

Appendix 3: Stakeholder Engagement Plan and Key Consultation Findings

Stakeholder Engagement Plan

Introduction

Lincoln is one of 101 towns selected by the Government to work towards a Town Deal, with the potential to secure up to £25m to support proposals which will deliver long-term economic growth.

As a requirement of this Programme, a multi-agency Town Deal Board has been established to develop and approve an evidence-based Town Investment Plan which identifies a clear vision for the economy and opportunities to drive growth, based on sound evidence and stakeholder engagement.

This plan sets out the governance, partnership and wider engagement strategy which has been followed in support of the Investment Plan and the proposals for future engagement post Heads of Terms.

Its purpose is to outline the WHO, WHAT, HOW and WHEN of our approach, that is: WHO are the key stakeholders and target audience that we wish to engage with, WHAT do we want to know, HOW best to engage, recognising different methods of engagement will be required to suit different audiences, WHEN are the key stages of engagement and communication in the development of our Plan.

This plan will be considered a live document that can change and evolve over the course of the development and delivery of the Town Deal. The plan reflects the constraints we have faced in relation to the COVID-19 pandemic which has limited any face to face engagement, public meetings and events. The engagement programme will be reviewed on an ongoing basis in light of any changes arising in these restrictions.

WHO

Governance Structure

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.

In support of the principal Town Board, a Delivery Board has also been established to lead on the technical project development work and to advise on the overall strategy. The Delivery

Board brings together lead partners represented on the main Board and a wider cohort of stakeholders to represent key interests and organisations in the City.

Partnerships & Stakeholders

As part of the wider partnership structure existing organisations with interests aligned to the Town Fund Intervention Framework, have been identified and engaged to help reach out to a wider audience and in order to inform the priority interventions for town funding.

Through these groups, we have sought to engage a wide range of interests covering those who currently live and work in the City as well as those with a prospective interest who may be encouraged to invest in Lincoln, to support its sustainable growth.

Town Intervention Theme	Representative Organisations & Interest Groups
Transport	Lincoln Transport Board
Digital	Digital Lincoln, Lincoln Science & Innovation Park, Mosaic Digital Hub, Digital Firms
Skills	LEP Skills Board, Universities, College
Enterprise	LSIP, Lincoln Big, Healthy High Streets, Cornhill Quarter, Investors in Lincoln, Developers, Agents, Businesses
Arts, Culture & Heritage	Heritage Action Zone (and constituent partners), Heritage Lincolnshire, Visit Lincoln, Lincoln University
Climate Change & Clean Growth	Lincoln Climate Commission
Covid-Recovery	Lincolnshire Resilience Forum & Business Networks
Inclusive Growth	Citizen's Panel, Sincil Bank Community Regeneration, NHS Lincolnshire, Lincoln YMCA

WHAT

Throughout the process of developing and delivering the Town Deal, we need to be clear about what we are asking / what we want to know. The development of the Town Investment Plan has several key stages and these are identified in the table below. At each stage, we have set out what it is that we have sought to understand to support our evidence of need and opportunities for growth within the Investment Plan, as well as what we will seek to understand as we move forward with the delivery of the Plan.

Key Stage	Purpose of Engagement
Early Evidence & Data Gathering	Identifying issues and opportunities; providing qualitative data to support quantitative statistical analysis to give an

	holistic view – real time information; context analysis and identification of early priorities
Testing vision and objectives and long-list of projects	Understanding agreement and level of support; testing the link and read across from the issues and opportunities Testing and ranking long-list of schemes – encouraging stakeholder input to guide final plan
Draft Investment Plan	Working up, clarifying and confirming project details to enable final assessment and prioritisation Bespoke engagement with stakeholders to test and refine
Final Town Investment Plan	Sharing information and continuing to invite stakeholders to input post submission of TIP Communicating updates regarding submission, next steps and outcome of assessment
HoT – Delivery Agreement	Engagement in developing detailed project cases with particular recourse to lead partners and specialist interest groups Communications regarding progress, next steps, timescales Engagement in development of detailed project proposals and delivery Engagement in evaluating the final outcome/benefits of projects and overall programme

HOW

The Covid-19 pandemic has significantly restricted our ability to undertake face-to-face consultation and engagement. Between December (submission of readiness checklist) and February, we were able to hold Town Board and Delivery Board meetings as well as hosting a Digital Focussed Workshop and individual stakeholder interviews.

In March, we had planned to host a major Growth Conference Stakeholder Event, with approximately 150 delegates booked to attend. However, due to the increasing risks leading up to the eventual lockdown, the Council elected to postpone this event in the interests of protecting the health of delegates.

In place of this, a web-based survey was launched and issued to Stakeholders and to the wider Citizen's Panel to help test initial findings and to understand issues and priorities to inform the development of the Plan. This was supplemented through further 'virtual' workshops and meetings from April onwards.

To date, we have not been able to hold Board meetings or stakeholder events in person and have continued to engage through digital means. It is hoped that post-submission we will be able to resume face to face engagement in order to consult on the overall programme and on individual project proposals. We also hope to host a Growth Conference either as a virtual event or in person early 2021.

Our methods of communication are outlined below and will be reviewed as the situation evolves.

Media	Detail
Digital Written	Dedicated Town Deal Website – developed as the main hub of online information for engagement, consultation and information sharing. Provides details of governance, board meetings and wider information to ensure transparency Social Media – used for key messaging and to provide information and updates, encouraging comments through the website and directing stakeholders to surveys Email updates and key messages - communicated through existing networks/venues/organisations, facilitated by Town Deal Board and Delivery Board E-Forms/Surveys – to conduct surveys and derive feedback from stakeholder groups such as the Citizen's Panel #Mytown – utilised to collect feedback and comments to inform Plan in combination with wider survey work and engagement
Digital Face-to-face	Virtual Meetings & Workshops – using platforms such as Zoom & Teams to conduct Board meetings and facilitate virtual workshop sessions with the Board and wider stakeholders 1-2-1 Consultations – facilitated one-to-one consultations and focus group meetings with key groups to develop project ideas Stakeholder Networks – presenting to various networks at scheduled meetings to gain feedback and share information Media – interviews via WhatsApp/Teams to inform wider public about the Town Deal programme
Physical	Board Meetings & Workshops – within City Hall and wider venues across the City (up to March 2020). Board meetings are currently taking place in

Face-to-face	a virtual environment but some smaller meetings have and will be possible face-to-face. Telephone – interviews and engagement with key stakeholders via telephone has supplemented virtual engagement and will continue to offer a means of engaging stakeholders during the next phase of delivery Events & Exhibitions – a Growth Conference was scheduled at Bishop Grosseteste University in March 2020 but it is hoped that this can be rescheduled for 2021, with future events and exhibitions to engage stakeholders in the overall Plan and also for specific projects – in situ.
Print Media	Press releases - issued to cover key milestones and to reach out to stakeholders to inform/invite them to engage in surveys and consultation exercises. This will continue during the delivery phase. Published material – the Investment Plan will be available in digital format; published material will be utilised to support specific consultation events and project-specific engagement (e.g. plans and maps) as relevant

WHEN

The table below sets out the engagement strategy we have followed in order to inform the development of the Investment Plan at each key stage. It also looks forward to the proposed engagement strategy post submission and agreement of Heads of Terms.

Proposals will be subject to review to take account of the latest covid-restrictions at the time.

Stage & Timescale	Method of Engagement
Early Governance & Engagement Dec 19 – Feb 20	- Initial Stakeholder meeting to create a 'shadow board' to inform readiness checklist submission - Formation of Town Board & Delivery Board - Stakeholder interviews - Delivery Board - Digital Workshop - Development of Statistical Evidence Base - Identification of emerging priorities
Emerging Priorities Mar – Jun 20 Covid-19 Lockdown	- Web survey (Citizen's Panel and stakeholder groups) - Growth Conference – video released in lieu of cancelled conference (covid-19) - Powered By Lincoln virtual workshop - Development of project proposals in line with priorities by partners
Testing Vision, Objectives & Long-List	- #Mytown - Website

Jul – Aug 20 Covid-19 Ongoing Restrictions	- Town Board Workshop – consultation on vision, objectives and long-list of projects - Delivery Board review sessions - Web survey – Citizen’s Panel to test and check outcomes - Ongoing engagement with project leads and networks
Draft Investment Plan Sept-20 Covid-19 Ongoing Restrictions	- Presentation of draft TIP and prioritised project list to Town Board - Delivery Board review - Check & Challenge - Town Board Sub Group formed to determine final project selection
Final Investment Plan Oct-20 Covid-19 Ongoing Restrictions	- Sub-group to determine final prioritised list of schemes - Final investment plan to Town Board and Executive
Post Submission Oct – Dec 20 Covid-19 Ongoing Restrictions	- Website and updating of key messages - Town/Delivery Board to review Programme Management/assurance processes - Publication of Investment Plan (subject to approval) - Engagement with project leads to mobilise for business case/project development
HoT – Delivery Agreement Jan - Dec 21	- Growth conference (150 stakeholders) – rescheduled – launch of Investment Plan - Engage with project leads to develop business cases - Project specific consultation & engagement - Continuation of key messages/portal and engagement through website - Continuation of engagement through Delivery Board and partnership networks - Citizen’s Panel – baseline survey - Reintroduction of face to face consultation methods
Delivery Jan 22 +	- Growth conference (bi-annual) to celebrate/look forward and engage (150 stakeholders) - Continual engagement with networks and project leads to develop, monitor and evaluate schemes - Project specific consultation & engagement - Continuation of key messages/portal and engagement through website

The results of the stakeholder engagement carried out to date are included below. Results from this process have been reported to the Town Board as part of the overall evidence base at key stages throughout the development of the Investment Plan.

The proposals for future engagement and findings from this process will continue to be reported to the Town Board and taken into account as part of the development of this programme going forward, as summarised in the table above. Action will be taken to encourage and expand involvement, using different methods as is possible in the future.

Key Consultation Findings

As part of the wider governance structure, existing partnerships have been used to inform the priority interventions for town funding as outlined above. Focussed workshops have also been used to refine the priorities for each theme. The following section highlights some of the key findings from our workshop sessions and surveys as follows.

Date	Group
March 2020	Powered by Lincoln stakeholder validation workshop
March - August 2020	#My Town
March 2020	Citizens Panel
July 2020	Town Board Workshop
August 2020	Citizens Panel

Powered by Lincoln Stakeholder Validation Workshop

An engagement workshop was undertaken between the 25th and 26th March 2020 to harness the knowledge, experience and ideas of key stakeholders in the city, to inform the development of the Powered by Lincoln Strategy. The aspiration of the Powered by Lincoln Strategy is to drive Lincoln's future inclusive growth by building on the city's tech-based assets, to improve the residents' quality of life and to encourage the retention of graduates and to ensure that Lincoln fosters a culture of innovation. The Powered by Lincoln Strategy has engaged stakeholders through a variety of channels:

- In depth interviews to gather context and perspective on Lincoln's asset base and future potential
- A two-tier digital workshop to validate the booster and map and explore the proposed pilot actions
- A final survey to prioritise and adjust the pilot actions members of the Town and Delivery Board

The key outcome of the stakeholder engagement workshop was to gather intelligence from stakeholders on their impression of Lincoln's tech past, how they perceive a more tech focussed future to look like and established some key projects that could be developed to help deliver on the aspiration to create a city that took maximum advantage of its tech based assets.

Stakeholders were involved in a visioning exercise to assess the town's SWOT in respect of building a future, digitalised economy, the results of which can be found in Fig. 1. Furthermore, stakeholders were also involved in assessing a range of pilot actions (Fig. 2) to help the City transform its economy with a tech & digital focus to underpin growth.

SUMMARY OF ANSWERS TO: IF YOU HAD A MAGIC WAND TO CHANGE ONE THING TO IMPROVE THE TECH SCENE IN LINCOLN....

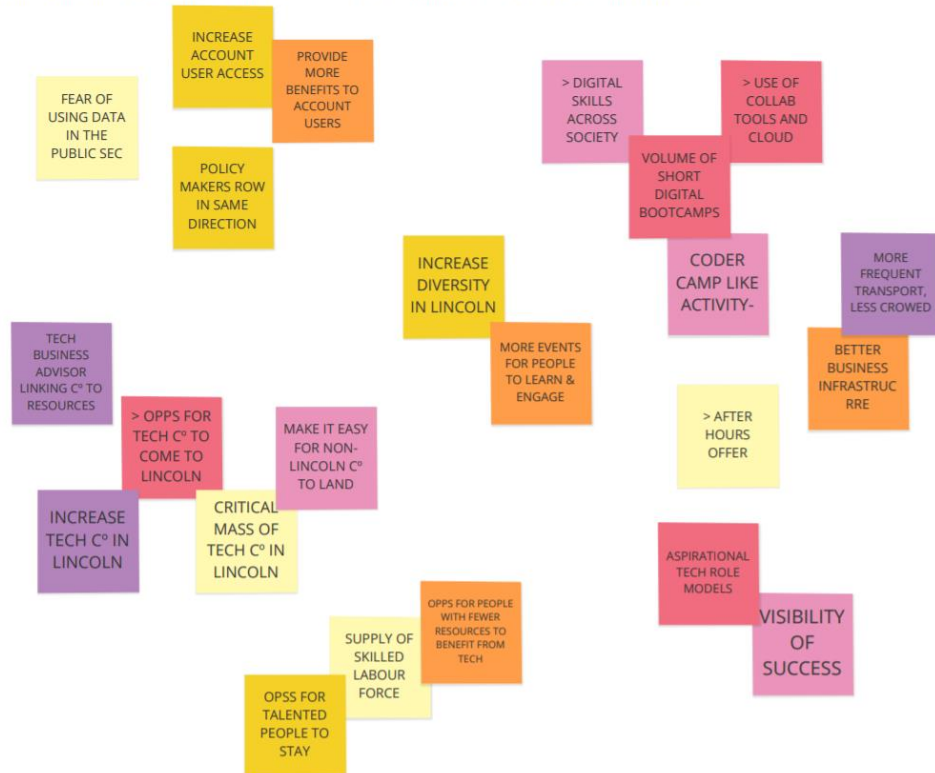


Fig 1. Results of SWOT analysis

Map of actions

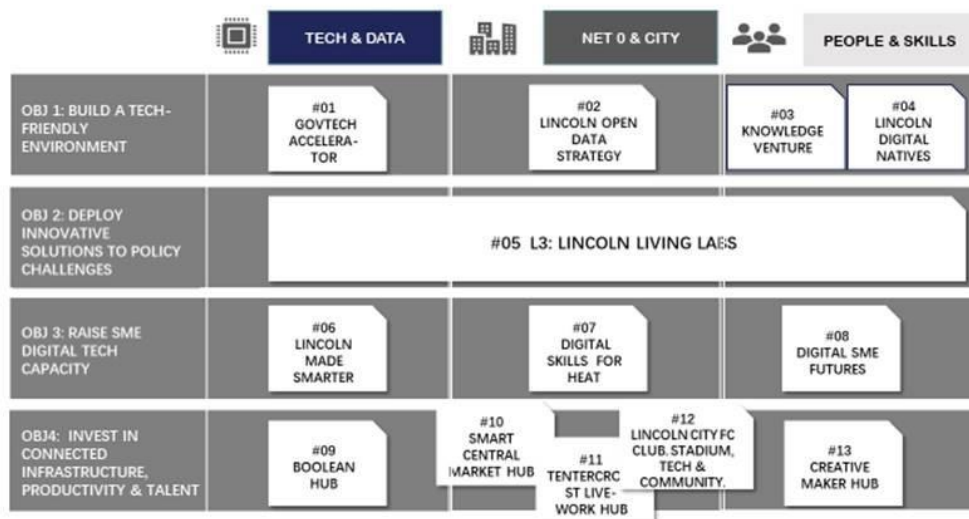


Fig. 2. Map of Actions

#My Town Campaign

The Government set up the My Town campaigns website to allow local people a say in how a new generation of Town Deals should transform the place that they live. It also provides a platform for communities to share their views on Lincoln and their ambition for its future, as well as directing how they would like to see the potential £25m towns fund investment be spent in Lincoln.

An analysis has been carried out on the comments to date on the My Town Campaign and there appears a focus on these areas:

- Sustainable transport initiatives
- Addressing movement challenges in the city
- Improved rail connection between Lincoln and outlying conurbations
- Improved rail connections between Lincoln and other regional cities
- Creating a landscape to support new businesses
- Development of the arts in the city, including support for existing cultural offers in Lincoln
- Support to the most vulnerable
- Greater leisure provision in the city
- More affordable housing

Many of these aspirations feed into the overall mantra of the towns fund bid and clearly there exists residents support for the overall suite of projects being proposed and developed for the Lincoln Towns Fund Bid.

Town Board Workshop

Town Board members were engaged in a visioning and project ranking exercise on July 25th 2020, to determine the final ambition for Lincoln's Investment Plan based on the evidence of need, challenges and opportunities presented earlier in the process. The vision (Fig. 3) and objectives were 'tested' and the results are analysed in Fig. 4.

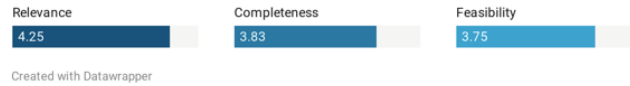
Vision

"A world class heritage city, which has embraced the opportunities presented by the digital economy to drive investment, innovation and productivity, creating opportunities for all, attracting new talent and securing Lincoln's future as a dynamic, sustainable and inclusive place."

Fig. 3 Towns Fund Vision

Objective – Digital Connectivity

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



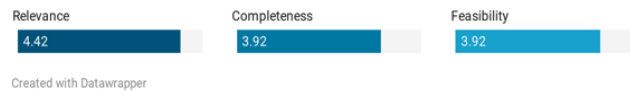
Objective – Transport Connectivity

Transport Connectivity: To support the delivery of a sustainable transport strategy for Lincoln, using smart technologies to enable efficient movement and improved connectivity



Objective – Skills

Skills: 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



Objective – Transport Connectivity

Transport Connectivity: To support the delivery of a sustainable transport strategy for Lincoln, using smart technologies to enable efficient movement and improved connectivity



Objective – Urban Regeneration, Arts, Heritage and Culture

Urban Regeneration, Arts, Heritage & Culture: To promote the City and invest in the regeneration of strategic sites, cultural and heritage assets to strengthen and diversify the urban core, ensuring the long-term resilience and vibrancy of the City Centre.



Fig 4. Analysis of results

A project prioritisation and ranking exercise was also facilitated at this time and the final outcome is summarised in Fig. 5. Officers have used the results of this sifting process in order to guide the further development and final selection of schemes for the Investment Plan.

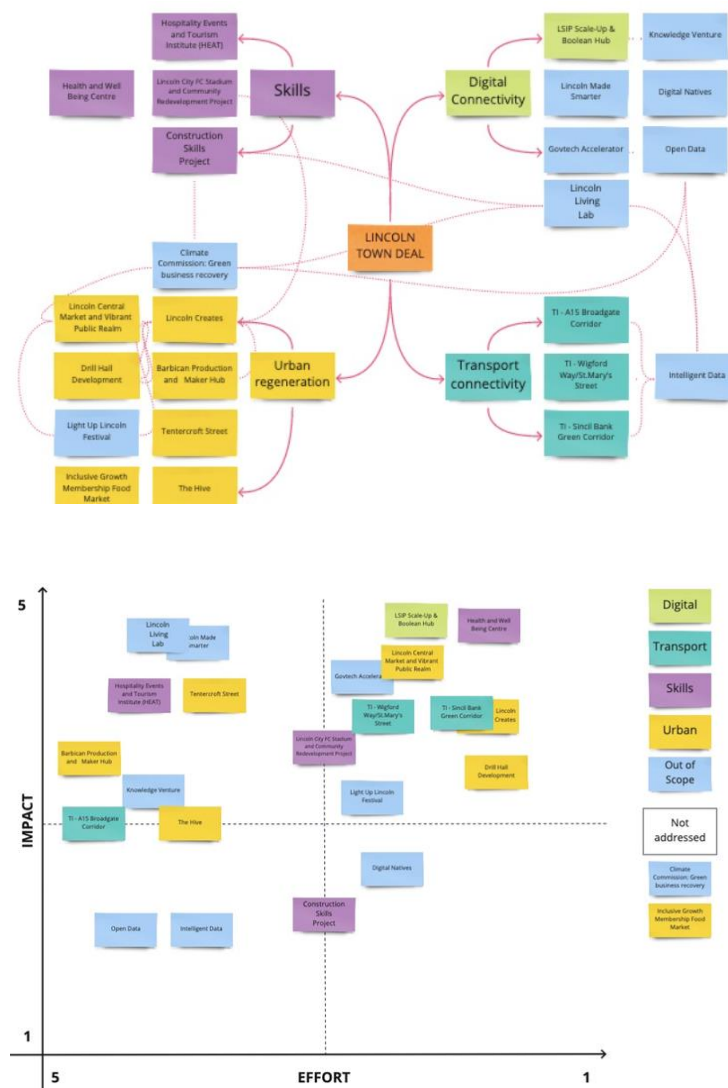


Fig.6 Analysis of project interconnections and prioritisation

Lincoln Citizen's Panel & Web Survey

The Lincoln Citizens' Panel is a representative sample of the residents of Lincoln, consisting of 624 eligible members, providing an opportunity for local people to deliver their views on council and community issues, and to inform local decision making. As such it has provided an opportunity to seek representative views from residents of Lincoln on their specific thoughts and comments on the Lincoln Towns Fund, and how the potential resources might best be focussed. The Lincoln Citizen's Panel was consulted twice over the development period of the Town Investment Plan, the first of which was carried in March 2020, and then again in August 2020. The purpose of consulting twice with this group, was to initially ascertain their views on how resources may be focussed, in terms of priority areas and then to demonstrate how the emerging town investment plan had been developed.

March 2020

Carried out a survey via the Lincoln Citizens Panel in which 212 local residents responded, the primary outcome of this survey was that the main concerns and ambition for the Towns Fund Bid was to ensure that the following areas took precedent:

- Connectivity
- Sustainable transport
- Inclusive growth

Relative Importance of Themes within the Towns Fund:

Theme	Weighted Score	%
Connectivity inc Digital	270	43%
Skills and Enterprise	177	28%
Urban Regeneration	183	29%

Relative Importance of Activities:

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

Connectivity, particularly including the digital agenda is given greatest weight in relation to the comments of respondents. The other two priorities are viewed with equal importance; however, this is around 50% lower than connectivity. A review of connectivity themes identifies the following concepts as being of highest interest:

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

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

August 2020

The survey was carried out between the 17th August and the 1st September, with a reminder being sent out on the 26th August. In total 372 people responded to the survey, with 353 being residents and 19 being stakeholders, out of a total number of 624 eligible members of the Lincoln Citizen Panel. In total a maximum of 266 responses were received on the specific questions concerning the Lincoln Towns Fund bid. The questions asked of respondents surrounded the principle themes and areas that the developing towns fund bid aims to focus on, including:

- Digital connectivity
- Transport connectivity
- Skills and training
- Urban regeneration, arts, heritage & culture and enterprise infrastructure

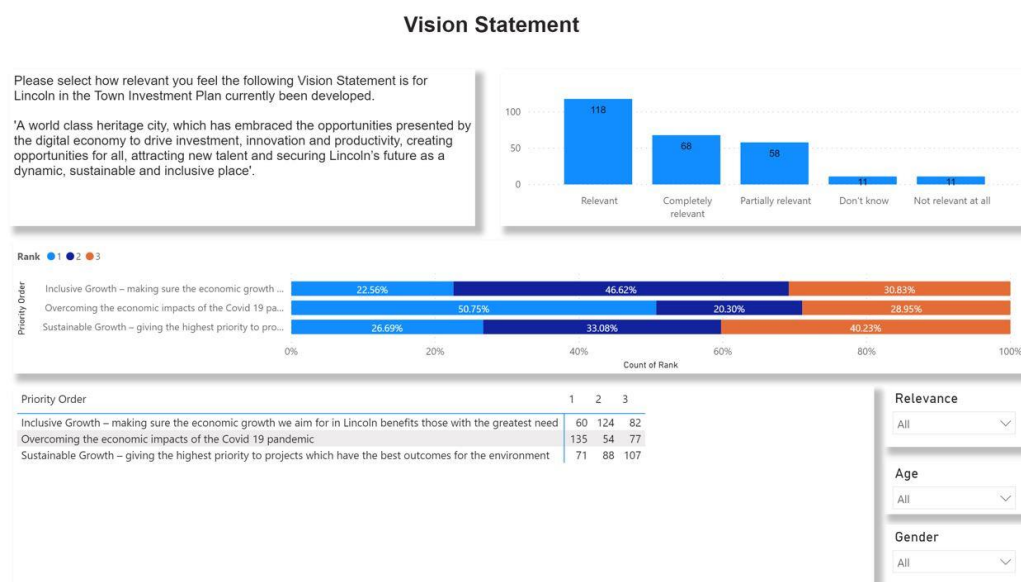
The following questions related to the Towns Fund Deal were asked as part of the survey. These included seeking views on how relevant residents felt that the following statement and outcomes are for the Lincoln Town Investment Plan:

- 1) A world class heritage city, which has embraced the opportunities presented by the digital economy to drive investment, innovation and productivity, creating opportunities for all, attracting new talent and securing Lincoln's future as a dynamic, sustainable and inclusive place
- 2) 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
- 3) 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

- 4) 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
- 5) 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 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

Furthermore, respondents were also given the opportunity to provide their own specific comments as part of each given question, and a thematic overview of these open-ended responses has been provided as part of this analysis.

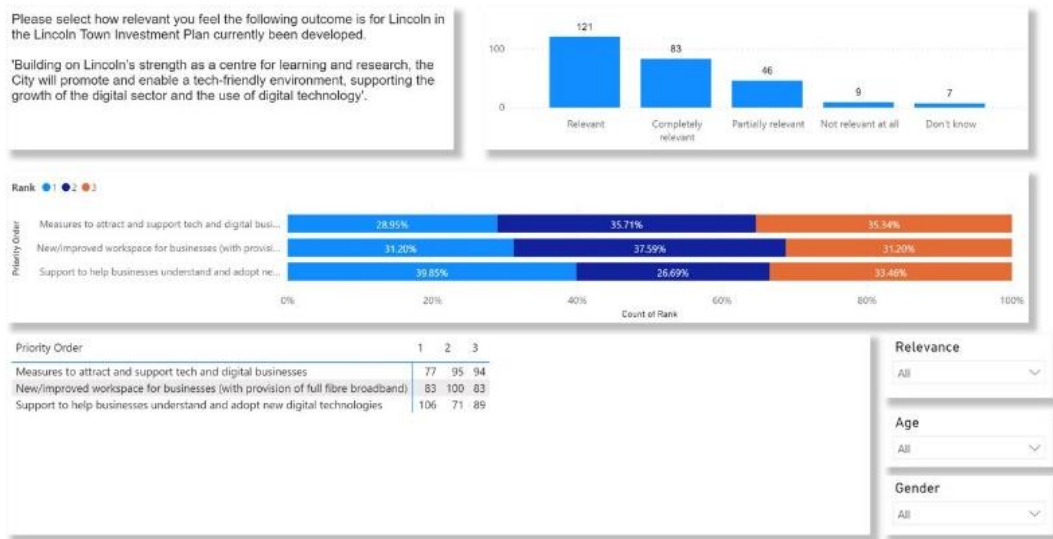
Analysis of Results



Key outcomes:

- 70% of respondents agreed that the vision statement was completely relevant or relevant compared with only 4% who felt that this wasn't relevant
- Respondents were also asked to rank in order of priority what they felt to be the most important area for the towns fund to focus on between the following:
 - o Inclusive growth
 - o Overcoming the impacts of the Covid-19 pandemic
 - o Sustainable growth
- 51% believed that overcoming the Covid-19 pandemic should be the highest priority of the towns fund bid, 26% that sustainable growth ought to be and 23% that inclusive growth should be

Digital Connectivity (e.g. provision of full fibre infrastructure)



Key outcomes:

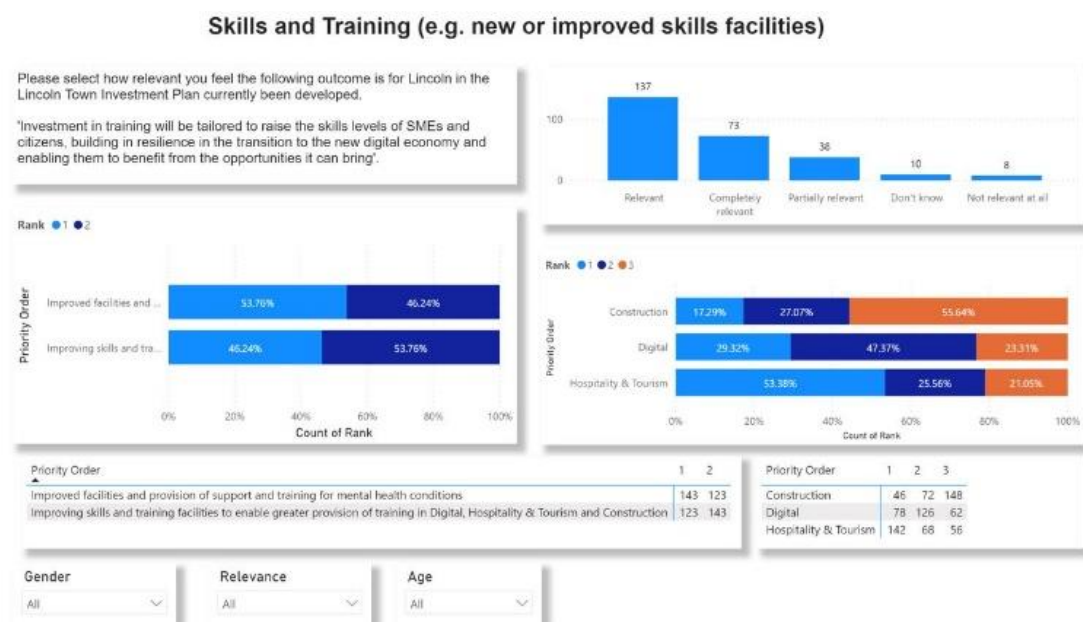
- 77% felt that the statement was relevant, whereas only 3% felt that it was not relevant at all
- 40% of respondents felt that the towns fund bid should focus on support to help businesses understand and adopt to new digital technologies
- 31% believed that the towns fund bid should aim to create new and improved workspace for businesses with full provision of full fibre broadband
- Of those surveyed 29% supported the measures to attract and support tech and digital businesses to Lincoln

Transport Connectivity (e.g. new or upgraded cycle, walking, roads; pedestrianised routes)



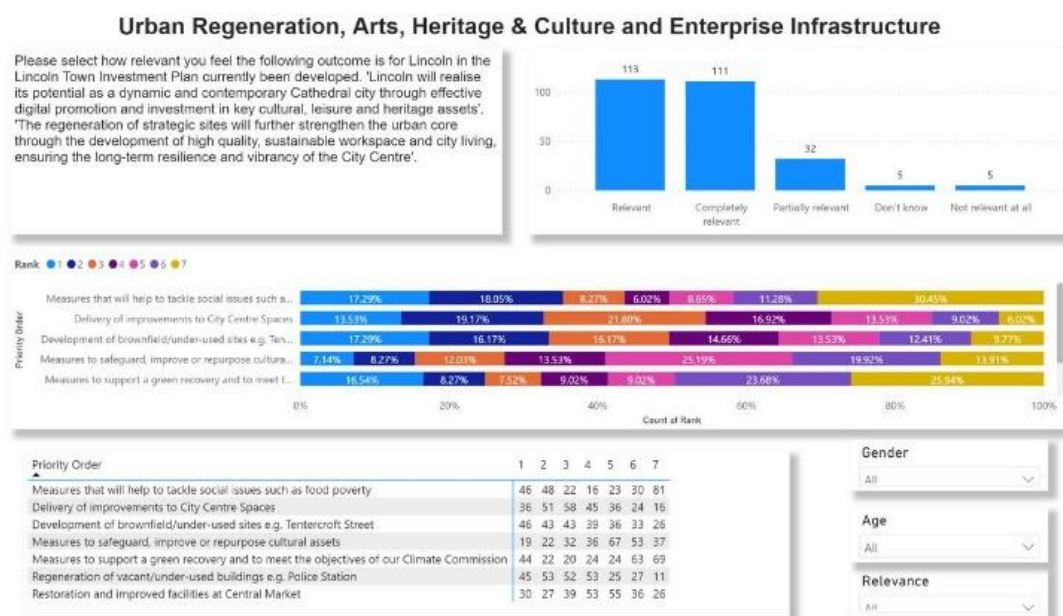
Key outcomes:

- 87% felt that the delivery of a sustainable transport strategy would enable efficient movement and improved connectivity, through wider investment in infrastructure via the use of smart technologies
- The main priority indicated was the improvement of crossing points, cycling and pedestrian access to enhance links between different areas of the City. With 46% of respondents raising this as their main priority for the towns fund bid to focus on
- Overall there was considerable support for greater forms of sustainable transport within the city



Key outcomes:

- 79% of respondents agreed that investment in training tailored to raising skills levels of SMEs and citizens will ensure that there is resilience in the transition towards the new digital economy
- Priority was given (54%) to improving facilities and provision of support and training for mental health conditions
- When asked to rank in order of priority which sectors resources should be focused on for training respondents felt:
 - o Hospitality and tourism (53%)
 - o Digital (29%)
 - o Construction (17%)



Key outcomes:

- 84% of respondents believed that 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
- Respondents also prioritised the following measures for the towns fund to focus on:
 - o Measures that will help to tackle social issues such as food poverty
 - o Development of brownfield / under used sites
 - o Regeneration of vacant / under used buildings
 - o Measures to support a green recovery and to meet the objectives of the climate commission

Comments

Specific ideas and responses raised by residents during the survey have been placed thematically to complement the overall analysis of the Towns Fund Survey.

Digital connectivity
Better WIFI
Infrastructure investment to support home working
Investment in digital infrastructure to improve digital connectivity
Transport connectivity
Improved road and rail links to make Lincoln more accessible
Greater investment in public transport
Increase frequency and capacity of public transport in the evening to support the night time economy

Skills and training
Work alongside Universities to target tech companies and offer incentives to relocate to Lincoln
Accessible training for local people in tech and digital subjects
Highlighting sectoral best practice and linking business to support one another / creation of a business mentoring scheme
Support businesses with mental health training for staff members
Support and training for older residents
Create more apprenticeships locally
Specific projects and intervention for the youth
Urban regeneration, arts, heritage & culture and enterprise infrastructure
More community theatre groups
More housing and flats built in city centre
Reduced business taxes
More funding for Lincoln Drill Hall
Attract tourists
Create a more sustainable city and minimise traffic in central areas