



Lincoln BIG
Business Improvement
Group

Business Plan 2025-2030

www.lincolnbig.co.uk



**Lincoln BIG, making a difference
to Lincoln now and in the future**

BIG Ambitions

This last 5 year term of the BID has been one of the most turbulent in recent times, with the experience of Covid 19, successive lockdowns and then a cost of living crisis.

Yet through all this Lincoln has continued to develop and despite the challenges we can see continuing investment in the city - the continuing development of the Cornhill Quarter, the re-development of the Cornhill Market; Lincolnshire Co-operative and Wykeland taking over the ownership of the Waterside Centre, which is currently undergoing some new developments, Stack redevelopment at the old railway station at St Marks and the major refurbishment of the White Hart Hotel with the Judges Lodgings to follow in 2025.

Throughout these difficult times, Lincoln BIG has always sought to use our finances wisely and work with others to try to sustain the city centre. With the help of grant funding as the country came out of COVID-19, we have been able to do much more than we originally planned. This funding has now come to an end and to continue to provide the existing services with other activity, we will need to budget even more wisely and seek funding grants. Now, as we come to the ballot for a new term, looking forward to 2030, Lincoln BIG's continuing priority is to work with you and partners to make sure we provide even more value for money, with new initiatives to keep us all safe, secure and together keep on making sure Lincoln is a vibrant and welcoming city to visit.



Help us to help you and vote YES in November.

John Latham, Chair



VOTE YES Let's continue to shape our city together



After a successful fourth term where we delivered against our priorities of Welcome, Experience and Value, we are proud that we were able to generate further £2 for every £1 of levy received, which was directly invested into activities in the BID area. Breaking this down, this equated to a BID levy income of £2.22 million with additional income of £4.48 million.

You will see at the end of this document some of the outcomes from the 2020-25 Business Plan which we were able to deliver with this income.

Our Business Plan for 2025-2030 will continue to be focused on three key priorities Enhance, Experience and Engage (previously Welcome, Experience and Value). These priorities will continue to build on the aims that were set out for our last term but with added activities to bring you additional value for money.

When consulting with you the members, it became apparent that Safety and Security was key to voting YES. As such, I am delighted that we were successfully re-accredited as a member of the British Crime Reduction Partnership (BCRP) with the priority of preventing business crime and creating a safer environment for those who live, work and socialise in the city, through intelligence sharing, live communication, partnership working and project work to address specific crime prevention needs. To ensure we are acting in the best interests

for YOU we have a Steering Group of representatives from the business community, Police and City Council who oversee the governance and work of our Safety and Security team.

In February, we agreed to a one-year trial for one of our wardens to work with the City Centre Policing team to collect evidence packs from those businesses that had suffered a shop theft. I am delighted to say that this has worked extremely well, and we will continue this initiative into the new Business Plan.

In partnership with the Police, County Council and City Council we have addressed the number of vehicles driving on the High Street outside of the permitted times with enforcement action being implemented, to make the city safer for businesses and pedestrians. Safety and visual concerns have also been addressed with the paving on the High Street and Bailgate being repaired to remove the tarmacked areas to paving blocks.

We also know that you welcome our events to bring ambience, vibrancy and footfall to the city. Across the term, the 1940s weekend has grown, Kickstart at the Castle was introduced and became a two-day event in 2024, the BIG Spook for Halloween this year will include the illuminated rooftop Monsters. We have seen two sculpture trails the first being the 32 Imps following COVID and this year we have welcomed Elmer and her 11 friends – the highlight being Elmer leading a parade of our younger generation and their adults with their Elmer mask!



In August, our Cityseeing Tour Bus underwent a mystery assessor visit leading to accreditation as a Visit England Quality Visitor Attraction and has been nominated for a Gold Award.

We have seen an increase in our discounted bus and car parking permits being purchased along with passenger numbers on our managed Park & Ride service, which has been extended for a further 3-years. For 2025-30 we will be developing and delivering transport related projects for a more sustainable city.

The above is just a whistle stop tour of what we have achieved in our last term and an overview of what we intend to continue and improve when YOU VOTE YES.

As we move closer to the vote – which closes on Monday 25 November at 5 pm – please keep in touch, we welcome your continued thoughts.

Simon Beardsley,
Managing Director

www.lincolnbig.co.uk



KEY Priorities for 2025 – 30

VOTE YES and WE WILL deliver three key priorities over the next five years:

1. Enhance

The key priority for Lincoln BIG is to continue our focus on delivering a coordinated and effective approach to ensure Lincoln offers a welcoming and safe city centre for YOU, our residents, and visitors.

You told us you want a safer, cleaner, well managed and welcoming city centre. You want an excellent warden and street management service which focuses on removing graffiti, maintaining public spaces, street furniture and signage. You want us to ensure there is pride in the environment, delivering initiatives and projects that create a clean, bright, safe and welcoming city streetscape. You want a city free from anti-social behaviour and crime to feel safe at all times of night and day for you and your customers.

We will deliver each year if you vote YES

City Centre Wardens

- Welcome
- Signpost
- Safety and Security
- Maintenance.

Security and Safety

- BIG Security Group
 - Continue to develop Security Group with new initiatives
 - Target resources to reduce shop theft, anti-social behaviour, begging, illegal activity in the city centre
- Support Lincoln Pubwatch
- Information gathering and sharing via Disc app and website
- Lead activity such as Ask Angela and Drink Detective kits

- Deliver and lead on evening economy and hospitality initiatives.

Street Dressing and installations

- Floral display
- Christmas decorations and installations

Proposed New Activity

- Increase number of City Centre Wardens
- Upgrade Security Group Radio System
- Look to build upon the success of the Civilian Investigator position to tackle shop theft and ASB
- Additional safety initiatives, ie Help me Angela and Walk Safe Event
- Review baseline agreements with partners and stakeholders.



2. Experience

Our second key priority is to continue our focus on creating a world class experience for all who visit.

We will make Lincoln a destination of first choice to visit, live and work in. We will continue to deliver and support high quality events and to animate the city with a focus on delivering cultural, independent themed activities, celebrating Lincoln's history and modern future. We will continue to create trails which entertain and encourage footfall to the city and work in partnership to develop a high street that continues to buck the trend and keeps a strong, diverse cross section of businesses in the city.

We promise to deliver each year when you VOTE YES.

- **Flagship Events and Trails**

- Our own flagship events which currently include 1940s and Kickstart at the Castle
- A range of trails at different times of year

- **Support Partner Projects / Events**

- Including Steampunk and City of Lincoln Council events
- Invest in and promote Partner events
- Grant Scheme to support other city events

- **Leaflet Trails to compliment activity**

- Paper, digital and QR code

- **Lincoln Sightseeing Bus**

Potential New Activity

- Introduce new events across the city
- Continued to increase the scale of existing events.



“We had a really great day – the weather was perfect, we did the complete sightseeing tour.

We stayed on the bus and got off at different stops. Thank you so much for a lovely day out.”

Helen from Sleaford





3. Engage

Our third key priority is to continue to represent value for money and use the collective voice of members and partners within the city.

This will ensure Lincoln city centre remains competitive, sustainable for people to want to remain in and come to Lincoln. This will include supporting initiatives that make a real difference to the experience of working in the city, eg the BIG Bus and Car Park permits. We will support and develop training schemes, arrange networking events and encourage collaborations between businesses in the city. The coordinated voice for businesses on key issues, be business led, business controlled, and business funded to ensure we meet the needs of our members.

VOTE YES and we promise to continue to:

- Provide discounted **Bus and Car Parking deals** for members and their employees
- Manage the delivery of the **Park & Ride** scheme for the city with partners
- Be the **Voice of Business** to lobby on issues that affect members
- Deliver the annual **GEM Awards** showcasing businesses that go the extra mile with their customer service
- Organise regular engagement events including **Brew with the BID** and **networking events** for members.

Potential New Activity

- Arrange a programme of relevant training and e-learning courses to encourage continuous professional development for members and their teams
- Collate and share a repository of key **smart data** to better inform such as footfall, vacant properties, shop thefts, car parking and public transport
- Provide a hub of data for potential investors to **Promote Lincoln as a Place to Invest**
- Promote member's businesses through specific **marketing campaigns and promotions**
- Develop and deliver transport related projects.





Projected Budget 2025-2030

Setting the levy to raise the same investment as our fourth term.

	Year 1	Year 2	Year 3	Year 4	Year 5	Totals
Income						
BID Levy	667,500	674,175	680,917	687,726	694,603	3,404,921
Additional Income	668,000	681,220	699,704	715,958	732,488	3,497,371
Total Income	1,335,500	1,355,395	1,380,621	1,403,684	1,427,091	6,902,291
Expenditure						
Enhance	398,936	406,176	413,357	425,681	430,152	2,074,303
Experience	400,094	405,078	409,807	411,631	416,551	2,043,162
Engage	533,236	543,781	554,435	565,303	577,388	2,774,143
Total Expenditure	1,332,266	1,355,036	1,377,600	1,402,615	1,424,091	6,891,608
Annual Surplus	3,234	359	3,021	1,069	3,000	10,683

This proposed budget will change if the need arises and will be reviewed annually.

Rateable Value	Average Annual Amount per Business	Average Weekly Amount per Business
£6,000 - £9,999	131	3
£10,000 - £19,999	241	5
£20,000 - £49,999	525	10
£50,000 - £99,999	1,187	23
£100,000 and above	4,597	88

Is Lincoln BIG value for money?

It doesn't cost much per week

Small independent



Independent retailer



National retailer



Large national retailers



The equivalent
in cups of
coffee...

Ballot Timeline

Lincoln BIG's fourth term finishes on 30 June 2025 but can continue for a fifth five year term, subject to a new ballot being held, with every levy paying businesses over the threshold of £6,000 rateable value having a vote.

For Lincoln BIG to proceed to a fifth term, there must be a majority voting in favour by number and by rateable value.

- **Friday 10 May**
Notification to the Secretary of State to hold Ballot sent
- **Monday 14 October**
Issue of Notice of Ballot and Lincoln BIG Business Plan 2025-2030 distributed to eligible businesses
- **Monday 28 October**
Ballot Papers sent out to eligible voters
- **Friday 15 November** by 5 pm
Appointment of Proxy
- **Tuesday 19 November** Lost Papers
(lost and able to be reissued if not received by)
- **Wednesday 20 November** by 5 pm
Spoilt Papers (issue up to)
Cancellation of Proxy
- **Monday 25 November** 5 pm
Close of Ballot
- **Monday 25 November** After 5 pm
Count
- **Monday 25 November** After result counted AGM
and Ballot Result announced at Home, Park Street

Please help us shape the next five years' worth of investment in Lincoln – remember it is your Business Improvement District (BID) and it is vital that it reflects your needs and supports Lincoln's future prosperity.



over the past term...

For every
£1 of levy
received £2
was invested
in the city.

£2.2 million
levy vs
£4.5 million
invested in
the city.

Of the £4.5
million £3.6m
comes from
external
funding.

Employees
saved £1.45
million on car
park and bus
permits.

The BID Rules – If you Vote YES

- The BID levy will be collected by the City of Lincoln Council as previous years, based on the legislation for non-domestic rates. This will be governed by a Service Level Agreement between Lincoln BIG and the City of Lincoln Council.
- The BID levy will apply to all persons or organisations liable to pay the non-domestic rates for eligible hereditaments located within the BID area.
- The levy rate to be 1.75% based on the 2023 non-domestic ratings list, this will bring in a BID levy of approximately £662,593. 1.75% is the average BID levy nationwide.
- The BID levy will be collected annually in advance and the charging period will be 1 July to 30 June, starting 1 July 2025.
- Those hereditaments with a rateable value of £6,000 and above will be liable to pay the BID levy. The non-domestic ratings list indicates approximately 857 business ratepayers will be eligible to pay the BID levy.
- Unoccupied premises will be charged the full levy including properties left empty due to administration or liquidation.
- The BID levy will not be affected by small business rates relief or any other discretionary relief grant.
- The BID levy must be paid by any new ratepayer occupying an existing eligible non-domestic rateable property within the BID area up until the end of the five-year term even if they did not vote in the ballot.
- New eligible premises constructed during the term will pay a levy based on the rateable values issued at the time of the change.
- Shopping centres and educational institutions will be charged the full 1.75% levy. They have much to gain from Lincoln BIG through improved city centre ambiance to attract students and conferences.
- Charity shops are charged half of the BID levy. Other premises occupied by charities are charged the full levy of 1.75%.



How will we measure our success?

Communicate with businesses throughout the year by e-newsletters, social media, in-person visits, business forums, networking events

Conduct regular business surveys to gain insight and understanding of issues facing our members and to receive feedback on performance and delivery

PR and Media coverage and social media reach

Increase number of businesses actively engaged with Lincoln BIG's flagship events and projects

Quarterly Performance reports to the Board of Directors

Quarterly review meetings with key investors and partners

Annual Report with an Annual General Meeting (AGM)

Increase footfall and visitors to the city centre and encourage people to stay in the city longer.

Working with Key Partners

To deliver exceptional value for money within the framework of our aims and objectives, WE will work closely with key partners such as property owners, developers, local authorities and Lincolnshire Police. WE will seek, wherever possible to influence and shape projects that will benefit YOU whilst supporting others to achieve their own objectives.

Monitoring of Basic Service Provision

City of Lincoln Council is committed to provide statutory core services to the area. OUR street management services are additional and complementary to these statutory services. A Baseline Agreement will be reviewed which allows us to regularly appraise the delivery of core services and compare them with the services identified in the statements. Other BIDs have shown that this has an impact on delivery

and helps to guarantee that money provided to the authorities via the business rates mechanism is well spent and that standards are maintained.

Monitoring BIG Delivery

We will continue to be fully transparent and accountable to the businesses paying the BID levy.

Monitoring and measuring the performance and effectiveness of OUR activities is an integral and essential part of the Business Plan. Members need to be confident that their levy money is being invested as productively as possible to maximise results. WE will ensure transparency by reporting the results in our Annual Reports.

We will measure success through business surveys, photographic evidence, vacancy levels, new investment in the area, parking, sales and footfall data.



FAQs

Who is eligible to vote?

All businesses within the BID boundary (see map on page 15) with a non-domestic rateable value of £6,000 or more will be able to vote.

How will Lincoln BIG improve my business?

Supporting Lincoln BIG will bring in about £4.4 million additional investment into your city, providing additional services which, in turn, will help raise the profile and ensure a world-class experience for all who visit.

Is this a way for the City of Lincoln Council to save money?

NO, Lincoln BIG is a business-led, independent not-for-profit organisation. All projects have to be in addition to those provided by the local authority. Lincoln BIG is and will be governed by a board of directors that represent the business sectors within the BID area.

Shouldn't my business rates cover this?

Business non-domestic rates are a property tax collected by the Local Authority and then distributed at a national level. The Local Authority spends the allocated funding on services that are both statutory and discretionary and you have no control over these spending decisions. All the monies raised from the BID levy are spent in the city within the BID area and on additional local priorities.

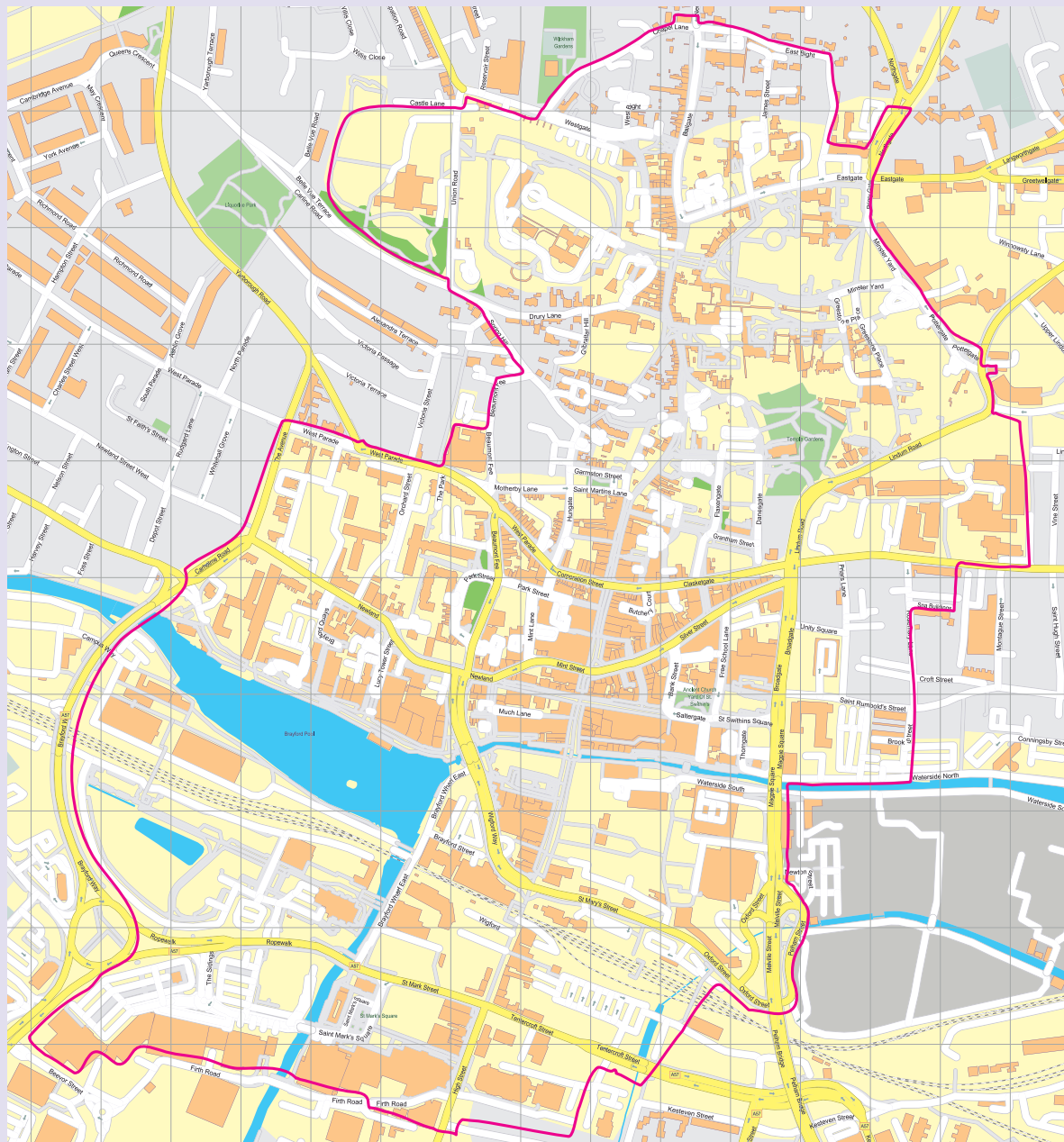
Who decides what the money is spent on?

This Business Plan has been created following consultation with business and city stakeholders. **Publication will be October 2024 before the vote.** All BID businesses can attend our forums where project delivery is discussed and agreed. BID businesses can also raise any issues with individual Board members or members of the BID Management team.

What is a BID and BID Area?

The Lincoln BID District is:

- A Business Improvement District (BID) which is a defined geographical area within the City of Lincoln where the businesses have voted to invest collectively to improve their trading environment
- The lifetime of the BID is covered by National Regulations and is set at no more than five years
- A not-for-profit company which is set up and run for the businesses in the area and is responsible for ensuring that the aims and priorities of the BID proposal Business Plan are delivered
- The BID is about adding value and additionality to benefit the area. It does not replace local authority or police service but has to provide additional resource and activities to benefit the area
- A list of street names within the BID area are detailed on the website.



Meet the Board of Directors

Lincoln BIG is a not-for-profit organisation limited by guarantee with a Board of Directors representing businesses from within the BID area.

Founder Members

Councillor Naomi Tweddle	City of Lincoln Council
Councillor Anita Pritchard	City of Lincoln Council
Simon Beardsley	Lincolnshire Chamber of Commerce
Kevin Kendall	Lincolnshire Chamber of Commerce

Lincoln BIG Levy Members

Carl Jacklin	Agathas
Nicola Lockwood	Bells Tea Shop
John O'Donoghue	Carousel, Craft and Home
Mark Brewer	Imp Travel
Matthew Hayden	Nationwide
Stan Matthews	Thompson & Richardson (Lincoln) Limited

Investor and Co-opted Members

John Latham	Co-opted
Nicola Hall	Lincoln College
Freddie Chambers	Lindum Group
David Lewis	Siemens Energy
Dave Skepper	Stagecoach East Midlands
Emma Jubbs	University of Lincoln
David Donkin	Lincoln Waterside Centre Limited

Company Secretary

Tom Hickingbottom	Wilkin Chapman LLP
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The Directors of the BID represent businesses in the BID area. Some Board members are elected, with others nominated to ensure expertise and representation. The Board will continue to meet every four months with responsibility for governance matters such as financial arrangements, contractual obligations, human resources, standards, performance, and compliance.

Where representative retire by rotation, they will be replaced in November 2024 at the AGM.



Exit Strategy if a NO Vote

Should the BID Ballot fail to gain majority support from businesses, Lincoln BIG will wind up activities based on contractual, staff and financial considerations – in that order. Lincoln BIG will aim to do this in a way which will minimise disruption to our levy payers.

If you would like to find out more or want to give us feedback please contact:

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Sharon Stone,
Corporate Manager
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Danielle Hairyes, Relationship & Operations Manager
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We will continue our full range of services until December 2024



- No new schemes will be developed
- No renewals of new applications for car parking and bus deals will be accepted
- Our events programme will cease
- Our In Bloom scheme will cease



- The Park & Ride service will cease



- Our car parking and bus deals terminate
- Our website will close down
- Our Security Group and Radio services will cease
- Our Hospitality services will cease
- Our secretariate services to business forums will cease



- Lincoln BIG will cease to operate
- City Centre Wardens will cease to operate

Any remaining assets of Lincoln BIG will be passed to another organization at the discretion of the Lincoln BIG Board.

Hear from our Members: Why we're backing the BID!

“I appreciate that the organisation works hard, much of it behind the scenes, to improve Lincoln for its levy payers and the business community.

Whether working on events or making sure we're included in national initiatives; representing our best interests or seeing through initiatives to enhance our environment, I can see that Lincoln BIG is accountable and conscientious. I consider Lincoln BIG to be an asset to the city and one worth continuing. I also feel it offers value for money, and that Lincoln's businesses work best when supporting each other and Lincoln BIG is a good example of this.”

Amy Claridge, **Fabric Quarter
& The Artisan Maker**



“ Having Lincoln BIG as a support, is absolutely invaluable. The key area for me being the Security Group radios.

Knowing that a team of City Centre Wardens, CCTV operators, police units and other retail and hospitality users are there to assist, guide and offer help at the other end of a radio should you need them is absolutely a key reason to support Lincoln BIG. The app is also a bonus. ”

Dawn Hall, **HMV Lincoln**



“ Lincoln BIG plays a fundamental role in attracting people to the city centre, and enhancing the experience for residents, workers, and visitors alike.

We received phenomenal support when we approached them about our summer children's book events which they enhanced with additional initiatives like the Elmer Trail and the Summer of Fun all of which have been instrumental in bringing books to Lincoln. ”

Kate Melton, **Waterstones**

“ I am **VOTING YES** for Lincoln Big as they are a supportive organisation with the heart of the city in mind.

We all work well together to make sure Lincoln is a great place to visit. Lush often get involved in city experiences which is great for our footfall and for excitement in Lincoln.”

Vicky Storey, **Lush**



“ Lincoln BIG work closely with businesses in conjunction with the City Council and Police to bring added value and safety for all visitors.

Their work to attract and welcome people into the city has made a significant contribution to the overall experience and our own business performance. As a business in Lincoln, we have recorded positive footfall growth over the past three years which is pretty remarkable given the wider economic challenges in recent years – well worth the levy!”

James Thompson, **Cathedral Restaurant Ltd**

Our key achievements over the past term

Welcome

We kept the city clean and welcoming by



Removing over **960** items of graffiti



Removing over **1,337** fly posters



Retrieved **40+** needles and safely disposed of



Cleaned, painted, removed weeds and gum from over **450** areas



Delivered **6** community clean-ups.

To add ambience to the city we displayed



414 flags



8,483 linear metres of bunting



642 hanging baskets



507 Christmas trees



27 IN Lincoln lamppost banners.

For the security and safety



Recovered **£33,945** worth of goods for retailers



Businesses that lease a Security Group radio is **174**



602 day-time incidents reported on the app



156 night-time incidents reported on the app



60 business participate in the Ask Angela scheme



17 venues became Licensing Savi accredited



Donated litter picking equipment to Lincoln Wombles to assist in the delivery of community clean-ups.

During COVID-19 Pandemic we



Designed, produced and provided, with the help of Ruddocks design and print team, **7,800** pieces of COVID secure

collateral including posters, floor stickers, No Entry without face covering window stickers, beer mats and Queue Ends Here A-Boards



With Lincoln Distillery we produced **1,500** bottles of hand sanitiser



We marked up queue areas outside of **70** businesses



We assisted with queue management



We carried out courtesy checks of premises 7-days-a-week whilst business were closed



A queue management document and business checklist was produced for business to help with re-opening



We only charged those levy payers that had to close but had a security radio 50% of the rental in 2020-21 and 2021-22.

Experience

- Delivered on average seven key events across the city every year.
- New events added to the calendar since 2020 include the Cornhill Cove, Krazy Races, Kickstart at the Castle, the BIG Spook, Dino Dig
- To support the first stage of reopening the High Street digitalised trails were introduced such as the Secret Carnival, MonsterVillian Safari and Christmas Spirit Trail all with their unique QR code
- The IMP trail was postponed in 2020 so we

brought 16 festive imps to the city including Santa, Rudolf and friends for visitors to 'Glimpse the Imp'. With the lockdown reimposed after Christmas the Imps remained in situ for an extra month

- An illuminated light trail, to lit up the High Street over the Christmas period including a Christmas Present, JOY, Bauble, Christmas Trees and a curtain of light together with our Gnome on the log and post box to sent letters to Santa. 500 leaflets were distributed
- Continued operating the City Sightseeing Tour Bus once COVID-19 restrictions were lifted. To-date we have welcomed **XXX** passengers across the four years.

Value



Negotiated a 3-month delay in collection of the levy until October 2020



Gave a **50%** subsidy to 2020/21 security radio rental for those that had to close



Stopped the admin charge for re-joining the Bus and Car Park scheme between May and November 2020



Worked with Stagecoach for **free bus passes** in May and June 2020 for front line workers



Continued to manage the Park & Ride service with **145,106** passengers post COVID



Produced **37,000** Student Voucher Booklets across the four years



Seen an increase of car park and bus permits post COVID year-on-year



Updated the Green Heritage and Black wayfinder signs across the city at a value of **£14,000**



A variety of training courses delivered free of charge with a total worth of in excess of **£10,000**



We have sponsored 23 events at a value of more than **£40,000** including Mini Day, Sausage Festival, Santa Fun Run, Pride, Jazz Festival, Steampunk



Introduced the **GEM Awards** with 83 businesses in Year 1 and in Year 2 we have 160.

Funded project

From 2016-2023, Lincoln BIG worked in partnership with Lincolnshire Chamber of Commerce to facilitate the ERDF project Collaboration 4 Growth (C4G), a project involving business support to new and existing SMEs who trade on a business to business basis.



£605,130.57 Provided in grant money



123 Businesses received a grant



354 Total businesses supported



242 Business received 12 hours of support



68 New jobs created



13 New enterprise

During and in the aftermath of COVID-19 pandemic, working with City of Lincoln Council, the accountable body, we delivered a programme of activity to assist with the recovery of the High Street.

Additional Restriction Grant

- Paid for Free Radio hire for over 100 businesses
- Upgraded CCTV equipment in control room for better connectivity
- Purchase of Electric Van, pressure washer and chewing gum removal equipment

- Support towards Zest Theatre 'Refresh Lincoln' project

- Purchase of drink spiking detection kits

- Creation of two Reopening the High Streets videos

- Update to Lincoln BIG website

Welcome Back Fund

- Delivery of large-scale street dressing programme in March 2022
- Delivery of 'Remarkable Lincoln' – 9-day street theatre and family activity programme

- Pilot of the evening safety wardens December 2021 – March 2022

Heritage Action Zone

- Funding to extend 1940's weekend to High Street and Lower High Street 2022 & 2023
- Additional Christmas light features as part of Lincoln Light Trail
- Digital donation station and creation of 2 digital walking trails for Lincoln via Trailtales.



Use your vote to **VOTE YES**



LINCOLN
SOCIAL RESPONSIBILITY CHARTER

**British
BIDs**
Leading the BID industry

ATCM
association of town centre management


PROUD MEMBER OF
THE BID FOUNDATION



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