



CITY OF
Lincoln
COUNCIL

Building our future on strong foundations

A Growth Strategy for
Lincoln 2014-2034



Growth Strategy for Lincoln

A 'BEAUTIFULLY ENGINEERED WORLD CLASS HISTORIC CITY'



Foreword

Cllr Richard Metcalfe, Leader, City of Lincoln Council

"Cities are complex and often need to adapt to respond to change and uncertainty. They have a clear vision stating their ambitions for the future, with defined goals.

"A competitive city encourages enterprise and innovation; develops and retains a skilled workforce; achieves strong connectivity; nurtures diversity; values and enhances quality of life; creates capacity to implement long-term development plans; and fosters a vibrant business environment.

"There is no doubt that Lincoln could become a world class historic city, a hub for advanced engineering, international learning and innovation; a place brimming with history and vibrancy, with proud communities devoted to the city and its culture.

"We are determined that economic growth will bring with it social well-being and sustainability, lifting people out of poverty and ensuring that future generations continue to enjoy and benefit from our remarkable city.

"In order to achieve our goals we need to pull together; build on and create new partnerships across all sectors. Without strong governance, leadership and collaboration our aspirations will not be realised.'



Andrew Taylor, Chief Executive, City of Lincoln Council

"This Growth Strategy identifies our key challenges, our ambitions and what we will do to establish Lincoln as a primary economic driver for Greater Lincolnshire.

"Lincoln's population will increase substantially over the next 20 years, with more than quality new homes in the pipeline, increased employment opportunities, new educational facilities, and infrastructure improvements transforming movement through the city and beyond; hence a planned approach to growth is essential.

"Our unique city offer is already impressive; great heritage; a resilient retail sector; excellent companies across a broad range of sectors; high quality cultural facilities; two successful universities and a highly performing college; and an abundance of green spaces. Lincoln is valued greatly by residents, students, employees and visitors who are aware of its beauty and appeal, however the city currently lacks national and global awareness.

"We want our city to be a key place to visit, work, study and live within, competing strongly with other popular heritage cities and towns throughout the world."



Professor Mary Stuart, Vice Chancellor, University of Lincoln

"The University of Lincoln is a young, dynamic institution and has come a long way in a short time. Our establishment and growth have been driven by local partnership, with employers and key stakeholders.

"As our reputation grows, we can continue to share the benefits of our expansion with our Lincoln community, helping to drive innovation and growth across the city and beyond through the creation of purposeful knowledge, research and creative graduates.

"The Lincoln Growth Strategy gives structure to our partnership, linking the shared ambitions of the city and the university."



Dr Rona Mackenzie, Principal, Lincoln University Technical College

"Lincoln University Technical College is part of an education revolution. Known as Lincoln UTC, our brand new college will welcome 14-18 year olds from across the Lincolnshire region.

"Lincolnshire has an enviable reputation for engineering and science industries. Students will benefit from studying core subjects, such as Mathematics, English and Science, alongside technically-oriented studies including engineering and computer science.

"Our students will study a bespoke curriculum, fully integrating technical and academic qualifications and achieving GCSE, A Level, OCR National and OCR Technical qualifications. Learning is delivered in a very practical way, blending academic, technical and vocational elements.

"This fresh approach to education offers outstanding opportunities for young people across the region, particularly those with an interest in engineering and science. With a wide variety of bridging and enrichment activities, we will ensure our students receive a fully-rounded, holistic education.

"Our unique collaboration with businesses will enable our students to complete their education and seamlessly start their chosen career in engineering and science. By working in close association with local employers and business, through projects, mentoring and regular work experience, Lincoln UTC will ensure its students are suitably matched to an evolving job market and are highly employable."



Barry Jackson, General Manager, Bifranghi UK Ltd

"Bifranghi is an Italian family-owned manufacturing business with operational facilities in Lincoln and Sheffield, Houston Texas USA and Mussolente Italy. Bifranghi UK was formed in November 2001.

"In 2011 the Bifranghi board announced their intention to invest in a new high-tech, forging facility unique to the western world. Lincoln along with several other locations, (Sheffield UK, Italy, USA and the Czech Republic) competed for the initial £50 million investment.

"We were delighted that the local authorities, business development, the city Member of Parliament, Local Enterprise Partnership and the University of Lincoln joined our campaign to help secure this investment for Lincoln.



“Lincoln’s engineering heritage spans many generations and the unique skills the city has to offer cannot easily be found elsewhere.

“We find our staff here in Lincoln flexible, open to change and many consistently demonstrate their commitment to the company through their reaction to business need.

“In today’s fiercely competitive marketplace these are the key ingredients of any successful organisation. Recognising the value of your workforce is crucial, as without employees that believe in your company and are prepared to work with you to achieve common goals, you are unlikely to succeed.

“The number one motive behind our decision to invest in Lincoln was people. The city has an exceptional quality of life not found in many places and this is congruent with recruiting and retaining a healthy, content and committed workforce.

“It is this special combination of engineering expertise, the promise of well-being and the support and enthusiasm of the local authorities that particularly appealed to Bifranghi’s owners.

“Following on from the phase one investment program, local management identified the need for a new research and development centre, laboratory and training centre to underpin forging activity and develop new product lines and processes.

“To help fund this we applied for Regional Growth Fund support; once again the support we received from the greater Lincoln establishment played a major part in our successful bid.

“As a direct result of this success we are now committed to the development of a £15.1million research and development centre and training program; this will extend our product range, enhance our competitive edge, increase export opportunities and ultimately create high value sustainable jobs.

“We are aware that future growth is reliant on appropriate infrastructure, and in manufacturing terms key state of the art equipment together with a constant supply of appropriately trained dedicated staff.

“Once again the City of Lincoln have been proactive and demonstrated their understanding of this need by the creation of the Lincoln Engineering Academy.

“There are many elements to consider in growing a prosperous city; however the economic welfare of any location is highly dependent on its business success.

“We are extremely pleased that Lincoln is developing a new Growth Forum, bringing together a broad range of stakeholders from across the city and Bifranghi will certainly be one of the first companies to show its support.

“Being a major energy consumer we welcome Lincoln’s exploration of alternative approaches to energy generation and will continue to explore measures which help us to more effectively manage our power requirements as the company expands.”



Our vision

“Lincoln will evolve into a beautifully engineered world class historic city becoming internationally renowned for its enterprise, heritage and educational excellence, whilst demonstrating that being a competitive city does not equal compromising on people, values or culture.”

Our priorities

Great Place

- Ensuring quality development to a high standard in the right locations (e.g. masterplanning approach to areas such as with the City Centre Masterplan)
- Marketing and promoting the city's offer (e.g. through Visit Lincoln Partnership)
- Conserving and developing the city's heritage product
- Conserving, developing, creating and connecting the city's green spaces and urban spaces/squares
- Creating and developing improved quality leisure provision.

Great Access

- Creating a high quality transport hub in the City Centre
- Improving rail links to London and Nottingham
- Implementing the car parking strategy including Park and Ride
- Delivering the improved road infrastructure (e.g. Eastern Bypass, East-West Link, Canwick Road improvements)

Great People

- Developing, creating and promoting apprenticeships and training programmes to meet the needs of the economy
- Bringing together learning providers and connecting education and skills to job opportunities to develop a range of programmes to ensure people are work-ready
- Providing job opportunities at all ability levels to provide career progression and to retain/attract graduates in the city

Great Partnerships

- Establish the Lincoln Growth Forum as the mechanism to facilitate and build upon a range of joint and collaborative working between the private and public sector;
- Joint and collaborative working on improving infrastructure;
- Joint and collaborative working on creating employment opportunities;
- Joint and collaborative working on providing a range of new housing including affordable; and
- Joint and collaborative working on marketing and promoting the city.

Great Innovations

- Developing and promoting the Lincoln Science & Innovation Park (LSIP)
- Developing a city Energy Service Company (ESCO) to provide security of energy supply, relatively cheaper energy costs thus creating a lower carbon footprint city, tackling fuel poverty and responding to future energy challenges
- Developing innovative ways to create new investment opportunities that lead to job creation
- Innovatively support the development of our world-class engineering sector through education, research, development and employment
- Supporting new business growth and expansion

Introduction

Cities are drivers of economic growth; however they often also encompass areas of poverty, suggesting that deprivation is not automatically addressed through economic growth.

This strategy for growth will look to demonstrate how employment growth might lead to a decrease in poverty and the importance of some of our key sectors to support this reduction such as retail, healthcare and construction.

Analysis informs us that output growth has no short-term impact on poverty and that employment growth will more readily and quickly lead to much-needed changes. Though job creation does not always lead to employment for local residents, there is some evidence that new high-skilled jobs can lead to jobs in other sectors of the local economy.

To enable economic growth Lincoln will look to develop its human capital, providing opportunities to improve skill levels and offering a range of vocational education that responds to local employment needs.

The city will enhance its physical environment, from housing and employment land availability to infrastructure enhancements and better-quality public realm. Innovation and enterprise is vital for growth and we will work with local businesses to support innovative approaches.

By engendering an environment where innovative individuals with creative flair can gather, and encouraging companies to create capacity for learning/enable a culture of innovation development and delivery, Lincoln will undoubtedly see entrepreneurship thrive. In short, having an understanding of a city's core identity and values and the importance of branding these effectively to capitalise on its strengths, is the key to sustainable economic growth.

Lincoln has weathered the recession storm relatively well, however the challenge will be to continue to grow and develop whilst remaining competitive as the economy recovers and other cities respond.



Key challenges facing Lincoln

Lincoln’s strategy for growth must consider how current challenges will be addressed if it is to succeed in achieving its goals and ambitions. These challenges are:

Employment

- Limited employment land currently available
- Ensuring that development potential surrounding the emerging East-West Link Road is of an appropriate quality responding to, and sympathetic to, local needs and economically viable
- Enhance retail provision across the city; balancing niche, local and national provision effectively
- Business start-ups – how do we encourage/provide the right environment for innovative and enterprising businesses to flourish
- Youth employment – filling the gap of careers advice, managing expectations and raising awareness of the broad spectrum of local job opportunities
- Ensuring we extend the breadth and distribution of employment opportunities for all in the city, promoting employment growth in expanding sectors and providing targeted training within our local communities

Housing

- Delivery of quality new homes across the Local Plan period to meet our growth needs
- Delivering three sustainable urban extensions, each with their own challenges and opportunities
- A lack of affordable housing to meet the needs of a fast growing population
- Ensuring that development potential surrounding the emerging East-West Link road is of an appropriate quality responding to, and sympathetic to, local needs and economically viable

Connectivity

- Providing a new public transport hub and park and ride
- Improving rail connections and frequency of train services
- Improving road links to make it easier to get to and around the city
- Quality and location of broadband provision requires improvement for what is essentially a primary urban centre for the Greater Lincolnshire area
- Ensuring that affordable transport options are available
- Achieving better connectivity between transport hubs around the city

Sustainability

- Flood risk and water management
- Climate change adaptation
- Security of energy supply
- Conservation of historic buildings/structures
- Increasing biodiversity

Equality

- Equality of opportunity; making sure that the economic growth of the city benefits our most deprived communities
- A need to regenerate some of our most deprived areas
- Providing sufficient affordable childcare

Skills

- Improving workforce skills at all levels and improving educational attainment, especially Key Stage 4
- Providing further vocational training opportunities matched to the local jobs market
- Graduate retention

Recognition

- Raising awareness of what Lincoln has to offer, increasing the city’s profile

Our ambitions

- A significant increase in quality job creation and retention across a wide distribution of employment opportunities, supporting the growth of existing companies and attracting new investment
- Creation of more high-quality homes through successful integrated delivery of three sustainable urban extensions, supplementary housing schemes and improvement of existing housing provision
- Making Lincoln the place to be for business, residents, students and visitors (a balanced approach to the delivery of economic, social and environmental benefits)
- Global recognition of the city's exceptional manufacturing/engineering expertise and further expansion of the sector
- Substantial growth in the city's visitor economy and increased global awareness
- Improving educational attainment to a high standard, addressing skill gaps at all levels, resulting in work-ready individuals and satisfying local employer requirements
- Home to a world class university and science and innovation park, a UK leader in knowledge creation and transfer
- Low carbon Lincoln - groundbreaking approaches on energy provision
- Public and private sector working together to identify common goals to drive economic growth for Lincoln
- Infrastructure provision and improvement recognising the importance of connectivity to a primary urban centre for the region



Principles behind investment for growth



Achieving our ambitions

A significant increase in quality job creation and retention across a wide distribution of employment opportunities, supporting the growth of existing companies and attracting new investment.			
Objectives	Contribution to priorities	How we will achieve them – Action Plan highlights	Key Facts
Identify and bring to the market new employment land, including sector specific sites.	Great innovations Great place	Complete an employment land survey and work in partnership with landowners across the city to determine future uses of strategic sites, reviewing land allocation decisions and unlocking growth potential.	<p>Forecast labour demand in Lincoln by 2025 shows significant growth requirements for Science/technical professionals (70%), caring personal service occupations (25%), corporate managers (19.2%), health professionals (200%) and sales related occupations (21.3%). (Cambridge Econometrics, July 2012)</p> <p>Initiatives through organisations such as the Technology Strategy Board can help UK companies strengthen their supply chains i.e. Advanced Manufacturing Supply Chain Initiative (AMSCI).</p> <p>Lincoln is developing a Business Charter to clarify local and national funding opportunities.</p> <p>Lincoln's estimated GVA in 2014 is £1.9 billion and it is projected to increase to £2.6 billion by 2030.</p> <p>Most organisations in Lincoln are small with less than five employees, only 0.2% of enterprises in the city have one thousand or more employees.</p> <p>Quality office space availability is generally low in Lincoln; a detailed city council report in February 2010 identified only 20% of premises being available. Returns are less than other locations as the rentals are low (average Lincoln</p>
Support local companies with growth/expansion plans	Great people Great innovations	<p>Local investment teams will work directly with companies in Lincoln to identify their key barriers to growth and what can be done to mitigate them.</p> <p>Work with existing and new companies to ensure that job opportunities are highlighted to the local population.</p> <p>Provide workspace/grow on units for businesses to grow into.</p>	
Strengthen supply chain opportunities and connections	Great innovations	<p>Map existing supply chains for Lincoln's key growth sectors, identifying opportunities for local suppliers and strengthening current networks.</p> <p>Identify gaps in knowledge and cross cutting themes around supply chains and innovation through local economic assessments and engagement with local businesses.</p> <p>Work to resolve issues associated with international ownership, availability of skilled labour, export/import restrictions i.e. visas, SME access into the supply chain and legislation.</p>	
Provide/identify funding support for new investors and existing companies wishing to expand and develop	Great partnerships Great innovations	<p>Highlight national and local funding opportunities to local businesses as they arise, maximizing the use of the Lincolnshire Investment Network and Government schemes such as Regional Growth Fund.</p> <p>Improve support for inward investors, developing local relationships with UKTI and the Government Department for Business, Innovation, and Skills.</p>	
Provide workspace options for SMEs of all sizes and experience	Great place Great innovations	<p>Promote Lincoln's workspace provision online, clearly identifying any flexible lease terms or wider services available.</p> <p>Undertake an assessment of the quality of office space available across the city, agreeing minimum standards and investing in improvements where necessary.</p>	

Encourage innovative development and delivery	Great partnerships Great innovations	Encourage business engagement with local support programmes such as LINBIS, Innovation Lincolnshire, SUSTAIN, Robust Futures. Promote a culture of enterprise across the wider community and provide targeted training for disadvantaged groups to enable them to access the job market.	rental prices are £8.66 per sqft in comparison to £13.29 in Oxford). In May 2013, 8,530 Lincoln residents were experiencing worklessness. (State of the Lincoln Economy, Nov 2013) The city's unemployment claimant rate is currently 1.2% over the national average.
Match educational provision to job skill requirements of our local economy	Great people	Adapt vocational training and education to help support needs within the local labour market. Develop employer led training programmes to help those on low pay and provide targeted training for disadvantaged groups enabling access to the job market, recognising that employment growth has a more immediate impact on poverty than general output growth.	
Create more affordable childcare solutions	Great place Great innovations	Recognise the employment opportunities that increased childcare will generate by providing additional childcare facilities/ schemes and ensuring that affordable options are included.	

Creation of more high-quality homes through successful integrated delivery of three sustainable urban extensions, supplementary housing schemes and improvement of existing housing provision.			
Objectives	Contribution to priorities	How we will achieve them – Action Plan highlights	Key Facts
Successful delivery of quality new homes to a high standard over the Local Plan period to meet our growth needs	Great partnerships Great place	The Strategic Housing Land Availability Assessment has identified a number of sites for potential development. Working in partnership across the city we will take forward development within these locations and will obtain additional sites currently occupied for other uses.	Between 1982 and 2012 Lincoln's population grew considerably from 76,800 to 94,600 residents. Notably 29% of the population are aged 15- 29. Housing and economic growth are inextricably linked. The housing sector and associated industries provide significant employment opportunities. Currently 1.3% of employees in Lincoln work for the construction sector.
Creation of three new sustainable urban extensions to the west, north-east and south-east of the City, which seamlessly interface with existing communities	Great partnerships Great place	Development of 2,700 new dwellings with supporting infrastructure including a mixed-use employment site and new leisure/community facilities on the Western Growth Corridor by 2034. Development of up to 1,400 new dwellings in the North-East Quadrant once the Lincoln Eastern Bypass scheme has been completed, providing an eastern outer ring road for the city. Development of up to 2,800 dwellings in the South-East Quadrant between Bracebridge Heath and Canwick in the local plan period and a further 3,200 beyond. This scheme is also largely dependent on the completion of the Eastern Bypass access road. Integration of existing communities in relation to access, infrastructure, and public realm.	

Deliver additional open market housing across the city	Great partnerships Great place Great innovations	Develop up to 8,000 new private residential homes in the Lincoln area by 2034, ensuring that there is a sufficient mix to accommodate likely future demand. Explore the potential of delivering additional sustainable urban extensions in and around the city. Increase supply of housing/hotel spaces available to meet the demands of business clients, employees and investors, working with local companies to understand requirements.	<p>Every £1 spent on housing and construction generates £2.84 of value to the economy. Construction is one of the best ways of stimulating economic activity.</p> <p>Despite relatively low housing prices in Lincoln/Lincolnshire (average selling price for a terraced house in Lincolnshire as of July 2012 was £77,385), affordability for many local people remains an issue.</p> <p>There is potential to provide homes in and around Lincoln which are attractive to the full working spectrum thus encouraging future investment. The most dominant categories relating to residents of Lincoln are lower income workers in urban terraces in often diverse areas (16.6%); young, well-educated city dwellers (15.5%); and middle-income families living in moderate suburban semis (9.28%). (Lincolnshire Research observatory, 2013).</p>
Develop 50 new homes under the local authority house building programme and take forward a council housing new build initiative	Great partnerships Great place	Develop a new build programme for additional council housing. Deliver additional social rented homes.	
Provide early pre-planning advice to developers	Great innovations	Create a pre-application advice service for new housing proposals to help avoid unnecessary constraints post application	
Improve existing housing stock to meet the needs of residents	Great partnerships Great place	Explore rebuild options in key locations to maximise the number of properties available and develop a temporary rehousing plan. CoLC to explore the potential to carry out a renewal area assessment and subsequent regeneration project.	
Reduce levels of non-decent dwellings within the private sector	Great partnerships Great innovations	Private sector landlords and owner occupiers to reduce levels of non-decent homes identified within the Private Sector Housing Condition Survey (December 2009).	
Improve the standards of private sector rented housing	Great partnerships	Work with private landlords to significantly reduce the number of non-decent private rented homes in the City, responding to Lincoln Condition Survey standards and eradicating Category 1 failures.	
Raise awareness of landlord and tenant responsibilities	Great innovations	Full accreditation scheme for landlords and/or properties in place. Develop a welcome pack highlighting landlord/tenant rights and advice.	
Ensure availability and access into the private rented sector for households where this is a viable option	Great innovations	COLC to fund and run a deposit guarantee scheme to assist priority homeless households into the private rented sector.	

<p>Improve the City Council's landlord function</p>	<p>Great partnerships</p>	<p>Involvement and empowerment of tenants, enabling influence of how national standards are achieved.</p> <p>HCA, developers, Housing Associations and COLC to develop a higher quality Lincoln standard for decent homes.</p>	<p>In 2009 31 per cent of privately owned properties in Lincoln were regarded as long-term empty homes.</p> <p>The student make-up of the city (19,000+) currently impacts directly on housing, hence future student housing provision needs to consider location and offer carefully.</p> <p>Greater Lincolnshire Local Enterprise Partnership is working with the business community to establish a Development Charter. Lincoln businesses secured more than £5 million from the Regional Growth Fund in 2013.</p>
<p>Significantly reduce the number of empty homes in Lincoln</p>	<p>Great place Great partnerships</p>	<p>Create an action plan for homes that have been empty for more than two years to return the properties to use, and explore the introduction of an early intervention scheme.</p> <p>Implement a short-term loan scheme for developers to improve properties to be brought back into use or sold.</p>	
<p>Establish partnership schemes for affordable housing development</p>	<p>Great partnerships</p>	<p>Develop a programme of schemes through the Strategic Housing Group and through wider partnership working, for example via Community Land Trusts, local asset backed vehicles, cross subsidy and joint ventures.</p> <p>Utilise City Council land for additional housing developments where possible. Meet the affordable housing targets set out in the Local Plan.</p>	
<p>Increase the provision of appropriately located students and manage the impact of growth on existing residential communities</p>	<p>Great place Great partnerships</p>	<p>Increase the supply of new purpose built accommodation in the city, with an integrated approach to existing development.</p> <p>Developers and planners to work in partnership with the city's universities to understand quantity and quality of student housing required</p> <p>Engage key stakeholders (e.g. Student Unions) when developing student housing proposals for new and existing areas.</p>	
<p>Provide support for owner occupiers</p>	<p>Great innovations</p>	<p>Deliver a loan scheme to ensure recyclable funding for sustainability of assistance for owner-occupiers.</p> <p>Increase homeowner knowledge on improvements, defect identification, and employing contractors.</p>	
<p>Identify funding sources to support affordable housing development</p>	<p>Great partnerships</p>	<p>HCA, Housing Associations and Greater Lincolnshire Local Enterprise Partnership to develop specific funding support for local housing schemes whilst demonstrating viability.</p>	

Making Lincoln the place to be for business, residents, students, and visitors (a balanced approach to the delivery of economic, social and environmental benefits).			
Objectives	Contribution to priorities	How we will achieve them – Action Plan highlights	Key Facts
Develop a cohesive approach to retail provision across the City, including an enhanced market offer	Great place Great innovations	Identify in partnership with retail investors key locations and options for retail expansion within Lincoln, agreeing timescales for delivery and mitigating potential displacement. Explore viable options for retail units which have remained empty for more than a year. Enhance Lincoln's market offer through investment to improve facilities/access and greater co-ordination of regular market events.	<p>The Lincoln economy has shown great resilience in the retail sector despite many places across country experiencing issues with empty shops and failing high streets during recent years. A detailed city council office vacancy report in Feb 2010 identified 478 (14 per cent) business related properties in Lincoln as being vacant.</p> <p>'A high quality public environment can have a significant impact on the economic life of urban centres and is an essential part of any regeneration strategy' (CABE 2004).</p> <p>It is important to remember the significant role that culture can play in ensuring a city's attractiveness and competitiveness. It not only helps shape community-led initiatives but also influences how a place evolves.</p>
Enhance the City's public realm, improving gateways and underused/derelict spaces	Great place Great innovations	Improve public realm sites throughout the city i.e. former churchyard sites, new and existing squares. Promote use of existing green spaces/parks in and around the city i.e. Hartsholme, Arboretum.	
Continue to develop the cultural quarter and strengthen Lincoln's cultural offer/connections	Great place Great partnerships	Develop a cultural destination partnership. Create greater connectivity between cultural locations through improved signage, co-ordination of events and investment in public realm.	
Enhance, preserve and promote Lincoln's unique heritage	Great place	Complete the Lincoln Castle Revealed and Lincoln Cathedral Connected programmes, developing collaborative marketing options for the Uphill/Bailgate area in its entirety and connecting into a Visit Lincoln wider promotional campaign. Work with English Heritage to identify ways in which key historic buildings/locations might be enhanced, or more effectively promoted.	
Support the diversity of Lincoln's population.	Great people Great place	Continue to provide community support to meet local needs i.e. health care and well-being. With the expansion of our universities and emergence of a new University Technical College there is a need to respond to student requirements within the city by improving sports and leisure facilities; providing innovative course options; increasing cycle provision/routes; strengthening the cultural offer; and improving bus/rail connections.	

Increase leisure facilities and sports provision within the city	Great place Great innovations	Work with local schools, colleges and sport/fitness providers to recognise new leisure trends, in particular for younger people, and identify potential locations for bespoke facilities if required. Create a new leisure village for the city. Work with partners to promote water as an asset to the city, including leisure facilities, development and increased use.	Lincoln provides around 1000 hotel rooms and 500+ rooms with independent bed and breakfasts/guest houses.
Encourage further investment in hotels and restaurants to meet future requirements	Great place Great innovations	Respond to market demands driven by increased population and visitor numbers. Look at potential assets within the city which may accommodate more suitable uses for supporting a thriving visitor economy.	

Global recognition of the city's exceptional manufacturing/engineering expertise and further expansion of the sector.			
Objectives	Contribution to priorities	How we will achieve them – Action Plan highlights	Key Facts
Increase manufacturing/engineering employment, output and investment	Great innovations	Promote key employment sites within and on the outskirts of the city to potential investors. Explore expansion opportunities with existing companies, including long-term lease options.	Lincoln has a very strong engineering heritage which has influenced the evolution of many world class companies within the area today.
Support the growth of our existing manufacturing/engineering companies	Great place Great innovations	Planners and developers to ensure that pre-application processes include short and long-term plans for commercial land/site development. Provide/identify access to finance.	
Improve wider infrastructure to support distribution and export activity	Great access	Work with the GLLEP to improve road and rail connectivity from Lincoln to major cities, ports (Grimsby and Immingham) and airports.	The manufacturing sector delivers a direct economic value to the Greater Lincolnshire economy of £1.8 billion per year within a number of key growth areas.
Support the development of new overseas markets	Great partnerships	Local investment teams to meet regularly with manufacturing/engineering companies to discuss market development potential, provide advice and support where possible. Strengthen local manufacturing/engineering company relationships with UKTI and BIS.	Through facilities such as the Engineering Hub, Lincoln is committed to merging the expertise of educational providers with the knowledge of

Promote Lincoln's engineering expertise	Great innovations	Host a national conference to raise awareness of Lincoln's engineering heritage and knowledge, inviting world leaders in advanced engineering to speak.	industry, encouraging interaction and building new networks.
Support the future of the sector by providing bespoke educational facilities and helpful careers advice	Great people	Expand the Engineering Hub in Lincoln and tailor courses/training to meet the needs of local engineering companies. Work with training/education providers to reduce specific local skills gaps in mid-technical expertise i.e. production engineers. Encourage schools, colleges and universities to place more emphasis on scientific and computer based skills.	
Continue to develop the existing engineering company network within the city	Great partnerships	Attract new engineering companies to the network and the collaborative opportunities that it creates.	
Highlight the wider benefits of locating in Lincoln to manufacturing and engineering companies	Great place	Promote the city's wider offer to investors by highlighting the range of benefits available for employees and their families/ investment partners. i.e. quality of life/ potential supply chains.	

Substantial growth in the city's visitor economy and increased global awareness.			
Objectives	Contribution to priorities	How we will achieve them – Action Plan highlights	Key Facts
Promote and enhance Lincoln's diverse visitor offer	Great place	Take forward a two year focused marketing campaign via Visit Lincoln. Participate in national/international campaign activity with Visit England, Visit Britain, and Britain's Heritage Cities.	In a recent Visit England survey, 90% of people asked had no opinion on Lincoln. The visitor economy is worth 97bn a year to England. Lincoln currently attracts 3.3 million visitors per annum, generating more than £130m to the local economy.
Manage, develop and sell Lincoln as a visitor destination	Great place	Take forward actions identified within Lincoln's Destination Management Plan 2015 and Beyond. Local businesses and hotel/B&B providers to promote Lincoln within their own marketing approaches, getting behind the single brand identified for the main Lincoln campaign.	
Continue to make the most of the benefits of Lincoln's existing relationship with international cities	Great partnerships	Build on linkages already in place with cities such as Tangshan, Nanchang and Neustadt.	

Improving educational attainment to a high standard, addressing skills gaps at all levels, resulting in work ready individuals and satisfying local employer requirements			
Objectives	Contribution to priorities	How we will achieve them – Action Plan highlights	Key Facts
Improve graduate employability and levels of graduate retention, responding to local business needs	Great people Great innovations	Bring employers and students together through local initiatives such as the Lincoln Engineering Hub and Lincoln Science and Innovation Park, enabling knowledge transfer and identifying future business requirements. Through Enterprise@Lincoln, BG futures and Sparkhouse promote graduate enterprise, encouraging new business spin-outs.	<p>The University of Lincoln hosts almost 13,000 students and 1,350 staff and is worth more than £250 million to the local economy.</p> <p>More than 90% of students that graduated in 2009/10 went on to further study, with many finding employment in Lincoln or close by.</p> <p>The University of Lincoln has established partnerships with major universities and colleges across China and India, and there are plans to further extend the International Study Centre's global reach. Educational attainment varies greatly across the city, with Key Stage 4 levels (49%) generally on par with the remainder of Lincolnshire. 'A balance and range of skills is particularly important in both ensuring urban economic growth and reducing poverty' (Joseph Rowntree Foundation Feb 2014)</p> <p>Apprenticeship schemes, bursaries, university collaboration all play a vital role in improving sector skills.</p>
Further expansion of the University of Lincoln campus	Great place	Support the development of the Brayford site as an 'innovation campus' with academia and business diffuse throughout.	
Provide training and education to support the needs of our local businesses	Great people	<p>Increase the number of apprenticeship programmes and related support, in particular higher-level apprenticeships to meet demand for technician-level jobs.</p> <p>Align training programmes with Lincoln's growth sectors and improve employer involvement in the development of curricula.</p> <p>Work with local schools to introduce more targeted careers advice responding to expertise requirements of local growth sectors and where possible encourage/support business interaction with schools to highlight future job opportunities and enable work readiness.</p> <p>Educational providers to work with recruitment agencies and employers to identify future skills needs of Lincoln's businesses.</p> <p>Improve community access to education and training providers, in particular developing training programmes to support unemployed adults back in to work.</p>	
Provide high-skilled training for knowledge-based jobs	Great people Great innovations	<p>Identify bespoke courses with universities and local companies to respond to local requirements.</p> <p>Foster an innovative environment, creating spaces and locations that might attract creative individuals.</p>	

Home to a world-class university and science and innovation park, a UK leader in knowledge creation and transfer.			
Objectives	Contribution to priorities	How we will achieve them – Action Plan highlights	Key Facts
Establish a world class science and innovation park within the heart of the city	Great innovations Great place	<p>Support the options identified within the Lincoln Science & Innovation Park (LSIP) Masterplan (completion August 2014).</p> <p>Create the conditions associated with an 'enterprise zone' for the identified site and occupants.</p> <p>Deliver the LSIP Gateway scheme by December 2015.</p> <p>Support the development of a 3,000m² Technology Centre on LSIP, by 2016 that will provide high quality, multi occupancy, mixed laboratory-office space for established growth businesses.</p> <p>Promote new facility to attract investment from businesses.</p> <p>Ensure that the development of the Western Growth Corridor links effectively with LSIP, particularly the integration of employment sites and transport solutions. Continue to encourage knowledge transfer between industry and our universities by providing shared on site R&D and training facilities.</p>	<p>Science parks are a local economy focus. They can attract national/overseas companies, but they are rarely the first to arrive, with average employee numbers in the early years being 10-12.</p> <p>The University of Lincoln is currently ranked 52nd in the UK University League Tables</p>
Support the continued growth and progress of the University of Lincoln to become a Top 40 UK HEI, ensuring effective translation of these benefits to the city	Great people Great place	<p>The University of Lincoln, by 2016, will be recognised internationally as having a distinctive reputation for a strong ethos of partnership with industry and students and providing a research-engaged academic experience which has at its heart a personal student experience.</p> <p>Support the development of the Brayford site as an 'innovation campus' with academia and business diffuse throughout.</p> <p>Support improvement in student satisfaction levels through the provision of a high quality student experience with accommodation, employer engaged courses etc.</p> <p>Raise national and international awareness to support recruitment of high quality students, staff and employer links through effective stakeholder marketing and communications.</p> <p>Support the development of a Greater Lincolnshire-wide, innovation network, centred on the university to drive knowledge exchange benefits to the wider community.</p>	

Low carbon Lincoln - ground breaking approaches on energy provision.			
Objectives	Contribution to priorities	How we will achieve them – Action Plan highlights	Key Facts
Work in partnership to tackle climate change and sustainability, while reducing Lincoln's carbon footprint. Introduce reliable, sustainable energy generation to secure Lincoln's economic future	Great innovations Great partnerships	Work with partners to develop an energy scheme. Establish an Energy Service Company (ESCO), thus decreasing CO2 emissions, reducing fuel poverty, stabilising energy supply in light of fluctuating energy markets and enabling development to achieve building regulations. Working in partnership with the Carbon Trust look at feasibility and viability of the development of a combined heat and power plant on Western Growth Corridor.	<p>City emissions continue to reduce year on year, with Lincoln having one of the lowest estimated emissions per capita amongst its nearest neighbours. Between 2008/09 and 2012/13 CO2 equivalent emissions reduced by 25.4 per cent to 1,866 tonnes.</p> <p>The UK Government has put the low carbon economy at the heart of its strategy for growth. It accounts for more than £120 billion in annual sales employing around one million people.</p> <p>'Small businesses account for more than 90 per cent of the low carbon sector. SMEs are therefore critical to, and a key indicator for, the present success and future potential of the low carbon economy.' (Carbon Trust 2013)</p> <p>16.3% of Lincoln households are estimated to be in fuel poverty</p>
Reduce the city council's carbon dioxide emissions from its own estate and services by 34%	Great innovations	Identify and target existing buildings within the city for cost effective energy efficiency measures.	
Attract inward investment to provide environmentally friendly jobs and commerce especially in green technologies	Great place	Promote the city and key employment sites to potential investors, particularly the Lincoln Science and Innovation Park.	
Deliver key projects identified within the Low Carbon Lincoln Plan 2012 - 2020	Great innovations Great partnerships	Work closely with businesses that have high energy consumption and identify how they might contribute towards new energy solutions/reduce levels required. Develop a 'decentralised generation' Pilot project that Lincoln can learn from.	
Improve transport, health, education and leisure choices while emphasising zero carbon and energy efficiency	Great access Great innovations Great partnerships	Develop relationships with the energy from waste plant in Hykeham to further discussions around use of the heat from the plant. Explore the introduction of bio-fuel buses. Consider energy efficient approaches to new leisure facilities within the city. Create local energy saving forums to discuss potential opportunities i.e. improving renewable energy use.	
Ensure green infrastructure and historic landscapes, biodiversity, water, flood and waste issues are managed in an environmentally sustainable way.	Great place Great partnerships	Work with the Environment Agency and Canal and Rivers trust to manage waterways in and around the city effectively, i.e. boating access and facilities, dredging.	
Develop a bespoke programme to help address fuel poverty	Great innovations	Take forward key actions identified within the City and County Fuel Poverty Strategy 2009 – 2016.	

Public and private sector working together to identify common goals to drive economic growth for Lincoln.			
Objectives	Contribution to priorities	How we will achieve them – Action Plan highlights	Key Facts
Establish a City Growth Board and Growth Forum to drive forward and deliver the strategy and actions	Great partnerships	<p>Bring together quarterly a City Growth Board and twice yearly a City Growth Forum with public/private/voluntary sector representation to discuss emerging barriers to growth, potential solutions, and new growth opportunities for the city.</p> <p>Work together to create an agreed branding shell to market the city.</p> <p>Create an ambassador programme/ case study promotion to sell the city to regional/national/international businesses/people/tourists/visitors.</p>	Partnership working encourages more effective asset management; can help enhance funding opportunities; and enables a cohesive approach to how a place evolves.

Infrastructure provision and improvement recognising the importance of connectivity to a primary urban centre for the region			
Objectives	Contribution to priorities	How we will achieve them – Action Plan highlights	Key Facts
Infrastructure provision and improvement recognising the importance of connectivity to a primary urban centre for the region	<p>Great access</p> <p>Great innovations</p>	<p>Complete development of the East-West Link Road and the Eastern Bypass.</p> <p>Develop the Lincoln Central Transport Hub taking into consideration road, rail, cycle and pedestrian connectivity both into and across the city.</p> <p>Improve frequency and number of rail services to/from other major cities and towns by working closely with network rail and rail operators to identify opportunities. Enhance road/rail connectivity to ports and airports.</p> <p>Work with local transport providers to improve direct public transport between employment hubs in the city.</p> <p>Undertake a car parking strategy and implement agreed recommendations.</p>	<p>'There is clear evidence for the economic benefits of increasing connectivity between employment and population centres and transport hubs.' (Investing in Opportunity, East Midlands Councils)</p> <p>Lincolnshire's £50m BDUK superfast broadband scheme is being rolled out in Lincoln this year and is one of the largest projects nationally.</p>
Make superfast broadband available to all businesses and homes across the city	<p>Great access</p> <p>Great innovations</p>	Work with the On Lincolnshire programme and broadband providers to greatly increase broadband speeds/accessibility within Lincoln.	

National growth agenda

Prior to the start of the recession growth was generally driven by unsustainable public/private consumption, resulting in substantial debt, which in turn outstripped any contributions of business investment and net trade to UK economic growth. Between 2008 and 2009 the UK economy contracted in real terms by 7.2 per cent. We certainly need to learn from the mistakes of the past and the Government has outlined a well-defined approach to future growth.

Government Plan for Growth March 2011 – encourages growth in key sectors (healthcare and life sciences, advanced manufacturing, construction, digital and creative industries, retail, professional and business services, the space industry and tourism)

The government has set out four ambitions to support the growth of the economy:

1. Create the most competitive tax system in the G20
2. Make the UK the best place in Europe to start, finance and grow a business
3. Encourage investment and exports as a route to more balance economy
4. Create a more educated workforce that is the most flexible in Europe.

Industrial Strategy September 2012 – identifies 11 key sector strategies focusing on access to finance, procurement, skills and technology.

Sectors highlighted are: aerospace, agricultural technologies, automotive, construction, information economy, international education, life sciences, nuclear, off-shore wind, oil and gas and professional and business services.

This resonates well for Lincoln having a university focused on life sciences and catering for international students; a resilient construction industry; and manufacturing company/university connections in relation to emerging agricultural technologies.

Local growth agenda

Lincoln's Contribution to LEP priorities

The Government has established Local Enterprise Partnerships to support economic growth across functional economic areas. It is important that the drivers of our local economy remain well structured and organised, recognising the need for strong public/private partnerships.

The role of the Greater Lincolnshire LEP will be essential in helping to develop and enhance these relationships.

The Strategic Economic Plan for the Greater Lincolnshire area identifies six growth sectors:

- Agri Food
- Manufacturing
- Renewables
- The Visitor Economy
- Ports and Logistics
- Care and Health

Lincoln's manufacturing and engineering heritage is second to none and many world class advanced engineering companies are based within and around the city as a result. Add to this a bespoke

engineering school based at the University of Lincoln, a new University Technical College in the heart of the historic/cultural quarter and an established network of engineering companies which meets regularly within the city, and you can see the significant economic role Lincoln contributes to this important sector.

The visitor economy is of vital importance to Lincoln and its contribution to the wider Greater Lincolnshire area should not be under-estimated. Lincoln is one of nine Heritage Cities in Britain and is home to one of the most spectacular gothic cathedrals in the world.

The city also features a Castle dating back to 1068 and is home to Lincoln Cathedral's copy of Magna Carta, dating back to 1215. The castle is currently benefitting from a £22 million investment programme due to complete in summer 2015.

Factor in beautiful historic surroundings, a thriving retail sector and picturesque waterways and you have a 'hidden gem' of a place people want to visit and return to.

Lincoln is exploring the development of a care sector employment hub, which would incorporate a new R&D facility and generate job growth. The city already contains a significant number of care homes/health care providers, including Lincoln County Hospital, and has recently opened a school of pharmacy within its science and innovation park.

The Greater Lincolnshire LEP has identified five priorities and Lincoln has a key role to play as primary urban centre and economic driver for the area in their delivery.

The priorities are:

- Enable Infrastructure for growth
- Connect Greater Lincolnshire to high speed broadband
- Improve the skills and employability of the workforce
- Maximise inward investment
- Support key growth sectors

In terms of enabling infrastructure and unlocking growth, development of the new Lincoln east-west link road is about to start and the £96 million Eastern Bypass scheme is likely to begin in autumn 2014. We are also working in partnership with the GLLEP to enable the delivery of the Lincoln Central Transport Hub and improved rail services to/from Lincoln.

The OnLincolnshire broadband improvement scheme will take effect in Lincoln between July and December 2014. Superfast broadband will play a crucial part in local economic growth, encouraging new business investment and enabling greater connectivity/competitiveness for existing businesses.

The City has supported a number of apprenticeship schemes over recent years and continues to work closely with employers and educational providers to understand and meet skills gaps accordingly. The new University Technical College is a good example of encouraging vocational skills and planning for future sector requirements.

Lincoln will be creating a number of new/expanded employment sites over the next few years, providing greater opportunity for attracting inward investment. Key areas for consideration will be the Western Growth Corridor and Lincoln Science and Innovation Park, which will develop a University Enterprise Zone approach to its development and management. On 24 January 2014 the Government announced its intention to invest £600 million in 'eight great technologies', creating exciting opportunities for our universities and businesses regarding research and development.

Lincoln will continue to support its key sectors of manufacturing/engineering, education, retail, care, creative industries and the visitor economy, identifying in partnership specific project activity and funding opportunities to address need and encourage economic growth.

Growth strategy in context



Lincoln Business Charter

Giving helpful advice to our businesses and investors is extremely important, hence Lincoln has developed its own Business Charter, signposting companies to informative web links and useful contacts.

Areas covered within the Charter are:

- Business support
www.lincoln.gov.uk
- Access to finance
www.businesslincolnshire.com
www.gov.uk/understanding-the-regional-growth-fund
www.businesslincolnshire.com/finance/lincolnshire-investment-network
www.greaterlincolnshirelep.co.uk
www.innovateuk.org/investment-for-growth.
- Workspace provision
- Pre-planning advice
- Building control support and advice
www.lincoln.gov.uk
- Low Carbon Lincoln Charter
- GLLEP Development Charter
- Access to skills

For more details on the Lincoln Business Charter and helpful investment advice please contact Maria Clayton, Principal Investment Officer, City of Lincoln Council, 01522 881188.

Governance



Working together for growth



- Greater Lincolnshire Local Enterprise Partnership Board
- Strategic Partnership Input (Investors in Lincoln, Visit Lincoln Partnership, Lincoln Chamber of Commerce, Historic Lincoln Partnership, Lincoln Business Improvement Group)
- Lincoln Growth Implementation Team
- Lincoln Growth Board and Programme Team



Evidence Base

Below are listed the main documents which have informed this strategy for growth. A more detailed version of the Growth Strategy with detailed evidence base information is available at City of Lincoln Council for perusal for those interested.

- The Lincoln Drivers Report, City of Lincoln Council, winter 2013
- Cities, Growth and Poverty: A review of the evidence, Joseph Rowntree foundation, February 2014
- Greater Lincolnshire Strategic Economic Plan 2014
- Greater Lincolnshire Local Enterprise Partnership Growth Ambitions 2013
- Government Plan for Growth, Department for Business, Innovation and Skills, March 2011
- Industrial Strategy, Department for Business, Innovation and Skills, September 2012
- Manufacturing/engineering: Understanding the Lincolnshire skills shortage, FMC Global Talent, spring 2012
- Delivering Change: Low Carbon, Centre for Cities, December 2013
- Skills and the local tourism and visitor economy in Lincolnshire intelligence report, Skills Reach, April 2012
- Lincolnshire Empty Homes Strategy 2010 -2013
- Business, Enterprise and Skills Strategy 2011 – 2016
- Lincoln Science and Innovation Park, Warwick Enterprise Limited, June 2013
- City of Lincoln Council Strategic Housing Statement 2013 – 2018
- Driving Forward our Destination: A destination management plan for Lincoln 2015 and beyond, Visit Lincoln, March 2013
- Linking Lincoln: Lincoln City Centre Masterplan, April 2013
- A Strategy for Future Retail: Industry and Government delivering in partnership, Department of Business, Innovation and Skills, October 2013
- Investing in Opportunity: A prospectus for investment, infrastructure and growth in the east midlands, East Midlands Councils, February 2013
- Opportunities for the delivery of housing to support business growth in Greater Lincolnshire, Greater Lincolnshire Local Enterprise Partnership, January 2014
- Focus on Growing the Lincolnshire Economy, LRO, October 2012
- State of the Lincoln Economy, City of Lincoln Council, November 2013
- Construction in the UK Economy, UK Constructors Group, May 2012
- The Path to Strong, Sustainable and Balanced Growth, Department of Business, Innovation and Skills, November 2010
- Growth Dashboard, Department of Business, Innovation and Skills, January 2014
- Low Carbon Entrepreneurs: the new engines of growth, Carbon Trust, May 2013
- The Plan for Growth, Department of Business, Innovation and Skills, March 2011
- No Stone Unturned: In pursuit of growth, the Rt. Hon. The Lord Heseltine of Thenford CH, October 2012
- Government's response to the Heseltine review, Department of Business, Innovation and Skills, March 2013
- Economic Growth and the Environment, Department for Environment, Food and Rural Affairs, March 2010
- The Changing Face of the High Street, Decline and Revival: A review of retail and town centre issues in historic areas, English Heritage, June 2013
- Learning from our Place in the Global Economy, University of Lincoln/Rose Regeneration, March 2012
- Lincoln City Centre Consumer Survey, Lincoln Business Improvement Group, December 2012 – February 2013.
- Urban Panel Review Paper, 2011
- Heritage Cities GVA Comparisons, Cambridge Econometrics, March 2014
- Growth Plan Business Interviews, various Lincoln businesses, July/August 2013
- Growth Strategy interviews, key public/private stakeholders in Lincoln, January/February 2014
- Lincoln Growth Forum Meeting, 19 March 2014

