

Lincoln Town Deal

Investment Plan

V1.2 For Town Board & Executive

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Foreword

Lincoln is a city with big ambitions.

In every corner of Lincoln, something amazing is happening. In quiet cobbled lanes and in cutting-edge labs.

It's a buzz, a spirit and an infectious confidence in our city and its big ambitions.

You can see it in business, where we're strengthening our reputation in engineering and manufacturing – nurturing companies in sectors like digital media, creative arts and medical sciences. Today we're home to incredible new facilities, blossoming research partnerships and vibrant support networks that are accelerating growth, creating jobs and attracting talent.

You can see it in education, where we have leading schools and two thriving universities that are growing in reputation. Vast investments are attracting quality students and supporting local businesses through research, collaborations and an enviable graduate pipeline.

You can see it in the very fabric of our city, where a proactive council and huge investment are transforming the landscape, with smarter transportation links, improved retail areas and a vibrant cultural scene that blends the historic with the cutting edge.

But our efforts to deliver transformational change are not yet reflected in our statistics and there are still challenges...

From a people perspective, low skills, wages, health inequalities and deprivation demonstrate that the benefits of investment have not reached some of our communities.

From a place-making perspective, higher costs and lower land values limit the viability of development within the urban core.

Continued investment is key to ensuring Lincoln's future prosperity and in turn, that of the Greater Lincolnshire area.

Through this programme of investment, our people, council, companies and universities will work together to make sure that the benefits of growth lead to continued and sustainable development and the creation of a more prosperous future for everyone.

Professor Mary Stuart CBE

Vice Chancellor of the University of Lincoln and Chair of the Town Deal Board for Lincoln

Our Vision for Lincoln

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

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Section 1 Context Analysis

The City

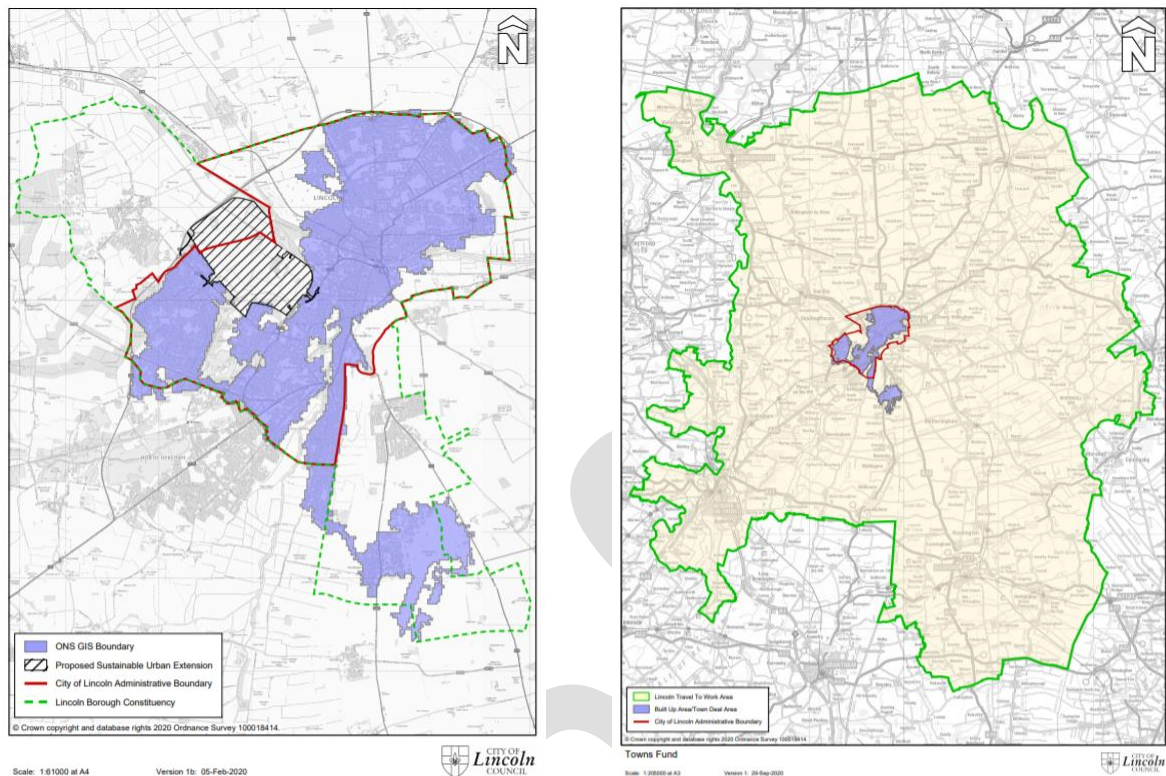
1.1 Location and Profile

- Lincoln is a historic cathedral city with a thriving economic and cultural life. It is the largest urban centre in Greater Lincolnshire, with a population of almost 100,000. The Built-Up Area – which is the focus for the Town Fund Programme - extends beyond the district boundary to include Waddington and parts of North Hykeham within North Kesteven district, covering a population of approximately 120,000.
- The City is the focus for innovation and development within the sub-region. It has a high jobs density and serves a travel to work catchment of more than 350,000 people that extends into Nottinghamshire. Lincoln accounts for 12% of total GVA within Greater Lincolnshireⁱ. Incorporating the City's catchment, this increases to 26%, generating a total economic value of £5.7bn. GVA per head of population stands at £24,126, which is close to the UK average of £26,870ⁱⁱ. However, Lincoln is still underperforming relative to other benchmark cities.

Figure 1: Location Plan



Figure 2: Lincoln in Context: City, Town Deal Geography & Catchment



- Central to the efforts to drive productivity has been the growth of University of Lincoln, together with Bishop Grosseteste University, Lincoln College and other HE/FE providers. The University of Lincoln is The Times Modern University of the Year, with a growing reputation for teaching and a world-class research base. Lincoln Science & Innovation Park has enabled the co-location of industrial partners alongside this knowledge base to allow for collaboration and growth. The expanding student base (c 17,000 across institutions) is reflected in the City's population structure with over 51% residents under the age of 35ⁱⁱⁱ. Between 2013-2018, the City's population grew by 4%, jobs by 9% and business growth by 20% - the strongest of all areas within Greater Lincolnshire.
- Key sectors for the economy, which have continued to grow between 2012-18 include health, manufacturing, accommodation and food, and business administration. In contrast, the retail sector has experienced a 13% decline^{iv}, indicative of the changing nature of the High Street.

Figure 3: Lincoln sectors with greatest employment gains, 2015-2018

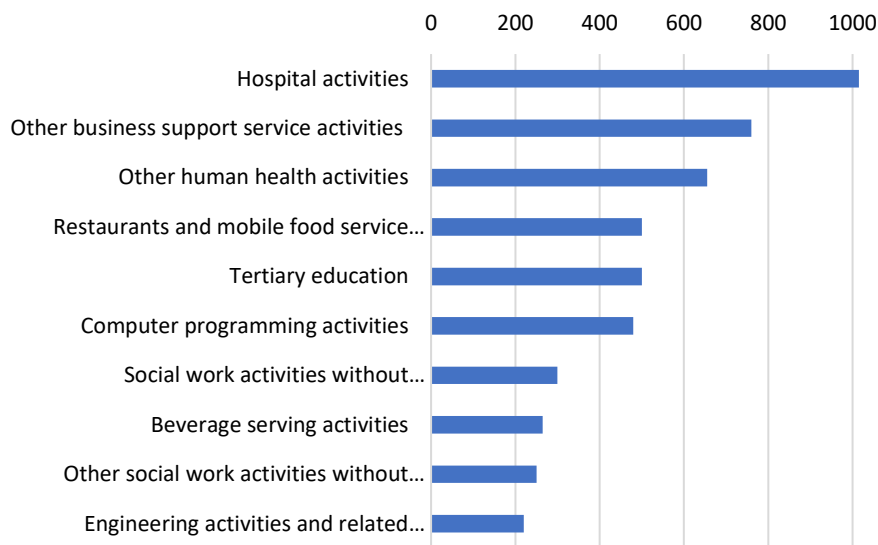
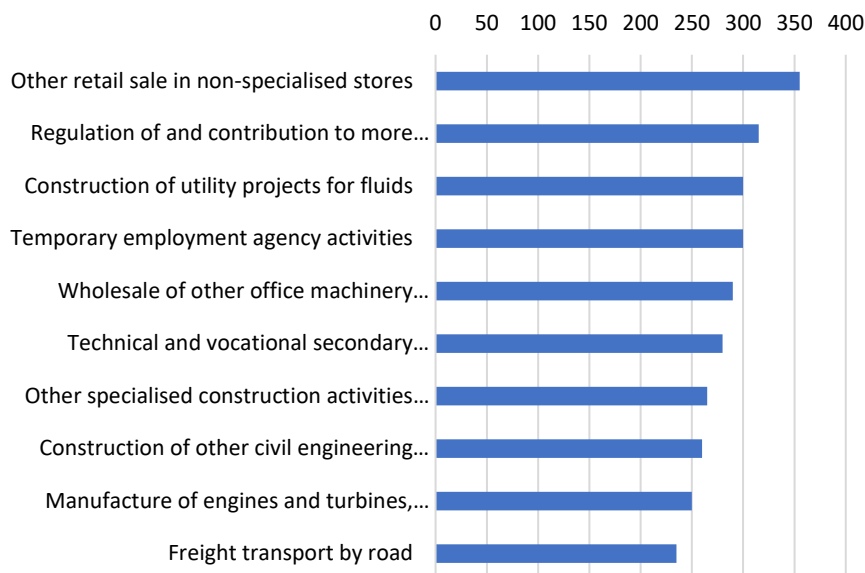


Figure 4: Lincoln sectors with greatest employment losses, 2015-2018



Source: ONS Business Register of Employment Survey, 2018

- Lincoln’s heritage and cultural assets have helped to sustain the City Centre and contributed to a growth in leisure uses, compensating for some of the retail loss. Visitor spend generated over £216m for the local economy in 2018 providing over 2,500 full time equivalent jobs. Visitor numbers grew by 6% year-on-year whilst economic impact grew by over 30% in the five years up to 2018. Recent investments have helped to raise the profile and quality of the visitor economy.

- Notwithstanding the current challenges, there are opportunities for growth particularly to capitalise on the innovation ecosystem and visitor economy. Lincoln's status as a regional centre for business investment, leisure and education is vital to the continued growth and productivity of Greater Lincolnshire. Its success increases the prosperity of the wider area through the provision of HE, FE, opportunities for high-skilled employment, and access to services and amenities.
- As a focus for sustainable growth to serve the sub-region, the current Local Plan Policy provides for the development of 23,000 new homes within the Greater Lincoln area by 2036, 23% of the Greater Lincolnshire housing target. Supporting the spatial framework for growth, the City Centre Masterplan provides a blueprint for the regeneration of the urban core and is a key reference point for our Town Fund proposals.
- Our programme is focused on the City Centre and key gateways. This is the area with the highest concentration of economic assets and activities and with the greatest potential for growth across sectors to drive productivity. It is the most accessible and sustainable location for growth but also one of the most challenging in terms of development viability due to the higher costs of developing brownfield land within an historic setting, coupled with connectivity and infrastructure challenges. Towns Fund will help to address this market failure and enable the delivery of a wholly additional investment programme.

1.2 Key Assets & Strengths

- The Investment Plan will build on Lincoln's existing assets, infrastructure and specialisms which offer huge potential to transform the economy based on the concept of digitalisation as a key driver of clean growth and productivity.
- The growing strength of our HE/FE institutions are key to ensuring that the benefits of this programme reach across our community. Lincoln's heritage and emerging creative talent offer opportunities to strengthen, diversify and sustain the City Centre. Lincoln's assets and strengths are summarised in the table below.

Table 1: Key Assets & Strengths

- Two expanding and highly successful universities, complemented by a strong technical and FE offer
- Focus for industrial collaboration, tech and innovation within Greater Lincolnshire through:
 - STEM schools
 - Lincoln Institute for Agri-food Technology (LIAT)
 - Institute of Technology (IoT) specialising in agri-tech, food manufacture, energy, digital and engineering
 - Lincoln Science & Innovation Park (LSIP)
 - University Technical College (UTC)
 - Lincoln Air & Defence College (A&DC) and other specialist provision, Institute of Technology specialist (engineering, mathematics & physics, chemistry, pharmacy, geography and life sciences) since 2011 – all based on regional industrial collaboration around skills and innovation needs.
- Growth of NATO activity at RAF Waddington, attracting military contractors to Lincoln. The MOD's commitment to ISTAR expansion has created an opportunity for a Defence Research Centre as part of LSIP Phase 2
- Medical expertise and assets including the University of Lincoln's Schools of Life Sciences and Pharmacy, a new Medical School and the National Centre for Rural Health and Care
- A focus for FDI, home to multi-nationals and high growth SMEs with retained and growing sector strengths in advanced manufacturing, tech and digital
- World class heritage assets and a strong cultural offer supporting a growing visitor economy and City Centre lifestyle
- A strong not for profit and social economy, which has developed around creative industries, local food, health and care, and social inclusion.
- Improved transport connectivity
 - Lincoln's Transport Hub and 2-hr direct rail connection to London, providing opportunities for business and optimism for continued growth
 - East-West Link and Eastern Bypass enabling significant new employment and residential development
- Western Growth Corridor – a Sustainable Urban Extension proximal to the City Centre, with the potential for 3,200 homes, leisure village and employment land
- Strong and established partnerships across all sectors with a commitment to deliver for the City and its people

1.3 Evidence of Need, Challenges & Opportunities

- City of Lincoln Council has engaged the University of Lincoln and Rose Regeneration to develop a robust economic evidence base to underpin the Town Investment Plan. This process has involved a review of key strategies combined with statistical analysis and stakeholder consultation. To provide additional insight, Lincoln has been benchmarked against 10 other cities in England, which have been selected based on their listing as CIPFA near neighbours and/or a member of the Historic Cities group. The full evidence base is included in Appendix 1.

Business Enterprise and Innovation

- Lincoln acts as an economic driver for Greater Lincolnshire. It is the focus for business investment and innovation, supported by a strong and expanding Higher and Further Education offer.
- The City has a number of sector strengths, some of which are long established (health and care, engineering, defence, and the visitor economy) and others that are emerging (digital, creative and agri-technology). Lincoln has retained a strong manufacturing base accounting for 7% of jobs^v, which is in contrast with the national trend for decline in this sector.
- The City has a growing cluster of digital businesses which employ around 3,000 people, representing a third of all digital jobs in the sub-region. This growth has been underpinned by the proximity of higher education and defence sectors^{vi}. The growth of the ISTAR NATO headquarters at RAF Waddington has attracted military contractors to the city, including METIS Aerospace, Ebeni and SRC UK to Lincoln Science and Innovation Park. The City has a growing base of communication and software companies, with Mosaic digital hub providing a new city-centre focus for the digital community.
- Lincoln is the focal point for creative and cultural activity across the Greater Lincolnshire region, with more than 1 in 5 regional jobs in the sector based in the city, but still lags behind both the national and midlands average^{vii}. Lincoln offers a wealth of cultural and heritage attractions, including the castle, cathedral, museums, galleries and theatres, and home to nationally acclaimed festivals, which contribute to a visitor economy worth more than £200 million a year^{viii}.
- Whilst the City performs well in the context of the sub-region, it lags behind other areas on innovation and productivity. The City has a stable business population,

with a low rate of 'churn' based on the rate of start-up and closure. However, it lacks the entrepreneurialism and dynamism of other cities. More than a third of jobs in Lincoln are based in the public sector and the number of businesses, at 154 per 10,000 people^{ix}, is low relative to comparator cities. The City has a high volume of low skill/low wage jobs in sales, process and elementary occupations. Productivity per worker is low compared with other cities.

Key Challenges and Opportunities for Town Fund Investment:

- **Availability of Skilled Workers:** Recent research with businesses in Lincolnshire's digital sector identify difficulties in attracting and recruiting skilled workers as the number one challenge to their growth.
- **Support for Innovation & R&D:** The Greater Lincolnshire area has received around £31 million in innovation funding since 2005, in the form of vouchers, collaborative R&D, KTPs and proof of concept grants^x. R&D spend per inhabitant is only 18% of the UK average. Whilst this funding has been primarily focused within the City, the level of investment in R&D remains low compared with other areas and there is a need to support a culture of innovation.
- **Attracting Knowledge-Intensive Businesses:** Just 14% of Lincoln's businesses are identified as 'knowledge intensive'^{xi}, which affects the propensity for businesses across all sectors to adopt innovative practices and, in turn, become more productive. There is evidence of growth, but future infrastructure and support are needed to accelerate this trend.
- **Digital Connectivity:** Access to fast internet connection remains a concern for many local businesses. 25% of broadband lines in the most central areas, such as the Wharf and University, are not superfast-enabled (at less than 30mbps)^{xii}.
- **Need for Bespoke Enterprise Infrastructure – Digital, Tech and Creative:** A feasibility report into the creative economy of Lincolnshire identifies that supply of workspace for Lincoln's creative sector is "limited to a number of key buildings and institutional providers. Spaces are well used and most operating at full occupancy"^{xiii}. There is a further need for scale-up space to serve high growth SMEs in the digital and tech sector, supported by evidence from existing providers (LSIP, City Council) and local agents.
- **Location and Access:** Regional transport connectivity has improved in recent years, with a two hourly direct train service from Lincoln to London introduced in 2019. However, poor transport infrastructure continues to be a frequently cited challenge to growth, together with the perception that the area "lags behind the rest of the UK"^{xiv}. There is a need to challenge this perception in order to promote the City as a place for investment and growth.

People

Labour Market

- A relatively low proportion, 74%, of Lincoln's working age population participates in the labour market. This can be partly explained by the presence of a high student population, however the City's (pre-Covid) unemployment rate, at 6.3% (before March 2020), is high when compared with the regional and national average^{xv}. Lincoln performs poorly against comparator cities across a number of employment measures, with the highest rate of unemployment and the second lowest proportion, after Canterbury, of working age residents in work.
- As in other areas, the employment picture in Lincoln has drastically changed in the last 6 months as a result of the Covid-19 pandemic. Lincoln has seen its claimant rate almost double between March and May 2020. The latest DWP data, for May 2020, shows that 8,044 out of approximately 40,000 households in Lincoln are on Universal Credit.

Skills and Qualifications

- Only 24% of Lincoln's population are qualified to level 4 (degree level) compared with 39% residents aged 16 and over nationally^{xvi}. Lincoln ranks 57th out of 317 areas for its education, skills and training on the Indices of Deprivation^{xvii}, with only Mansfield and Ipswich performing more poorly amongst the comparator towns.
- This is in spite of the high-quality educational offer available locally and is of concern in terms of social mobility, the levelling up agenda and our ambitions for inclusive growth.

Wage Levels

- Average wages for Lincoln have historically been below that for the country overall. The gross weekly wage of those who work in Lincoln is £559, which is almost £150 lower than the national average. While wages across Great Britain have increased by 17% between 2010 and 2019, they have grown by no more than 5% in Lincoln^{xviii}. This reflects the continued dominance of low wage employment in the City.
- Lincoln is the lowest paid area of the UK that contains a university and is one of the ten districts with the lowest salaries in the country. The average graduate salary is £20,060, significantly below the UK average^{xix}. In this context and with

limited opportunities for career progression, graduate retention is a challenge, undermining Lincoln's potential for growth.

Deprivation & Wellbeing

- Lincoln ranks 68 out of 317 local authorities in the English Indices of Deprivation^{xx}. This puts it in the 25% most deprived local authorities in England. Lincoln has four LSOAs that fall within the 5% most deprived nationally, reflecting the high level of deprivation in some of the City's neighbourhoods.
- Health and wellbeing are of particular concern. Lincoln ranks 43 out of 317 local authorities for health deprivation and disability, which puts it in the 15% most deprived nationally. Within the City, Park Ward ranks within the 10% most deprived and is the focus for a community regeneration programme.
- Lincoln performs relatively well on barriers to housing and services, also measured through the IMD 2019, which reflects good accessibility to local services and relatively affordable housing. However, homelessness and rough sleeping have increased in recent years as a result of changes in the national welfare policy and an increase in prison and hospital releases without suitable accommodation provision. In Lincoln, homelessness and rough sleeping stands at 6.5 per 10000, which is of concern when compared to national figure of 2 per 10000. The homeless issue is expected to grow as a result of Covid-19.
- Lincoln has relatively low levels of crime when compared with other cities. However, incidence of violent crime, public order offences, arson, and robbery have increased by more than 8% over the last two years. Reports of anti-social behaviour have increased in a number of neighbourhoods close to the city centre^{xxi}.
- Recent investment in the City has improved services, employment and training opportunities but these benefits have not 'trickled down' to the community in many areas.

Key Challenges and Opportunities for Town Fund Investment

- **Skills & Training:** There is a need to extend the breadth of training provision and to ensure this is accessible to the whole community, including those furthest from the workforce in order to deliver systemic change and inclusive growth.
- **Employment & Wages:** There is a challenge in shifting employment preferences from low-skilled recruitment to high-skilled graduate recruitment. This paradigm

shift will help to address challenges around graduate retention, thereby improving regional competitiveness through enhancing GLEP's skills profile.

- **Health & Wellbeing:** There is a need to improve health outcomes for residents in the City, through the development of health and wellbeing services, in conjunction with an expanded training offer and supported accommodation.
- **Inclusive Growth:** There is a need to ensure that investment in the wider economic growth agenda considers the cost and benefit to local residents.

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Place

City Centre Vibrancy

- Lincoln has a distinctive identity, founded on its heritage but with a growing reputation for learning, research and development. The City Centre has benefitted from substantial investment in recent years, expanding and diversifying the offer.
- The primary shopping area is concentrated along the pedestrianised High Street, Cornhill, Saltergate and Guildhall Street and the Waterside indoor shopping precinct. These streets accommodate most of the national retailers. Central Market is located to the east of the High Street adjacent to an area of major regeneration, the Cornhill Developments, led by Lincolnshire Cooperative and unlocked by the development of a £30m transport hub, led by City of Lincoln Council.
- Lincoln's core retail offer is supplemented by the uphill historic Cathedral Quarter to the north. A high-quality environment around the Cathedral and Castle accommodate a mix of independent art, craft and gift shops accessed via 'Steep Hill'. This area has been enhanced through a major investment programme, including £22m to restore and develop Lincoln Castle and 'Wall Walk', completed in 2015. A £16m investment programme is currently underway to develop visitor facilities at Lincoln Cathedral.
- Brayford Pool is located to the west of the High Street, the oldest inland harbour in England and the site of the University of Lincoln's main campus. The area around the Brayford is also a key leisure destination, with numerous restaurants and bars located on the waterfront, adjacent to an Odeon multiplex cinema. This area lacks pedestrian links from the City centre and, following discussions with project partners and stakeholders, the city centre vibrancy proposals seek to enhance the links across Wigford Way to Brayford Pool.
- The primary shopping area is linked south via lower High Street to St Marks Shopping Centre – the focus for a £150m phased redevelopment programme to include student and residential accommodation, offices and retail use.
- Further investment in the City's road infrastructure (East-West Link) has opened up a number of regeneration opportunities for mixed-use schemes within the City Centre, including at Tentercroft Street.

- Notwithstanding the success of the Cornhill Quarter, Lincoln faces challenges related to retail closures and job losses. Between 2015 and 2018, 350 retail jobs were lost^{xxii}. As of August 2020, approximately 15% of premises in Lincoln's central mixed-use area are identified as vacant^{xxiii}. As a result of the Covid-19 lockdown measures, weekly footfall on Lincoln's High Street fell to less than 40,000 in June 2020^{xxiv}. Lincoln's heritage and cultural assets and its hospitality sector are also facing severe pressures and there is a need to focus on addressing the long-term recovery and diversification of the High Street as part of this Town Fund programme.
- Lincoln Business Improvement group and local retail group Healthy High Streets have highlighted the importance of investment in the public realm, transport and technological infrastructure (including smart signage) and services, event and marketing programmes and anti-social behaviour management as key to ensuring the City remains an attractive destination for customers.
- A further challenge is to improve the co-ordination between the organisations involved in City Centre management and to focus on improving key spaces to allow for a greater range of uses that will animate the centre, alongside the regeneration of public assets and enabling of regeneration sites.

Land Use and Development

- The Central Lincolnshire Local Plan identifies Lincoln as the primary shopping centre and the City's role as a regional centre. Local Plan Policy aims to achieve a mixture of uses within the City Centre, and recognises the City Centre as a gathering point for whole communities, offering a great experience facilitated by technology, incorporating health, entertainment, education, leisure, business and office space, as well as shops to ensure a positive future. The Local Plan sets out policies to protect and retain these roles and a key challenge is to support the continued development to achieve a balance of uses in the context of limited land availability and relatively low viability margins.
- There is a need to build on, protect and enhance the 'extended experience' provided by the rich heritage, and quality townscape in order to deliver the City Centre Masterplan and accommodate a growing demand for city living and workspace, expanding the offer to complement the City's wider growth proposals and level up to other university and regional cities. Town Fund will provide an opportunity to address the viability challenges associated with developing brownfield sites and restoring heritage assets in order to maintain the momentum for change and safeguard quality.

- Recognising the value of art and culture in creating vibrant and interesting places, and supporting its development is a key objective of the Lincolnshire Cultural Strategy 2017 “Supporting the injection of skills, new perspectives and energies needed for a place to adapt, be relevant and to diversify.” Key to this is the provision of enterprise infrastructure for the creative and cultural sector. There is demonstrable demand for more city centre workspace and small retail units for creatives and independents. Existing start up workspace at the Terrace is operating at capacity and demand for smaller units within the Cornhill Quarter continues to grow, presenting an opportunity for the diversification and restoration of historic and cultural assets to diversify the offer.

- Residential use has increased in and around the city centre in recent years, in response to growing demand for purpose-built student accommodation and to market led demand for high-end executive apartments. The University of Lincoln has identified a need for more student accommodation following completion of current planned units at St Marks after 2022 with an initial estimate of need being between 400-500 bed spaces. At the same time, Local Plan Policy identifies a need for affordable and specialist housing for older people. The challenge is to enable a mix of housing types within the city centre to enhance vibrancy and ensure a balanced community.

- The Towns Fund is an opportunity to review key publicly owned intervention sites with new thinking in the context of changing trends in retail/consumer demands and business and housing needs. Our priority will be to protect the fabric of this nationally important historic city and accelerate the growth potential over the next 5-8 years, capitalising on recent and planned city centre investment and infrastructure network improvements. Public assets – buildings, streets, spaces and publicly owned development sites - are key to this agenda.

Key Challenges and Opportunities for Town Fund Investment:

- **Diversification** – the need to identify, enable and support a greater mix of uses within the City Centre in response to changing trends and evidenced demand
- **Public Realm and Townscape** – there is a need to maximise opportunities to improve the quality of the public realm and townscape, providing greater flexibility for events, entertainment and trading to support the overall offer
- **Viability** – work with partners to secure viable, high-quality redevelopment of key opportunity sites
- **Smart & Connected** – the need to co-ordinate and promote the City Offer using digital technology to enhance the visitor experience and to improve the physical connectivity between the streets and spaces. There is a further opportunity here for wider collaboration across the county to drive growth in the visitor economy.

- **Animation** – the need to support the delivery of high-quality events and activities to animate the space and enhance the experience
- **Management** – the need to ensure the longevity of improvement through effective partnership and management

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Transport Connectivity

- Lincoln Transport Strategy provides a clear vision for mobility and transport across the wider Lincoln area up to 2036 and the blueprint for dealing with the key challenges to growth. It will support the delivery of a number of economic activities and services including tourism, education and social services whilst helping to protect the historic areas of the city, the environment and improve the quality of life.
- The Strategy identifies the need to address connectivity and severance arising from historic road network priorities and to rebalance the pedestrian environment to support ease of movement, encourage modal shift and create network capacity for growth.
- The development of an East-West Link road to the south of the railway line and the Eastern Bypass are key strategic interventions to relieve traffic movements along Wigford Way and Broadgate within the City Centre. Phase 1 of the East West Link was completed in 2016 and has significantly reduced traffic levels along the dualled Wigford Way. A key challenge now is how this route and adjacent land uses can be redesigned to reverse the pedestrian severance, re-establish the historic connections between the High Street and the Brayford Pool and University Campus and release land for new development to meet the growing demand for other land use needs. Land use redevelopment is particularly relevant at the junction between St Mary Street and Wigford Way, where weaknesses in the existing urban structure and a need for better alignment of the High Street have been identified within the Heritage Action Zone programme.
- A new £120m Lincoln Eastern Bypass is currently under construction to the east of the City, due for completion in 2021. This is expected to relieve 25% of the traffic flows along Broadgate east of the City Centre. A key challenge is how to best capitalise on this released capacity and facilitate provision of more sustainable travel options. Encouraging modal shift presents a further challenge in the context of evidence which shows that bus patronage has declined, with limited evening and infrequent rural services, and the number of walking trips is decreasing. Infrastructure for cycling is not comprehensive and is especially disjointed in the city centre.
- Air quality within Lincoln city centre has improved over the past few years, with the Air Quality Management Area reduced for Nitrogen Dioxide and revoked for particulates. However, air quality issues remain in a substantial part of the city centre. Transforming the squares and public spaces as part of a more pedestrian focussed city centre will help in addressing this need and in the delivery of Lincoln's

Public Realm Strategy, produced in 2017. The Strategy identified the need for the redesign of the public squares adjacent to High Street – Cornhill Square, City Square, St Swithins and St Benedicts - as spaces for events, cultural and niche market spaces, making best use of technology as well as the development of a strong and well marketed events programme.

Key Challenges and Opportunities for Town Fund Investment:

- **Reducing Severance and Rebalancing Movement Towards Sustainable Travel** – the need to reprioritise key city centre routes in favour of pedestrian movements to enhance connectivity between the City Centre, Historic Core, Transport Hub and University, which will also improve air quality
- **Supporting Regeneration and Enabling Development** – the need to enhance the environment and open spaces in key areas of the City to improve quality of life, drive values, unlock sites and enable development

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Clean Growth

- The Lincoln Climate Commission was established in 2019 in response to the Council's declaration of a climate and environmental emergency and the need to develop a Road Map to Zero Carbon to achieve the agreed ambition of net zero carbon emissions by 2030.
- Lincoln Climate Commission: Road Map to Net Zero Carbon identifies that the City needs to achieve a significant reduction in carbon emissions in the next ten years. Analysis shows that Lincoln could close the gap by 30% through the adoption of cost-effective options including improved heating, lighting and insulation in houses, offices, shops and restaurants and the wider up-take of electric vehicles. Adopting these options would reduce Lincoln's total energy bill by £24.5 million p.a. and create a net gain in employment in the city. However, to achieve a step change of 51% reduction, a more innovative whole system approach to investment is required valuing and supporting the cost of delivering wider indirect benefits, of reduced congestion and air pollution and improved public health.

Key Challenge and Opportunity for Town Fund Investment:

- **Innovation to Deliver Net Zero** - there is an urgent need to trial, test and develop potential solutions to achieve this target as an integral part of the delivery programme and as part of a Living Lab, led by the Climate Commission
- **Embedding Clean Growth** – there is an imperative to embed the principles of clean growth across our portfolio of projects and to utilise the skills and expertise of our Climate Commission professionals in order to meet our obligations

Covid-19

- The Covid-19 pandemic has created a challenging new dynamic for Lincoln. As a regional retail destination with a strong visitor economy, the City is particularly vulnerable to the economic consequences of Covid-19. Almost 5,000 people are employed in the accommodation and food activities, a sector that has seen around three quarters of jobs furloughed nationally. Lincoln's retail and cultural quarters have seen a dramatic fall in footfall during lockdown. The threat to Lincoln's High Street, already challenged, is clear. This has been compounded by the loss of students at the City's two universities, who are shifting to online learning during the lockdown period, reducing the term-time population and affecting the property and hospitality sectors.
- Almost 14,000 jobs in Lincoln, equivalent to 30% of eligible employments, have been furloughed as part of the Government's job retention scheme compared with 32% nationally^{xxv}. The effect of Covid-19 on Lincoln's workers is evidenced through the claimant rate which almost doubled to 7% between March and May 2020, the highest since 1998^{xxvi}. The Institute for Fiscal Studies suggests that Covid-19 has had a disproportionate effect in low skilled, low paid workers who are more likely to work in shut-down sectors or are unable to work from home^{xxvii}. The pandemic therefore has the potential to increase existing income and health disparities across the City.
- Conversely the pandemic has provided a catalyst for digital transformation, with many businesses forced to find alternative ways of delivering goods and services. There is an opportunity to capitalise on this to drive our transition to a digital economy.

Key Challenges and Opportunities for Town Fund Investment:

- **High Street & Hospitality** – the need to focus efforts on High Street recovery, including a greater need for quality open spaces and flexible, Covid-sensitive development
- **Heritage & Culture** – the need to safeguard, protect and diversity the use of key assets to enable a sustainable future
- **Digital** – the opportunity to cement and build on the move towards a forward looking, digitally enabled city

1.4 Investment Plan Focus

Our Priorities

- Through our consultation with stakeholders, organisation and the wider business community, we have reviewed the evidence of need and refined the focus for our Investment Plan to address key challenges aligned to the following priority areas.

Digitalisation

- The strongest and most developed concept is the idea of Lincoln as a digitally-enabled smart city. We have a growing digital cluster in the City and this, together with the digitalisation of other key sectors, offers a catalyst to increase innovation, productivity and business growth. We have explored the potential of digital investment in the City through the *Powered By Lincoln Draft Tech Strategy* produced in June 2020. This sets out the potential of digital infrastructure and digitalisation to increase Lincoln's attractiveness as an investment location, enhance its visitor offer and e-enable transport infrastructure. Growth in the digitally-enabled economy also sits alongside and facilitates the potential for clean growth. With Town Deal projects needing to be capital focused, we have re-visited our planning around digitally-focused revenue projects but have retained an emphasis on digital as a cross cutting component within the Town Investment Plan. Our partnership remains committed to a focus on digital as a distinctive feature within the Investment Plan and we will work with DCMS partners to deliver our wider Tech Strategy.
- We are keen to maximise the potential of digital technology to address a number of the Covid-19 related challenges facing the retail quarter, and across all sectors, with many businesses forced to find alternative ways of delivering goods and services. The imperative for businesses in Lincoln to adopt digital technology in order to compete, innovate and grow, has never been stronger. Two signature economic development projects aligned to this priority are **Lincoln Connected** which e-enables our tourism and culture offer and provides an opportunity for wider collaboration with Town Fund areas in East Lindsey and Boston and the innovation-focused **Lincoln Made Smarter** initiative, which will encourage the adoption of IDTs within our SME community to support growth and innovation. These projects will help to address the identified challenges to business growth and capitalise on the opportunity to support the tech sector. They complement the proposals to develop **Phase 2 of the Lincoln Science and Innovation Park** to provide for scale-up facilities and a Defence Research Centre, supported through the Getting Building Fund 2021.

Skills to Support Inclusive Growth

- Our evidence base reveals that low skills, low wages, low levels of labour market participation, and poor health are all interrelated issues in the City. We have developed a number of projects which will directly address these challenges. The **portfolio of learning projects** developed by **Lincoln College, Bishop Grosseteste and University of Lincoln**, working together, will target the regeneration of the Monks Road area, a deprived neighbourhood on the edge of the retail quarter, in addition to delivering city-wide outcomes. A core feature of the programme in this area is the **Health and Wellbeing Hub**, which will serve as an employment and learning centre. The Greater Lincolnshire LEP Covid-19 recovery plan identifies that front line and low skilled workers are those most affected by the economic consequences of the pandemic. This cluster of inclusive growth projects will create opportunities to improve skills and employability for this aspect of the workforce particularly.

Sustainable Transport

- Public consultations in respect of the Towns Fund and previous Transport Strategy have illustrated the importance of delivering infrastructure improvements to improve connectivity and the environment to create the right conditions for growth. **Wigford Way and Sincil Bank** are key interventions within the Lincoln Transport Strategy which will reduce severance, rebalance movement towards sustainable travel, improve air quality and support the wider regeneration and development proposals in the City, driving values and unlocking future growth. Works to upgrade **Cornhill Square** as a high-quality public space (funded through the accelerated scheme) will further support this objective.

Urban Regeneration: Arts, Culture, Heritage, the High Street and Enterprise Infrastructure

- We have developed a strong cluster of interventions which supports the City's cultural and retail offer and enhances the public realm. Repurposing the Stacey West stand at Lincoln City Football Club will bring a new learning space to the deprived neighbourhood of **Sincil Bank**. The **Barbican Maker Hub** and the redevelopment of the **Drill Hall** as a learning and entertainment venue will support our burgeoning creative industries and enhance our cultural offer, enabling the city to retain graduates and entrepreneurs emerging from the University and College, and anchor a strong start up, micro and SME base. **The Hive** will provide learning opportunities and affordable key worker housing in an area of relative deprivation on the edge of the retail quarter. Through the medium of social enterprise, the food supermarket (**Store of Stories**) will deliver key employment opportunities for some of those people furthest away from the labour market. These projects will help us to build resilience against the impacts of the Covid-19 pandemic by opening up new markets and redesigning spaces which are now sensitive to the challenges of face-to-face and High Street interactions. The redevelopment of the **Central Market** maximises the diversity

of commercial trading opportunities and provides contemporary affordable retail space in the Cornhill, a regenerated retail zone in the heart of the City. The **Tentercroft Street** proposal extends this new High Street offer by bringing forward new commercial and business space in the lower High Street. The **Road to Zero** is a programme of interventions planned by the Lincoln Climate Change Commission which focus directly on addressing the climate change emergency in the City, following a test-bed approach.

Figure 5: Project Alignment with the Town Fund Framework

Project	Digitalisation	Skills	Sustainable Transport	Urban Regeneration	Covid Recovery/ City Centre Vibrancy	Clean Growth	Inclusive Growth
LSIP Scale-Up	•	o		o	/	/	
Lincoln Made Smarter	•	o				/	
Lincoln Connected	•			o	/	/	
Health & Wellbeing Centre	o	•		o		/	/
Lincoln City FC and Community Hub	o	•		o		/	/
Hospitality Events & Tourism Institute (HEAT)	o	•		o	/	/	/
Wigford Way/St. Mary's Street			•	o	/	/	
Sincil Bank Green Corridor			•			/	/
Lincoln Central Market and Vibrant Public Realm	o			•	/	/	
Drill Hall Development	o	o		•	/	/	
Tentercroft Street			o	•	/	/	/
Barbican Production & Maker Hub		o		•	/	/	
The Hive	o	o		•	/	/	/
Climate Commission Road to Zero (Programme)		o		•		/	/
Food Supermarket - Lincolnshire Food Partnership				•	/	/	/

- Principal contribution to Town Fund themes
- o Secondary contribution to Town Fund themes

1.5 Wider Investment & Interventions

- Our Town Fund programme will build on and add value to a number of recent and planned investments in the City. These interventions – delivered within the last 5 years or in progress - demonstrate a commitment to invest from a range of private and public sector partners, working together.

Retail, Heritage & Culture
<ul style="list-style-type: none">- Cornhill Quarter - £70m private sector investment, creating a new retail and leisure destination. The Barbican and Central Market schemes are critical to underpinning future investor confidence to enable future phases.- Castle Revealed - £22m restoration scheme and of the Castle Wall, excavation of the Saxon sarcophagus and a bespoke vault for the Magna Carta.- Cathedral Connected - £15m investment in facilities to enhance the visitor experience.- St Marks - £150m proposals for the redevelopment of this Shopping Centre to deliver a diversified offer; Phase 1 (student accommodation) underway.- Heritage Action Zone – £1.68m regeneration of historic buildings and the associated public realm, focused on Waterside South and the lower High Street.- Mansions of the Future - £1.2m revenue programme principally funded by the Arts Council England commissioning nationally acclaimed creative works, animating the city and building capacity in disadvantaged communities. <p>[supplement with photos]</p>

Figure 6: Investment Profile Retail, Heritage & Culture

Tech, Digital & Higher Education
<ul style="list-style-type: none">- Boole Technology Centre - £6.5m project within the Lincoln Science and Innovation Park (LSIP) to deliver specialist workspace and laboratory facilities for high growth SMEs focused on technology and innovation. Funding has been secured, including through the Getting Building Fund 2021, to proceed with Phase 2 which will deliver scale-up facilities and a Defence Research Centre.- University of Lincoln Medical School - £21m investment to enable the delivery of medical training in Lincoln- Lincolnshire Institute of Technology – a collaboration of University of Lincoln, employers and FE colleges to deliver skills in agri-tech, food manufacturing, digital and engineering across Greater Lincolnshire. <p>[supplement with photos]</p>
Mosaic Digital Hub – Case Study

Lincoln’s growing digital sector has been supported by the development of Mosaic, a new digital hub which opened in the city centre in 2019. Mosaic provides a focus for the sector, as a co-working space and a place where digital businesses can network, collaborate and grow. The need for the hub was identified by the digital business community who led on its development in collaboration with Lincolnshire Cooperative and Lincolnshire County Council. The hub provides a £1.8 million co-working space based in Thomas Parker House in the City’s cultural quarter, within easy reach of the University and Transport Hub. ScholarPack, a Lincoln-based tech company which provides management information systems for primary schools, is its flagship tenant and many offices have already been occupied. Facilities include high-speed internet, hot desks, meeting rooms, breakout areas, booths for phone calls and private offices for hire. It also features a lounge offering coffee for tenants, a programme of regular events and the support of building hosts to keep the facility running smoothly. Mosaic provides different membership options and flexible terms for digital businesses and demand has been high

[photo]

Figure 7: Investment Profile: Tech & Digital

Infrastructure

- East-West Link Road – £22m scheme to remove the need for traffic to cross the High Street level crossing, reduced traffic flows within the City Centre
- Eastern Bypass - £120m project which aims to provide 20% reduction in freight traffic through the City Centre.
- Pedestrianisation of Lower High Street and railway footbridges (High Street and Brayford) to reduce severance and improve connectivity

[supplement with photos]

Figure 8: Investment Profile: Infrastructure

- With investment in the right development, there is great potential to address the challenges and accelerate growth in Lincoln, working from a sound evidence base and with a strong track record of delivery against strategic plans.

Section 2 Strategy

2.1 Vision & Objectives

Our long-term vision for Lincoln builds on the legacy of the City Centre Masterplan, the Greater Lincolnshire Local Industrial Strategy and Strategic Economic Strategy, Lincoln Transport Strategy 2020 and the draft Digital Strategy 'Powered by Lincoln' 2020.

Vision

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

Addressing local need and opportunity, our strategy to achieve this vision is based on four key interconnected objectives:

- **Digital Connectivity** - building on Lincoln's strength as a centre for learning and research, the city will promote and enable a tech-friendly environment, supporting the growth of the digital sector and the use of digital technology.
- **Transport Connectivity** - the delivery of a Sustainable Transport Strategy will enable efficient movement and improved connectivity through investment in infrastructure, improved accessibility and the use of smart technologies.
- **Skills** - investment in training will be tailored to raise the skills levels of SMEs and citizens, building in resilience in the transition to the new digital economy and enabling them to benefit from the opportunities it can bring.
- **Urban Regeneration, Arts, Heritage and Culture and Enterprise Infrastructure** - Lincoln will realise its potential as a dynamic and contemporary cathedral city through effective digital promotion and investment in key cultural, leisure and heritage assets. The regeneration of strategic sites will further enhance and vibrancy of the city centre.

These objectives align with cross cutting ambitions to:

- Drive City Centre Vibrancy and Covid Recovery
- Meet the City's carbon reduction targets
- Enable Inclusive Growth
- Embed Digital Transformation across the whole intervention programme.

2.2 Strategic Context

- In addition to our statistical analysis and stakeholder consultation, our proposals have been informed by the identified priorities within a number of key national, regional

and local strategies. Our overview of the most relevant strategic documents and how our plan relates to these is set out below:

Table 2: Strategic Context: Policy Alignment
<p>National Policy</p> <ul style="list-style-type: none"> - Levelling up all regions - by enabling places to develop ambitious plans to drive economic growth. - Liveable places - providing crucial infrastructure to help individuals flourish and creating shared spaces that bring communities together. - Connected growth – digital, social and cultural connectivity to ensure the economy grows in a way that is strong and sustainable and makes all places viable for work in the global economy. - Enhancing the business environment – at national and local levels (e.g. technical education and training, Tourism Zones). - Flexibility – from the national level through to regional / LEP level to support innovation and ensure small towns and their rural hinterlands can contribute to, and benefit from, wider economic growth.
<p>Regional Policy</p> <ul style="list-style-type: none"> - Government strategy for the Midlands is focused on growth, connectivity, skills, enterprise and innovation, trade and quality of life. - Regional bodies including the GLLEP are focused on supporting Government to deliver inclusive growth – ensuring people everywhere can both contribute to, and benefit from, economic growth through supporting actions that will create more jobs, export more goods and grow productivity. - Improving connections between towns and cities in the Midlands to support clusters to grow.
<p>Local Policy</p> <ul style="list-style-type: none"> - Greater Lincolnshire Local Industrial Strategy (GL LIS) and Strategic Economic Plan (SEP) identifies an ambition to increase Greater Lincolnshire’s economy by £3.2bn by 2030. Sector priorities include manufacturing, low carbon, visitor economy and health and care. Identifies the need to address the local skill gap across the key sectors, drive employment and innovation and invest in infrastructure. Challenges include low innovation and human capital; opportunities include the development and growth potential of a defence business cluster around the Lincoln Science and Innovation Park. Lincoln is identified as the key driver to support sub-regional growth and levelling up. - Greater Lincolnshire Skills Advisory Panel Analysis 2020 identifies strong demand for professional, technical and skilled roles, requiring NVQ level 4+ and forecasts that 160,000 jobs will be made obsolete or change through the progression towards automation as part of the Industrial Revolution 4.0 over the next 15 years with retail most significantly affected. - Central Lincolnshire Local Plan 2016 identifies a housing growth target of 36,960 new homes across Central Lincolnshire by 2036, and a need for 11,894 new jobs. It highlights the need to protect existing employment sites and land for strategic employment, including Lincoln Science and Innovation Park. This is alongside the development of new homes to support growth through the delivery of Sustainable Urban Extensions. Most

significantly, this includes the Western Growth Corridor which will provide for 3,200 new homes, employment, leisure and open space close to the City Centre and adjacent to University of Lincoln and LSIP. City Centre policy aims to develop a balanced mix of uses to promote good design and protect the historic fabric.

- **Lincoln City Centre Masterplan** provides a shared vision and principles to ensure the City stays vibrant, well connected, well managed and has a balanced mix of uses. Key principles for intervention are established around movement and access, design and use of limited land, marketing and valuing the historic and cultural assets. Intervention sites include Lincoln Central Market, Tentercroft Street and Wigford Way.
- **Lincoln Transport Strategy 2020** aims to reduce traffic in the urban area and to rebalance movement towards walking, cycling and multi-occupancy, shared mobility and passenger transport options. The delivery of the Eastern Bypass and East West Link Road are key components of this strategy, enabling a shift in city centre transport priorities to a pedestrian/cycle focus and associated opportunities to improve the public realm and open up land for future development.
- **GLLEP Digital Landscape Report 2019** identifies the value of the digital sector to Greater Lincolnshire economy. A digital cluster with growth of 33% between 2014 and 2017 has developed in Lincoln with opportunities for growth through the Mosaic Digital Hub, LSIP and associated test-bed opportunities. Building on this work the **Powered By Lincoln; Tech Strategy 2020** Presents a vision to *drive Lincoln's transition to a City that embraces the opportunities presented by the digital economy ...built around the framework of a Living Lab.* The actions and ideas developed as part of this strategy have formed a key part of the Town Fund process and will be taken forward as part of our long-term vision.
- **Lincoln Climate Commission: Road Map to Net Zero 2030.** Sets out a target to achieve net zero by 2030 through an innovative whole system approach.

Full analysis of the alignment between strategic policy and the Lincoln Investment Plan is presented in Appendix 2.

Figure 9: Strategic Context



2.3 Outcomes & Targets

Our short, medium and long-term actions, outcomes and targets are set out in the tables below in the form of a logic chain (theory of change) which links back to the objectives and strategic context.

Digital
<p>Investment Objective</p> <p>Building on Lincoln’s strength as a centre for learning and research, the City will promote and enable a tech-friendly environment, supporting the growth of the digital sector and the use of digital technology</p>
<p>Actions</p> <ol style="list-style-type: none"> 1. Lincoln Made Smarter: Delivers specialist support to local SMEs to enable transition to smarter working practices, promoting the development of industrial digital technologies, driving productivity and growth. 2. Lincoln Connected: Supports the digitalisation of the high street and heritage offer to improve the visitor experience, driving spend and growth through 4 key interventions: Open Content Management (CMS), Smart Signage, Lighting of landmark assets supported by festivals and events and the Lincoln Creates scheme to support and showcase the creative sector.

Strategic Alignment:

- **LIS/SEP** – focus on digital and tech opportunities within Lincoln alongside support for the visitor economy as a priority sector
- **Skills Analysis** – impact of IR 4.0
- **City Masterplan/Transport Strategy and City Vision** – smart systems, digitalisation and access
- **Powered By** – digital as a key enabler to tech and high growth

Outcomes and Targets

Short term 1-5 years

- Delivery of Town Fund Actions (Outputs/Outcomes in Section 2.6 and listed in full in Part 2)
- Business, Sector Specific & Workforce Support – repurpose, redesign and deliver new support programmes to sustain the economy and meet the challenges of Covid-19 Support:
- Growth and consolidation of the City’s key value adding sectors through the development and delivery of key investments such as LSIP Phase 2

Medium term 5-10years

- 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 national reputation as a centre of enterprise and innovation.
- An increase in the stock of Knowledge Intensive Businesses, with distinctive **strengths in manufacturing, heritage, learning and digital sectors**.

Long term 10-30 years

- Lincoln has a **higher proportion of businesses to the ratio of people compared to the national average**, demonstrating an entrepreneurial city. This is sustained by structures such as business networks and themed incubator workspaces, such as the current digital incubator Mosiac 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.
- 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**.

Table 3: Digital Theory of Change

Skills

Investment Objective

Investing in training to raise the skill levels of SMEs and citizens, building in resilience in the transition to the new digital economy and enabling them to benefit from the opportunities it can bring

Actions

- 1. Health & Wellbeing Centre:** Development of a new facility to enable the delivery of training and qualifications in mental health alongside wider support services to address barriers to employment and improve workforce productivity
- 2. Lincoln City Community Hub:** Redevelopment of the stadium to deliver a hub for training to address local needs alongside improving the visitor experience
- 3. Hospitality, Events & Tourism Institute (HEAT):** Delivery of the UK's first HEAT Institute to enable tailored skills provision and work experience opportunities to support and digitalise the Visitor Economy

Strategic Alignment

- **LIS/SEP** – recognition of skills gaps and need for support to key sectors to – visitor economy, health in the context of digitalisation
- **Skills Analysis** – identifies specific skills shortages and vulnerability of sectors such as retail as a result of IR 4.0
- **Powered By** – investment in people and skills as a key pillar to support digital transition

Outcomes and targets

Short term 1-5years

- Delivery of Town Fund Actions (see Section 2.6 & Part 2)
- Effective interventions **close the NVQ 3 gap** between Lincoln and the national average bringing the difference to **no more than 5%**.
- 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%**.

Medium term 5-10 years

- An increase in the skills base and range of job opportunities enables Lincoln to achieve **parity with the average wage at a national level**.
- 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.

Long term 10 -30 years

- **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, manufacturing economy, the learning economy and the heritage sector
- 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.
- 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**.

Table 4: Skills Theory of Change

Transport
<p>Investment Objective</p> <p>Delivery of sustainable transport strategy to enable efficient movement and improved connectivity through investment in infrastructure, improved accessibility and the use of smart technologies</p> <p>Lincoln is a natural location for investment in infrastructure appropriate to economic development and is acknowledged as an e-enabled smart city.</p>
<p>Actions</p> <ol style="list-style-type: none"> 1. Wigford Way: transformation of a key connecting route within the City Centre, delivering walking cycling and public realm benefits and enabling opportunities for future commercial development. 2. Sincil Bank: highway and environmental improvements to support the wider regeneration of the area and improve connectivity with the City Centre
<p>Strategic Alignment</p> <ul style="list-style-type: none"> • Lincoln Transport Strategy – identification of constraints and proposals to address through investment in infrastructure, smart systems and encouraging modal shift; pulls on evidence and priorities of those higher-tier policies
<p>Outcomes and targets</p> <p>Short term 1-5 years</p> <ul style="list-style-type: none"> • Delivery of Town Fund Actions (see Section 2.6 & Part 2)

- A plan to address the infrastructure deficits in Lincoln area is in place with key utilities and is being implemented to address constraints to future growth.

Medium term 5-15 years

- **Delivery of the Transport Strategy** to achieve modal shift.

Long term 15-30 years

- Lincoln has a transport infrastructure network with significantly **improved frequency and travel times to the rest of the nation**, supporting investment and growth.
- Lincoln **overtakes currently larger regional centres** including Peterborough, Doncaster and Mansfield/Ashfield **as a rounded proposition for investment, based on enhanced connectivity** and building on its strengths around digital, heritage and a burgeoning university/learning sector.

Table 5: Transport Theory of Change

Urban Regeneration to support Arts, Culture, Heritage and Enterprise Infrastructure
<p>Investment Objective</p> <p>Lincoln will realise its potential as a dynamic and contemporary Cathedral city through effective digital promotion and investment in key cultural, leisure and heritage assets.</p> <p>The regeneration of strategic sites will further strengthen the urban core through the development of high quality, sustainable workspace and city living, ensuring the long-term resilience and vibrancy of the City Centre</p>
<p>Actions</p> <ol style="list-style-type: none"> 1. Central Market: Restoration and repurposing of a heritage asset to deliver a modern and diversified market offer 2. Drill Hall: Renovation and repurposing of a key cultural asset to enable the delivery of training and services alongside a renewed programme of arts and performance to enable a sustainable future for the venue 3. Tentercroft Street: Regeneration of a strategic brownfield site to deliver new workspace and living adjacent to the Transport Hub 4. Barbican Maker Hub: Restoration of a redundant heritage asset to deliver bespoke workspace for the creative sector 5. Hive: Repurposing of redundant public estate to deliver exemplar city living, digital learning and workspace 6. Road to Zero: Programme of schemes to support delivery of carbon neutral target by 2030, including a construction retrofit project and green recovery grant supported by innovative financing mechanisms

7. **Store of Stories:** Creation of a membership-based food supermarket, linked with support services to improve economic and social outcomes for the most vulnerable
8. **Greyfriars:** restoration of 13th century building to create a heritage attraction with digital interpretation and a venue for exhibitions, events, conferencing and learning activities.

Strategic Alignment

- **LIS/SEP** – investment in the place/infrastructure to support sector strengths including heritage/visitor economy
- **Local Plan and City Centre Masterplan** – clear blueprint with recognised interventions and actions to promote the regeneration and support the growth of the City
- **Lincoln Transport Strategy** – supporting sustainable growth/improved connectivity and modal shift within the City Centre

Outcomes and targets

Short term 1-5 years

- Delivery of Town Fund Actions (see Section 2.6 & Part 2)
- 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.**
- 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
- Lincoln will have a diverse range of proposed **investments in business activity**, which provide scope for high skill, high wage employment.
- Development of the City’s 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.

Medium term 10-15 years

- Through a continuing trend around the activities set out above **Lincoln has 10% more jobs per head of population than the national average.**
- 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 than the national average.**
- 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.

- 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.

Long term 15-30 year

- Lincoln builds on its sectoral strengths and supply chains, which enable it to **outstrip the national average number of jobs per head by over 10%** on an on-going basis
- 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.
- 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
- Lincoln has an international reputation as a **centre of excellence as a dynamic net zero economy**.

Table 6: Urban Regeneration Theory of Change

2.4 Spatial Strategy

- The investment programme aims to address identified barriers and capitalise on opportunities, with a central focus on digitalisation as a key enabler of growth. The spatial focus for our programme is the City Centre, which is accessible to all and provides the focus for economic activity, skills infrastructure, cultural and heritage assets serving a much wider catchment. Concentrating our resource on assets and opportunities within this area offers the greater opportunity for clean, inclusive and sustainable growth, maximises the benefit from the investment through acknowledgement of the interrelation and cross cutting nature of the identified challenges, opportunities and strategic aims.

City Centre Masterplan

- The City Centre Masterplan broadly identified a series of City Quarters. Pre Covid, changing trends in retail and working patterns, growth of the Universities/FE establishments and improved transport infrastructure were leading to transitional changes in the functions within these quarters. The Covid crisis has accelerated some

of these changes and presented new challenges. Town Fund provides an opportunity to diversify and repurpose the buildings and spaces in these areas to support the long-term vibrancy of the centre and by consequence, the City and wider catchment.

- Figure 10 presents the Town Fund project proposals in the context of the City Quarters. Analysis of the key intervention needs within each of these Quarters is then presented in Table 7 below alongside current activities and the Investment Plan proposals, to demonstrate the alignment and additionality of the Town Fund programme.

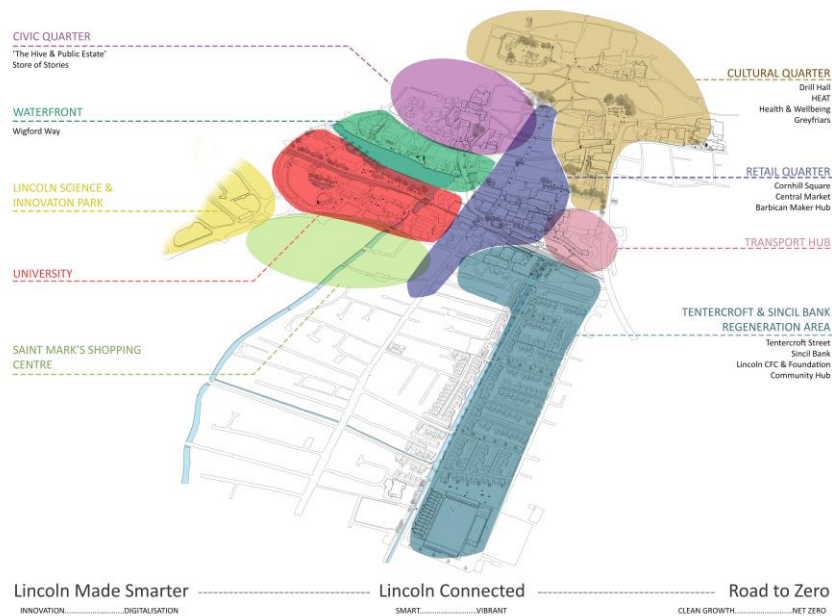


Figure 10: City Centre Quarters & Proposed Interventions

Table 7: City Centre Masterplan - Analysis & Interventions

Intervention need	Current interventions	Proposed town Deal intervention
Retail Quarter		
<ul style="list-style-type: none"> • Maintain vibrancy, viability and investment • Support business recovery from Covid-19 • Strengthen the visitor offer • Address severance of High Street at St Mary Street Junction • Address demand for workspace • Support and manage the increasing number of rough sleepers/ identify provision for move on accommodation. • Manage ASB • Improve connectivity between University Quarter, Waterfront and City centre/Transport Hub • Realise opportunity to develop a strong market offer • Deliver Public Realm Strategy 	<ul style="list-style-type: none"> • Cornhill Quarter - private sector investment in retail and leisure. Further investment phases are planned. • Eastern Bypass – aims to deliver 20% reduction in freight traffic through the City Centre. • Designation of the Lincoln Heritage Action Zone. • Lincoln Big, Business Improvement Group Plan 2020-2025 • Homelessness Programme managed through the County Homelessness Partnership and Lincolnshire Resilience Forum • Strong Partnership approach to tackling ASB includes Lincolnshire Police, The PPASB Team, The Housing Team, Addaction, LPFT, P3 and Development Plus 	<ul style="list-style-type: none"> • Lincoln Connected: Supports the digitalisation of the high street and heritage offer to improve the visitor experience. • Wigford Way: transformation of a key connecting route, addressing high street severance, public realm benefits and future commercial development. • Central Market: Restoration and repurposing of a heritage asset to deliver a modern and diversified market offer. • Barbican Maker Hub: Restoration of a redundant heritage asset to deliver bespoke workspace for creatives. • Lincoln Made Smarter: Delivers specialist support to local SMEs to enable transition to smarter working practices.
Cultural quarter		
<ul style="list-style-type: none"> • Viability and commercialisation issues to be addressed for existing cultural and publicly supported venues. • Dependency on limited number of annual events • Broadgate – severance of pedestrian route between city centre, Lincoln College and Monks Road – opportunities to connect and regenerate 	<ul style="list-style-type: none"> • Bailgate Independent Retailers resilient and strong – benefit from proximity to Castle and Cathedral and recent investment. • Castle Revealed - £22m restoration • Cathedral Connected - £15m investment in visitor facilities • Institute of Technology established University of Lincoln in collaboration with Lincoln college. 	<ul style="list-style-type: none"> - Lincoln Connected – see above - Drill Hall – renovation of key cultural asset as a training, leisure and performance venue - Hospitality, Events & Tourism College (HEAT): Delivery of the UK’s first HEAT College to enable tailored skills provision to support and digitalise the Visitor Economy - Health & Wellbeing Centre: Development of a new facility to enable

		<p>training/support services in mental health to address barriers to employment and improve workforce productivity</p> <ul style="list-style-type: none"> - Road to Zero: Programme of schemes to support delivery of carbon neutral target by 2030: construction retrofit project with potential opportunity for Monks Road
Civic Quarter		
<ul style="list-style-type: none"> • Address the need to commercialise and find new uses for public estate • Maximise the opportunities for shared use of space office space and with other public sector and voluntary sector uses including residential 	<ul style="list-style-type: none"> • DWP and The Network shared workspace at City Hall - positive commercial and service provision outcomes 	<ul style="list-style-type: none"> • Hive: Repurposing of redundant public estate to deliver exemplar city living, digital learning and workspace • Store of Stories: Creation of a membership-based food supermarket, linked with support services to improve economic and social outcomes for the most vulnerable
Waterfront Quarter		
<ul style="list-style-type: none"> • High concentration of Hospitality and Leisure and national chain dining establishments and hotels benefits from location adjacent to Brayford Pool and University. Covid impact is likely to have a negative impact on existing businesses. • Maximise opportunities for regeneration for City Centre Living • Poor pedestrian linkages with the High Street/retail core 	<ul style="list-style-type: none"> • University railway footbridge completed Brayford Wharf East • Private sector led renewal supported by higher values 	<ul style="list-style-type: none"> • Wigford Way: Improving connectivity between the Retail/Cultural Quarters and the Brayford/University
University Quarter		

<ul style="list-style-type: none"> Continued expansion and growth, including the need for more student accommodation Development of gateway into Western Growth Corridor Demand to develop alternative/smarter energy solutions Demand for tech workspace Need for improved linkages and pedestrian connectivity with centre/Transport Hub 	<ul style="list-style-type: none"> University of Lincoln's growth plans support economic growth in the city LSIP Phase 2 - delivers scale-up facilities and a Defence Research Centre. The Lincoln Made Smarter scheme will provide a link between the University, LSIP and our wider business community This quarter is the gateway to the Western Growth Corridor a 3200 sustainable extension being led by the City Council as landowner and Local developer Partner. 	<ul style="list-style-type: none"> Wigford Way – as above
St Marks Quarter		
<ul style="list-style-type: none"> Transition from a predominant retail area to a mixed-use student hub/City Living neighbourhood Maximise opportunities through development for a future East West Link including improved bus lane measures Realise opportunity for environmental improvements in the adjacent Sincil Bank 	<ul style="list-style-type: none"> Private sector led proposal, now commenced for mixed use development, anchored with student accommodation 	<ul style="list-style-type: none"> Sincil Bank; highway and environmental improvements in proximity, driving values Tentercroft Street: Regeneration of a strategic brownfield site in proximity
Transport Hub		
<ul style="list-style-type: none"> Continued need for improved rail connectivity to rest of Region Maximise the tourism/visitor/commuter opportunities of an increased Lincoln to London direct service Maximise opportunities for tourism/visitor benefits & cultural hub 	<ul style="list-style-type: none"> Completion of £30m Transport Hub in 2019 provides 1000 parking spaces, new bus station, and improved public realm creating an important Gateway to the city. 	<ul style="list-style-type: none"> Lincoln Connected Wigford Way Tentercroft Street
Sincil bank Regeneration Area		

<ul style="list-style-type: none"> • Address the high levels of deprivation • Close to the City Centre, but railway and Broadgate severance issue • Need to address layout, traffic management and poor environmental quality issues. • Maximise better use of Tentercroft Street • Maximise the opportunity of Sincil Bank & Lincoln City FC 	<ul style="list-style-type: none"> • “Sincil Bank, Revitalised A place shaping framework” and Community Regeneration Scheme 	<ul style="list-style-type: none"> • Sincil Bank: highway and environmental improvements to support the wider regeneration of the area and improve connectivity with the City Centre • Lincoln City Community Hub: Redevelopment of the stadium to deliver a hub for training
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Draft

2.5 Project Plan

- Town Fund investment will help to underpin Lincoln's economic recovery and growth over the next 10 years, supporting the delivery of its vision.
- The investment programme includes a strong portfolio of projects, which will address identified barriers and capitalise on opportunities, with a central focus on digitalisation as a key enabler of growth. The spatial focus for our programme is the City Centre, which is accessible to all and provides the main focus for economic activity, skills infrastructure, cultural and heritage assets serving a much wider catchment. Concentrating our resource on assets and opportunities within this area offers the greater opportunity for clean, inclusive and sustainable growth.
- The programme is spatially aligned to support the delivery of the City Masterplan, with strong interconnectivity between the initiatives.
- The plan is further strengthened through the delivery of the Lincoln Made Smarter and Lincoln Connected projects which focus on digitalisation of industry, services and the visitor experience to drive growth. Collectively, these projects add value to the physical regeneration programme, by extending the benefits of investment to ensure that local businesses have the best opportunity to digitalise, grow and raise productivity.
- The programme is complementary to wider investment and initiatives which are being delivered by the public, private and not for profit sectors to support the growth of the City as outlined in section 1.6 above.
- A total of £24.75m Town Fund Investment of is required to support the delivery of this transformational programme for Lincoln. This investment will lever direct co-funding support of £20.50m and a further £16m to support the regeneration of our key brownfield site at Tentercroft Street to drive growth and underpin further private sector development.
- We estimate that the investment programme will generate over £50m in wider economic benefit (GVA). This is a conservative estimate, based upon an initial assessment of learning and employment outputs, additional visitor and household spend generated by some of our projects. The figures exclude the output from our transport interventions at this stage and a number of other outputs which can be monetarised at full business case stage, adding significant value to this programme (See Section 2 for full details).

Figure 11: Spatial Masterplan

KEY LANDMARKS AND AREAS OF INVESTMENT

- LSIP
- CORNHILL QUARTER
- HISTORIC & CULTURAL
- CIVIC HUB
- EDUCATIONAL
- SINCIL BANK RENEWAL AREA
- TRANSPORT HUB
- WATERFRONT
- ST MARK'S
- HERITAGE ACTION ZONE

AREAS OF INVESTMENT

1. Health & Wellbeing Centre
2. HEAT
3. Greyfriars
4. Drill Hall Development
5. Central Market
6. Cornhill Square
7. Barbican
8. The Hive & Public Estate
9. Store of Stories
10. Wigford Way
11. Tentercroft Street
12. Sincil Bank
13. Lincoln CFC & Foundation Community Hub

CITY WIDE PROJECTS

- Lincoln Made Smarter
- Lincoln Connected
- Road to Zero



2.6 Project Profiles

- Project profiles, concepts and illustrations are provided for each of the schemes within our Investment Plan in the following tables, arranged thematically to align with our local priorities and the Towns Fund Investment Framework. The projects address key policy areas for the growth of the city and seek to drive the collective aspiration of the public, private and community sector to drive sustainable growth and create a cleaner, more inclusive City. The rationale for investment is clearly articulated in each case, linking back to the need, opportunity and strategic fit. Full details of output, outcome and GVA calculations are included in Section 2.

[graphics and concepts for each scheme from project leads and masterplan segments from the main masterplan – figure 11]

Digital	Lincoln Made Smarter
Lead Partner	University of Lincoln
Project Description	The 'Lincoln Made Smarter' (LMS) scheme will accelerate the adoption and development of industrial digital technologies (IDTs) through focused support to SMEs to drive productivity. LMS will support SMEs from basic awareness of the potential of digital adoption through to making transformational changes in the use of technology and the development of new products and systems.
Project Rationale	<ul style="list-style-type: none"> - responds to the evidence of need to support the digitalisation of industry in order to drive productivity - recognises the opportunity Lincoln offers in terms of the scale of manufacturing and digital base required to drive value and impact, alongside important capabilities in the exploitation of digital technology and internationally and nationally significant research assets and R&D capacity - adds value to the portfolio of capital schemes and infrastructure by providing focussed support to ensure that local SMEs have the best opportunity to digitalise, growth and raise productivity – provides a link between the University, LSIP and the wider business community

Key Outputs Outcomes & Impacts	<ul style="list-style-type: none"> - 1 scheme to support enterprise and business productivity - 30 businesses supported to access Integrated Device Technology IDT - 20 jobs created - GVA £6.5m <p>Increased adopt of IDTs by businesses supporting clean growth, raising productivity, retaining and building talent in higher-tech, higher skilled sectors</p>	
Funding	Total Cost: £2.34m	Town Fund: £1.29m
<p>Town Funding will support the cost of specialist staff, access to R&D facilities and equipment to enable this programme. Co-funding will be provided by the University of Lincoln and through SME contributions.</p>		

Table 8: LMS

Draft

Digital	Lincoln Connected
Lead Partner	Visit Lincoln & Lincoln Big
Project Description	<p>This project will reimagine Lincoln’s high street using digital technology to connect people to the City’s heritage, culture, retail and leisure offer. It will enhance the visitor experience, encourage local spend and promote a thriving city centre through 4 key interventions:</p> <ol style="list-style-type: none"> 1. Open Content Management (CMS) will connect and share electronic sources of information between different businesses and make this information available to visitors in one place, putting the user at the heart of the digital journey through Lincoln 2. Smart Signage: to promote access to and interpretation of a wider range of attractions more readily 3. Light up Lincoln: delivery of planning and lighting infrastructure to showcase Lincoln’s historic assets and support the visitor economy 4. Lincoln Creates: providing grants to support digital arts installations, supporting and showcasing creative talent
Project Rationale	<ul style="list-style-type: none"> - responds to the need to support the transition to a digital economy in order to drive sustainable growth - enables more effective use of data and provides infrastructure to promote Lincoln’s heritage, attractions, services and assets; promotes and showcases creative industry to nurture talent - adds value to the proposed investment in Lincoln’s heritage assets to derive greater economic value and will support business growth across Lincoln, encouraging sustainable growth models
Key Outputs Outcomes & Impacts	<ul style="list-style-type: none"> - Provision of specialist digital technologies - 1 open CMS infrastructure; 1 specialist digital signage system - Schemes to support business enterprise – 500 businesses supported to increase utilisation of digital channels - Landmarks/heritage buildings enhanced through lighting and access to heritage data via CMS - Increased visitor numbers and 10% uplift in spend valued at £21m <p>Increased digitalisation of business and services leading to productivity growth, improved visitor experience leading to greater spend; improved investment offer supporting longer-term sustainable development.</p>

Funding	Total cost £2.06m	Town Fund £1.51m
	<p>Town Funding will support the cost of the digital technologies, infrastructure, grants, project management and professional fees in delivering these interventions.</p> <p>Match funding will be provided through Lincoln Big and Visit Lincoln and through the private sector, drawn from Levy and DMO partners.</p>	

Table 9: Lincoln Connected

Draft

Skills	Health & Wellbeing Centre	
Lead Partner	Lincoln College	
Project Description	This project will deliver a new Health and Wellbeing Centre (HWBC), at a key gateway into the City Centre on Monks Road. It will enable the delivery of an expanded range of training and support services, focused on mental health, to serve Lincoln and its wider catchment area. The Centre will deliver health-related and resilience focused qualifications alongside a wider range of support groups and services led by health care professionals in collaboration with the NHS. The services will enable learners to enter employment, act as a gateway to higher level learning and provide them with the knowledge necessary to develop their own mental health toolkit.	
Project Rationale	<ul style="list-style-type: none"> - Addresses recognised need to improve health outcomes and address skills shortages as key barriers to growth - Engages disadvantaged groups and addresses barriers to the labour market as a result of mental health issues - Delivers access to qualifications and a route way to higher level learning and employment opportunities - It supports local businesses to increase productivity through addressing staff wellbeing and reducing levels of absenteeism - It supports the wider urban regeneration objectives and learning outcomes in construction as part of the delivery 	
Key Outputs Outcomes & Impacts	<ul style="list-style-type: none"> - 1 new training facility - 100 businesses engaged pa - 10 new L2-L3 courses - 450 new learners assisted per annum - Achievement rate of 80% (350 learners) - Workplace mental health related absence levels reduced to below 56% - GVA £895k - Jobs 4.1 	
Funding	Total Cost £1.21m	Towns Fund £660k
	Towns Fund will support the capital construction and renovation costs in the delivery of a new centre. Match-funding will be provided by Lincoln College.	

Table 10: HWBC

Skills	Lincoln City Football Club – Community Hub
Project Description	<p>Lincoln City Football Club, through Lincoln City Foundation will deliver a transformational project which will provide a community centre for learning and improving people's physical, mental and social wellbeing in one of the most deprived areas of the City. The project will create a new bespoke 500 sq. metre education and skills training facilities for the Lincoln City Foundation, rejuvenate an existing outdoor community facility to support the delivery of health, wellbeing and activity programmes and as part of the wider project, develop the stadium infrastructure to provide new employment opportunities and help boost the local economy.</p> <p>Within the development of skills through education, LC Foundation will be able to expand its growing provision and provide opportunities to learn, connect with local employers and help kickstart the local economy post-Covid.</p>
Project Rationale	<ul style="list-style-type: none"> - responds to the need for investment in skills infrastructure to improve learning and employment outcomes - contributes towards the City's objective for an inclusive growth programme - provides additionality through the delivery of bespoke facilities for FE/HE and apprenticeships, not currently offered in this locality - as a key attraction in the City, investment will also contribute towards visitor numbers and spend post covid - links with the wider transport proposals for the area (Sincil Bank) and the collective impact of these interventions will deliver positive change within this community, supporting longer-term investment and higher land values to enable sustainable growth
Key Outputs Outcomes & Impacts	<ul style="list-style-type: none"> - 1 new skills facility with an expected weekly 500 user capacity - 450 new learners assisted (post 16) over a 3-year period - Apprenticeship scheme in partnership with employers – 12 per annum - 15 new FTE jobs - Enhanced visitor experience, numbers and spend - GVA £3.47m

	- Jobs 122	
Funding	Total Cost £2.84m	Towns Fund £840k
	<p>Towns Fund will support the capital cost of work at the stadium to create a new training and community hub.</p> <p>Match funding will be provided through the Football Foundation and the Football Club, with further funding being sought from the Greater Lincolnshire LEP.</p>	

Table 11: LCFC Community Hub

Draft

Skills	Hospitality, Events and Tourism (HEAT) Institute	
Lead Partner	Lincoln College	
Project Description	The development of the UK's first Hospitality, Events and Tourism (HEAT) College, delivering bespoke support to the sector. This will support the changing nature of the industry and the international skills required to successfully operate within it. The new College will have a direct, positive impact on the performance of the local economy through the provision of employer-led training, offering both cross-cutting support, as well as sector-specific courses for two priority areas, Digital and the Visitor Economy. Indirectly, increasing the quality of the offer will have an impact on visitor spend, as well as contributing to a dynamic town centre that tends to be at the heart of thriving tech communities.	
Project Rationale	<ul style="list-style-type: none"> - responds to the need to rebuild, grow and professionalise this priority sector as part of a balanced economy - provides additionality through the delivery of a UK-first Hospitality, Events and Tourism College, delivering enhanced skills, training and work-based learning to address identified skill shortages, improve employment opportunities and workforce productivity. It responds to demand from industry - adds value the wider interventions to invest in the City's heritage assets and visitor infrastructure - supports the City's recovery from Covid-19 and the delivery of the facility will adhere to clean growth principles. The use of digital learning will support clean growth and enable wider dissemination of the benefits across Lincolnshire 	
Key Outputs Outcomes & Impacts	<ul style="list-style-type: none"> - 1 new specialist college facility; 20 new courses - 200 new employers engaged - 600 learners assisted per annum - Achievement rate of 75% (450 learners) at qualification level 2 and 3 - GVA £1.68m - Jobs 8.7 	
Funding	Total Cost £2.54m	Towns Fund £1.24m
	Towns Fund will support the capital cost of developing a new HEAT College.	
	Match funding will be provided by Lincoln College.	

Table 12: HEAT

Transport	Wigford Way	
Lead Partner	Lincolnshire County Council	
Project Description	The project aims to improve the walking and cycling environment and public realm along Wigford Way and St Mary’s Street, a key east west corridor in the centre of Lincoln, linking the Lincoln Transport Hub with key retail and commercial areas including High Street and Brayford Wharf. The scheme will transform a key existing route in the heart of Lincoln improving the public realm and enhancing Lincoln’s historic core. The improvements will seek to capitalise on the reduction in traffic in the city centre following the opening of the Lincoln Eastern Bypass and provides an opportunity and act as a catalyst to redevelop the wider area and stimulate further economic growth.	
Project Rationale	<ul style="list-style-type: none"> - priority intervention within the Transport Strategy - enhances connectivity, rebalances movement towards sustainable modes - opens up future development opportunities to support growth and links with wider High Street recovery/regen 	
Key Outputs Outcomes & Impacts	<ul style="list-style-type: none"> - 1500m of road Infrastructure upgraded including widening of central reservation - 600m of new segregated cycle way provided - Public Realm Improvements - Intersection of Wigford Way and High Street - Vehicle Flow – lower vehicle flows and speeds, target 8% reduction in Annual Average Daily Traffic - Increased number of cyclists and pedestrians <p>Contributes to delivery of a connected, modern, sustainable and future-ready transport network; acts as a catalyst for redevelopment of the wider area; supports recovery and enables the continued sustainable growth of Lincoln</p>	
Funding	Total Cost £5.04m	Town Fund £5.04m
	Town Fund will support the capital cost of delivering these infrastructure improvements.	

Table 13: Wigford Way

Transport	Sincil Bank	
Lead Partner	Lincolnshire County Council	
Project Description	The project will support the regeneration of the Sincil Bank area of Lincoln incorporating the plans and proposals developed by the Sincil Bank Revitalisation Partnership. It includes a range of interventions covering a 20mph vehicle zone, improved place-setting, creation of a green corridor, pedestrian, cyclist and environmental improvements together with car-parking measures.	
Project Rationale	<ul style="list-style-type: none"> - identified for intervention within the Local Transport Strategy - addresses the identified need to regenerate this area of the City, which suffers from poor quality urban realm, poor accessibility and high levels of traffic/poor air quality - supports the wider programme of urban regeneration through improved connectivity - green infrastructure and sustainable transport aligns to the principles of clean growth and will support recovery from Covid-19 by enhancing outdoor spaces, improving the visitor experience and trading environment 	
Key Outputs Outcomes & Impacts	<ul style="list-style-type: none"> - 7+ upgraded streets and spaces - 1000m of improved walking and cycling Infrastructure – 1 Sincil Bank - Upgraded public realm and environmental improvements - Reduced traffic and congestion along Sincil Bank - Increased number of pedestrians and cyclists along Sincil Bank 	
Funding	Total Cost £3.04m	Town Fund £3.04m
	Town Fund will support the capital cost of delivering these infrastructure improvements.	

Table 14: Sincil Bank

Urban Regeneration	Central Market & City Vibrancy	
Lead Partner	City of Lincoln Council	
Project Description	This project will restore and repurpose the Grade II listed Central Market Building within Lincoln City Centre to create a modern and diversified market offer, combining retail, food, leisure and technology. The scheme will create an ‘anchor destination’ with the Cornhill Quarter, which is emerging as a prime leisure and retail area, directly served by the City’s multi-modal Transport Hub.	
Project Rationale	<ul style="list-style-type: none"> - responds to need identified by private sector and NABMA to invest in the market building to stem decline, restore vitality and diversify the ‘offer’ to build a sustainable trading venue - responds to need to support recovery of High Street through creation of an enhanced attraction and anchor - capitalises on the opportunities linked with food and the visitor economy, enables the diversification of the space to include higher value, local produce 	
Key Outputs Outcomes & Impacts	<ul style="list-style-type: none"> - Increase the amount and quality of high quality commercial floorspace – 1,520 sq m (+ 570 sqm mezzanine) - New upgraded or protected historic assets - 1 - New upgraded or protected community hubs, spaces or assets - 1 - Delivery of new public spaces – 4000 sq m public realm - Number of enterprises utilising high quality, affordable and sustainable commercial spaces - 30 - Perceptions of place by business/community – 80% - Number of visitors to arts, cultural and heritage events and venues – 20% uplift - Land value uplift £17m <p>Increase in economic activity and business growth; sectoral growth with focus on creative sector and local produce/farm to fork; increased visitors/footfall and spend; promotion of local provenance and sustainable trade</p>	
Funding	Total Cost £8.54m	Town Fund £6.54m
	Town Fund will support the capital cost of renovation, repair and restoration. Match funding is being sourced through prudential borrowing, reserves and the Heritage Action Zone.	

Table 15: Central Market

Urban Regeneration	Drill Hall Development	
Lead Partner	Lincoln College	
Project Description	<p>The provision of a renewed venue that will provide a wide range of services, drive a sustainable economic future for this iconic space and strengthen this local cultural asset. Located on the edge of one of the most economically deprived wards in Lincolnshire, the Drill Hall will offer a leisure venue for local community groups to meet, adult training provision that will provide both routeways to employment and Continuous Professional Development for local priority sectors. In addition it will offer a mental health drop-in service that will be based in the community cafe providing a safe, relaxed and informal space to meet with health professionals and discuss concerns, linking with the Health & Wellbeing Centre proposals. In the evenings the centre will focus on making the arts more visible and easier to access by delivering a range of performances to support a holistic cultural offer within Lincoln, working in collaboration with other arts venues.</p>	
Project Rationale	<ul style="list-style-type: none"> - responds to the need to repurpose an iconic cultural asset to enable it to become self-sufficient - supports recovery through investment in cultural asset as part of the wider city centre offer - delivers additionality through skills and training provision & links with the HEAT college - responds to needs identified by employers, local community groups for services, leisure and commercial provision to safeguard the future of this asset 	
Key Outputs Outcomes & Impacts	<ul style="list-style-type: none"> - Protected cultural asset – 1 - Increased and closer collaboration with employers - 200 - Delivery of 1300sq m of quality commercial space - Number of visitors to arts, cultural and heritage events and venues – 11,520 pa - Number of new learners assisted – 570 per annum - GVA £5.5m - Jobs 112 <p>Enhanced and sustainable cultural venue as part of a vibrant city offer; increased visitors and spend; increased skill levels and experience leading to improved employment outcomes, higher wages and productivity growth.</p>	
Funding	Total Cost £1m	Town Fund £455k

	Town Fund will support the capital cost of renovations to the building to allow for a wider range of uses. Match funding will be provided by Lincoln College.
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Table 16: Drill Hall Development

Urban Regeneration	Tentercroft Street
Lead Partner	City of Lincoln Council
Project Description	This project will support the redevelopment of a strategic brownfield site to create new workspace and city living in the heart of the City Centre. The scheme will address the unfulfilled demand for start-up and move-on space as part of a portfolio of new workspace to serve different business needs across the City. This is alongside a new city living offer which will provide sustainable accommodation in an accessible location adjacent to the main transport hub, the regenerated Cornhill Quarter and in close proximity to the University. Town funding will support feasibility and design to enable this scheme to proceed.
Project Rationale	<ul style="list-style-type: none"> - Supports the regeneration of a strategic brownfield site identified within the City Masterplan - Responds to a need for workspace and city living provision within a sustainable setting - Links with the wider programme of interventions to support Covid-19 recovery and aligns with clean growth with opportunities to integrate technologies to optimise ongoing operational costs and reduce the building's carbon footprint.
Key Outputs Outcomes & Impacts	<p>Feasibility and design leading to anticipated:</p> <ul style="list-style-type: none"> - Increase in amount (and diversity) of workspace – 10,730 sq ft - Remediation of sites to deliver commercial/residential – 52 apartments - Delivery of new public spaces – 1 - GVA £13.7m - Jobs 35

	Increase in economic activity and sectoral growth; increase in city population, vibrancy and consumer spending to support local firms; improved connectivity and linkages between Sincil Bank and the City Centre	
Funding	Total Cost £0.34m	Town Fund £0.34m
	<p>Town Fund will support the cost of feasibility, due diligence and planning to enable a shovel ready development and the procurement of a development partner to enable commencement within the 5-year programme.</p> <p>It is anticipated that a first phase of development can be delivered within this timescale leading to the outputs above and leveraging an anticipated £16m through public and/or private sources.</p>	

Table 17: Tentercroft Street

Urban Regeneration	Barbican Production & Maker Hub
Lead Partner	Lincoln University
Project Description	Development of a Production and Maker Hub for the Creative Industries (County Hub) on the vacant Barbican Hotel Site (St Mary's Street). The space would enable clustering and incubation of creative businesses and the establishment of a creative business network. In addition, the space would allow for public facing educational activity and community access to production spaces, gallery and café spaces. This would be a distinctive, visible and high-quality offer in the heart of the City.
Project Rationale	<ul style="list-style-type: none"> - addresses need for specialist workspace to nurture and support the growing creative sector and reduce the leakage of talent - extensive evidence supported by the LEP, Arts Council and reflected in current strategies - transforms a key heritage asset to productive economic use; complements the wider workspace offer and overall heritage-led regeneration of the Cornhill Quarter - enables growth by creating opportunities for clustering, showcasing and marketing, innovation and R&D by connecting technology businesses with creative firms and links to university research supports inclusive growth, with ancillary community spaces/access, and business skills development
Key Outputs Outcomes & Impacts	<ul style="list-style-type: none"> - Remediation of abandoned or dilapidated sites; delivery of high quality residential or commercial space – 1 site, 1200 sq m - New, upgraded or protected community hubs, spaces or assets – 1 - Increase in amount of shared workspace or innovation facilities – 600 sq m - Availability of specialist equipment - Number of enterprises utilising commercial spaces – 15 - Start-ups and scale ups – 20 - Perceptions of place – 10% increase year on year - GVA £4.92m - Jobs 92 <p>Increase in economic activity and sectoral growth which also supports the vibrancy of the City Centre.</p>

Funding	Total Cost £2.64m	Towns Fund £1.64m
	Town Fund will support the capital restoration work to deliver this new venue. Match funding is being sought from University of Lincoln, Lincolnshire Co-operative, Heritage Action Zone and the Arts Council.	

Table 18: Barbican

Draft

Urban Regeneration	The Hive	
Lead Partner	Investors in Lincoln	
Project Description	The Hive will create an exemplar of inner city living in a post Covid-19 world. The development will repurpose a vacant public asset to deliver living accommodation, focussed on key workers, enabled with digital technologies and green spaces, based around a local community hub to serve local people.	
Project Rationale	<ul style="list-style-type: none"> - responds to a need for a range of housing options to support the continued vibrancy of the City Centre, Covid-19 recovery and economic growth - repurposes redundant public assets to deliver new homes and a community hub alongside provision for digital education and training and home working - complements the wider urban regeneration proposals and aligns with the principles of clean growth through the re-use and restoration of an existing asset 	
Key Outputs Outcomes & Impacts	<ul style="list-style-type: none"> - Delivery of quality residential or commercial space – 65 homes - Increase in breadth of local skills offer – 450 people trained (over 3 years) - Increase in amount of shared workspace and innovation facilities – 615 sq. m (over 3 years) - Increase in amount of affordable commercial workspace – 350 sq. m (over 3 years) - New upgraded or protected community hubs - 1 - Number of enterprises using high quality, affordable workspace – 30 (in first 3 years) - Number of people who work remotely at least some of the time – 32 - Start-ups and scale ups using business incubation – 10 (in first 3 years) - GVA £18.1m - Jobs 302 <p>Increase in City Centre population supporting spend and vibrancy, improved local housing offer, supports a reduction in the number of people with poor health outcomes particularly in relation to increasing levels of economic activity.</p>	
Funding	Total Cost £9.84m	Town Fund £1.04m
	Town Fund will support the cost of the capital renovations and development, specifically the proposed digital training centre, managed workspaces, home-office units and green spaces.	

	Match funding is being sought via private investment and from a range of public sources.
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Table 19: Hive

Urban Regeneration	Food Partnership – Store of Stories	
Lead Partner	Lincoln Food Partnership	
Project Description	This project will support the development of a purpose built, centrally located food supermarket, that would alleviate issues of food poverty, address food wastage and support health issues leading to economic opportunities and longer-term productivity. With a focus on helping local people build resilience, The Store of Stories will provide low cost locally supplied waste and surplus food and other essential items, alongside a programme of advice, support and training, volunteering, and work placements opportunities.	
Project Rationale	<ul style="list-style-type: none"> - addresses increase in food poverty arising from worklessness as a result of the Covid-19 pandemic, alongside support mechanisms - skills acquisition, finance and employability education to enable entry/return to the workplace supporting principles of inclusive growth - supports clean growth through the harnessing of ‘waste’ food - supports increased collaboration with public, private and community sectors and improving opportunities for volunteering in the social economy 	
Key Outputs Outcomes & Impacts	<ul style="list-style-type: none"> - Availability of new community assets – 1 - Reduction in child food poverty – 480 (children no longer suffering food poverty) <p>Delivers a ‘systems’ approach to improving the opportunities for the most disadvantaged people in the City, enabling potential for public welfare savings and productivity growth</p>	
Funding	Total Cost £1.054m	Town Fund £205k
	Town Fund will support the set-up and equipment for the supermarket Match funding is being sought from local private sector organisations and through income generation.	

Table 20: Store of Stories

Urban Regeneration	Road to Net Zero Programme
Lead Partner	City of Lincoln Council
Project Description	<p>The Road to Net Zero Programme supports the aspirations of Lincoln to be carbon neutral by 2030. The programme supports the work of the Lincoln Climate Commission, which emerged from a collaboration with the City of Lincoln Council, Siemens, Transition Lincoln and the University of Lincoln. The Road to Net Zero Programme includes four constituent projects:</p> <ol style="list-style-type: none"> 1. The Feeding Tariff 2. Construction Retrofit Project 3. SME Green Recovery Grant Scheme 4. Lincoln Community Investment Bond <p>The projects provide a stimulus package of measures to support green recovery, economic growth and reduce carbon.</p>
Project Rationale	<ul style="list-style-type: none"> - addresses pressing need for carbon reduction to ensure that Lincoln can meet its aspiration of becoming carbon neutral by 2030 by testing the feasibility of interventions for wider application - contributes directly to urban regeneration objectives through the restoration of redundant building(s) as a test-bed for retrofit - enables innovative approach to funding models to support inclusive and green growth via an ethical investment - complements, cross-cuts and supports the wider proposals for urban regeneration and directly supports SMEs to recover and grow sustainably

Key Outputs Outcomes & Impacts	<ul style="list-style-type: none"> - Programme of SME grants in key sectors – 10 businesses - Increase in closer collaboration with employers – 40 businesses engaged - Increase in breath of local skills offer – 1 programme (construction skills) - Remediation/development of abandoned sites – 2 sites - No of new learners – 30 assisted - Perception of place – 80% satisfaction - Reduction of emissions – 15kg CO2 	
Funding	Total Cost £413 K	Town Fund £360 k
	<p>Towns Fund will support the cost of installing PV infrastructure, building retrofit construction and technologies, SME grant funding and feasibility for a Community Investment Bond.</p> <p>Match funding includes City of Lincoln Council HRA £50k and Lincoln Food Partnership £3K</p>	

Table 21: Road 2 Net Zero

Urban Regeneration	Greyfriars	
Lead Partner	Heritage Lincolnshire	
Project Description	Greyfriars is an internationally important, listed building in the heart of Lincoln dating from the 13th century, in desperate need of repair and a new use. This scheme will repair the historic fabric of the building and open it to the public as a heritage attraction with a mix of a digital and tactile, immersive interpretation scheme, temporary exhibitions, events, conferencing and educational activities. The scheme will add to the popular heritage offer in Lincoln, increasing dwell time and spend.	
Project Rationale	<ul style="list-style-type: none"> - Responds to need to restore, repair and safeguard important heritage asset - Complements wider programme of investment to enhance the city offer and support recovery - Capitalises on opportunity to build and grow Lincoln's visitor experience and embed digital learning 	
Key Outputs Outcomes & Impacts	<ul style="list-style-type: none"> - Development of new heritage venue – 1 - Job creation – 2.5 FTE - Number of visitors to heritage venue – 1000 - Learners assisted – Skill building opportunities for 30 trainees and volunteers in digital interpretation, architecture, marketing, visitor experience - GVA £2.46m - Jobs 40.3 <p>Brings an internationally important historic asset back into use, improving the aesthetic of the immediate surrounding and attracting visitors to spend more time in the city, increasing their spend. Supports local learning and job opportunities.</p>	
Funding	Total Cost £1.7m	Town Fund £0.54m

	<p>Town Fund will support the cost of the restoration work.</p> <p>Match funding will be provided through the National Lottery Heritage Fund, City of Lincoln Council, Heritage Lincolnshire Reserves and Local Trusts.</p>
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Table 22: Greyfriars

Draft

Section 3. Engagement & Delivery

- The preparation of this Investment Plan has been informed by statistical analysis and stakeholder engagement. This has provided a robust evidence base and enabled strong partnership working between our anchor institutions, resulting in a suite of proposals that responds to need and opportunity and is truly additional.
- We will continue to develop our partnership approach and to strengthen our collaboration with stakeholders across the City to ensure that we maximise the benefit of our initial project programme and to achieve our longer-term vision.

3.1 Governance

- The development of the Investment Plan has been overseen by our Towns Fund Board. The Board was formally established in January 2020, but it builds on many years of close partnership working on earlier initiatives, including the City Centre Masterplan.
- The Board comprises public, private and community sector representatives, including the Member of Parliament for Lincoln and anchor institutions such as the University of Lincoln, Bishop Grosseteste University, Lincoln College, Greater Lincolnshire Local Enterprise Partnership, City of Lincoln Council, Lincolnshire County Council, NHS Lincolnshire, the Police & Crime Commissioner, Lincoln YMCA and Visit Lincoln. Sectors which are crucial to Lincoln’s economic growth and recovery are also represented through large firms and high growth SMEs operating in manufacturing, digital and tech, development, finance and retail.
- The Chair of the Board is Mary Stuart, Vice Chancellor of University of Lincoln, an institution which has helped underpin Lincoln’s development and growth in recent years. The continued expansion of the University, and wider HE/FE provision will be crucial to the long-term growth prospects for the City, and the levelling up agenda.
- The purpose of the Board is:

To bring together public, private and community sector organisations to develop a strategic vision and Investment Plan for Lincoln which will drive economic growth for the benefit of all.

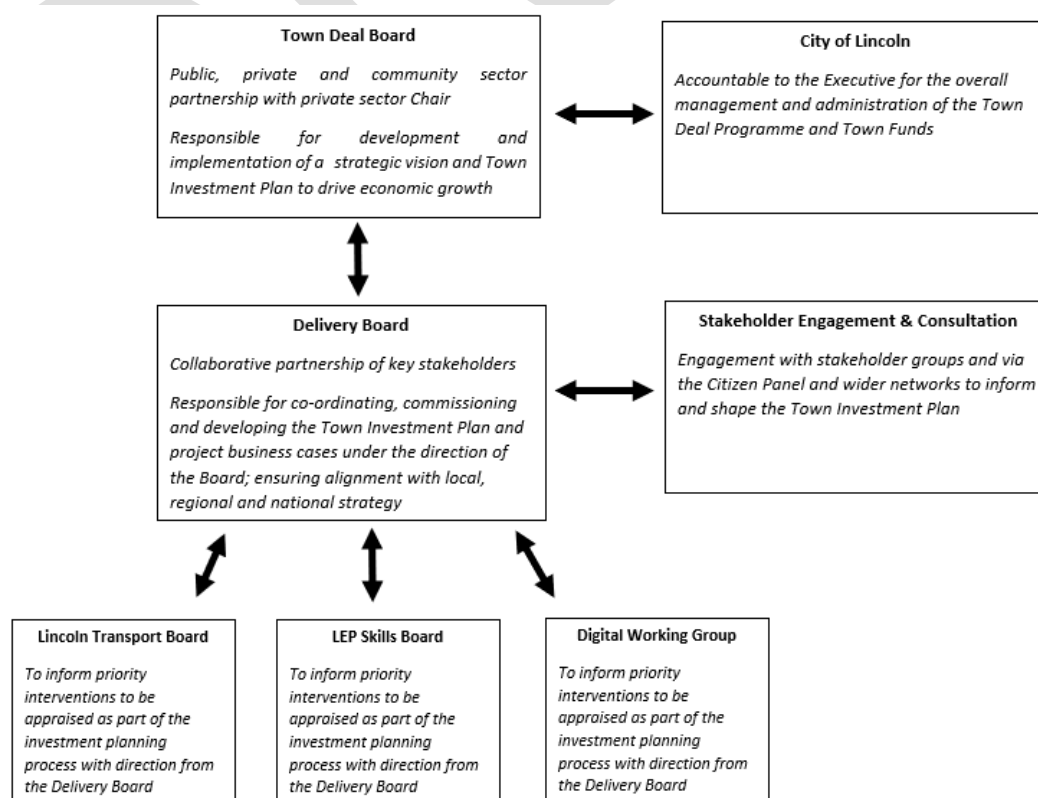
Table 23: Town Board Membership

Name/Position	Organisation	Sector
Mary Stuart (Chair)	University of Lincoln	Anchor Institution
Leo Scott Smith (Vice Chair)	Tended	Digital

Karl McCartney	Lincoln Constituency MP	Lincoln Constituency MP
Lord Patrick Thomas Cormack	House of Lords	House of Lords
Ric Metcalfe	City of Lincoln Council	Lead Council
Angela Andrews	City of Lincoln Council	Lead Council
Andy Gutherson	Lincolnshire County Council	Upper Tier Authority
Richard Davies	Lincolnshire County Council	Upper Tier Authority
Mark Speed	Siemens	Engineering
Ursula Lidbetter	Lincolnshire Co-operative	Retail/High Street
Tim Chambers	Cool Data	Digital
Edward Strange	Brewin Dolphin	Finance/investment
Liam Scully	Lincoln City FC	Community
Caroline Killeavy	YMCA	Community
Charlotte Goy	Visit Lincoln	Anchor Institution
Peter Neil	Bishop Grosseteste University	Anchor Institution
Gary Headland	Lincoln College	Anchor Institution
Station Commander	RAF Waddington	Anchor Institution
Marc Jones	Police & Crime Commissioner	Anchor Institution
Jacqui Bunce	NHS Lincolnshire	Anchor Institution

- In support of the principal Town Board, a Delivery Board has been established to lead on the technical project development work and to advise on the overall strategy. The Delivery Board will continue to support in the delivery of the overall programme to ensure effective co-ordination and to maximise opportunities for collaboration and added value.

Figure 12: Wider Governance Structure



3.2 Partnerships & Stakeholder Engagement

As part of the wider governance structure, existing partnerships have been used to inform the priority interventions for town funding such as the Lincoln Transport Board, the Climate Commission, the LEP Skills Board, Investors in Lincoln, Digital Lincoln, Lincoln Cultural and Arts Partnership, Sincil Bank Community Regeneration Scheme and the wider business and community groups that exist within the City. Focussed workshops have also been used to refine the priorities for each theme.

- Our approach is complemented by strong stakeholder engagement, with actions including:

- **Virtual Stakeholder Panel**

We have used our Citizen's Panel, business and community groups to inform our priorities, via online surveys in March 2020 (pre-lockdown) and August (post-lockdown). These surveys have attracted over 200 responses and highlighted key priorities linked to investment in sustainable transport, clean growth and digital connectivity.

- **#My Town**

We have analysed all of the comments submitted through the #MyTown initiative launched by government, in conjunction with the results from our own surveys to give a comprehensive overview of the priorities in Lincoln.

- **Focused Interviews**

We have conducted focused interviews with key business representatives from the digital, finance, development, creative, science and innovation sectors, recognizing the potential value of these sectors in raising productivity.

We have also engaged with training and health care providers to understand how our wider community can be part of this programme and share the benefits of this growth through an expanded skills programme and support services

- **Workshops: Digital Transformation**

We have held 3 workshop sessions with businesses and stakeholders in the digital and tech sectors to aid our understanding of this sector and the opportunities for growth, recognizing the importance of digitalization to achieving inclusive, clean growth. This group has informed the development of a tech strategy for Lincoln. Some of the actions from this strategy will be taken forward as part of our initial delivery plan, with the longer-term ambition to deliver the wider interventions when appropriate funding and resources are available.

- **Presentations & Discussion**

Regular updates and presentations have been discussed with key groups and networks including Lincoln Big, Healthy High Streets, Cornhill Quarter, University and Business Breakfast Briefings as well as with our internal Portfolio Holder and Executive Members

- **Web Portal**

In the interests of ensuring fairness and transparency, Town Board meetings are held in public and full details of the governance arrangement together with the minutes of each meeting, progress reports and consultation findings are published on our dedicated web portal:

<https://www.lincoln.gov.uk/lincoln-town-deal>

- Our extensive governance and engagement process has enabled a collaborative approach to the development of the Investment Plan, identifying clear interconnections between the proposed interventions and opportunities for partnership working to maximise coherence and output. A full copy of our Stakeholder Engagement Plan and key findings from the process to date is included in Appendix 4.

Looking Forward

- Continued partnership working and engagement will be crucial to the successful delivery of this Plan. The structures and networks which have been established to oversee the development of the TIP will continue to be strengthened during the delivery phase. The Programme Management Function will provide a resource to expand our partnership working, encourage participation and maximise funding and investment, with opportunities identified below:

- **Growth Conference**

Prior to lock-down, our plans included the delivery of a growth conference, celebrating the strengths of the City and engaging partners in the development of our future Investment Plan. The onset of the pandemic forced a change in strategy with a series of virtual workshops and surveys but a virtual conference is now planned to follow the submission of the Investment Plan and to launch our engagement ahead of the delivery phase. This conference will bring together approximately 150 stakeholder organisations across the City to collaborate on the growth agenda.

- **Partnerships & Networks**

We will utilize the mature partnership structure that exists in Lincoln to access the skills and expertise we need to deliver specific projects and to reach out to a wider stakeholder network for all of the priority areas. In this regard the Lincoln Transport

Board, Climate Commission, LEP Skills Board, Digital Lincoln, Lincoln Business Improvement Group and the City's wider business networks will continue to be involved in advising, shaping and leading project delivery.

Wherever possible we will ensure stakeholders and the wider public have the opportunity to engage with and influence project proposals in person through the use of drop-in events, interactive workshops and exhibitions. Where this is not possible, consultation will be carried out by virtual means as we have done successfully in development of the Plan.

Continued engagement with our virtual Citizen's Panel, as a representative community group, will play an active role in the shaping of our plan and in testing, monitoring and evaluation of its constituent projects.

- **Funding**

We will continue our work with DCMS funding partners to leverage resources for our short-term delivery plan and our longer-term digital transformation programme.

We will capitalize on the opportunity we have to work with LocalMotion, a collective of six funders that have come together to address social, environmental and economic priorities in selected areas, including Lincoln. This additional resource and expertise will be key to delivering systemic change in our most vulnerable communities.

- **Private Sector Investment**

The City has benefited from substantial private investment in recent years which has delivered strong employment and business growth (see section 1.5). Towns Fund will provide opportunities to build on this investment and to help unlock growth which has stalled not due to the lack market demand but rather due to infrastructure constraints and costs (digital, transport, services, site constraints). In this context, our programme will directly secure investment and co-funding from partners such as University of Lincoln, Lincoln College, Lincolnshire Co-operative, Lincoln Science & Innovation Park, Investors in Lincoln and Visit Lincoln.

The benefits of this programme will flow through to enhancing the resilience and diversity of the City's economy, strengthening investor confidence in future development opportunities. We will utilise our Plan to promote Lincoln as a place to invest in order to expand and secure private sector interest.

3.3 Business Case Development

- The development of our Investment Plan has been carried out in accordance with our governance documents and the detailed guidance for this programme.

- A long-list of project proposals was developed for consideration through the Town Board network and existing partnerships with a remit for delivery against the key themes. The projects have been developed and refined with reference to our evidence base and wider stakeholder engagement.
- Proposals have then been subject to a prioritisation and sifting exercise by the Town Board in July 2020. This was followed by a further appraisal process, led by Rose Regeneration as the independent consultant, working with a sub-group of Board members and utilising the Town Fund Prioritisation Tool. The Prioritisation Tool has enabled the assessment of projects against local need and green book criteria (figure 13). Having regard to this criteria, the projects have been ranked by each sub-group member and the average rank has been calculated to derive the final priority order (figure 14).

Figure 13: Prioritisation Criteria

Prioritisation Tool
<i>Projects were awarded a score of between 1-5 according to the following key criteria.</i>
Town Specific Criteria
Strategic Fit: alignment with vision & key strategies
Evidence of Need: how the scheme addresses evidence base
Overall Impact on Growth Programme: outputs, outcomes, Impacts
Level of Risk to Delivery: funding package, tenure
Green Book Criteria
Value for Money (likeliness to deliver social value in terms of costs, benefits and risks)
Affordability (financing and affordability given existing budgets)
Achievability (deliverability given organisational capability and skills)
Commercial viability and feasibility of procurement
Stakeholder support

- The Investment Plan and constituent projects have also been subject to an independent ‘check and challenge’ session, facilitated by the Town Fund Delivery Partner, with the aim of deriving maximum alignment and value from the programme to ensure a successful bid. The final list of projects in priority order, is included below:

Figure 14: Prioritised Projects

Rank	Project	Average Rank
1	Road to Zero	5.00
1	Drill Hall	5.00
3	Central Market	5.17
4	Tentercroft Street	6.17
5	Health and Wellbeing Centre	7.00
6	Lincoln FC	7.50
6	Barbican	7.50
6	Sincil Bank	7.50
9	Hospitality Events and Tourism	7.67
10	Greyfriars	7.83
11	Wigford Way	8.67
12	Store of Stories	9.50
13	Lincoln Connected	10.33
14	Lincoln Made Smarter	11.50
15	The Hive	13.67

3.4 Investment Plan Summary

- The following figure provides an overview of the final programme, including details of each project's Town Fund requirement as well as our overall funding request. A spend profile is also included. In line with the guidance, capital interventions account for the majority of the funding request (95%). Our revenue proposal accounts for 5% but are integral to the overall programme and essential to the delivery of our longer-term objective of digital transformation.

Figure 14: Financial Summary

Project	Towns Fund £m	Co-Funding £m	Total Cost £m
Lincoln Made Smarter	1.290	1.050	2.340
Lincoln Connected	1.514	0.542	2.056
Health & Wellbeing Centre (HWBC)	0.660	0.550	1.210
Lincoln City FC Stadium and Community Redevelopment Projects	0.840	2.000	2.840
Hospitality Events & Tourism Institute (HEAT)	1.240	1.300	2.540
Wigford Way/St. Mary's Street	5.040	0.000	5.040
Sincil Bank Green Corridor	3.040	0.000	3.040
Lincoln Central Market and Vibrant Public Realm	6.540	2.000	8.540
Drill Hall Development	0.455	0.550	1.005
Tentercroft Street	0.340	0.000	0.340
Barbican Production & Maker Hub	1.640	1.000	2.640
The Hive	1.040	8.800	9.840
Climate Commission Road to Net Zero	0.360	0.053	0.413
Store of Stories (Food Supermarket)	0.205	0.849	1.054
Greyfriars	0.540	1.164	1.704
Programme Management	inc.	0.646	0.646
Total	24.748	20.504	45.252
Capital	23.46	95%	
Revenue	1.29	5%	

- In order to achieve this spend, our proposals are profiled to deliver across the five-year period, with opportunities to accelerate the delivery of our shovel ready schemes from 2020/21 (subject to agreement of Heads of Terms). The following Gantt Chart provides an overview of the timeline for each project.

Project Programme		21/22				22/23				23/24				24/25				25/26			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Start on Site/Start Activity		█																			
Practical Completion/Complete Activity					█																
Lincoln Made Smarter																					
Lincoln Connected			█																		
Health & Wellbeing Hub																					
LCFC Community Hub																					
HEAT Institute																					
Wigford Way																					
Sincil Bank																					
Central Market																					
Drill Hall																					
Tentercroft Street																					
The Barbican																					
The Hive																					
Road to Net Zero																					
1) Geen Recovery																					
2) Feeding Tariff																					
3) Community Investment Bond																					
4) Retrofit																					
Store of Stories																					
Greyfriars																					

Figure 15: Programme for Delivery

- The Investment Plan has been subject to review and approval by the City Council’s Executive (as the accountable body) and by the Town Board. It is endorsed by our partners and commended as a stimulus for economic recovery and long-term transformation in Lincoln.

3.5 Implementation and Delivery Plan

- Our Town Fund Board will oversee the implementation of the Investment Plan and ensure compliance with the Heads of Terms Agreement with government.
- The Delivery Board and its constituent partners will lead on technical project delivery and ensure collaboration across the programme, having regard to the wider governance structure and partnership network.
- The City Council will continue to act as the accountable body for the implementation of the Investment Plan. Acting in this role, the Council will:
 - o Oversee the Heads of Terms Agreement with government and the Board
 - o Ensure continued good governance and transparency in decision making
 - o Manage, monitor and evaluate the Investment Programme, with recourse to independent expertise as required for assurance

- Support lead partners in the development of detailed business cases to secure funding
 - Manage contractual arrangements with project partners to ensure delivery
 - Carry out the financial management for the programme
 - Be responsible for the financial management of the overall programme
 - Periodic reporting to government as required
- A dedicated Programme Management Office will be established to oversee the programme, utilising a mix of existing staff and resources within the Authority, combined with specialist expertise to add value to the proposals and to ensure independent appraisal and scrutiny as part of our assurance process.
- The Office will be led by a Programme Manager, supported by Project Development and Monitoring Officers and a Programme Accountant. Specialist support will be required as follows:
 - To develop our local green book assurance process
 - To undertake independent project appraisal and due diligence, ensuring objectivity in decision making
 - To provide skills and expertise in developing our digital and clean growth proposals, ensuring these can be transformational
 - To provide specialist legal advice where required (e.g. state aid) to support contractual arrangements with government and back-to-back funding agreements with partners
- Our programme management and assurance process will be prepared and adopted by the Town Board for implementation following our Heads of Terms Agreement. We will draw on best practice and explore opportunities for joint-working with our partners in East Lindsey and Boston in order to maximise resource and achieve efficiencies. Our management and assurance process will set out:
 - Arrangements for the Programme Management Office including its structure, resourcing and reporting
 - Business case preparation and approval processes, including due diligence and appraisal
 - Project monitoring and evaluation templates and reporting procedures
 - Preparation of project-specific funding agreements
 - Setting out of procurement processes
 - Performance management systems and overall programme monitoring and evaluation arrangements
 - Partnership/joint-working arrangements where functions or commissioning may be shared

3.6 Proven Ability to Deliver

- The City Council has successfully delivered a number of large-scale projects, securing investment in its own property and intellectual assets to support the City's sustainable growth agenda. This includes successful delivery of a £30m Transport Hub and further hotel investment in 2017/18, £4m Boutham Park restoration project in 2018 and previously, the redevelopment of Lincoln Drill Hall Theatre, The Terrace Business Incubation Space and the Think Tank Innovation Centre.
- To facilitate major growth, the Council has prepared and submitted an application for a new Sustainable Urban Extension – the Western Growth Corridor – which will deliver 3,200 homes and 20ha of commercial land. The City Council owns approximately half of the total site area and is developing the scheme with the adjacent landowner Lindum Construction through a Partnership Agreement.
- Of relevance to the tech and digital agenda, the Council completed the installation of a new £400k CCTV system which upgraded 300 CCTV cameras to a new wireless high-definition 4K HD system including routers being placed into the city's security camera network, enabling the development of a free WIFI network for use on either smartphones, laptops or tablets in open air areas in the city centre.
- Most recently, the City Council's capacity to deliver has been demonstrated during the COVID 19 crisis, which has required a rapid and effective emergency response. The Council has responded positively in developing emergency structures and using the available technology for the administration of the business support programme, including business rate reliefs, grant funding and wider advice and support. Staff were deployed and systems developed without delay to enable effective due diligence and rapid release of funding to businesses in need as soon as initiatives were launched by Government. The response has been well received by the local business community, with over 1,700 firms now supported with over £21m funds (as of September 2020).
- With the resource to deliver, proven capabilities, dedication and commitment, the City Council will work in partnership to ensure this Plan is a success.

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- ⁱ ONS (2018) Local/Regional GVA Tables
- ⁱⁱ ONS (2018) Regional/Local GVA Tables
- ⁱⁱⁱ ONS (2018) Mid-Year Population Estimates
- ^{iv} ONS (2018) Business Register of Employment Survey
- ^v Business Register of Employment Survey, 2018
- ^{vi} GLLEP (2019) Greater Lincolnshire Digital Landscape Report
- ^{vii} Tom Fleming Creative Consultancy (2019) Research Programme and Plan for Creative Lincoln Shire and the Lincoln Centre for Culture and Creativity, UK, report for Greater Lincolnshire LEP
- ^{viii} Tom Fleming Creative Consultancy (2019) Research Programme and Plan for Creative Lincoln Shire and the Lincoln Centre for Culture and Creativity, UK, report for Greater Lincolnshire LEP
- ^{ix} ONS (2018) Business demography tables
- ^x Innovate UK (2020) Innovate UK funded projects since 2005
- ^{xi} ONS (2018) Business Register of Employment Survey
- ^{xii} OFCOM (2019) Connected Nation Report: Data Dashboard
- ^{xiii} Tom Fleming Creative Consultancy (2019) The Creative Economy of Lincolnshire, report for Greater Lincolnshire LEP
- ^{xiv} GLLEP (2019) Greater Lincolnshire's Digital Landscape report
- ^{xv} ONS (2020) Annual Population Survey
- ^{xvi} ONS (2019) Annual Population Survey
- ^{xvii} ONS (2019) English Indices of Deprivation
- ^{xviii} ONS (2020) Annual Survey of Hours and Earnings
- ^{xix} HESA (2020) Destination of Leavers from Higher Education Survey
- ^{xx} ONS (2019) English Indices of Deprivation
- ^{xxi} City of Lincoln Council (2020) Lincoln City Profile
- ^{xxii} ONS (2018) Business Register and Employment Survey
- ^{xxiii} City of Lincoln Council (2020) Town Centre Vacancy Data
- ^{xxiv} City of Lincoln Council (2020) Footfall Data
- ^{xxv} HMRC (2020) Coronavirus Job Retention Scheme Statistics: August 2020
- ^{xxvi} ONS (2020) NOMIS Labour Market Statistics
- ^{xxvii} IFS (2020) Covid-19: The Impacts of the Pandemic on Inequality