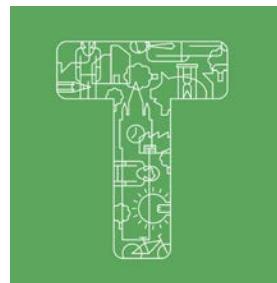


North Kesteven District Council

LN6 – a Plan for the future

Phase 1 report

July 2013



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Reviewed and approved by:

Signature(s):



Name(s): Mark Reynolds

Job Title(s): Partner

Date: June 2013

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1 Background to the LN6 Plan

1.1 What is LN6?

'LN6' is the name and brand for a significant employment area located in the south-west quadrant of the City of Lincoln, in the local area of Hykeham. Whilst it has developed over time as an expansion of Lincoln, and is in most respects a 'suburb' of the City, it is located largely within the District of North Kesteven and is the principal employment location for the District. As a measure of its significance, in 2008 the Hykeham area contained approximately 800 businesses employing c9,000 people representing 28% of all the employment in North Kesteven District. There are also approximately 14,000 residents in Hykeham, which has increased by 20% in the last thirty years, reflecting the growth in housebuilding.

The name 'LN6' is synonymous with the postcode for the area. This includes residential areas of North and South Hykeham, smaller settlements along the A46 towards Newark and also stretching northwards into the City of Lincoln, together with the employment facilities and business parks.

The future spatial form and development capacity of North and South Hykeham area has been the subject of recent analysis and discussion, driven by the level of growth experienced and the pressures for continued investment. Set against a policy background of significant additional residential growth anticipated across Central Lincolnshire¹ (North Kesteven expects to see its population grow by a further 25,000 in the next twenty years), this has heightened concerns from local residents and businesses regarding the impact of additional development. This is not necessarily objecting to continued growth, but requiring it to take place in a 'planned' manner and with due regard to the need to address significant existing constraints in relation to movement, accessibility and local amenity.

In this context, a 'Plan' that can provide strategic direction to the continued growth of the LN6 area is seen as necessary and important by local businesses and the local community alike. The GENECON team, including R Vint Engineering (to advise on movement and accessibility issues) and Tomorrow Advisory (in respect of property and the development sector), has therefore been commissioned by North Kesteven District Council (NKDC) to prepare this document as the first phase in the preparation of a 'Plan' for LN6.

1.2 Context and purpose of the Plan

1.2.1 Why are we preparing a Plan?

NKDC and its partners, including the businesses within LN6, recognises that the growth in economic activity in the LN6 area over the last decade has created capacity issues, operational constraints on business and at times, difficulties for local residents. The concern for all parties is that if this situation remains, then business may relocate elsewhere, to the detriment of the Central Lincolnshire economy, but also that the policy measures adopted by the Greater Lincolnshire Local Enterprise Partnership (GLLEP), the Central Lincolnshire group of local authorities and also NKDC to foster economic growth, will face challenges in their implementation. LN6 performs a strategic role in supporting economic activity and is a principal employment location in Greater Lincolnshire.

¹ Central Lincolnshire is defined as the administrative areas of the City of Lincoln, North Kesteven and west Lindsey.

This was recognised in 2011 and a Scoping Study² was prepared to review the current position, identify the key issues and propose alternative options for the Hykeham area to address the constraints. The process is linked to the preparation of the Central Lincolnshire Core Strategy³ which has set out the growth targets of 42,000 homes and 27,000 jobs to be created within Central Lincolnshire to the period to 2031. The Central Lincolnshire Joint Planning Unit (CLJPU) is currently consulting on the ‘Site Allocations’ document, which will set out the specific sites to accommodate this scale of growth. Within this consultation document, the Hykeham area has been identified as having a key role to support the economic growth of Central Lincolnshire – it is a ‘primary attractor’ *with significant potential for growth*.

The Scoping Study put forward the need for a ‘vision’ to provide a strategic direction for the Hykeham area, addressing movement and accessibility, a development strategy for LN6, options for the residential/community area of both North and South Hykeham and importantly, effective local management. Several elements have progressed since 2011, including:

- A corporate decision by NKDC that economic resilience and growth is one of the most significant challenges it faces, and the subsequent importance of the LN6 business area in order to address that challenge. The Council has also prepared a long term ‘Economic Prospectus’ which recognises the critical importance of LN6 in driving growth and economic sustainability.
- The successful bid by NKDC and its partners (including the LN6 Business Group) to Government for funding support towards preparation of a Business led Neighbourhood Plan solely for the LN6 area of Hykeham.
- The successful application by Lincolnshire County Council for Local Sustainable Transport Funding (LSTF) to deliver the Access LN6 programme – a £6.64m (with £4.9m from Government) initiative to encourage smarter travel choices, reduce congestion and help deliver economic growth in LN6.
- A request by North Hykeham Town Council and South Hykeham Parish Council to NKDC to designate a ‘Neighbourhood Area’ which includes the LN6 business area.⁴

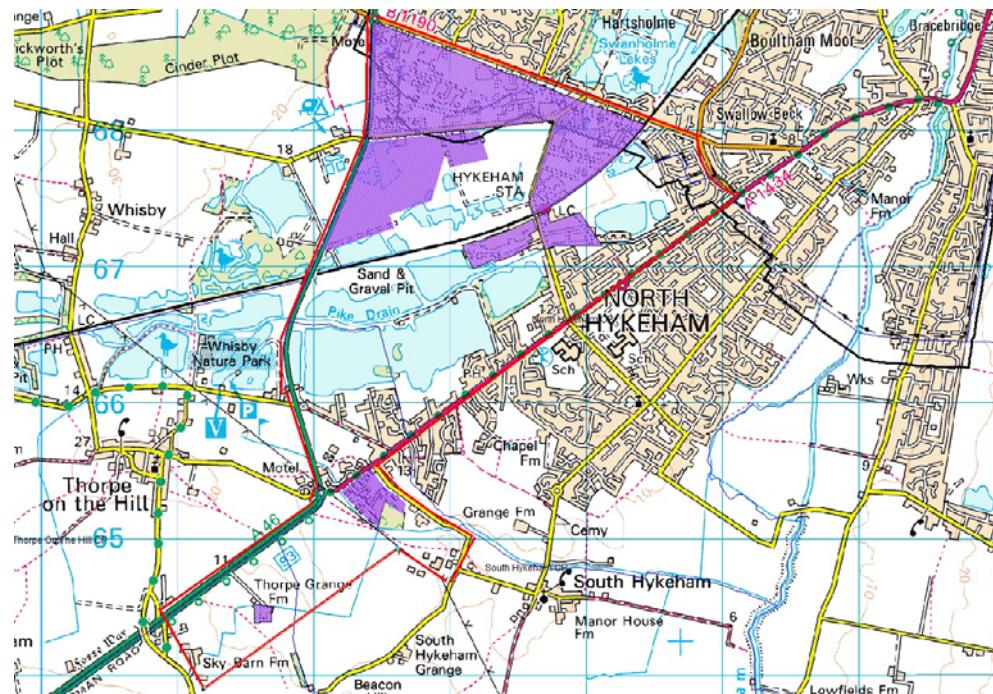
In this context, this next phase of work is focused on the LN6 business area, (as shown defined by the red line on Figure 1.1 below) to develop a Plan that can be supported by business but also provide the evidence base and rationale for NKDC and its partners to continue to engage with the CLJPU on the long term development strategy for LN6, for inclusion within the Central Lincolnshire Development Framework. It also demonstrates to the private sector that the relevant parties are being pro-active and continuing the positive steps taken since the announcement of the successful Neighbourhood Plan and LSTF funding, to create a long term development strategy for the LN6 area.

² GENECON, Gillespies and Stockley for NKDC – Scoping study for North and South Hykeham, June 2011

³ The Core Strategy is one of the suite of documents that will form the Local Development Framework for Central Lincolnshire and sets out core targets in relation to growth and infrastructure.

⁴ NKDC has declined to determine this authorisation at the current time, given the ongoing work to prepare the LN6 Plan – as the proposed boundary for the ‘Neighbourhood Area’ overlapped with the LN6 area.

Figure 1.1 The LN6 Plan area



In the context of the Neighbourhood Planning agenda, the LN6 Plan is a business-led approach to the pilot Government programme. The objective is to develop a Plan that addresses the key needs of the business community, and to identify the key lessons that emerge in relation to the process of ‘neighbourhood planning’. The LN6 Business Group is a key player in this process – providing the business community input to the process and acting as the joint lead commissioning partner with NKDC.

1.3 What is in the Plan?

The nature of the Plan has emerged as the process has progressed – there was no set format agreed at the start and it needed to evolve as the evidence base developed and clarity emerged in relation to the key issues. The document has to be ‘fit for purpose’, supporting the client partners to move forward. In that context, the views of the business community have been critical to establish – there is concern that local conditions were restricting business efficiency in LN6. Understanding the future economic context that the Plan would need to respond to and to ensure that LN6 can support Central Lincolnshire and North Kesteven to maximise the benefits of potential growth opportunities, has been a key consideration.

The Plan has therefore emerged as part ‘Business Plan’ and part ‘Masterplan’, with an economic and policy driven rationale for intervention in LN6, to underpin a series of physical and planning measures to address constraints and create opportunity. The key components of the Plan have been developed through the following:

- Moving forward with the **2011 Scoping Study** – drawing on the key principles established within the document and developing the understanding, evidence base and proposals in more detail, but with a focus on the core LN6 employment area and not the wider Hykeham settlement. This has drawn on the work undertaken for NKDC

as part of the preparation of the North Kesteven Economic Prospectus⁵, which reviewed economic trends, econometric forecasts and set out a framework for NK to proactively support the growth agenda.

- Working closely with the **LN6 Business Group** – to develop a joint business survey and discuss key issues with a range of businesses in the LN6 area. The LN6 Business Group is an established representative body to provide a knowledge interchange between businesses and to act as an effective conduit between businesses and local government on matters relating to the environment and infrastructure. LN6 engages principally with NKDC but also with the other primary partners The City of Lincoln, Lincolnshire County Council and North Hykeham Town Council. NKDC and the Town Council are LN6 members. LN6 has been closely involved in the preparation of the brief for the development of the Plan and also in its preparation with key members of the group representing key consultees
- Engaging closely with the **Access LN6** team established within Lincolnshire County Council that has responsibility for delivering the £6.5m LSTF programme. The Access LN6 team has been particularly active in engaging with the LN6 business community to promote smarter travel choices and ascertain views on movement and accessibility issues. In broad terms, this document has focused on the long term strategic movement and accessibility issues, whilst the Access LN6 work is focused on the need to deliver the Access LN6 programme in the next two years i.e measures that can be implemented in the short term. There is significant cross-over and it has been important to ensure a joined up approach.
- Undertaking a **Business Survey** and carrying out face-face consultation meetings with local businesses. This element of the work has established the key issues that businesses face operating from LN6 and the extent to which that could ultimately lead to a relocation. Specific questions regarding the travel to work characteristics of their workforce have also been established to support the work of the AccessLN6 team.
- One of the dynamics of the LN6 area is the layered complexity of **public sector organisations**, which influence decision making and activity within LN6. In addition to NKDC as the planning authority and business support function; the Central Lincolnshire Joint Planning Unit is responsible for strategic planning (the Local Development Framework); Lincolnshire County Council has responsibilities in respect of economic development, highways and transportation, education and waste management; and North Hykeham Town Council is the local town council that is responsible for a number of public areas/facilities and also provides the local input to planning application consultation. The City of Lincoln Council is also an important partner, given the role of the LN6 area as an employment location for its residents and providing expansion and relocation space for its businesses. The process has involved consultations with key officers from these organisations where they been in a position to engage in debate.
- A series of **site visits** to understand in more detail the key issues emerging from the surveys – such as key congestion points, opportunities for additional cycleway and footpath routes across the area and also the capacity for accommodating long term growth – including strategic land allocations and highway routes.

Based on this approach the Plan sets out the following:

1. The importance of LN6 to the Greater Lincolnshire and the North Kesteven economy, reflecting its strategic location, the scale of potential economic activity that could be

⁵ An Economic Prospectus for North Kesteven District Council – GENECON and The University of Lincoln, April 2013

accommodated in the area and the investment that the private sector has made in recent years.

2. The challenges that LN6 faces if it to continue as the principal employment location in North Kesteven and a significant economic asset for not just Central Lincolnshire but also the wider Greater Lincolnshire area, support delivery of the economic objectives of the Greater Lincolnshire Local Enterprise Partnership (GLLEP).
3. The potential measures to overcome the challenges identified through the business surveys, consultations and analysis.
4. The LN6 Vision – which sets out the proposals for the short, medium and long term interventions in LN6 to address the constraints and facilitate growth.
5. Considerations in respect of a delivery mechanism and approach, taking into account the layered public sector structure within which LN6 sits and the need to implement in the next two years the Access LN6 LSTF proposals. This includes an outline Action Plan.

The preparation of the LN6 Plan is in two phases. This Phase One report is to ‘shape’ the Plan, providing the rationale for the Vision and identifying the key interventions to frame the delivery of the Vision. It also sets out the emerging options for managing the delivery of the Vision. The Phase Two report, following discussion and agreement by the client team, will include additional work to develop the Action Plan and delivery structure in more detail, when consensus has been reached on the way forward.

2 The rationale for investing in LN6

2.1 The history of LN6

LN6 and the Hykeham area has grown organically, largely as a result of its proximity to the City Of Lincoln, the railway and its physical capacity to accommodate the growth of the City. The south-westerly corridor spanning out from the City offered relatively limited constraints to development, when considered against other areas that have topographical and flooding challenges. The population of the area saw a large growth curve during the early part of the 20th century with a six-fold increase from 1901 to 1951 and a population in excess of 3,000. This growth was linked to the railway and, within the Hykeham area, the location of industry and also residential accommodation to house the workers in the growing City. The Harrisons Ironworks, which located close to the Hykeham railway station, was a source of employment in the area and also the catalyst for new residential property. The area was also an important location for construction materials to support the development of the Lincolnshire RAF bases during the second world war.

Investment in infrastructure in the post war period saw the population increase to c12,000 by 2001 and that has increased to c13,000 by 2011. By the 1970s, the development of new housing estates led to North Hykeham and the City of Lincoln outwardly becoming as one, and that growth has continued in a south-westerly direction along Newark Road, with industrial expansion continuing along Doddington Road, Wisby Road and Station Road.

In recent years, the A46 Newark Road has been key to this growth. The dual carriageway provides fast access to the A1 and the East Coast mainline at Newark and to employment locations further afield, a key attractor for business and residents alike. It provides LN6 with a gateway to the south and the Midlands and beyond that to the wider UK trunk route network. Recent research for the Lincolnshire Research Observatory has highlighted the importance of trading links beyond the immediate neighbours to Greater Lincolnshire for its businesses – in particular the South and South East and also overseas – and the A46 link is critical in this respect. This is emphasised by the decision made to invest in the highway works on the ring road at Teal Park in LN6 and also the relocation decision of Siemens from the City Centre to Teal Park – cementing the role of LN6 as the principal employment location in Central Lincolnshire. Information on Teal Park is included within Appendix One.

2.2 The importance of LN6

LN6 is a strategically important business location for North Kesteven, the City of Lincoln and Greater Lincolnshire. The opening of Teal Park and the strategic decision made by Siemens to relocate part of its business from Lincoln city centre to LN6 (as opposed to relocating outside of Central Lincolnshire) highlights that. LN6 has played a significant role in the retention of 600 direct jobs in Central Lincolnshire.

As such, LN6 has a key role in retaining economic activity in Central Lincolnshire but also supporting growth – but what is meant by growth and how can LN6 support that?

2.2.1 At the LEP level

At the high level, the Greater Lincolnshire Local Enterprise Partnership (GLLEP) has produced a Business Plan, **Growth Ambitions for Greater Lincolnshire LEP**⁶, which

⁶ Greater Lincolnshire LEP (2012) *Growth Ambitions for Greater Lincolnshire LEP*

sets out priorities for the short (2013-2015) rather than long term. GLLEP recognises the strengths in power engineering, agri-food and heritage, but also the challenges that need to be overcome in the pursuit of growth. Infrastructure is identified as a strong catalyst for growth, with the Western Growth corridor around Lincoln highlighted as one of six key priorities. The Western growth Corridor and the Enterprise Zone designation in North East Lincolnshire are the principal ‘strategic’ employment locations referenced in the Business Plan.

The LEP identifies manufacturing, renewables and agri-food amongst its priority sectors and LN6 will be important to safeguarding and growing employment in these sectors. The presence of Siemens, in addition to a host of other small, medium and large ‘engineering/manufacturing’ businesses in LN6 reflects its locational advantages and the availability of land and property, which may also be attractive to businesses in the expanding renewables and food sectors. The LEP Strategy also highlights the importance of developing skills and the role of key organisations such as the University of Lincoln. The University has held informal discussions with NKDC on how it can support business development and growth in North Kesteven and whilst it isn’t seeking a presence in LN6, the delivery of services to LN6 businesses may be enhanced through the creation of a small business enterprise centre type facility in the local area.

2.2.2 At the Central Lincolnshire level

The Central Lincolnshire **Economic Growth Strategy**⁷ provides the policy context for the approach to economic development for the three local authorities within Central Lincolnshire - North Kesteven, the City of Lincoln and West Lindsey District Council. It identifies the need to create approximately 27,000 jobs in Central Lincolnshire in the period to 2031 – an aspirational target that reflects the levels of housing growth and the need to provide employment for new residents. It requires an alignment between housing and jobs which ensures that there is provision for a range of business and employment opportunities to support growth aspirations. Broadly speaking, it requires employment locations to be close to where people live (or alongside designated growth areas) to ensure a sustainable approach. The strategy also recognises that economic demography is an important consideration – the principal that the growth areas need to be in the ‘correct’ locations that will attract growth – not necessarily determined by administrative boundaries.

‘Doing more of the same’ is recognised as not being sufficient for the aspirations of Central Lincolnshire – the strategy is seeking game changing interventions that will attract private sector investment and higher value activity. To facilitate a ‘step change’ will require intervention to address weaknesses in business and enterprise support; enhancing academic qualifications and skill development; but also investment in infrastructure projects. In terms of the latter, Teal Park within LN6 is identified as a priority and investment has taken place to enhance the highway network and provide development platforms on the site – the Strategy identifies that the ‘Strategic Economic Plan for the LN6 Business District’ is one of ten key interventions approved by officers and endorsed by the Central Lincolnshire Joint Strategic Planning Committee.

The Economic Growth Strategy sits within a wider portfolio of policy documents. The **Central Lincolnshire Draft Core Strategy**⁸ sets out a number of targets for employment, innovation and training, and economic structure. The Strategy specifically identifies targets for 42,000 homes and 27,000 new jobs, and three Sustainable Urban

⁷ Central Lincolnshire Authorities (2012) *Central Lincolnshire Economic Growth Strategy 2012-2031: Unlocking Potential to Deliver Growth*

⁸ Central Lincolnshire Joint Strategic Planning Committee *Central Lincolnshire Local Plan: Core Strategy Partial Draft Plan for Consultation, Area Policies for Lincoln, Gainsborough and Sleaford, January 2013*

Extensions of the City of Lincoln to help deliver that growth. This includes the Western Growth Corridor which lies closer to the City Centre, some distance from LN6, and is proposed for 2,700 houses and 40 hectares of employment provision. Policy L4 ‘Employment Priorities’ identifies the need for a further 75 hectares of employment outwith the three SUEs and recognises that Teal Park and LN6 is a priority area to cater for economic growth.

2.2.3 Within North Kesteven

NKDC has recently prepared an ***Economic Prospectus*** to guide its approach to economic development and investment over the next 5-10 year period. The prospectus has reviewed historical economic trends, sector strengths and econometric forecasts, to set out opportunities for employment growth and how that could be supported by the Council.

The prospectus reflects the need for a net gain of 27,000 jobs in Central Lincolnshire in the period to 2031 and the pro-active interventions that NK could seek to implement to support that scale of employment creation. In that context, LN6 and the A46 corridor between Hykeham and the A1 at Newark has been identified as a spatial location/corridor where there is established business activity and an obvious ‘growth point’ – a key finding to support the rationale for the ‘LN6 Plan’. The Economic Prospectus sets out the NKDC approach to supporting the increase in business creation and skill enhancement, along with other objectives in terms of investment funds and relationship management.

A key consideration for the Plan is the scale of growth that LN6 should be seeking to accommodate to support the delivery of the Central Lincolnshire Growth Strategy, and there are several factors in this:

- The econometric projections in the Prospectus indicate that in the period to 2031, the net number of new jobs in NK is forecast to increase by 6,220.
- This level of growth is arguably below the contribution that NK should be seeking to deliver as part of the Central Lincolnshire Growth Strategy. If there was an even split between the three local authorities then NK would have a target of at least 9,000 net new jobs. If NK chose to be optimistic (which, given LN6 is within NK and is the principal strategic employment location in the Central Lincolnshire area, is not unreasonable) then a higher figure of 50% of the employment growth required could be a target for NK to aim for – resulting in the need to provide for 13,500 new jobs.
- Where could this scale of employment growth occur in NK? In addition to LN6 the key business hubs and corridors are along the A15 into Lincoln and also Sleaford Town Centre – the administrative hub for NK and the principal settlement. There is a masterplan in place for Sleaford which is largely driven by the need to accommodate significant residential growth with planned urban extensions, underpinning policy requirements and reinforcing the service centre role of the town centre. NKDC will encourage mixed development, including employment provision within these extensions to facilitate local business growth and will also seek new employment provision in Sleaford town centre to support sustainable growth.

A reasonable approach for the LN6 plan will be to consider the impact of several employment growth options – such as small, medium and large scale – based on the three employment growth scenarios set out above and the extent to which these should/could be accommodated within LN6.

2.2.4 Summary

LN6 is therefore a place that has become associated with employment and economic activity and, whilst there are challenges to its smooth operation as a business location, the decision by many businesses to locate there from Lincoln City Centre and elsewhere indicates its importance to the Central Lincolnshire economy. The investment in dualling the A46 to the A1 at Newark and the recent enhancements to the highway network around Teal Park are clear references to the strategic role of LN6 and that it is an obvious location to be the focus for the economic growth targets set out in the Central Lincolnshire Growth Strategy and adopted within the North Kesteven Economic Prospectus.

The rationale for investment at LN6 is clear but what are the constraints to it supporting delivery of the Central Lincolnshire Growth Strategy? – the following section considers the key issues.

3 Identifying business issues

3.1 Context

The previous sections have set out the importance of LN6, how it has developed as a strategic employment location in Central Lincolnshire and the potential scale of employment activity it may need to support in the future. But, what does it need to be in the future if it is to help the respective authorities deliver to that growth agenda? – the scoping study and subsequent discussions have identified the following:

- A location where business can ‘do business’ in – they have good access to their clients and markets and their staff can access the workplace efficiently.
- It is a place that businesses want to remain in – as they grow and expand – thereby retaining employment in Central Lincolnshire.
- It is a place that can attract new private sector investment – a location for inward investment recognising the human and physical assets of the area.
- A strategic employment destination that is managed as such by the respective public sector organisations.

The scoping study involved only limited consultations with local businesses. During the preparation of this Plan, additional local businesses in LN6 have been interviewed on a face-face basis and a detailed on-line business survey has been undertaken across the LN6 area. The purpose of these has been to discuss the constraints/opportunities in more detail and with a greater range of local businesses, to ensure that the Plan captures their thoughts and identifies solutions to the issues they raise.

3.2 Business consultations

In conjunction with the LN6 Business Group and NKDC, we identified twelve local businesses to consult with directly on the benefits and constraints of being located in LN6. These ranged from large multinational businesses (such as Siemens and Handlesbanken) through to regionally based professional service firms (such as Chattertons and Duncan & Topliss) and smaller local businesses (such as Green Water Systems and Brook & Mayo). We also met with established local businesses including Lindum and Hodgson & Elkington and with specialist IT company Software Europe. This provided a cross-section of views from different business sectors with different clients/markets and also from the SME sector through to the large business sector.

The findings can be summarised as follows:

- *Internal LN6 movements* – a common finding is that travelling within LN6 is particularly difficult for businesses and their staff, which is heightened during the peak hours. The scale of business activity in the area is not supported by the standard of the infrastructure and much needs to be done to reduce the level of car movements within LN6 (although there is recognition that recent improvements to the A46 ring road at Teal Park have made a significant difference). The level crossings exacerbate this issue but it is recognised that they are a fixed constraints and train movements are likely to increase. Other solutions are therefore required.
- *External accessibility* – in contrast, the accessibility of LN6 to the wider area, particularly the A46 and Newark Road and the connections to the A1 and the east Coast mainline, is a strong asset for the area. Regional businesses and those with national and international links see this as a real strength of LN6.

- Improving non-car forms of transport* – most consultees felt that there are good opportunities to encourage modal shift. The new bus route that links to Teal Park is seen as positive and is being used by staff but the rail service and the station is significantly underused and is a wasted asset at the moment. An improved network of cycleways and footways across LN6 (particularly linking into the adjoining residential areas) was seen as key to encouraging more people to walk and cycle to work. Extending these links into the Hartsholme Country Park and Whisby Nature Park would also provide lunchtime activity opportunities, perhaps reducing the number of lunchtime car-borne journeys to nearby retail areas. Businesses that have relocated from the City Centre highlighted that some staff now need to get two buses to access LN6, changing in the City Centre. Some consideration to through services to LN6 from other areas of Lincoln was felt to be helpful.
- Added vibrancy* – LN6 is predominantly a B1 and B2 employment location and whilst there are elements of retail, leisure and bars/restaurants – they are not evenly dispersed and therefore tend to result in lunchtime car journeys. LN6 lacks a centre, a heart – almost a town without a town square. Consideration to providing a central amenity location with good walking and cycling links from all areas of LN6 was felt to be a good opportunity to reduce the need to drive at lunchtime.
- Land and property* – generally, the land and property provision within LN6 was considered to be acceptable by the businesses, there were opportunities to expand within the area if required and, if they had relocated from the City Centre, then LN6 offered them a much enhanced business location. There was felt to be a shortage of particular types of property (based on anticipated demand) and this was identified as 5-10,000sqft general industrial provision. There is a good supply of large employment land at Teal Park although the interest to date has been from local businesses seeking to expand rather than inward investment – despite a nationwide marketing campaign.
- The need to be innovative* – when questioned about issues such as staff retention, skills and the local traffic characteristics, a number of businesses were addressing these through being innovative and thinking differently. For example, if staff are getting held up at the level crossings in the morning and at lunchtime, they encourage flexible working. Other businesses are being pro-active in working with schools and colleges to identify employment/apprenticeship opportunities as a way of attracting employees in what is recognised as a hard market to attract skilled, good quality staff.
- Overall* – the businesses have chosen LN6 for particular reasons – be that accessibility for clients, easy parking or new and modern premises, and the shift of professional services businesses from Lincoln City Centre that has been the dynamic for the last ten years is predicted by some to continue. It is a good business location but there is frustration at the lack of coordinated management of LN6 and joined-up thinking in terms of its planning and control. For example, the lack of a local district heating system at the newly created Teal Park site, which could be powered by the new waste incinerator facility on the adjacent site, is arguably a missed opportunity. Much more could be done by the respective authorities to better plan for the long-term development of the area.

To enhance the information and views from local businesses, an online business survey was undertaken and the results are summarised below.

3.3 The Business Survey

An online survey has been undertaken with businesses located in LN6, to understand some characteristics of those businesses and any challenges they consider are relevant to operating their activities from LN6. The survey also requested information on corporate travel policy and staff travel attitudes, to support the work of the AccessLN6 team in

developing smarter choice travel interventions in the LN6 area as part of the LSTF programme. The survey was jointly developed with the AccessLN6 team and the LN6 Business Group.

The distribution of the survey was undertaken through the LN6 Business Group, via a tailored email contact database, which contained the details of 360 individual business contacts within the LN6 area. A covering note from the Chair of the Business Group and the Chief Executive of North Kesteven District Council introduced the survey to the respondents and Lincolnshire County Council offered an incentive of a £100 Lincolnshire Food Hamper to one survey respondent to be selected at random after the survey closure. In addition, Lincolnshire County Council also publicised the survey through their distribution lists and with the businesses they have made contact with in LN6 through their work on the AccessLN6 programme.

A copy of the survey is attached at Appendix 2. In total, 40 businesses responded to the survey of which 71% (25) were members of the LN6 Business Group which has approximately 60 ‘active’ members. The responses to the survey are summarised under the following headings:

3.3.1 *The nature and scale of the businesses*

There was a broad sectoral spread of businesses responding to the survey, which is helpful to provide feedback from different industries on the challenges and opportunities of being located within LN6. The financial/ professional and business services sector provided the most responses (25%) although the wholesale/retail; information and communication; manufacturing and construction sectors all provided in excess of 10% of the returned sample.

The businesses responding to the survey employ in total 3,066 staff, which is one-third of the numbers of people employed in the Hykeham area⁹ - the survey is therefore representative of a large proportion of those that work in the local area. It is also important to recognise that eight of the survey respondents employ more than 100 people and in total 2,400 of those staff – the survey has therefore captured the views of many of LN6’s significantly larger businesses such as Siemens, Rockstar, the Simons Group Ltd and the Showroom. The views of some of the other larger businesses – such as the Lindum Group – have been captured through face-face consultations. Of the other respondents, 48% (19) employed less than 10 people, so the survey has also captured the views of a cross-section of the small and micro business sector in LN6.

3.3.2 *The reason for being in LN6*

The survey was seeking to understand the length of time that the businesses had been in LN6 and why they were located there, as a precursor to a number of questions on the issues in LN6 and whether they were of a scale for businesses to consider relocation.

LN6 appears to be a ‘long-term’ business location with 70% (25) respondents having been there for in excess of 5 years. 33% had been there for longer than 10 years and 30% had been located there for 1-5 years. Almost one-third of the businesses had started up in LN6 with a similar amount having re-located from the City Centre of Lincoln. It is widely acknowledged that the growth of economic activity in LN6 has been partly driven by the need for modern accommodation with car parking and easy access to the strategic highway network, which has become challenging to find in Lincoln City Centre. Financial and professional services companies in particular have highlighted this in the consultation meetings. The remainder of the businesses had come from elsewhere in the City of Lincoln and 17% had come from outside the City from locations such as Grimsby, Sleaford and Nottingham.

⁹ The 2011 Scoping Study identified that in 2008, there were 8,998 people employed in the Hykeham area.

In response to a question asking their main reason for being in LN6, the majority answer from in excess of a third of the business, was the availability of land or a building. This correlates with anecdotal feedback and from the business consultations that LN6 has provided the Central Lincolnshire economy with an opportunity to retain and grow businesses in a modern, accessible employment location. The Lincoln location and the shift to home working (in residential areas of LN6) has also featured as a key driver for businesses being in LN6.

3.3.3 *The challenges of the LN6 location*

The businesses were asked to select a maximum of three key issues, from a list of ten, that could present significant business operating challenges in the LN6 area. The ten were identified from the consultations meetings that had taken place and also the anecdotal evidence that had been received in wider discussions. 77% of the respondents identified traffic congestion as the significant issue, which combined with high responses for ‘difficulty in staff travelling to work’ and ‘accessibility to Lincoln City Centre’, reaffirmed the messages the team had received that movement and accessibility within and around LN6 is a major challenge. The lack of local facilities and amenities for staff was almost identified as a significant issue by 29% of businesses and 21% raised the issue of broadband connectivity.

To gauge the significance of the responses and the issues identified by the businesses, the survey asked if any of these were significant enough that the business would consider relocation away from LN6. 78% said they were not, and of the seven respondents (22%) that said they were, the reasons related to traffic, broadband and land/property availability. When the businesses were asked if they were likely to remain in LN6 in the future (the next 10-15 years) 91% said they would – a more positive response. For those that suggested they may leave in the next 10-15 years – land availability, traffic and lack of diversity of uses in LN6 were identified as concerns.

3.3.4 *What needs to be addressed?*

Whilst there has been a positive response to the long term viability of LN6 as a business location from the survey respondents, issues have been identified that could improve the attractiveness of LN6 to businesses. Eight aspects of the physical and human environment were set out and businesses were asked to rank each one in terms of importance – with 1 being the most significant. The average rating of the results has been identified as follows:

Table 3.1 The key issues to be addressed in LN6

Issue	Ranking (1 = high)
Reducing congestion	2.06
More footways and cycle paths	3.23
More local shops and amenities for staff	3.6
Improving access and usage of Hykeham Station	4.09
Additional land and property	4.57
Improved access to nearby nature reserves and green areas	5.51
Coordinated recruitment and training activity	6.11
Other	6.83

Unsurprisingly, given the nature of the traffic flows during peak hours and when the level crossings are closed, the businesses have highlighted the need to reduce congestion as the main issue to be addressed. The recognition that increasing the number of footways and cycle paths is also important and does correlate to the measures set out in the AccessLN6 LSTF programme and provides endorsement to the interventions proposed within that.

An interesting finding is the importance attached to providing local amenities for staff, which reflects the anecdotal comments and evidence that has emerged in relation to the increase in traffic flows as a result of staff needing to drive to access services in the lunch hour period. 56% of businesses reported that staff undertook additional car journeys to access leisure/lunch activity and reducing this amount of additional car journeys on the local network should remain a key objective of the Plan. The lack of diversity of use in the area has been raised as a response to other questions and the opportunity to introduce service uses that can be accessed by walking and cycling in a more green and pleasant environment is a key consideration for the Plan.

3.3.5 *Understanding movement and access characteristics*

A wider role of the survey was to gather information on movement and access characteristics, to support the development of the LN6 Plan but also to assist the AccessLN6 team with the LSTF programme. A number of questions were asked which have provided helpful responses to support both projects and these are summarised below.

Businesses were asked to rank nine potential measures that could assist in addressing the congestion issues, in terms of their ‘usefulness’, as summarised in Table 3.2 below (with 1 being the most useful). Measures to reduce the numbers of cars on the roads (such as Park and Ride, increased awareness of bus services) and encouraging walking and cycling were prominent responses and largely endorse the key principles to be adopted in the Plan and the approach to the AccessLN6 programme. In the ‘other’ category, the provision of a southern/eastern bypass was the main response and this has also emerged in several consultation discussions with businesses.

Table 3.2 The most useful solutions to improving movement in LN6

Potential solution	Ranking (1=high)
Improved walking and cycling facilities	3.43
A Park and Ride scheme	3.49
Increased awareness of bus services	3.69
Increased usage of Hykeham Station	3.86
A car share website	4.17
Improved leisure / recreation facilities	5.8
Central distribution point for incoming goods (on the Ring Road?)	6.34
Other	6.94
Introducing a road charging model	7.29

The businesses were also asked to provide information on where their staff travel from each day, to help develop a picture of the key movement patterns. There was no single location that emerged as a dominant origin, although 25% of the respondents felt that 75% or more of their staff were from the local (Hykeham) area. The responses would suggest that LN6 attracts employees on a broadly even basis from the City of Lincoln and

from areas to the north, south, east and west. If there was a slight emphasis, then the City of Lincoln and the area to the south of the City where more prominent origins, which recognises the importance of LN6 to the North Kesteven area.

In terms of travel to work, 41% (13) of the businesses reported that 75% or more of their employees drive to work in a single occupancy car and 16 businesses (50%) reporting that in excess of 25% of their staff drive to work in a single occupancy car. There are very low recorded instances of staff travelling to work by train or by car-share, with slightly higher use of cycling and walking but still insignificant. Despite these low levels of non-car transport use, the businesses do however have facilities which could support modal shift, as shown in the table below.

Table 3.3 Facilities provided for those who walk, cycle, motorcycle to work

Facility	YES	NO
Lockers and/or storage facilities	52%	48%
Showers	49%	51%
Cycle to Work scheme	38%	62%
Pool bikes	17%	83%
Cycle training	3%	97%

3.3.6 The LN6 Business Group

88% of the respondents were aware of the LN6 Business group with 71% actual members. Attending a meeting (36%) and being introduced by a third party (32%) were the most prominent means that people has become aware of the Group.

3.4 Key messages for the Plan

The consultations and the business survey have provided an understanding of business concerns and their thoughts on the LN6 location. A number of important messages emerge:

LN6 is a good place to do business. It has excellent 'strategic access' to clients and markets and the relocation of activity from the City Centre of Lincoln to LN6 (particularly in the professional services sector) is expected to continue. The investment at Teal Park, in highway infrastructure and by Siemens reinforces this view.

There are a number of factors that are compromising the efficient operation of business within LN6 and these cannot be ignored. Whilst in excess of 75% do not think these issues are significant enough for them to relocate away from LN6, their ability to retain and recruit staff and therefore 'grow' may well be jeopardised if measures are not taken to address the following:

- the congested internal highway network – partly caused by the lack of public transport and modal alternatives to the private car and the partly by the level crossing issue. The latter is only likely to increase as the alternatives would be cost prohibitive, so other solutions need to be found.

- the poor standard of the local environment which discourages walking and cycling and therefore increase car movements within LN6. Much more use could be made of the railway station and encouraging employees to use non-private cars to travel to work.
- the lack of diversity and mix of use within LN6 – facilities that can be accessed by walking /cycling at lunchtimes will avoid the need to drive to other local centres, which adds to the congestion in the local area.
- the overall management and governance of the LN6 area – it is a busy place with lots of activity and investment but there is no real understanding of which organisation is responsible for which tasks

A park and ride scheme emerged as a high scoring ‘solution’ to assist with addressing the internal movement and accessibility issues. The face-face consultations considered that a well organised and routed shuttle bus arrangement that connected the key business locations to the station and a park and ride complex, which could avoid the level crossing closure times would be beneficial to examine in more detail.

The next sections of the document set out the measures emerging to address the issues identified to formulate the LN6 Plan.

4 Movement and accessibility

4.1 Context

4.1.1 *The scale of movement within LN6*

The 2011 Scoping Study collated valuable information covering how people moved around the Hykeham and LN6 area. In addition, the Siemens Relocation Survey also identified important travel trends, which have been taken as indicative of the travel trends of the wider LN6 employees. When combined with the findings of the 2011 Scoping Study, the following can be anticipated as being potentially reflective of how people move through Hykeham and LN6. These figures are also reflective of the movement trends identified through the Business Survey.

The Siemens Relocation Survey reported that 76% of employees travel by 'my car'. If this behavioural trend is applied to the 2013 forecasted number of employees in the LN6 area as per the scoping study, we can see the number of private cars expected on the areas road network at present. In 2008 there were 8,998 employees in LN6 area, projected to grow to 11,000 in the five years to 2013. If 76% are driving their own car this suggests 8,250 private cars on the LN6 road network each day. The findings in the scoping study, obtained from the 2001 census, reported that 29.2% of those employed in the Hykeham area reside in Hykeham, so 3,212 of the 11,000 that are forecasted to be employed in LN6 in 2013. If 76% of these drive in their own car, then this is potentially 2,441 vehicles on the road that originate from the surrounding Hykeham area. If better and safer walking, cycling and bus services were introduced to the LN6 area, and also on the main routes into LN6, the objective would be to encourage these movements to make a modal shift.

The 2011 Scoping Study also reported that 4,284 of the people residing in Hykeham travel to work outside of Hykeham. Of this, 2,579 were employed in Lincoln. Again, if 76% drive to work in their 'own car' this means a further 1,960 car journeys travelling from Hykeham to Lincoln and back each day. Albeit outside the scope of this study, this is another area to target for modal shift, and if the improved walking, cycling and bus networks are implemented to connect to LN6, these measures should also be enjoyed by those travelling in the opposite direction.

This analysis identifies that 7,788 of the 11,000 employed in LN6 travel in from outside of the immediate Hykeham area. If the findings from the 2011 Scoping Study are applied, this suggests that 50% travelling in are from Lincoln, 22% travel in from North Kesteven and 28% travel in from elsewhere. When these percentages are applied to the 7,788 that enter the LN6 area, these give the following approximate number of employees entering LN6: -

- 3,894 employees travelling into LN6 from Lincoln
 - 1,713 employees travelling into LN6 from North Kesteven
 - 2,181 employees travelling into LN6 from elsewhere
- With,
- 3,212 employees based in LN6 from Hykeham

If the data from the 2011 Scoping Study is considered, a plan can be developed that shows the approximate number of employees in 2001 entering LN6 from various directions. This is as shown in Figure 4.1.

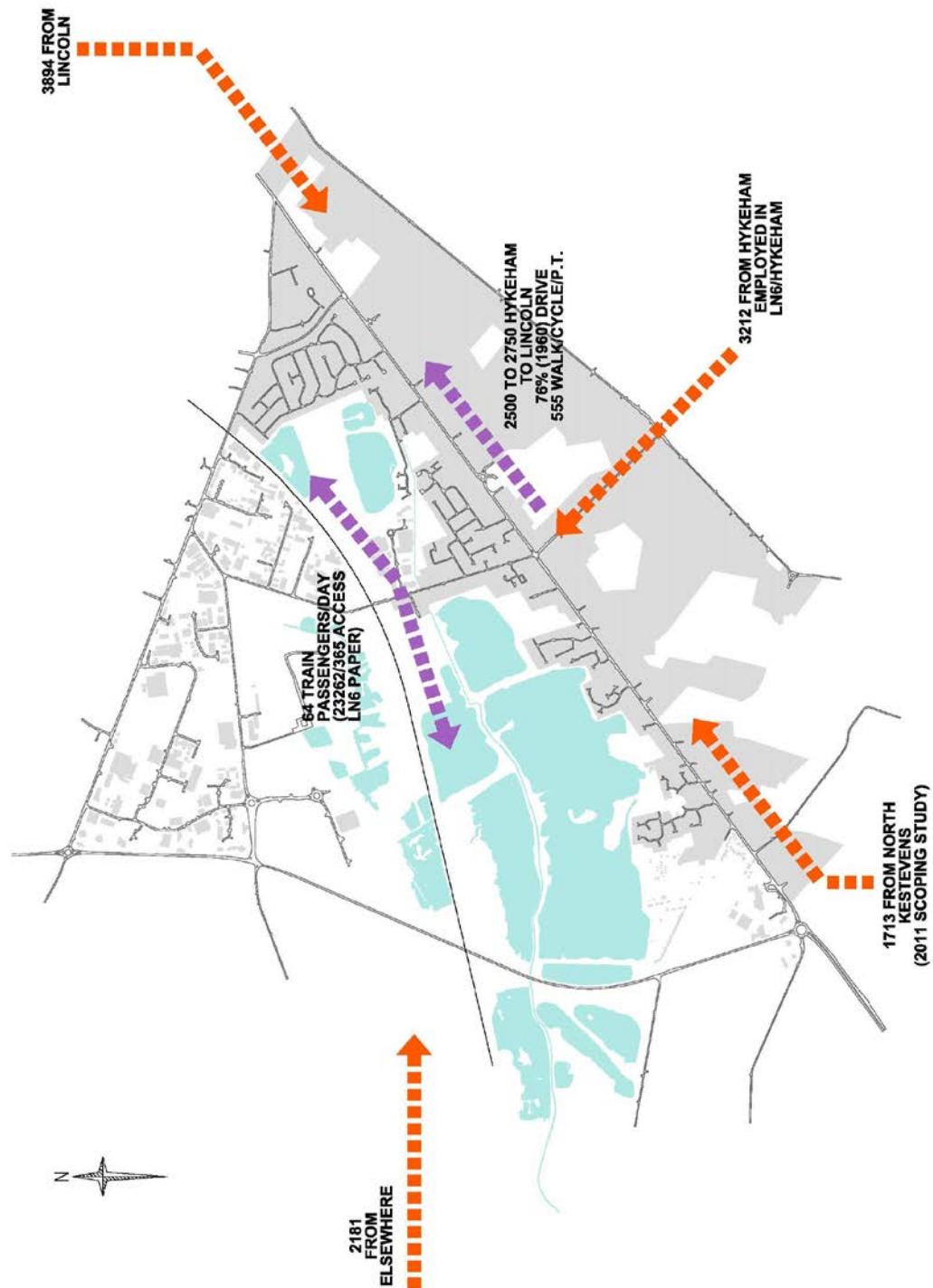


Figure 4.1 – Approximate Number and Direction from which Employees entered LN6 in 2001 – source information 2011 Scoping Study.

The 2011 Scoping Study also recorded that 23,262 passengers passed through Hykeham Station in 2009/10. This, if simply divided over 365 days of the year, equates to 64 passengers a day. This is a very low number of rail passengers per day accessing such a large employment area, but is reflective of the low number of services that stop at the station, with only 11 services stopping per day. When compared to other travel trends, obtained from the 2001 census, the rail trip rate per 100 residents in Hykeham is 0.4, compared to 6.5 in Sleaford and 5.6 in Metheringham. This shows a very low proportion of rail trips when compared with surrounding settlements and suggests rail use could be a target form of modal shift. To encourage a modal shift to rail the rail offer at Hykeham has to be made more attractive. This could be achieved through improving the environment on approach, improving the environment at Hykeham station and when passenger numbers increase, increasing the number of services.

If the above rail passenger figures are assumed to be reflective to those Hykeham residents that travel by train into Lincoln, and the number travelling by private car are known, this means that 500-600 of the residents in Hykeham that work in Lincoln either cycle, walk or use the bus.

If the modal transport assumptions made above are then applied to the various data referred to above, this starts to show the approximate employee travel pattern in 2013 as shown in Figure 4.2.

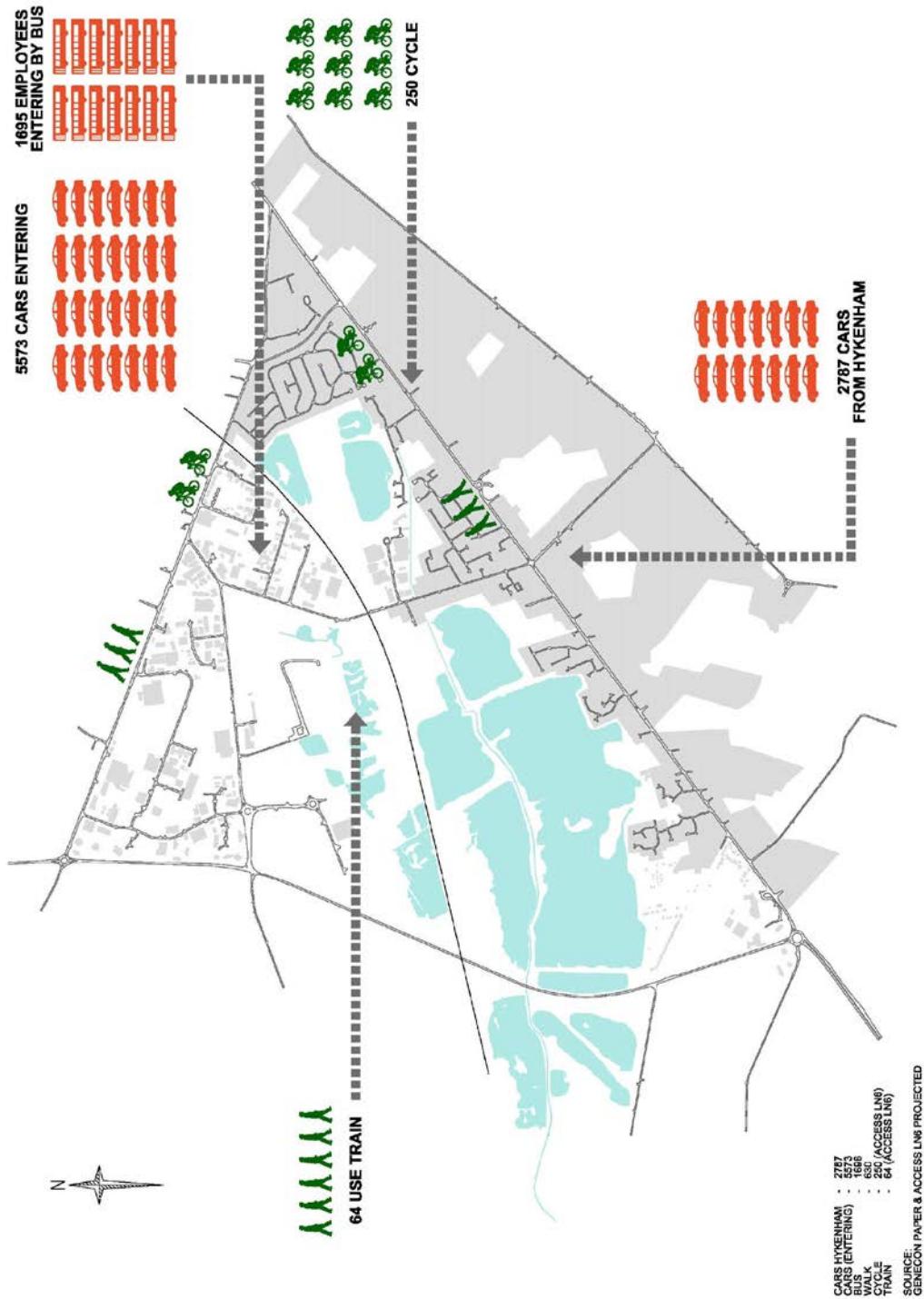


Figure 4.2 – Approximate 2013 Daily Modal Split in LN6

4.1.2 Access LN6

Access LN6 is a £6.5m programme which aims to improve sustainable transport options in the LN6 area. It is a three year programme (2012-2015) funded by Lincolnshire County Council and the Local Sustainable Transport Fund (LSTF); a Department for Transport (DfT) grant. The grant is awarded to schemes which stimulate economic growth and reduce carbon emissions by encouraging smarter travel choices.

The purpose of Access LN6 is to address personal behaviour associated with travel. Alongside this, there is a capital investment to change initiatives and address any barriers associated with sustainable travel - in order to increase opportunities to walk, cycle and use public transport. It is primarily focused on reducing car use, through new and improved bus routes, increasing cycling, the use of rail and an increase in walking to work and for amenity use. The objective is to reduce carbon emissions, improve the journey to work experience and secure an increase in active adults and improved health.

Access LN6 has been described by Cllr William Webb, Executive Councillor for Highways and Transportation at Lincolnshire County Council, as:

"Access LN6 will invest £6.5million into the LN6 area and will benefit residents, businesses, schools and community groups alike. The programme is forward thinking and innovative, and aims to make a real difference to the way we travel in the area. I look forward to seeing Access LN6 develop over the next few years and the impact it will have on the local population."

In addition to securing improvements to services, the nature of the Access LN6 investments will also include small grant schemes for businesses and community groups (to install bike stores for example), bike loan schemes and Personalised Travel Planning for residents and businesses. The programme involves a range of innovative initiatives and is flexible to respond to changes in its investment plan as required. It is a collaborative project that has brought together commitment from the both public and private sectors. Those partners from the public sector include Lincolnshire County Council, North Kesteven District Council, City of Lincoln Council, the Lincolnshire Sports Partnership, Sustrans and East Midlands Trains. Those from the private sector are extensive, and range from major businesses in LN6 to private bus companies.

4.1.3 Discussions with the Access LN6 team

A number of collaborative discussions and meetings have taken place with the Access LN6 team during development of this plan. Both commissions are working towards a common goal and measures being developed by the Access LN6 team are effectively those that would have been envisaged under the short term programme of works for the this Plan. The individual projects being planned under the Access LN6 programme fit well within the wider strategic movement vision that this Plan has created. More information on this movement vision is contained in section 4.4 below. Results from the business survey relating to movement, see section 4.2, also show that the projects being delivered under the Access LN6 programme are recognised by the LN6 businesses as having potential modal shift impacts.

The detailed discussions that have taken place with the Access LN6 team include agreement in overall approach on measures needed to aim to tackle congestion in the LN6 area. Collaborative working with the LN6 team also permitted one business survey to be prepared and issued to the LN6 businesses, avoiding repetition that might

otherwise have confused and irritated businesses had both teams approached the businesses separately. Preparing a common survey also means that there is consistency in data used when planning both the wider vision for LN6 as well as the short term movement projects being developed by the Access LN6 team.

The Access LN6 team also agree that this plan will set out the long term vision and strategy to (i) assist in reducing current congestion and (ii) prepare the LN6 area for sustainable future growth.

The projects being developed and delivered under Access LN6 programme will certainly provide the short term projects for the LN6 area and could also be the mechanism through which some of the medium and long terms projects identified in this Plan are delivered. Those projects being planned and delivered in the Access LN6 programme can be delivered with little disruption to the wider network but bring considerable benefits and opportunities to permit a modal shift to release current pressures on the road network. The medium and long terms projects produced in this Plan look to reduce further the congestion in the LN6 area and prepare LN6 for further sustained growth in the future.

4.2 Analysis of movement issues

4.2.1 Business survey

The findings of the business survey identified the following key ‘movement’ issues for businesses located within the LN6 area:

- i. Traffic Congestion (attracting 76.5% of the responses)
- ii. Lack of local facilities/amenities for staff (attracting 35.3% of the responses)
- iii. Difficulty in staff travelling to work (attracting 29.4% of the responses)
- iv. Accessibility to Lincoln city centre (attracting 20.6% of the responses)

The results are clear - the main challenges that businesses face relate to movement, and a number did consider that these were significant enough to consider relocating away from LN6. Measures therefore need to be taken to address these challenges to (i) avoid the loss of existing businesses in the LN6 area, but more so to (ii) address existing problems so that new businesses can be attracted. The possible causes and potential solutions to each of the movement related challenges can be identified as:

Table 4.1 Movement issues and potential solutions

Item	Challenge	Likely Source/Cause	Possible Solution
(i)	Congestion	Too many private cars at same time	Remove/reduce private car use in centre of LN6
(ii)	Lack of Amenities	No amenities in immediate vicinity and/or difficult to access	Provide a more diverse mix of activity in the LN6 area
(iii)	Staff Commuting	Lack of sustainable alternative that has priority over private car	Provide alternative modes of transport
(iv)	Access to Lincoln City Centre	Limited provision of other forms of travel to the City Centre other than the private car	Enhance and increase the quality and frequency of alternative modes of transport

When asked '***In relation to improving 'movement' within LN6, what do you think would be the most useful solution?***' From these responses the following were identified as being *most important*:¹⁰

- Park & Ride (71.3% responded this would be most important)
- Increase Train Use/Services (68.6% responded this would be most important)
- Increase bus services awareness (65.7% responded this would be most important)
- Improve Walking / Cycling Facilities (62.9% responded this would be most important)
- Car Share Website (54.2% responded this would be most important)

When asked '***What do you think are the key issues that need to be addressed if LN6 is to improve its attractiveness to business?***' the following criteria were identified as the most important:

- Reducing Congestion (94.2% felt most important)
- More footways and cycle paths (77.2% felt most important)
- More local shops and amenities for staff (74.3% felt most important)
- Improve access and usage of Hykeham Station (60% felt most important)

The above results again show that reducing congestion and creating better facilities to permit a modal shift to more sustainable travel options are central to improving the attractiveness to businesses, as well as providing local shops and amenities for staff.

4.2.2 **Site Visits**

A number of site visits have been undertaken, some of which date back to 2010, when the consulting team were commissioned to undertake the Scoping Study. During these visits the movement of those located in the LN6 area, and wider Hykeham vicinity, have been observed. Observations made during these visits have identified a number of issues and opportunities that need to be addressed in the future development of LN6. These include:

¹⁰ Respondents were given nine options to choose from and rate each in terms of their importance from 1 to 9, 1 being most important and 9 being least important. Where the reference states "responded this would be most important" this is taken as the accumulation of the number of respondents that selected rating 1, 2, 3 or 4, when answering the survey question, i.e. these would be more important as opposed to 5 – 9, being less important.

- The need for dedicated approach routes to LN6 to be suitable and safe for cyclists. There is limited value in providing high quality cycle lanes and pavements in the LN6 area if the cycle and walking experiences on approach routes are inadequate and discourage cyclists and pedestrians. This is the case on a number of routes into LN6, such as on Station Road and Newark Road.
- The need for safe and accommodating crossing points where major pedestrian desire lines cross the highway. This is evident at the Station Road/Newark Road junction.
- The need to improve facilities for cyclists on Station Road, where certain junctions are positioned on bends where cyclists are exposed when vehicles exit with speed.
- Provide better public realm and facilities at Hykeham Station.
- The need to reduce congestion and provide routes into LN6 which do not cross the level crossings. When freight and passenger train numbers through Lincoln increase the level crossings will be closed more frequently and for greater periods. This will result in more congestion unless current travel behaviour is altered.
- A more direct pedestrian and cyclist connection from Teal Park Road, and Kingsley Road beyond, to Hykeham Station, reducing journey distances and avoiding the potential dangerous sections of Station Road.

In addition, the following opportunities have been identified, which are shown in Figure 4.3:

- Introduce a sustainable transport/green link from Hykeham Station to Whisby Nature Park
- Introduce Park & Ride (P&R) facilities outside of the A46 with direct sustainable transport/green links into the heart of LN6
- Provide cycle hire facilities in hubs across LN6, such as at new P&R locations and Hykeham Station
- Provide shops and local amenities around the centre of LN6, i.e. near to the leisure/community activities that are already establishing themselves around the Whisby Road/Kingsway/Teal Park Road junction.

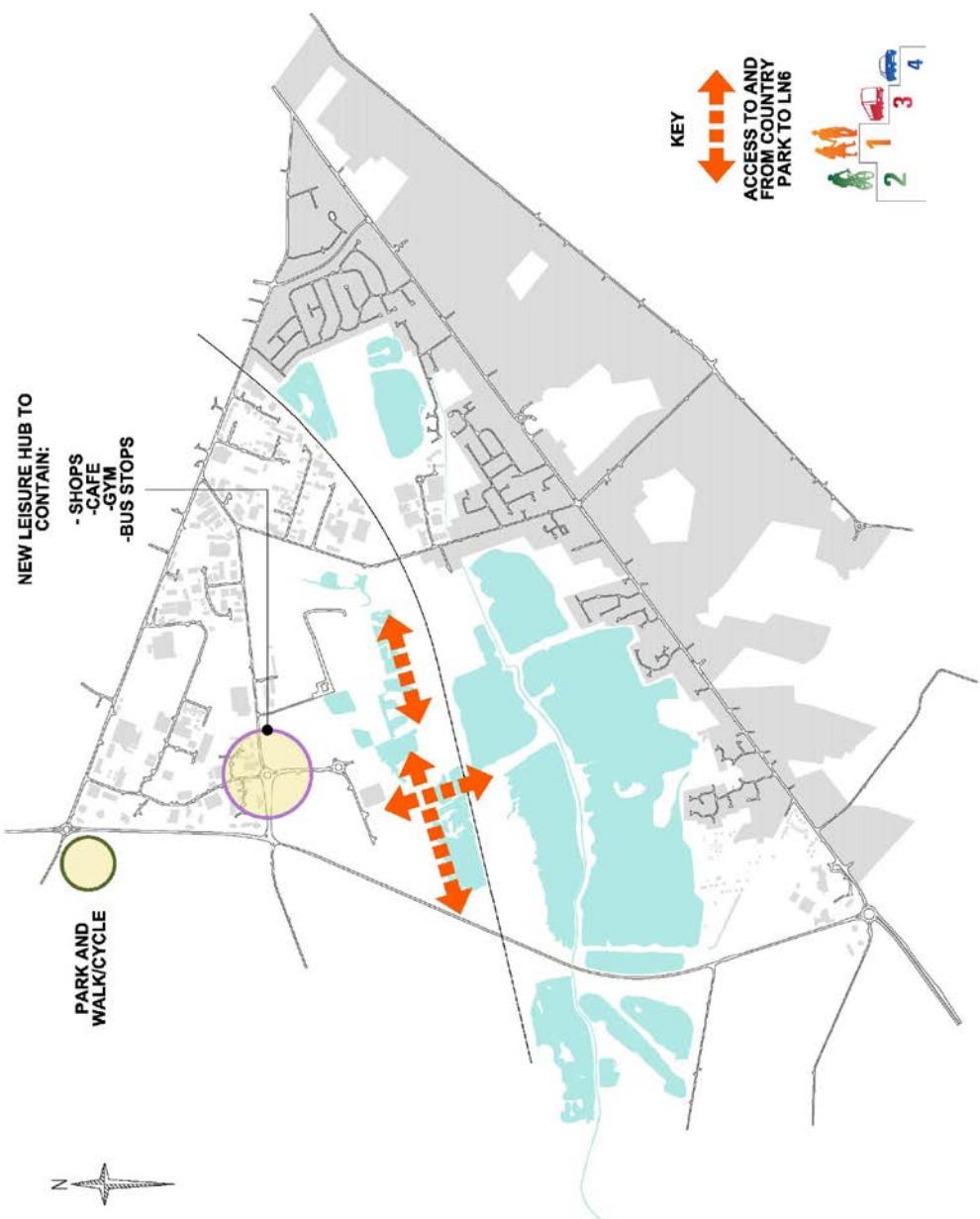


Figure 4.3 – Opportunities for LN6

4.3 The movement ‘Vision’

A vision to enhance movement and accessibility needs to address the following:

- Congestion needs to be reduced
- The provision of enhanced opportunities to adopt a modal shift is required.
- The need for improved local amenities and a more diverse mix of uses in LN6

It is therefore based on creating an LN6 that supports sustainable employee movement and journeys, permits business related journeys to be efficient and effective and has a hub at its heart, providing shops and amenities for the local businesses. The approach to realising this vision is to thin out the vehicle numbers as they approach the centre of the LN6 area, relieving the existing road network within the heart of LN6 of commuter traffic. The infrastructure can then be utilised by vehicles that provide vital services as part of their respected business operations, as shown strategically in Figure 4.4.

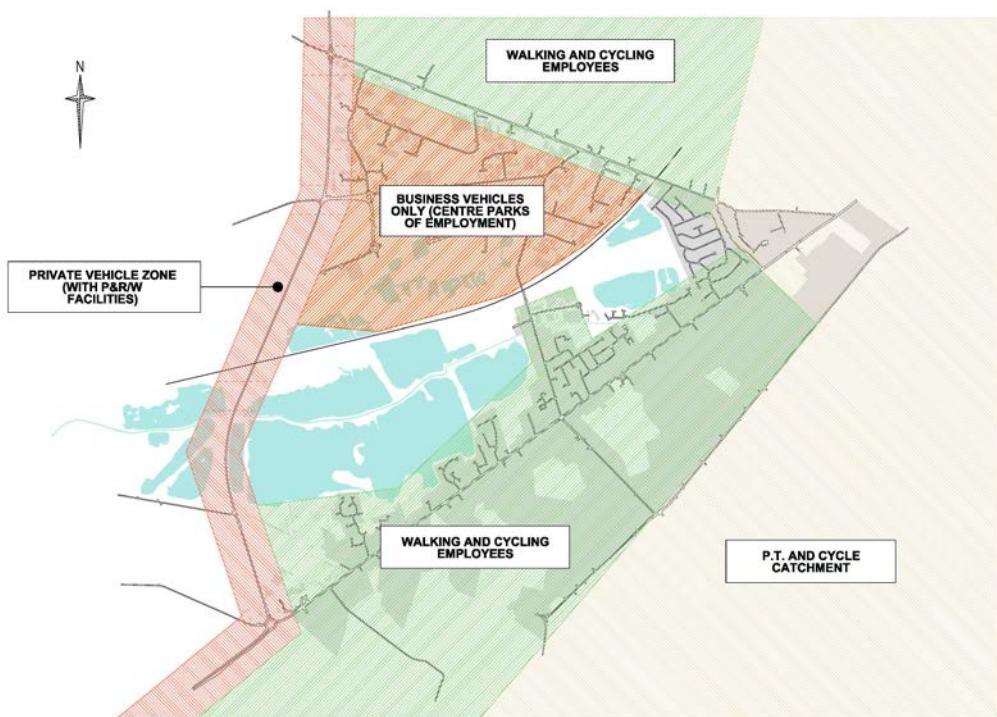


Figure 4.4 – LN6 Model Use Vision

This vision is achieved by:

- i. Providing better alternatives to the private car for those that live within a location that can be offered an alternative; be it public transport, cycle, walking.
- ii. Providing park and ride (P&R), both by shuttle bus and by cycle, from dedicated P&R locations that are easily accessible and in attractive locations. This is to (i) allow the experience to be pleasurable and (ii) allow private cars to exit the road network in a location adjacent to the main road network (A46) and prior to entering the LN6 local road network.
- iii. Removing the need to undertake mid-day journey's that are not business related

Undertaking the above then permits LN6 to move towards more efficient use of the highway infrastructure, where the predominant traffic on the roads reverts from private vehicles to vehicles essential to business operations. This leads to a highway network use as shown in a simplified form in Figure 4.5.

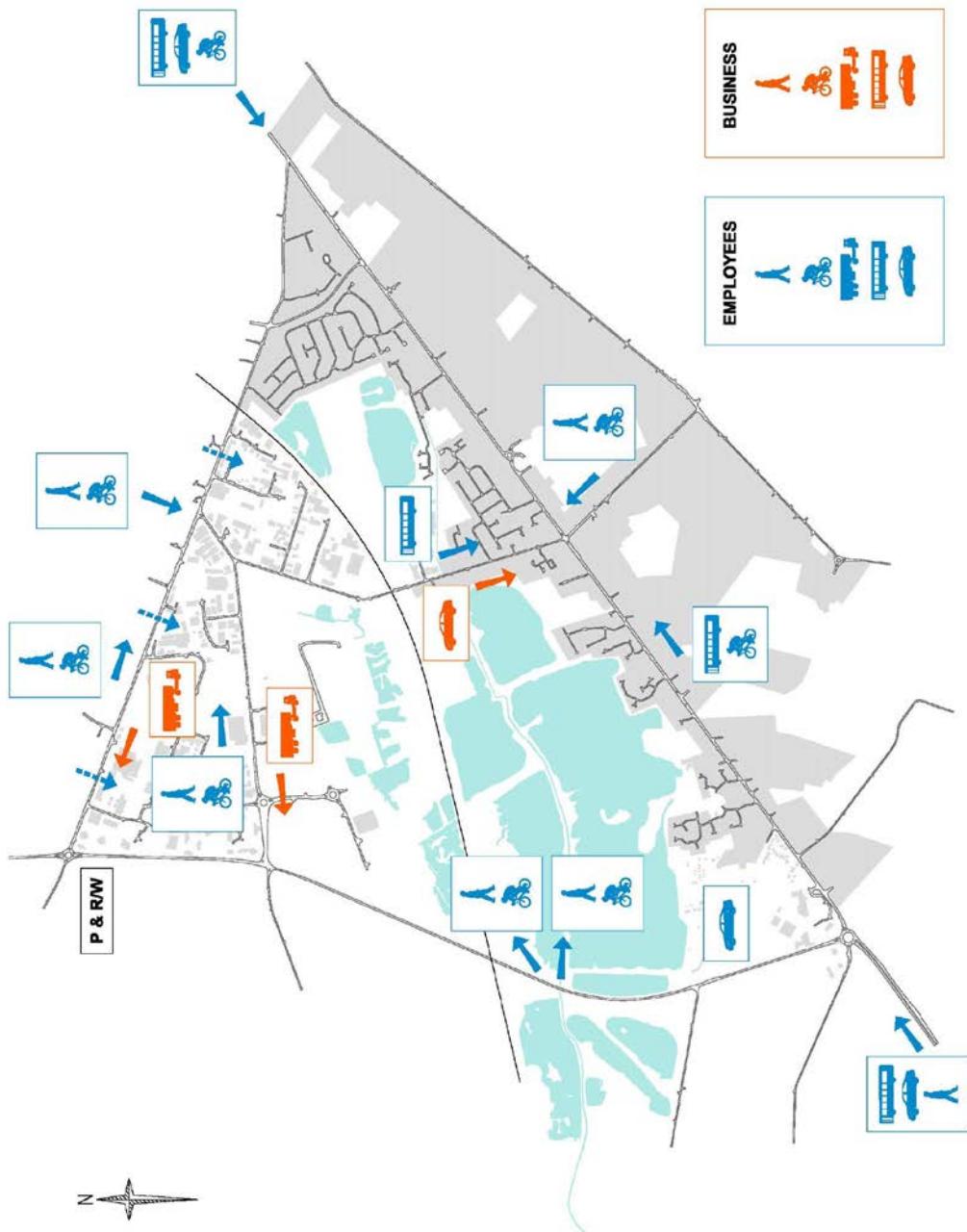


Figure 4.5 – Concept for Strategic use of Highway Infrastructure for LN6

4.4 Enhancement measures and phasing

The measures identified above can be implemented in a number of stages, some of which are already being delivered under the Access LN6 programme of works. The programme for delivering and realising this vision is as follows.

4.4.1 ***The Short term: 2011 – 2014***

Those works that are seen as being deliverable in the short term are those that are being implemented under the Access LN6 project. These include:

i) Introduction of additional bus routes to LN6 area

Improved connections to Lincoln City Centre

These include the introduction/extension of services 44, 44a and 14, with 44a and 14 having extended routes through the heart of LN6 during peak hours. These services have been introduced in a manner that allows them to connect to service 66, which enables public transport access to Birchwood and Hartsholme, both of which are considerable residential areas near to LN6.

Improved connections on the Newark to Lincoln Route

Numerous coaches are provided to permit coach travel from LN6 to both Lincoln City Bus Station and Newark. These include Stagecoach's service 46 and PC Coaches service 47, together with the PC Coaches service 48/49 which connect Lincoln City Bus Station to Witham St Hughs, Newark, via North Hykeham Station Crossroads.

General

Feedback from the Business Survey has suggested that there is a need to improve bus service awareness within the LN6 area. The transfer of information from the Access LN6 group to businesses in LN6 is being provided on numerous fronts. These include but may not be limited to; twitter accounts, facebook pages, bus route leaflets, presence at the Lincoln Show, text bus time services at LN6 bus stops. All of these mechanisms have been implemented to ensure there are opportunities to enable employees and business owners to be aware of the sustainable travel options that are available in LN6.

In addition, businesses are encouraged to implement their own Green Travel Plans and Personal Travel Plan awareness schemes are being proposed within the Hykeham area. Both of these forms of travel plans will permit owners of these plans to enhance their knowledge of the sustainable travel options available to them and permit them to utilise Lincoln's Green Travel Plan Coordinator's knowledge and assistance in preparing these plans.

The provision of coach services to Newark are encouraging but the times and frequency of these services are limited. In order to encourage employees that reside in the Newark area to utilise these coach services there is a need to improve the environment for pedestrians from North Hykeham Station Crossroads to LN6. Improving the environment for pedestrians and cyclists on Station Road is an area that requires attention to encourage employees that reside in Hykeham to adopt a modal shift, so improving this entry route to LN6 is as important, if not more important than improving the walking and cycling routes within LN6 itself. *Improvements to Station Road are essential to encourage a modal shift.*

ii) Improved pavements and cycleway to Whisby Road

Footpaths and cycleways are being introduced along Whisby Road under the Access LN6 programme, providing vital connections to those already present along Tritton and Doddington Road. These facilities provide a real opportunity for employees to have safe means travel from Lincoln City centre through to the heart of LN6.

A walking and cycle audit is currently being undertaken by the Access LN6 project and the findings of this will identify other routes that will potentially benefit from enhancement works and lead to further modal shifts. The findings from this audit are expected in July 2013.

iii) Introduction of car share scheme to LN6

It is accepted that there may be no real alternative to private car use, through the travel distances involved and absence of public transport from those areas, and in such instances there is scope to car share. The Access LN6 programme has set up a mechanism to facilitate the potential for car sharing to take place, providing a platform from which employees etc can connect and explore if there are car sharing opportunities available to them. Not only does this help reduce congestion but it allows those that partake to also save money.

iv) Introduction of cycle hire scheme

A cycle hire network is being introduced over the wider Lincoln City area, which will permit short term cycle hire and provide a number of locations where cycles can be picked up and dropped off across the city. Three of the proposed sites for these cycle hire hubs are to be based in LN6, meaning there will be fantastic facilities for employees, visitors etc to be able to access LN6 and the City centre by cycle. The three locations proposed in LN6 are at Hykeham Station, Sadler Road and Siemens. There could also be potential in the future for this scheme to be extended with cycle hire hubs provided at the future P&R site and potentially Whisby Nature Park too.

v) Funding to support the implementation and introduction of sustainable travel incentives in the workplace

Access LN6 has also created a project that provides the opportunities for businesses in LN6 to apply for up to £5,000. This money can be spent in a number of areas, ranging from cycle parking to shower and electric charging points and more.

4.4.2 The Medium term: 2015 - 2020

Those works that are seen as being deliverable in the medium term are shown in Figure 4.6 and would follow on from those measures already delivered under the Access LN6 project.

These include:

i) Introduction of Park and Ride (P&R) facilities on A46

The success of any P&R scheme is only as good as the ride aspect of the project. For this reason considerable time has been spent to select a site for the P&R site that has potential to enjoy great connections to the heart of LN6, without the need for major new infrastructure. The site selected is as shown in Figure 4.6, and can be seen in Photo 4.1 below. A location plan showing where the photographs were taken is included within the Appendix 3.



The exact size and position of the site would be developed in detail but it is envisaged that the existing access, as shown in photo 4.1, would provide the entry/exit for the shuttle bus and the parking area would be beyond the attenuation ponds that can be seen in the foreground of photo 4.1. The detailing of the P&R space itself would aim to be in keeping with the surrounding landscape the west and would be designed to reflect a country park (think Richmond Park) as opposed to a mass of hard tarmac.

ii) Introduction of “Green Link” to P&R sites

The proposed “Green Link” has been strategically identified to utilise an existing underpass that exists below the A46. It is proposed that this link connects the new P&R site to Hykeham Station and the wider LN6 area. The link itself then also has a branch that extends right and provides a direct link from Teal Park Road to both Hykeham Station and the P&R site for both pedestrians and cyclists, creating an environment that is dedicated to sustainable travel. This route passes through the landscape that is present between Hykeham Station and Hykeham and would also provide residents of Hykeham with a safer pedestrian/cycle friendly connection to Whisby Nature Park beyond. There is already evidence of an access road adjacent to Hykeham Station (see Photos 4.2 and 4.3), together with the underpass below the A46, meaning that the basis of the route is nearly in place at present and simply needs developing to be realised.



Photo 4.2: View from Hykeham Station looking West showing the Route of the Proposed Green Link



Photo 4.3: View from Hykeham Station looking West showing the central section of the Route of the Proposed Green Link

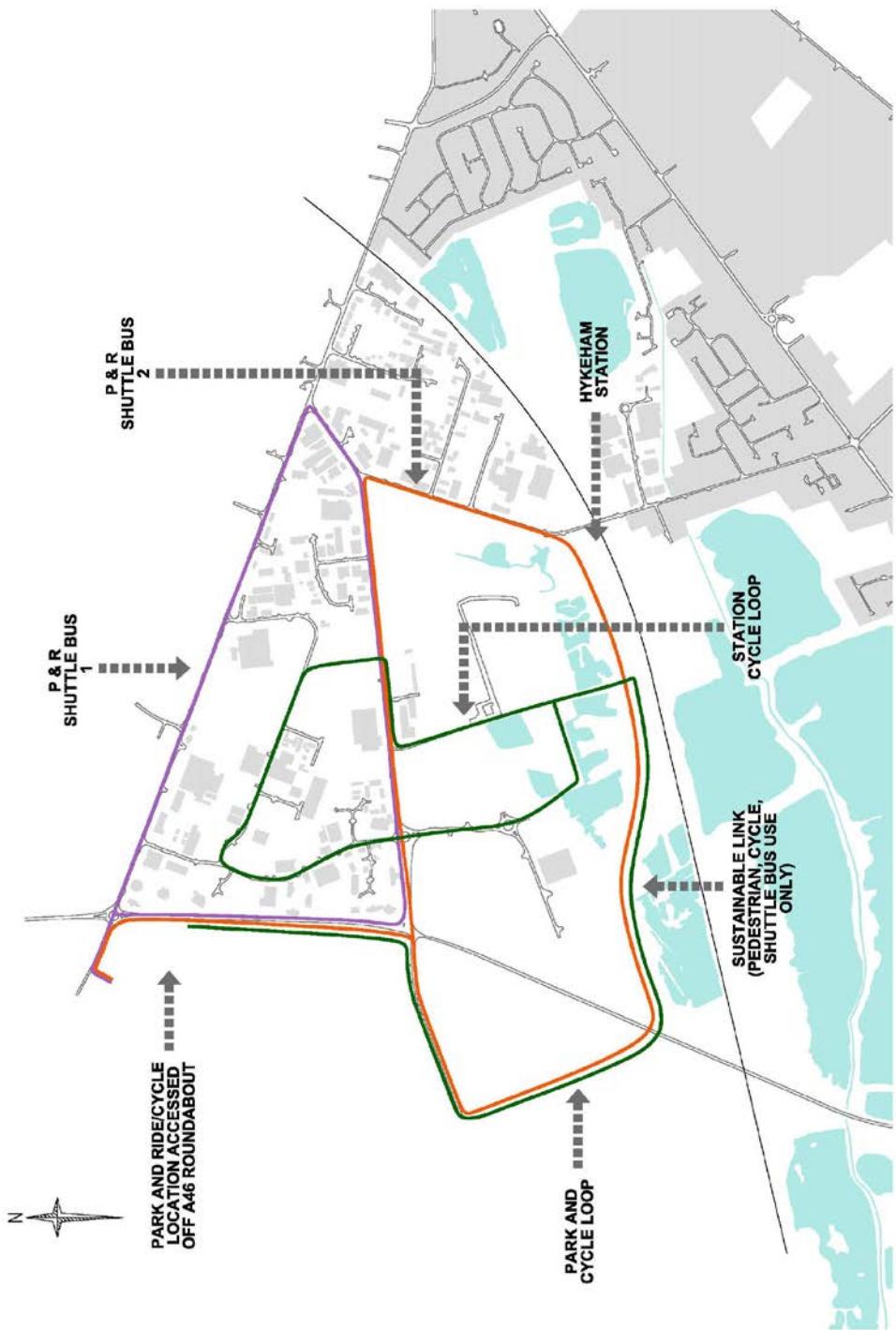


Figure 4.6 – Medium Term Movement Vision for LN6

iii) Introduction of LN6 circular shuttle bus loops

The success of any P&R scheme is only as good as the ride aspect of the project. The speed and efficiency in which passengers can travel from the parking facility to the place of work is paramount and simple. It is for this reason that two shuttle bus routes have been proposed. These are to ensure direct and speedy access is provided to most parts of the LN6 area. The routes of the shuttle bus loops also look to utilise either (i) existing major road network routes – as is the case with route 1, and/or (ii) use a dedicated “green link” that avoids the potential for the shuttle bus from being caught up in congestion at pinch points on the wider network.

Another key feature of the proposed shuttle bus loops are that they have potential of avoiding the level crossings. This enables them to be unaffected by the potential enhanced freight and passenger services that may be introduced to the Lincoln to Newark rail line.

iv) Introduction of local shops and amenities within the heart of LN6

This project will relieve the potential need for employees to have to undertake excessive journeys during lunch breaks etc to be able to access local shops and amenities. The introduction of local shops and amenities will also make the LN6 area a more attractive place for future businesses in the future growth of the area. These shops and amenities should not be seen as challenges to those that already exist at the Forum, with the latter seen as providing valuable shops and amenities to the Hykeham area and neighbourhood. The potential of the Forum, as covered in the 2011 Scoping Study is in capturing passing trade from Newark Road, and should therefore not see the creation of local shops and amenities in LN6 as a threat. Providing pedestrian and cycle dedicated connections between LN6 and the Forum should still be pursued, as currently the lack of permeability and connectivity only encourages journeys to be made by car.

If the implementation of the green link becomes drawn out due to land acquisition, planning, protective species or similar, there is also scope for an alternative bus loop arrangement to be considered, as shown in Figure 4.7 overleaf. This arrangement is not as efficient as that proposed at Figure 4.6 as there is potential for shuttle buses to be delayed at the level crossing locations, but this does present an option to allow the P&R scheme to be implemented and have a positive impact while the implementation of the green link is undertaken.

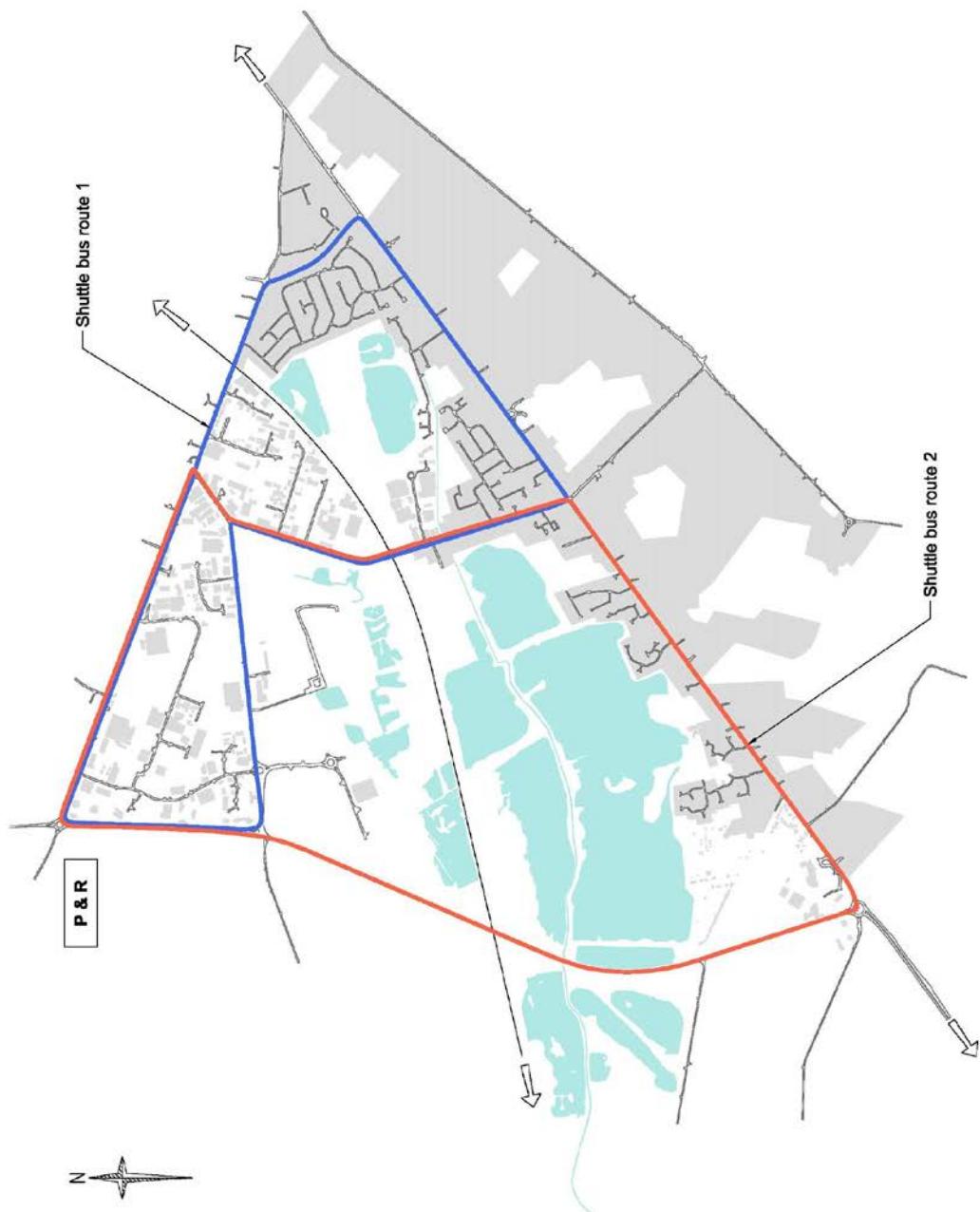


Figure 4.7 – Potential Alternative P&R Shuttle Bus Route while Green Link is created

4.4.3 The Longer term: 2020 – 2030

Those works that are seen as being deliverable in the long term are projects that would require more planning and greater levels of funding but also require the commitment from other parties/stakeholders, such as Network Rail. These include:

i) Introduction of additional train services to North Hykeham Station

The introduction of additional passenger trains to North Hykeham Station presents an opportunity for both employees working in LN6 to access the area without the need to use private car, but also the potential for Hykeham residents travelling into Lincoln for both business and pleasures to be able to do so by train. The increase in train services does however mean that the level crossing will potentially be closed more frequently, which unless the other projects mentioned above are implemented could result in further congestion.

The current passenger numbers at Hykeham do not suggest there is currently a great demand for more trains but the business survey has indicated that employees would potentially use trains if more services were provided. Ensuring safe, high quality and efficient access to the station would certainly make train travel more attractive and the proposed green link would and introduction of dedicated pavement and cycle ways along the length of Station Road, would certainly enhance the attractiveness of train travel to both employees of LN6 and residents in Hykeham.

ii) Introduction of pedestrian/cycle bridge at level crossing

The potential for greater numbers of freight and possible passenger trains through Hykeham Station will result in more frequent closures of the level crossing. Ensuring pedestrians are still able to access LN6 during these times is important and will further show that sustainable modes of transport can have benefits over private car use. If a footbridge were introduced at Hykeham Station in the future it would provide a means for residents and those arriving from Hykeham Station Cross Roads on coach could access LN6 without delay, as opposed to private drivers being held in traffic as the level crossing is closed.

4.5 Timescales

The timescales within which the above projects to enhance movement through LN6 have been placed in timescales from short and medium term to long term. These periods extend over a 15-20 year period and have been allocated in order of complexity to deliver, magnitude of positive impact they can bring to LN6, potential cost to implement and period required to implement. All of the projects listed above will bring potential for a positive modal shift in LN6 so if opportunities arise that permit any project to be accelerated then these should be taken. All of the projects complement each other and can also be introduced in isolation of others, so there is flexibility in the delivery programme.

To further support this vision, it is also important that the development and growth of LN6 occurs in a managed and organic pattern. Businesses that have intense vehicle operations should be located on the main arteries of LN6, to avoid drawing vehicles unnecessarily through the smaller road network. This means aiming to position businesses with high volumes of vehicle trips on either Doddington Road or Whisby Road so that they have direct access to the A46.

5 Facilitating economic growth

5.1 Delivering economic development objectives

The purpose of the Plan is to set out how LN6 can continue to support economic growth in NK and Central Lincolnshire, as successfully as it has done in the previous decade, and to deliver economic policy objectives. The key considerations are how much employment growth could reasonably be anticipated in LN6 (particularly given the starting point of a significant economic downturn), what type of growth and where could that be located.

The analysis set out below draws assumptions from a range of sources to provide an estimate of the potential land required in LN6 to support economic growth. These assumptions include:

Growth scenarios

- A *low* growth estimate of 6,220 jobs based on the Experian econometric forecast set out in the NK Economic Prospectus.
- A *medium* scale growth estimate of 9,000 jobs – reflecting the need for NK to deliver one-third of the Central Lincolnshire growth target of 27,000 net new jobs.
- A *large* scale growth target of 13,500 – with an expectation on NK to deliver 50% of the Central Lincolnshire target, given the presence of LN6 and the strategic A46 corridor within NKDC.

Employment Use Classes

Based on the sectors expected to experience growth, as set out in the Economic Prospectus for NK in the period to 2031 – an estimate of the Use Classes that will be required to deliver that growth is set out below:

- 30% in Use Class B1a – offices and serviced offices, general offices and business parks. Reflecting the employment expected to be created within the Professional Services, Administrative and support services and office accommodation to support growth in other sectors.
- 40% in B1c and B2 – light industry and general industry. Lincoln has a strong heritage in manufacturing, construction and also the food processing and engineering sectors, which still employ significant numbers of people. The retention of businesses such as Siemens and the relative strength of the construction sector and food production/processing suggests that this type of accommodation will be important to support growth.
- 5% B8 – NK is not strategically located to develop significant growth in storage and distribution with growth in that type of space likely to occur in respect of individual businesses needing to move goods. Larger investment in such space is likely to occur adjacent to the main trunk routes – as evidenced by the current Currys/PC World facilities adjacent to the A1 at the western end of the A46 corridor near Newark and it is not necessarily the type of product that NKDC should be encouraged to pursue significantly.
- 25% Retail and Leisure uses – growth is expected within the retail and leisure sectors, as a factor of population growth and the need for increased services. Enhancing retail provision will also be a key element to retain catchment expenditure within NK's market towns, particularly Sleaford. Growth is also expected within the leisure sector, to address an aspiration to improve the quality of the tourism provision and business hospitality sectors.

Correlating employment numbers to floorspace and land areas

Through the use of recognised employment density benchmarks¹¹, the level of new employment set out in the growth scenarios and apportioned by Use Class has been adopted to establish the level of new employment floorspace required. The Guide sets out job densities by net and gross internal area and these have been regularised to Gross External Area to enable a more accurate representation of actual floorspace required.

To establish the potential development land required to deliver the employment growth expectations, assumptions have been made in relation to site density, as follows:

- For B1a accommodation, an assumption that the buildings would be two storeys with a density of 35% (i.e. the floorspace of the building only represents 35% of the total site area required).
- In respect of B1c, B2 and B8 – single storey buildings with a 40% site density.
- For the retail and leisure uses, an expectation that this would also be single storey with a 50% site coverage.

The provision of employment floorspace in LN6

The employment numbers and floorspace identified in the above relate to the wider NKDC area, of which LN6 is one of several employment locations together with Sleaford, areas along the A17 and A15 and other smaller settlements. A judgement has therefore been taken on the extent of the growth that could be anticipated to occur in LN6 alone. This reflects the fact that within Central Lincolnshire (not just NKDC) LN6 is a strategic growth location that has good access to the A1 and the East Coast mainline, is an established employment location and has recently been enhanced through investment in highway infrastructure and the relocation of Siemens from Lincoln City Centre. Sleaford has also been identified in the NK Economic Prospectus as a ‘business hub’ and a long term strategic masterplan has recently been prepared for the town to demonstrate its capacity to accommodate additional residential, employment and education provision, together with an enhanced town centre. This has been adopted by NKDC and is progressing through the early implementation phases.

On this basis, we have assumed the following:

- 70% of NK’s growth in the B1a and B1c sectors would take place in LN6. Some growth in this sector would occur in Sleaford and other smaller centres but LN6 is a more realistic location to consider office and business park developments and also the light industry that would support the major employers in this area of Central Lincolnshire.
- 50% of NK’s growth in the B2 General Industrial sector would occur in LN6. Given the rural nature of the District and the large/dispersed nature of some of the industrial and agricultural operations, then a higher proportion of this growth could be anticipated outwith LN6 than for the B1 sector.
- 50% of the additional B8 provision (storage and distribution), which is closely linked to the general industrial sector would also take place outwith LN6. The B8 provision would support the activities of the individual businesses, either delivering directly to customers or feeding into the larger more strategically located B8 distribution hubs located adjacent to the trunk roads and motorways in the national networks.
- 30% of the additional retail provision and 20% of the leisure provision would be within LN6. The demand for retail and leisure will be connected to the residential growth locations that are adopted in the Central Lincolnshire Core Strategy and within the emerging masterplan for Sleaford, together with smaller scale growth that happens in other settlements. Whilst retail and leisure do create employment, the vision for LN6

¹¹ OffPat and the Homes and Communities Agency – Employment Densities Guide 2nd Edition 2010

is to continue to be a focus for advanced engineering, manufacturing and professional services sector, with less emphasis on the service sector, excepting that which is required to support the business community.

Summary analysis

Based on the above, the following tables summarise the analysis.

Table 5.1 NK Growth scenario employment - by Use Class

	% split	Low	Medium	High
B1a	30	1,866	2,700	4,050
B1c	30	1,244	1,800	2,700
B2	20	1,244	1,800	2,700
B8	5	311	450	675
Retail	12.5	778	1,125	1,688
Leisure	12.5	778	1,125	1,688
Total	100%	6,220	9,000	13,500

Table 5.2 Total floorspace requirements in NK (sqm) per growth scenario

	6,220	9,000	13,500
B1a	24,258	35,100	52,650
B1c	76,008	109,980	164,970
B2	47,023	68,040	102,060
B8	23,325	33,750	50,625
Retail	16,794	24,300	36,450
Leisure	48,983	70,875	106,313
Total	236,391	342,045	513,068

Table 5.3 Use Class provision and total floorspace requirements in LN6 (sqm)

	% split LN6:NKDC	6,220	9,000	13,500
B1a	70	16,981	24,570	36,855
B1c	70	53,206	76,986	115,479
B2	50	23,512	34,020	51,030
B8	50	11,663	16,875	25,313
Retail	30	5,038	7,290	10,935
Leisure	20	9,797	14,175	21,263
Total		120,195	173,916	260,874

Table 5.4 Land requirements in LN6 per growth scenario (sqm)

	6,220	9,000	13,500
B1a	24,258	35,100	52,650
B1c	133,015	192,465	288,698
B2	58,779	85,050	127,575
B8	29,156	42,188	63,281
Retail	10,076	14,580	21,870
Leisure	19,593	28,350	42,525
Total sqm	274,877	397,733	596,599
Total hectares	27	40	60

The findings that can be drawn from this high level analysis indicate that the LN6 Plan should consider a requirement for an additional 27 hectares of employment land in the minimum growth scenario, with a high growth scenario potentially requiring upto 60 hectares of land. These are not precise figures and should not be treated as such, but they provide an indication (based on assumptions of growth by Use Class and the proportion of that growth that could be accommodated in LN6) of the scale of development land that the Plan should seek to identify as part of the long term vision for the LN6 area.

The following section considers the scale of that growth and land requirement in the context of current land availability in the LN6 area and the type nature of demand for property that may emerge in the future. The purpose is to consider what type of land and property offer would be the most appropriate for LN6 and where that should be located spatially.

5.2 Property and Land in LN6

5.2.1 Current provision

The LN6 area currently has a diverse range of business space developed in the second half of the twentieth century and the first decade of the twenty-first century. The majority of the existing provision lies between: Hykeham railway station at the south; the Newark to Lincoln railway line to the east; Doddington Road to the north; and the A46 to the west.

The northern part is largely taken up with a ribbon of office developments fronting on to the Doddington Road for much of its length between the A46 and the boundary between North Hykeham and the City of Lincoln. These buildings are typically 2 storey offices of around 3,000sq ft to 6,000sq ft with dedicated car parking. At the eastern part of this area, the zone to the east of Station Road, almost all the land has been developed and is in predominantly industrial uses – from small units/trade counter operations through to larger businesses such as the Lindum Group.

The western side of the LN6 area – between the A46 and Kingsley Road - is dominated by retail and leisure type uses that benefit from the prominence to passing traffic on the A46. The dominant occupiers are motor dealerships with hotel, gym and restaurant uses also present.

The southern part of the area – between Whisby Road and the Newark to Lincoln railway line is dominated by undeveloped land including Teal Park. Recent developments include the new centre for Siemens and a waste incinerator.

With the exception of the recently completed Siemens building, the existing building stock in LN6 is relatively low density with the morphology typical of out of town development. This reflects:

- the relatively unconstrained land supply in LN6 over the last 50 years;
- successive land use policies which have supported business uses in the area;
- the low risk, piecemeal approach developers have taken to delivering new business space; and
- the traditionally affordable level of rents in the area that cap the scale and quality of new developments (save for where pre-let buildings are delivered to an occupiers requirements).

A further factor of the LN6 existing space provision is that a material proportion is likely to reach the end of its economic and functional life over the LN6 plan period to 2031. This particularly applies to some of the industrial buildings which are over 30 years old and perhaps in a format, of a construction standard and in a condition that would dissuade new occupiers from taking up the space.

5.2.2 *What is required to deliver the Plan?*

At headline level, the LN6 area appears to have close to the required level of land available to meet the levels of employment land take forecast to 2031. The forecasts anticipate a requirement in LN6 for between 27ha and 60ha of employment land. Through: Teal Park (35ha in total, less that taken by Siemens); undeveloped sites to the north and south of Sadler Road (estimated at 5 to 10ha); and previously developed sites that will become available for redevelopment over the plan period (estimated at 5ha to 10ha), there is a total forecast land supply in the core area of LN6 of 40ha to 50ha.

However, if the Central Lincolnshire Draft Core Strategy requirement for an additional 75ha of employment land in Central Lincolnshire is taken into the account (over and above the three SUEs), and a proportion of this need – say 10ha to 15ha - is likely to fall as an additional land requirement in LN6 beyond the 27ha to 60ha forecast scenarios set out above, there is clear potential for a limited land supply situation to develop and limit growth.

In addition, based on the feedback to the business surveys and the position of LN6 in its evolution, there are a number of factors beyond the bare land availability that are likely to be fundamental to meeting business needs and supporting employment and economic growth delivery over the plan period and beyond.

- Accessibility** – the imperative need to address the movement issues to enable further growth is vital and has been clearly set out.
- The low density of new development has the potential to become an issue.** If the historic approach to development in LN6 continues in the future with relatively small units delivered in a low density, piecemeal fashion – each with dedicated car parking, the ultimate density of employment and economic growth that can be accommodated in the area could be capped. The low density development of yesterday and today could become a barrier to future development. Once low density development has been delivered, its value to its owners becomes a significant hurdle to the redevelopment of more dense employment space at higher rents. Whilst owners and developers could see a higher value could be achieved by a more dense development with higher rents, the value they lose in removing the low density building will add to the cost of any proposed development and be a serious barrier to the viability of schemes coming forward.
- Lack of flexibility in office stock.** The development economics and developer's perception of risk have led to the delivery of speculative, standalone units of around

5,000sq ft. This size of unit can work well for a first occupier – with often established businesses relocating locally and perhaps taking the whole unit – but for future incoming occupiers can represent relatively illiquid lumps of space that do not always split down successfully to support smaller occupiers and/or changing occupier requirement sizes. This issue is exacerbated by the predominance of this type of supply in LN6 in the last 20 years and the likelihood of smaller companies making up a significant proportion of the occupier demand now and going forwards.

- **Small buildings preventing business support services.** A further factor with a high number of 5,000sq ft offices in different ownerships is that they are at a scale that precludes the efficient and affordable delivery of business support services. Some of the services that businesses particularly value – such as staffed building receptions, on site security provision, bookable meeting rooms, cafes in reception – only become viable in larger buildings where the costs of provision become viable as part of a service charge, or there are enough people in a building to make paid for services (bookable rooms and cafes) sustainable. This issue becomes particularly important when buildings are multi-let rather than in single business occupation. In addition, at 5,000sq ft buildings are too small to be readily converted to serviced offices. Despite predictions of its demise at the start of the economic downturn, serviced offices have proved to be a robust and important part of the property supply in many towns and cities.
- **Networking Space.** Where a number of standalone individual offices are delivered, there can be a lack of facilities and space for effective networking. The LN6 group meetings demonstrate this – with Members having to drive to one of their offices or to a hotel/venue. In addition to formal networking space requirements, businesses often cite informal networking areas as equally helpful – facilitating the mixing of business people often in cafes, gyms etc. Where low density development has taken place in the past and a lot of office staff are in cars rather than foot, a big effort would be needed to create networking space.
- **Sustainable Culture.** The existing provision in LN6 is akin to an out of town business park. These locations have a contrasting culture to town/city centre business spaces. In out of town locations, where the majority of people drive to work or have involved journey patterns, the working culture will typically be “get in, get on, work through lunch as nothing else to do and then leave”. Whereas in more central locations with a more diverse range of facilities locally, the working culture is more likely to involve people taking a break at lunch time and also being more likely to engage in after work activities such as having a drink, going to the gym etc. Delivering leisure and retail facilities in LN6 that can be accessed without driving would facilitate more options for staff in the LN6 businesses, with a corresponding improvement in economic growth and the sustainability of the area.
- **Inward Investment and Perception.** Analysis of office and industrial take up in the East of England over the last five years has demonstrated three things. First, the number of medium or larger business relocations between subregions/regions is small, with most take up being through businesses moving locally. Second, that where relocations between subregions have happened, they are predominantly driven by cost factors – such as relocations from London/Essex to Peterborough to reduce costs. Third, the Central Lincolnshire Area has not attracted many genuinely inward investors – growth has been indigenous and organic. LN6 has the fundamentals to attract potential footloose requirements with affordable housing, good quality of life, available development land and available workforce, but it is perhaps not perceived as a strong location for business by those outside the subregion. The low response to the national advertising of Teal Park is symptomatic of this (and the generally muted economic conditions that prevail at the current time).

5.2.3 Future provision of land and property

Left to its own devices, the property market is most likely to continue to repeat the formula that has become established in LN6 in the past. Occupiers want affordable, modern space and on-site car parking. Developers have a low appetite for risk and will default to delivering space in line with occupiers' requirements in blocks of around 5,000sq ft to minimise exposure but achieve an acceptable return on investment. As set out above, this approach could inadvertently create barriers to growth and sustainability in the longer term.

Inward investment

Those barriers to growth would particularly impinge on any potential inward investors. Whilst LN6 has not had a track record of attracting new organisations to the area, the factors of production are coming into place for that to change over the plan period to 2031. These include a number of LN6 "pull" factors:

- o the ready availability of committed and reliable labour supply;
- o the growth of the University of Lincoln and the supply of graduates it provides with sought after skills, a proportion of whom will wish to stay in the Central Lincolnshire Area;
- o the availability of a range of housing types at more affordable levels than other parts of the East of England;
- o good schools and healthcare facilities; and
- o good road infrastructure to LN6 from the A1 and on to Nottingham and the M1.

The research carried out shows the LN6 "pull" factors are complimented by "push" factors for companies such as:

- o higher and growing property costs, particularly rents and business rates, in parts of the South-East eroding the margin/profit levels for manufacturing and product supply companies;
- o the growth in internet retail and with it the logistics sector driving further growth in property costs at centrally or strategically located business parks; and
- o competition to recruit and retain reliable semi-skilled and skilled staff in "hot spot" locations.

The key factor of production that needs to be present and presented in a compelling way is the supply of land. To short-list LN6 as a potential location, prospective occupiers need to perceive that there is a choice of good sites in LN6 to accommodate a relocation, together with a further supply of future sites that could accommodate their growth. There is a key role for the public sector bodies, with their understanding of growth requirements going forwards, in taking a lead in bringing about the long term development land supply required which, left to its own devices, the private sector development industry may perceive has higher risk that the near future reward potential (and instead revert to a long term dripped supply of pre-let rather than speculative development, and small 5,000sq ft unit sizes rather than anything more ambitious).

Land and property tenure

The tenure of land supply is a further critical factor to enable inward investment. The majority of developable land supply in LN6 is under developer control. This is a double-edged sword. Its advantage is that there are ready pre-let and design and build development options open to potential occupiers, which will suit some occupiers who do not want to take on the risks and responsibilities of the development process and, in some cases, building ownership. The disadvantage, however, is that developer controlled land has a higher price as that developer needs to fund its finance costs and make a

developer's profit on any leasing or freehold properties it delivers. This usually adds around 20% to 30% to the cost of the property solution compared to a company investing and delivering a facility itself.

The push factors outlined above demonstrate that there is a likelihood that inward investors will consider LN6 for its cost advantage over other locations and will seek to locate themselves in LN6 for the long term. For occupiers considering the "lease or buy" question, the tipping point at which a freehold option becomes lower cost than a leasing option typically lies between around 8 and 12 years (assuming no change in the size of the requirement over time). So for a property cost conscious potential inward investor, a choice of sites that are limited to those in developer control may be a disadvantage. Such occupiers may, in some cases, actively seek to buy land directly from a previous occupier or land owner. This is not an easy thing to do given that the occupier is likely to have to compete with the developer market for land, which further limits the supply of land availability to businesses in all areas.

By careful consideration of the land tenure in LN6, and potentially public sector led control of some sites to increase the supply of land that comes without a developer premium, LN6 may give itself a competitive advantage in securing inward investors seeking direct ownership of a site for the long term which they wish to develop themselves for their own use. This potential approach would need careful consideration to check its legality against competition law and also an assessment against other instruments to attract inward investors, such as grants/incentives to help occupiers buy developer sites and/or support to developers to enable them to sell sites as lower cost.

In addition, as the area becomes busier, the mix of office and industrial uses may become a greater issue as older industrial buildings get replaced with higher value office buildings. Office occupiers may choose the location for its availability and new building, but then become disillusioned with the location in practice if they find entrance roads taken up with large vehicles and/or experience noise and smells from industrial users. Similarly, industrial occupiers may find on street parking by office workers hampers their operations. Both have the potential to leave LN6 if such neighbourly issues are left unresolved.

Given the growth of employment in LN6 over the last 50 years and the predicted growth to 2031, the LN6 Plan should perhaps include interventions that aim to broaden the diversity and increase the density and quality of business space in LN6. This would increase the flexibility of supply to the benefit of indigenous businesses and increase the appeal/positive perception of the area to footloose businesses from other areas. Such interventions might include:

- Encouraging/supporting developers to deliver buildings in larger sizes that are capable of being multi-let, support shared services, change perceptions of LN6 and can make a long term contribution to the area.
- Putting in place planning policies to promote higher density development at key locations – such as the entrance to Teal Park. It may be that such key sites for perception have to have a temporary building/use before the market dynamics will support a larger scale building.
- Delivering social and leisure facilities in LN6 to increase the sustainability of the area.
- Creating platforms for networking facilities – perhaps by having regard to how similar facilities have worked well in other leading out of town business parks such as: Chiswick Park; Green Park, Reading; Aztec West, Bristol; Blythe Valley, Birmingham; Thorpe Park, Leeds; and the York and Cambridge Science Parks.

- Identifying where industrial, trade counter, office and leisure uses should be located to avoid conflicts in use.
- Identifying additional strategic growth areas in LN6 to be delivered in the longer term / next plan period. Initial thinking is that land on the west of the A46 could fulfil this role, or redevelopment of the older industrial area between Station Road and the railway line (subject to satisfactory replacement industrial space, say at Teal Park, being delivered to retain the existing businesses in LN6 in improved facilities).

Figure 5.1 demonstrates the options for land use over the LN6 Plan period and beyond. A hub with networking, support and social facilities for businesses is created at the gateway to Teal Park, surrounded by land identified for high quality, high density business space. The more southerly part of Teal Park provides industrial and lower density office growth space. The site between Doddington Road and Sadlers Road is also identified for high quality, high density business space.

Over the longer term the options for redevelopment of the Station Road to the railway line older industrial area is shown, together with expansion options to the west of the A46.

5.3 Broadband provision

The provision of superfast broadband has been raised by a number of businesses in the survey and also mentioned in the consultations. It has not emerged as an overly contentious issue for LN6 businesses – although it did rank as the fourth most ‘significant business operating challenge’ with 20% (7) businesses highlighting lack of superfast broadband as a problem. When questioned on whether any operational issues would force the business to move away from LN6, two businesses identified the lack of superfast broadband and the date for its implementation being put back as a reason that would encourage them to relocate.

‘onlincolnshire’ is the programme that is bringing superfast broadband (defined as 24mbp/s and quicker) to Lincolnshire. It is a £48m contract with BT, funded by the local authorities and BT, and the objective is to move from a 50% superfast broadband coverage to 88% of the County’s properties by April 2016. The actual timescale and the degree of final coverage will depend on the condition of the existing infrastructure and BT is currently completing its survey work to establish the position and more accurately plan the investment programme.

In respect of the LN6 area, superfast broadband coverage is not universal (as reflected in the survey findings) and can be confirmed by inserting the postcodes of the survey respondents into the postcode checker as set out in the www.onlincolnshire.org website. In some locations superfast is available and in others it will be rolled out in the various phases of the onlincolnshire programme – envisaged to be eight phases completing in September/October 2015.

The continued growth and success of LN6 as an employment location will need to proceed in conjunction with superfast broadband roll-out and the phases of investment set out in the onlincolnshire programme document indicate that if areas of LN6 do not have superfast now, then they are likely to have access to it during 2014. Some businesses have commented in the survey though that they are not expecting superfast coverage until March 2015.

The key consideration is how can this Plan influence this position? – the County Council Economic Development team is the lead body in respect of the roll-out contract and is also a key partner in the long-term planning and development of the LN6 area. Through

highlighting the importance of LN6 as the key business growth area for Central Lincolnshire and the opportunities, then the Plan can be used as an advocacy and influencing tool as part of efforts to focus investment in superfast broadband on LN6 in the short term, as a priority location.

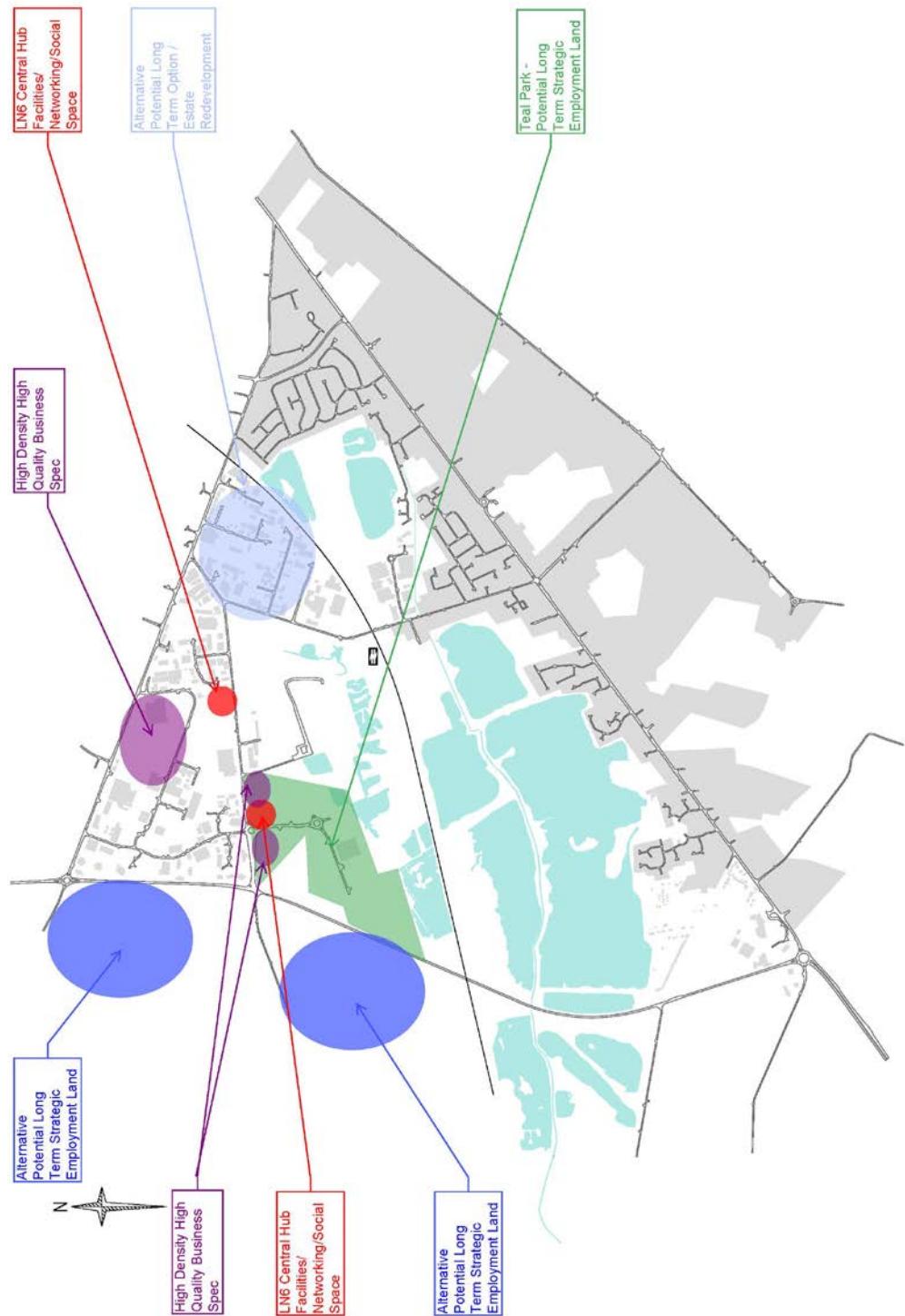


Figure 5.1 – Long Term Land Use Considerations Plan

6 Summary of the LN6 plan

The LN6 Plan sets out the importance of LN6 for the economic prosperity of Central Lincolnshire and in particular NKDC, from a historical and a future growth perspective. The recent decision by Siemens confirms the importance of the area to retaining significant employment in Central Lincolnshire. It is a well accessed and well located area for economic development, given the connections to the A1 and the East Coast mainline and the availability of land, moving forward, to provide a coordinated and planned approach to long term growth.

Certain issues do need to be addressed though, if LN6 is to continue to provide that important economic role in retaining and increasing the levels of economic activity in Central Lincolnshire. These can be summarised as follows:

- A series of short, medium and long term measures to address the movement and accessibility issues in LN6. The delivery of these will be influenced by the availability of resources but all the measures are considered important to implementing a fundamental approach to modal shift and environmental improvement considered critical by the businesses.
- There is land available for development in LN6, but a key consideration is the growth scenario that will be adopted by the partners in consideration of the future capacity of LN6 to deliver that growth. The analysis suggests that for a ‘step change’ high growth scenario (consistent with the growth targets set out in the Central Lincolnshire Growth Strategy) then there should be consideration to a long term growth site in the area – the equivalent of a Teal Park phase 2. Some suggestions as to appropriate locations for this are set out in the Plan, which are consistent with the movement and accessibility conclusions.
- Other business operational issues have been raised by the businesses, such as staff retention, skills and broadband provision, which are highlighted in the Plan and are appropriate agenda items for the LN6 Business Group to progress with NKDC and others through the delivery approach discussed in the next section. The primary purpose of this Plan is to set out a physical framework for growth in LN6, which ultimately increases the attractiveness of LN6 as a business location and therefore helps to attract and retain businesses and employees.

Moving forward in the short term, the investment proposals within the Access LN6 programme are clearly key and it is important that the details of these are understood by all parties and their support given to their implementation in whatever form that requires. The level of growth that the partners consider should be adopted for LN6 is the next crucial consideration – the Central Lincolnshire Growth Strategy is aspirational and NKDC as an authority has an aspirational corporate approach to maximising its commitment to securing that growth for Central Lincolnshire. There are proposals emerging from the private sector for high quality business locations similar to those that can be found in other competitive City locations and such a project is a gap in the current property/business environment offer in the LN6/Greater Lincolnshire area. LN6, with its accessibility to the A1 may be an appropriate area for that type of project and several spatial suggestions for that type of growth have been set out in the Plan.

In addition to the above, an overriding element is the coordination of the adoption of the Plan and its implementation. This document concludes in the following section with consideration of the delivery issues and sets out a way forward for discussion and agreement by the partners.

The proposed movement and spatial development opportunities for LN6 are shown on the Figure 6.1, the Vision Plan, overleaf.

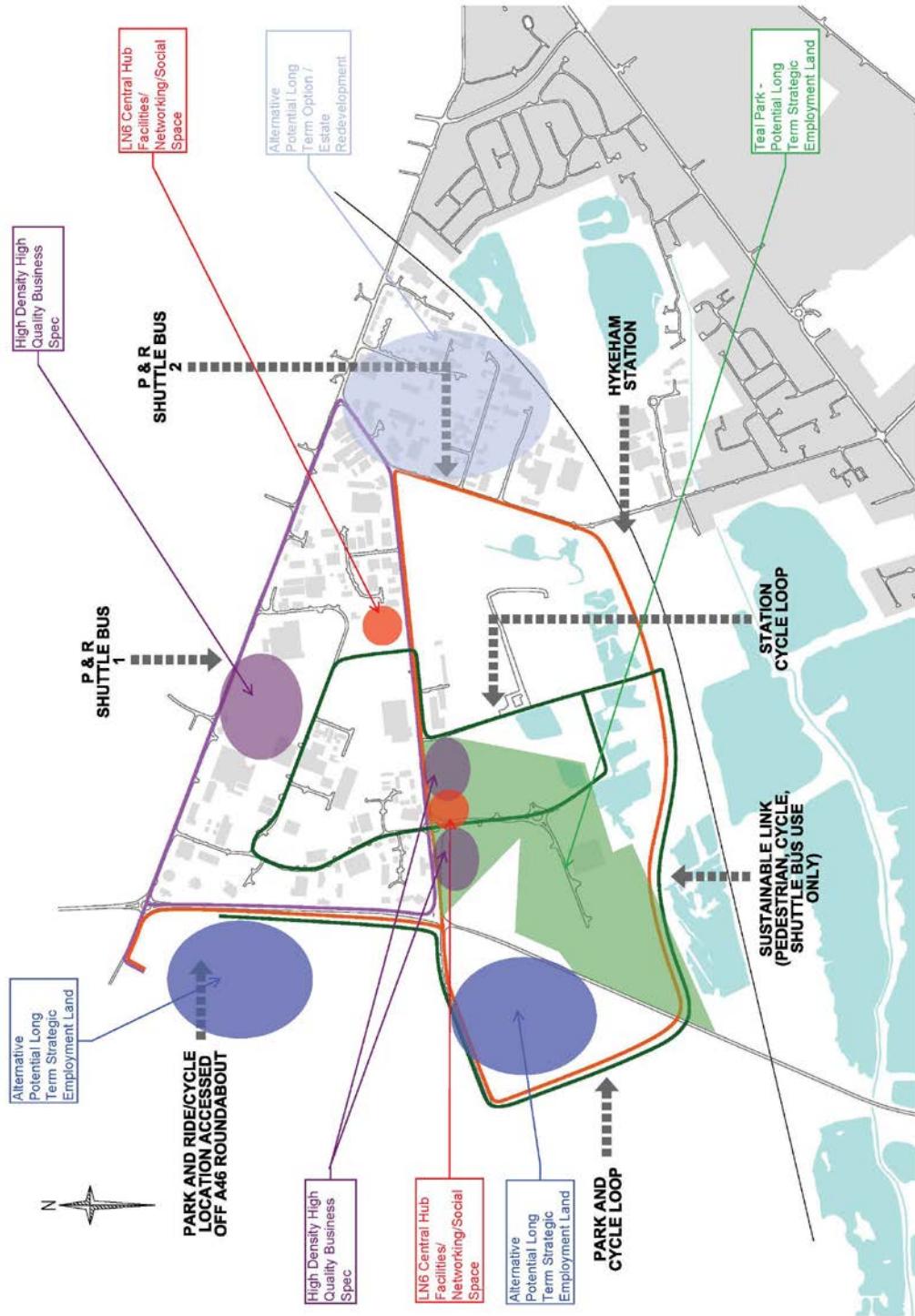


Figure 6.1 – LN6 Vision Plan

7 Implementing the Plan

7.1 Key considerations

The 2011 Scoping Study identified that a future vision needed to consider the issue of 'effective local management'. The emphasis of this was that there are a number of public sector organisations that have an influence over the growth and management of the LN6 area – including the GLLEP, Lincolnshire County Council, the CLJPU, the City of Lincoln Council, NKDC, North Hykeham Town Council and South Hykeham Parish Council. There is also the LN6 Business Group active within the local area and more recently, also the Access LN6 team based within the County Council.

LN6, Teal Park and the A46 corridor is of such strategic importance to the prosperity of Lincolnshire in general, that there is, naturally, pressure from all parties to address their respective corporate objectives and policy priorities. This does create uncertainty with the existing businesses in the LN6, and the concern as to who is in charge and is leading the development and implementation of a coordinated and pro-active approach to LN6.

The following are key considerations:

- The organisations listed above all have a valid reason to be involved in the future consideration of LN6 and the implementation of proposals – be that as a result of their roles as strategic and local planning authority; economic development body; transportation authority; waste management authority; and as community and business representative organisations – and that position is not going to change in the foreseeable future.
- There is a pressing need to implement the Access LN6 programme which is a time-limited LSTF resource of £6.5m that has to be spent within the next two years. The funding submission contains a number of revenue and capital projects and the AccessLN6 team has been active during 2013 in building its awareness among LN6 businesses of its role and support it can give to encourage smarter transport choices. The team is now moving towards the consideration of capital investments – such as highway and footpath/cycleway works and improvements to Hykeham Station. This needs to progress but there is a danger of it proceeding in isolation which could result in missed opportunities.
- NKDC is a pro-active local authority and is planning for a long term response to the Central Lincolnshire Economic Growth Strategy that positions NK and the LN6 area in particular as a key driver for growth. In that context, the consideration of future land allocations in the LN6 area needs to be discussed with the CLJPU in the near future as part the consultation process on the Core Strategy.
- The local businesses, particularly those active within the LN6 Business Group, see the need to address the internal LN6 movement issue as a significant priority and fully support the principles and proposals within the Access LN6 programme. They are expecting investment to address the infrastructure issues constraining internal movement and accessibility.
- The Town Council and the Parish Council are both keen to prepare a Neighbourhood Plan to influence the preparation of the LDF and have requested authorisation from NKDC to do so. That decision has been deferred at present until the agreement of the LN6 plan.

The key issue is how all the interest and latent activity within the LN6 area is coordinated and planned. There are two processes at play – the first is this document, the long term Plan for LN6, and the second is the Access LN6 programme where decisions need to be made on capital and revenue investments for the next two years, in a framework that supports the delivery of the long term Plan. There are interest groups that need to be

involved and consulted on that decision making process – but in an efficient manner that does not delay intervention on the ground.

7.2 Alternative approaches

In consideration of the above, the establishment of an arms length organisation – akin to a tailored version of an Urban Regeneration Company or a Community Development Trust for example – is probably not an appropriate vehicle. In the time that it will take to agree the protocols/representations/core funding etc etc – the timescale for delivering the Access LN6 programme will be lost. It may be a longer term solution.

The approach of placing one of the nine organisations listed above in overall charge is another alternative, but, for example, how could the planning authority (NKDC) make decisions relating to highways and accessibility? – in reality it couldn't. That approach would again take significant time to explore, agree and then there is a high risk of decisions being delayed or actually simply not made, with the resultant loss of funding.

A model that has emerged which could be appropriate in the short-medium term is that of a 'joint steering group' that discusses, determines and implements the emerging priority actions. More importantly, this forum would ensure all parties are aware of the current issues and planned activities and also the outcome of measures that have been adopted – enabling a longitudinal feedback arrangement to inform future activities. This approach would enable all parties to share a seat at the table, governed by terms of reference under the guidance/chair of an agreed individual.

This mechanism would enable the two key documents/programmes – i) the Access LN6 programme; and ii) the Strategic Plan, to be considered alongside each other in a consultative format. The Steering Group would be in a position to discuss and agree interventions ensuring that they complimented each others objectives.

This approach was discussed at a North Hykeham Strategic Steering Group meeting on January 23rd attended by senior officers and members from the public sector organisations, together with leading members of the LN6 Business Group. It was chaired by the Chair of the LN6 Business Group. The group agreed it was appropriate for a single body to coordinate and connect the key issues merging through the Access LN6 programme and the preparation of the Strategic Plan for LN6 and that terms of reference would be drafted and agreed for the group.

It was also agreed that the 'Strategic Steering Group' would be supported by an 'Officers Group' that would provide information and recommendations to the Strategic Steering Group. It will be important that this Officer Steering Group has a 'lead officer', with the dedicated time and resources to lead the process.

This approach is summarised in Figure 7.1 below.

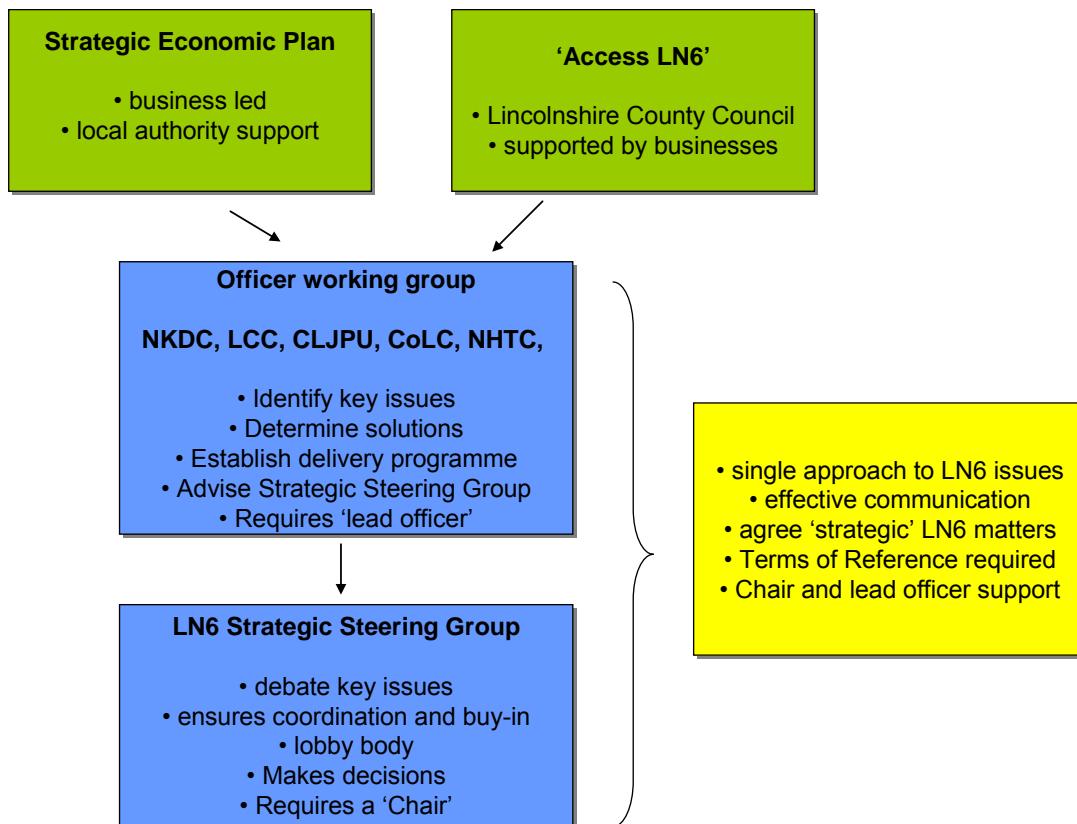


Figure 7.1 Outline approach to a joint steering group

The group agreed that this would be a helpful and practical way to proceed and the following actions are therefore required:

- The agreement of the ‘terms of reference’ – setting out the role and function of the Strategic Steering Group and the Officer Working Group, how decisions will be made and the binding implications on the Group members.
- Agreement on the ‘lead officer’ for the Officer Working Group and the Chair and coordinator for the Strategic Steering Group.
- The communication protocol for the Group – to ensure that the appropriate message is distributed in relation to the role and function of the group and how it will operate.

The LN6 Plan sets out a number of key actions that need to be progressed by the public sector partners and the LN6 Business Group (as the voice of the local businesses) and these actions need to be progressed with reasonable urgency in the immediate future. For example: representations to the emerging LDF on land allocations; agreeing the nature and format of the Access LN6 investments in the remaining two years of the programme; and also the establishment of a governance structure that provides the leadership for a coordinated approach to the long term planning within LN6.

In that sense the Plan that has emerged is not a traditional ‘Neighbourhood Plan’ – it has greater synergy with a ‘Business Plan’ that sets out key actions for the partners to progress and provides the rationale for that. The LN6 Business Group has contributed strongly to the development of the Plan, in excess of 50 businesses have been involved in its preparation and this is considered to be a representative response from the key

beneficiaries i.e the local businesses. A further process of consultation and referendum as per a neighbourhood plan approach is not something that the businesses want to progress – that will simply prolong the timescale for addressing a number of key actions that they consider vital in the short term.

The creation of the LN6 Plan, with the support of DCLG Neighbourhood Plan pilot funding, has been instrumental in bringing together the public and private sectors to consider the key issues and develop measures to address them. This has led to the development a Plan which sets out key tasks in the short, medium and long term, with an evidence base to support discussions with the Central Lincolnshire Joint Planning Unit on the long term planning of the area. The approach highlights that businesses recognise the challenges, have made the public sector aware of them and put considerable amounts of their own time into supporting and shaping the preparation of the Plan. They expect to see this input leading to an effective and efficient response from the public sector and for key actions set out in the Plan to be implemented and do not see any advantage in pursuing a further process of consultation and referendum. Many of the actions in the Plan also relate to the Access LN6 principles and objectives, which have been agreed through the Local Sustainable Transport Fund programme process, and other proposals will be considered through the LDF process which already has a formal consultation element.

It is therefore the clear view of business that a ‘neighbourhood plan’ is not an appropriate instrument to deliver the growth challenges that face the LN6 business district. However, it should be noted that North Hykeham Town Council and South Hykeham Parish Council, key partners in the preparation of the LN6 Plan will shortly be pursuing their own joint neighbourhood plan.

7.3 An emerging Action Plan

The Phase Two element of this project would include preparing a detailed Action Plan to set out the schedule of work for the Officer Steering Group to progress under the guidance of the ‘lead officer’. At this stage, the principal elements that an Action Plan should consider include:

Table 7.1 Potential components of the Action Plan

Task	Actions
Formal establishment of the Steering Group and Officer Working Group	Terms of reference drafted, agreed and lead officer in place
Prepare the Action Plan/Business Plan	To act as the reference document for the Steering Group and Officer Group
Agreement on the proposed Access LN6 interventions	Consideration of proposed capital schemes <ul style="list-style-type: none"> ▪ Station Road, ▪ Wisby Road ▪ works to Hykeham station ▪ Rights of Way enhancements
Representations to the CLJPU on the Strategic Plan	To support the consultation process on 'Site Allocations' consultation document
Establish a long term strategy to maintain the Access LN6 momentum	Identify funding and key staff to continue Access LN6 beyond the 3 year life of the current programme
Strengthen the LN6 Business Group	<ul style="list-style-type: none"> ▪ Increase membership, image and role ▪ Prominent role to drive forward the Plan
Progress the 'long term' Plan interventions	<ul style="list-style-type: none"> ▪ The strategic Park & Ride programme ▪ Long term land allocations
Influence the rollout of superfast broadband	Lobbying to enhance roll-out in LN6
Business Account Management	Developing 'account' relationships with key LN6 businesses as part of heightening role/coordination of public sector

APPENDIX ONE

TEAL PARK MARKETING DETAILS



The East Midlands Premier Employment Park

87.2 acres / 35.3 ha



Design & Build Opportunities

- Offices / Industrial / Warehousing with Ancillary Uses of Public House / Hotel / Showrooms.
- Comprehensive highway improvement scheme currently underway.
- Dual Carriageway links to A1 & M1.
- New Siemens Turbine Servicing facility already under construction.

ENQUIRIES INVITED FOR INDIVIDUAL LEASEHOLD OR FREEHOLD DESIGN & BUILD OPPORTUNITIES

Sole Agent:

**HODGSON
ELKINGTON**
CHARTERED SURVEYORS
LLP

Tel: 01522 698888

1 Oakwood Road, Doddington Road
Lincoln, Lincolnshire, LN6 3LH

Sam Elkington
sje@hodelk.co.uk

Dan Race
djr@hodelk.co.uk

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APPENDIX TWO

BUSINESS SURVEY

Enhancing LN6 as a business location

Introduction

Businesses in the LN6 area are invited to contribute to the development of 'LN6 Plan' and the 'Access LN6' programmes by completing the following survey. This should take no longer than 10 minutes and is intended to be completed without the need to access detailed financial information or personnel records.

All completed surveys will be entered into a prize draw to win a £100 Select Lincolnshire hamper!

Enhancing LN6 as a business location

Section 1 - The nature of your business

1. Could you please enter some brief details:

Business name

Key contact

Telephone

E-mail

2. Please can you tell us which sector your business operates in?

- Agriculture, forestry and fishing
- Food processing
- Manufacturing
- Construction
- Wholesale and retail trade
- Transport, storage & logistics
- Information & Communication
- Financial, Professional & Business services
- Public admin; health; education; defence
- Arts, entertainment & recreation

3. How many employees does your business have?

4. What are your business operating hours?

- Normal office hours i.e 8.30/9am until 5/5.30pm
- Shift patterns (ie 9-3pm; 3pm-9pm etc)

5. If you operate shift patterns, could you please tell us what they are?

6. What is the average number of staff sick days in the last year? (excluding long term)

Enhancing LN6 as a business location

7. Does your organisation adopt 'smart' working practices from those listed below

	YES	NO
Flexi-time	<input type="radio"/>	<input checked="" type="radio"/>
Teleworking	<input type="radio"/>	<input checked="" type="radio"/>
Tel/Audio-conferencing	<input type="radio"/>	<input checked="" type="radio"/>
Home working	<input type="radio"/>	<input checked="" type="radio"/>

Enhancing LN6 as a business location

Section 2 - The LN6 business location

8. How long have you been located in LN6?

- Less than one year
- 1-3 years
- 3-5 years
- 5-10 years
- 10 years+

9. Where were you located before LN6?

- We were a business that started up originally in LN6
- Lincoln City Centre
- Elsewhere in the City of Lincoln
- Outside of Lincoln

10. If you have answered 'Outside of Lincoln' for qu9, please could you state where in the box below

11. What was the main reason for your business locating in LN6?

- Availability of a building or land
- Accessibility to your client/customer base
- Car parking close to your premises
- Proximity to your workforce
- Location in Lincoln
- Quality of the local environment
- Other

12. If you have answered 'other', could you please tell us what that was

Enhancing LN6 as a business location

13. Does the LN6 location present any significant business operating challenges to you?

(Please select a maximum of 3 responses)

- Traffic congestion
- Lack of local facilities / amenities for staff
- Difficulty in staff travelling to work
- Availability of expansion (land or property)
- Accessibility to Lincoln city centre
- Accessibility to your main client group
- Cost of buying property
- Cost of renting property
- Internet connection i.e. broadband speed
- Other

14. If you have answered 'other', could you please tell us what that is?

15. Are any of these significant enough for you to consider relocation away from LN6?

- YES
- NO

16. If yes, could you please expand below

Enhancing LN6 as a business location

17. What do you think are the key issues that need to be addressed if LN6 is to improve its attractiveness to businesses?

Please select the three most important by number – 1 most important, 8 least important

- More footways and cycle paths
- Improving access and usage of Hykeham Station
- Reducing congestion
- Improved access to nearby nature reserves and green areas
- More local shops and amenities for staff
- Additional land and property
- Coordinated recruitment and training activity
- Other

18. If 'other' features in the top 3, could you say what it is in the box below please

19. In relation to improving 'movement' within LN6, what do you think would be the most useful solutions?

Please rank your answers – 1 most important, 9 least important)

- A Park and Ride scheme
- A car share website
- Increased usage of Hykeham Station
- Increased awareness of bus services
- Improved walking and cycling facilities
- Introducing a road charging model
- Central distribution point for incoming goods – perhaps located on the Ring Road
- Improved leisure / recreation facilities
- Other

Enhancing LN6 as a business location

20. If 'other' features in the top 3, could you say what it is in the box below please

21. Is your business likely to remain within LN6 in the future? (next 10-15 years)

YES

NO

22. If you have any other comments in relation to the issues you experience or suggestions for the 'future of LN6', please comment below:

Enhancing LN6 as a business location

Section 3 - Travel to and from the business

23. Broadly, where do your employees come from each day?

	Less than 1%	11-25%	25-50%	51-75%	75%+
North Hykeham	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
City of Lincoln	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
East of Lincoln	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
West of Lincoln	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Newark area	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gainsborough area	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sleaford area	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Elsewhere	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

24. How many car parking spaces are available for your organisation?

25. How many spaces are dedicated to:

Cars (single occupancy)	<input type="text"/>
Cars (shared)	<input type="text"/>
Accessible parking	<input type="text"/>
Pool Cars	<input type="text"/>
Bicycles	<input type="text"/>
Motorcycles	<input type="text"/>
HGVs	<input type="text"/>

26. Does your organisation have a car share scheme?

- YES
 NO

27. How many people currently car share?

28. Does your organisation provide a Guaranteed Ride Home scheme?

- YES
 NO

Enhancing LN6 as a business location

29. Are any of the following facilities currently provided for those who walk, cycle or motorcycle to work?

	YES	NO
Lockers and/or storage facilities	<input type="radio"/>	<input type="radio"/>
Showers	<input type="radio"/>	<input type="radio"/>
Cycle to work scheme	<input type="radio"/>	<input type="radio"/>
Pool bikes	<input type="radio"/>	<input type="radio"/>
Cycle training	<input type="radio"/>	<input type="radio"/>

30. If they are not currently available, would you like them to be provided?

- YES
 NO

31. Do your employees generally undertake additional car journeys for leisure / lunch due to a lack of local facilities / amenities in LN6?

- YES
 NO

Enhancing LN6 as a business location

The LN6 business organisation

The LN6 business organisation represents businesses in the area and engages with the public sector to address issues and promote opportunities.

32. Are you aware of the LN6 business group?

- YES
- NO

33. If YES, how did you become aware of it?

- Newsletter
- Introduced by a third party
- Attended a meeting
- From a mailshot
- Press Article
- Marketing/website material

34. Are you a member of LN6?

- YES
- NO

35. If you are aware of LN6, but you are not a member, could you please tell us why?

Enhancing LN6 as a business location

Thank you for completing the survey

Your responses will be very helpful in preparing in the LN6 Plan and developing the Access LN6 programme, but finally could you please consider the following:

36. We are seeking to undertake some follow-up telephone calls to a number of businesses that have expressed strong/interesting views. Are you happy for our advisors to contact you?

- YES
- NO

37. If you would be keen to work with Lincolnshire County Council and partners on sustainable transport initiatives through the 'Access LN6' programme such as discounted ticketing, bike maintenance, cycle storage grants and more, please select the YES box

- YES
- NO

38. If you would like information about workplace health initiatives, please tick the YES box:

- YES
- NO

APPENDIX THREE

PHOTOGRAPH LOCATION PLAN



APPENDIX FOUR

**A3 FORMAT - MOVEMENT, ACCESSIBILITY
AND VISION PLANS**

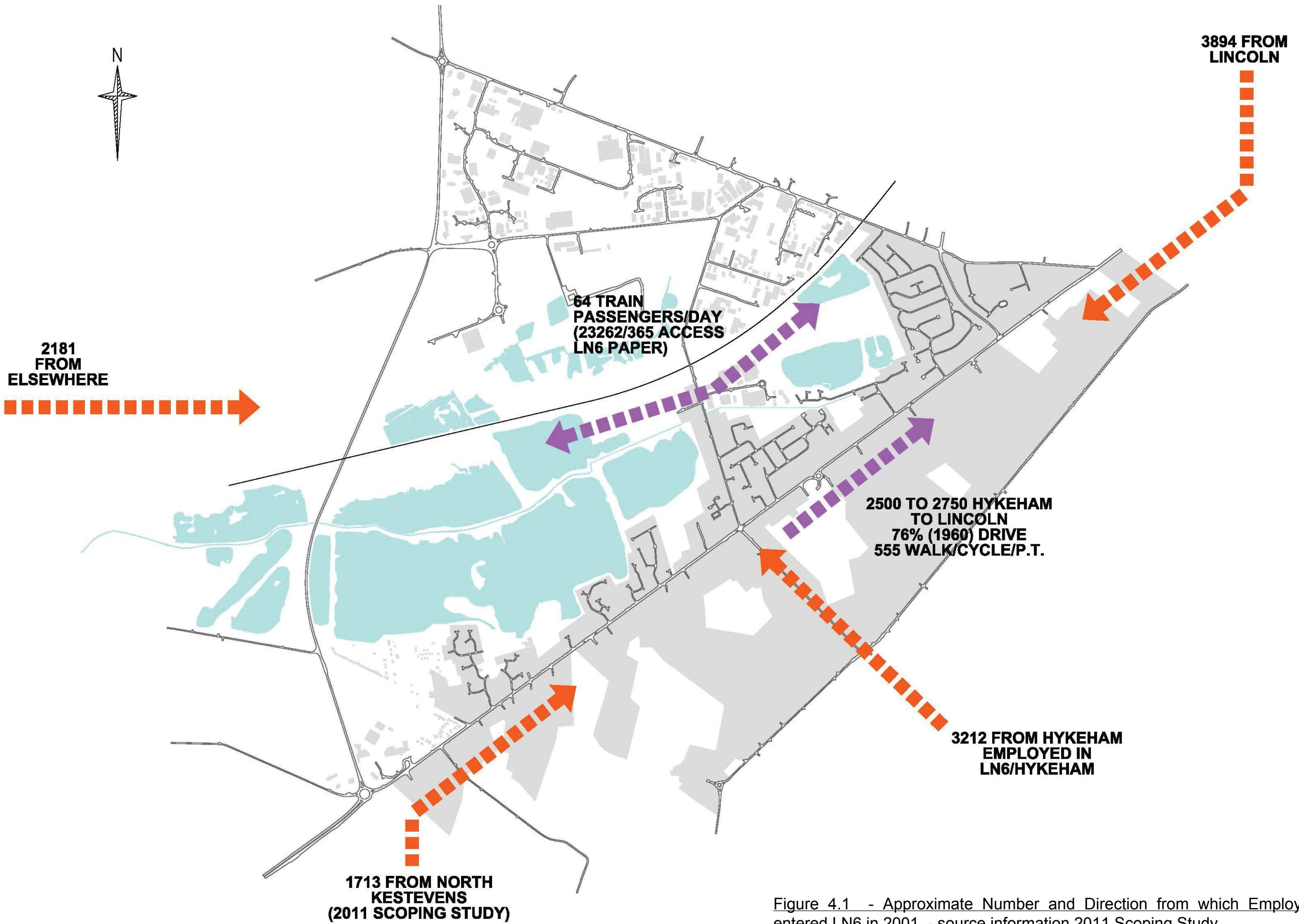


Figure 4.1 - Approximate Number and Direction from which Employees entered LN6 in 2001 - source information 2011 Scoping Study.

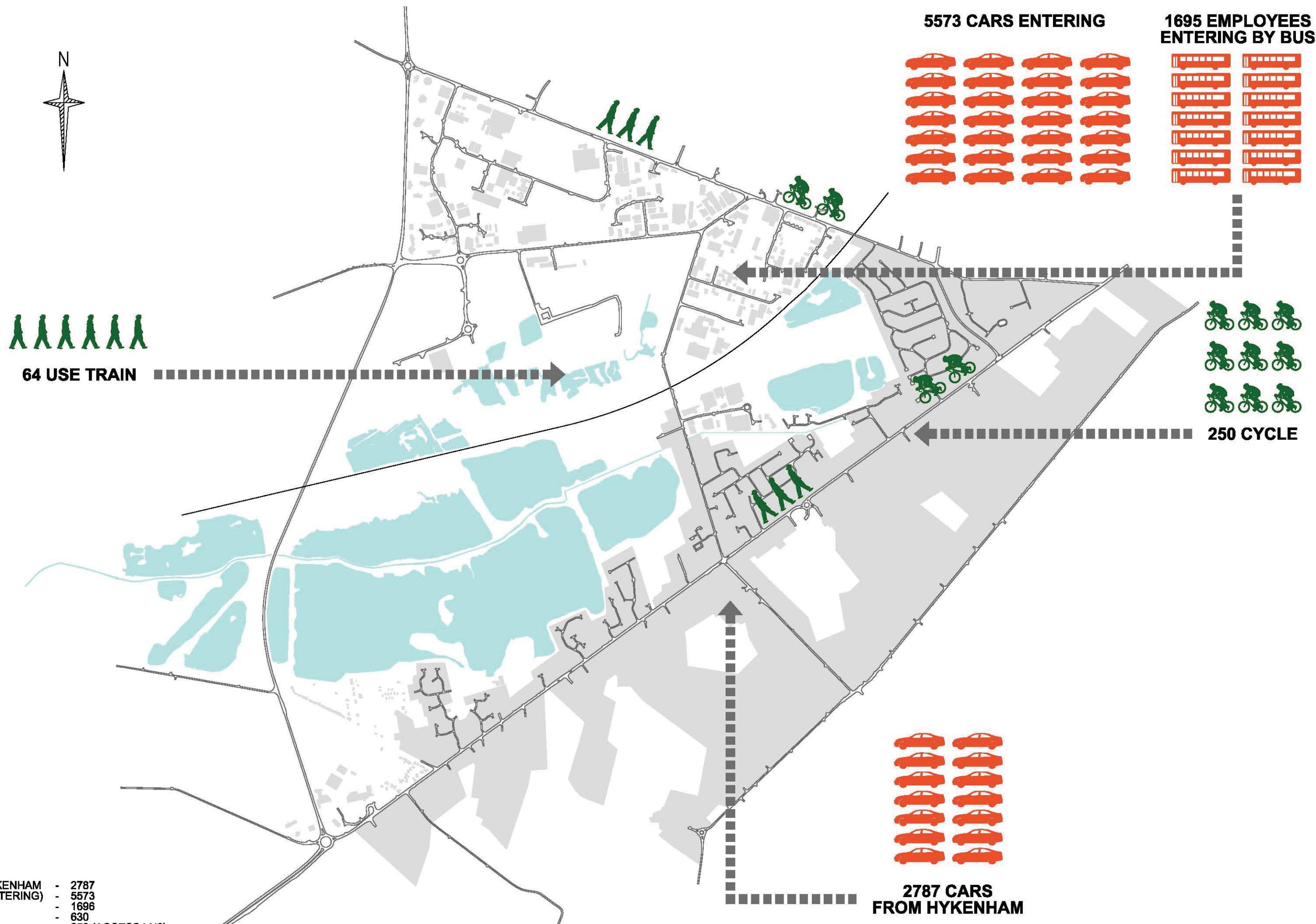


Figure 4.2 - Approximate 2013 Daily Modal Split in LN6



Figure 4.3 - Opportunities for LN6

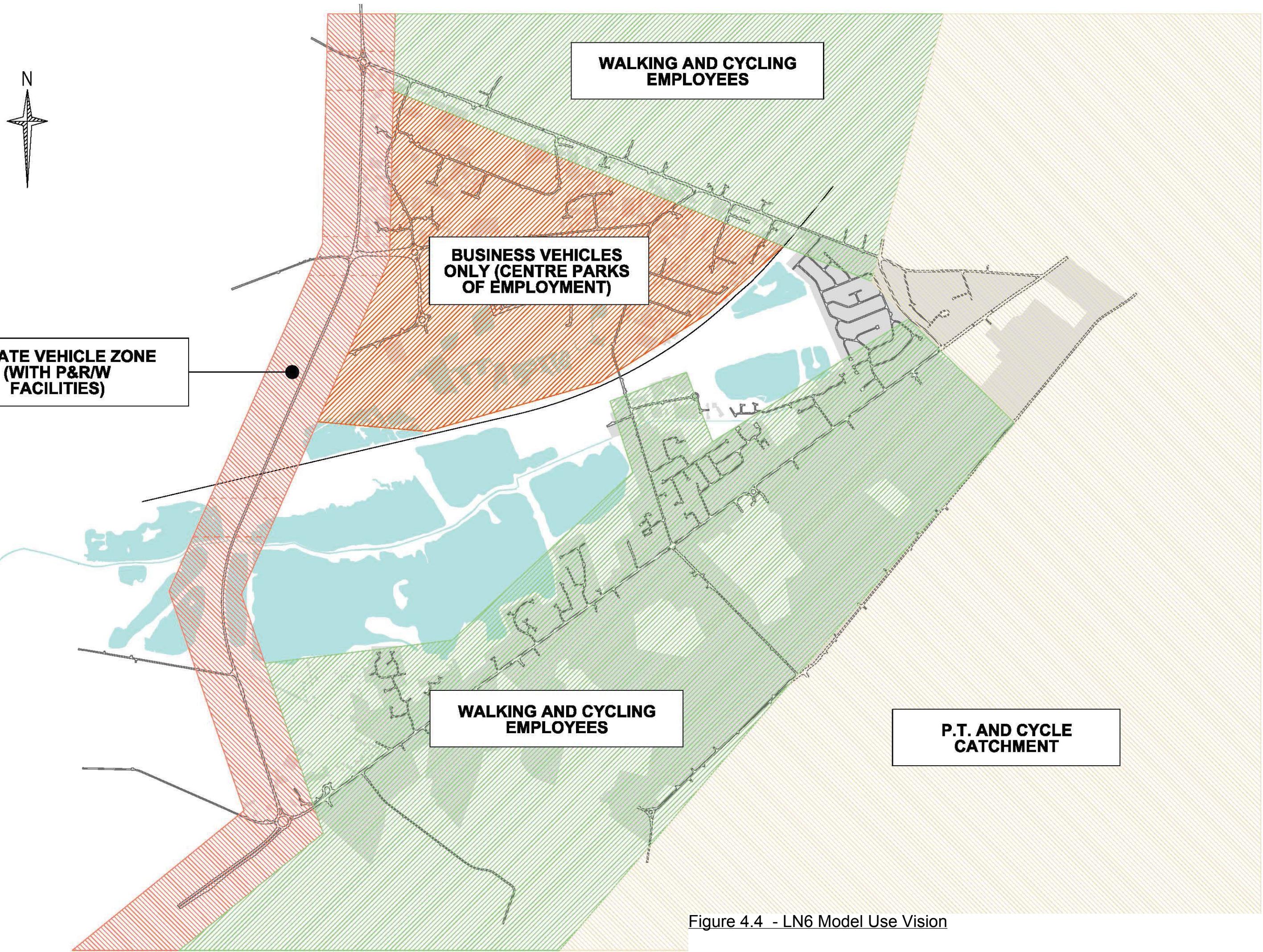


Figure 4.4 - LN6 Model Use Vision

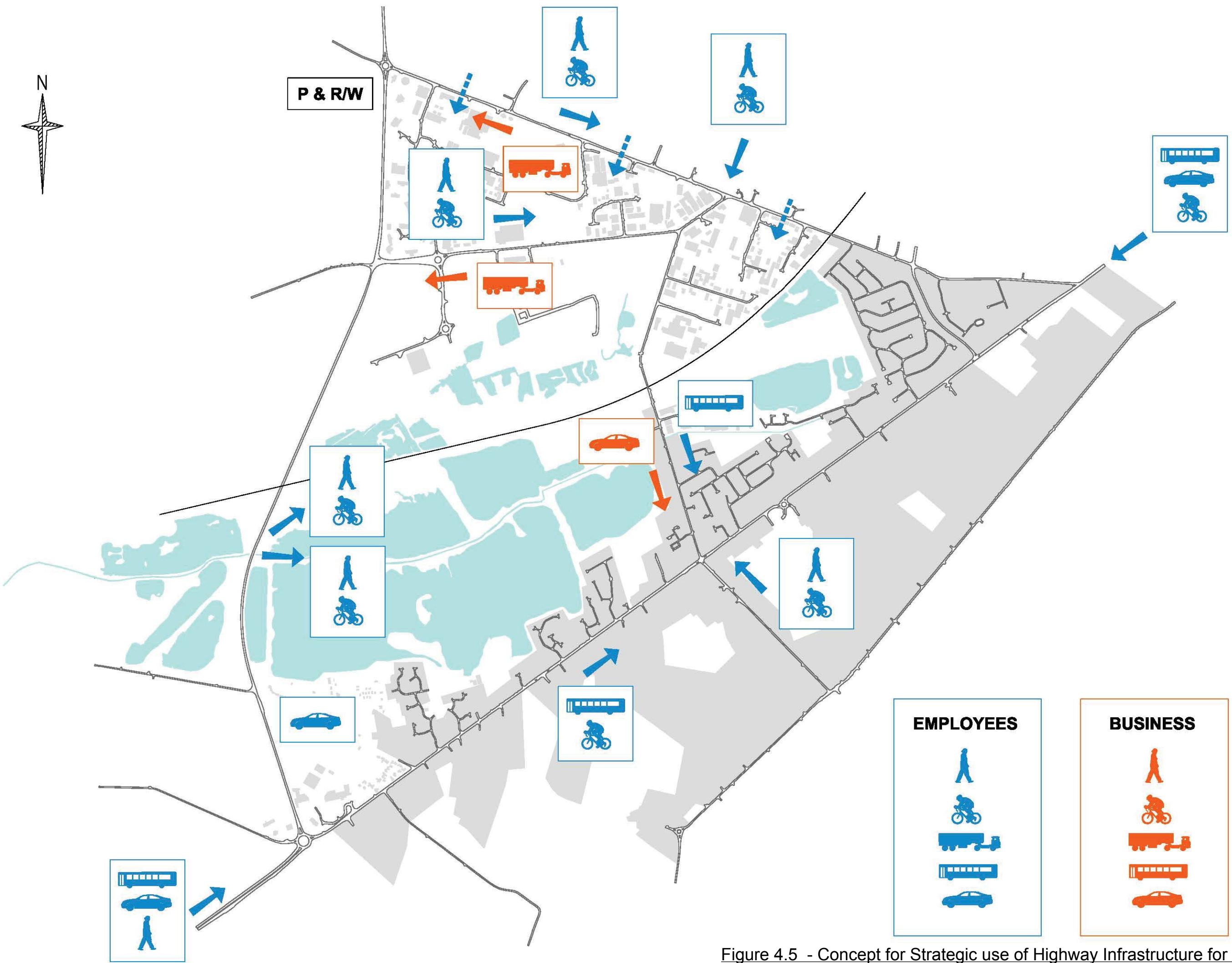
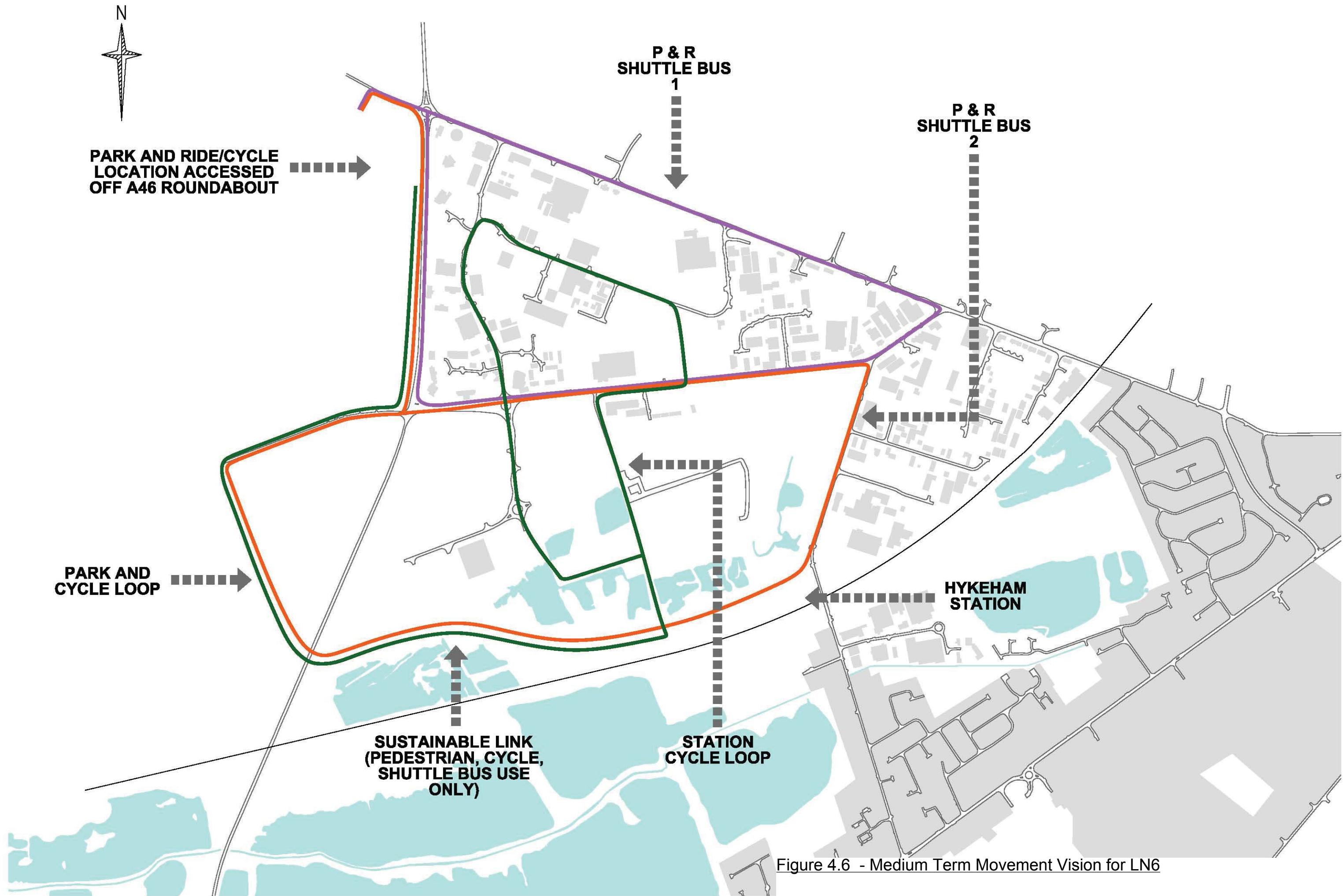


Figure 4.5 - Concept for Strategic use of Highway Infrastructure for LN6



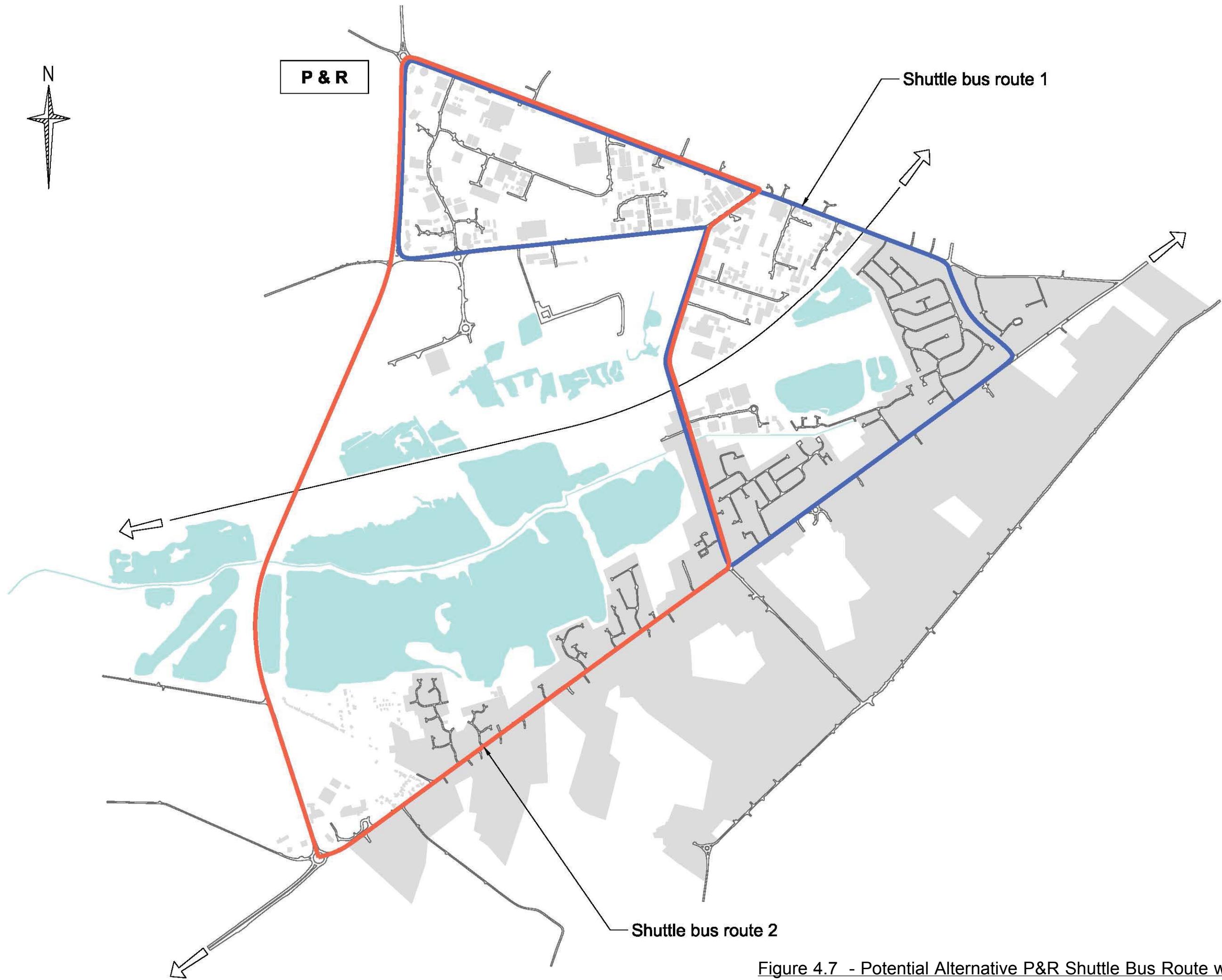


Figure 4.7 - Potential Alternative P&R Shuttle Bus Route while Green Link is created



Figure 5.1 - Long Term Land Use Considerations Plan

