



CITY OF
Lincoln
COUNCIL

Chief Executive & Town Clerk

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TO ALL COUNCIL MEMBERS

Democratic Services are dealing with this matter

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Date: 27 February 2020

COUNCIL - TUESDAY, 3 MARCH 2020

Dear Councillor,

Further to the previously issued agenda for the Council meeting of Tuesday, 3 March 2020, please find attached the following additional papers.

- (a) Medium Term Financial Strategy 2020-2025 (Pages 3 - 6)

Revised versions of the fees and charges associated with Planning (Land Charges) and Parking (Residents Parking) are attached.

- (d) Vision 2020 Strategic Plan (Pages 7 - 30)

This document was marked 'to follow'.

If you require any further information please feel free to contact me using the information provided above.

Yours faithfully,

Graham Watts

Democratic and Elections Manager

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PARKING SERVICES - FEES AND CHARGES WEF 01/04/2020 - 31/03/2021

SERVICE : **BUS STATION, RESIDENTS PARKING (DCE)**
 NOT SUBJECT TO VAT UNLESS STATED IN END COLUMN

	PREVIOUS 2018/19 £	CURRENT 2019/20 £	PROPOSED 2020/21 £	
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CITY BUS STATION

- Departure Fees :				
Notified timetable departures				
Departures over 100,000	0.74	0.76	0.79	inc VAT
Departures under 100,000	0.74	0.76	0.79	inc VAT
- Layover Bay Per Bay Per Quarter :	981.30	1,010.70	1,041.00	inc VAT

RESIDENTS PARKING SCHEMES

- Private Residents				
1st permit	26.00	26.00	26.00	*
2nd permits	52.00	52.00	52.00	*
- Houses in Multiple Occupation (HIMO) max. of 2 per dwelling (each)	52.00	52.00	52.00	*
- Residents Parking Concessions # permit (each)	No Charge	No Charge	No Charge	
- Business Permits max. of 2 per business (only issued to businesses in the residents parking zones with no off-street parking)	52.00	52.00	52.00	*
- Business Permits (Support Agencies)			70.00	*
- Daily Visitor Permits per 10	17.00	17.00	17.00	*
- Replacement Permits				
Change of vehicle registration	5.00	5.00	5.00	*
Damaged or lost	5.00	5.00	5.00	*
- Emissions Permit				
Low Emissions 1st Permit	13.00	13.00	13.00	
Low Emissions Subsequent Permit	26.00	26.00	26.00	
- Administration Charge on Refunds	5.00	5.00	5.00	

* There is a £5.00 Admin Charge on Permits that are Issued in Reception and not by Post

Concessions apply to :

- persons in receipt of income support / pension credit, JSA & ESA
- blue badge holders

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PLANNING SERVICES- FEES AND CHARGES WEF 01/04/2020 - 31/03/2021

SERVICE : **LAND CHARGES , STREET NAMING AND NUMBERING (DCE)**

NOT SUBJECT TO VAT UNLESS STATED IN END COLUMN

	PREVIOUS 2018/19 £	CURRENT 2019/20 £	PROPOSED 2020/21 £	
Local Authority Land Charges				
- Standard Search Fees				
LLC1 only	16.00	19.00	19.60	
Con.29R	105.00	110.40	120.40	inc VAT
- Con. 29R individual questions				
Administraion Fee			10.00	inc VAT
Question 3.5	2.70	2.80	2.90	inc VAT
Question 3.7 a	4.50	4.70	4.80	inc VAT
Question 3.7 b, c, f	4.50	4.70	4.80	inc VAT
Question 3.7 d	4.50	4.70	4.80	inc VAT
Question 3.8	3.30	3.40	3.50	inc VAT
Question 3.12	2.70	2.80	2.90	inc VAT
Question 3.13	2.70	2.80	2.90	inc VAT
- Part II enquiries	20.30	21.00	23.60	inc VAT
- Solicitors own enquiries	20.30	21.00	21.60	inc VAT
- Extra parcel of land	20.30	21.00	21.60	inc VAT
- Personal Search (Statutory)				
Street Naming and Numbering				
Issue/Change of House Name	12.00	15.00	15.50	
- New Build 1-10 Plots/Flats	-	-	-	
- New Build 11-50 Plots/Flats	-	-	-	
- New Build 51-100 Plots/Flats	-	-	-	
- New Build over100 Plots/Flats	-	-	-	
- Application Fee	40.00	50.00	51.50	
- Per Plot	10.00	12.50	12.90	

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CITY OF
Lincoln
COUNCIL



Celebrating Vision 2020

Together, let's deliver
Lincoln's ambitious future



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Angela Andrews CPFA
Chief Executive and
Town Clerk



Cllr Ric Metcalfe
Leader

Foreword

In 2017 we launched our vision for the future for Lincoln. This document celebrates the work we have done, and projects delivered, under our strategic plan - Vision 2020. Throughout the life of the plan we have worked with partners across the city to deliver economic growth, reduce inequality, increase the supply of quality housing and celebrate our remarkable city.

Year one saw the development of Lincoln's new bus station and adjacent 1,000 space multi-storey car park, the catalyst for regeneration and redevelopment in Sincil Street and the Cornhill Quarter. Years two and three saw the bus station and car park opened, much of the work in Sincil Street completed and new retail and commercial floor space on the south side of the Cornhill all but complete.

We want to ensure Lincoln continues to be a great place to live and therefore embarked on a house building programme to develop high quality, energy efficient affordable homes. Our parks and gardens continue to provide excellent spaces for people to enjoy, including the extensive renovations already completed in Boultham Park. Funding to restore the lake in Boultham Park has also been secured, which will make it an even better place for families to enjoy activities together.

Projects to support rough sleepers in the city, tackle rogue landlords and revitalise Sincil Bank have all helped in reducing inequality. The rough sleepers project has helped many people find accommodation, rogue landlords have received significant fines for sub-standard homes and the Sincil Bank Community Hub in Portland Street has opened its doors to local residents.

The long-term aspirations within Vision 2020 are beginning to be realised, and this document provides a snapshot of some of the key achievements. However, our work is ongoing, and we plan to maintain the momentum generated through Vision 2020, with our ambitions for the next five years set out in Vision 2025.

Introducing our city

Lincoln is our county's urban hub, an international tourist destination and home to two universities. A dynamic and contemporary cathedral city, Lincoln has developed at pace into a thriving place to live, work and visit, acting as a driver for the Greater Lincolnshire area. The city continues to embrace change, responding to the needs of its increasing population, but retaining and respecting its heritage, culture and identity.

Steeped in heritage, Lincoln's history goes back 2,000 years. The magnificent cathedral, the restored Norman castle holding Lincoln's 800-year-old Magna Carta, and a host of other historic attractions bring visitors from across the globe. Events such as the Lincoln Christmas Market and Steampunk Festival add to the city's offer, together boosting visitor numbers by more than 350,000.

Lincoln has since the mid-1990s been recognised as an important seat of learning with its two universities in the heart of the city and around 17,000 students. This has increased the diversity of the city with the University of Lincoln having around 100 different nationalities represented among its student population.



Covering just 13.78 square miles, the city's boundaries are tightly drawn with a population of just over 99,000 people who have made Lincoln their home. There are almost 46,000 homes in the city, of which around 8,000 are owned by the council. Although principally urban, the city has two grade II listed historic parks, a country park and extensive common land, providing high quality green spaces. The new east-west link road, the pedestrian footbridge across the railway, and introduction of direct rail services to and from London have made Lincoln easier to get to and get around.

Together with the universities and tourism, Lincoln has a strong service industry and is renowned for its engineering excellence, with Lincoln Science and Innovation Park acting as a centre for new and existing businesses to grow and thrive. As the dominant retail centre in the county, Lincoln has a wide range of 'big name' stores and specialist independent shops lining the High Street, in the Bailgate area, as well as in other locations in the city.

Lincoln, like any modern-day city, is not without its challenges, but as an inclusive city, considerable work is being done to regenerate some of the most deprived communities in the city, to address homelessness and to improve the lives of all residents. Vision 2020 has been the vehicle for channelling the work of the council and its partners to ensure economic growth can be realised, inequalities reduced, high quality places to call home are provided, and the built and natural environments of the city are of enviable quality making us 'Proud to be Lincoln'.

**PROUD
TO BE
LINCOLN**

Vision 2020

We are committed to Lincoln's future and, in our role as a community leader, we are best placed to spearhead delivery for the city. Our residents are at the heart of what we do, and in 2017, after significant consultation with residents, businesses and other partners, we published Vision 2020.

Vision 2020 was our strategic plan for the period 2017-20, being the first phase of our long-term vision up to 2030. It set out, in broad terms, our longer-term vision for the city, with a focus on what we planned to do up to 2020.

This celebration document highlights what has been delivered during the lifetime of the plan towards achieving our vision:



Together, let's deliver Lincoln's ambitious future

A key part of achieving this vision is working closely with our partners. By ensuring a joined-up approach, we have accomplished much more for Lincoln.

Co-ordinating resources with other organisations has been key to working towards making Lincoln's ambitious future a reality.

The strategic priorities supporting our vision to 2020 were:

Let's drive economic growth

Let's deliver quality housing

Let's reduce inequality

Let's enhance our remarkable place

These were underpinned by a commitment to professional, high performing service delivery, and supported by three core values that guided our approach:

Let's be approachable

Let's be trusted to deliver

Let's be innovative

Let's drive economic growth



What does Vision 2020 tell us about this priority?

Economic growth, in particular the provision of a diverse range of employment opportunities, a skilled local workforce, and innovative and effective infrastructure has long been recognised as key to tackling poverty and creating wealth. Lincoln has some unique and special assets particularly around heritage, cultural offerings and overall quality of life that means it is well positioned to attract further investment.

Over the period of Vision 2020 we have worked to maximise the benefits of growth to ensure a sustainable, diverse, strong and prosperous future for Lincoln.



Aspiration: Let's build a strong, viable and prosperous future for Lincoln

Western Growth Corridor

Work has been progressing throughout Vision 2020 on the delivery of this important site for the city's future growth, beginning with an initial period of consultation in 2017. Proposals include housing, community facilities, transport infrastructure and flood defence improvements.



The need for more housing to support economic and population growth is a key factor in building a strong, viable and prosperous future. The delivery of the Western Growth Corridor sustainable urban extension by 2036 includes plans for 3,200 new homes, new employment opportunities and community facilities including a new school, and sport and leisure complex. In 2019 Homes England awarded £1.8m of grant funding towards initial infrastructure costs required to access the site.

A planning application was submitted in spring 2019, following extensive public consultation and included plans and comprehensive assessment of flood risk, traffic impact, landscape and ecology. Given the size and complexity of the project, consideration of the evidence and consultation representation is being undertaken and a planning decision expected in 2020.

Civic and international partnerships

Our Civic and International Partnerships have remained strong and help in raising the profile of the city. Lincoln has twinning arrangements with Neustadt an der Weinstrasse in Germany, Port Lincoln in South Australia, Radomsko in Poland and Tangshan and Nanchang in China.



Annual exchange visits between Lincoln and Neustadt take place and a delegation from Neustadt is welcomed each year to open the Lincoln Christmas Market. In 2017 the annual invitation for a delegation to visit Neustadt was as 'special guests' to mark the retirement of the Oberbürgermeister who was retiring after 16 years. In his speech the Oberbürgermeister spoke fondly of Lincoln and how the twinning had played a large part in education, tourism and economic development e.g. the Lincoln Christmas Market. This twinning arrangement is one of Europe's long lasting partnerships, celebrating its 50th anniversary in 2020.

In 2019 a delegation from Nanchang came to Lincoln, visiting the new transport hub and regeneration works underway in the Cornhill Quarter, and guests from Port Lincoln were welcomed to the Guildhall.



Aspiration: Let's help businesses prosper

Public Realm Strategy

Our Public Realm Strategy was published in November 2017 and was developed with local partners including the county council and landscape architects. The purpose of this strategy is to provide a vision and set of principles to steer future public realm activities and ensure the quality of the city centre is maintained.

During the course of Vision 2020 public realm works had been completed outside the bus station and are nearing completion in Exchange Square.



Lincoln Central Market

We continue to support businesses through the operation of a Central Market. A Market Strategy has been developed which promotes the development of city square as an outdoor market space and the development of Cornhill as an event space. The outside market was established in 2018 with several stalls now trading regularly on City Square, and a daily lets system operates inside Central Market for pop-up traders. Occupancy in the market in 2018/19 was averaging around 70%.

Working with educational establishments

We have continued to work with the city's two universities and Lincoln College to grow the education and research and development strengths within the city. The University of Lincoln's new Medical School had its first intake of students in the 2019/20 academic year. The new Medical School building is scheduled for completion in 2021 and aims to deliver medical training to around 400 students per year, providing a ready pool of staff to address shortages at the city's hospital and elsewhere in the country.



Aspiration: Let's create a culture of innovation

Lincoln Science and Innovation Park

Since opening, Lincoln Science and Innovation Park has become home to a thriving science and technology community in the city. The initial development created 12,000m² of renovated and purpose-built space. Phase Two is a joint venture between Lincolnshire Co-op and the University of Lincoln and has outline planning consent for eight new buildings, offering a further 12,000m² of new development.

The new buildings are available on a design and build basis and will offer grow-on space for existing businesses on site and elsewhere in the city, some standalone units, including those for larger businesses, as well as space for industry-led research and development institutions alongside the University of Lincoln.

Lincoln Science and Innovation Park tenants will benefit from the advantages of being part of the science park and able to tap into the facilities and academic expertise at Joseph Banks Laboratories and the business networks and facilities at the Boole Technology Centre.





Aspiration: Let's attract investment

Lincoln Transport Hub and City Centre Development

A key achievement of Vision 2020, Lincoln's new Transport Hub is now complete with the bus station and car park both fully open. The £30m project provides:

- ▶ The new 1,000 space Lincoln Central Car Park opened ahead of schedule in November 2017. The car park has LED lighting and includes 11 electric vehicle charging points.
- ▶ The new bus station opened in January 2018, handling approximately 650 departures each weekday, with 14 bus bays, real-time passenger information screens, a café and the city's first public Changing Places facility.
- ▶ Road improvements and public realm works along St. Mary's Street which guide pedestrians from the railway station safely to the bus station, Lincoln Central Car Park, and the city centre.
- ▶ A new vehicular access into the railway station car park, away from the pedestrian area at the front of the railway station together with a newly configured paved station forecourt.
- ▶ New digital signage and maps of the city in the piazza area.
- ▶ Relocation of Dial a Ride to the ground floor of the Lincoln Central Car Park multi-storey car park, improving access for disabled visitors to the city.

The scheme was delivered with funding from the Department for Transport; Greater Lincolnshire Local Enterprise Partnership; Network Rail and ourselves. Stagecoach has also invested £3m in new buses which boast more comfortable seating and charging points, to attract more bus users.

The development of the Transport Hub has been a catalyst for further regeneration work in Sincil Street and Cornhill Square. This important route, leading directly from the new bus station to the city centre has seen considerable regeneration over the period of Vision 2020, now boasting a range of shops from local retailers to national chains. This includes a new Lincolnshire Co-op store adjacent to the bus station and development of a mixed-use leisure and retail offer in Cornhill Square, together with public realm works. The hub is operating well, feedback has been very positive, and the project has received a significant number of awards.

The awards and publicity following the opening have led to several enquiries from other councils and organisations impressed by the scheme and potentially using it, or elements of the project, as a basis for other schemes of this type elsewhere.



Increasing city centre vibrancy

Maintaining a vibrant city centre is a key to the city's future. We continue to support Lincoln BIG (Business Improvement Group) and work with them to support the promotion of Lincoln as a retail and tourist destination, and improve the experience for those who visit, live and work here. Some core activities are events and promotions, evening economy management, Lincoln in Bloom, street management and access initiatives.

We continue to support local businesses through offering managed workspaces to help new businesses thrive and from time to time offering workshops. For example, in 2017 Lincoln businesses were invited to a free workshop to prepare them for the busy Christmas period. The workshop, organised by Lincoln BIG and ourselves, was led by internationally renowned business adviser Corin Birchall.

We have also continued to facilitate regeneration with city centre partners, including the Lincolnshire Co-op in the Cornhill Quarter with several prestigious high street brands secured.



Infrastructure provision: Keeping Lincoln moving and improving

Ensuring the necessary infrastructure is in place so that Lincoln remains an attractive place to invest and grow is a critical aspect to driving economic growth. Understanding future travel choice options and infrastructure investment requirements is key to supporting the city's continued growth. Recent initiatives aimed at improving transport include development of the bus station, operation of a park and ride from Waitrose, introduction by Stagecoach of new buses and an increased number of evening services, a cycle storage hub and planned improvements to the train services.

We supported the county council's application for the North Hykeham Relief Road made in 2018/19 which, along with the Lincoln Eastern Bypass, will enable further new homes to be provided, relieve city centre traffic congestion, reduce carbon emissions and improve air and noise quality. Initiatives are in place through 'Access Lincoln', which promotes more sustainable travel choices, including helping businesses develop travel plans, the 'orange' bike hire scheme, and information on walking routes in the city.

Along with Lincolnshire County Council we are working, through the Transport Task Force Group, to bring together a range of organisations including landowners, public transport operators, cycle interest groups, major employers and University of Lincoln to improve transport and infrastructure, contributing to Lincoln Transport Strategy.



Aspiration: Let's make things happen

Growth Conferences

We host a major Growth Conference every two years and have facilitated two conferences over the period of Vision 2020.

The first of these was held in March 2018, with a theme of 'Proud to be Lincoln', and provided 150 delegates from a range of businesses and other partner organisations the opportunity to reflect on progress made in the city over the last 18 months.

The second conference on 11 March 2020 covers the launch of the city's new strategic plan, Vision 2025, the second phase of our vision towards 2030.



A Growth Strategy for Lincoln

Knowing where you want to go and what is needed to get there is the starting point for making things happen. In 2018/19 we engaged with the Greater Lincolnshire Local Enterprise Partnership and Lincolnshire County Council to develop the Local Industrial Strategy and plans for growth in the area, followed by a review of the Growth Strategy. These documents will help identify key existing and emerging business sectors to deliver growth and the skills and infrastructure required to support success, as well as forming an evidence base for much of our work moving forwards with Vision 2025.



Day-to-day service delivery

In addition to delivering a broad range of projects, it is important to recognise day-to-day activities that help drive economic growth in the city. Some of the key activities are shown below with a number of the most recent contextual figures to illustrate their contribution.

Promoting Lincoln as a place to invest

- ▶ **£190m generated** from 4m tourist visitors each year
- ▶ We are a member of **Team Lincolnshire** helping to promote Lincoln as a place to do business
- ▶ In 2019 we attended **MIPIM (an international property exhibition)**, the world's leading property market and investment event with Team Lincolnshire
- ▶ **We sponsored** a drinks reception at the Lincoln Property Awards in 2019
- ▶ **We supported** the Development Economics Conference at University of Lincoln in June 2019 attracting academics from around the world

Support for small businesses

- ▶ We awarded small business rates relief to **1,303 businesses** in 2019/20
- ▶ We recorded **1,267 business contact activities** in 2019 of which 160 were new business enquiries.
- ▶ At the end of January 2020 we had **106 ongoing live enquiries** on the system
- ▶ We have **two managed workspace facilities** offering 128 work spaces, currently accommodating 97 businesses

Engaging and supporting with the city's economic partners

- ▶ Member of four **retail support groups**
- ▶ We host an **Engineering Breakfast** every four months, held at a local engineering business
- ▶ Attendance at **Lincoln Breakfast Club**

As an employer, we provide employment and training opportunities

- ▶ We have **670 employees**
- ▶ Last year we supported **50 apprenticeships**

Let's reduce inequality



What does Vision 2020 tell us about this priority?

With some of the most deprived areas in the country located in Lincoln, addressing the key causes of financial exclusion and deprivation and ensuring immediate support was offered to those suffering financial difficulties, was important throughout the life of Vision 2020. In addition, helping families into well-paid work was vital. We needed to make sure delivery plans were in place to ensure our services are accessible to all our residents.

Over the past few years we have worked hard to develop new partnerships between the public, private and voluntary sectors. During the period of Vision 2020 we have built on these partnerships, delivering more together.



Aspiration: Let's help people succeed

Training and employment opportunities

We secured £98,000 from the Lincoln Health and Wellbeing Board in 2015 to commission employability courses for those who may not be able to afford them. These courses were delivered through Lincoln College, with the four year project ending in September 2019. The key outcomes from this highly successful initiative were that 327 individual learners achieved a training course pass rate of 94% with 134 progressing into employment after their course, and 18 progressing into higher education.





Aspiration: Let's provide help to the most vulnerable in our city

Multi-agency support for rough sleepers

ACTion Lincs is a new countywide partnership set up in September 2017 to provide life-changing support and tackle some of the most complex homelessness cases in Lincolnshire. Once accepted onto the long-term programme, support will be provided to the 120 individuals in any setting whether that is on the street, in prison, or in someone's home. The project is being delivered thanks to a £1.3m Social Impact Bond from government and was one of only eight projects in the country.

Homeless Conference

March 2019 saw Compassionate Lincoln and ourselves host a conference to discuss 'Working together to support those who are street homeless in Lincoln'. Over 100 people attended including the NHS, Lincolnshire County Council, a wide range of voluntary and community sector organisations and individuals with an interest in support for street homeless in the city.

This high profile event had a keynote presentation by the Ministry of Housing, Communities and Local Government on the government's Rough Sleeping Strategy, and was covered in the local media. Case studies were presented, illustrating the wide-ranging circumstances which contribute to people from very different backgrounds becoming homeless. Group discussion focused on ways to tackle the diverse support needs of rough sleepers, developing a collective mission statement and agreeing next steps and a way forward.

Addressing street homelessness in the city through the rough sleeping project

Formed in October 2018 with funding from the Ministry of Housing, Communities and Local Government totalling over £2.5m, the Rough Sleeping Initiative is being delivered through a small team which has been working to support people who are street homeless in the city.

The team includes a co-ordinator, three Rough Sleeping Officers and a mental health nurse, and provides 15 bed spaces for those with complex needs, alongside a 'somewhere safe to stay hub' sit up service for eight individuals. The project also funds three workers for P3, which is a charity working to improve the lives of those socially excluded and vulnerable. The team has developed better working relationships with the prison and hospitals to reduce the flow of people sleeping rough after release or discharge by intervening early to address housing and associated issues.

From the start of the project to the end of January 2020 the team has housed 105 people who had been, or would have been, sleeping rough. With a total of 517 enquiries, 97 people have used the 'somewhere safe to stay hub', 171 have been assisted with their mental health and 42 people have been prevented from sleeping rough.

Universal Credit support

The universal credit support team was created in February 2018 in preparation for universal credit full service being introduced to Lincoln from March 2018. The purpose of the team was to deliver our Vision 2020 commitment to help residents respond to welfare reform and Universal Credit in a supportive and customer-focused manner.

During 2018/19 the team provided digital support to 1,743 Lincoln residents, and personal budget support to 822 customers. The success of this team contributed to our Revenues and Benefits Shared Service receiving an award for 'Excellence in Partnership Working' at the Institute of Revenues Rating and Valuation Performance Awards 2018. The team continues to provide support to customers alongside Help to Claim arrangements delivered by Citizens Advice.

Encouraging diverted giving to support homelessness charities

We helped promote a diverted giving campaign led by Lincoln BIG to encourage visitors and residents in Lincoln to donate money to homeless charities in the city. This central fund, managed by Lincolnshire YMCA, provides a safe and effective method for the public to donate financial support for rough sleepers, so that they receive the help they need.

Reducing incidence of suicide

Identified as an issue to be addressed in Vision 2020, training was provided for frontline staff so that they could spot the signs of potential suicidal tendencies and take appropriate action.

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Aspiration: Let's help people feel safe and welcome in their communities

Bringing communities together

Throughout the life of Vision 2020 we have supported initiatives aimed at bringing people together and worked closely with partners to ensure a joined-up approach. In 2017 we worked with the Islamic Association to ensure the opening of its new mosque went smoothly and people living in the area were kept informed and had opportunities to find out more about the mosque. Alongside this we facilitated awareness raising sessions to encourage reporting of hate crime so any issues could be tackled at an early stage.

We continue to support initiatives aimed at bringing communities together, one of which is World Hello Day held on 21 November each year. In 2018 13 events took place across the city, including a two-mile Peace Walk and events in schools, with residents from a wide range of different backgrounds taking part. In Portland Street, the Sincil Bank Community Partnership encouraged people to write 'Hello' in their native language on sheets of paper placed onto empty shop fronts along Portland Street. The group also invited people in to look around the (then) soon to be opened Community Hub and offered refreshments.

In January 2020 we formally adopted the International Holocaust Remembrance Alliance (IHRA) definition of antisemitism, together with the 11 contemporary examples of antisemitism. Supporting this adoption, we also pledged to combat this form of racism wherever it manifests itself within the city, no matter where, how or when, whilst also reaffirmed its condemnation of all forms of racism and discrimination based on religious belief, disability, race, gender or sexual orientation.



Aspiration: Let's empower people

Lincoln Social Responsibility Charter

First promoted at the 2018 Lincoln Growth Conference, there was initial interest from more than 20 businesses for the Lincoln Social Responsibility Charter. The charter was officially launched in October 2018 following a period of promotion and encourages organisations and businesses to go 'above and beyond' in providing support for their employees and the local community. The scheme is free to sign up to, and all an organisation needs to do is to demonstrate a range of socially responsible activities above the statutory minimum that benefit both employees and the wider community.

By early 2020, 70 organisations had signed up to the charter. These organisations come from all sectors and are of all sizes. The Charter and signees are promoted via a range of routes including 'Your Lincoln' magazine, social media, press releases, bus station TV screen and more.

Social Value Policy

We have developed and launched a Social Value Policy. This is a formalisation of the existing approach to ensure we consider the economic, social and environmental wellbeing of the city and its residents when commissioning and procuring contracts. This approach is based on the vision, aspirations and strategic priorities in Vision 2020.

The policy also ensures our employees, contractors and suppliers are aware of the commitment to long term social, ethical, environmental and economic sustainability through our procurement process. Social value is an evolving area where suppliers and officers alike are still developing best practice.



Aspiration: Let's ensure the best quality of life for people living in Lincoln

Lincoln Community Lottery

Lincoln Community Lottery was first launched in August 2018 with 51 local good causes signed up to benefit from ticket sales for the first weekly draw. In its first year the lottery raised a total of £42,311 for local good causes, including money for our Community Fund and 73 good causes have directly benefited. We asked residents to identify the broad areas where they wanted to see the Community Fund money spent and they chose social isolation and green spaces. The four organisations benefiting from a share of the £10,000 allocated through the fund were Green Synergy, Lincoln Rugby Football Club, Acts Trust and Carers FIRST. By early 2020 the number of organisations signed up to directly benefit from the lottery had reached 78.

Sincil Bank revitalisation

The Sincil Bank Revitalisation Programme, with the aim of making the area a better place to live and work, really took off in December 2019 with the opening of Sincil Bank Community Hub in Portland Street. The hub provides a focal point in the area where residents can get information, advice and guidance on a wide range of matters including welfare advice, housing, employment, volunteering opportunities and activities taking place in Sincil Bank, as well as offering an open access computer for use at any time.

The Ministry of Housing, Communities and Local Government awarded Sincil Bank Community Partnership £235,899 to continue bringing the Sincil Bank community together. The money is being used to support a range of activities to help integrate members of the community, as well as providing language support, information services and finding hidden talents in the area.

In addition, Investors in Lincoln, Leap and ourselves invested £50,000 to create a Community Chest aimed at kick starting community activity in the area. This has supported a wide range of projects including several community events, youth groups, a community newsletter and projects such as the art trail of Virgin Media boxes painted by local artists. Other achievements have been the refurbishment of the street name plates and CCTV cameras introduced in Portland Street and Hermit Street to reduce graffiti and fly-tipping and create a sense of safety.

To ensure a grass roots approach is developed, a neighbourhood board and supporting theme groups have been set up to involve the local community. This has resulted in, amongst many other things, a Community Land Trust being established.

Severe Disability Premium

A Severe Disability Premium is an extra amount that is included in some means-tested benefits to help with the cost of disability and is paid to people who meet specific eligibility criteria. We were able to identify all customers by working across service areas who met the criteria and found there were 1,123 City of Lincoln Council residents whom should be receiving the Severe Disability Premium. In late summer 2019 we reviewed all of these customers and then contacted 142 directly to offer assistance in making a claim, and of those customers contacted 112 were able to apply. By the end of January 2020, 58 customers had successfully received back payments together totalling just under £310,000, as well as increasing each customer's yearly income by more than £3,400.



Day-to-day service delivery

In addition to delivering a broad range of projects, it is important to recognise day-to-day activities that help reduce inequality in the city.

Revenues and Benefits including providing housing benefit and council tax support

- ▶ We supported **5,542 Housing Benefit customers and 8,466 Council Tax Support customers** in 2019
- ▶ In 2019 we processed **3,238 new benefit claims and a further 25,950 changes to benefits and Council Tax Support claims**
- ▶ We collect council tax from around **46,100 households**
- ▶ We collect business rates from around **3,600 businesses**

Customer Services

- ▶ **416 foodbank vouchers** issued over the last 9 months
- ▶ **113,460 phone calls** answered in 12 months
- ▶ **17,921 face to face** enquiries in 12 months

Welfare Advice

- ▶ We provided welfare **advice to 5,415 customers** during 2019

Community work

- ▶ We arranged **10 pop-up events** for residents on our council estates, and participated in a **further 12 events** arranged by other organisations.
- ▶ **1,959 people engaged** with the Portland Street Community Hub in the first full year of operation to January 2020.
- ▶ **60 people attended** an event to commemorate the 75th anniversary of the Holocaust in January 2020



Let's deliver
quality
housing

What does Vision 2020 tell us about this priority?

With a continuing increase in the demand for housing both nationally and locally, it was essential that we worked to address the city's housing shortage by delivering new council housing in the city. It was also important to ensure existing housing stock in Lincoln, both council and privately owned, was of a decent standard. Collectively this has helped ensure the best quality of life for our residents.



Aspiration: Let's provide housing which meets the varied needs of our residents

New housing across the city

As a part of Vision 2020 we committed to meeting the demand for housing in the city, which is why we entered into arrangements with housing providers to not only facilitate at least 400 new homes by 2021, but also take ownership of a number of properties to increase the supply of affordable housing we own and offer.

Since the launch of Vision 2020, a total of 213 new council homes have been built in the city by Waterloo Housing Group and Westleigh Partnerships Ltd. In the main these properties have gone to existing council tenants, which has released existing properties to be let to applicants on the Housing Register. We have also enabled many more affordable homes to be built during the period of the plan. The new properties are located across the city in the areas of Blankney Crescent, Ingleby Crescent, Westwick Drive, Allenby Close and Lytton Street, and have been built to a high standard to raise the quality of housing in Lincoln. They all have high energy efficiency ratings and 139 have electric car charging points.

Additional new affordable homes are being provided across the city by registered housing providers, including 119 properties on sites at Riseholme Road, Thorsway Drive, Boultham Park Road and Gaunt Street. A further 30 properties have been delivered through Section 106 agreements at LN6.



Aspiration: Let's work together to help the homeless in Lincoln

Working with the private sector to increase customer choice

We have been running a scheme for around five years to encourage private landlords to offer their properties for rental to families and individuals on the housing waiting list. This includes offering a cashless bond (to cover e.g. damage, rent arrears, end of tenancy cleaning, etc. up to a specified amount) and one month's rent in advance to make renting to those in receipt of benefits more attractive. The scheme is being revised to make some general improvements and to update it in response to changes in the benefits system and in particular the introduction of Universal Credit.



Aspiration: Let's improve housing conditions for all

Housing improvement programme

Our annual housing improvement programme has included the following works over the last three years: Kitchen and bathroom replacements, the installation of over-bath showers, electrical improvements, roofing works, thermal comfort work, environmental works, replacement boiler/heating systems, door and window replacements along with fire door set installations and fire compartmentation works. Projects included the provision of mobility scooter storage pods at the Broomhill, Clematis Approach and Sorrel Court grouped housing scheme and a new communal heating system at Derek Miller Court sheltered housing scheme.

Improvements to service delivery have been an important aspect of our work to provide a better service to the customer, ensure efficient use of funds and reduce our carbon footprint. All our timber is sustainably sourced and FSC accredited, 100% of our waste is recycled and not sent to landfill, and we have an eBay account to sell surplus tools and materials instead of disposal in skips. The next step is looking at potential electric and hybrid options within the next fleet provision.



Supported Housing Service review

In 2018 we began a review of Supporting Housing Services with the aim of producing recommendations on the introduction of a modern service delivery model which ensures residents receive a level of service that can increase personal contact and support consistently, based on need. This service delivery model could then be the basis for a service offer to the wider community, regardless of tenure, and could position Lincoln to provide an operational wellbeing service at some point in the future.

Changes proposed included the upgrading of the Lincare technology across our Sheltered Housing Service which would be delivered free as part of this service. This has already commenced, with two of the six schemes completed in the first year of the three-year programme.

The overall aim is to place the service user at the centre of the process of identifying their needs, enabling them to make choices about how they are supported to live their lives. Tailoring service levels around support plans established in conjunction with individual residents will enable us to provide service where it's needed most, and allow residents to make an informed decision on what level of service they need and want to pay for.

Plans for extra care housing in Lincoln

De Wint Court is a fantastic new development which will provide much needed high-quality extra care facilities for residents over 55. Planning permission for the redevelopment of the site on Bowden Drive was granted in 2019, with construction starting in January 2020. The two and three storey buildings will consist of 50 one-bed apartments and 20 two-bed apartments. The building will also have additional amenities including a restaurant, hair salon, lounge and a 35-space car park for future residents and their visitors to use. In addition, there will be on-site management staff and a Careline alarm service. The scheme, with a total project cost of circa £14m, is being funded jointly by ourselves, Lincolnshire County Council and Homes England.

Bringing empty homes back into use

Bringing empty properties back into use can be a long and time consuming task. A common issue is the lack of willingness of owners to engage with us. We approved an acquisition policy at the end of May 2019. In 2018/19 47 properties were brought back into use with council interventions, the focus being on Sincil Bank area, where in October 2018 there were 20 properties empty for two years or more and 42 empty for six months to two years. A year later and this number had reduced to 14 empty for two years or more and 28 empty for between six months and two years, demonstrating the clear success of the project.

Gas Central heating Scheme

This is a scheme to help people in the private sector who do not have, and cannot afford to have, central heating. It has helped 32 households install gas central heating. The scheme targeted those wards with the lowest EPC ratings in the city, which are Abbey, Park and Carholme and those residents on low income. Specific households were identified through leaflets distributed in the areas asking for an expression of interest.

Rogue Landlords Scheme

Following on from an initial government funded project to tackle rogue landlords, we made a successful bid for funding of £440,846 from the Controlling Migration Fund and this has enabled us to carry out street surveys in the Sincil Bank area with a view to improving housing stock, prosecuting landlords who have failed to comply with statutory requirements and to work with partner enforcement agencies to target criminal landlords.

The two-year project was started in August 2017 and although initially due for completion in August 2019 was subsequently extended to March 2020. In the first two years of the project 140 streets were surveyed and 1,701 inspections undertaken, of which 380 were houses in multiple occupation. This has resulted in various notices being issued, with 12 prosecutions leading to convictions, three to cautions and six pending. Fines imposed have been significant, one being £84,000, reflecting the seriousness of offences and resulting in a rise in standards of accommodation in the area.

Trusted Landlord Scheme

The purpose of the Trusted Landlord Scheme is to provide standards of accommodation, management of tenants and neighbourhood relations. It also offers public recognition and support to landlords that participate in the scheme. The accreditation scheme works alongside national, regional and local accreditation schemes operating in Lincoln. By early 2020 there were 28 accredited landlords in the city.



Aspiration: Let's build thriving communities

Private Housing Health Assistance Policy

This new policy has been adopted to enable more flexibility in the use of Better Care Funding to help people remain in their own homes. The policy allows for those who are most vulnerable or have health conditions which are made worse by poor housing conditions to access funding for home improvements to enable them to continue to live independently. The grants are discretionary and considered on a case by case basis and while there is no formal means testing, only homeowners with limited savings and income are eligible to apply.



Aspiration: Let's help people have a sense of belonging

Syrian Refugee Resettlement Scheme

In March 2019 two families from Syria arrived in England and were brought to Lincoln to make the city their home. The families, one with three children and the other with two, arrived at short notice. Under the scheme funds are made available to ensure refugees have everything they need to start their new life in the UK, and the Housing team worked closely with Upbeat Communities to ensure the two homes, one north of the city and the other in the south, were ready to welcome the new arrivals. The families have settled in well and been made to feel at home in the city. They began to learn English within a few days of arrival and attend English lessons and the older children have settled in well at school. Those involved with supporting the refugees reflected on the generosity of local people and said it was one of the most rewarding things they have done.



Day-to-day service delivery

In addition to delivering a broad range of projects, it is important to recognise day-to-day activities that help deliver quality housing in the city. Some of the key activities are shown below with a number of the most recent contextual figures to illustrate their contribution.

Maintaining and repairing our stock of council housing

- ▶ **8,300 council homes** maintained
- ▶ **32,570 of repairs** carried out in 2019
- ▶ **98%** of tenants were **satisfied** with their repairs and maintenance

Preparing properties for new tenants

- ▶ It takes an average of around **30 days** to prepare a house between tenants

Supported Housing

- ▶ **99%** of Lincare housing assistance calls answered in 60 seconds

Housing Solutions

- ▶ **1,477 people** currently on the housing register
- ▶ **777 successful** homeless preventions (in the last nine months)

Houses in Multiple Occupation (HMO)

- ▶ In early 2020 we had **480 licensed HMOs** with a further **220 in progress**

Let's enhance
our remarkable
place



What does Vision 2020 tell us about this priority?

The quality of the local environment - what makes a place special - is fundamental to the lives of residents and visitors alike. Getting this right is crucial to delivering Lincoln's ambitious future.

We recognised that, without the city having the right environment, there was a real risk our other achievements wouldn't be fully realised, recognised, and enjoyed.

For this reason, this strategic priority focused on enhancing and preserving the unique environment of the city, creating healthy communities; ensuring opportunities for leisure; making amazing open spaces for everyone to enjoy and experience; ensuring we have interactive and engaging cultural, arts and heritage; promoting and attracting tourism; and lowering both the fear of, and risk of, crime.



Aspiration: Let's show the world what Lincoln has to offer

Transformation of Birchwood Leisure Centre

A major £1.5m project to transform Birchwood Leisure Centre took place during 2018. The renovation work saw changes including the complete refurbishment of the centre, construction of a new children's soft play area, a climbing wall and a modern immersive spin studio which features a cinema-scale screen and sound system. The new facilities also include a toning tables studio for the less physically active, a larger fitness gym, and a large central foyer with café space. Further improvements to the outside of the building were also completed during the 2018/19 period.

Boultham Park and Lake

An opening celebration in May 2018 followed the completion of a multi-million pound restoration and improvements project at the 90-year-old grade II registered historic park. The work took five years from inception, cost £4m including grants from the Heritage Lottery Fund and Big Lottery of £2.7m, and was carried out in partnership with Linkage Community Trust. Residents and visitors can now enjoy the results of the restoration work which include:

- ▶ A café with extra toilet facilities for park visitors
- ▶ CCTV and lighting near the bowls club and playground
- ▶ Improved and new park furniture, bins and signage
- ▶ Restoration of the fountain, bandstand, sundial and the park's bridges
- ▶ A clear and visible outline of the old hall's footprint
- ▶ Improvements to a number of pathways
- ▶ Improvement to some of the park boundaries
- ▶ Soft landscaping work
- ▶ Tree works including selective removals where appropriate
- ▶ An education centre and glasshouse for Linkage students

We received a further £63,000 of grant funding to produce plans to improve the lake area and in January 2020 was awarded almost £670,000 grant from National Lottery Heritage Fund. This next phase will focus on improving biodiversity and restoring the lake, with much of the work supported by volunteers, with us working closely with Lincolnshire Wildlife Trust and Boultham Park Advisory Group.

Lincoln Visitor Information Centre

Lincoln's Visitor Information Centre is located in Leigh-Pemberton House in Castle Square, and provides information and advice for visitors to Lincoln. As the end of the 10 year external contract approached, in February 2019, it was agreed that the centre should be returned to us, enabling better partnership working with Visit Lincoln and Lincoln BIG, and plans are now being developed to ensure a smooth changeover from 1 April 2020.



Aspiration: Let's cherish and enhance our natural environment

New pocket park for Sincil Bank

The Sincil Community Land Trust was set up in June 2018 to enable the community to own assets in the area and has recently secured funding for its first project. The money will be used to transform a former play area in St Andrews Close into a 'pocket park'. Led by the community the new area will be used as open social space and includes benches, pathways and a safe place for children to play.



Aspiration: Let's preserve the unique character of our city

Lincoln Intervention Team

The Lincoln Intervention Team was launched in October 2018 following receipt of funding for a one year project, and works in partnership with the police to reduce anti-social behaviour by working with individuals to deal with the root cause of their behaviour. Funding has now been granted for a further year to allow the team to continue operating until autumn 2021. The team comprises an Anti-Social Behaviour outreach officer, mental health nurse outreach officer, Addaction outreach officer and team co-ordinator.

As of November 2019, the team has worked with more than 140 different individuals on the streets and logged in excess of 1,500 actions on the case management system. In addition, 57 people have received in depth support for substance misuse and 12 have entered treatment where previously they were not engaging with services. Support for mental health related issues has been provided to 72 people, with 30 engaging in a support plan or having entered treatment. Additionally, the team has recorded 436 reports of incidents or anti-social behaviour.

While some people will welcome support offered, the majority are initially disengaged with services and often have mistrust of those delivering them. The team's job is to build rapport and make a consistent offer of support for mental health or referral, which they do under some very tough circumstances. The last resort is enforcement action, which could involve serving a Community Protection Notice, Civil Injunction or seeking a Criminal Behaviour Order. However, throughout the enforcement process, the offer of support is always given.

The additional funding offered of £65,000 by us, together with the National Lottery Community Fund grant, will allow the team to continue to work collaboratively through to Autumn 2021 and ensure we are offering individuals a bespoke service tailored to their individual needs, with the ambition of improving their overall health whilst also ensuring a safer city for all.

Transforming Lincoln Crematorium

Lincoln Crematorium is due to undergo radical external transformation following an extensive programme of improvements inside the chapel area over the first two years of Vision 2020. The works, which received planning permission in July 2019, cover a range of improvements.

Proposals include significantly increasing the number of car parking spaces, a new larger waiting area with improved facilities next to the book of remembrance room, a suitable location for quiet reflection both at the time of services and at other times, as well as plans for a brand new second chapel on the same site for smaller, more intimate services. In addition, there are also plans to improve equipment and IT software, install two modern cremators and develop a new website. Further proposals for a temporary chapel were being put forward in early 2020 to ensure as little disruption as possible to services provided during the works.

Lincoln High Street Character Appraisal

There are 11 conservation areas within our administrative boundary established to help protect the character and appearance of the city's historic areas. Each area is unique, with differences in the type and style of the streets within it, and a character appraisal helps to define as clearly as possible the historic, architectural and natural features in a conservation area. Change within these areas is inevitable and that is why we have undertaken a new appraisal for Lincoln High Street. The area of the appraisal covers the principal shopping area from the bottom of The Strait down to Monson Street, and incorporate parts of three current conservation areas.

The document was used as background evidence in support of our successful Heritage Action Zone application and will assist with identifying challenges and opportunities within this area of the High Street and inform what proposals and development should come forward in the interests of the proper planning of the area.

Lincoln 'To Let' board ban approved

In April 2019 we introduced a ban on lettings boards in a number of key areas, making a huge difference to the look of these areas. The ban, which had to be approved by the Secretary of State, has been introduced following concerns about the negative impact a large number of boards can have, not only on the look, but also on the feel of streets. The new regulations on To Let Boards followed a period of extensive consultation with local residents and have seen boards banned on Monks Road, the West End, Sincil Bank, Union Road and Waterloo Street.

New CCTV system and city centre WiFi

We made a £400,000 investment to upgrade the city's CCTV network and introduced free access public WiFi in the city centre. The new cameras were switched on in February 2018 and provide crystal clear images on an array of high definition split screens in the control room in City Hall. The new system provides 360-degree vision, creating a 'safe zone' covering the city centre between the Bailgate, top of the High Street, and St Mary's Street/Wigford Way. Overall the investment has improved footage quality, coverage and evidence collation systems, WiFi, as well as the use of IT software to support and enhance the CCTV operators' work. The upgrade has 'future proofed' the CCTV service to allow for more expansion in the future and has resulted in reduced ongoing maintenance costs.



Aspiration: Let's deliver a rich and varied cultural experience

Farmers' markets

We took over the running of Lincoln Farmers Markets in July 2019. The markets, taking place in Castle Square on the third Saturday of each month offer healthy, fresh and local choices to those who visit. There are around 30 stalls selling local food and much more, and the setting in the heart of Lincoln's historic Bailgate area enhances the offer for local residents and visitors alike.

Forward planning for Lincoln's Christmas Market

Lincoln's Christmas Market continues to support local businesses as one of the premier Christmas markets in Europe and brings around 250,000 visitors to the city each year over the four days. Looking forward to future markets a series of workshops were held with stakeholders to develop a framework and vision for the next 10 years with some fresh new ideas, and the first changes were introduced for the 2019 market. These included a new festive area at St Paul in the Bail, illuminations at the castle, cathedral, water tower and The Lawn, a Victoriana theme for stalls and a thank you event for local residents. In addition, the coach park was in a new location providing better facilities for coach drivers.



Aspiration: Let's provide interesting, exciting and vibrant places to enjoy

New outdoor leisure facilities

Two new full sized floodlit artificial grass pitches have recently been opened by us, one at Birchwood Leisure Centre and the other at Yarborough Leisure Centre. In addition to these two new pitches we have completely refurbished the existing sand dressed all weather pitch at Yarborough Leisure Centre, with the works including a new football surface, new floodlights and fencing. The athletics track at the Yarborough site has also been subject to a complete facelift, which included a new track surface, throw and jump facilities.

All of these improvements cost around £1.8m, which includes funding from the Football Association of £900,000 and a further £85,000 from Sport England, with the remainder funded by ourselves including through Section 106 monies, capital receipts and a loan.

These capital investments in our outside play facilities will enable more people to become physically active. Our partner football clubs, the Castle Academy and athletics club will also gain from the appointment of a football Activator post, (employed by Active Nation our onsite provider) who will work with the local community to get these facilities used to their maximum.

Investing in our allotments

We have undertaken a refresh of our allotment strategy. This included a commitment to a £1m investment in allotments in Lincoln. The investment was across 17 sites and took place over two phases. Phase One was completed in 2017/18, and the majority of Phase Two in 2018/19.

An important part of the strategy, the development of a new allotment site at Melbourne Road open space in the Birchwood area, will be delivered in early 2020. This is in recognition of the insufficient allotment plots in that area of the city and follows a public consultation exercise in January 2019. The land was formally appropriated for allotments in August 2019 and will be ready for cultivation by local residents in spring / summer 2020.



Day-to-day service delivery

In addition to delivering a broad range of projects, it is important to recognise day-to-day activities that help enhance our remarkable place. Some of the key activities are shown below with a number of the most recent contextual figures to illustrate their contribution.

Enforcement, including Licensing, Food Health and Safety, Public Protection and Anti-Social Behaviour, and Animal Welfare

- ▶ Almost **500 littering tickets** are issued annually
- ▶ **Over 14,000 CCTV incidents** are monitored per year
- ▶ Over **1,000 licenses** of all types are issued annually
- ▶ We inspect over **1,000 registered food businesses** annually

Street cleansing and ground maintenance

- ▶ We maintain **147ha of open space and parks**
- ▶ We clean around **200 miles** of streets every year

Waste management including recycling and collection

- ▶ We collect **35,000 tonnes of refuse** annually through three million bin collections

Sport, leisure and recreational facilities including our parks and open spaces

- ▶ We had almost **one million** customers to our leisure centres in 2019
- ▶ We have **36 play areas and sport pitches**
- ▶ We have **over 1,000 allotments** plots of which over 900 are let

Development Management including Heritage protection

- ▶ We received over **900 planning applications** in 2019
- ▶ Overseeing **400 listed buildings** and the maintenance of **seven monuments**

Bereavement Services

- ▶ Around **2,000 burials and cremations** held in 2019

Events and culture

- ▶ Each year we welcome around **250,000+ visitors** to the Lincoln Christmas Market

High performing services



24 What does Vision 2020 tell us about this important strand of work?

Since 2010 local authorities across the country have experienced unprecedented financial challenges and we are no exception. Central government funding reductions, all time low returns on investments; national economic conditions affecting jobs; and housing and business growth have all created pressure on local income streams.

Coupled with this is rising demand for council services from customers who rely on the safety net provided by local government, and changes to the way local government is funded.

We will continue to do all we can to minimise the effects of these reductions on our residents and will prioritise services that are needed the most. Although transferring significant financial risk and inherent uncertainty, the changes also present opportunities for authorities to end their reliance on central government.

A loyal, motivated and competent workforce

Our workforce is central to delivering services that can be relied on to meet the needs of residents. With that in mind, we are continually finding ways to support an effective and motivated workforce and the following are initiatives which have been achieved during the period of Vision 2020:

- ▶ Adoption of the Health and Wellbeing Strategy and underpinning action plan to promote healthier lifestyles.
- ▶ Creation of a 'Your Health Matters' section on the staff intranet site (City People).
- ▶ Formation of a health and wellbeing group with representation across the council and Trade Unions, to adopt best practice, and to consider and discuss new initiatives.
- ▶ Successful sign up to 'Mindful Employer' status to provide additional support to our staff when they need it.
- ▶ Review of the Sickness Absence and Managing Stress policies with training for managers. Additionally, stress risk assessments have been completed and an overview of the mental health first aider training has been delivered.
- ▶ Delivery of a staff recognition scheme and staff awards ceremony with awards based on three categories.
- ▶ An internal 'thank you' card system is in development to encourage staff to actively thank each other.



Vision 2020 staff roadshows

Annual staff roadshows in spring of each year provided staff with the opportunity to find out about some of the projects delivered under the priorities in Vision 2020 as well as those planned for the following year. Information was provided on key achievements and in year two it was also an opportunity to celebrate the success of teams and individuals receiving awards for their hard work and dedication to delivering high quality services through the newly launched staff recognition scheme.



Creation of a new High Performing Services Board

To ensure robust oversight and management of this strand of work, a new High Performing Services Board was created. Chaired by the Chief Executive, and supported by key project and programme managers, it worked closely with the Towards Financial Sustainability Board to monitor the 10 key performance areas identified through Vision 2020, as well as shorter term objectives identified as part of our normal performance monitoring activity. This covers many areas from financial sustainability, to customer service and staff needs, as well as ensuring our staff have efficient and effective tools for the job.

Towards Financial Sustainability

Our 'Towards Financial Sustainability' work programme includes innovative ways which allow it to protect and invest in the public services our customers rely on. The savings target for 2017/18 was £3.5m and we achieved 100.9% of our savings target. In 2018/19 our savings target was £3.82m and we achieved 99.6% of our savings target, and in 2019/20 our savings target was £4.65m and we achieved 99.6% of our savings target.

As an example of commercial investment, we invested £13m into developing a brand new hotel building in Tentercroft Street. This is helping to support the city's tourism industry and create jobs, as well as providing a good return to help with continuing to deliver high quality services to our residents despite a reduced government grant.

Customer Experience Strategy

25

We adopted a Customer Experience Strategy that will transform the way we engage with, and support, our customers. This includes a move towards self-serve, where customers can better access the information they need at any time, allowing us to focus on helping the most vulnerable members of the community. The online claim for Housing Benefit and Council Tax Support is now completed by claimants, in most cases with no assistance from officers. Online forms that are integrated directly into our systems have replaced emails for a number of high-volume service requests including missed bins and requests for new or replacement wheelie bins. The garden waste system has facilitated the collection of £2.7m with over 55,000 self-serve transactions, and over four fifths of applications are completed as entirely self-serve.

Proud to be Lincoln 2019: an Imp-ressive year for Lincoln City Football Club

As the Imps' incredible 2018/19 season came to a close we, in partnership with the football club and Lincolnshire Police, organised a city-wide parade to celebrate the club becoming Champions of EFL League Two. The hour-long parade took place on Sunday 5 May 2019, starting at South Park and making its way through the city on an extended route to maximise supporter viewing.

This celebration built on the Imps' previous successes in the National League and winning of the EFL Trophy at Wembley the year before, thus gaining promotion to the third tier of English football for the first time in 20 years.

The parade was a fantastic success, praised widely across social media.

The Proud to be Lincoln theme then gave rise to a wider campaign, covering all aspects of life in the city and encouraging people to be 'Proud to be Lincoln'.

Awards

In 2018/19 teams and individuals at City of Lincoln Council were the proud recipients of a wide range of awards covering services across the council, recognising the considerable achievements and dedication of staff.

Excellence in Partnership Working Winner, October 2018

A range of positive and effective partnerships to improve services to our customers, which included in an innovative and 'flagship' approach to Universal Credit

Awarded by Institute of Revenues Rating and Valuation (IRRV) to Revenues and Benefits Shared Service

Most Improved Team of the Year Finalist, October 2018

Improved and maintained performance over a range of KPIs, whilst providing ongoing efficiencies and savings, improved services to customers

Awarded by Institute of Revenues Rating and Valuation (IRRV) to Revenues and Benefits Shared Service

Benefits and Welfare Reform Team of the Year Finalist, October 2018

A proactive, innovative and strategic approach to delivering welfare reforms, working with a range of partners to deliver the best possible service to our customers

Awarded by Institute of Revenues Rating and Valuation (IRRV) to Revenues and Benefits Shared Service

BBC Radio Lincs Make a Difference Awards Nomination, February 2019

Nomination for proactive work of our Universal Credit Support Team

Awarded by BBC Radio Lincs to Revenues and Benefits Shared Service

Visit England 'Best Told Story' (only venue in Lincolnshire to receive this award!) Winner, 2018

Guildhall

Awarded by Visit England to Guildhall, Council

Certificate of Excellence for last three years, with five stars consistently Throughout Vision 2020

Guildhall

Awarded by Trip Advisor to Guildhall, Council

Best Large Commercial Project for their work on Lincoln Travelodge 2019

Lincoln Travelodge

Awarded by LABC Building Excellence Awards to Building Control Team

Best Partnership 2019

Received with local architectural firm Rob Bradley Building Design

Awarded by LABC Building Excellence Awards to Building Control Team

Project of the year: Civil Engineering May 2019

The Transport Hub

Awarded by East Midlands Constructing Excellence Awards to Major Developments

Safer parking scheme Effective surveillance, Quality Management, Clean Environment, Appropriate Lighting November 2017

The Transport Hub

Awarded by Park Mark, Police Crime Prevention Initiatives, to Major Developments

Safer Bus Station July 2018

The Transport Hub

Awarded by Safer Bus Station to Major Developments

Projects over £5m February 2019

The Transport Hub

Awarded by Greater Lincolnshire Construction and Property Awards to Major Developments

Best new car park March 2019

The Transport Hub

Awarded by British Parking Awards 2019 to Major Developments

Tourism and Leisure; Regeneration May 2019

The Transport Hub

Awarded by RICS East Midlands 2019 to Major Developments

Green Flag Award 2019

Lincoln's Arboretum, Boultham Park and Hartsholme Park are all celebrating after they won the Green Flag Award. Sites earn the national status if they are judged to be welcoming, safe and well maintained with strong involvement from the local community

Awarded to Communities and Environment

Loo of the Year

Two platinum and two gold awards 2018

Public Toilets

Awarded to Communities and Environment

National Local Government Chronicle Awards

Finalist in four awards: March 2019

(Entrepreneurial Council, 2 Rising Stars, Public/Public Partnership with East Lindsey, West Lindsey and North Kesteven Councils)

The awards are the biggest and most prestigious for the local government sector, recognising the best of local government innovation and service delivery, so this is a fantastic achievement

Awarded to City of Lincoln Council

2019 Municipal Journal awards

Finalist in three categories, 2019

(Innovation in Communication, Innovation in Finance, Innovation in Property)

Awards celebrating the best in local public services

Awarded to City of Lincoln Council

University Vice Chancellor's Award

for Public Engagement for research, 2019

The Lincoln Food Partnership (which CoLC is a partner in) has won the University Vice Chancellor's Award for Public Engagement for research. CoLC's role has been to look into fuel poverty and welfare reform.

Awarded to City of Lincoln Council

Local Government Challenge Partnership Award March 2019

The Local Government Challenge is an inter-council competition to develop management skills – awarded to a member of the team of staff from the council Awarded to City of Lincoln Council

Awarded by East Midlands Local Government Association to City of Lincoln Council

Local Government Challenge Runner up for Best Chief Executive role March 2019

The Local Government Challenge is an inter-council competition to develop management skills – awarded to a member of the team of staff from the council

Awarded by East Midlands Local Government Association to City of Lincoln Council

The Lincolnshire Public Service Apprentice of the Year

Individual finalist December 2019

Awarded for excellence in achievements whilst undertaking any level of apprenticeship course

Awarded by Lincolnshire Public Compact Steering Group Awards 2019 to City of Lincoln Council

Accreditation for Anti-Social Behaviour Service 2017

In September our Tenancy Services Team celebrated news that it had achieved accreditation for its Anti-Social Behaviour service. The accreditation assessment was done by HouseMark who carried out a thorough inspection of the service in July 2017

Awarded by Housemark ASB Accreditation to City of Lincoln Council

Animal Activity Licensing Footprint Bronze Award 2017

The RSPCA recognises the importance of good practice and procedure being developed by local authorities when licensing animal establishments. The licensing of establishments is essential to animal welfare; from service delivery and dealing with complaints to conditions made as part of the licence issued

Awarded by RSPCA to City of Lincoln Council

Building Performance, Most Improved Performer Finalist, 2019

Building Maintenance

Awarded by APSE Best and Most Improved Performer Awards to City of Lincoln Council

Collaboration of the year Shortlisted, 2020

Aaron Services/City of Lincoln Council for their work as a true collaborative partnership in the heating and ventilation sector

Awarded by 2020 H&V News Awards to Aaron Services/City of Lincoln Council

Best Innovative Environmental Health Solution November 2019

The award recognises the team's multi agency approach to tackling ASB holistically looking at the root cause of behaviour rather than just dealing with the symptoms

27 Awarded by Chartered Institute of Environmental Health Excellence Awards to the Intervention Team



Corporate social responsibility at City of Lincoln Council

We are a signatory to Lincoln Social Responsibility Charter, demonstrating that as an organisation we go above and beyond in supporting our staff and benefitting the local community. Some highlights of activities undertaken are:

- ▶ **Real Living Wage:** We continue to pay at least the real Living Wage as opposed to the (lower) National Living Wage.
- ▶ **Mindful Employer Charter:** As a signatory to the charter we are committed to being an employer which is positive about mental health.
- ▶ **Fairtrade City:** We help co-ordinate the accreditation of Lincoln as a Fairtrade City.
- ▶ **Global Challenge:** Our staff are encouraged to get healthy as part of the Global Corporate Challenge.
- ▶ **Mayor's Charity:** Each year, our newly appointed Mayor nominates the charity or charities they will raise money for. Recently nominated charities have been Lincoln Foodbank, Lincoln Community Larder, Lincoln Sea Cadets, LEAP (providing accommodation and support for homeless young people).
- ▶ **Christmas Sacks:** Staff collection of gifts for the Christmas Sacks project, which collects for those struggling financially at Christmas time.
- ▶ **Work experience opportunities:** We provide high quality opportunities for school age students, those at university and those seeking employment.
- ▶ **Staff volunteering and fundraising:** Several employees have undertaken volunteering activities during the working day and fundraising activities have included cake sales, raffles, dress down days and charity golf matches, raising money for a wide range of charities.
- ▶ **Cycle to work scheme:** A salary sacrifice scheme to enable people to buy a bike and encourage them to cycle to work.
- ▶ **Dying to Work Charter:** We have pledged our support to the Dying to Work Campaign by signing a charter that protects the rights of terminally ill employees.
- ▶ **National Citizen Service:** We led workshops at a number of National Citizen Service events aimed at encouraging young people to get involved in their community.
- ▶ **Low Carbon Lincoln Charter:** We are a signatory to the Low Carbon Lincoln Charter.
- ▶ **L.I.V.E.S.:** We have given a L.I.V.E.S volunteer employed in our housing repairs team the freedom to respond to medical emergencies during his working day.

Looking ahead

Introducing Vision 2025

When Vision 2020 was launched it redefined how, as a council, we were going to deliver the best possible services to the residents of Lincoln. It was an ambitious and exciting strategic plan, that dared to go places we had not gone before.

We drove economic growth by delivering a modern and futureproof transport hub, delivered quality housing by building new council homes, tackled and reduced inequality with our ongoing work in Sincil Bank and enhanced our remarkable place by delivering improvement to our allotments, Boultham Park and CCTV.

In the development of Vision 2025, we consulted with partners, local residents and stakeholders to understand what their vision for the city was. As a result of this consultation, we have refined our existing four priorities, to see the city through to 2025.

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

However, a new priority has also taken shape. We passed a motion in July 2019, that supported our commitment to declare a Climate and Environmental Emergency for Lincoln. We have titled this priority:

▶ **Let's address the challenge of climate change**

We will support the implementation of plastic free initiatives, sustainable transport options and infrastructure strategies that will ready the city for the changes that climate change brings.

We will also develop a new way of working, entitled **One Council**, as part of Vision 2025. To explore our five-year vision for the city, along with all the innovative and exciting projects that will aim to be completed, please go to www.lincoln.gov.uk/vision2025

Let's drive inclusive economic growth

Let's enhance our remarkable place

Let's reduce all kinds of inequality

Let's address the challenge of climate change

Let's deliver quality housing

VISION 2025

City of Lincoln Council is passionate about promoting equality and diversity. If you have difficulty in understanding anything in this document, please go to City Hall, Beaumont Fee, Lincoln or any other council office, where we can call an interpreter for you.

Bulgarian:

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CITY OF
Lincoln
COUNCIL

Together, let's deliver
Lincoln's ambitious future



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If you would like this information in an alternative format (such as large print), please do not hesitate to contact us on **(01522) 873318** or email communications@lincoln.gov.uk

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