businesses active on the High Street, enhancing the number of digital businesses were all key themes arising from the views offered by the Citizen's Panel.
Development track record	Lincoln is still perceived to be a local investment option for bigger scale	A more diversified pattern of economic development	<p><i>5 years</i> Lincoln will have a diverse range of proposed investments in different types of business activity,</p>	Investment in a more sustainable transport infrastructure was the most

Issue	Current Situation	Potential Action	Potential Transformation Targets: 5, 10-15, 30 years	Citizen's Panel Links
	investors. It operates in an environment dominated by High Street lenders and accesses a relatively limited range of financial instruments/products to drive its growth.	maximising the economic infrastructure in the City.	<p>which provide the scope for it to support particularly the development of high skill, high wage businesses. It will nonetheless still have distinctive investment plans and sites, which relate to its economic potential around the consolidating of its role as a sub-regional centre with a distinctive reputation as a Smart City, where nationally significant investment is possible in the context of its digital business infrastructure.</p> <p><i>10 -15 years</i> Lincoln will be recognised as a smart investment choice for those interested in long term high returns from the visitor economy, learning and digital sectors. It will achieve higher levels of business investment than the national average. It will have a pipeline of infrastructure enabled sites which enable it to meet the ongoing demand of businesses in its main economic sectors.</p> <p><i>30 years</i> Lincoln will be a natural investment choice for those seeking to generate effective returns from investment. It will have a dynamic pattern of sites available for economic development and it will have acknowledged economic clusters around the heritage economy, manufacturing, learning and digital sectors which generate their own economic dynamism through a process known as agglomeration effects.</p>	important intervention in the list of 10 thematic opportunities linked to the Towns Fund considered by the citizens panel, ,creating a positive climate for investment through this activity and in relation to growing new businesses (deemed 3 rd most important in the list of 10 by the Panel) both demonstrate the appetite locally to scale up the investment offer in Lincoln. This is further amplified by comments about the importance of diversifying the High Street and building on the current Science and Business Park offers in the City.
Infrastructure	The evolution of Lincoln's infrastructure in terms of the completion of the Eastern Bypass and the opening up of new serviced land within the planned	Engage with utility companies to understand the costs and challenges associated with	<p><i>5 years</i> A plan to address the infrastructure deficits in Lincoln area is in place with key utilities and is being implemented. Clear plans for realising the full potential of the SUDs for Lincoln are in place and programmed for action. Lincoln has a dynamic infrastructure with no</p>	29% of respondents saw urban regeneration as the highest priority for the Towns Fund and 48% saw connectivity as the highest priority. Both are areas with

Issue	Current Situation	Potential Action	Potential Transformation Targets: 5, 10-15, 30 years	Citizen's Panel Links
	Sustainable Urban Extensions for the City offers great opportunity in terms of economic development but is likely to be challenging based on current city based development trajectories in terms of both housing and employment land. There is anecdotal evidence to suggest that the supply of utilities is a strain on growth opportunities. This is all reflected in part at least in the very low business churn in the City.	addressing this challenge	<p>constraints for business, which where provides enough in the way of utilities, access and serviced sites to enable to maximise its credentials as a digitally orientated and led City.</p> <p><i>10-15 years</i> Lincoln is a natural location for investment in infrastructure appropriate to economic development and is acknowledged as an e-enabled smart city.</p> <p><i>30 years</i> Lincoln overtakes currently larger regional rivals including Peterborough, Doncaster and Mansfield/Ashfield as a rounded proposition for investment building on its strengths around digital, heritage and its burgeoning university/learning sector.</p>	<p>strong infrastructure linkages.</p> <p>Investment in a more sustainable transport infrastructure was the most important intervention in the list of 10 thematic opportunities linked to the Towns Fund considered by the citizens panel, ,creating a positive climate for investment through this activity and in relation to growing new businesses (deemed 3rd most important in the list of 10 by the Panel) both demonstrate the appetite locally to scale up the investment offer in Lincoln. This is further amplified by comments about the importance of diversifying the High Street and building on the current Science and Business Park offers in the City.</p>
Demography	Lincoln has a higher stock of over 65s 20% compared to the national average 18%.	Find new and innovative ways to make an ageing population a strength	<p><i>5 years</i> A digital revolution gives more people a stake in staying in Lincoln as a location of choice to work. The stock of jobs and businesses increases. This leads to the start of a</p>	Whilst views were not canvassed specifically from the Citizen's Panel on demography a number of

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		rather than a weakness.	<p>new demographic balance with the working age population rising by 2% through the creation of 1340 taking it to the national average.</p> <p><i>10-15 years</i> The creation of 3350 more net jobs increases the working population to 5% above the national average.</p> <p><i>30 years</i> Lincoln is a location of choice for economically active people seeking employment in key sectors for which it has an international reputation. With the growth of the digital sector as its key "enabler" It has a higher proportion of people in the 16-64 age range and lower levels of economic inactivity than the national average.</p>	<p>responses identified the need to ensure a flexible and inclusive approach to the workforce and the value of establishing the key components to underpin a good and inclusive quality of life in Lincoln.</p>
Housing	<p>Lincoln has a high proportion of houses in the rented sector, 43% compared to an England average of 35%, it a good ratio of housing costs to salaries, 5.8 compared to a national average of 8. It has a relatively low overall stock of houses, with less than 40,000 houses, this is a relatively smaller number of houses than its competitors</p>	<p>Manage the ongoing relative affordability of local housing in Lincoln by sustainably increasing the stock of houses.</p>	<p><i>5 years</i> The Sustainable Urban Extensions planned for Lincoln and due to be released by the completion of the Eastern Bypass are fully realised</p> <p><i>10-15 years</i> Lincoln is on a clear trajectory towards the achievement of the 22,000 houses planned for achievement by the end of the current local plan period.</p> <p><i>30 years</i> Lincoln has a sustainable mix of houses in terms of variety and affordability which secure its transition to a regional rather than sub-regional centre.</p>	<p>The provision of affordable and accessible housing was referenced as a key priority by a significant number of respondents in the Citizen's Panel. It was the most often cited example of importance in relation to urban regeneration in the comments received.</p>
Environment	<p>Lincoln has a relatively low level of CO2 emissions per head compared to similar</p>	<p>Consolidate Lincoln's relative environmental</p>	<p><i>5 years</i></p>	<p>13 substantive comments were received on environment themes from</p>

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	<p>cities. It performs moderately well in terms of % of the population using public transport.</p>	<p>strengths, delivering significant environmental improvements enabled in part through the growth of its digital sector.</p>	<p>A structured pattern of investments realises the full potential of the City particularly in terms of its digital potential.</p> <p><i>10-15 years</i></p> <p>Lincoln is a location of choice for investment in examples of the development of the environmental sector, building particularly on its strong social enterprise infrastructure around local food and waste management/recycling.. Employment in the digital economy continues to be distinctive but around high value approaches and Lincoln becomes less dependent on the economic activities with poor environmental outcomes.</p> <p><i>30 years</i></p> <p>Lincoln has an international reputation as a centre of excellence as a dynamic net zero economy.</p>	<p>the Citizen's Panel consultation. These sit alongside comments in all three core Towns Fund themes which demonstrate, particularly in terms of: improved transport systems, reduced emissions and pollution and an increase in green space the potential, supported by building the digital capacity of the City, to make the environment a very strong cross cutting theme within the Towns Fund strategy.</p>

