

A long-exposure photograph of a city street at night, with light trails from cars and streetlights. In the background, the Lincoln Cathedral is visible, illuminated against a dark sky. The image has a blue and orange color palette.

# Lincoln Investment Plan

OCTOBER 2020

BE INSPIRED. BE REMARKABLE. BE HERE.

Be LINCOLN

## Foreword

# Lincoln is a City With Big Ambitions



Professor Mary Stuart CBE

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, further education providers and two thriving universities, all with a strong and growing 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.**

# Lincoln Investment Plan

OCTOBER 2020



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CHAPTER 1

# Context Analysis

## 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 Towns Fund Programme – extends beyond the district boundary to include Waddington and parts of North Hykeham within the North Kesteven district, covering a population of approximately 120,000<sup>1</sup>.

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 Lincolnshire<sup>2</sup>. Incorporating the City's catchment, this increases to 26%, generating a total economic value of £5.7bn<sup>3</sup>. GVA per head of population stands at £24,126, which is closer to the UK average of £26,870<sup>4</sup> compared with other areas of Greater Lincolnshire. However, Lincoln is still underperforming relative to other benchmark cities in respect of innovation, wage and skill levels (see Appendix 1).



The City is the focus for innovation and development within the sub-region.

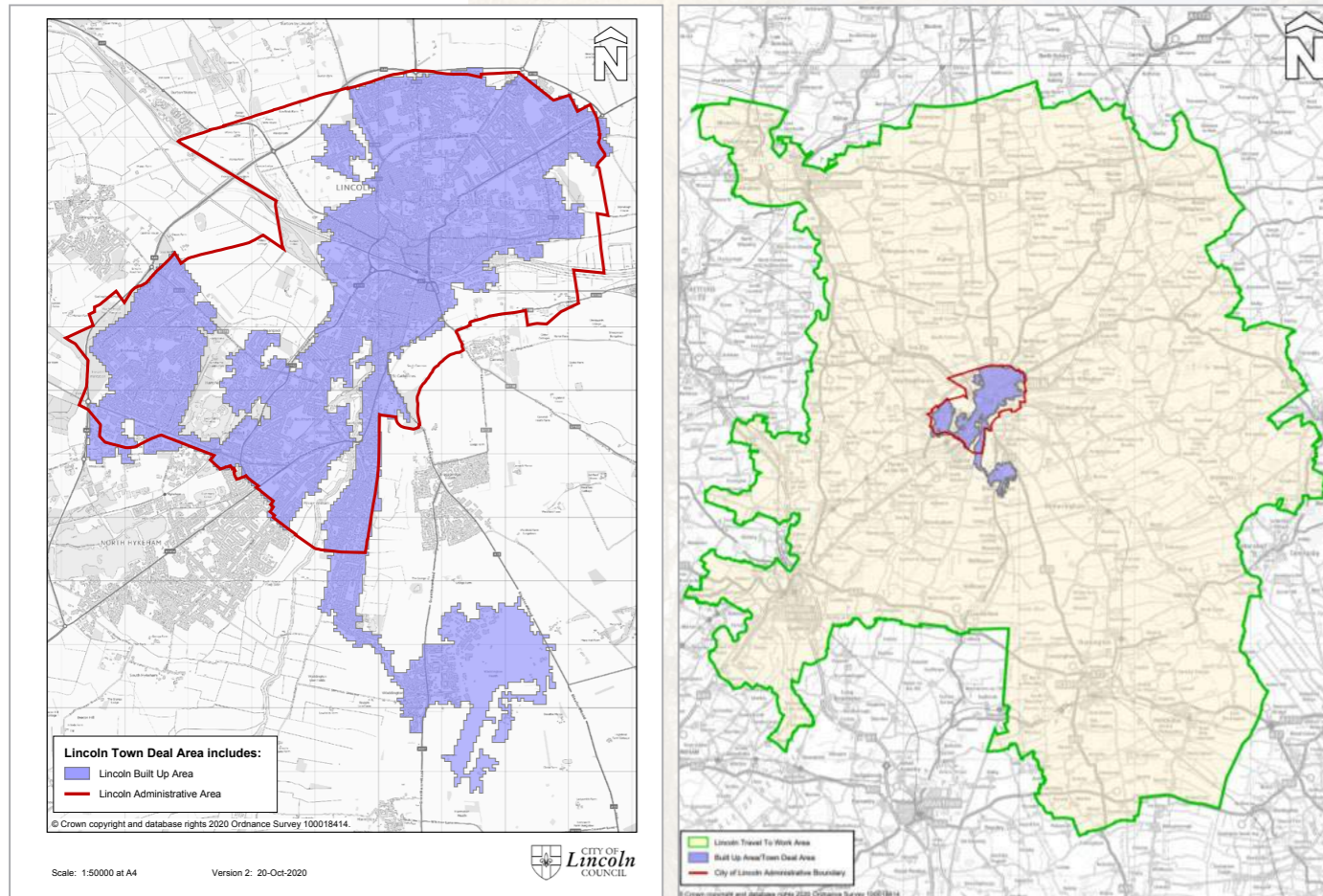


Figure 1: Location Plan



Lincoln accounts for 12% of total GVA within Greater Lincolnshire.

**Figure 2: Lincoln Town Deal Area and Lincoln Travel to Work Area**

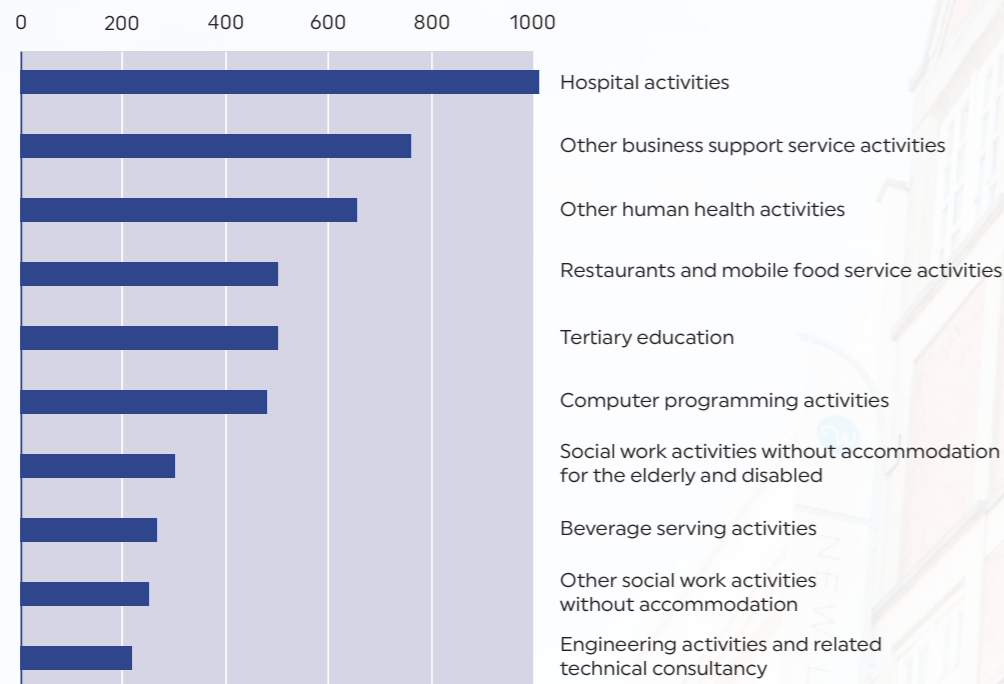


Central to the efforts to drive productivity has been the growth of the University of Lincoln, together with Bishop Grosseteste University, Lincoln College and other Higher Education (HE) and Further Education (FE) providers. The University of Lincoln is The Times Modern University of the Year 2020, with a growing reputation for teaching and a world-class research base. Lincoln Science and Innovation Park has enabled the co-location of industrial partners alongside this knowledge base nurturing collaboration and growth. The expanding student base (c 17,000 across institutions) is reflected in the City's population structure with over 51% of residents under the age of 35<sup>5</sup>. 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<sup>6</sup>.



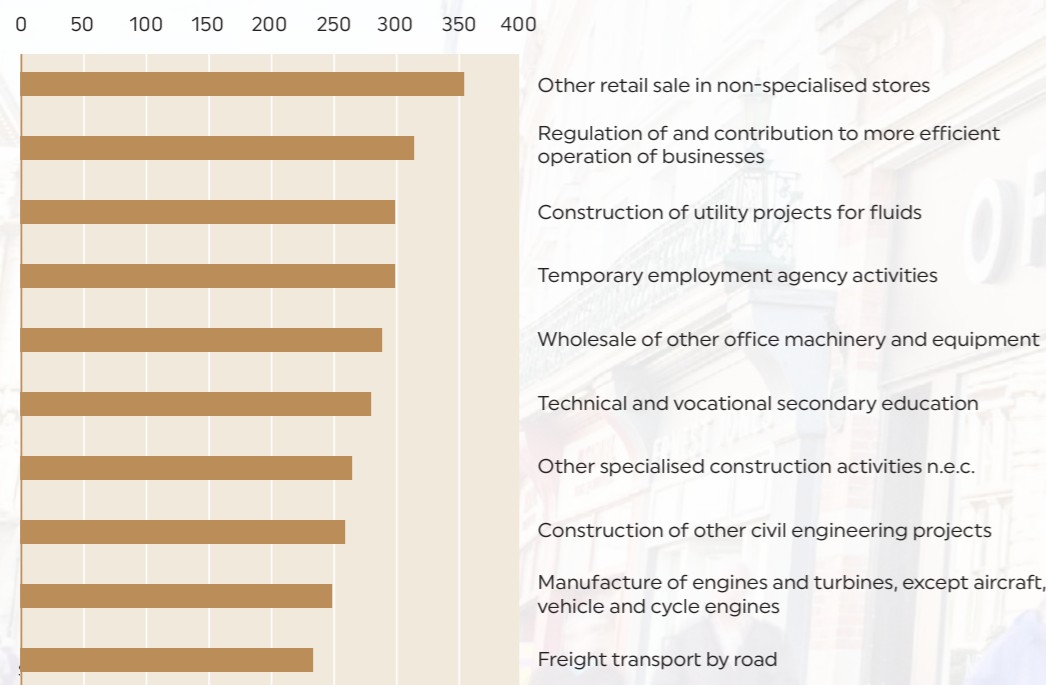
**Lincoln Science and Innovation Park has enabled the co-location of industrial partners with the University to allow for collaboration and growth.**

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



Source: ONS Business Register of Employment Survey, 2018

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



Source: ONS Business Register of Employment Survey, 2018

**Lincoln's status as a regional centre for business investment, leisure and education is vital to the continued growth and productivity of Greater Lincolnshire.**



Key economy growth 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<sup>7</sup>, indicative of the changing nature of the High Street. The Covid pandemic has accelerated the decline in this sector, at least in the short-term, with an estimated 2,043 furloughed jobs to date. The impact on the wider visitor economy – a key sector for employment and growth in Lincoln – has been even more devastating with over 5,300 jobs furloughed to date<sup>8</sup>. Together these figures represent over 50% total furloughed jobs (estimated to be almost 14,000 jobs). There is a need for innovative, digitally driven solutions to revive the High Street and cultural offer and to build future resilience.

Pre-Covid Lincoln's heritage and cultural assets have sustained 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.

The importance of tourism unites all four Lincolnshire Town Fund areas – Lincoln, Boston and the Connected Coast towns of Mablethorpe and Skegness and there is a commitment to work collaboratively to support the recovery and long-term growth of the sector. Working with partners including the Universities, Greater Lincolnshire Local Enterprise Partnership (GLLEP), Visit Lincoln and Lincoln College, our plan seeks to invest in key assets, skills, business development and place marketing to realise the unmet growth potential of a wider and varied tourism offer in the context of a growing domestic market.

Notwithstanding the current challenges, there are further opportunities for growth to capitalise on the innovation ecosystem. 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 23,564 new homes within the Greater Lincoln area<sup>9</sup> 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 Towns 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 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 and 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 is 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 Figure 5.

Figure 5: Key Assets and Strengths



**Two expanding and highly successful universities,** complemented by a strong technical and Further Education offer



**Developing as a centre of medical expertise** including Lincoln County Hospital, University of Lincoln School of Life Sciences and Pharmacy, a new Medical School and the National Centre for Rural Health and Care



**Focus for industrial collaboration, tech and innovation within Greater Lincolnshire through:**

- **Lincoln School of Engineering** the first facility of its kind to be created in the UK in more than two decades and the result of a pioneering collaboration between University of Lincoln and Siemens
- **Lincoln Agri-Robotics (LAR)** the world's first global centre of excellence in agricultural robotics
- **Institute of Technology (IoT)** specialising in agri-tech, food manufacture, energy, digital and engineering
- **Lincoln Science and Innovation Park (LSIP)** a collaborative community of science and technology businesses and university researchers in an innovative and flexible science park environment



**A Focus for FDI,** home to multi-nationals including Siemens 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



**Growth of NATO activity at RAF Waddington,** attracting military contractors to Lincoln. The MOD's commitment to ISTAR<sup>10</sup> expansion has created an opportunity for a Defence Research Centre as part of LSIP Phase 2



**Improving transport**

- 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



**A well developed social economy** which has developed around creative industries, local food, health and care, and social inclusion



**Strong and established partnerships** across all sectors with a commitment to deliver for the City and its people



**Improving transport**

- 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



## 1.3

# Evidence of Need, Challenges and 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, including the Local Industrial Strategy and associated evidence base, combined with statistical analysis and stakeholder consultation. To provide additional insight, Lincoln has been benchmarked against 10 other cities in England<sup>11</sup>, 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. A summary of key challenges and opportunities has arisen from this work.





# 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<sup>12</sup>, 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<sup>13</sup>. 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<sup>14</sup>. 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<sup>15</sup>.

Whilst the City performs well in the context of the sub-region, it lags behind other areas on innovation and productivity<sup>16</sup>. 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<sup>17</sup>, 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 benchmark cities such as Carlisle, Worcester, Exeter and Cambridge<sup>18</sup>.

**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.**

## Key Challenges:

- + **Availability of Skilled Workers:** Businesses have identified the difficulty of recruiting skilled workers as the number one challenge to their growth, with particular skill shortages in digital tech and health sectors. Over the next 15 years, an estimated 31% of jobs will be made obsolete or change substantially as a result of new digital technologies and the progression towards automation. There is a need to support business and workforce skills to respond to this transition<sup>19</sup>.
- + **Digital Connectivity:** Access to a 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)<sup>22</sup>.
- + **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"<sup>23</sup>. 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.
- + **Support for Innovation, Research and Development (R&D):** The Greater Lincolnshire area has received around £31 million in innovation funding since 2005, in the form of vouchers, collaborative R&D, Knowledge Transfer Partnerships and proof of concept grants<sup>20</sup>. 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.
- + **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"<sup>24</sup>. There is a need to challenge this perception in order to promote the City as a place for investment and growth.
- + **Attracting Knowledge-Intensive Businesses:** Just 14% of Lincoln's businesses are identified as 'knowledge intensive'<sup>21</sup>, 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.

## Key Opportunities:

- + **Driver for Wider Growth:** Investment in Lincoln will enable economic recovery and growth across a much larger catchment, with a critical mass of industry to drive value.
- + **Digitalisation:** Covid has accelerated a move to digital across all sectors which can be further embedded through the Towns Fund programme.
- + **Strong and Emerging Sectors:** There are clear opportunities to develop clusters across a range of growth sectors, linked to expanding HE, FE and R&D capabilities. This includes Defence, Health, Visitor, Creative, Digital, Engineering and Agri-Tech sectors.
- + **Strong Business Partnerships:** And an opportunity to build on these linkages to effect change, following a proactive response to business need during 'lockdown'.

# People



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.



Homelessness in Lincoln is at risk of growing as a result of the Covid-19 pandemic.

## 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<sup>25</sup>. 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% of residents aged 16 and over nationally<sup>26</sup>. Lincoln ranks 57th out of 317 areas for its education, skills and training on the Indices of Deprivation (IMD)<sup>27</sup>, 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<sup>28</sup>. 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<sup>29</sup>. In this context and with limited opportunities for career progression, graduate retention is a challenge, undermining Lincoln's potential for growth.

## DEPRIVATION AND WELLBEING

- Lincoln ranks 68 out of 317 local authorities in the English Indices of Deprivation<sup>30</sup>. This puts it in the 25% most deprived local authorities in England. Lincoln has four Lower Super Output Areas (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 10,000, which is of concern when compared to the national figure of 2 per 10,000. 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<sup>31</sup>.
- 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.

“Poverty is something that there is no excuse for in the 7th richest country in the world. People in poverty need more support.”

Contributed on 3rd March 2020  
My Town <https://mytown.communities.gov.uk/town/lincoln/#>

## Key Challenges:

- + **Skills and Training:** There is a need to extend the breadth of training provision and ensure this is relevant to industry and accessible to the whole community, including those furthest from the workforce in order to deliver systemic change and inclusive growth.
- + **Health and 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.
- + **Employment and Wages:** There is a challenge in shifting employment from low-skilled to high-skilled recruitment. This paradigm shift will help to address challenges around graduate retention, thereby improving Greater Lincolnshire's skills profile and its regional competitiveness.
- + **Inclusive Growth:** There is a need to ensure that investment in the wider economic growth agenda considers the cost and benefit to local residents.

## Key Opportunities:

- + **Strong and Growing HE/FE:** Ability to mobilise and focus investment in training and research to respond to industry and skill shortages in key sectors.
- + **Established Community Partnerships:** Towns Fund provides an opportunity to implement the initiatives arising from established partnership working and action planning within the Sincil Bank community.
- + **New Medical School:** Responds to skills shortages in the health sector with the opportunity to develop FE and community linkages.
- + **Quality of Place as a Skills Attractor:** Shifts in commuting patterns post covid present an opportunity to use the quality of place alongside a strong digital offer to attract high-skilled workers to the area.

# Place



The primary shopping area is concentrated along the pedestrianised High Street, Cornhill, Saltergate and Guildhall Street and the Waterside indoor shopping precinct.

## 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, with funding from the Department for Transport (DfT), Single Local Growth Fund (SLGF) and the City 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. Funding for these projects was secured from the National Lottery Heritage Fund (NLHF), Lincolnshire County Council (LCC), European Regional Development Fund (ERDF), David Ross Foundation (DRF) and private donations.
- Brayford Pool is located to the west of the High Street, the oldest inland harbour in England<sup>32</sup> 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 private-sector led, 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<sup>33</sup>. As of August 2020, approximately 15% of premises in Lincoln's central mixed-use area are identified as vacant<sup>34</sup>. 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<sup>35</sup>. 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 Towns 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), 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.

“Lincoln needs better retail which will attract more tourists which will lead to more money which can be invested back into the City.”

Contributed by Danny on 11th March 2020

My Town <https://mytown.communities.gov.uk/town/lincoln/#>



Brayford Pool, to the west of the High Street, is England's oldest inland harbour and the site of the University of Lincoln's main campus.

## 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. Towns 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, 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 such as 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 respond to this need.



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.

“We have the history in the City – there are plenty of chain shops let's make Lincoln a little more interesting and niche for people to come to the City Centre.”

Contributed on 4th March 2020

My Town <https://mytown.communities.gov.uk/town/lincoln/#>

- 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 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 years, capitalising on recent and planned investment and infrastructure improvements. Public assets – buildings, streets, spaces and publicly owned development sites – are key to this growth agenda.

### Key Challenges:

- + **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 and 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.
- + **Animation and Management:** The need to support the delivery of high-quality events and activities to animate the space and enhance the experience.

### Key Opportunities:

- + **A Resilient and Growing City:** The City will experience significant growth over the next 30 years. An expanding and increasingly diverse population base will support the diversification and vibrancy of the City Centre to enable long-term growth.
- + **Nationally Important Heritage:** There are opportunities to restore a number of Listed Buildings and to enable the digital promotion of heritage assets in order to maximise economic and social value, adding value to the Heritage Action Zone.
- + **Commercial Demand and Investment:** The Cornhill Quarter development has delivered in excess of 150,000sqft of commercial space. Towns Fund presents an opportunity to enable the viability of brownfield and heritage regeneration proposals to address market failures and drive values to underpin future private sector confidence and investment.
- + **Strong City Centre Partnerships:** There is a legacy of strong public and private sector partnership working, represented in a long-standing, successful BID (Lincoln Business Improvement Group) and DMO (Visit Lincoln).

# Transport Connectivity

Lincoln Transport Strategy<sup>36</sup> provides a clear vision for mobility and transport across the wider Lincoln area up to 2036 and the blueprint for addressing the key challenges to growth. It will support the delivery of a number of economic activities and services including tourism, education, industry and housing whilst helping to protect the historic areas of the City, the environment and improve quality of life.



“Link up the existing disjointed cycle paths into the City to create an easy to navigate and safe cycle network, with cycling and pedestrian priority at junctions, and safe enter and exit points where paths do join roads.”

Contributed by James on 13th March 2020

My Town <https://mytown.communities.gov.uk/town/lincoln/#>

The Transport 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’s 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 by 2021. This is expected to relieve 20% 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 focused 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.

**Phase 1 of the East West Link was completed in 2016 and has significantly reduced traffic levels along the dualled Wigford Way.**

## Key Challenges:

- + **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.

## Key Opportunities:

- + **Transport Strategy and Traffic Relief:** New road infrastructure is set to reduce traffic within the City Centre, presenting opportunities for pedestrian, cycle and environmental improvements such as at Wigford Way and Sincil Bank, set out within the new Lincoln Transport Strategy.

# Clean Growth



Road Map to Net Zero Carbon identifies that the City needs to achieve a significant reduction in carbon emissions in the next ten years.

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 Net 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 benefits, of reduced congestion and air pollution and improved public health.

## Key Challenges:

- + **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.

## Key Opportunities:

- + **Local Climate commission:** A multi-agency Climate Commission with an approved 'Road Map' for carbon reduction is a key opportunity for a partnership led approach to achieving net zero by 2030.
- + **Carbon Reduction Test Bed:** A programme of identified test bed projects, present opportunities for trialling solutions in business and domestic properties to achieve net zero.
- + **Scale & Form:** Lincoln's compact form, with space to grow close to the City Centre make it an ideal location for sustainable growth to serve an expanding population.

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 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 shifted 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<sup>37</sup>. 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<sup>38</sup>. 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<sup>39</sup>. 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. A full analysis of Covid-impact and sectoral breakdown is included in Appendix 1.

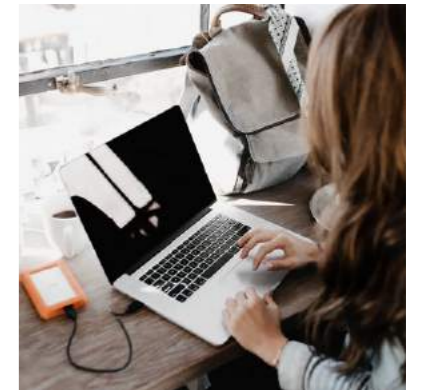
## Key Challenges:

- + **High Street and Hospitality:** The need to focus efforts on High Street recovery, including a greater need for quality open spaces and flexible, Covid-sensitive development.
- + **Heritage and Culture:** The need to safeguard, protect and diversify 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.

## Key Opportunities:

- + **Growing Demand in Domestic Tourism:** Opportunity to improve the digital offer to diversify, adapt and extend the visitor experience and capitalise on the domestic market opportunity.
- + **Digitalisation:** The opportunity to cement and build on the move towards a forward looking, digitally enabled City.

# Covid-19



The Covid-19 pandemic has provided a catalyst for digital transformation, with many businesses forced to find alternative ways of delivering goods and services.

# 1.4

## Wider Investment and Interventions

Our Towns 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.

“Lincoln really needs a community space and multipurpose venue for the arts, as somewhere that is accessible and welcoming to all abilities. Lincoln has a lot of talented creative groups and individuals who could make a really positive contribution to the City on a permanent level.”

Contributed by Jemma on 6th March 2020  
My Town <https://mytown.communities.gov.uk/town/lincoln/#>

Retail, Heritage and Culture		
INVESTMENT AREA	£	PARTNERS & FUNDERS
<ul style="list-style-type: none"> <li><b>Cornhill Quarter:</b> New retail and leisure destination.</li> </ul>	70m	Lincolnshire Co-operative
<ul style="list-style-type: none"> <li><b>Castle:</b> Restoration of Castle Wall, excavation of the Saxon sarcophagus and a bespoke vault for the Magna Carta to enhance the heritage value/visitor experience.</li> </ul>	22m	LCC, HLF, ERDF, David Ross Foundation (DRF), private sources
<ul style="list-style-type: none"> <li><b>Cathedral:</b> Enhancing visitor facilities/experience.</li> </ul>	15m	HLF, DRF
<ul style="list-style-type: none"> <li><b>St Marks Shopping Centre:</b> Redevelopment to deliver a diversified offer, including new student accommodation.</li> </ul>	150m	Aberdeen Standard, University of Lincoln (UoL)
<ul style="list-style-type: none"> <li><b>Mansions of the Future:</b> Creative works to animate the City and engage disadvantaged communities.</li> </ul>	1.2m	Arts Council England
<ul style="list-style-type: none"> <li><b>Heritage Action Zone:</b> Regeneration of historic buildings – Waterside South &amp; lower High Street.</li> </ul>	1.7m	Historic England, City of Lincoln (with wider match)



## Tech, Digital and Higher Education

INVESTMENT AREA	£	PARTNERS & FUNDERS
<ul style="list-style-type: none"> <li><b>Boole Technology Centre:</b> Specialist workspace for high growth SMEs focused on tech and innovation.</li> </ul>	6.5m	UoL, Lincolnshire Co-operative, LEP
<ul style="list-style-type: none"> <li><b>University Medical School</b></li> </ul>	21m	UoL
<ul style="list-style-type: none"> <li><b>Institute of Technology:</b> Delivery of agri-tech, food manufacturing, digital and engineering.</li> </ul>	16m	UoL, FE and private sector collaboration

### MOSAIC DIGITAL HUB - CASE STUDY

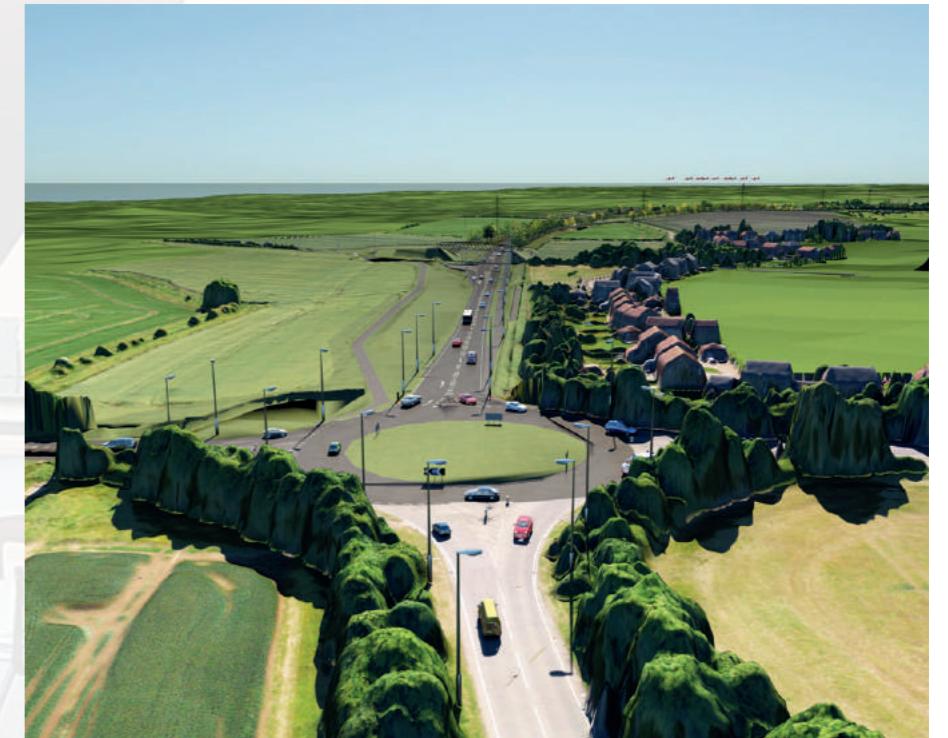
Lincoln's growing digital sector has been supported by the development of Mosaic, a new digital hub which opened in the City Centre in 2019. Mosaic provides a focus for the sector, as a co-working space and a place where digital businesses can network, collaborate and grow. The need for the hub was identified 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.



**Mosaic provides a focus for the digital sector, as a co-working space and a place where businesses can network, collaborate and grow.**



**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.**



## Infrastructure

INVESTMENT AREA	£	PARTNERS & FUNDERS
<ul style="list-style-type: none"> <li><b>Eastern Bypass:</b> To reduce freight traffic through City Centre by 20%.</li> </ul>	120m	DFT, LCC, third party contributions
<ul style="list-style-type: none"> <li><b>East West Link:</b> Diversion of traffic flow through City Centre opening up new areas for development and enabling pedestrianisation of lower High Street.</li> </ul>	22m	LCC
<ul style="list-style-type: none"> <li><b>Transport Hub:</b> Multi-modal transport hub and best practice example within the Towns Fund prospectus.</li> </ul>	30m	City of Lincoln, DFT, LEP



## 2.1

# Vision and 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.

**“We should be putting more funding into connecting our town to more multicultural art facilities and opportunities.”**

Contributed on 4th March 2020

My Town <https://mytown.communities.gov.uk/town/lincoln/#>

# 2.2

## Strategic Context

In addition to statistical analysis and stakeholder consultation, our proposals have been informed by the identified priorities within a number of key national, regional and local strategies. Of particular relevance are the Greater Lincolnshire Local Industrial Strategy (LIS) and Strategic Economic Plan (SEP), the Central Lincolnshire Local Plan, and the Lincoln City Centre Masterplan. This strategic framework is summarised in figure 6.

“Having more affordable and smaller housing that is suitable for a single person or couples would improve the retention of students in Lincoln.”

Contributed by Kerry on 4th March 2020

My Town <https://mytown.communities.gov.uk/town/lincoln/#>



Figure 6: Strategic Context



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

# 2.3

## Investment Plan Focus

### OUR PRIORITIES

Through our consultation with stakeholders, organisations 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;

### DIGITAL CONNECTIVITY

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 for 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.

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 Towns Fund areas in East Lindsey and Boston

and the innovation-focused **Lincoln Made Smarter** initiative, which will encourage the adoption of Industrial Digital Technologies (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.

### SUSTAINABLE TRANSPORT, WALKING AND CYCLING

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 (particularly walking and cycling) improve air quality and support the wider regeneration and development proposals in the City, driving values and unlocking future growth.

### 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. Our programme will also deliver the UK's first **Hospitality, Events and Tourism College**. 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 group of the workforce particularly.

“Would it be possible to put some investments into new and existing cycle paths. Current paths are either ambiguous (bad signage), inappropriate (due to width of pavements) or simply non existent, especially around the High Street.”

Contributed by Steve Page on 13th March 2020

My Town <https://mytown.communities.gov.uk/town/lincoln/#>



Repurposing the Stacey West stand at Lincoln City Football Club will bring a new learning space to the deprived neighbourhood of Sincil Bank.

## 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, develops local community facilities and enhances the public realm. Repurposing the Stacey West stand at Lincoln City Football Club will bring a community hub and training venue 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 city living 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 and City Square** maximises the diversity of commercial trading opportunities and provides contemporary affordable retail space in the Cornhill Quarter, a regenerated retail zone in the heart of the City. The approved Towns Fund accelerated scheme to enhance **Cornhill Square west** (see image below) is a critical step in supporting the re-use of City Square as an outdoor trading space and enabling a diversification of use within the Market building. 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 Net 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.



- Principal contribution to Towns Fund themes
- Secondary contribution to Towns Fund themes
- ✓ Contribution to cross-cutting themes

Figure 7: Project Alignment with the Towns Fund Framework

Project	Digitalisation	Skills	Sustainable Transport	Urban Regeneration	Covid Recovery City Centre	Vibrancy	Inclusive Growth
Lincoln Made Smarter	●	○				✓	
Lincoln Connected	●			○	✓	✓	
Health and Wellbeing Centre	○	●		○		✓	✓
Lincoln City Football Club Community Hub	○	●		○		✓	✓
Hospitality Events and Tourism Institute (HEAT)	○	●		○	✓	✓	✓
Wigford Way			●	○	✓	✓	
Sincil Bank Green Corridor			●			✓	✓
Central Market	○			●	✓	✓	
Drill Hall	○	○		●	✓	✓	
Tentercroft Street			○	●	✓	✓	✓
Barbican Production and Maker Hub		○		●	✓	✓	
The Hive	○	○		●	✓	✓	✓
Road to Net Zero Programme		○		●		✓	✓
Store of Stories Food Supermarket				●	✓	✓	✓

## 2.4

# Outcomes and Targets: Theory of Change

Our short, medium and long-term actions, outcomes and targets are set out in the tables below in the form of a theory of change which links back to the vision, objectives and challenges.



Intervention Priority: Digital			
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.			
ISSUE	PROJECT	OUTPUTS	OUTCOMES
<ul style="list-style-type: none"> <li>Low levels of innovation and adoption of Industrial Digital Technologies (IDTs)</li> <li>Lack of readiness for Industry 4.0</li> <li>Unrealised potential for digitalisation</li> <li>Critical mass in manufacturing, digital, defence sectors to drive value</li> <li>Need to promote culture of innovation to support graduate and skills retention</li> </ul>	<b>Lincoln Made Smarter</b>	<ul style="list-style-type: none"> <li>Specialist support to SMEs to enable access to IDTs, driving growth</li> </ul>	<p><b>Short</b></p> <ul style="list-style-type: none"> <li>Business recovery and growth through digitalisation</li> <li>Increased innovation</li> <li>Increased graduate retention</li> <li>Increased collaboration between industry, HE and R&amp;D</li> <li>Increased resilience of visitor economy, supporting recovery and growth</li> <li>Increased visitor numbers, footfall and spend</li> </ul>
<ul style="list-style-type: none"> <li>Visitor economy – key sector, devastated by Covid-19</li> <li>Need for innovation and digitalisation to drive recovery and build resilience</li> <li>Strong assets but limited awareness and access to data</li> <li>Potential to capture wider share of domestic and international market</li> </ul>	<b>Lincoln Connected</b>	<ul style="list-style-type: none"> <li>Specialist digital technologies – CMS and smart signage</li> <li>Support to business in key sector – visitor economy</li> <li>Promotion of key heritage/cultural assets</li> </ul>	<p><b>Medium/Long</b></p> <ul style="list-style-type: none"> <li>Top 20% in England for number of jobs provided by Knowledge Intensive Businesses</li> <li>Wage levels up to 50% better than the national average</li> <li>One of the top performing visitor destination cities in the UK</li> </ul>

## Intervention Priority: Skills

Investing in training to raise the skill levels of SMEs and citizens, remove barriers to employment in sectors of key need, building in resilience in the transition to the new digital economy and enabling them to benefit from the opportunities it can bring.

ISSUE	PROJECT	OUTPUTS	OUTCOMES
<ul style="list-style-type: none"> <li>Skills and health deprivation key issues for the City</li> <li>Health deprivation and mental health related absence - barriers to employment productivity</li> <li>Skills shortages but high demand for health care professionals as a key growth sector</li> </ul>	<b>Health and Wellbeing Centre</b>	<ul style="list-style-type: none"> <li>New health and wellbeing skills facility</li> <li>New further education courses at level 2-3</li> <li>Health support services and business engagement</li> </ul>	<p><b>Short</b></p> <ul style="list-style-type: none"> <li>Improved skill base and qualifications – NVQ L3 within 5% national average</li> <li>Health and visitor economy skills shortages addressed – labour supply aligns with demand</li> <li>Mental health related absence levels reduced</li> </ul> <p><b>Medium/Long</b></p> <ul style="list-style-type: none"> <li>Increased skills base and job opportunities</li> </ul>
<ul style="list-style-type: none"> <li>High levels of localised deprivation</li> <li>Recognised need for inclusive growth</li> </ul>	<b>Lincoln City Football Club Community Hub</b>	<ul style="list-style-type: none"> <li>New community hub and skills facility</li> <li>Improved stadium, visitor experience and job opportunities</li> </ul>	<ul style="list-style-type: none"> <li>No reported skills shortages</li> <li>Parity with national average NVQ L 3+ and wage levels</li> <li>Nationally significant cluster of high value skilled workers in digital, health, visitor and heritage sectors</li> <li>Top 25% of settlements for IMD income measure</li> </ul>
<ul style="list-style-type: none"> <li>Visitor economy – key sector, devastated by Covid-19, forecast long-curve recovery</li> <li>Need to address skills shortages to enable digitalisation of the sector and growth opportunity</li> <li>Industry demand for sector specific skills facility to support professionalism and growth</li> </ul>	<b>Hospitality, Events and Tourism College (HEAT)</b>	<ul style="list-style-type: none"> <li>UK's first HEAT College</li> <li>Sector specialist work placements for T Levels in collaboration with industry</li> </ul>	

## Intervention Priority: Transport

Delivery of sustainable transport strategy to enable efficient movement and improved connectivity through investment in infrastructure, improved accessibility and the use of smart technologies.

ISSUE	PROJECT	OUTPUTS	OUTCOMES
<ul style="list-style-type: none"> <li>Poor pedestrian connectivity between the High Street, Brayford Wharf and University</li> <li>Poor quality public realm and severance issues</li> <li>Opportunity to reprioritise and realign road infrastructure in favour of sustainable travel and to open up development areas</li> </ul>	<b>Wigford Way</b>	<ul style="list-style-type: none"> <li>Upgraded road infrastructure</li> <li>Provision of walking and cycling infrastructure</li> <li>Improved crossing points and connections</li> <li>Public realm improvements</li> <li>New development areas</li> </ul>	<p><b>Short</b></p> <ul style="list-style-type: none"> <li>Improved access and connectivity</li> <li>Improved townscape and public realm</li> <li>Reduced vehicle flow</li> <li>Improved air quality/lower carbon emissions</li> <li>Increased rates of walking and cycling</li> <li>Improved community health and well being</li> </ul> <p><b>Medium/Long</b></p> <ul style="list-style-type: none"> <li>Reduces constraints to future development, upgrades environment to drive values</li> </ul>
<ul style="list-style-type: none"> <li>High levels of deprivation</li> <li>Poor quality environment – car dominated</li> <li>Poor pedestrian and cycle access to the City Centre</li> <li>Value of the watercourse as an environmental asset not realised</li> </ul>	<b>Sincil Bank</b>	<ul style="list-style-type: none"> <li>Provision of a new green corridor for cyclists and pedestrians</li> <li>Upgraded streets, spaces, parking and public realm – 7+ streets</li> </ul>	<p><b>Medium/Long</b></p> <ul style="list-style-type: none"> <li>Delivery of Lincoln Transport Strategy and modal shift</li> <li>Constraints to future development are addressed</li> </ul>

## Intervention Priority: Urban Regeneration to support Arts, Culture, Heritage 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 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.

ISSUE	PROJECT	OUTPUTS	OUTCOMES
<ul style="list-style-type: none"> <li>Listed building in need of restoration</li> <li>Poor trading environment</li> <li>Declining market income/occupancy</li> <li>Undermining investor confidence and High Street recovery</li> <li>Opportunity to diversify and capitalise on demand for Food and Beverage (F&amp;B), local produce and workspace</li> </ul>	<b>Central Market</b>	<ul style="list-style-type: none"> <li>Restoration of heritage asset</li> <li>Provision of new commercial space</li> <li>Improved public realm</li> </ul>	<p><b>Short</b></p> <ul style="list-style-type: none"> <li>Heritage, cultural and public assets restored and repurposed for economic use to drive growth</li> <li>A vibrant and distinctive market venue, showcasing the best of local produce</li> <li>New commercial space to nurture SME growth across a range of sectors</li> <li>Restoration of key gateway sites, generating jobs and spend to support the City Centre</li> <li>Increased footfall and spend</li> <li>Private sector investment secured across a range of key sites</li> </ul> <p><b>Medium/Long</b></p> <ul style="list-style-type: none"> <li>Issues of market failure addressed</li> <li>Increased inward investment and sustainable development in a viable market</li> <li>Supply of workspace and housing to meet demand whilst remaining affordable</li> <li>Embedded smart technology and green energy across all development</li> <li>Lincoln recognised as an exemplar in housing retrofit</li> <li>Stronger talent attraction through acknowledged economic clusters in heritage economy, manufacturing, learning and digital sectors</li> <li>Lincoln has an international reputation as a centre of excellence as a dynamic net zero economy</li> <li>GVA exceeds national average and benchmarks well with other cities</li> </ul>
<ul style="list-style-type: none"> <li>Current use as cultural venue unviable</li> <li>Historic building under threat</li> <li>Potential loss of cultural offer jobs and talent to support growth</li> </ul>	<b>Drill Hall</b>	<ul style="list-style-type: none"> <li>Restoration/repurposing of heritage asset</li> <li>A viable cultural and community asset</li> <li>Provision of enhanced commercial and skills facilities</li> </ul>	
<ul style="list-style-type: none"> <li>Underutilised brownfield site in key gateway location</li> <li>Unfulfilled demand for housing and workspace in the City Centre</li> <li>Marginal viability, requires innovative and high-quality solution</li> </ul>	<b>Tentercroft Street</b>	<ul style="list-style-type: none"> <li>Acceleration of viable delivery solution, unlocking land value</li> <li>Delivery of homes, workspace and public realm</li> </ul>	
<ul style="list-style-type: none"> <li>Derelict listed building in key gateway location</li> <li>Limited supply of workspace for SMEs, barrier to innovation and growth</li> <li>Lack of bespoke workspace for creative sector, limiting growth and agglomeration benefits</li> </ul>	<b>Barbican Maker Hub</b>	<ul style="list-style-type: none"> <li>Restoration / repurposing heritage asset</li> <li>Provision of new workspace for creative sector</li> </ul>	

ISSUE	PROJECT	OUTPUTS	OUTCOMES
<ul style="list-style-type: none"> <li>Redundant public asset</li> <li>Unfulfilled demand for housing and workspace</li> <li>Opportunity to repurpose/diversify the 'Civic Quarter' to promote City Centre vibrancy</li> </ul>	<b>Hive</b>	<ul style="list-style-type: none"> <li>Regeneration of redundant asset</li> <li>Provision of new homes, workspace, learning space</li> </ul>	<p><b>Short</b></p> <ul style="list-style-type: none"> <li>Heritage, cultural and public assets restored and repurposed for economic use to drive growth</li> <li>A vibrant and distinctive market venue, showcasing the best of local produce</li> <li>New commercial space to nurture SME growth across a range of sectors</li> <li>Restoration of key gateway sites, generating jobs and spend to support the City Centre</li> <li>Increased footfall and spend</li> <li>Private sector investment secured across a range of key sites</li> </ul> <p><b>Medium/Long</b></p> <ul style="list-style-type: none"> <li>Issues of market failure addressed</li> <li>Increased inward investment and sustainable development in a viable market</li> <li>Supply of workspace and housing to meet demand whilst remaining affordable</li> <li>Embedded smart technology and green energy across all development</li> <li>Lincoln recognised as an exemplar in housing retrofit</li> <li>Stronger talent attraction through acknowledged economic clusters in heritage economy, manufacturing, learning and digital sectors</li> <li>Lincoln has an international reputation as a centre of excellence as a dynamic net zero economy</li> <li>GVA exceeds national average and benchmarks well with other cities</li> </ul>
<ul style="list-style-type: none"> <li>Need for carbon reduction to achieve carbon neutral by 2030</li> <li>Need to address clean growth across all sectors</li> <li>Urban regeneration – future proofing housing stock</li> <li>Need to develop modern construction skills</li> <li>Need to support the social economy in a post-Covid society</li> </ul>	<b>Road to Net Zero</b>	<ul style="list-style-type: none"> <li>Specialist grant/support to SMEs to achieve energy efficiencies</li> <li>Provision of a Construction Retrofit Test Bed scheme in collaboration with industry</li> <li>Installation of PV panels and creation of a Community Investment Bond to generate renewable energy/revenue for carbon reduction projects</li> </ul>	
<ul style="list-style-type: none"> <li>High levels of food poverty associated with worklessness</li> <li>High levels of food wastage</li> <li>Need for systemic change to drive inclusive growth</li> </ul>	<b>Store of Stories</b>	<ul style="list-style-type: none"> <li>Provision of new community asset and commercial space – food supermarket</li> <li>Provision of a sustainable community support model</li> </ul>	
<ul style="list-style-type: none"> <li>Redundant listed building</li> <li>Need to rebuild and strengthen visitor offer - opportunity to restore a key heritage and cultural asset</li> </ul>	<b>Greyfriars</b>	<ul style="list-style-type: none"> <li>Restoration of heritage asset</li> <li>Provision of a heritage themed visitor attraction</li> <li>Provision of community heritage based training and educational courses</li> </ul>	

# 2.5

## Spatial Strategy and Project Plan

Towns Fund investment will help to underpin Lincoln's economic recovery and growth over the next 30 years, supporting the delivery of our 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 1.4.



A total of £24.75m Towns Fund Investment 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 £80m in wider economic benefit (GVA, net). 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.



# 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. Towns 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 8 presents an overview of the Towns Fund proposals in the context of the City Quarters and Figure 9 sets out the specific location of each scheme relative to the key assets, landmarks and existing interventions.

Towns Fund proposals will address key areas of market failure and underpin future confidence in the City to maintain the growth trajectory.

Figure 8: City Quarters and Proposed Interventions

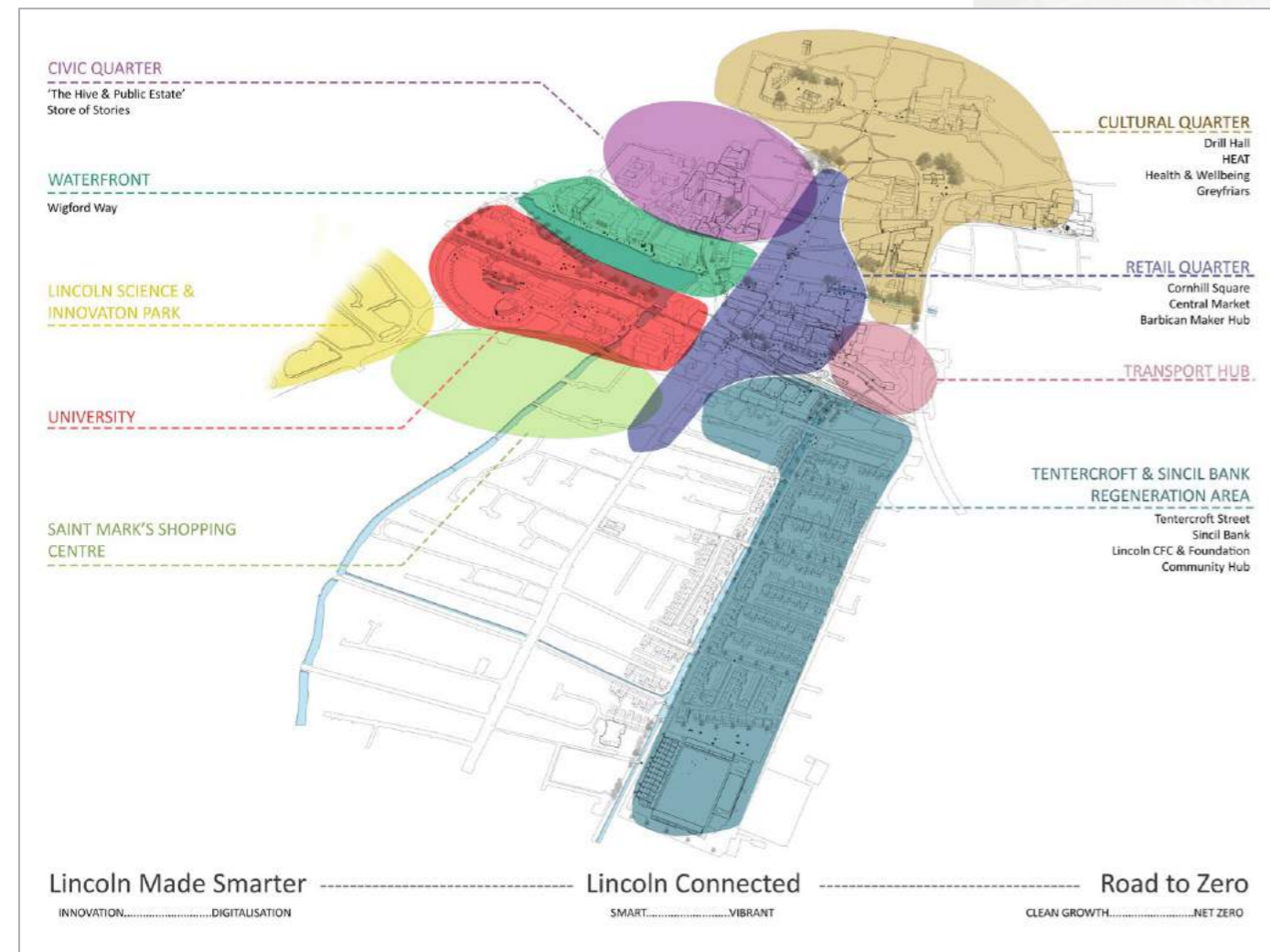
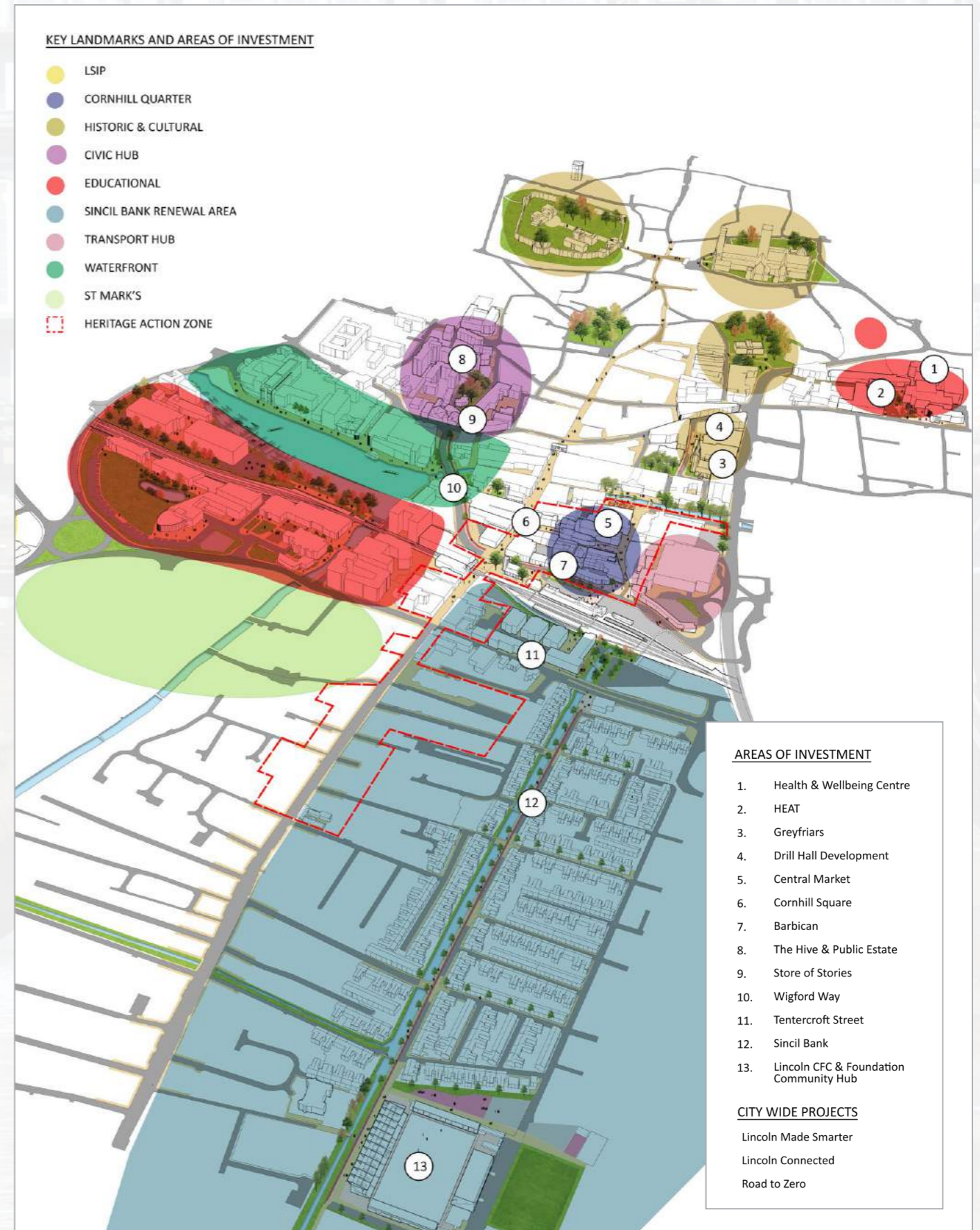


Figure 9: Detailed Spatial Masterplan



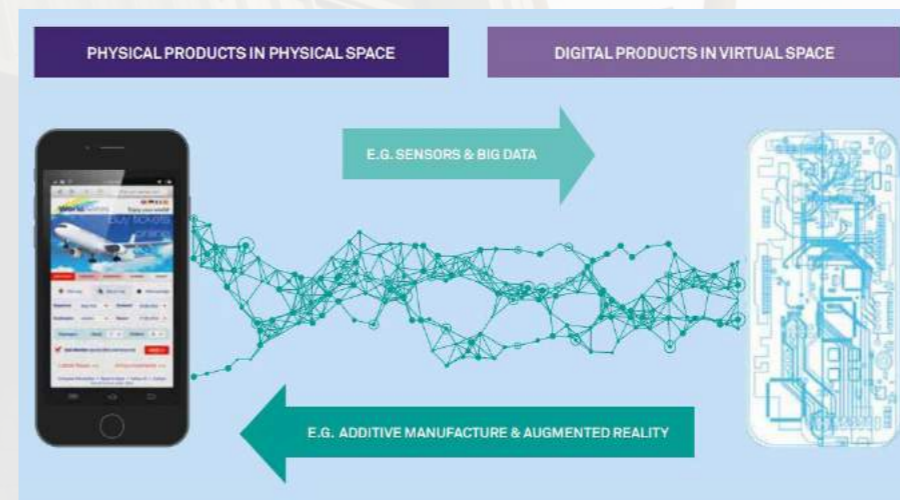
# 2.6

## Project Profiles

Project profiles, concepts and illustrations are provided for each of the schemes within our Investment Plan alongside 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<sup>40</sup>.

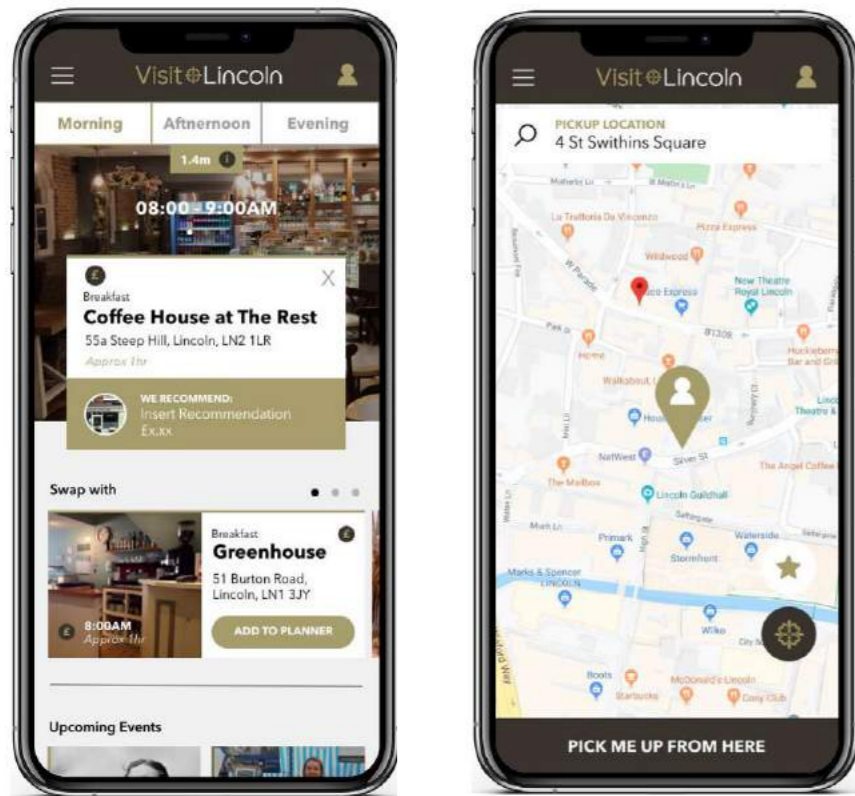


Digital: Lincoln Made Smarter			
<b>Lead Partner</b>	University of Lincoln		
<b>Project Description</b>	The 'Lincoln Made Smarter' (LMS) scheme will accelerate the adoption and development of industrial digital technologies (IDTs) through focused support to SMEs to drive productivity. LMS will support 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.		
<b>Project Rationale</b>	<ul style="list-style-type: none"> <li>• Responds to the evidence of need to support the digitalisation of industry in order to drive productivity</li> <li>• 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&amp;D capacity</li> <li>• Adds value to the portfolio of capital schemes and infrastructure by providing focused support to ensure that local SMEs have the best opportunity to digitalise, grow and raise productivity – provides a link between the University, LSIP and the wider business community</li> </ul>		
<b>Funding</b>	<table border="0"> <tr> <td>Total Cost: £2.34m</td> <td>Towns Fund: £1.29m</td> </tr> </table> <p>Towns Funding will support the cost of specialist staff, access to R&amp;D facilities and equipment to enable this programme.</p>	Total Cost: £2.34m	Towns Fund: £1.29m
Total Cost: £2.34m	Towns Fund: £1.29m		



The Lincoln Made Smarter scheme will accelerate the adoption and development of industrial digital technologies.

# Lincoln Connected



## Digital: Lincoln Connected

<b>Lead Partner</b>	Visit Lincoln and Lincoln BIG
<b>Project Description</b>	<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"> <li><b>1. Open Content Management (CMS)</b> 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</li> <li><b>2. Smart Signage:</b> to promote access to and interpretation of a wider range of attractions more readily</li> <li><b>3. Light up Lincoln:</b> delivery of planning and lighting infrastructure to showcase Lincoln's historic assets and support the visitor economy</li> <li><b>4. Lincoln Creates:</b> providing grants to support digital arts installations, supporting and showcasing creative talent</li> </ol>
<b>Project Rationale</b>	<ul style="list-style-type: none"> <li>• Responds to the need to support the transition to a digital economy in order to drive sustainable growth</li> <li>• 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</li> <li>• 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</li> </ul>
<b>Funding</b>	<p>Total cost £2.06m <span style="float:right">Towns Fund £1.51m</span></p> <p>Towns 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 Lincoln Destination Management Organisation (DMO) partners.</p>



# Health and Wellbeing Centre

“Essentially the funds would prove a lifeline to small local groups and charities helping with homelessness, mental health support, addiction, small locally managed improvement projects etc.”

Contributed by Rob on 15th March 2020

My Town <https://mytown.communities.gov.uk/town/lincoln/#>

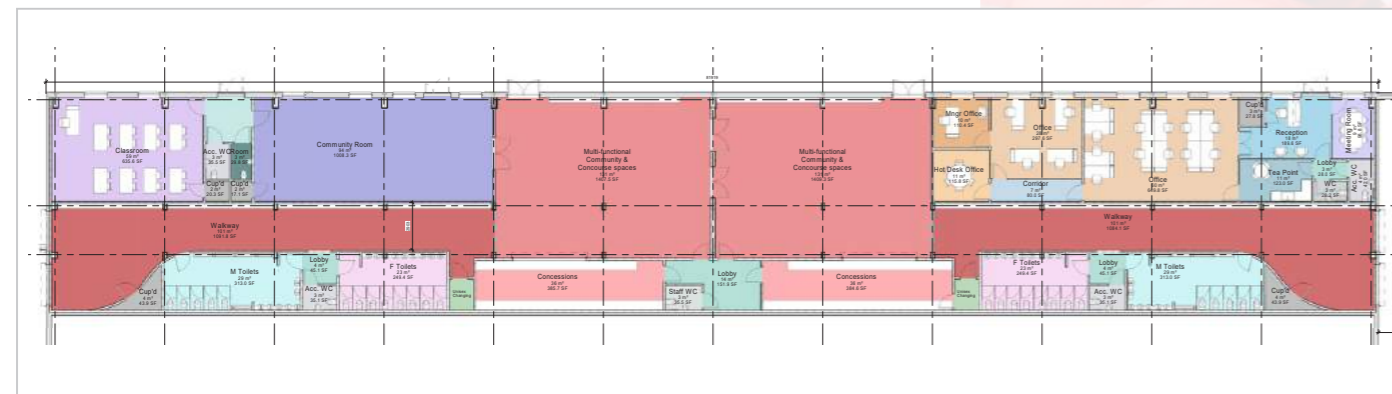


The Health and Wellbeing Centre will deliver health-related and resilience focused qualifications alongside a wider range of support groups and services.

## Skills: Health and Wellbeing Centre

<b>Lead Partner</b>	Lincoln College
<b>Project Description</b>	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.
<b>Project Rationale</b>	<ul style="list-style-type: none"> <li>• Addresses recognised need to improve health outcomes and address skills shortages as key barriers to growth</li> <li>• Engages disadvantaged groups and addresses barriers to the labour market as a result of mental health issues</li> <li>• Delivers access to qualifications and a route to higher level learning and employment opportunities</li> <li>• It supports local businesses to increase productivity through addressing staff wellbeing and reducing levels of absenteeism</li> <li>• It supports the wider urban regeneration objectives and learning outcomes in construction as part of the delivery</li> </ul>
<b>Funding</b>	<p>Total Cost £1.21m <span style="float: right;">Towns Fund £660k</span></p> <p>Towns Fund will support the capital construction and renovation costs in the delivery of a new centre.</p> <p>Match-funding will be provided by Lincoln College.</p>

# Lincoln City Football Club Community Hub



## Skills: Lincoln City Football Club Community Hub

### Project Description

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 new education and skills training facilities for the Lincoln City Foundation and rejuvenate an existing outdoor community facility to support the delivery of health, wellbeing and activity programmes.

### Project Rationale

- 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

### Funding

Total Cost £2.84m

Towns Fund £840k

Towns Fund will support the capital cost of work at the stadium to create a new community hub and training facility.

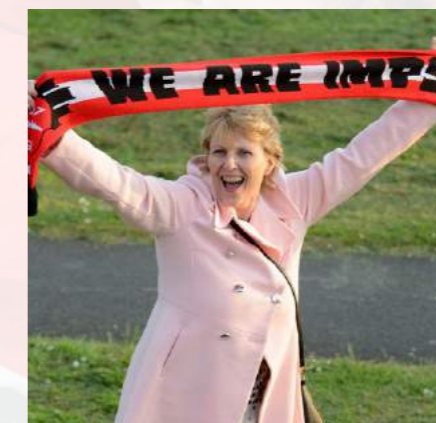
Match funding will be provided through the Football Foundation and the Football Club, with further funding being sought from the Greater Lincolnshire Local Enterprise Partnership (GLLEP/LEP).

“I feel if there was a new, affordable sports park then I feel it would have a positive effect on teenagers such as myself.”

Contributed by Rhys on 4th March 2020

My Town <https://mytown.communities.gov.uk/town/lincoln/#>

The project will create a new community hub and training facility for the Lincoln City Foundation.



# Hospitality, Events and Tourism (HEAT) Institute



The new College will have a direct, positive impact on the performance of the local economy through the provision of employer-led training.

## Skills: Hospitality, Events and Tourism (HEAT) Institute

<b>Lead Partner</b>	Lincoln College	
<b>Project Description</b>	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 City Centre that tends to be at the heart of thriving tech communities.	
<b>Project Rationale</b>	<ul style="list-style-type: none"> <li>• Responds to the need to rebuild, grow and professionalise this priority sector as part of a balanced economy</li> <li>• 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</li> <li>• Adds value to the wider interventions to invest in the City's heritage assets and visitor infrastructure</li> <li>• 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</li> </ul>	
<b>Funding</b>	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 and Lincoln DMO partners.	

# Wigford Way



## Transport: Wigford Way

<b>Lead Partner</b>	Lincolnshire County Council	
<b>Project Description</b>	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 a catalyst to redevelop the wider area and stimulate further economic growth.	
<b>Project Rationale</b>	<ul style="list-style-type: none"> <li>• Priority intervention within the Transport Strategy</li> <li>• Enhances connectivity, rebalances movement towards sustainable modes</li> <li>• Opens up future development opportunities to support growth and links with wider High Street recovery</li> </ul>	
<b>Funding</b>	Total Cost £5.04m	Towns Fund £5.04m
Towns Fund will support the capital cost of delivering these infrastructure improvements. Partners are actively investigating the potential for match funding including through the HAZ programme, Lincolnshire County Council, City of Lincoln Council and wider sources.		



The Wigford Way scheme will transform a key existing route in the heart of Lincoln improving the public realm and enhancing Lincoln's historic core.

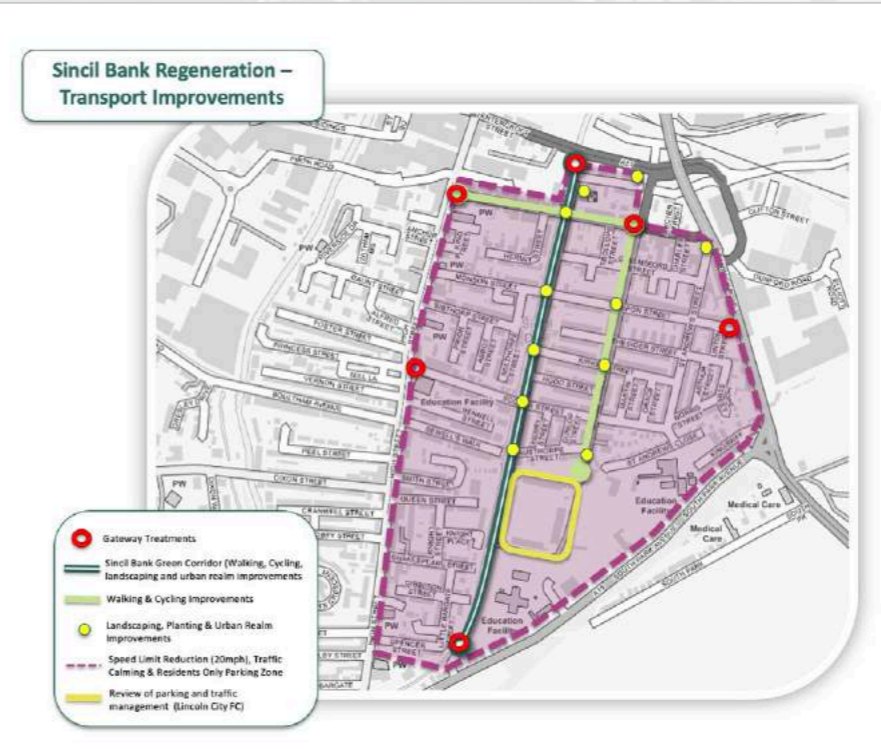
# Sincil Bank



Improved place-setting, creation of a green corridor, transport and environmental improvements to create a green walkable and cyclable Sincil Bank.

## Transport: Sincil Bank

<b>Lead Partner</b>	Lincolnshire County Council	
<b>Project Description</b>	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.	
<b>Project Rationale</b>	<ul style="list-style-type: none"> <li>• Identified for intervention within the Local Transport Strategy</li> <li>• 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</li> <li>• Supports the wider programme of urban regeneration through improved connectivity</li> <li>• 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</li> </ul>	
<b>Funding</b>	Total Cost £3.04m	Towns Fund £3.04m
Towns Fund will support the capital cost of delivering these infrastructure improvements. Partners are actively investigating the potential for match funding including through Lincolnshire County Council, City of Lincoln Council and wider sources.		



A 20mph vehicle zone is just one of the planned improvements to Sincil Bank.



# Central Market and City Vibrancy



“This is a great idea. A brilliant old building, steeped in history. Could so easily turn into a bustling, community venue with food pop ups and various local independent traders selling their products. Would bring a vibrant addition to the City and further expand upon the rejuvenation of the Corn exchange area.”

Contributed by Joel Barlow on 12th March 2020

My Town <https://mytown.communities.gov.uk/town/lincoln/#>

## Urban Regeneration: Central Market and City Vibrancy

<b>Lead Partner</b>	City of Lincoln Council	
<b>Project Description</b>	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.	
<b>Project Rationale</b>	<ul style="list-style-type: none"> <li>• Responds to need identified by private sector and community to invest in the market building to stem decline, restore vitality and diversify the offer to build a sustainable trading venue</li> <li>• Responds to need to support recovery of High Street through creation of an enhanced attraction and anchor</li> <li>• Capitalises on the opportunities linked with food and the visitor economy, enables the diversification of the space to include higher value, local produce</li> </ul>	
<b>Funding</b>	Total Cost £8.54m	Towns Fund £6.54m
	Towns Fund will support the capital cost of renovation, repair and restoration.	
	Match funding is being sourced through prudential borrowing, Council reserves and the Heritage Action Zone.	

“The current state of the market building is disgusting but in such a beautiful building, with some spending Lincoln could rival Nottingham for its inside market.”

Contributed on 4th March 2020

My Town <https://mytown.communities.gov.uk/town/lincoln/#>



# Drill Hall Development



## Urban Regeneration: Drill Hall Development

<b>Lead Partner</b>	Lincoln College	
<b>Project Description</b>	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 and 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.	
<b>Project Rationale</b>	<ul style="list-style-type: none"> <li>• Responds to the need to repurpose an iconic cultural asset to enable it to become self-sufficient</li> <li>• Supports recovery through investment in cultural asset as part of the wider City Centre offer</li> <li>• Delivers additionality through skills and training provision and links with the HEAT college</li> <li>• Responds to needs identified by employers, local community groups for services, leisure and commercial provision to safeguard the future of this asset</li> </ul>	
<b>Funding</b>	Total Cost £1m	Towns Fund £455k
	Towns 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.	

**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.**

# Tentercroft Street



## Urban Regeneration: Tentercroft Street

<b>Lead Partner</b>	City of Lincoln Council	
<b>Project Description</b>	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. Towns Funding will support feasibility and design to enable this scheme to proceed.	
<b>Project Rationale</b>	<ul style="list-style-type: none"> <li>• Supports the regeneration of a strategic brownfield site identified within the City Masterplan</li> <li>• Responds to a need for workspace and city living provision within a sustainable setting</li> <li>• 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</li> </ul>	
<b>Funding</b>	Total Cost £0.34m	Towns Fund £0.34m
	Towns 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.	
	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.	



**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.**

# Barbican Production and Maker Hub



## Urban Regeneration: Barbican Production and Maker Hub

<b>Lead Partner</b>	Lincoln University
<b>Project Description</b>	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.
<b>Project Rationale</b>	<ul style="list-style-type: none"> <li>Addresses need for specialist workspace to nurture and support the growing creative sector and reduce the leakage of talent</li> <li>Extensive evidence supported by the LEP, Arts Council and reflected in current strategies</li> <li>Transforms a key heritage asset to productive economic use; complements the wider workspace offer and overall heritage-led regeneration of the Cornhill Quarter</li> <li>Enables growth by creating opportunities for clustering, showcasing and marketing, innovation and R&amp;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</li> </ul>
<b>Funding</b>	<p>Total Cost £2.64m                  Towns Fund £1.64m</p> <p>Towns Fund will support the capital restoration work to deliver this new venue.</p> <p>Match funding is being sought from University of Lincoln, Lincolnshire Co-operative, Heritage Action Zone and the Arts Council.</p>



The Cornhill Quarter



The Barbican Production and Maker Hub would enable clustering and incubation of creative businesses and the establishment of a creative business network.

# The Hive



## Urban Regeneration: The Hive

<b>Lead Partner</b>	Investors in Lincoln	
<b>Project Description</b>	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, focused on key workers, enabled with digital technologies and green spaces, based around a local community hub to serve local people.	
<b>Project Rationale</b>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Repurposes redundant public assets to deliver new homes and a community hub alongside provision for digital education and training and home working</li> <li>• Complements the wider urban regeneration proposals and aligns with the principles of clean growth through the re-use and restoration of an existing asset</li> </ul>	
<b>Funding</b>	Total Cost £9.84m	Towns Fund £1.04m
	Towns 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.	

“Having more affordable and smaller housing that is suitable for a single person or couples would improve the retention of students in Lincoln.”

Contributed by Kerry on 4th March 2020

My Town <https://mytown.communities.gov.uk/town/lincoln/#>



The Hive will create an exemplar of inner city living in a post Covid-19 world.

# Food Partnership – Store of Stories



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.

## Urban Regeneration: Food Partnership – Store of Stories

<b>Lead Partner</b>	Lincoln Food Partnership	
<b>Project Description</b>	This project will support the development of a 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.	
<b>Project Rationale</b>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Supports clean growth through the harnessing of 'waste' food</li> <li>• Supports increased collaboration with public, private and community sectors and improving opportunities for volunteering in the social economy</li> </ul>	
<b>Funding</b>	Total Cost £1.054m	Towns Fund £205k
	Towns 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.	

# Road to Net Zero Programme



## Urban Regeneration: Road to Net Zero Programme

<b>Lead Partner</b>	City of Lincoln Council	
<b>Project Description</b>	<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"> <li>1. The Feeding Tariff</li> <li>2. Construction Retrofit Project</li> <li>3. SME Green Recovery Grant Scheme</li> <li>4. Lincoln Community Investment Bond</li> </ol> <p>The projects provide a stimulus package of measures to support green recovery, economic growth and reduce carbon.</p>	
<b>Project Rationale</b>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Contributes directly to urban regeneration objectives through the restoration of redundant building(s) as a test-bed for retrofit</li> <li>• Enables innovative approach to funding models to support inclusive and green growth via an ethical investment</li> <li>• Complements, cross-cuts and supports the wider proposals for urban regeneration and directly supports SMEs to recover and grow sustainably</li> </ul>	
<b>Funding</b>	Total Cost £413 K	Towns 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>	

The Road to Net Zero Programme supports the aspirations of Lincoln to be carbon neutral by 2030.

# Greyfriars



## Urban Regeneration: Greyfriars

<b>Lead Partner</b>	Heritage Lincolnshire	
<b>Project Description</b>	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.	
<b>Project Rationale</b>	<ul style="list-style-type: none"> <li>• Responds to need to restore, repair and safeguard important heritage asset</li> <li>• Complements wider programme of investment to enhance the City offer and support recovery</li> <li>• Capitalises on opportunity to build and grow Lincoln's visitor experience and embed digital learning</li> </ul>	
<b>Funding</b>	Total Cost £1.7m	Towns Fund £0.54m
	<p>Towns 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>	



**The Greyfriars scheme will repair the historic fabric of the building and open it to the public as a heritage attraction.**



CHAPTER 3

## Engagement and Delivery

The preparation of this Investment Plan has been informed by statistical analysis and stakeholder and community engagement, which has included the Lincoln Citizens' Panel. 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 from the public, private, community and voluntary sectors across the City, to ensure that we maximise the benefit of our initial project programme and to achieve our longer-term vision. Our Stakeholder Engagement Plan is included in Appendix 3.



## 3.1

# Governance

The development of our Investment Plan has been overseen by the 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 the 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.

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
Cllr Ric Metcalfe	City of Lincoln Council	Lead Council
Angela Andrews	City of Lincoln Council	Lead Council
Andy Gutherson	Lincolnshire County Council	Upper Tier Authority
Cllr 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
Group Captain Kilvington	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.

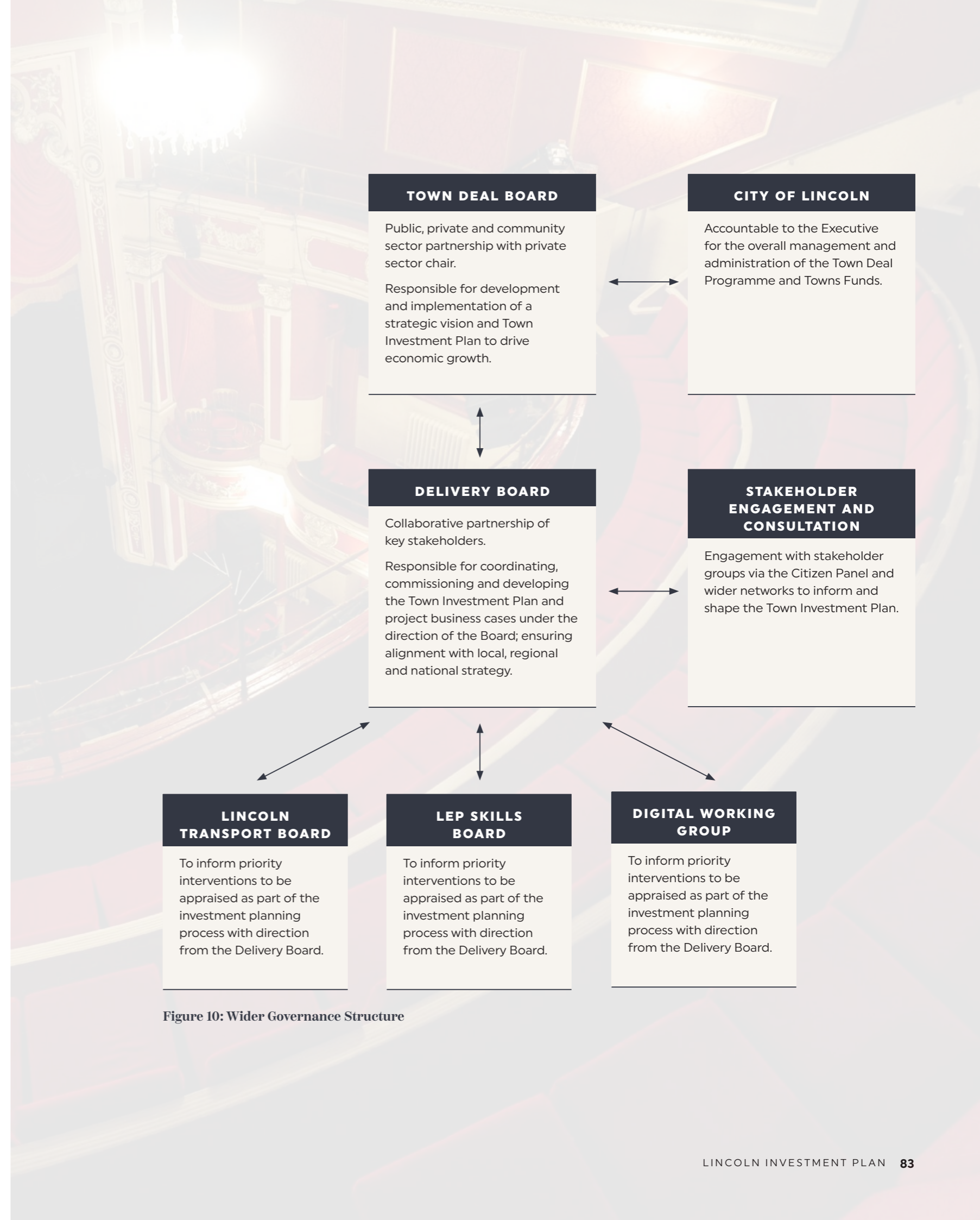


Figure 10: Wider Governance Structure

## 3.2

# Partnerships and Stakeholder Engagement

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



### VIRTUAL STAKEHOLDER PANEL

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

### #MYTOWN

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, recognising 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, recognising the importance of digitalisation 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 AND 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 local Elected 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.

# Looking Forward



Our plans included the delivery of a growth conference, celebrating the strengths of the City.

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 Town Investment Plan will continue to be strengthened during the delivery phase. The Programme Management Function will provide a resource to expand our partnership working, including our links to the community and voluntary sectors. We will continue to encourage participation and maximise funding and investment for our communities, with opportunities for engagement identified below and detailed in full within our Stakeholder Engagement Plan.

## GROWTH CONFERENCE

Prior to lockdown, 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 AND 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 Investment Plan.

Continued engagement with our virtual Citizens' 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 capitalise 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 1.4). Towns Fund will build on this investment, unlock and underpin growth which has stalled, not due to the lack of 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 the University of Lincoln, Lincoln College, Lincolnshire Co-operative, 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.



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 Towns Fund Prioritisation Tool. The Prioritisation Tool has enabled the assessment of projects against local need and green book criteria to produce our final portfolio.



Figure 11: Prioritisation Criteria

PRIORITISATION TOOL
Projects were awarded a score of between 1-5 according to the following key criteria.
TOWN SPECIFIC CRITERIA
Strategic Fit: Alignment with vision and key strategies
Evidence of Need: How the scheme addresses the 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 Towns Fund Delivery Partner, with the aim of deriving maximum alignment and value from the programme to ensure a successful bid.

# 3.4

## Investment Plan Summary

Figure 12 provides an overview of the final programme, including details of each project's Towns Fund requirement as well as our overall funding request. 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 12: Financial Summary

PROJECT	TOWN 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 and 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 and 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 and 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
<b>TOTAL</b>	<b>24.748</b>	<b>20.504</b>	<b>45.252</b>
<b>Capital</b>	<b>23.46</b>	<b>95%</b>	
<b>Revenue</b>	<b>1.29</b>	<b>5%</b>	

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

Figure 13: Programme for Delivery

PROJECT	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
Lincoln Made Smarter																				
Lincoln Connected																				
Health and 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) Green Recovery																				
2) Feeding Tariff																				
3) Community Investment Bond																				
4) Retrofit																				
Store of Stories																				
Greyfriars																				

Start on Site/ Start Activity  
 Practical Completion/ Complete Activity

\* Timescales shown for feasibility and delivery of phase one.

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 Towns 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:

- Oversee the Heads of Terms Agreement with government and the Board
- Ensure continued good governance and transparency in decision making
- 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 process, 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, and programmes, 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 Boultham 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.**



# Endnotes

- 1 ONS (2018/9) Mid-Year Population Estimates and Nomis (2020) BUA estimates. Note BUA estimates are based on 2011 data. 2011 data shows Lincoln population at 93,541 and Lincoln BUA at 114,879. Mid-year estimate for Lincoln is 99,299. Applying this increase to the BUA gives a population of 120,637. Note population data within the Evidence Base uses 2018 estimates (latest available at the time of writing) and provides figures for a wider urban area immediately surrounding Lincoln (defined as the Principal Urban Area within this document)
- 2 GLLEP (2019) Local Industrial Strategy Evidence Base p.12. GVA figures for 2017
- 3 Ibid (figures are quoted for Central Lincolnshire, broadly mirroring Lincoln's TTWA)
- 4 GLLEP (2019) Local Industrial Strategy Evidence Base p.9 GVA figures for 2017
- 5 ONS (2018) Mid-Year Population Estimates
- 6 GLLEP (2019) Local Industrial Strategy Evidence Base
- 7 ONS (2018) Business Register of Employment Survey
- 8 Furlough Statistics developed using Business Register of Employment Survey (2018) and BICS (2020) – see Appendix 1
- 9 Central Lincolnshire Local Plan (Adopted 2017). Lincoln Strategy Area as defined within Policy LP3
- 10 ISTAR stands for intelligence, surveillance, target acquisition, and reconnaissance
- 11 Oxford, Cambridge, Exeter, St Albans, Worcester, Gloucester, Ipswich, Carlisle, Canterbury, Mansfield – See Appendix 1, 5.0
- 12 Business Register of Employment Survey, 2018
- 13 GLLEP (2019) Greater Lincolnshire Digital Landscape Report
- 14 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
- 15 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
- 16 GVA per worker compared with benchmark areas – Appendix 1, 5.6
- 17 ONS (2018) Business demography tables
- 18 GVA per worker compared with benchmark cities, Appendix 1, 5.6
- 19 Greater Lincolnshire LEP (2020) Skills Advisory Panel Analysis
- 20 Innovate UK (2020) Innovate UK funded projects since 2005
- 21 ONS (2018) Business Register of Employment Survey
- 22 OFCOM (2019) Connected Nation Report: Data Dashboard
- 23 Tom Fleming Creative Consultancy (2019) The Creative Economy of Lincolnshire, report for Greater Lincolnshire LEP
- 24 GLLEP (2019) Greater Lincolnshire's Digital Landscape report
- 25 ONS (2020) Annual Population Survey
- 26 ONS (2019) Annual Population Survey
- 27 ONS (2019) English Indices of Deprivation
- 28 ONS (2020) Annual Survey of Hours and Earnings
- 29 HESA (2020) Destination of Leavers from Higher Education Survey
- 30 ONS (2019) English Indices of Deprivation
- 31 City of Lincoln Council (2020) Lincoln City Profile
- 32 [www.visitlincoln.com](http://www.visitlincoln.com)
- 33 ONS (2018) Business Register and Employment Survey
- 34 City of Lincoln Council (2020) Town Centre Vacancy Data
- 35 City of Lincoln Council (2020) Footfall Data
- 36 Lincolnshire County Council (2020) Summary Document: <https://www.lincolnshire.gov.uk/downloads/file/3487/lincoln-transport-strategy-summary-document>
- 37 HMRC (2020) Coronavirus Job Retention Scheme Statistics: August 2020
- 38 ONS (2020) NOMIS Labour Market Statistics
- 39 IFS (2020) Covid-19: The Impacts of the Pandemic on Inequality
- 40 Full project details in Section 2, Excel Workbook



## CHAPTER 4

## Appendices

Appendix 1Lincoln Economic  
Evidence and Growth  
Study 2020**SECTION 1.****INTRODUCTION**

This document provides an economic evidence base to underpin a Growth Strategy for the City of Lincoln, and to inform the Town Investment Plan. The report has been compiled by Lincoln International Business School at the University of Lincoln, and Rose Regeneration.

**STRUCTURE OF THE REPORT**

**Summary:** Sets out the high level findings arising from the report.

**Section 2:** Sets out policy context for the Lincoln economy.

**Section 3:** Provides an analysis of the business and employment base: what are the priority sectors; how many businesses are there in the city; their size and scale, and how productive they are.

**Section 4:** Relates to people and communities: how many people live in Lincoln; the characteristics of the labour market, skills levels and levels of deprivation.

**Section 5:** Considers how Lincoln performs against comparator cities.

**Section 6:** Sets out the outcomes from a structured sample of key informants about the opportunities and challenges facing the City.

**Addendum:** Update on impact of Covid-19 on the economy and Central Lincolnshire Economic Needs Assessment presented to Town Deal Board on 5 June 2020.

## Summary

### ANALYSIS OF DATA

The most profound growth in the Principal Urban Area (PUA) for Lincoln has been in **North Hykeham** over the last decade.

**Health is the dominant sector** in the PUA with retail and restaurants/hospitality key growing sectors.

**Manufacture of turbines remains a highly distinctive sector** with 35 times as many people employed in this sector in Lincoln than the national average.

**Health and Higher Education are the key drivers** of economic growth.

**The digital sector is an opportunity area for the City** economy, approaching a third of all the jobs and half the turnover associated with digital businesses in Greater Lincolnshire are in Lincoln. Lincoln has almost as many digital businesses as Norwich.

There has been a **noticeable decrease in GVA in relation to public administration and defence.**

Forecasts to 2039 from two sources are consistent. They suggest **modest overall growth focused principally in public services and health.**

Lincoln has a **lower skills base** than the national average.

There has been a **decline in professional occupations** but an increase in other technical professions, overall however **elementary occupations remain the most dominant** aspect of the local job scene.

**Wages have increased more slowly than the national average and lost pace with adjoining areas at both workplace and residence level.** The growth between 2010 and 2019 has been 4% in Lincoln compared to 17% at the England level.

### BENCHMARKING FINDINGS

These findings are relative to the 10 comparator cities identified for benchmarking purposes.

**Business and Innovation** – Lincoln is a very **stable economy**, with a **modest turnover of businesses, a low stock of businesses and low GVA per worker.**

**Demography** – Lincoln has a relatively **small pipeline of 18-24 year old workers**, it has a **high proportion of over 65s** and a **modest proportion of the population was born overseas.**

**Housing** – Lincoln has a **big rented sector** and **good levels of affordability** in terms of the ratio of house prices to income.

**Industrial Structure** – Lincoln has a very **low proportion of Knowledge Intensive Businesses**, it is at the **upper end of the cohort in terms of manufacturing** and has a **relatively high dependency on public sector** employment.

**Jobs/Employment** – Lincoln has **high levels of economic inactivity**, a **modest number of private sector jobs** and **exceptional levels of benefit claimants.**

**Size** – Lincoln is a **small service centre** for its functionality, in relative terms it has a **higher stock of jobs than its nearest competitors** in size and a **slightly better level of GVA** achievement.

**Skills/Wages/Inequality** – Lincoln has **low wages and low skills** compared to the other cities in the cohort.

**Travel and Environment** – Lincoln has a **limited public transport system** in terms of current commuter use and notwithstanding this a **modest carbon footprint.**

## Summary

### NARRATIVES

Whilst this statistical digest identifies a significant number of challenges facing the City commentators are positive about its future. The key opportunities set out below are taken from interviews with those involved in the development of the City:

**Growth of Waddington:** The growth of Istar NATO headquarters at Waddington is attracting military contractors to Lincoln, including to Teal Park (QinetiQ, N3 military systems, 3SDL Communications, Leonardo) and to the Boole Technology Centre at Lincoln Science and Innovation Park (METIS Aerospace, Ebeni, SRC UK). Although many of these companies are out-stations of the main companies there is scope to persuade them to bring their headquarters to Lincoln, particularly as the MOD is committed to Istar expansion. The LSIP is currently embarking on a second building to house tenants that have outgrown the Boole Technology Centre, and it is likely that the majority of tenants in the new building will be from the defence sector.

**Growth of the University:** The University of Lincoln student population has exceeded 15,000, which was intended to be the optimum size of the institution. The University has recently opened a number of new schools in STEM subjects (e.g. Chemistry, Engineering, Geography, Pharmacy) and the Medical School.

**Lincolnshire Institute of Technology:** The significant investment planned in Lincoln College to enable it to create a step change in its technical training offer, alongside the enhancement of the outreach facilities of the University Technical College (UTC) provide scope to increase the scale and range of technical training opportunities in the City.

**Opening of Mosaic Digital Hub:** The hub, which opened in the City Centre October 2019, has Scholarpak as its anchor tenant and four offices have already been taken, along with many more hot desks. The hub is intended to provide a focal point for the sector and to help build the digital community; Digital Lincoln holds its meet ups there. The potential for knowledge sharing and collaboration, and to create an environment that counteracts the isolation of lone working in the sector.

**Investment in the High Street and Transport Hub:** The regeneration of the Cornhill area, longer term plans for the redevelopment of the South High Street area, likely to lead to a concentration of the retail core and the increase in the number of trains to London all provide significant optimism for future growth in the functional core of the City.

**Eastern Bypass:** The imminent completion of the Eastern Bypass will open up significant land for employment uses. It will help to remove the constraints to growth in a significant quarter of the City.

**A World Class Tourism Offer:** The completion of the HLF investment in the Cathedral, complemented by the recent Bomber Command museum provides a very potent mix of tourism opportunities connected with the City, which allied to its enhanced external connectivity by train and an improved circulation through the Eastern Bypass all provide significant potential for it to grow its role as a visitor economy.

## SECTION 2. POLICY AND STRATEGIC CONTEXT

This section provides a brief review of existing policies and strategies that apply to the Lincoln context.

The Economic Growth Strategy will inform the development of the City of Lincoln Council's next Strategic Plan, Vision 2025, which is currently out for consultation. This includes four priorities from the Council's long term vision:

- Let's drive inclusive economic growth
- Let's reduce all kinds of inequality
- Let's deliver quality housing
- Let's enhance our remarkable place

## POLICY CONTEXT

### LINCOLN WITHIN THE GREATER LINCOLNSHIRE ECONOMY

The draft **Greater Lincolnshire Local Industrial Strategy (2019)** describes Lincoln as "a historic cathedral city with a thriving economic and cultural life, it lies at the core of a network of market towns, urban centres and ports, with space to grow that is unique in England".

The LIS identifies the importance of Lincoln to the Greater Lincolnshire economy, in particular through provision of FE and HE, high-skilled employment, and access to services and amenities. It identifies further opportunities for growth particularly to capitalise on the innovation ecosystem, visitor economy and existing strengths in attracting foreign direct investment. The LIS highlights recent growth in Innovate UK funding and potential for further innovation driven by the University and Lincoln Science and Innovation Park.

The **Lincoln City Profile** produced by the City of Lincoln Council highlights Lincoln's growing and increasingly dense population, where students account for almost 1 in 5 residents. The high jobs density of Lincoln reflects the City's role in creating employment for the Greater Lincolnshire region and beyond.

### INFRASTRUCTURE AND CONNECTIVITY

**Midlands Connect** identifies the A46, which bypasses Lincoln to the west and north, as one of the country's most important trade routes but that is "not always doing its job". Surveys undertaken by Midlands Connect with businesses along the route indicate that an improved A46 corridor would significantly boost their productivity. Its A46 Corridor Study highlights the importance of the construction of Lincoln Eastern Bypass, due to open in 2020, and sets out other potential improvements including a southern Lincoln bypass, targeted improvements on the A15 north of Lincoln, and junction improvements between the A1 and Lincoln.

**Lincoln Transport Strategy** highlights that, for a city of its size, Lincoln is relatively remote from the Strategic Road Network and traffic has experienced substantial growth since the turn of the century. Bus patronage has declined, and the quality of rail services is identified as often poor. The number of walking trips is decreasing and the City's cycle network is not comprehensive and is especially disjointed in the City Centre.

## SECTION 3. EMPLOYMENT BASE AND PRIORITY SECTORS

### 3.1 EMPLOYMENT BASE

#### HYKEHAM IS AN IMPORTANT ENGINE OF JOBS GROWTH FOR THE PUA

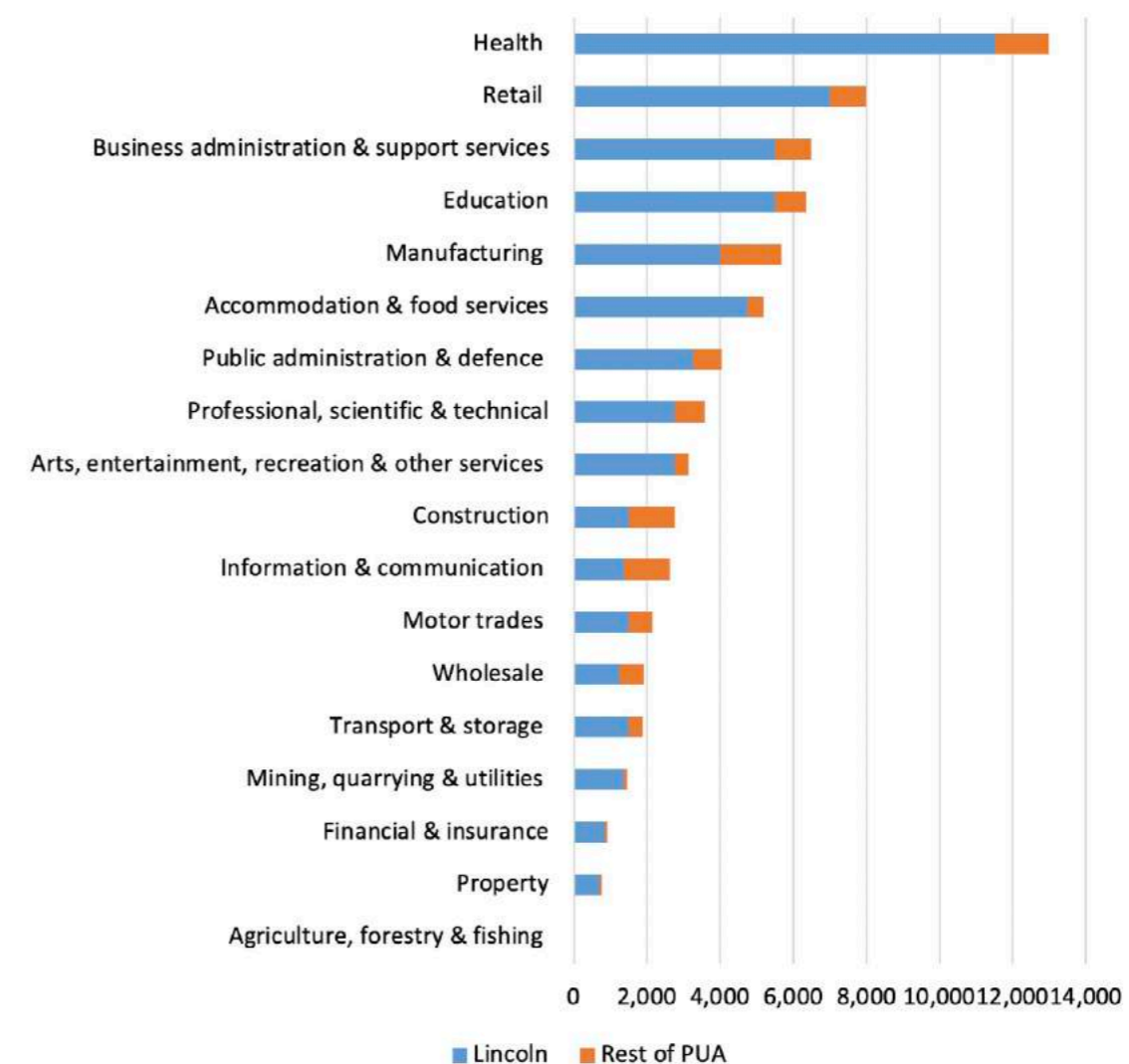
The City of Lincoln is the location of approximately 57,000 jobs (BRES, 2018) while the Lincoln Principal Urban Area has around 70,000.

Since 2015, the number of jobs within the City boundary has increased by approximately 800 or 1%. The rate of growth across the PUA, at 1,400 jobs or 2%, is twice the rate for the City. Around 600 jobs have been created in North Hykeham, equivalent to approximately 5% growth. This demonstrates the importance of North Hykeham in generating jobs for the Lincoln economy and labour market.

As shown in Graphs 1 and 2, health, retail and business administration are the three largest sectors by employment in the PUA.

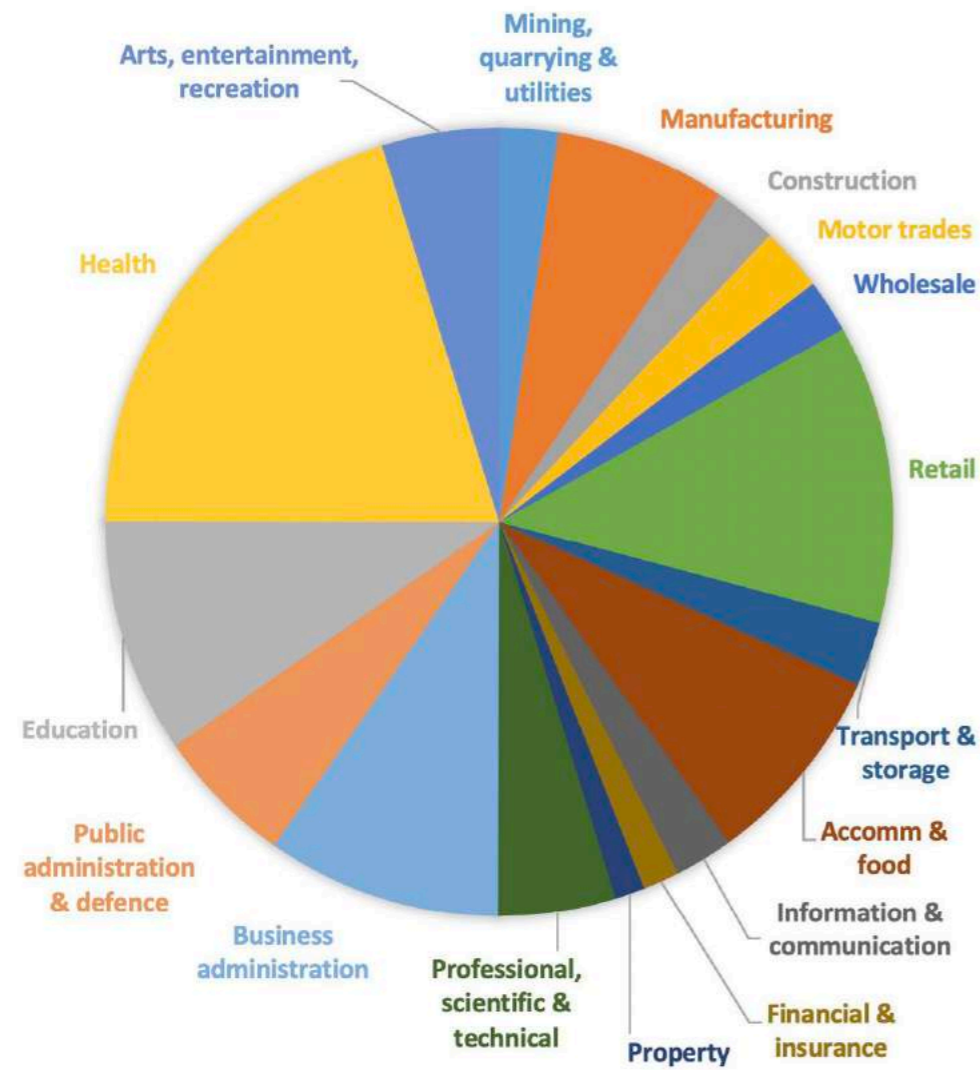
Graph 1: Sectoral Employment, by Broad Industrial Sector

Source: BRES, 2018



Graph 2: Sectoral Employment in Lincoln, by Broad Sector

Source: BRES, 2018



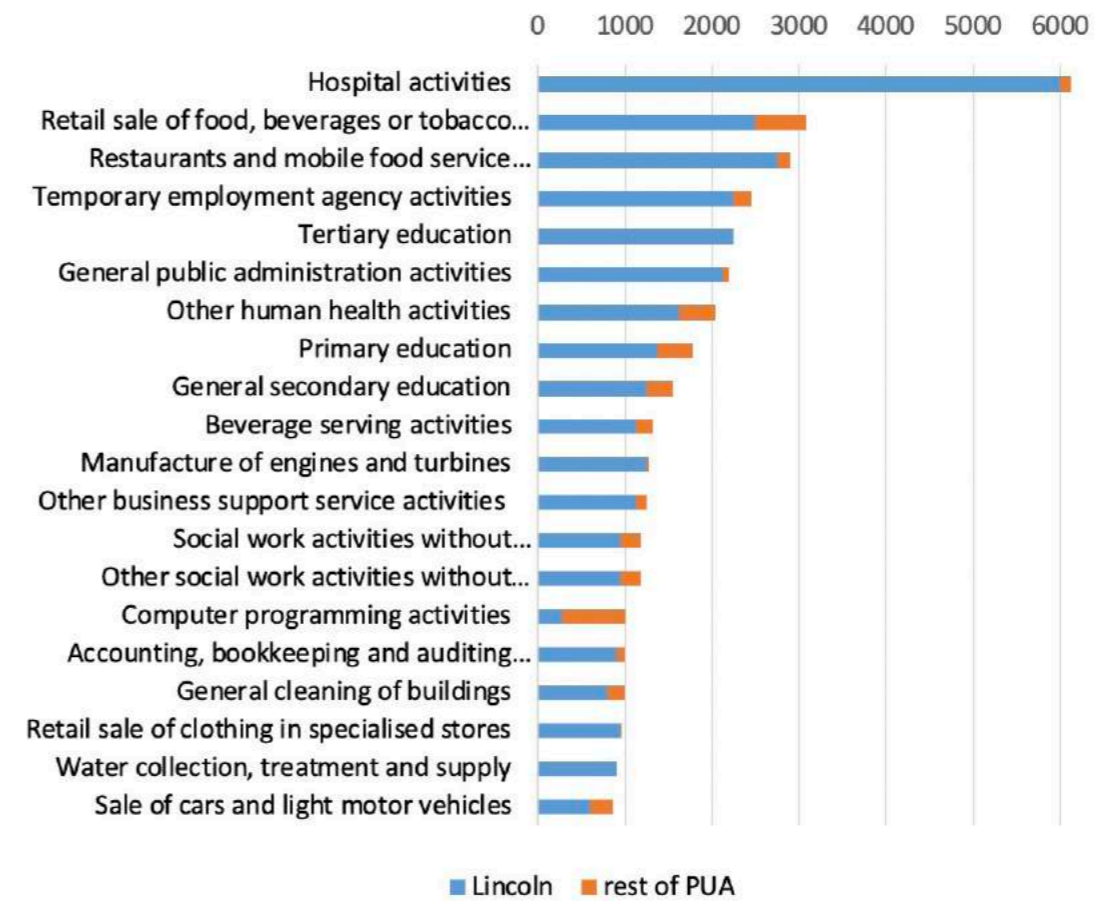
### 3.2 LARGEST SUB-SECTORS BY EMPLOYMENT

#### HOSPITAL ACTIVITIES ARE A DOMINANT SUB-SECTOR

Hospital activities alone are the largest sub-sector in the PUA, accounting for 6,120 jobs, of which 6,000 are in the City boundary. Other highly represented sub-sectors by employment are retail, sale of food, and restaurants, each with around 3,000 jobs.

Graph 3: Top 20 Sub-Sectors, by Employment

Source: BRES, 2018



### 3.3 MOST 'DISTINCTIVE' SECTORS

#### LINCOLN HAS A NUMBER OF DISTINCTIVE MANUFACTURING SPECIALISMS

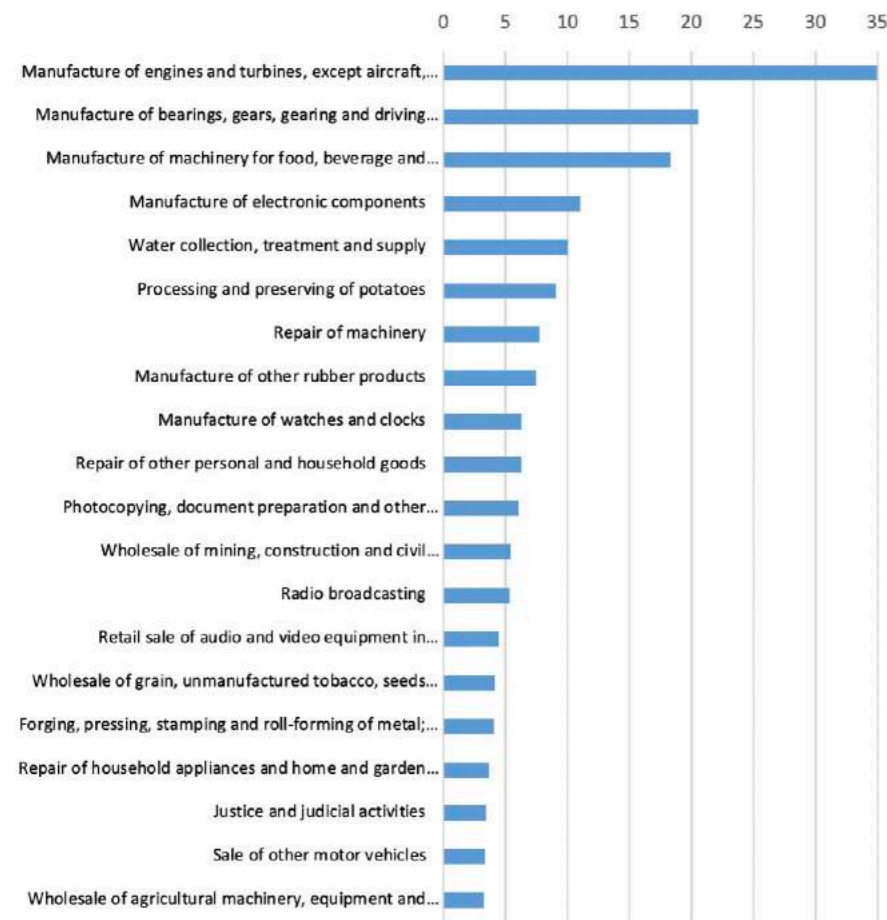
The most distinctive sectors across the PUA, i.e. those that are highly represented locally with more than the national average employed, are in manufacturing.

Manufacture of engines and turbines employs 35 times the national average, followed by manufacture of bearings and gears (21 times) and machinery for food processing (18 times).

Distinctive non-manufacturing activities include water treatment, document preparation, and radio broadcasting.

Graph 4: Lincoln PUA's most distinctive sectors, by Location Quotient

Source: BRES, 2018



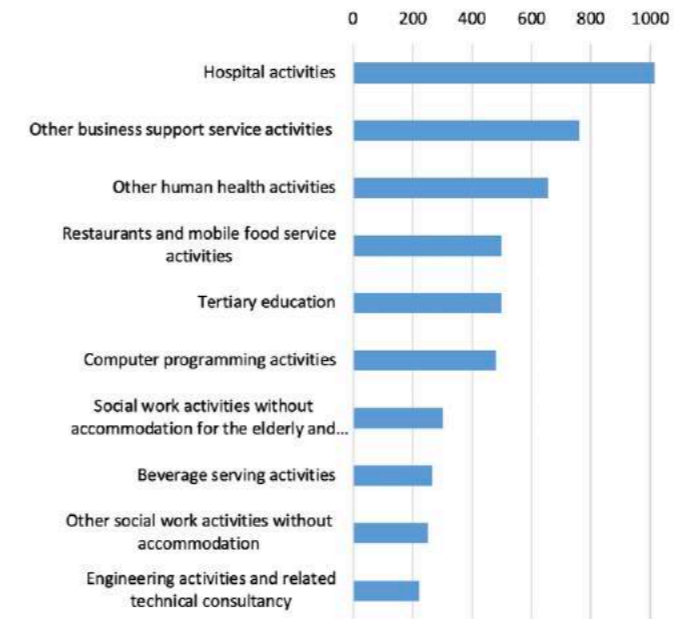
### 3.4 GREATEST AREAS OF EMPLOYMENT GAINS AND LOSSES

#### HEALTH, RESTAURANTS AND HIGHER EDUCATION DRIVE EMPLOYMENT GROWTH

As well as being the largest sector by employment, health (hospitals and other human health activities) expanded by 1,600 new jobs between 2015 and 2018.

Graph 5: 10 Sub-sectors with greatest employment gains

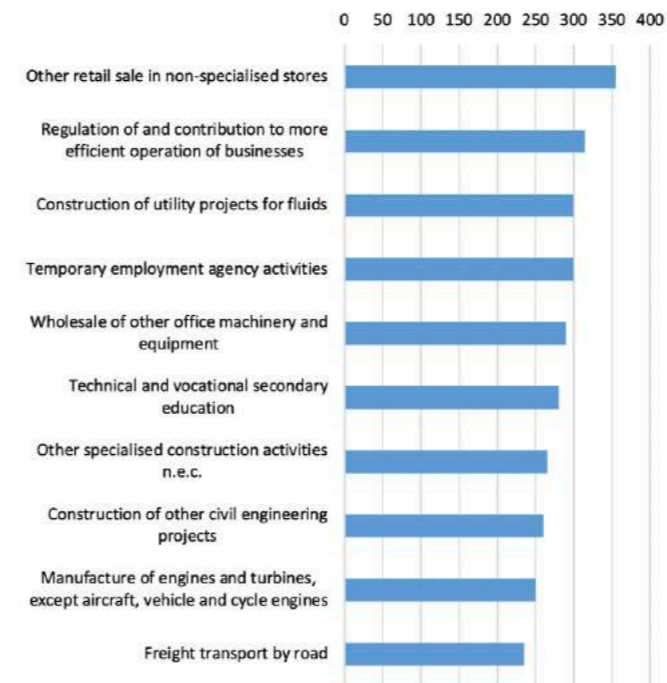
Source: BRES, 2018



#### RETAIL AND CONSTRUCTION DRIVE EMPLOYMENT LOSSES

Graph 6: 10 Sub-sectors with greatest employment losses

Source: BRES, 2018



### 3.5 IDENTIFYING LINCOLN'S KEY SECTORS

Graphs 7 and 8 compare a number of employment variables for sectors in Lincoln City and the PUA. The size of the bubble in each graph represents the number of people employed in the sector. The Y axis represents the percentage change in employment between 2015 and 2018. The X axis represents the location quotient, which measures how highly represented the sector is locally when compared to the national average. An LQ of 1 would mean that the same proportion of people were employed in a given sector as the national average, while an LQ of 2 would mean that twice the number of people were employed in that sector compared with the national average.

Presenting these variables on one graph provides a powerful tool for exploring the key sectors of any location. For example, a sector that is represented by a large bubble that appears in the top right quadrant of the graph is a large employer that is highly represented locally and is also growing. Those in the bottom right quadrant are sectors that are not currently highly represented but that are growing, so may be emerging sectors. Those in the top left quadrant are highly represented but are experiencing employment losses.

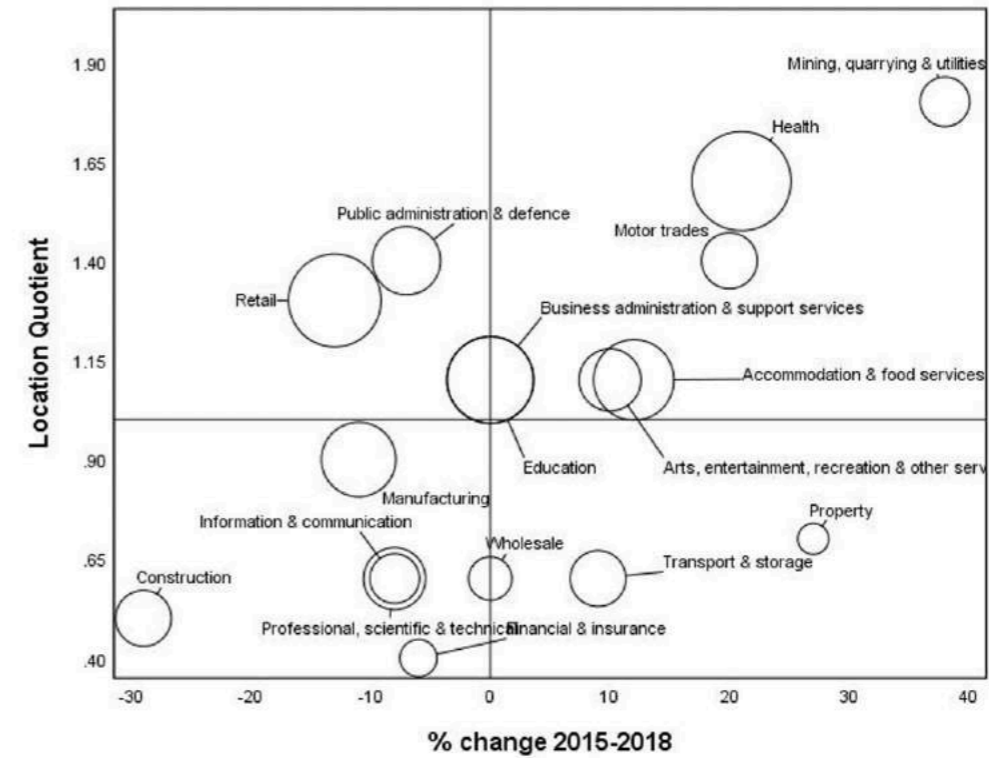
Graph 7 presents the sector analysis for employers within the Lincoln City boundary. Utilities (e.g. water treatment and supply), health, and motor trades emerge as highly represented and growing sectors. Accommodation and food, and arts and entertainment (both arguably part of the visitor economy) have both demonstrated jobs growth and are well represented locally. Public administration and retail, both still important sectors for Lincoln in terms of employment, have experienced some employment decline. Manufacturing employs fewer people in Lincoln than the national average (although urban areas tend to have fewer manufacturing businesses than urban areas due to the cost of land) and is showing employment decline. Other declining sectors in the City include construction, information and communication, and professional and scientific and technical activities.

Graph 8 represents the sector analysis for the Lincoln Principal Urban Area (PUA). Here we can see a similar sectoral structure and dynamic to Lincoln, with a few exceptions. Information and communication activities emerge as a growing, rather than declining sector, which reflects the growth of digital companies in North Hykeham. Manufacturing is a more highly represented sector across the PUA, although still experiencing decline. Employment in professional, scientific and technical activities has remained static across the PUA, despite declining in Lincoln, which suggests growth in employment in North Hykeham and neighbouring wards.

Graphs 9 to 16 show how the Lincoln PUA performs in the sectors identified as priority sectors by the Greater Lincolnshire LEP.

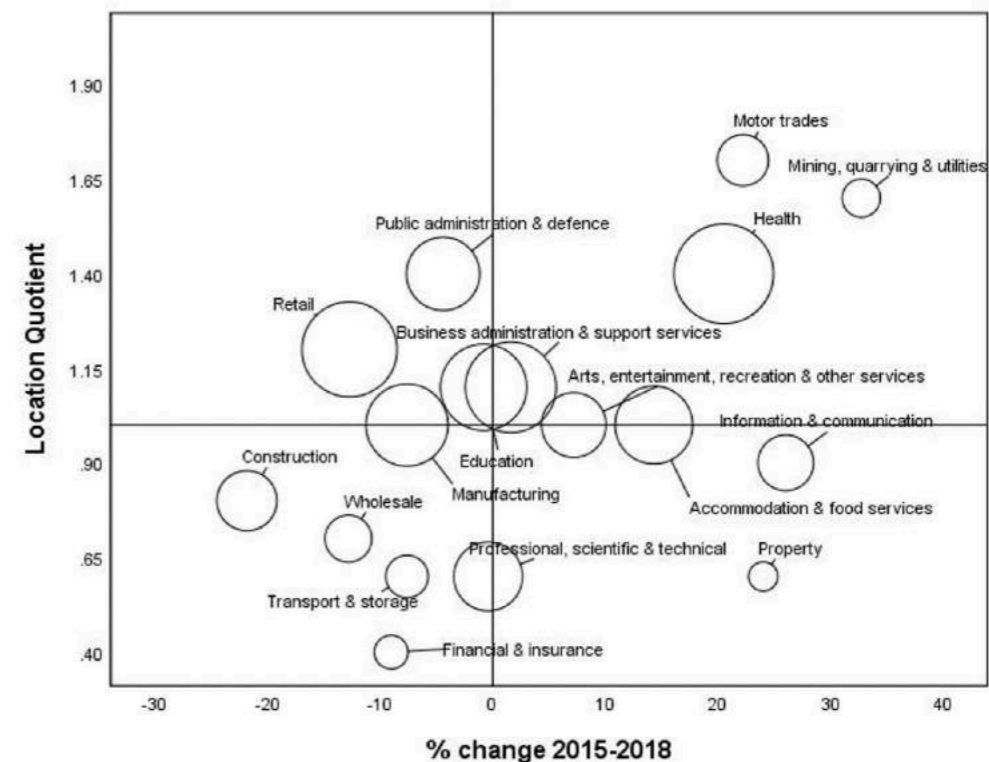
Graph 7: Sectors in the City of Lincoln

Source: BRES, 2018



Graph 8: Sectors in the Lincoln Principal Urban Area

Source: BRES, 2018

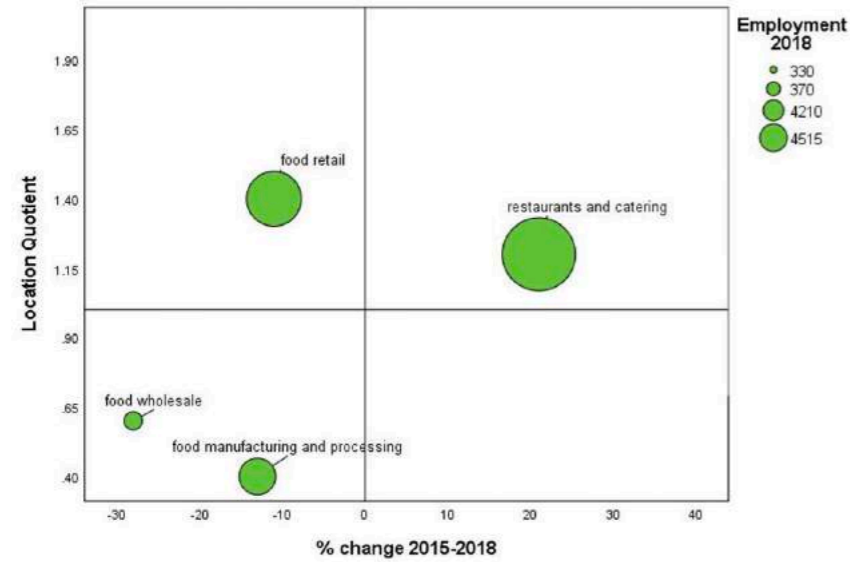


**AGRI-FOOD**

As an urban area, the Lincoln PUA does not have any employment in primary production. However, it is highly represented in activities related to the agri- food supply chain. These include restaurants and catering, which is growing, and food retail which is declining. Although not shown in this graph, a number of engineering and digital businesses serve the agri-food sector.

**Graph 9: Agri-food Employment in Lincoln PUA**

Source: BRES, 2018

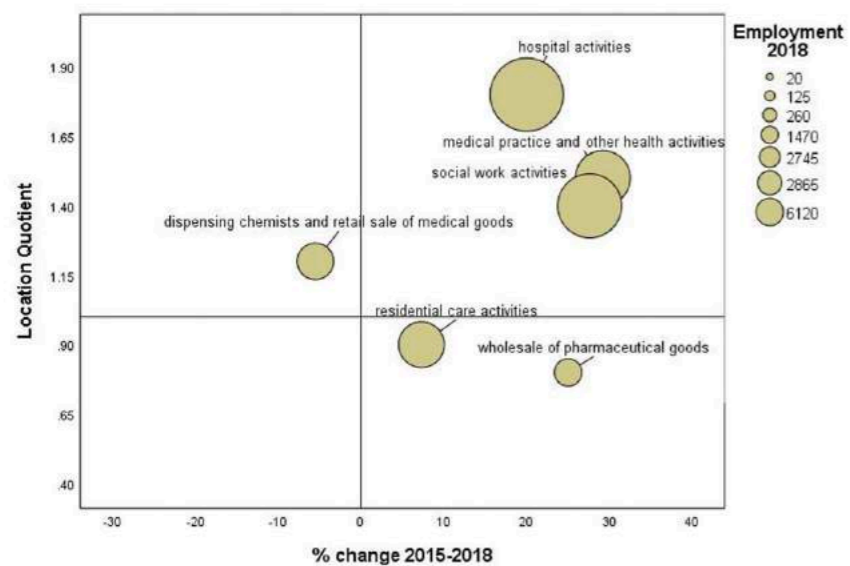


**HEALTH AND CARE**

Health and care is a large sector by employment that is fast growing, particularly around hospitals, medical practices, and social work. This may be related to the growing population of Lincoln, but also to the increasing consolidation of hospital services at larger sites such as Lincoln County Hospital.

**Graph 10: Health and Care Employment in Lincoln PUA**

Source: BRES, 2018

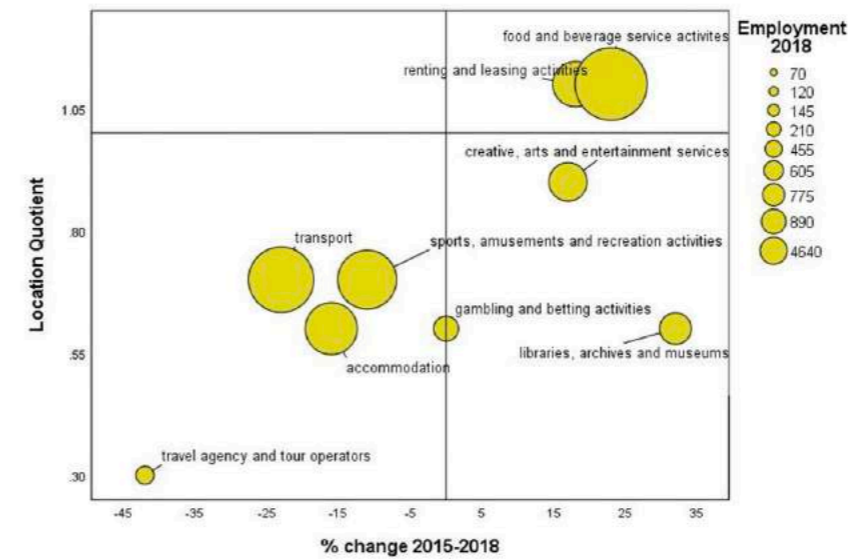


**VISITOR ECONOMY**

Visitor economy is a key sector for Lincoln, with growing activities around cafes and restaurants in particular, and some growth in creative arts. Despite Lincoln's heritage offer, few of the activities associated with visitor economy are highly represented. Although showing some growth here, there is vulnerability around museums and galleries associated with funding constraints. The accommodation sector in particular is under-represented and has seen loss of employment, which suggests that the City's hotel offer is under-developed.

**Graph 11: Visitor Economy in Lincoln PUA**

Source: BRES, 2018

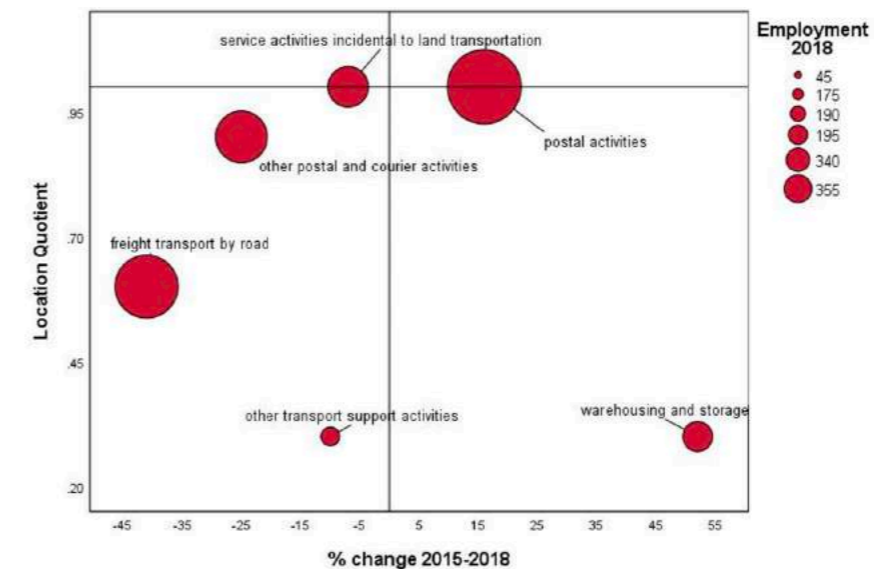


**PORTS AND LOGISTICS**

Lincoln is not well represented in ports and logistics activities, which is unsurprising given that these activities tend to take place at port location and (mainly non-urban) areas well connected to main transport routes. There has, however, been some growth in postal and warehousing/storage activities.

**Graph 12: Ports and Logistics in Lincoln Principal Urban Area**

Source: BRES, 2018



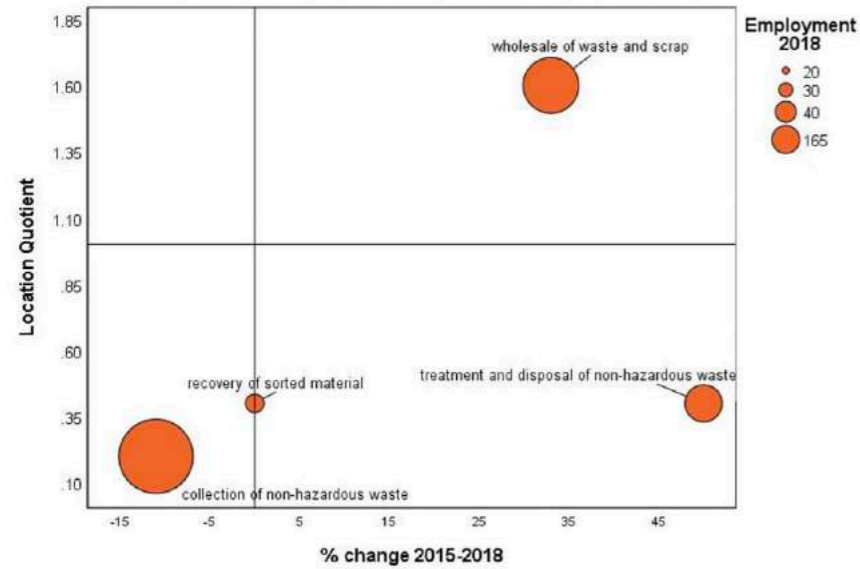


**LOW CARBON**

The renewable energy sector is difficult to measure using traditional industrial classification codes. Lincoln has some niche activity in wholesale of scrap and growth in the treatment of hazardous waste. We also know from Graph 7 that Lincoln has a high number of people employed in utilities, of which water treatment is a key component.

**Graph 13 – Low Carbon in Lincoln Principal Urban Area**

Source: BRES, 2018

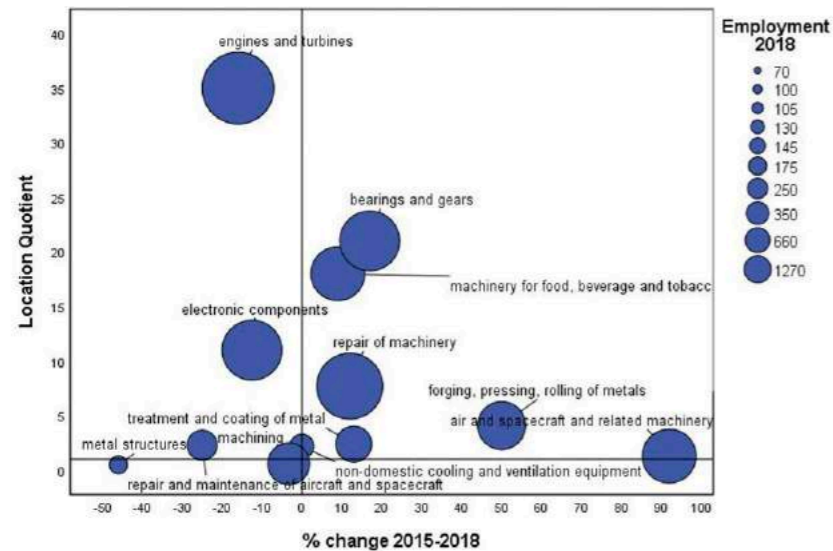


**MANUFACTURING – ENGINEERING**

The Lincoln PUA is home to a number of engineering specialisms, most notably manufacture of engines and turbines; 35 times the national average of employees are engaged in this activity. For turbines and other local specialisms, such as electronic components, there has been employment decline however. A number of areas have seen growth, however, including manufacture of bearings and gears, food processing machinery, metal pressing and rolling, and aircraft related machinery.

**Graph 14 – Engineering in Lincoln Principal Urban Area**

Source: BRES, 2018

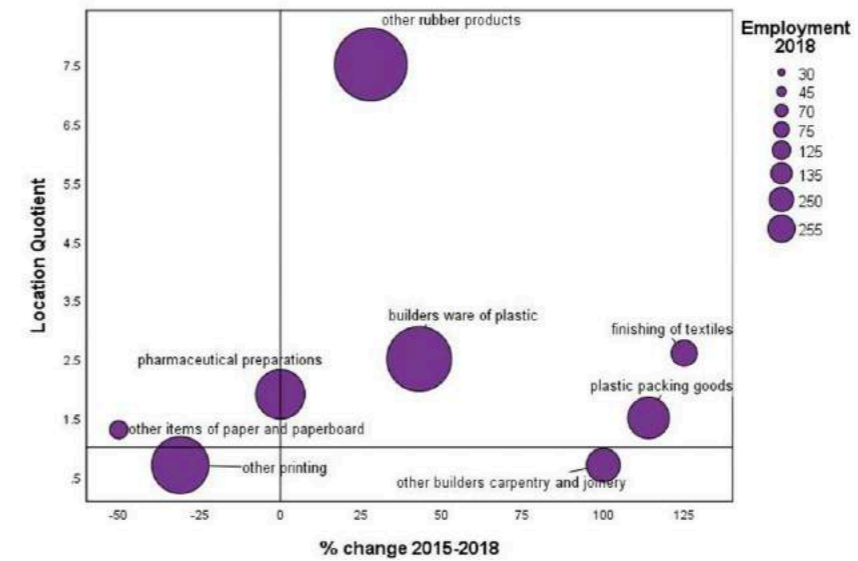


**MANUFACTURING – OTHER**

Manufacturing activity that is not related to engineering includes rubber products, pharmaceuticals, textiles and plastic packaging. Several of these activities have seen employment growth, although the numbers of people employed are relatively low compared with engineering.

**Graph 15 – Other Manufacturing in Lincoln Principal Urban Area**

Source: BRES, 2018

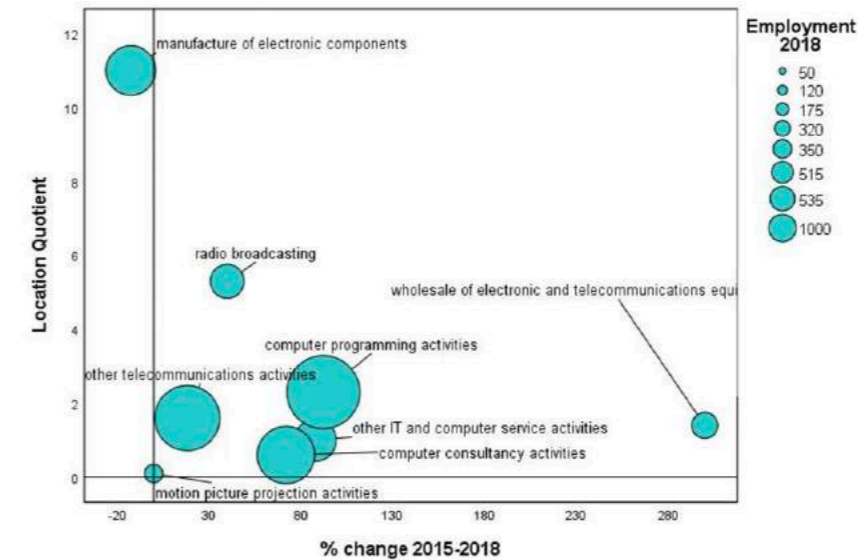


**DIGITAL**

Digital is identified as an enabling sector by the Greater Lincolnshire LEP. The sector in Lincoln is small but fast growing; for example, computer programming activities now account for 1000 employees, having grown from 500 in 2015.

**Graph 16 – Digital in Lincoln Principal Urban Area**

Source: BRES, 2018



**A CLOSER LOOK AT THE DIGITAL SECTOR**

Rose Regeneration and the University of Lincoln undertook a study of Greater Lincolnshire's digital sector for the Business Lincolnshire Growth Hub in 2019, which included a focus on the key 'digital cluster' of Greater Lincoln (which includes Lincoln and North Hykeham). The following is an extract from the Digital Landscape report which can be accessed here: <https://www.businesslincolnshire.com/explore/digital/digital-landscape-report/>. Because the analysis was based on 2017 rather than 2018 data, some of the employment figures may differ slightly to those presented in Graph 16.

Greater Lincoln is the location of more than a third (around 3,000) of Greater Lincolnshire's digital tech economy jobs, and accounts for more than half the total turnover of all digital companies in Greater Lincolnshire. Greater Lincoln now has two and a half the proportion employed in digital tech economy jobs than Greater Lincolnshire, at 4.5%.

North Hykeham and the Skellingthorpe Road/Doddington Road areas continue to be important locations for the digital tech sector, with North Hykeham seeing significant digital sector growth. Central Lincoln and, in particular, the area around the University of Lincoln is home to more than 400 digital tech jobs.

**Notable Sectors** include computer programming, followed by telecommunications, manufacture of electronic components, and computer consultancy.

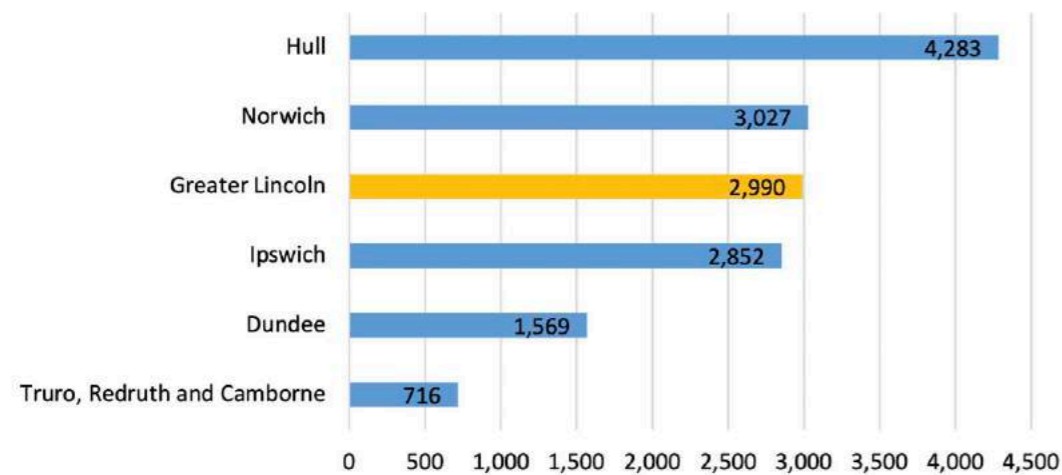
**Digital Cluster Activity:** Lincoln is the location of the new digital hub, Mosaic, and Digital Lincoln which is a local community of people and businesses interested in digital technology. Mosaic, which opened in October 2019, aims to facilitate the growth and development of the digital sector by providing dedicated space for digital businesses to network and collaborate.

Lincoln is also home to the University of Lincoln and Bishop Grosseteste University; there is a strong link between the University of Lincoln and local digital sector, based around recruitment of graduates into local digital jobs, and the emergence of new digital companies from incubation facilities based at both universities and the Lincoln Science Park.

Notable companies include GCI Communications, Dynex Semi-Conductor, Integrity Software, ScholarPack, and Rockstar Games.

**Graph 17 – Number of Digital Tech Economy Jobs in Greater Lincoln and Comparator Cities**

Source: BRES, 2017 and Tech Nation, 2018



**3.6 BUSINESS PRODUCTIVITY**

Gross Value Added (GVA) provides an indication of the Gross Domestic Product (the value of all goods and services) in a region. This helps us to understand differences in the productivity of each broad industrial sector.

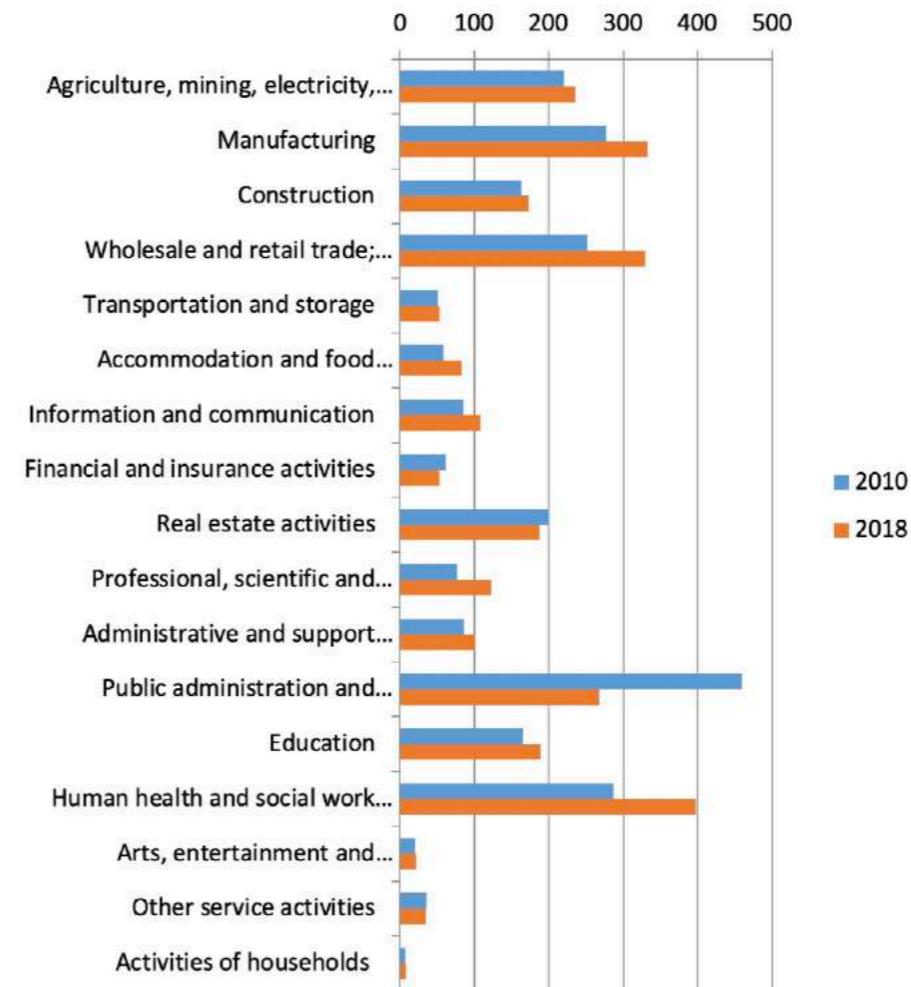
Graph 18 shows estimates of total GVA for each broad industrial sector in Lincoln, by 2016 prices. The estimates are calculated on a workplace basis, so allocated to the location where the economic activity takes place.

Overall the graph shows that the value of GVA has increased for most industrial sectors in Lincoln since 2010. Those with the greatest increase in GVA include wholesale and retail, human health and social work activities, and manufacturing.

Public administration and defence is notable in its decline in GVA contribution, perhaps stemming from public sector funding cuts following the 2008 recession. Real estate activities have also seen a reduction in GVA since 2010, albeit by a smaller magnitude.

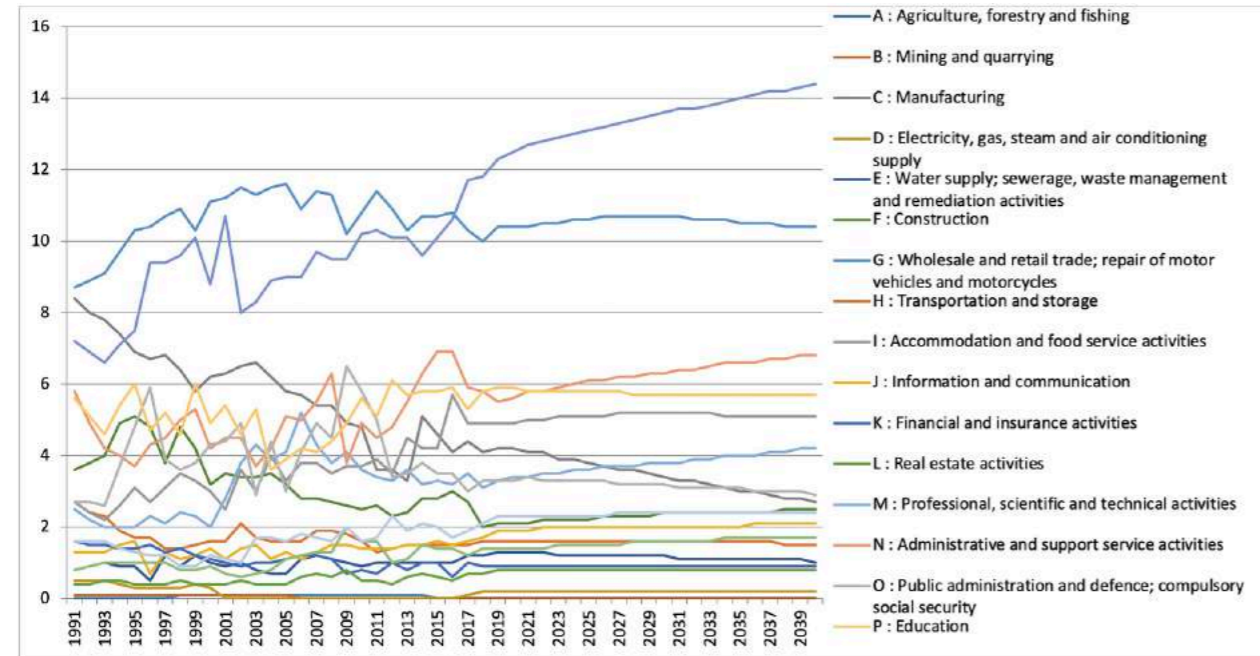
**Graph 18 – Regional gross value added (balanced) by industry: local authorities by NUTS 1 region (£million, 2016 prices)**

Source: Office for National Statistics (2018)



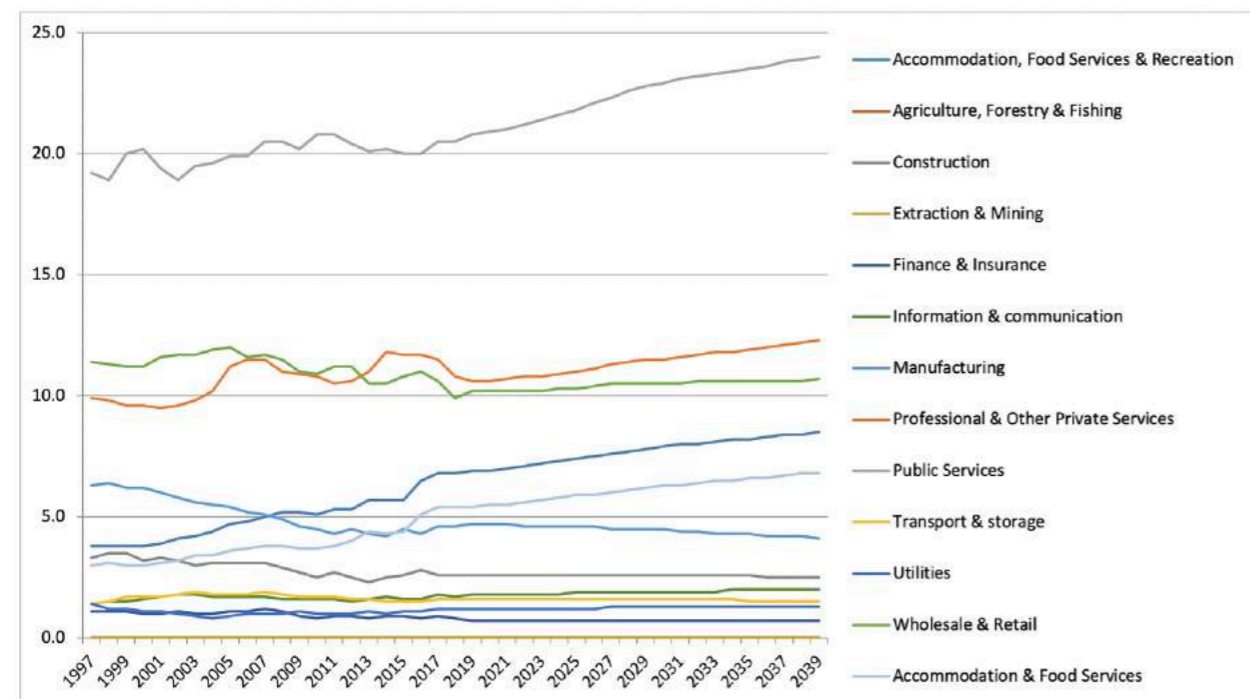
### 3.7 EMPLOYMENT FORECASTS

Graph 19: Oxford Economics Employment Forecasts for Lincoln City (thousands)



The graph above sets out the projections from Oxford Economics for the City of Lincoln to 2039. Modest growth is projected on a sector by sector base for the City. The areas projected to grow most significantly are Human Health and Social Work Activities and Administrative and Support Service Activities.

Graph 20: Experian Employment Forecasts for Lincoln City (thousands)



The Experian model broadly agrees (on the basis of the graph shown above) that the largest growth will be in public services and that growth overall will be modest.

### SECTION 4.

#### EMPLOYMENT BASE AND PRIORITY SECTORS

##### 4.1 POPULATION

Lincoln Principal Urban has a resident population of 127,896, of which 99,039 live within the City of Lincoln local authority boundary. The population of Lincoln has grown by 1,974 residents or 2% since 2015, which is in line with the Greater Lincolnshire and national averages. The population of the Principal Urban Area has increased by 3,816 or 3%. The population growth of the Principal Urban Area outside the Lincoln boundary therefore accounts for almost half of the population growth of the PUA.

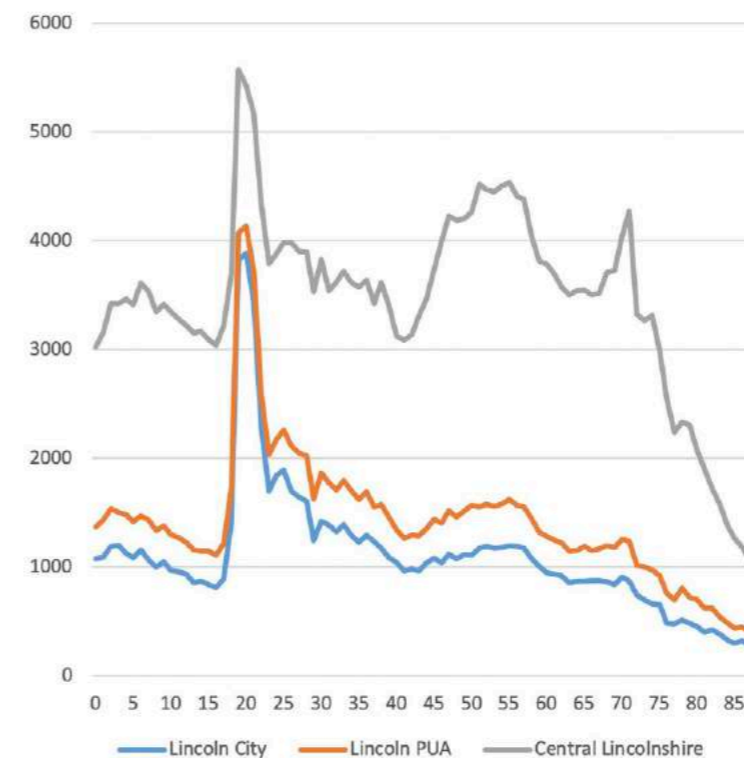
Table 1: Resident Population 2015 and 2018

Source: ONS mid-year population estimates, 2018

	2015	2018	INCREASE IN RESIDENTS
Lincoln	97,065	99,039	1,974
Lincoln PUA	124,080	127,896	3,816
Central Lincolnshire	301,753	309,893	8,140
Greater Lincolnshire	1,067,200	1,087,700	20,500
Great Britain	63,288,400	64,553,900	1,265,500

Graph 21: The Age Profile of Lincoln City, PUA and Central Lincolnshire

Source: ONS mid-year population estimates, 2018



### 4.2 LABOUR MARKET

The Lincoln Principal Urban Area has approximately 82,000 residents of working age (16-64). Of these, around 63,000 or 76.6% are economically active; that is in employment or unemployed and actively seeking work. The economic inactivity rate is greater for Lincoln and the Lincoln PUA when compared with the Greater Lincolnshire and Great Britain. This can be partly attributed to the high student population, which accounts for nearly half of those who are economically inactive in Lincoln.

**Table 2: Labour Market Activity**

Source: Annual Population Survey 2018 and Census 2011

	Lincoln	Rest of PUA	Lincoln PUA	Greater Lincs	GB
<b>Economically Active</b>	75.1%	83.0%	76.6%	79.0%	78.9%
<b>In Employment</b>	73.0%	79.2%	74.2%	75.0%	75.6%
<b>Unemployed</b>	4.8%	3.8%	4.6%	4.9%	4.1%
<b>Economically Inactive</b>	24.9%	17.0%	23.4%	21%	21.1%

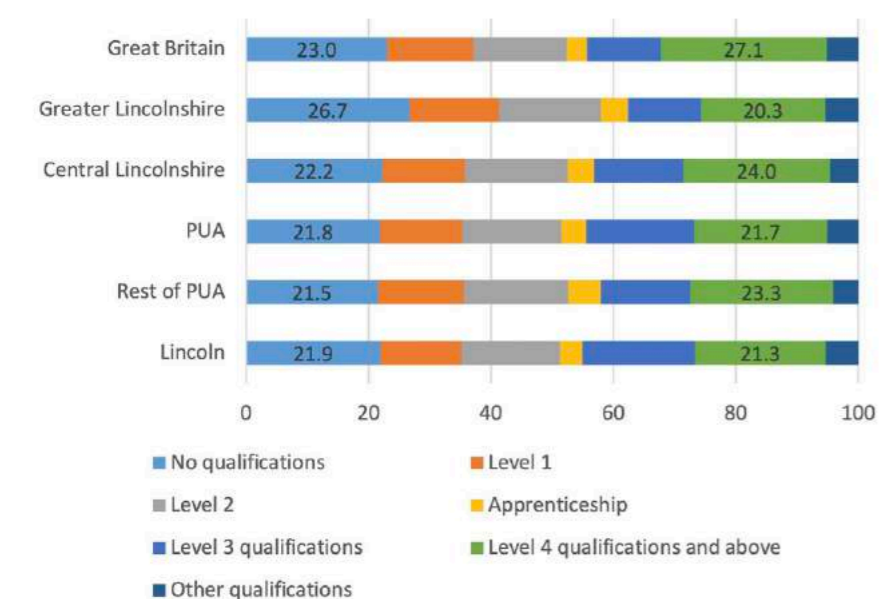
### 4.3 SKILLS

Detailed information on levels of qualifications (as a proxy for skills) is only available for smaller geographies (such as ward) from the 2011 Census. As the graph shows, in 2011, the qualifications profile of Lincoln and the PUA were broadly similar, with around 22% lacking any qualifications, and 21% with at least a level 4 qualification. The wards outside the Lincoln boundary that make up the 'rest of the PUA' had a slightly higher proportion of those with level 4 qualifications.

For level 4 qualifications, all areas lagged behind the profile for Great Britain, where 27% of the population aged over 16 were qualified to this level.

**Graph 22: Highest level of Qualification for residents aged 16 and over (%), 2011**

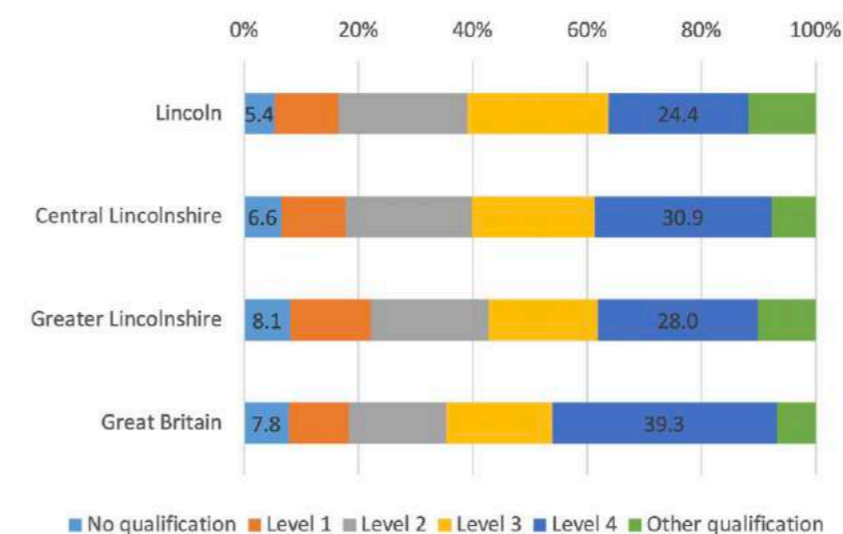
Source: Census 2011



As the following graph shows, the British population has become more qualified over the last decade, with 39% of residents aged 16 and over now qualified to level 4 (degree level) and above. In Lincoln, almost a quarter of residents are now level 4 qualified. The proportion of those that are qualified to this level in Central Lincolnshire, at 31%, is greater still and exceeds the Greater Lincolnshire average.

**Graph 23: Highest level of Qualification for residents aged 16 and over, 2019**

Source: Annual Population Survey, 2019



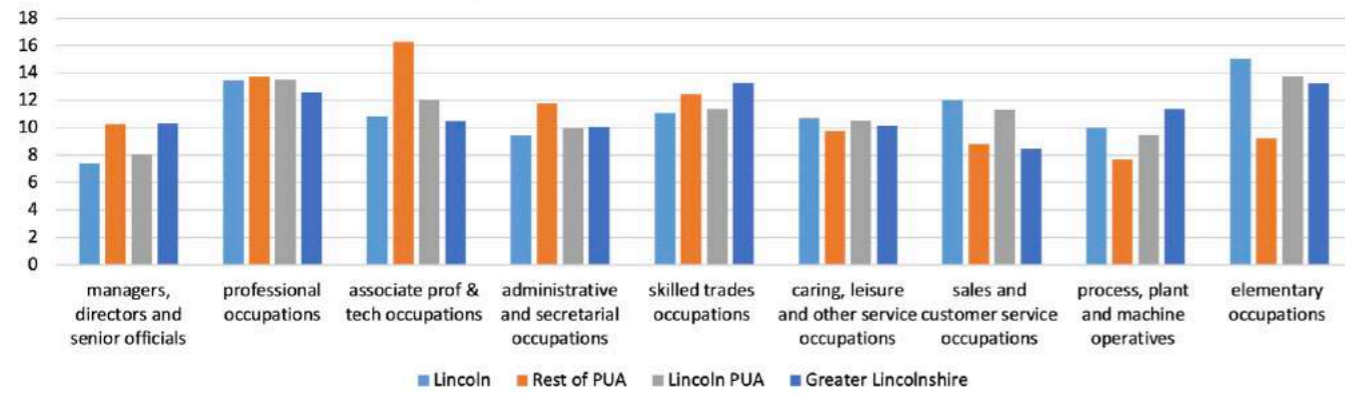
### 4.4 OCCUPATIONS

**Table 3: Employment by Occupations (%), 2019**

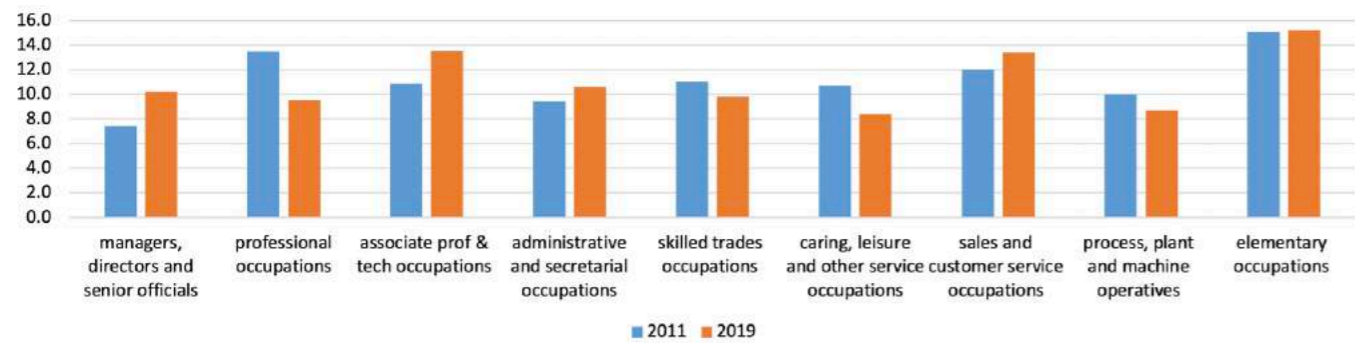
Source: Annual Population Survey, 2019

	LINCOLN	CENTRAL LINCOLNSHIRE	GREATER LINCOLNSHIRE	GREAT BRITAIN
<b>Managers, directors and senior officials</b>	10.2	9.1	11.8	11.1
<b>Professional occupations</b>	9.5	15.5	13.8	21.0
<b>Associate prof and tech occupations</b>	13.5	11.8	10.9	14.8
<b>Administrative and secretarial occupations</b>	10.6	9.5	7.9	9.8
<b>Skilled trades occupations</b>	9.8	13.9	13.2	10.0
<b>Caring, leisure and other service occupations</b>	8.4	10.2	11.4	9.0
<b>Sales and customer service occupations</b>	13.4	9.5	7.9	7.3
<b>Process, plant and machine operatives</b>	8.7	7.8	10.9	6.3
<b>Elementary occupations</b>	15.2	12.8	11.8	10.3

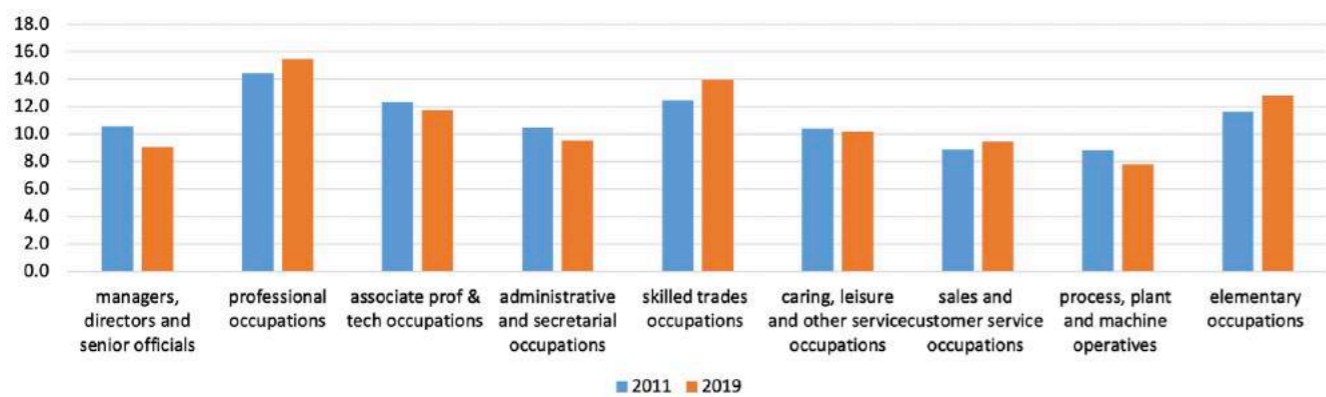
Graph 24: Employment by Occupation in Lincoln at the time of the 2011 Census (%)



Graph 25: Employment by Occupation in Lincoln City, 2011-2019 (%)



Graph 26: Employment by Occupation in Central Lincolnshire, 2011 and 2019 (%)



4.5 WAGES

Average wages for Lincoln and surrounding districts have historically been below that for the country overall. It is not possible to get details of wages for the Lincoln PUA, but the table below presents gross weekly wages for Lincoln and the other Central Lincolnshire districts of North Kesteven and West Lindsey, along with Greater Lincolnshire.

The gross weekly wage of those who work in Lincoln was £559 in 2019, which is almost £150 less than the average national weekly wage. While average wages across Great Britain have increased by 17% between 2010 and 2019, they have grown by no more than 5% in Lincoln. This suggests that the economy of the City continues to be dominated by low wage employment. The comparison between residence-based and workplace-based wages does not suggest a big difference between those who live in Lincoln and those who work in Lincoln.

The wage growth in North Kesteven and West Lindsey far exceeds the national average, however, which suggests strong productivity growth across the wider Central Lincolnshire economy. In the case of North Kesteven, some of this may be driven by business activity in North Hykeham, although it is not possible to confirm this using this dataset. Across all three Central Lincolnshire districts, the residence-based wages are stronger than the workplace-based wages, which suggests that out-commuting or remote working are playing a role in pushing up average wages.

Graph 27: Mean Gross Weekly Pay, 2010 and 2019

Source: Annual Survey of Hours and Earnings, 2020  
\*Greater Lincolnshire data only available from 2014

	WORKPLACE-BASED			RESIDENCE-BASED		
	2010	2019	% CHANGE	2010	2019	% CHANGE
Lincoln	£531	£559	5%	£551	£574	4%
North Kesteven	£491	£608	24%	£525	£631	20%
West Lindsey	£501	£607	21%	£561	£651	16%
Greater Lincolnshire	*£539	£589	*9%	*£554	£606	*9%
Great Britain	£601	£706	17%	£602	£706	17%

Gross weekly wage is for £559 by place of work and £573 by place of residence

**SECTION 5.  
BENCHMARKING**

Lincoln is a historic city, which can be benchmarked against a number of peer cities. Analysis of the list of CIPFA near neighbour cities with a similar role and function within England’s Historic Cities group provides the following listing of comparators:

- Canterbury
- Cambridge
- Carlisle
- Exeter
- Gloucester
- Ipswich
- Mansfield
- Oxford
- St Albans
- Worcester

The assessment of the towns to include has included a consideration of their spatial profile. Cambridge, Canterbury and Carlisle as local authority areas have larger hinterlands but are included to give good geographical coverage. Mansfield is included because it is a near neighbour and along with Ashfield is in the Centre for Cities benchmarking list, which we have followed as our guiding principle for the benchmarking process. Durham, which would also be a good fit is excluded because as part of a county unitary the data for the city is hard to isolate. Salisbury and Lancaster have hinterlands, which are so large they are not usefully comparable.

**The Centre for Cities benchmarking process involves the following themes:**

- Business and Innovation
- Demography
- Exports
- Housing
- Industrial Structure
- Jobs/Employment
- Size
- Skills/Wages/Inequality
- Travel and Environment
- Welfare

In total 35 variables based on a nuance of this list, themed around the measures which are most straightforwardly accessible, are considered to provide a ranking on each benchmarked area.

**5.1 BUSINESS AND INNOVATION**

This area of benchmarking considers the fluctuations in the local economy, by comparing rates of business births and deaths. It examines “churn” based on starts and closures as a % of all businesses. It looks at entrepreneurship in terms of the stock of businesses per 10,000 workers and it looks at productivity in the context of GVA per worker.

Lincoln emerges as a very stable economy. It has the smallest rate of business births and deaths within the list. It also has a low level of starts and closures as a percentage of all its businesses. It has the lowest stock of businesses per 10,000 people and the third lowest GVA per worker. In very simple terms as a small City it can be characterised as having a low level of business dynamism.

BIRTHS PER 10,000 POPULATION		DEATHS PER 10,000 POPULATION		CHURN STARTS - CLOSURES AS % OF ALL		STOCK BUSINESSES PER 10,000 PEOPLE		GVA PER WORKER	
Lincoln	19.750	Lincoln	17.927	Cambridge	-0.001	Lincoln	154	Mansfield	16073
Mansfield	25.919	Mansfield	21.707	Carlisle	0.007	Mansfield	178	Canterbury	19839
Carlisle	26.463	Carlisle	24.089	St Albans	0.008	Worcester	301	Lincoln	22243
Worcester	38.767	Worcester	32.388	Lincoln	0.012	Carlisle	320	Carlisle	23774
Gloucester	45.020	Canterbury	38.536	Oxford	0.014	Gloucester	335	Ipswich	24728
Canterbury	45.808	Gloucester	39.507	Gloucester	0.016	Oxford	363	Gloucester	26198
Cambridge	48.108	Oxford	43.702	Canterbury	0.019	Ipswich	376	Worcester	26860
Oxford	48.686	Ipswich	47.054	Worcester	0.021	Canterbury	383	St Albans	29130
Ipswich	57.202	Cambridge	48.506	Exeter	0.022	Cambridge	395	Exeter	31446
Exeter	63.611	Exeter	54.524	Mansfield	0.024	Exeter	414	Cambridge	38900
St Albans	87.791	St Albans	81.989	Ipswich	0.027	St Albans	690	Oxford	41848
<b>England</b>	60.747	<b>England</b>	53.217	<b>England</b>	0.018	<b>England</b>	414	<b>England</b>	29356

## 5.2 DEMOGRAPHY

Lincoln is mid ranked in terms of 18-29 year olds (its pipeline of talent) and in terms of 45-64 year olds (more mature workers) it is also mid ranked, Lincoln has a very high proportion of over 65 year olds. Overall it has a moderately positive demographic profile with a moderate stock of younger workers and a high proportion of over 65s. Lincoln is relatively modest in the diversity of its population having relatively few residents not born in the UK (albeit apart from Oxford and Cambridge which are centres of international learning, the whole range across the cities considered is 5 to 13%)

18-29		45-64		65+		NOT BORN IN UK	
Carlisle	0.11	Mansfield	0.19	Mansfield	0.12	Carlisle	0.05
Ipswich	0.13	Cambridge	0.20	Cambridge	0.13	Mansfield	0.06
Gloucester	0.14	Oxford	0.21	Exeter	0.15	Worcester	0.08
St Albans	0.15	Exeter	0.22	Oxford	0.16	Lincoln	0.10
Canterbury	0.16	Lincoln	0.23	Canterbury	0.16	Gloucester	0.10
Worcester	0.19	Canterbury	0.24	St Albans	0.17	Canterbury	0.11
Lincoln	0.24	Worcester	0.25	Worcester	0.17	Exeter	0.11
Exeter	0.27	St Albans	0.26	Carlisle	0.17	Ipswich	0.12
Oxford	0.28	Carlisle	0.26	Gloucester	0.19	St Albans	0.13
Cambridge	0.30	Gloucester	0.28	Lincoln	0.20	Oxford	0.28
Mansfield	0.32	Ipswich	0.28	Ipswich	0.22	Cambridge	0.29
<b>England</b>	<b>0.15</b>	<b>England</b>	<b>0.26</b>	<b>England</b>	<b>0.18</b>	<b>England</b>	<b>0.14</b>

## 5.3 HOUSING

Lincoln has a distinctively high number of rented properties. It has a relatively modest number of full or part owned properties compared to the City norms within this cohort. The City has a very modest affordability ratio with relatively low housing values.

% TOTAL RENT		% OWNED		AFFORDABILITY-COST COMPARED TO AVERAGE WAGES PER YEAR		TOTAL NUMBER OF HOUSES		AVERAGE COST OF A HOUSE	
St Albans	0.26	Cambridge	0.50	Carlisle	5.2	Lincoln	39,825	Mansfield	134563
Carlisle	0.30	Oxford	0.50	Mansfield	5.6	Worcester	42,042	Carlisle	138190
Gloucester	0.31	Lincoln	0.57	Lincoln	5.8	Mansfield	44,928	Lincoln	152604
Canterbury	0.32	Ipswich	0.58	Ipswich	7.0	Cambridge	46,714	Ipswich	198316
Mansfield	0.32	Exeter	0.62	Gloucester	7.1	Carlisle	48,342	Gloucester	203502
Worcester	0.33	Worcester	0.67	Worcester	7.2	Exeter	49,242	Worcester	211395
Exeter	0.38	Mansfield	0.68	Exeter	8.6	Gloucester	50,363	Exeter	255773
Ipswich	0.42	Canterbury	0.68	Cambridge	8.8	Oxford	55,375	Cambridge	302549
Lincoln	0.43	Gloucester	0.69	St Albans	11.8	St Albans	56,140	Oxford	403543
Oxford	0.50	Carlisle	0.70	Oxford	12.8	Ipswich	57,298	Canterbury	448292
Cambridge	0.50	St Albans	0.74	Canterbury	12.9	Canterbury	60,771	St Albans	491562
<b>England</b>	<b>0.35</b>	<b>England</b>	<b>0.65</b>	<b>England</b>	<b>8.0</b>	<b>England</b>	<b>22,063,368</b>	<b>England</b>	<b>246453</b>

## 5.4 INDUSTRIAL STRUCTURE

Lincoln has a very modest number of Knowledge Intensive Businesses, a relatively high proportion of manufacturing employers and mid ranking dependency on the service sector. This manifests itself in a relatively modest proportion of private businesses and a relatively higher proportion of public agency jobs in its service sector. The majority of Cities have a higher proportion of service sector jobs in the public sector than the England average as a consequence of their functionality as major public service centres.

Source: Business Register and Employment Survey 2018

KNOWLEDGE INTENSIVE BUSINESS %	MANUFACTURING %		SERVICES %		PUBLIC SERVICE %		PRIVATE SERVICES %		
Carlisle	12	Canterbury	1.7	Carlisle	83	St Albans	18	Oxford	41
Lincoln	14	Exeter	3	Mansfield	84	Carlisle	28	Worcester	50
Canterbury	16	Ipswich	3	Worcester	86	Mansfield	29	Canterbury	52
Oxford	18	Cambridge	3	Gloucester	88	Ipswich	32	Lincoln	52
Gloucester	19	St Albans	3	Ipswich	88	Gloucester	35	Gloucester	53
Mansfield	20	Oxford	4	Lincoln	88	Exeter	36	Exeter	54
Exeter	21	Gloucester	6	Exeter	90	Worcester	36	Carlisle	55
Ipswich	21	Lincoln	7	Oxford	90	Lincoln	37	Mansfield	55
Worcester	21	Worcester	9	St Albans	91	Canterbury	39	Cambridge	56
St Albans	26	Mansfield	10	Canterbury	91	Cambridge	41	Ipswich	56
Cambridge	28	Carlisle	11	Cambridge	97	Oxford	49	St Albans	73
<b>England</b>	<b>23</b>	<b>England</b>	<b>8</b>	<b>England</b>	<b>86</b>	<b>England</b>	<b>26</b>	<b>England</b>	<b>60</b>

## 5.5 JOBS/EMPLOYMENT

Lincoln has the highest unemployment in its cohort of comparators. This involves a relatively high proportion of 16 -24 year olds. The City has a small working population, relatively high levels of economic inactivity and a relatively very small proportion of people employed as a proportion of the working population. It has a relatively under developed private sector stock of jobs compared to its comparators.

Sources: DWP Benefits Claimant Data, ONS Mid Year Population Estimates; Nomis Local Authority Area Profiles

CLAIMANTS AS A PROPORTION OF RESIDENTS AGED 16-64		16-24 AS A PROPORTION OF CLAIMANTS		WORKING POPULATION		ECON INACTIVE	
Cambridge	1.6	Mansfield	0.09	Carlisle	65,625	Gloucester	16.4
Exeter	1.6	Cambridge	0.13	Mansfield	67,031	Worcester	17.2
St Albans	1.6	Gloucester	0.15	Lincoln	67,083	Oxford	17.7
Oxford	1.9	St Albans	0.15	Worcester	67,200	Cambridge	18.6
Canterbury	2.2	Lincoln	0.17	Gloucester	80,714	Ipswich	18.7
Carlisle	2.4	Oxford	0.19	Cambridge	86,563	Exeter	19.5
Worcester	2.5	Carlisle	0.19	Exeter	87,188	Mansfield	20.5
Gloucester	2.8	Canterbury	0.23	Ipswich	87,917	Carlisle	20.6
Mansfield	3.2	Ipswich	0.24	St Albans	88,125	Lincoln	26
Ipswich	3.6	Worcester	0.34	Canterbury	105,682	St Albans	26.4
Lincoln	3.6	Exeter	0.40	Oxford	107,895	Canterbury	29.6
<b>England</b>	<b>2.9</b>	<b>England</b>	<b>0.19</b>	<b>England</b>	<b>34,848,276</b>	<b>England</b>	<b>20.9</b>

% EMPLOYED AS % OF THE WORKING POPULATION		% PRIVATE SECTOR JOBS		% JOBS PUBLIC MONEY		RATIO	
Canterbury	68.2	Oxford	51	St Albans	18	Oxford	1.04
Lincoln	70.4	Cambridge	59	Carlisle	28	Cambridge	1.44
St Albans	72.0	Canterbury	61	Mansfield	28	Canterbury	1.56
Mansfield	76.3	Lincoln	63	Ipswich	32	Lincoln	1.70
Carlisle	77.0	Exeter	64	Gloucester	35	Exeter	1.78
Ipswich	77.7	Worcester	64	Exeter	36	Worcester	1.78
Exeter	78.9	Gloucester	65	Worcester	36	Gloucester	1.86
Cambridge	79.8	Ipswich	68	Lincoln	37	Ipswich	2.13
Worcester	80.3	Carlisle	72	Canterbury	39	Carlisle	2.57
Oxford	80.4	Mansfield	72	Cambridge	41	Mansfield	2.57
Gloucester	80.8	St Albans	82	Oxford	49	St Albans	4.56
<b>England</b>	<b>76.2</b>	<b>England</b>	<b>64</b>	<b>England</b>	<b>36</b>	<b>England</b>	<b>1.78</b>



## 5.6 SIZE

Lincoln is the smallest city in the comparator list by population but punches modestly above its weight in terms of GVA per worker and total stock of jobs.

Sources: ONS Regional/Local GVA Tables, ONS Mid Year Population Estimates, Business Register and Employment Survey

GVA £		POPULATION		TOTAL JOBS	
Mansfield	16,073	Lincoln	99,039	Mansfield	40,000
Canterbury	19,839	Worcester	101,891	Worcester	54,000
Lincoln	22,243	Carlisle	108,387	Lincoln	56,000
Carlisle	23,774	Mansfield	108,841	Carlisle	57,000
Ipswich	24,728	Cambridge	125,758	Gloucester	63,000
Gloucester	26,198	Gloucester	129,285	Canterbury	66,000
Worcester	26,860	Exeter	130,428	Ipswich	72,000
St Albans	29,130	Ipswich	137,532	St Albans	75,000
Exeter	31,446	St Albans	147,373	Exeter	92,000
Cambridge	38,900	Oxford	154,327	Cambridge	106,000
Oxford	41,848	Canterbury	164,553	Oxford	121,000

## 5.7 SKILLS/WAGES/INEQUALITY

Lincoln has comparatively low levels of wages and relatively poor education outcomes compared to its comparator cities.

Sources: ONS Regional/Local GVA Tables, ONS Mid Year Population Estimates, Business Register and Employment Survey

WEEKLY WAGES		IMD EDUCATION	
Mansfield	470.7	Mansfield	18
Carlisle	518.3	Ipswich	35
Lincoln	519.1	Lincoln	57
Worcester	543.4	Carlisle	83
Ipswich	548.9	Gloucester	85
Gloucester	549.7	Canterbury	187
Exeter	570.6	Exeter	194
Canterbury	626.6	Worcester	201
Oxford	630.9	Oxford	232
Cambridge	631.9	Cambridge	284
St Albans	766.6	St Albans	316
<b>England</b>	<b>591.3</b>	<b>England</b>	<b>158</b>

## 5.8 TRAVEL/ENVIRONMENT

Lincoln has a relatively low stock of people who work mainly from home, a moderate level of public sector commuting, the City also has a relatively modest carbon footprint.

Sources 2011 Census, DECC CEO2 Emissions Per Capita

% WORK MAINLY FROM HOME		% COMMUTERS USING PUBLIC TRANSPORT		CO <sup>2</sup> PER CAPITA	
Gloucester	0.07	Worcester	0.06	Ipswich	3
Ipswich	0.07	Carlisle	0.07	Lincoln	3.5
Lincoln	0.07	Mansfield	0.07	Worcester	3.5
Mansfield	0.08	Gloucester	0.08	Canterbury	3.6
Worcester	0.08	Lincoln	0.08	Gloucester	3.6
Exeter	0.09	Canterbury	0.10	Exeter	3.7
Carlisle	0.10	Ipswich	0.10	Mansfield	4.1
Cambridge	0.11	Cambridge	0.11	Cambridge	4.3
Oxford	0.11	Exeter	0.11	Oxford	4.4
Canterbury	0.12	Oxford	0.19	Carlisle	5.5
St Albans	0.13	St Albans	0.21	St Albans	6.3

## SECTION 6.

### KEY INFORMANT NARRATIVES

As part of the evidence gathering for the Lincoln economic growth study, interviews were undertaken with the following:

- Julian Free, Pro Vice Chancellor, University of Lincoln
- Tom Blount, Boole Technology Centre, Lincoln Science and Innovation Park
- Sukhy Johal, Director of Centre for Culture and Creativity, University of Lincoln
- Ben James, Mosaic Digital Hub
- Victoria McNaughton, Mosaic Digital Hub
- Lewis Stringer, British Business Bank
- David Rossington, Investors in Lincoln
- Tim Bradford, Banks Long and Co
- Herman Kok, Lindum Construction
- Dan Westlake, Digital Lincoln
- Investors in Lincoln – at its Board Meeting on 6 February 2020

**Key emerging findings include:**

## 6.1 KEY TRENDS

Some key developments affecting the Lincoln economy include:

**Growth of Waddington:** The growth of Istar NATO headquarters at Waddington is attracting military contractors to Lincoln, including to Teal Park (QinetiQ, N3 military systems, 3SDL Communications, Leonardo) and to the Boole Technology Centre at Lincoln Science and Innovation Park (METIS Aerospace, Ebeni, SRC UK). Although many of these companies are out-stations of the main companies there is scope to persuade them to bring their headquarters to Lincoln, particularly as the MOD is committed to Istar expansion. The LSIP is currently embarking on a second building to house tenants that have outgrown the Boole Technology Centre, and it is likely that the majority of tenants in the new building will be from the defence sector.

**Growth of the University:** The University of Lincoln student population has exceeded 15,000 which was intended to be the optimum size of the institution. The University has recently opened a number of new schools in STEM subjects (e.g. Chemistry, Engineering, Geography, Pharmacy) and the Medical School.

**Lincolnshire Institute of Technology:** The significant investment planned in Lincoln College to enable it to create a step change in its technical training offer, alongside the enhancement of the outreach facilities of the University Technical College (UTC) provide scope to increase the scale and range of technical training opportunities in the City.

**Opening of Mosaic Digital Hub:** The hub, which opened in the City Centre in October 2019, has Scholarpak as its anchor tenant and four offices have already been taken, along with many more hot desks. The hub is intended to provide a focal point for the sector and to help build the digital community; Digital Lincoln holds its meet ups there. The potential for knowledge sharing and collaboration, and to create an environment that counteracts the isolation of lone working in the sector.

**Investment in the High Street and Transport Hub:** The regeneration of the Cornhill area, longer term plans for the redevelopment of the South High Street area, are likely to lead to a concentration of the retail core and the increase in the number of trains to London. All provide significant optimism for future growth in the functional core of the City.

**Eastern Bypass:** The imminent completion of the Eastern Bypass will open up significant land for employment uses. It will help to remove the constraints to growth in a significant quarter of the City.

**A World-Class Tourism Offer:** The completion of the HLF investment in the Cathedral, complemented by the opening of the International Bomber Command Centre provides a potent mix of tourism opportunities connected with the City. Allied to its enhanced external connectivity by train and an improved circulation through the Eastern Bypass all provide significant potential for it to grow its role as a visitor economy.

## 6.2 IDEAS AROUND INCLUSIVE GROWTH

Commentators identified the key agenda around Inclusive Growth:

Ensuring career pathways is something mentioned by a number of interviewees. This is only possible where clusters grow to the size which enables businesses to 'hold people' and enable them to move within/between companies.

The University, Boole Technology Centre, Mosaic all identify their role in creating and retaining jobs and improving graduate retention. For example, the University of Lincoln has created 2,000 direct jobs and Boole Technology 90 jobs. A key aim of Mosaic is to "keep people here and to make Lincoln as a destination instead of Nottingham or Sheffield".

Mosaic is intending to create linkages to local schools to inform them about careers in the digital sector. It highlights the role of the digital sector in facilitating innovation in other sectors in the City. Its tenant ScholarPack runs coding clubs for young people.

The Sincil Bank area was described by some as having poor quality housing that was in need of updating. As students increasingly move into purpose-built accommodation there is also the risk that some houses in this area could be left empty.

The opening up of the North East quadrant of the City through the development of the Eastern Bypass will create opportunities to re-purpose key sites such as the Allenby Industrial Estate and provide key employment opportunities in one of the most deprived areas of the City.

## 6.3 KEY SECTORS

The following key sectors were identified by informants:

**Defence** – driven by RAF Waddington this sector is important for the supply chain that is growing in Lincoln, but also for the skilled workforce it brings to the City.

**Agri tech** – this sector is driven by sites just north of the City at Riseholme and the Bishop Burton campus at the Lincolnshire Showground, linking into the wider history of agriculture in Lincolnshire and facilitating innovation within the sector, underpinned by the Holbeach Centre for Food Manufacturing, Lincoln Centre for Agri-Technology, and Boole Technology Centre.

**Digital** – this sector is described as small but "rocketing", underpinned by growth in defence, HE and agri-tech. The newly opened Mosaic hub provides a focal point for the sector in the City, though North Hykeham is also a key area of growth.

**Healthcare** – this sector is very important with the presence of the County Hospital and the development of Lincoln Medical School, which is being established partly to help attract and retain medical professionals, alongside the Schools of Pharmacy and Chemistry at the University of Lincoln.

**Engineering** – this sector was identified as important but vulnerable, and in need of support to ensure jobs are retained in Lincoln particularly for companies whose HQs are elsewhere. The Lincoln Science and Innovation Park was identified as a key driver in the context of this sector as is the School of Engineering at the University of Lincoln, which is a joint venture with Siemens.

**Retail** – this sector was described as lacking resilience and beholden to national trends. There were views however that a consolidation of the retail core north of the railway line, with the St Marks area evolving a residential character over time would help build the resilience of the offer. Key opportunity sites such as the redevelopment of the indoor market were identified as part of the discussions.

**Visitor Economy/Creative Industries (also related to digital and retail)** – respondents highlighted this sector as important for ensuring 'stickiness' of Lincoln for arts graduates (e.g. via provision of makerspaces) and in its role in the quality of life offer of Lincoln. However, theatres, museums and galleries are under threat due to funding constraints. Some aspects of creative industries link strongly across to digital (e.g. craft and design, web design, marketing). Enhanced connectivity to London and the scale of the investment in the Castle/Cathedral offer were highlighted as causes for optimism.

**Social Economy** – around themes such as creative industries, local growing, health and care there has been a blossoming of the informal and social economy sectors in Lincoln. This in some sense marks its transition to a mature University City with its more dynamic mix of people and interests driving social innovation around enterprise. This aspect of the economic development of the City was highlighted as providing the potential to address market failure in a number of areas and potentially linking to the inclusive growth agenda.

## 6.4 KEY NEIGHBOURHOODS

The following key sites were identified as potential areas of future interest:

**Teal Park** – for employment growth. Only a small proportion of the site is currently in use and it is strategically placed for easy access to major infrastructure and to benefit from the growth currently being experienced in North Hykeham.

**LSIP (together with St Marks and the University)** – this sector was identified as a key City Centre area for employment growth.

**Sincil Bank** – this was identified as a key area for redevelopment of industrial sites and ensuring Inclusive Growth for local residents. The agenda here was described as being about ensuring that local people can access newly created jobs and are connected to the City.

**Western Growth Corridor** – this was reaffirmed as the premier opportunity site in the City. Major challenges around connecting it effectively into the wider infrastructure needed to ensure its success, remain. Some commentators were cynical about the ability to achieve its full potential.

## 6.5 KEY CONSTRAINTS

A number of key constraints were identified in terms of the physical infrastructure of the City these involved principally:

### Lack of super-fast broadband

### Lack of power capacity

**Low profile of Lincoln** – Lincoln was described as less well known than it might be and a place where from the perspective of some there was still limited ambition. One commentator characterised it as “a brilliant City but people don’t know where it is.” The role of Visit Lincoln

in raising the City’s profile was recognised. A number of external commentators identified that whilst there had been prodigious growth as a consequence principally of the University, Lincoln was starting from a low base and still had a very significant way to go before it is perceived to have the functionality of a credible City on a par with “the big 3: Nottingham, Leicester and Derby” in our region.

## 6.6 KEY OPPORTUNITIES

Interviewees identified the following key opportunities going forward:

Lack of power supply means there is an opportunity to lead the way on power generation via water and solar, and to create jobs in these areas.

Improving the quality of the existing housing stock (e.g. in Sincil Bank) but also ensuring supply of the ‘middle tier’ of housing for young families in Lincoln.

Lincoln should be lobbying for 5G to be rolled out across the City and county – in contrast to the predominantly urban areas that are prioritised currently.

The potential to attract HQs of military contractors to Lincoln, particularly as the MOD is committed to Istar expansion at Waddington.

The potential for close working relationship between School of Chemistry, Pharmacy and Medical School with Coop pharmacy service facilitated by LSIP – this encompasses all elements of the pharmaceutical supply chain and creates potential for activities such as pharmaceutical testing.

Potential to increase provision of workspace for creative sector businesses and graduates, e.g. through the development of sites such as the Barbican Hotel.

Potential to increase viability of theatre spaces like Drill Hall though joint management with LPAC – the Lincoln University Arts Centre.

The increase in the frequency of the Lincoln-London direct train service which creates opportunities for City Centre businesses – e.g. Mosaic tenants value the City Centre location which is convenient for visitors from London.

Lincoln as a “smart city” – the potential to bring skills, digital business, infrastructure together and perhaps use the WGC as an opportunity to implement new technology.

The creation of a “welcoming administrative framework” – an open door that businesses can walk through to talk to someone, as well as favourable business rates and planning policy. This opportunity includes scope for Lincoln City Council to act as a ‘neutral sorting house’ for businesses seeking support.

## Addendum:

# Lincoln Towns Fund Evidence Base Update

This report provides an update to the original evidence base, to present the latest picture on the impact of Covid-19 on the local economy and a summary of the Central Lincolnshire Needs Assessment which had been recently produced. The report was presented to the Town Fund Board on 5 June 2020.

### 1. EMERGING PICTURE OF THE IMPACT OF THE CORONAVIRUS IN LINCOLN

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

#### 1.1 UNEMPLOYMENT

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

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

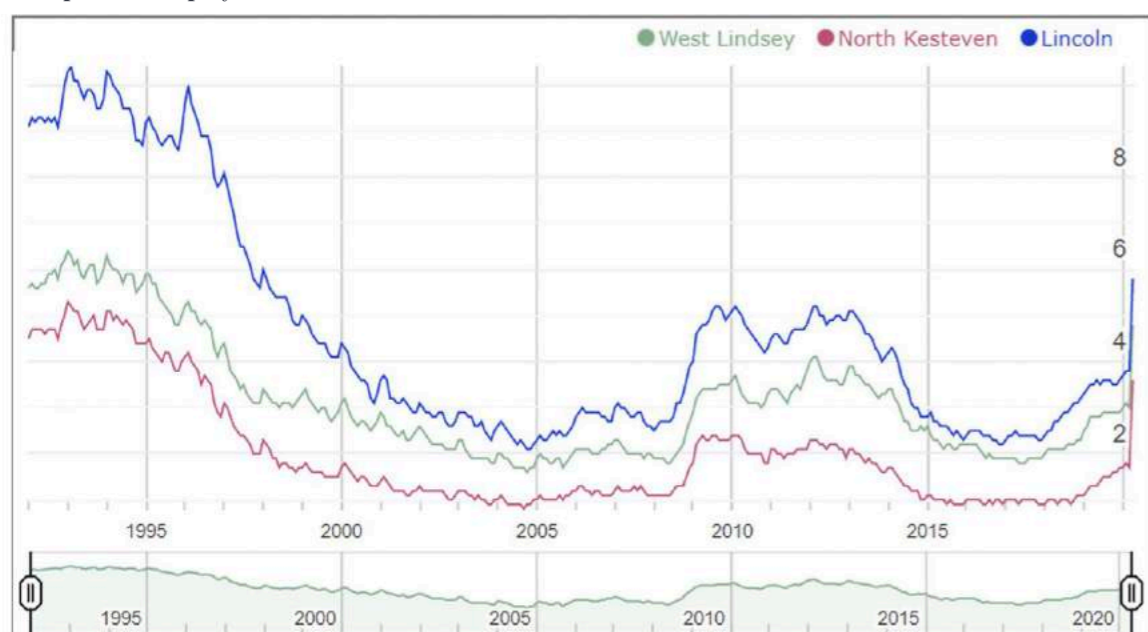


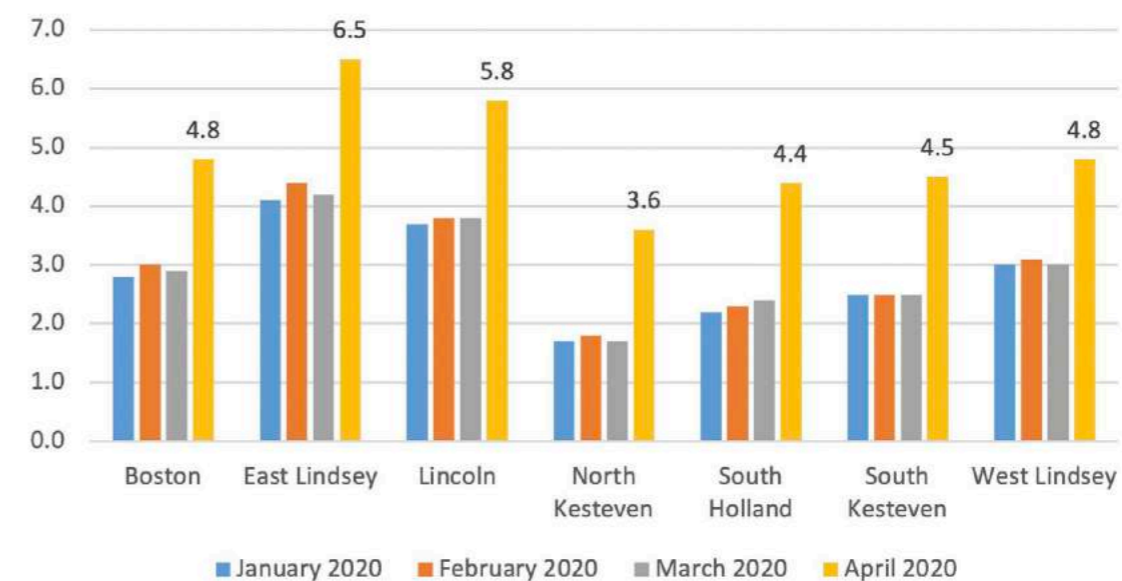
Table 1 and Graph 2 show the change in the number and rate of unemployment claimants between January and April for all local authority districts in Lincolnshire. It shows a significant increase in claims across the county, with more than 9,000 new claimants. Lincoln has the second highest number of claimants, after East Lindsey, although the rate of change is lower than other districts because Lincoln started from a relatively high base of claimants. North Kesteven has seen the greatest change, with its rate doubling since January, albeit from a low base of 1,155.

Table 1: Unemployment Benefit Claims – January-April 2020

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

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

Source: ONS Claimant Counts, via NOMIS (2020)



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

## 1.2 VULNERABILITY THROUGH THE LENS OF FURLOUGHING

The RSA has conducted a study to identify local authority districts that are most at risk of job losses<sup>1</sup>, based on rates of jobs furloughed. This is based on findings from the ONS Business Impact of Coronavirus Survey (BICS), which identifies the proportion of workforce that has been furloughed among a sample of businesses from different sectors. Analysis of this data undertaken by Oxford Consultants for Social Inclusion (OCSI) suggests that Lincoln, along with Boston, has the lowest proportion of jobs at risk in Lincolnshire.

**Table 2: At Risk Jobs, by local authority district**

Source: RSA and OCSI (2020)

	% JOBS AT RISK
<b>Boston</b>	23.7-24.7
<b>East Lindsey</b>	34
<b>Lincoln</b>	23.7-24.9
<b>North Kesteven</b>	25.8-27.1
<b>South Holland</b>	25.8-27.1
<b>South Kesteven</b>	24.9-25.8
<b>West Lindsey</b>	25.8-27.1
<b>UK overall</b>	27

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

**Table 3: Estimated percentage of sector workforce furloughed, UK**

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

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

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

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

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

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

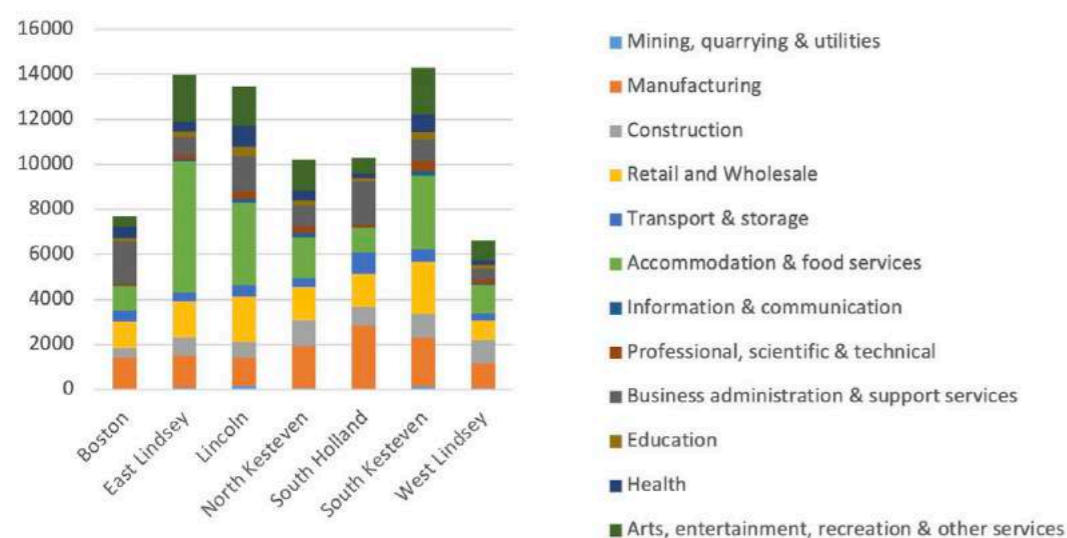
Source: Developed using Business Register of Employment Survey (2018) and BICS (2020)

\* results for these sectors not provided by the BICS Survey

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

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

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



### 1.3 DISCUSSION

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

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

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

## 2.

### DRAFT CENTRAL LINCOLNSHIRE ECONOMIC NEEDS ASSESSMENT (ENA)

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

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

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

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

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

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

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

**Appendix 2**

**Strategic Context  
and Alignment with  
Investment Plan**

**GREATER LINCOLNSHIRE LOCAL INDUSTRIAL STRATEGY (LIS) JUNE 2020 AND GREATER LINCOLNSHIRE STRATEGIC ECONOMIC PLAN (SEP)**

<https://www.greaterlincolnshirelep.co.uk/priorities-and-plans/strategies-and-plans/>

**Ambition:** Future proofing the UK's major agri-food economy, capitalising on its businesses, land and people to create a productive, resilient and low-carbon economy

**Aims: LIS/SEP**

To support all parts of the economy across the National Industrial Strategy's five foundations of productivity; ideas, people, infrastructure, business environment and place

**Targets, outcomes, needs**

To grow the Greater Lincolnshire £20.7bn economy, by adding £3.2bn to GVA by 2030.

**Targets the following sectors for support and growth:**

- Manufacturing and engineering
- Low carbon
- Visitor economy
- Health and care

Identifies the need to invest and promote skills, employment and innovation and invest in infrastructure.

Challenges identified around low innovation and human capital, and opportunities for growth and potential for a defence cluster business park and workspace units at Lincoln Science and Innovation Park.

For Greater Lincoln, identifies health and care and the visitor economy as the leading strategic opportunities and identifies sustainable housing and innovation drivers as the key requirements for growth.

**Aims: Lincoln Investment Plan**

**Vision** – As the sub region's main urban centre with headroom for significant growth delivering the City's full potential as a world-class heritage city with a diverse and dynamic economy, targeting digitalisation to drive investment, productivity, skills, innovation, business growth and employment will have a high impact on the Greater Lincolnshire LIS economy and contribute significantly to the sub region's GVA targets.

**Digital** – Building on Lincoln's strength as a centre for learning and research, and promotion of a tech-friendly environment, and business cluster will address the low innovation challenges and maximise the identified opportunities for growth centred around the University and Lincoln Science and Innovation Park.

**Transport** – The delivery of a Sustainable Transport Strategy, enabling efficient movement and improved connectivity, improved accessibility and the use of smart technologies will achieve network capacity to support the City's/LIS's ambitions for growth. Opportunities to link infrastructure investment with technical solutions and carbon reduction targets supports the wider LIS objectives.

**Skills** – Investment in training tailored to raise the skill levels of SMEs and citizens, building in resilience in the transition to the new digital economy and enabling benefit from the opportunities it can bring, addresses the identified need to invest in skills. Focusing on upskilling within the visitor economy and health and care sectors aligns with LIS identified key sectors.

**Urban Regeneration to support Arts, Culture, Heritage and Enterprise Infrastructure** – Realising the potential for creating a dynamic and contemporary place, through effective digital promotion and investment in key cultural, leisure and heritage assets strengthens the foundations of productivity and is an opportunity to deliver new facilities to drive growth in the priority sectors of health and care and visitor economy. Regeneration of strategic sites strengthens the vibrancy of the City Centre secures Lincoln as a place attractive to international investors and high skill businesses.

**CENTRAL LINCOLNSHIRE LOCAL PLAN ADOPTED 2016**

<https://www.n-kesteven.gov.uk/central-lincolnshire/local-plan/>

**Ambition:** A prosperous, stronger and sustainable Central Lincolnshire

**Aims: Local Plan**

- Housing growth target of 36,960 new homes by 2036 across Central Lincolnshire and 13,167 within the Lincoln Principle Urban Area
- Development of four Sustainable Urban Extensions (SUEs). The Western Growth Corridor SUE, is less than a mile from the City Centre, planned for 3,200 new houses and 20 ha of employment land
- An economically assessed need for 11,894 new jobs.
- Policy to protect existing employment sites and land for strategic employment including Lincoln Science and Innovation Park.
- City Centre policy aims to develop a balanced mix of uses – retail, commercial, cultural and residential – promote good design and protect the historic fabric

**The pre-Covid Local Plan Economic Needs Assessment review 2020 forecast for next 22 years:**

- Jobs growth for Lincoln accommodation and food services (108 pa) health and social work (142 pa) arts, entertainment, recreation and other services (35 pa) professional, scientific and technical (21 pa)
- Job losses to be in wholesale and retail trade (-53 pa)
- Over half of all new jobs will require office space (around 97,500sqm across CL)
- Overall stock of floorspace has grown over the last 5 years and vacancy has reduced. Latent capacity provided by businesses' occupation of vacant space is exhausted and further growth in employment will need to be additional floorspace or a more intensive use of existing space.

**Aims: Lincoln Investment Plan**

**Vision** – As the principle settlement within Central Lincolnshire the Town Deal growth and development ambition for Lincoln will have a high impact on delivering the Central Lincolnshire ambition for wider prosperity, resilience and sustainability.

**Digital** –Maximising opportunities for development of digital technologies to support sustainable growth and community access to services, supports the Local Plan Policy sustainability objectives. The Policy objective for development of the University/ Lincoln Science and Innovation Park as a strategic employment site is also supported through the Town Deal's digital objective.

**Transport** – The delivery of a Sustainable Transport Strategy is a shared objective of the Local Plan sustainability and transport policy. Improving connectivity within and to the City Centre, prioritising sustainable travel and relieving network congestion aligns with Local Plan requirement for infrastructure capacity to meet housing and employment growth.

**Skills** – Investment in training to raise the skills levels of SMEs and citizens, will support Central Lincolnshire to meet its business/job growth forecasts, particularly with regard to accommodation and food, health and well-being and arts entertainment and professional, scientific and technical sectors. Investment in existing education facilities Universities and Further Education Colleges within an accessible and serviced settlement aligns with Local Plan sustainability, access, community provision policy objectives.

**Urban Regeneration to support Arts, Culture, Heritage and Enterprise Infrastructure** – Realising the potential for creating a dynamic and contemporary place, supports Local Plan City Centre policy objectives around mixed use - city centre living, improved cultural offer and meeting the need for new commercial premises. Investment in arts, culture and heritage supports Local Plan policy objectives around sustainable communities and protecting the historic assets.

**LINCOLN CITY CENTRE MASTERPLAN REVISED 2013**

<https://www.lincoln.gov.uk/resident/lincoln-redevelopment-growth-1/5>

**Ambition:** To make the City of Lincoln a great city to live, work and visit

**To create**

- A city with a dynamic, resilient, inclusive and carbon neutral economy
- An attractive, vibrant centre of connectivity, creativity and innovation
- A city renowned for its culture, heritage, learning and special character
- A city with a compact settlement structure growing through sustainable urban extensions
- A green and healthy city with a holistic approach to the urban eco-system and with sustainable sources of energy
- A place of advanced social progress with a high degree of social cohesion
- A city of cultural, generational and ethnic diversity
- A city with governance systems capable of building shared visions and reconciling competing needs

**Aims: Masterplan**

- Need to strengthen and improve legibility along north-south routes to the east and west of the High Street
- Need to address the changing face of retail
- Need to maximise destination offer
- Need to strengthen the cultural offer

**Identified priority Intervention Sites including;**

- High Street
- Wigford Way
- Civic Quarter
- Free School Lane
- City Square
- Tentercroft Street

**Aims: Lincoln Investment Plan**

**Vision** – The vibrancy of the City Centre as defined by the City Centre Masterplan ambition is key to securing the Town Deal vision for Lincoln's future as a successful and sustainable, smart and prosperous city.

**Digital** – The City Centre is a key area for the Town deal investment to maximise opportunities for development of digital technologies to support sustainable growth, improve community/visitor access to services, and gain efficiencies in environmental management. As such the Town Deal digital aims align with City Centre Masterplan objectives.

**Transport** – The benefits of Sustainable Transport measures within the City Centre is a clear objective of the City Centre Masterplan and runs through many of the proposed intervention sites. There are clear opportunities for intervention that align with the Town Deal Transport aims, particularly the need to strengthen east west links to address High Street severance issues.

**Skills** – Investment in training to raise the skills levels of SMEs and citizens, is an opportunity to align with City Centre Masterplan objectives around vibrancy, innovation, social cohesion and improving the destination offer.

**Urban Regeneration to support Arts, Culture, Heritage and Enterprise Infrastructure** – Clear linkages with the City Centre Masterplan and Town Deal aims of realising the potential for creating a dynamic and contemporary place, through effective digital promotion and investment in key cultural, leisure and heritage assets. There are opportunities for Towns Fund investment to maintain momentum in City Centre investment and support the identified priority intervention site priorities.



**LINCOLN TRANSPORT STRATEGY 2020-2036**

<https://www.lincolnshire.gov.uk/directory-record/64728/lincoln-transport-strategy>

**Ambition:** 'By 2036, having delivered on its ambitious growth aspirations, Lincoln will be a more prosperous, attractive and healthy place to live, learn, work and visit. This will be supported by an inclusive and collective approach to accessibility and movement across all communities enabling businesses to succeed, carbon emissions to be reduced, new advances in technology to be embraced and will provide an improved quality of life for all. Links between the cultural, civic, retail and university quarters will be strengthened, and its urban extensions will have exemplar sustainable infrastructure to integrate with the City. There will be a change of focus in movement across the strategy area, with walking and cycling at the heart of the City's movement network. This will be supported by a network of green corridors, multi-occupancy and shared passenger transport options and reductions in traffic within the urban area. Transport connections to satellite conurbations will be enhanced and the strategic network will be efficient in driving the City's economic growth and prosperity'.

**Targets, outcomes, needs**

- To reduce traffic in the urban area
- To deliver inclusive access by ensuring a customer-focused approach and providing a wider choice in whether, when and how people travel
- To prepare the strategy area for future mobility including electric, shared, connected and automated mobility as well as the business models that support them
- Promote technologies to allow more people the ability to work, learn, manage health care, shop and socialise without the need to travel
- To support and help grow Lincoln's economy by improving access to employment, education, resources and markets
- To increase partnership working and shared responsibility for the improvement of accessibility and transport
- To improve rural accessibility to the wider strategy area and beyond. To provide an efficient strategic road and rail network for long-distance connections to other major centres and international gateways
- To rebalance movement towards walking, cycling and multi-occupancy, shared mobility and passenger transport options
- To increase access to education while reducing the impacts of physical access to schools, colleges and universities
- To enhance the health and well-being of communities through improved air quality increased physical activity and safety
- To protect and enhance the historic and cultural environment of Lincoln
- To minimise the impact of transport on the natural environment and improve access to open space, particularly with green corridors

**Alignment with Lincoln's Town Deal Vision and Aims**

**Vision** – The growth and prosperity ambitions of the Transport Strategy and Town Deal align. There is also a shared ambition for driving and embracing technological change, carbon reduction and liveability

**Digital** – The Transport Strategy identified need to prepare Lincoln for the technological changes in mobility and how people access work, learning, health and social needs aligns with the Town deal aim for driving digital and use of digital technologies. Opportunity for around innovation and testing to improve transport service delivery

**Transport** – Transport Strategy and Town Deal Transport aims are strongly mutually aligned and support the partnership working objective and modal shift objectives. Opportunity to deliver through the Town Deal the priority interventions identified in the Transport Strategy

**Skills** – Investment in existing education facilities (Universities and Further Education Colleges) within an accessible and serviced settlement enables the Transport Strategy's sustainable travel objectives. Investment in training to raise the skills levels of SMEs and citizens, will indirectly support the ability of people to work, learn, manage health care, shop and socialise without the need to travel

**Urban Regeneration to support Arts, Culture, Heritage and Enterprise Infrastructure** – Focusing the Town Deal regeneration investment around the City's new Transport hub will maximise alignment and opportunities for aligning with Transport Strategy aims of reducing traffic within the urban area

**LINCOLN TRANSPORT STRATEGY 2020-2036**

<https://www.lincolnshire.gov.uk/directory-record/64728/lincoln-transport-strategy>

- To reduce carbon emissions to enable the County Council to reach its zero emission target in 2050 and mitigate the impacts of climate change
- To manage and support new housing and employment sites, including the sustainable urban extensions, ensuring that they mitigate their impacts whilst also delivering exemplar sustainable infrastructure to connect with the wider strategy area
- Identifies public realm and environmental improvements To Broadgate and Wigford Way/ St Mary's Street as a Primary infrastructure intervention need
- Identifies the need to support the transport elements of the Sincil Bank regeneration project, including speed limit reductions, residents only parking zones, and improving the public realm as a secondary supporting intervention

**LINCOLN DIGITAL STRATEGY POWERED BY LINCOLN 2020**

**Ambition:** To drive Lincoln's transition to a City that embraces the opportunities presented by the digital economy, through a balanced portfolio of pilot actions that can be deployed, evaluated for impact and scaled to underpin renewal and sustainable growth.

**Aims: Powered By**

- Powered by Lincoln provides an aspirational framework for the City, its citizens and its businesses
- Includes ambitious pilot actions that have the potential to truly transform Lincoln and enable it to embrace the digitisation of the economy
- Actions are designed to provide an environment that is agile and large enough to attract ideas, capital, talent and other resources in sufficient quantities and to enable them to flow
- Presents the opportunity of Lincoln as a hub for the wider region, intertwining new digital opportunities with existing societal and business needs

**Four objectives are identified to:**

- Design and deploy a tech-friendly environment that builds on Lincoln's infrastructure, tech and data assets to attract key technology players and start-ups and increase Lincoln's tech profile
- Explore the value of technology and innovative approaches and source innovative solutions to policy and social challenges underpin the growth of Lincoln tech ecosystem
- Raise the capacity of SMEs and citizens to adopt digital technologies, to build resilience in the transition to the new digital economy and enable them to benefit from the opportunities it can bring
- Attract new investments in intelligent connected infrastructure and technology to support productivity growth while attracting and retaining talent
- Includes a Lincoln Made Smarter intervention A scheme to accelerate the development and diffusion of industrial digital technologies (IDTs) through focused support to SMEs

**Alignment with Lincoln's Town Deal Vision and Aims**

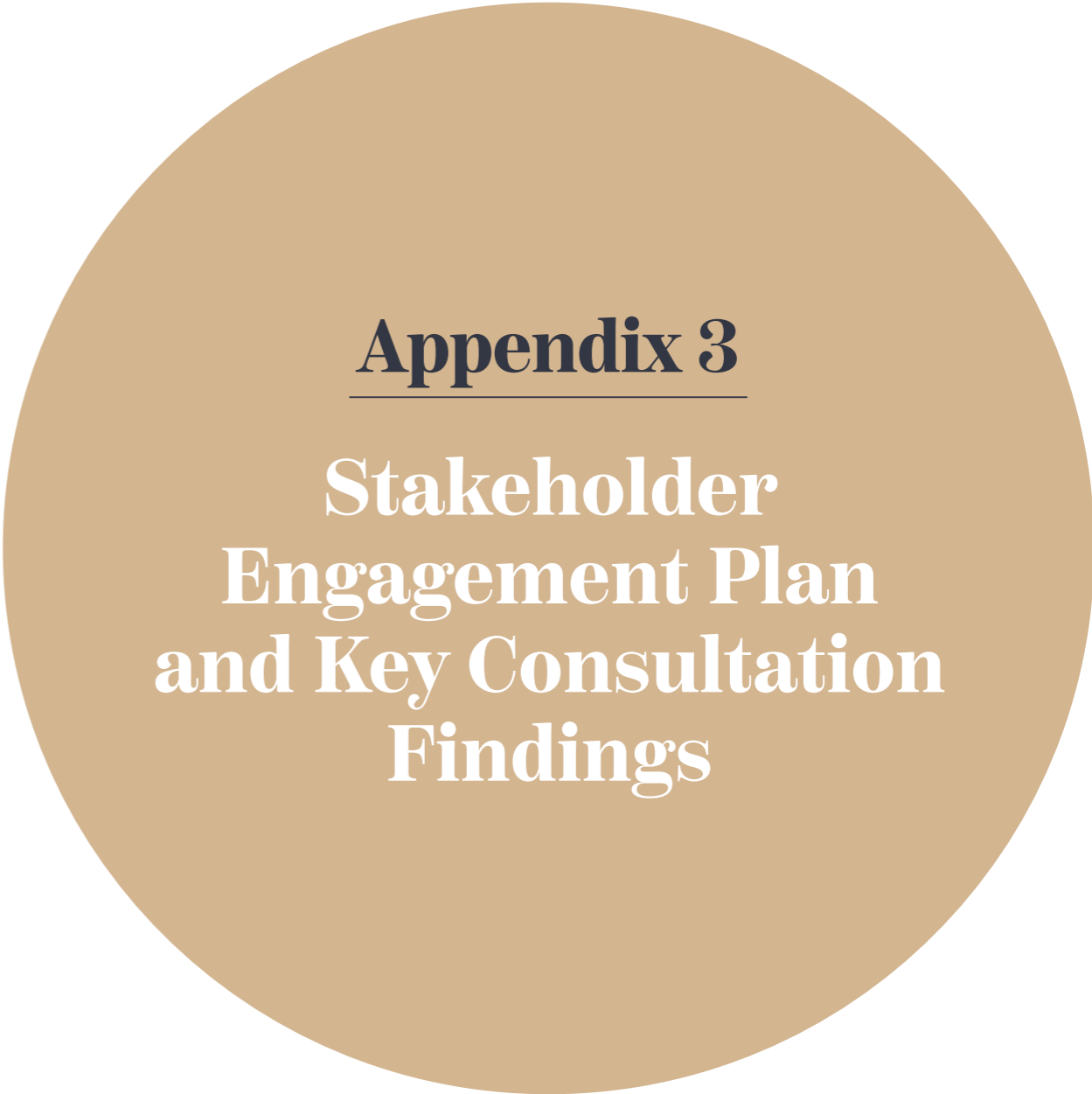
**Vision** – Driving the need to embrace the opportunities for embracing the technological and smarter solutions across the intervention programme is at the heart of the vision for the Town Deal and Lincoln Digital Strategy.

**Digital** – There are opportunities for development and integration of the Digital Strategy pilot actions with the Town Deal intervention capital programme, adding benefit in terms of resource and outcomes.

**Transport** – Driving Lincoln's transition to a City that embraces the opportunities presented by the digital economy aligns with Town Deal objectives for supporting a sustainable Transport Strategy and the need to prepare Lincoln for the technological changes in mobility and how people access work, learning, health and social needs. Opportunity for aligning testing of innovative approaches to improve transport and access with the Lincoln Town Strategy.

**Skills** – the Lincoln Made Smarter intervention identified in Digital Strategy aligns directly with the Town Deal aim for upskilling and educating the community and business sector to the opportunities of the digital economy objective.

**Urban Regeneration to support Arts, Culture, Heritage and Enterprise Infrastructure** –The Town Deal capital programme is an opportunity for aligning pilot tech solutions into the delivery and access of the City's cultural and heritage offer. There are also opportunities and added benefit to align technological infrastructure capital needs with the evolving digital test bed programme.



## 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 AND 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 AND INTEREST GROUPS
Transport	Lincoln Transport Board
Digital	Digital Lincoln, Lincoln Science and Innovation Park, Mosaic Digital Hub, Digital Firms
Skills	LEP Skills Board, Universities, College
Enterprise	Lincoln Science and Innovation Park, Lincoln BIG, Healthy High Streets, Cornhill Quarter, Investors in Lincoln, Developers, Agents, Businesses
Arts, Culture and Heritage	Heritage Action Zone (and constituent partners), Heritage Lincolnshire, Visit Lincoln, Lincoln University
Climate Change and Clean Growth	Lincoln Climate Commission
Covid-Recovery	Lincolnshire Resilience Forum and Business Networks
Inclusive Growth	Citizens' 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
<b>Early Evidence and Data Gathering</b>	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
<b>Testing vision and objectives and long-list of projects</b>	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
<b>Draft Investment Plan</b>	Working up, clarifying and confirming project details to enable final assessment and prioritisation  Bespoke engagement with stakeholders to test and refine
<b>Final Town Investment Plan</b>	Sharing information and continuing to invite stakeholders to input post submission of TIP  Communicating updates regarding submission, next steps and outcome of assessment
<b>HoT – Delivery Agreement</b>	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 Focused 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 Citizens' 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
<b>Digital</b> Written	<p><b>Dedicated Town Deal Website</b> – 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</p> <p><b>Social Media</b> – Used for key messaging and to provide information and updates, encouraging comments through the website and directing stakeholders to surveys</p> <p><b>Email Updates and Key Messages</b> - Communicated through existing networks/venues/organisations, facilitated by Town Deal Board and Delivery Board</p> <p><b>E-Forms/Surveys</b> – To conduct surveys and derive feedback from stakeholder groups such as the Citizens' Panel</p> <p><b>#Mytown</b> – Utilised to collect feedback and comments to inform Plan in combination with wider survey work and engagement</p>
<b>Digital</b> Face-to-face	<p><b>Virtual Meetings and Workshops</b> – using platforms such as Zoom and Teams to conduct Board meetings and facilitate virtual workshop sessions with the Board and wider stakeholders</p> <p><b>1-2-1 Consultations</b> – Facilitated one-to-one consultations and focus group meetings with key groups to develop project ideas</p> <p><b>Stakeholder Networks</b> – Presenting to various networks at scheduled meetings to gain feedback and share information</p> <p><b>Media</b> – Interviews via WhatsApp/Teams to inform the wider public about the Town Deal programme</p>
<b>Physical</b> Face-to-face	<p><b>Board Meetings and Workshops</b> – Within City Hall and wider venues across the City (up to March 2020). Board meetings are currently taking place in a virtual environment but some smaller meetings have and will be possible face-to-face</p> <p><b>Telephone</b> – 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</p> <p><b>Events and Exhibitions</b> – 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.</p>
<b>Print Media</b>	<p><b>Press Releases</b> - 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.</p> <p><b>Published Material</b> – 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</p>

**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-19 restrictions at the time.

STAGE AND TIMESCALE	METHOD OF ENGAGEMENT
<b>Early Governance and Engagement</b> <b>Dec 19 – Feb 20</b> Covid-19 Lockdown	<ul style="list-style-type: none"> <li>Initial Stakeholder meeting to create a 'shadow board' to inform readiness checklist submission</li> <li>Formation of Town Board and Delivery Board</li> <li>Stakeholder interviews</li> <li>Delivery Board - Digital Workshop</li> <li>Development of Statistical Evidence Base</li> <li>Identification of emerging priorities</li> </ul>
<b>Emerging Priorities</b> <b>Mar – Jun 20</b> Covid-19 Lockdown	<ul style="list-style-type: none"> <li>Web survey (Citizens' Panel and stakeholder groups)</li> <li>Growth Conference – video released in lieu of cancelled conference (Covid-19)</li> <li>Powered By Lincoln virtual workshop</li> <li>Development of project proposals in line with priorities by partners</li> </ul>
<b>Testing Vision, Objectives &amp; Long-List</b> <b>Jul – Aug 20</b> Covid-19 Ongoing Restrictions	<ul style="list-style-type: none"> <li>#Mytown</li> <li>Website</li> <li>Town Board Workshop – consultation on vision, objectives and long-list of projects</li> <li>Delivery Board review sessions</li> <li>Web survey – Citizens' Panel to test and check outcomes</li> <li>Ongoing engagement with project leads and networks</li> </ul>
<b>Draft Investment Plan</b> <b>Sept-20</b> Covid-19 Ongoing Restrictions	<ul style="list-style-type: none"> <li>Presentation of draft TIP and prioritised project list to Town Board</li> <li>Delivery Board review</li> <li>Check and Challenge</li> <li>Town Board Sub-group formed to determine final project selection</li> </ul>
<b>Final Investment Plan</b> <b>Oct-20</b> Covid-19 Ongoing Restrictions	<ul style="list-style-type: none"> <li>Sub-group to determine final prioritised list of schemes</li> <li>Final investment plan to Town Board and Executive</li> </ul>
<b>Post Submission</b> <b>Oct – Dec 20</b> Covid-19 Ongoing Restrictions	<ul style="list-style-type: none"> <li>Website and updating of key messages</li> <li>Town/Delivery Board to review Programme Management/assurance processes</li> <li>Publication of Investment Plan (subject to approval)</li> <li>Engagement with project leads to mobilise for business case/project development</li> </ul>

STAGE AND TIMESCALE	METHOD OF ENGAGEMENT
<b>HoT – Delivery Agreement</b> <b>Jan - Dec 21</b>	<ul style="list-style-type: none"> <li>Growth conference (150 stakeholders) – rescheduled – launch of Investment Plan</li> <li>Engage with project leads to develop business cases</li> <li>Project specific consultation and engagement</li> <li>Continuation of key messages/portal and engagement through website</li> <li>Continuation of engagement through Delivery Board and partnership networks</li> <li>Citizen's Panel – baseline survey</li> <li>Reintroduction of face-to-face consultation methods</li> </ul>
<b>Delivery</b> <b>Jan 22 +</b>	<ul style="list-style-type: none"> <li>Growth Conference (bi-annual) to celebrate/look forward and engage (150 stakeholders)</li> <li>Continual engagement with networks and project leads to develop, monitor and evaluate schemes</li> <li>Project specific consultation and engagement</li> <li>Continuation of key messages/portal and engagement through website</li> </ul>

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. Focused 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.

#### POWERED BY LINCOLN STAKEHOLDER VALIDATION WORKSHOP

DATE	GROUP
March 2020	Powered by Lincoln stakeholder validation workshop
March - August 2020	#Mytown
March 2020	Citizens' Panel
July 2020	Town Board Workshop
August 2020	Citizens' Panel

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-focused Lincoln 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 City's SWOT in respect of building a future, digitalised economy, the results of which can be found in Figure 1. Furthermore, stakeholders were also involved in assessing a range of pilot actions (Figure 2) to help the City transform its economy with a tech and digital focus to underpin growth.

Figure 1. Results of SWOT analysis

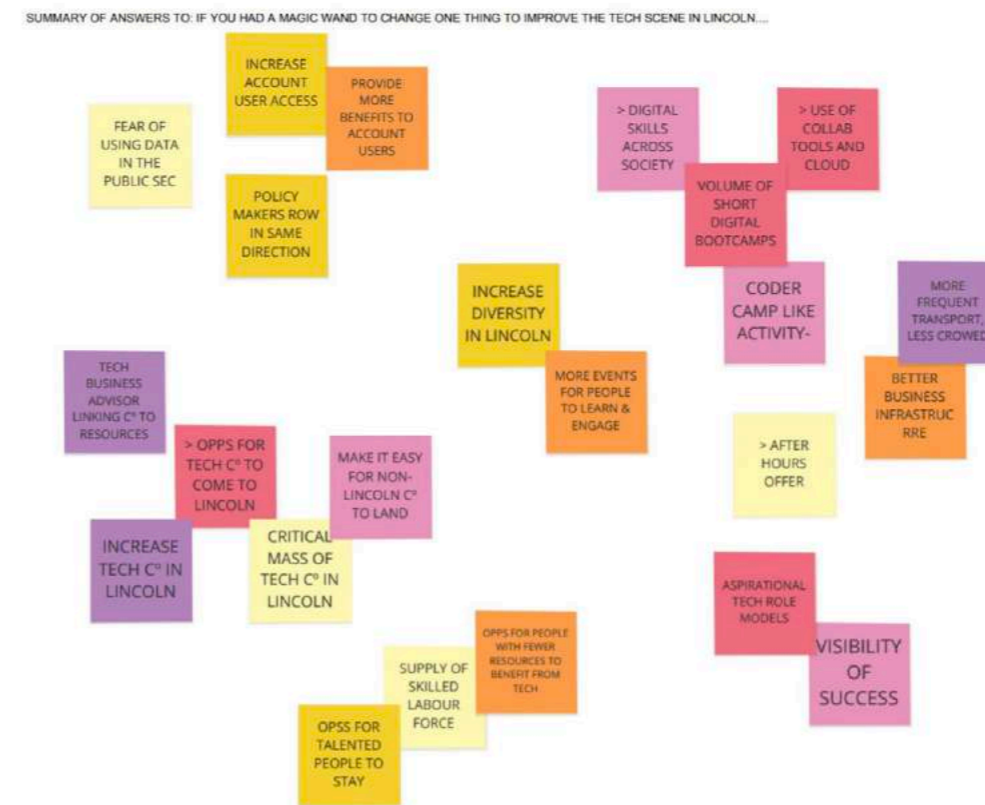
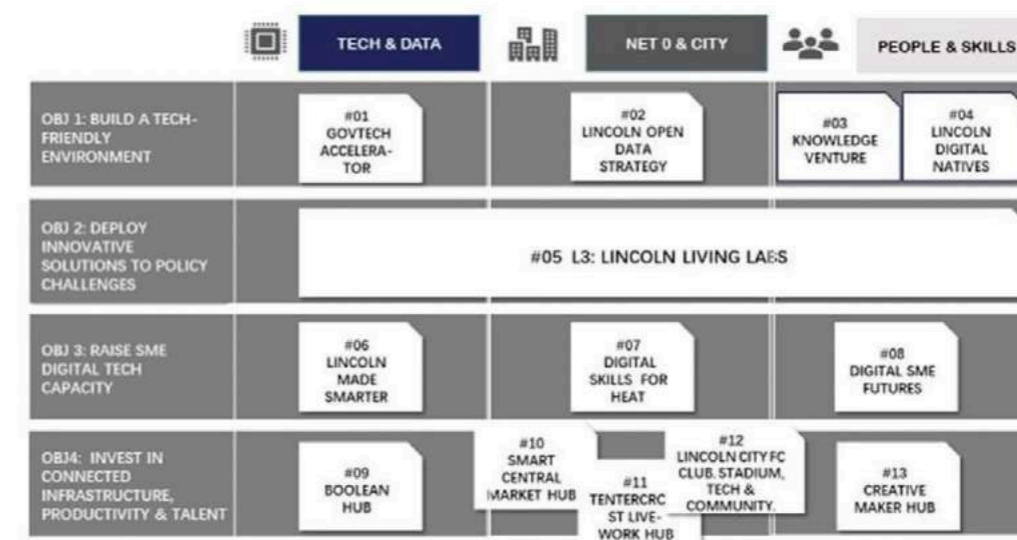


Figure 2. Map of Actions



### #MYTOWN 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 to be 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.

### 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 (Figure 3) and objectives were 'tested' and the results are analysed in Figure 4.

Figure 3. Towns Fund Vision

**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.”**

Figure 4. Analysis of results

## 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 – 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



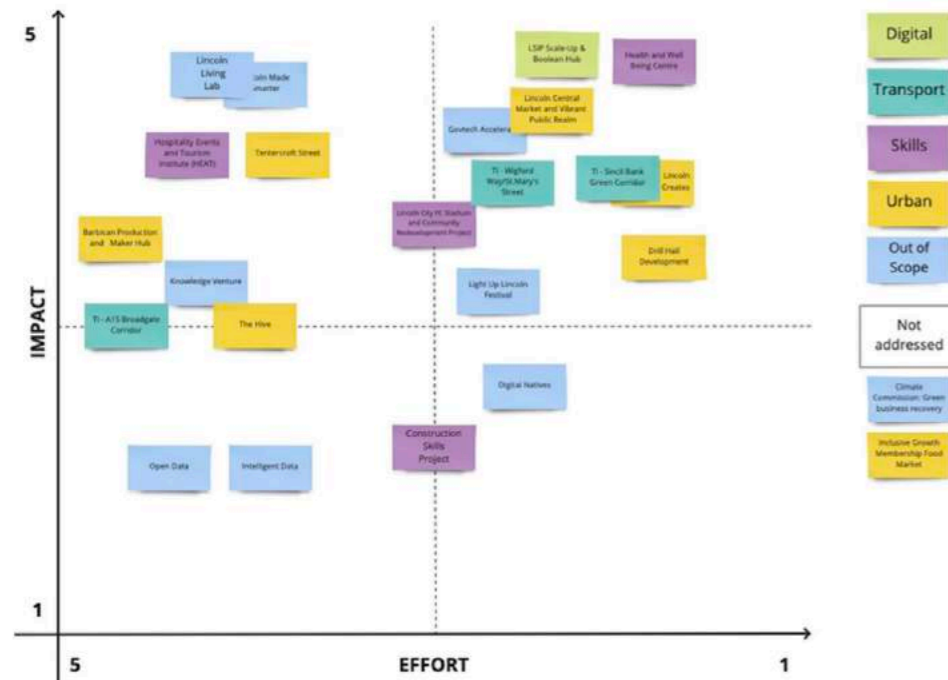
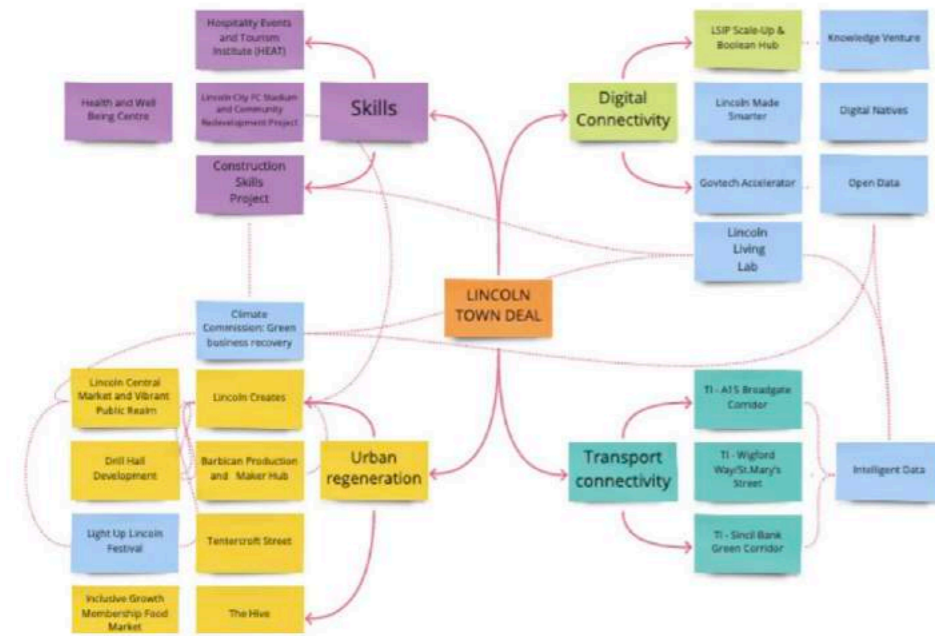
## Objective – Urban Regeneration, Arts, Heritage and Culture

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.



A project prioritisation and ranking exercise was also facilitated at this time and the final outcome is summarised in Figure 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.

Figure 5. Analysis of project interconnections and prioritisation



LINCOLN CITIZENS' PANEL AND 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 focused. The Lincoln Citizens' Panel was consulted twice over the development period of the Town Investment Plan, the first of which was carried out 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 focused, in terms of priority areas and then to demonstrate how the emerging Town Investment Plan had been developed.

MARCH 2020

212 local residents on the Citizens' Panel responded to this survey. It highlighted that the following areas were important to local residents, and should be the focus of the Towns Fund bid:

- 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 and 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.

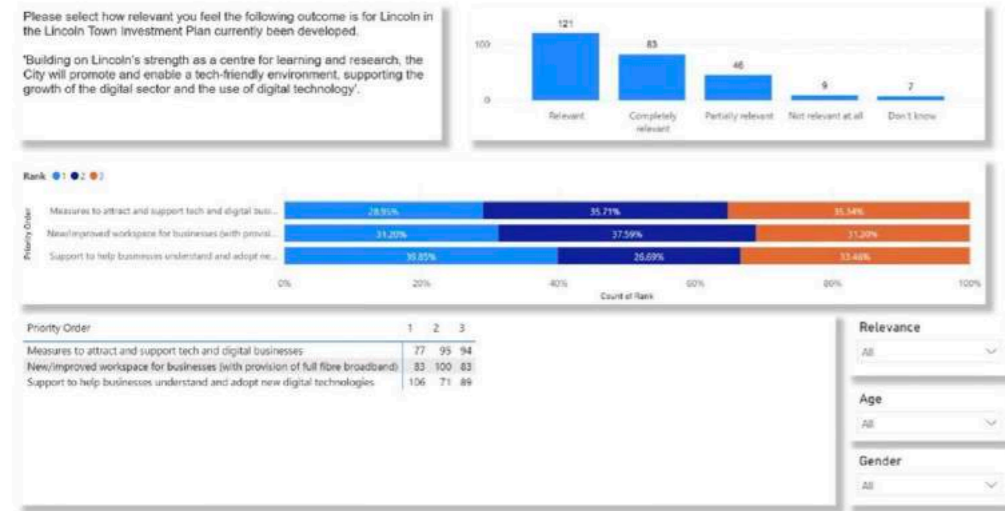
**ANALYSIS OF RESULTS**



**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:
  - + Inclusive growth
  - + Overcoming the impacts of the Covid-19 pandemic
  - + 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% identified inclusive growth as the highest priority.

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



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



**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

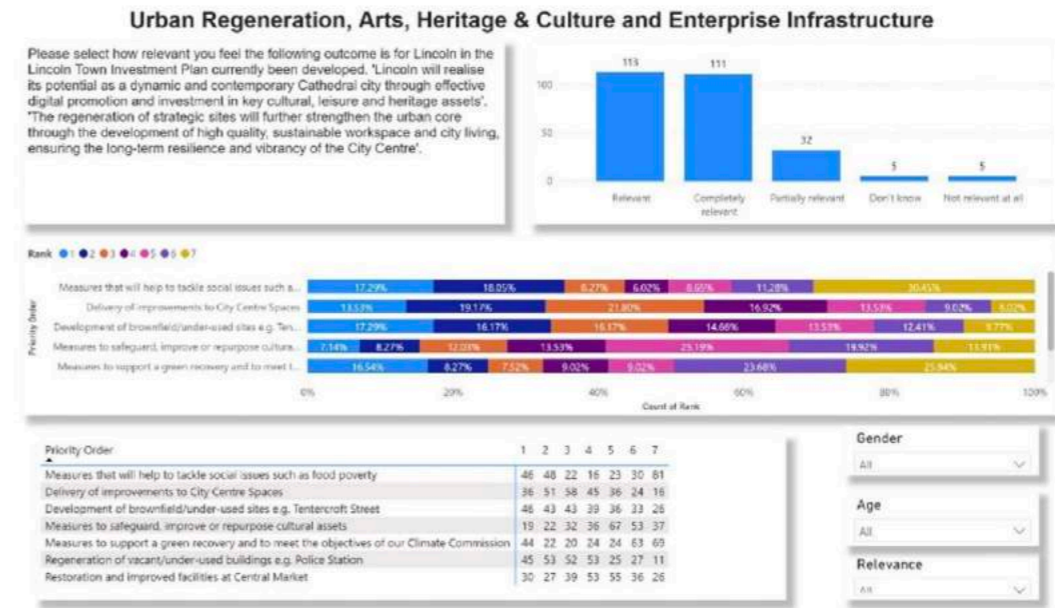
**KEY OUTCOMES:**

- 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
- 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:
  - + Hospitality and tourism (53%)
  - + Digital (29%)
  - + 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:
  - + Measures that will help to tackle social issues such as food poverty
  - + Development of brownfield / under used sites
  - + Regeneration of vacant / under used buildings
  - + Measures to support a green recovery and to meet the objectives of the climate commission

## Appendix 3

### 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 AND CULTURE & 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



**INVESTMENT PLAN  
PARTNER ORGANISATIONS:**

