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*Reports*

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# Imagine Lincoln 2020

The Futures Academy

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IMAGINE LINCOLN

# 2020

One of the world's great small cities



A vision for the future of our city



There is a new sense of purpose and place about Lincoln.

The rapid academic and physical development of a University of Lincoln has had a profound impact upon a shire seat with a strong sense of history. The university has begun to give back to the city the drive and status it enjoyed in medieval times.

And the world is beginning to take note.



The potential for Lincoln to become one of the world's great small cities is ours for the taking.

We need imagination - a bold vision of Lincoln in the future as a basis for planning the city.

Most of all we need the collective will to make it happen, and recognition of the missed opportunity if we fail.

As a contribution to this agenda The Futures Academy from Dublin was invited to the university to help an *ad hoc* Lincoln Futures Group learn how to stand our thinking on its head by 'imagining forwards and planning backwards'. Encouragement from a wider audience, following the workshop, to take the work further has resulted in this document.

Lincoln 2020 is not a prescription. It is one vision of a great small city in 2020 with a leading edge and, hopefully, a stimulus for the vision for the city in 2020 in which all citizens will play an active part. Planning for the future can no longer be left to the specialists - it must be people-based and truly collaborative.

I am immensely grateful to Professor John Ratcliffe, staff of The Futures Academy at DIT, Ireland and the *ad hoc* Lincoln Futures Group who have contributed selflessly to produce this report.

David Chiddick  
University of Lincoln

#### IMAGINE

Imagine one of the world's great small cities, recognised globally for its creativity, excellent networks, quality of life and good governance - a truly attractive place to live, work and play.

Imagine a city recognised as 'well connected' in every sense - well networked socially as a community, locally and globally, with excellent transport communications and high-powered electronic connectivity.

Imagine a city with friends and partners with high integrity and global standing. A city judged by the company it keeps.

Imagine a city at the leading edge of the creative industries in the UK, where university and industry work seamlessly in partnership, generating wealth and new media businesses globally.

Imagine a city where lifestyle and work are in harmony with exemplary health and social services and a vibrant arts and cultural programme.

Imagine a city renowned for its community volunteering, a giving city with a strong, inclusive ethical code of conduct practised extensively by its citizens.

Imagine a city well governed with ethical leadership where the community is empowered and all interests work together in an 'All in Lincolnshire Partnership'.

Imagine an historic cathedral city where conservation and tradition are complemented by inspiring modern architecture and attractive urban spaces.

Imagine Lincoln in 15 years' time - this could be your city in 2020.



# Imagine one of the world's great small cities

Lincoln 2020 is a welcoming city within its own community and with the world. In 2005 the city set up the Lincoln Futures Academy based at the University of Lincoln. One of the outcomes from the first vision for our great city was a strategic master-planning process for Greater Lincoln even though, at that time, four local authorities had an interest in this still relatively small city. The 2006-16 masterplan set the structural framework for all aspects of the city's development, including transportation.

In 2020 movement around Lincoln is easy since the rail freight traffic was diverted out of the city, a dual ring road was completed around the city and free park and ride facilities were opened north and south with priority 'green bus' and cycle lanes throughout Lincoln.

Global links were made easier with inter-city rail connections reintroduced in 2006, the completion of the dualling of the A46 to the M1 in 2011, fast road links to both the east coast holiday and conference resorts and to the East Midlands port of Boston and the opening of Lincoln International Airport at Brigg all in the same year.



Super-fast broadband networks across the county link to the Brayford Satellite Uplink, making Lincoln a hub of global media communications. Greater Lincolnshire is known as the most e-networked area in the country, a feature which facilitates an enhanced work/life balance for urban/rural living away from the congested south-east.

The city centre pedestrian area extends into the southern High Street and the Brayford Pool.

The ease of access to and around Lincoln has stimulated a strong tourist industry, with the city now one of the leading historic cities for visitors to the UK.

And Lincoln has become a magnet for major world academic and political conferences at its premier league university, established just over 25 years ago. Greater Lincoln's exemplary governance and first-class transport and electronic communications provide an essential backcloth to meetings between world leaders in the refurbished Old Bishop's Palace at the university's Riseholme Park campus.

Lincoln 2020 is a small city that thrives on the global stage.

### What is needed

**Joined up Greater Lincoln and Greater Lincolnshire Strategic Plans.**

**An Integrated Transport Plan for Greater Lincoln focusing on all modes of transport with special focus on park and ride facilities, bus and bicycle lanes and pedestrianisation schemes.**

**A recognition that, without essential investment, Lincolnshire will continue to hold back economic development plans for the East Midlands and so is the key to regional emergence as a leader in Europe.**

**Approved capital infrastructure expenditure over the 2006-16 plan period of £600m.**

### Imagine a Chinese politician visiting Lincoln for a G10 conference staged in the city for the first time in 2015.

Professor Liu Ming is a senior minister in the People's Republic of China. A graduate of Tangshan University, Professor Ming studied for her MA in Politics and Economics at the University of Lincoln in 2010. The two universities have developed profound partnerships in teaching, research and knowledge transfer since 2004, spinning off a number of joint venture companies.

Professor Ming will be giving a keynote address to the G10 summit, being held at Riseholme Park campus, on global cooling. Riseholme Park has emerged as a world conference centre and an exemplar of best practice in environmental sustainability.



## A great place to live

Lincoln is a city whose citizens have a strong, inclusive, ethical code of conduct in local governance and business, where equality is practised and diversity celebrated. It is a city that has embraced its personal and collective identities and cultural differences - an inclusive city.

It is a world centre for community volunteering and charitable giving with many charities' headquarters located in the city.

For its citizens, flexible working hours, caring employers and accessible recreational and cultural facilities help keep lifestyle and work in balance.

School meals are locally sourced and all schools offer a breakfast at the start of the day.

The city boasts exemplary health and social services backed up by the Lincoln Medical School opened in 2008. By 2013 the school had not only remedied the serious shortfall in qualified health and social care professionals in Lincolnshire, it had also developed



recognised world excellence for research and development work in what was once termed 'complementary' but what is now known as 'integrated medicine'.

The cathedral is the main attraction in the city - for pilgrimage, retreats or simply appreciation of its inspiring architecture. There is growing sense of a 'guiding hand' in 2020 which has rekindled a spiritual partnership between the cathedral and the university, redolent of a powerful medieval tradition. Since the cathedral, castle and Hillside Quarter (including The Collection) were designated a World Heritage Site in 2010, international interest in Lincoln has expanded dramatically.

Throughout Lincoln there is a vibrant arts and cultural programme - a major attraction not only to local people and tourists but also to delegates attending the many conferences now staged in the city.

The Brayford Wharf Arts Quarter, with the Lincoln Arts Centre and Lincoln Central Library, provides a hub to an extensive programme of performing and visual arts across the county.



### What is needed

**A commitment by businesses, the voluntary sector, education, local authorities and NHS trusts to work together to focus on those health, social and cultural issues which will make a measurable change to the quality of life for the residents of city and county.**

**Approval of a Lincoln Medical School.**

**A viable plan for the Lincoln Arts Centre.**

**Granting of World Heritage Status to the Cathedral Quarter of Lincoln.**

**A 'quality of life' agenda at the heart of the newly formed Lincolnshire Assembly.**

**Lincoln world address/host for an international (NGO) body.**

### Imagine a Professor of Primary Care Medicine.

Professor Lucy Martin graduated in Medicine in 2002 from the University of Leicester, spending some time in her final year at the then United Lincolnshire Hospitals Trust (now Lincolnshire University Hospitals Trust).

Following six years in Leeds where she qualified as a psychiatrist and general practitioner, she completed the first PhD (in Community Health) from the new Lincoln Medical School in 2010.

In 2020 Professor Martin holds a unique position as a Professor of Primary Care and Medical Director of the Acute Trust (LUHT) emphasising the integrated medicine philosophy pioneered at Lincoln Medical School.





## A highly creative city

Lincoln has established itself as a world leader in the new media and creative industries alongside Tangshan and Chicago over recent years.

The University of Lincoln adopted a bold plan in 2003 to recruit leading academics and practitioners in the media and computing fields and set up an incubator centre for its graduates funded by the then East Midlands Development Agency (now Regional Authority). This was followed in 2006 by the opening of the East Midlands Media and Computing centre on the Brayford campus with the only satellite uplink north of London in the UK - and the rest, as they say, is history.

Today the university and industry work seamlessly in partnership, generating wealth and new media businesses globally. Rural living (and working) for media entrepreneurs has become the dominant and most productive workforce in the East Midlands, transforming what was 15 years ago the most depressed sub-region of the East Midlands economy.

The partnership with Tangshan, also a one-time great engineering city, flourished as the universities in both cities 'joined forces' in new media R&D. The Chicago link came through a gradual build-up of mutual respect between the

Lincoln School of Art and Design and the leading Chicago Art School. Today, satellite links and ease of transport between the cities have created three centres of excellence in the creative industries.

At Riseholme Park, an exemplar of best practice in environmental and economic sustainability, a major industry has grown up around the science park, opened in 2007 and specialising in companies researching and generating energy from crops.

The Lincoln Edge Ltd, a private sector-led regeneration company spun off from the Lincolnshire Assembly (founded in 2005 as part of Lincolnshire Enterprise), acts as the catalyst for economic development for the Greater Lincoln Authority. Two of its most significant achievements have been promoting the build-up of Lincoln as a centre for academic and world leadership conferences and sponsoring the transformation of the engineering companies that once supplied gas turbine industry into a niche leading-edge group of companies in the specialist engineering market.



### What is needed

A joined-up economic strategy and an agreed focus on discrete achievable outcomes through the newly formed Lincolnshire Assembly (April 2005).

Big ideas to transform Lincoln's and Lincolnshire's economic performance.

Critical friends and international champions of the University of Lincoln. Widespread support to complete the university's development.

Support through training and market development of successful indigenous companies.

Development of Greater Lincoln as a hub of entrepreneurial activity.

Approval of the Lincoln and Riseholme Masterplan.

Host to a major international event.

### Imagine a media entrepreneur.

Tom Bray (28) is a successful media entrepreneur. Tom graduated from the University of Lincoln in 2013 in Media Development, started the New Internet Company (NIC) in the Brayford Innovation Park and used the East Midlands Media and Computing Centre to upload his products onto the Lincoln Satellite. The company, which was jointly owned by Tom and the university, was sold in 2019 for 1 billion. Tom now spends some of his time teaching at the university, inspiring new undergraduates to follow in his footsteps and advising cities across the globe on academic entrepreneurship.

The 21st century will belong to the individual and the achiever, to those capable of exercising their independence, responsibility and initiative, whatever their role in society generally.



## A well governed city



Lincoln is a city putting consultative democracy to work, with imagination and in the interests of people as citizens.

The local authority structure in Greater Lincolnshire was fundamentally reformed in 2010, extending the boundary of the county back to the Humber as a Greater Lincolnshire unitary authority and forming a unitary Greater Lincoln Authority with an Executive Mayor.

At local level urban and rural parishes were recast, providing an increased voice and scope for community empowerment including self-management of housing for older citizens through Parish Associations.

A Lincolnshire Assembly, formed in April 2005, provided for the first time an 'All in Lincolnshire Partnership'. Chaired by the Bishop of Lincoln, the assembly has now evolved to include:

- local government leaders
- community leaders
- the cathedral, diocese and leading faiths
- business
- Lincoln Edge Ltd, an urban regeneration company formed in 2006
- university and colleges.

The partnership and local authorities are recognised nationally as exemplary models of ethical leadership and advocacy. New leaders have emerged through the Common Purpose programme set up in 2005 which provided a framework for active and collective learning.

### What is needed

All partners in the city and county need generosity of spirit and altruism if a relevant and effective governance system is to be introduced.

All levels of governance must exhibit and practise a strong code of ethical and hence trusted leadership.

Local government should be constructed around natural economic boundaries - Greater Lincoln and Greater Lincolnshire. Partners in Lincolnshire should argue collectively for legislation to that effect.

The Lincolnshire Assembly should be supported and an urban regeneration company (Lincoln Edge Ltd) for Greater Lincoln established at the earliest opportunity.

An Executive Mayor would head up the new expanded Greater Lincoln Unitary Council.

The city should embrace the 'new localism' model which provides 'a key and growing role for local involvement in decision-making about the public services and the public realm as part of a wider system of multi-level governance' (Stoker 2005).

### Imagine an Executive Mayor for Lincoln.

Mayor Emmanuel Porto was born in Portugal and came to south Lincolnshire to work in the food industry in 2004. Following an English as a Foreign Language course (EFL) and basic FE courses in food hygiene, he studied at the University's Holbeach campus for a Foundation Degree in Food Manufacturing, completing an honours degree at the Brayford campus. He was employed by one of the first energy-from-crops firms to locate on the Riseholme Science Park in 2008 and became its Chief Executive in 2015. As a resident of the new Riseholme village in 2008 he was Chair of the first Parish Association, becoming a councillor on Greater Lincoln City Council in 2010.

He was elected Executive Mayor for the city in 2019, since which time he has taken a sabbatical from his company to devote his full time to this role which combines the one-time Chief Executive and Leader roles of the City Council. Mayor Porto also takes part in ceremonial and civic functions, but many fewer since the Parish Associations in urban and rural communities were given extended powers.





## A sustainable cathedral city

Greater Lincoln City is an attractive, liveable city, attentive to people's everyday needs and a model of 'good design'. It is a city with inspirational architecture (ancient and modern) and a true sense of place with open spaces celebrated by well designed natural and built landscapes.

For example, since the granting of World Heritage status, the Cathedral Quarter has been transformed with the immediate environs of the cathedral opened up – lawns on the north side, the 'well' filled in on the east side and a dramatic improvement to the landscape and its management from Westgate through the castle to The Lawn. The castle has in effect become an extension to Westgate with all barriers removed. This upper Cathedral Quarter is a favourite venue for external events - not just the Christmas Market.

The Brayford Pool area has gone through several transformations since 2005. Increased site values have encouraged regeneration, even of properties built around that time. With increased demand the city has been able to develop a masterplan for the Brayford which requires the very highest standards of design. A niche specialist shopping and restaurant zone on north Brayford and a substantially rebuilt St Marks Shopping Centre have assisted the city's emergence as a leading international conference and visitor centre.

Much of the university masterplan was completed by 2010 with an outstanding public park at its heart and a 24/7 square adjoining St Marks at its western end. In 2010 the university received several national and international awards for the quality of its built environment at the Brayford campus.

By 2010 Riseholme Park had also been developed as a model of best practice in environmental sustainability with a new sustainable village and a park and ride facility using electric buses powered from fuel from crops. The Riseholme Science Park focuses on energy-from-crops industries.

The Lincoln School of Architecture produced a new design guide for best practice in urban and rural design and sustainability in 2008, in partnership with all local authorities. The Lincoln Design Guide has become a national model of best practice and has been adopted by local authorities across the country.

Reclamation and recycling is undertaken by the city council at no cost. In fact, the city is able to generate a profit from this part of its work with the increased cost of raw materials and reduction of fossil fuels.



### What is needed

**A countywide design guide including best practice in the use of sustainable materials.**

**Landscape-cum-masterplans and development briefs for the Cathedral and Brayford Quarters.**

**Benefits to the local community from new development through a comprehensive planning gain policy.**

**An uncompromising approach to a Percentage to Art Policy for all new developments.**

**Sustainability at the core of all environmental policies.**

### Imagine a Principal Architect.

Paul McGregor was a young architect in a leading London practice when he first worked on one of the University of Lincoln's new buildings in 2006. He adopted the city, setting up his own practice in Lincoln in 2007. In the same year the Lincoln School of Architecture contracted Paul to lead the Lincolnshire Design Guide project team. In 2008 the guide was produced and it had an immediate impact, filling the gap in best practice in aesthetic and environmental design.

Paul is now a Visiting Professor to the school but also travels Europe talking extensively about the guide, now in its third updated edition.



## What happens if we fail to adopt such a vision for Lincoln 2020?

There may be a tacit acceptance by some that Lincoln will find its way without a paradigm shift in the way that it 'works'. But the evidence suggests that in 2005 Lincolnshire is failing relative to the rest of the UK, and that it will continue to do so unless something more energising happens.

There are a number of encouraging signs of a partnership at all levels emerging with a passion to make a difference. That partnership founded a university in 1996, a unique occurrence in the UK in the past half-century. It is coming together again in 2005 in the Lincolnshire Assembly.

This short booklet has illustrated what might be possible if a vision were carried through.

### But what if we don't aspire to and achieve such a vision?

- Lincoln(shire) will decline further as the most failing economy in the East Midlands and one of the most failing economies in the UK
- The city will become more isolated nationally and more congested locally
- Unemployment will rise whilst key jobs remain unfilled in the health service
- The university may fail or become elitist and marginalised from the rest of Lincoln(shire)
- The population will contract as emigration of indigenous people grows
- Racial tension will increase
- There will be a greater urban and rural divide
- Tourism and cultural improvements will fail
- Local businesses may relocate out of Lincoln
- Lincoln will become a run-down city with a poorly maintained cathedral
- The city will become leaderless
- Local governance in Lincolnshire will become isolated from the community it serves.

So why are we all not pushing for a bold vision and greater change?

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