

Public Document Pack



Please note that the following documents were published separately from the main agenda for this meeting of the Executive to be held on Monday, 19th February 2024 at 6.00 pm in Committee Room 1, City Hall.

5. Vision and Town Clerk 2025 Progress Report (Pages 3 - 50)
Appendix A 'To Follow'

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VISION 2025

Celebrating our Progress



Together, let's deliver
Lincoln's ambitious future







Contents

Foreword	1
Our Vision and Priorities	2
Local Democracy that works	3
Lincoln in numbers	4
Supporting our city	5
Celebrating successes:	6
Let's reduce all kinds of inequality	
Let's deliver quality housing	
Let's drive inclusive economic growth	
Let's enhance our remarkable place	
Let's address the challenges of climate change	
Looking Ahead – Preparing for Vision 2030	7
One Council	8
Our finance	9

Foreword

The last few years have been very challenging, and we are extremely proud of all the Council has achieved during this time.



Angela Andrews CPFA
Chief Executive and
Town Clerk



Cllr Ric Metcalfe
Leader

In response to the pandemic, our Vision 2025 was repurposed to target these impacts and we focused on bolstering the city's economic recovery, supporting our most vulnerable people, and re-prioritising some of our Vision 2025 projects to focus on what was most important to our communities at that time.

In doing so we have built more than 200 new affordable homes in the city and supported the delivery of many more. We have also gained more than £40m of Town Deal and Levelling Up funding to regenerate the city; worked closely our partners and the development industry to revitalise parts of the city centre; seen regeneration in Sincil Bank go from strength to strength; and provided support and accommodation to people dealing with homelessness in our city on a scale not seen before. We have also reinforced our commitment to addressing the challenge of climate change in our city, investing in energy saving measures and charging infrastructure, and working towards being a plastic free council by 2025.

Like most councils we continue to face substantial funding pressures. As we move towards the end of Vision 2025 and prepare for Vision 2030, we remain committed to being financially sustainable and delivering our One Council approach, transforming and protecting access to our services by investing in technology and making them as efficient and effective as they can be.

We continue to evolve and to innovate, so we can continue to deliver Lincoln's ambitious future.



Our vision

Together, let's deliver Lincoln's ambitious future

The strategic priorities that underpin our vision:





Our aspirations

The aspirations that underpin our five strategic priorities

Let's drive inclusive economic growth

- ▶ Let's build a strong, variable, inclusive and prosperous future for Lincoln
- ▶ Let's continue to help businesses prosper
- ▶ Let's support a culture of innovation
- ▶ Let's attract investment
- ▶ Let's continue to make things happen

Let's reduce all kinds of inequality

- ▶ Let's improve the health and quality of life for the people living in Lincoln
- ▶ Let's help people succeed
- ▶ Let's provide help to the most vulnerable in our city
- ▶ Let's help people feel safe and welcome in their communities
- ▶ Let's help more businesses embrace corporate social responsibility

Let's delivery quality housing

- ▶ Let's provide housing which meets the varied needs of our residents
- ▶ Let's work together to tackle homelessness in Lincoln
- ▶ Let's improve housing standards for all
- ▶ Let's build thriving communities
- ▶ Let's help people have a sense of belonging

Let's enhance our remarkable place

- ▶ Let's show the world what Lincoln has to offer
- ▶ Let's cherish and enhance our natural environment
- ▶ Let's preserve the unique character of our city
- ▶ Let's deliver a rich and varied cultural experience
- ▶ Let's provide interesting, exciting and vibrant places to enjoy

Let's address the challenge of climate change

- ▶ Let's ensure our development approach reduces our carbon footprint
- ▶ Let's set the Lincoln standard for sustainable zero carbon development
- ▶ Let's make walking, cycling and the use of public transport the best and favourite way to move around Lincoln
- ▶ Let's ensure the city's infrastructure is fully adaptable and resilient to the challenges of climate change
- ▶ Let's make our existing housing and business premises energy efficient

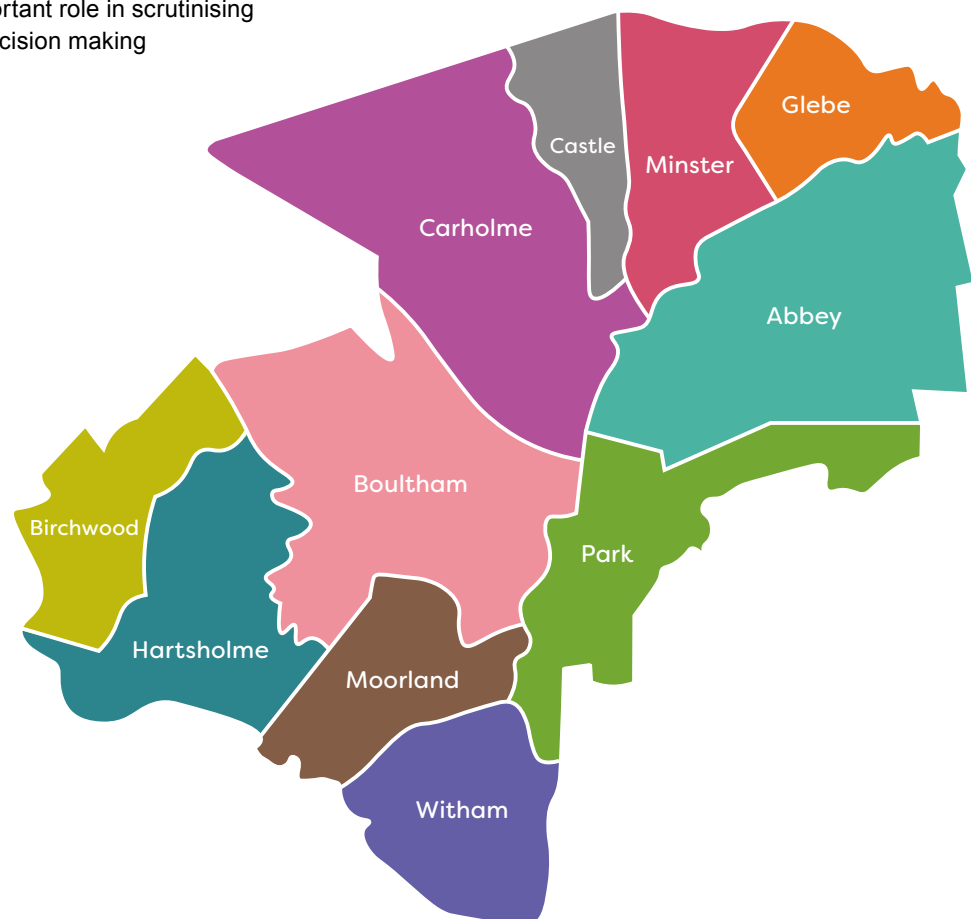
Local democracy that works

We believe it is important you know who your local councillors are, and how they are elected.

Lincoln has 33 councillors, and our election cycle runs over four years. We hold elections for a third (11) of our seats in years 1, 2 and 3, with no election in year 4. Our most recent election took place in May 2023.

Your councillors perform a range of important roles. These include representing you and your views, shaping and creating the council's policies, and deciding how the Council's budget is spent each year.

Your councillors also sit on decision making committees such as Executive, Planning and Licensing, and non-executive councillors play an important role in scrutinising the Council's performance and decision making





Ward Councillors

City of Lincoln Council 2023/24

Council Leader: Clir Ric Metcalfe

Deputy: Clir Donald Nannestad

Abbey Ward



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Ward Councillors

City of Lincoln Council 2023/24

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Lincoln in Numbers



104,000

people

20

Most common age

11%

more residents since 2011 Census

33

Councillors

11

Wards



45,115

homes

7,766

council homes

1,998

people on housing register

4.37

households assessed as homeless (per 1,000)

5.73

City house price to earnings ratio

3,270,070

bins emptied
in 2022/23



35,000

tonnes of waste
collected

49%

reduction in
CO2e emissions
since 2005

381,000

visits to our
leisure centres

47

local a
wildlife sites



20.5%

residents with a disability

64.6%

adults who are physically active

8%

residents
providing unpaid care

30.5%

of children
living in households
in relative poverty



33,000

full time jobs in the city

4.3%

unemployment (aged 16-64)

42%

more students
since 2011 Census

2,700

registered businesses

£2.87b

Gross Value Added
(all businesses)

COST OF LIVING SUPPORT: Funding available in Lincoln to support residents



Volume 3,
From March 2023

There are a number of schemes available for eligible residents struggling during this cost of living challenge.



Supporting our city

The past three years have seen our residents and businesses face many challenges due to the Covid-19 pandemic and the ongoing cost-of-living crisis. We are proud of the wide-ranging support we and our partners have provided in response to these challenges, including:



- ▶ Distributing £44 million in Covid-19 support grants to businesses registered in the city
- ▶ Offered a befriending service to over 18,000 of our more vulnerable and isolated residents during lockdowns. We identified 79 lonely and isolated residents who were in need of longer-term support, and connected them with organisations who could continue to help them
- ▶ Distributed over £6,121,000 to 46,280 households under the Council Tax Energy Rebate Scheme, and a further £104,000 in Energy Bill Support to people on alternative fuels
- ▶ Worked with our local Social Responsibility Charter signees to provide warm packs to support our residents in greatest need
- ▶ Led the city's high-street recovery scheme
- ▶ Provided £500 Covid-19nTest and Trace Support payments to 2,091 customers, totalling £1,045,500
- ▶ Paid a total of £1.55 million in Household Support Fund payments to qualifying Lincoln residents, with more yet to be paid
- ▶ Allocated £52,500 of funding to other cost of living partnership-led projects in the city
- ▶ Worked with partners to help 127 of our most vulnerable residents reduce foodbank dependency by signposting them to the Lincoln Community Grocery



Let's reduce all kinds of inequality



What we've achieved

- ▶ Worked with training providers, businesses and partners to increase opportunities for local people to access training and employment
- ▶ Led multi-agency support for rough sleepers in the city
- ▶ Worked to reduce incidences of suicide through a rolling programme of awareness training for frontline staff
- ▶ Opened the Sincil Bank Community Hub providing a range of support and advice to local residents
- ▶ Provided vital support to residents as they adapted to Universal Credit
- ▶ Upgraded our CCTV server room and installed a total of 34 CCTV cameras in Abbey, Carholme, Castle and Park wards. These improvements, funded by the Safer Streets Fund, and supported by the Police and Crime Commissioner, has helped to provide safer routes for visitors, residents and students who choose to walk home after a night out in the city centre
- ▶ Worked with Compassionate Lincoln to deliver a high-profile Homelessness Conference – attended by over 100 representatives from 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
- ▶ Developed and launched a Social Value Policy, which ensures our employees, contractors and suppliers are aware of the commitment to long term social, ethical, environmental and economic sustainability through our procurement process



The Lincoln Community Lottery generates 60 pence of funding for local good causes from every £1 ticket sold.

Supporters donate by selecting their chosen good cause when they purchase a ticket, with 50 pence going directly to that good cause and the remaining 10 pence to a central Community Fund.

Each year residents are consulted on how to spend this central fund, and local charities and community organisations can bid for a proportion of this fund to spend on community projects. In 2023 four bids were accepted and shared a total of £10k for projects to improve green space and support people experiencing homelessness in the city.





“Committing to the Charter makes both your business and staff more aware of the importance of supporting the local community and people we work closely with.

It makes for a happier and healthier workforce, community and environment {and} it also improves working relationships with other like-minded businesses.

Charter signee, 2023

The Lincoln Social Responsibility Charter launched in 2018. The Charter gives recognition to local organisations who take steps, above the statutory minimum, to support their employees and local community.

Let's reduce all kinds of inequality



Work in progress

- ▶ Providing a broad range of essential cost of living support to residents of Lincoln
- ▶ Developing a District Health and Wellbeing Strategy, focused on improving the health of residents across the city
- ▶ Continuing to deliver the Sincil Bank revitalisation project to make the area a better place for people to live and work
- ▶ Funding £300,000 of community projects across the city's 11 wards, with support from government's UK Shared Prosperity Fund and Investors in Lincoln.
- ▶ Supporting more local organisations to join the Lincoln Social Responsibility Charter – so far over 100 have gained accreditation
- ▶ Continuing to deliver the Lincoln Community Lottery as a fundraising tool for local good causes
- ▶ Promoting our green spaces and leisure areas to continue to inspire residents to lead healthy lifestyles





The Sincil Bank Community Hub was set up in 2018 as part of the wider Sincil Bank Revitalisation Project, to make the Sincil Bank area a better place for people to live and work – both now and in the future.

The Hub has been a vital source of support for the local community and has helped to improve community cohesion as well as provide advice for individual residents to help them access services.

Sincil Bank Community Chest, funded by the Neighbourhood Team and Investors in Lincoln has been used to kickstart community activity in the area. Over £50k has already been allocated to projects for the benefit of the community and, using government funding and further funding from Investors in Lincoln, the scheme is now being expanded to all 11 wards in the city.

“ We were looking for a larger space to grow our church and were keen to be located in Sincil Bank. We work closely with the Neighbourhood Team, and regularly refer people to the Sincil Bank Community Hub. This has proven to be a lifeline for many, offering a place where people can access guidance and advice, and helping people get more involved in the community where they live. The Community Chest has been a really effective tool to kickstart community activity in the area, we are delighted to have been able to offer our space to host events and activities. The Neighbourhood Team has transformed the area, and our Portland Street space has become a very special place to work.

Sian Wade, Bridge Church

Let's deliver quality housing



What we've achieved

- ▶ Supported the delivery of new affordable homes in Lincoln
- ▶ Delivered 213 new council homes in the city since 2020
- ▶ Delivered a private sector heating scheme, which saw £200k of funding allocated to improve central heating in private homes
- ▶ Worked to bring many more empty homes in the city back into use
- ▶ Secured grant funding to address issues of poor insulation and heating within the private sector
- ▶ Continued to deliver our housing improvement programme, which aims to continually improve the standard of the council homes we provide
- ▶ Invested in our fleet of housing repair vehicles and launched a new Scheduled Repairs process aimed at improving customer service and choice, enhancing the efficiency of our council housing repairs service, and reducing our carbon footprint. This approach has enabled us to successfully manage over 30,000 repairs to our council properties each year
- ▶ Supported all the government's refugee and asylum resettlement programmes
- ▶ Delivered a Rogue Landlords Scheme, focused on prosecuting landlords who failed to comply with statutory requirements and working with partner enforcement agencies to target criminal landlords
- ▶ Completed the development of a residential scheme on land off Rookery Lane. The development has delivered a mix of affordable two, three, and four-bedroom houses, two-bedroom bungalows and one-bedroom flats
- ▶ Adopted the Private Housing Health Assistance Policy, which enabled more flexibility in the use of Better Care Funding to help people remain in their own home





A purpose-built complex of fifty one-bed and twenty two-bed apartments, De Wint Court extra care facility provides high quality supported living for people aged 55 years and over. All apartments in the scheme, which was delivered in partnership with Lincolnshire County Council and Homes England, are available for affordable rent.

The project has been a great success and has helped us to fulfil our ambitions to create modern and sustainable accommodation in the city to support some of our most vulnerable residents to live independently, whilst benefitting from being part of a community. Following huge demand for this scheme, we have now commenced a wider review of all our supported housing in the city to identify more ways we can support the current and future needs of our tenants.

Let's deliver quality housing



Work in progress

- ▶ Building on our success of achieving an EPC rating of C or above for 77% of our council homes, aiming to reach 100% by 2030
- ▶ Continuing to deliver a campaign to encourage private sector landlords in the city to sign up to our Trusted Landlord Scheme
- ▶ Setting up a downsizing initiative, to help our tenants who have spare bedrooms move to properties better suited to their needs
- ▶ Delivering a revised Housing Revenue Account Business Plan, which will help determine how we will increase and regenerate our council housing over the next 30 years
- ▶ Building 11 new high quality, sustainable council homes at our former garage site on Hermit Street
- ▶ Developing a masterplan to deliver 300 – 400 new, high quality council homes on land at Queen Elizabeth Road
- ▶ Creating a housing development pipeline for the city, which will help us to deliver 1,700 affordable homes in the city over the next 30 years
- ▶ Introducing new policies for our Repairs and Communal Areas, providing greater clarity on how we handle property repairs and setting expectations for how communal areas should be used for the benefit of our tenants and leaseholders





Our award winning Home Energy Upgrade Scheme launched in 2021 and enables residents with a household income of £30,000 or under, who are living in energy inefficient homes to apply for funding to make their homes warmer and more efficient.

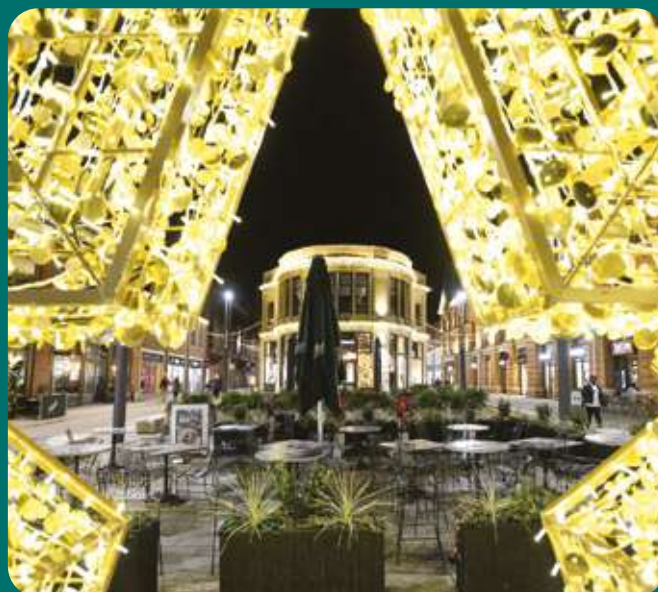
Qualifying households are entitled to grants for a range of improvements including loft insulation, solar panels and air source heat pumps. So far our retrofit programme has improved energy efficiency in 208 fuel poor, privately owned homes in the city.

Let's drive inclusive economic growth



What we've achieved

- ▶ Obtained outline planning consent for the new 3,200 home community at Western Growth Corridor with work started on site providing the new access point at an improved signalised junction on Skellingthorpe Road
- ▶ Supported the University of Lincoln in securing Lincolnshire's first Medical School
- ▶ Supported the development of the Lincoln Science and Innovation Park, providing more than 300 new high value jobs in digital, defence, health and science growth sectors
- ▶ Retained strong Civic and International Partnerships to help raise the profile of the city
- ▶ Worked with the city's two universities and Lincoln College to grow the education, research and development strengths within the city





- ▶ Continued to support local businesses through offering managed workspaces and business advice to help new businesses thrive
- ▶ Supported and helped shape the phased regeneration of the Cornhill Quarter
- ▶ Worked with the Greater Lincolnshire Local Enterprise Partnership and Lincolnshire County Council to develop the Local Industrial Strategy and plans for growth in the area
- ▶ Delivered a Town Investment Plan bringing £19 million of additional investment to Lincoln supporting 13 partner projects, together with a place-based partnership in the Lincoln Town Board to govern its delivery
- ▶ Reviewed and adopted of the updated Central Lincolnshire Local, which sets out where and how the city will develop over the next 20 years

Let's drive inclusive economic growth



Work in progress

- ▶ Continuing to implement Heritage Action Zone and Town Funded grants projects, maintaining, protecting and restoring city centre shop fronts, historical buildings and heritage sites at risk
- ▶ Continuing to transform Lincoln into a Digital City, helping the city become a smart place that is truly digitally enabled to support business innovation, access to transport and healthcare, and a range of other benefits. Examples include Town Funding through the Town Deal, for partners to deliver the Lincoln Made Smarter and Lincoln Connected projects
- ▶ Continuing to let our managed workspaces at Greetwell Place and The Terrace, providing a supportive environment for growth and development for the City's SME Businesses
- ▶ Supporting the delivery of a range of regeneration projects using government's £19 million Town Deal funding, including a new cultural hub at the Barbican, a new visitor and educational facility at Greyfriars, a new business Hub at Lincoln Science and Innovation Park and improved public realm environment in the Sincil Bank area





Restoration and repurposing of the Grade II listed Cornhill Market and City Square, is now complete, providing a modern, strong and sustainable indoor and outdoor market in the city.

The new 'Cornhill Market' is opening in Spring 2024 and will provide a range of regular traders, pop-up stalls and event based activity showcasing Lincolnshire produce and products. The space will also be used for community based events including workshops, skills training and clubs meeting space.





Let's drive inclusive economic growth



Outline planning permission was formally granted for development of Western Growth Corridor in 2022, and work started on site in August 2023 to deliver the southern access into the site from Skellingthorpe Road.

This work enables up to 300 new homes to be delivered (subject to further planning approvals). This is the largest development project undertaken in the city for decades, and will deliver 3,200 much needed homes, a neighbourhood centre open space, leisure and recreation facilities. The development will bring more than £500 million worth of investment into the city, and will also deliver vital transport infrastructure to help improve connectivity within the city.

In August 2022, the council, supported by the city's MP Karl McCartney, were successful in bidding for £20million of government funding to support delivery of the eastern access to the Western Growth Corridor development. This links the site to Tritton Road and provides a key part of a future alternative route into the city centre from the Birchwood/Hartsholme area. Subject to final costs and approvals, it's anticipated that these works will start in summer 2024, and be completed by mid-2026.



Let's enhance our remarkable place



What we've achieved

- ▶ Enhanced outdoor play provision in the city (£1.7m)
- ▶ Completed our £1 million investment in our allotment sites
- ▶ Launched an intervention project to tackle ASB and begging in the city centre
- ▶ Completed a Conservation Area Appraisal for Lincoln High Street
- ▶ Completed renovation of Yarborough and Birchwood Birchwood Leisure Centres
- ▶ Delivered the Lincoln Good Design awards, celebrating great architectural design in planning applications received over the last two years
- ▶ Continued to be awarded Green Flag status, year on year, for Boultham and Hartsholme Parks and the Arboretum.



Further progressed Sincil Bank Regeneration Scheme

- ▶ Introduced CCTV cameras to help tackle fly tipping and improve community safety
- ▶ Took action to restrict the display of 'to let' boards on properties, improving the streetscene and making the area feel less transient
- ▶ Supported the creation of Sincil Community Land Trust, who have already developed a green space
- ▶ Supported a series of projects to brighten up the area, including repainting old cast iron street name plates, and an art trail of painted Virgin Media street boxes by local artists
- ▶ Completed major construction work to the dam wall in Hartsholme Country Park
- ▶ Supported creation of Bio havens on Brayford Pool, which has kick started further assessment of how we can add more greenery to the city centre
- ▶ Completed external refurbishment of the crematorium to provide a welcoming environment where people can say goodbye to loved ones



Let's enhance our remarkable place



Following the success of our restoration of Boultham Park, the Boultham Park Lake Restoration Project started in 2020/21.

Restoration was completed following extensive community involvement to encourage local people to become actively involved in the park.

Following community feedback, the project has delivered additional benefits to help people get closer to nature including more seating areas and a viewing platform, improved footpaths, public art interpretations and access for occasional boating. The Park and lake area now host activities and events, and offer lots of opportunities for volunteering, education and leisure.





Let's enhance our remarkable place



Work in progress

- ▶ Making significant progress to re-imagine Greyfriars, successfully securing a second funding bid from the National Heritage Lottery Fund of £1.952m
- ▶ Reprocurring our grounds maintenance, waste collection and street cleansing contracts, reviewing how we deliver these vital services in the city and ensuring we are ready for national changes that will overhaul how councils collect and dispose of waste
- ▶ Working in partnership with the Heritage Trust of Lincolnshire to receive funding from the Architectural Heritage Fund, which will bring the properties at 40 - 42 Michaelgate back into use
- ▶ Creating Hope Wood on council-owned land near to Boultham Park, aiming to enhance local biodiversity of the area through thoughtful planting of thousands of trees and shrubs. This will be an accessible space for residents and visitors to enjoy for years to come





In early 2023 we made a difficult decision to cancel the annual Christmas Market, due to concerns over the ongoing safety of the event for visitors.

During the summer, following significant feedback from local businesses, residents and visitors, we announced a programme of new free year-round activities in the city for all ages. We are undertaking further work to develop a strong cultural partnership for the city, which will lead to a further new events and a festivals strategy. So far in 2023 we have launched Lincoln Live, the hugely successful Monster Invasion, and the Lincoln Ice Trail.

Our initial programme of events in 2023 has been a great success, helping us to maintain high numbers of visitors in the city, particularly during the festive period. We will be building on this success in 2024 with a range of exciting events throughout the city centre, celebrating Lincoln's culture and heritage and supporting others to host an even wider range of events to showcase our remarkable city.

Lincoln is a fantastic place to live and visit and we will continue to take on board requests and ideas from people across the city to further develop our events programme throughout 2024 and beyond.



Let's address the challenge of climate change



What we've achieved

- ▶ Declared a climate emergency, including a commitment to work with our partners and community to achieve carbon neutrality by 2030
- ▶ Worked with partners on the Lincoln Climate Commission to develop a Lincoln 2030 Climate Action Plan
- ▶ Achieved 'Green' level Environmental Management Accreditation by 'Investors in the Environment'
- ▶ Supported putting climate change at the heart of the Central Lincolnshire Local Plan, incorporating our ambitions to make Central Lincolnshire a net zero carbon area. This trailblazing approach will help to pave the way for other areas to follow us in tackling climate change through the planning process
- ▶ Local Air Quality Annual Status Report 2023 submitted to DEFRA showing that we have been complying with the UK's air quality objectives for the last 4 years
- ▶ Continued to move towards being plastic free by 2025 and encouraging partners to do the same
- ▶ Provided support to infrastructure projects to ensure that they are adaptable to climate change and buildings are low or zero carbon where possible
- ▶ Completed Phase 2 of the Green Homes Grant Local Authority Delivery Scheme in September 2023, with 134 households receiving retrofitted energy saving measures to alleviate fuel poverty
- ▶ Made a Single Use Plastic (SUP) declaration and action plan to stop using single use plastics, working with Plastic Free Lincoln to support businesses in the city to eliminate single use plastics
- ▶ Updated our employee travel plan, designed to reduce car use and provide improved and more environmentally sustainable travel options for our staff
- ▶ Secured funding to set up and deliver a Home Energy Advice Service to support vulnerable residents to improve the energy efficiency of their home, reducing carbon and improving thermal comfort



LINCOLN CLIMATE COMMISSION

Climate Hope Lincoln was launched by the Lincoln Climate Commission and Local Motion in June 2023 to establish a stronger network across a range of individuals and organisation to coordinate climate campaigns and engagement across this city in an attempt to reach a wider audience.

As part of Great Big Green week we worked with our partners to support a range of events and activities to paint Lincoln green, this was launched by holding a flash dance on Lincoln High Street.



Let's address the challenge of climate change



Work in progress

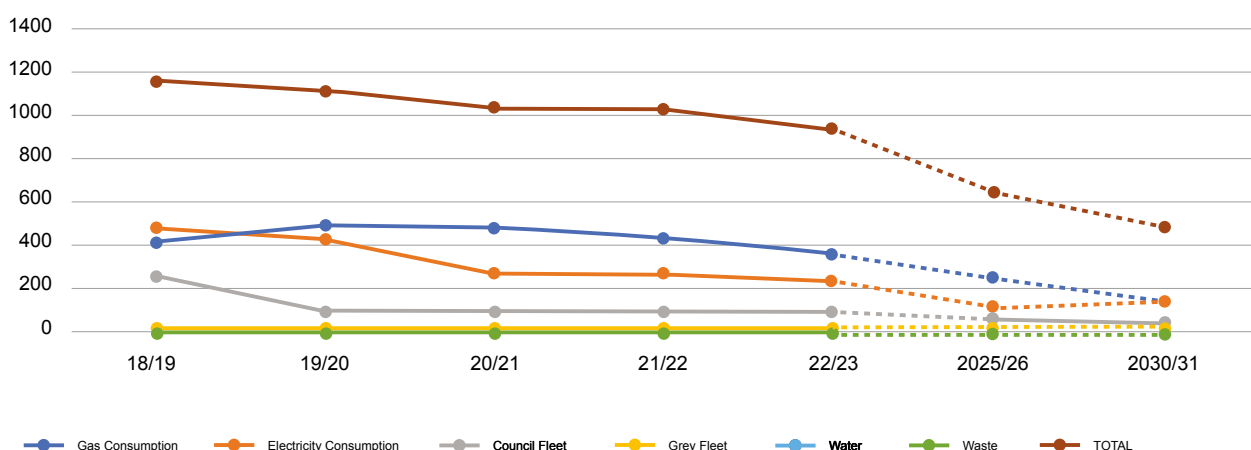
- ▶ Working with key partners and private investors to undertake a feasibility study to establish a low carbon district heat network for new and existing homes, and leisure and retail outlets
- ▶ Supporting the Greater Lincolnshire Circular Economy objectives
- ▶ Working with the Central Lincolnshire Local Plan Scheme to set up a carbon offsetting fund



The Council continues to reduce its greenhouse gas emissions, with further reductions planned by **2030**. These reductions have been achieved by:

- ▶ Using an environmental management system to record emissions, identify and implement carbon reduction measures
- ▶ Replacing some of our IT servers with virtual servers to reduce electricity consumption
- ▶ Installing LED lighting and sensor controls in our multi-storey car parks and offices
- ▶ Using ultra low emissions vehicles and recharge points in twelve council owned car parks
- ▶ Installing solar thermal and PV on seven housing sites and four Council buildings
- ▶ Decarbonising our public buildings including the Crematorium and Central Market

Annual 1CO2e by Measure





Sustainable Regeneration.

- ▶ Extending our work to eliminate single use plastics in the city centre by introducing requirements for Cornhill Market stall holders to not use single use plastics, and by installing a water fountain to encourage visitors to use refillable water bottles
- ▶ Including restrictions on single use plastics in council contracts for events including our city-wide events programme and externally organised events such as the Lincoln 10k
- ▶ Applying to the Sport England Swimming Pool Fund for funding to decarbonise our swimming pool at Yarborough Leisure Centre and deliver further capital investment to decarbonise public sector buildings in the city
- ▶ Incorporating smart technology and low carbon energy solutions into our Re-Imagining Greyfriars project
- ▶ Supporting plans through the Towns fund Programme for low carbon heating and insulation as we redevelop the Barbican
- ▶ Delivering the Sincil Bank Gateways and Greening project to improve cycling and walking opportunities
- ▶ Introducing the 'Lincoln Standard' for zero carbon new council homes





Looking ahead - Preparing for Vision 2030

During the coming year we will be developing and launching our next strategic plan, Vision 2030. We are proud of all we have achieved with Vision 2020 and Vision 2025, however there is much more we want to achieve to make Lincoln achieve its potential whilst improving the lives of our residents and communities.

Some of our future aims are:

- ▶ Invest £1.5bn in our council housing stock and estates over the next 30 years
- ▶ Continue to use our regulatory powers to drive up standards in the private rental sector
- ▶ Improve access to temporary accommodation and affordable homes so all our residents can have a safe, secure home
- ▶ Complete our major investment in the city's waste, grounds maintenance and cleansing services, including introducing new more environmentally sustainable collections for different waste types



- ▶ Continue to tackle antisocial behaviour, with even greater focus on making the evening economy safer
- ▶ Deliver a range of projects to further enhance our city, using £40 million of external funding awarded by the Town Deal and Levelling Up
- ▶ Develop an Inclusive Growth Strategy to inform how we will address economic inequality in the city
- ▶ Continue our commitment to regenerate and invest in the city's heritage
- ▶ Progress delivery of Western Growth Corridor, including securing vital funding to build the link bridge to Tritton Road
- ▶ Improve access to outdoor recreation for all our communities, and deliver initiatives focussed on greening the city centre and improving the physical environment
- ▶ Fundamentally review our leisure offer in the city, investing in improvements that will deliver maximum benefit to our residents
- ▶ Explore opportunities to regenerate existing woodlands and create new ones to contribute to improved biodiversity in the city
- ▶ Continue to decarbonise our assets and work with key stakeholders to challenge the affects of climate change
- ▶ Continue to transform how we work so our customers can access our services when and how they need them

Our Council

Our Transformation

We are committed to delivering excellent and consistent customer service through multiple channels, with customers choosing how to access our services in a way that best meets their needs. We have begun redesigning our services with a website-first approach, which will empower the majority of our customers to find information and carry out transactions with us online. This will improve our capacity to provide a more personalised service to our most vulnerable customers who require additional support. We are also refining and automating how we administer our services, so we are best prepared for the further financial challenges that lay ahead.

Our Performance

Like most councils we continue to face unprecedented funding pressures. However we are continuing to deliver high performing, excellent value money services across all areas. Highlights include:

16.61

Lincoln's Days taken to process new housing benefits claims

99.99%

Compliant premises (Food Health and Safety)

100%

Proportion of council rent received against rent owed

99.67%

Priority (1 day) housing repairs completed on time

Above Average

'Net Promoter Score' for both our leisure centres



Our Vision and
Core Values

Our Priorities
and Aspirations

Our Service
Plans

Our Team
Objectives

Our Individual
Objectives

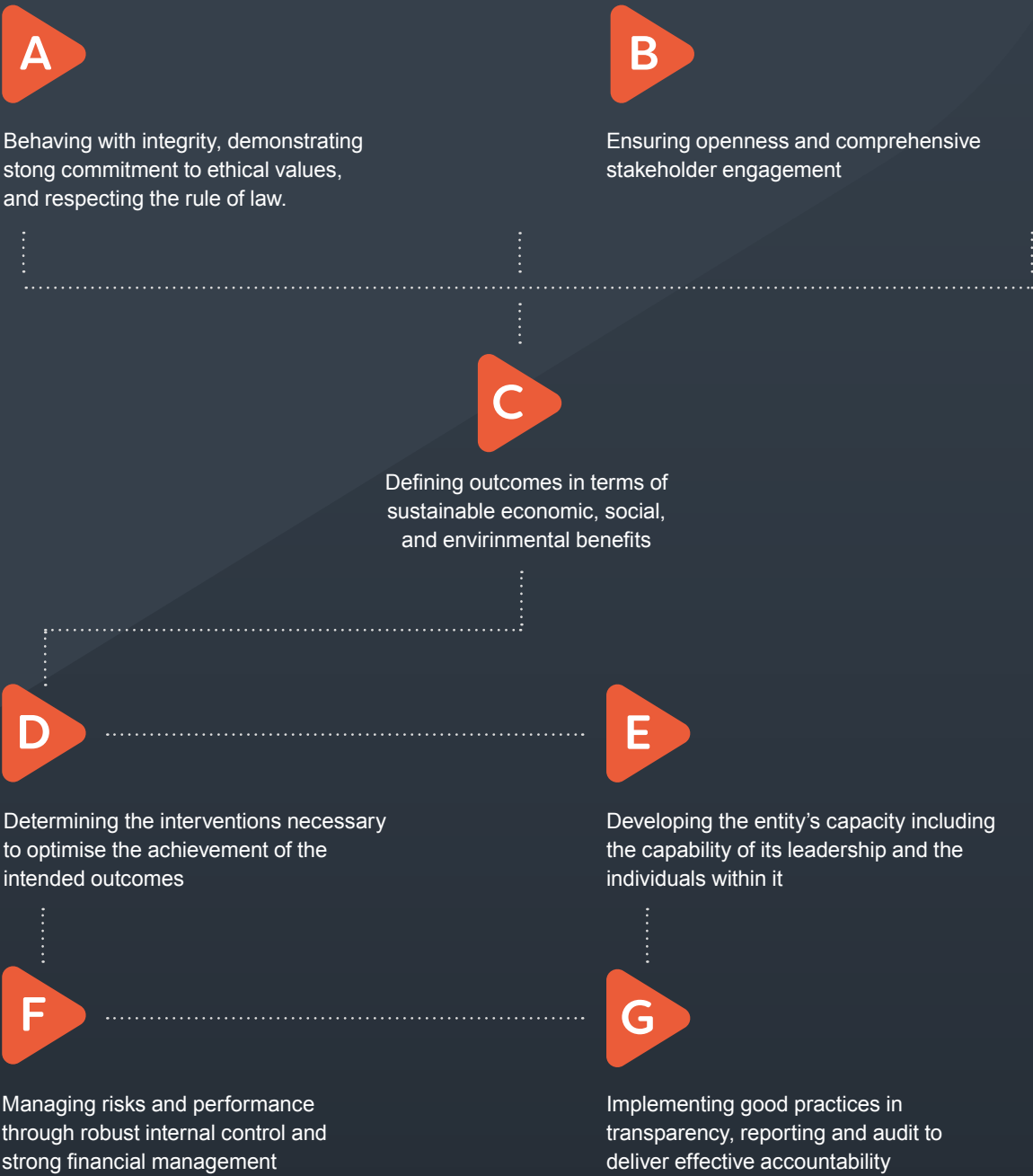
Our Council

Our Governance

Good governance enables us to ensure we are doing the right things for the right reasons, and that we run the Council according to the law and proper standards. We have a Code of Corporate Governance, last updated in May 2023, which sets out how we meet these standards.

Every year we produce an Annual Governance Statement, included in our Statement of Accounts, that explains how we have complied with this Code over the previous year.

We can provide a high level of assurance that our current governance arrangements are appropriate, fit for purpose and working well in practice.





Our Finance

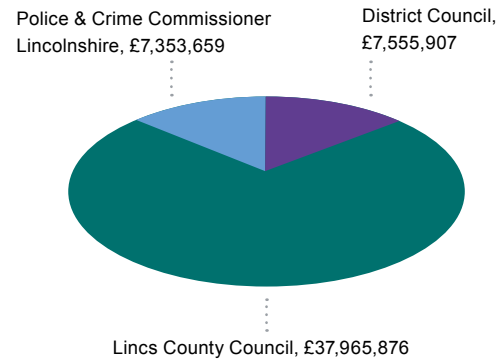
Each year we produce a full Statement of Accounts, which sets out the council's financial position. This section gives a summary view of the income we receive and how we use this to fund our services.

About your Council Tax

Council Tax is just one of the Council's income streams, and accounts for just over £7.5 million (approximately 6%) of our total income.

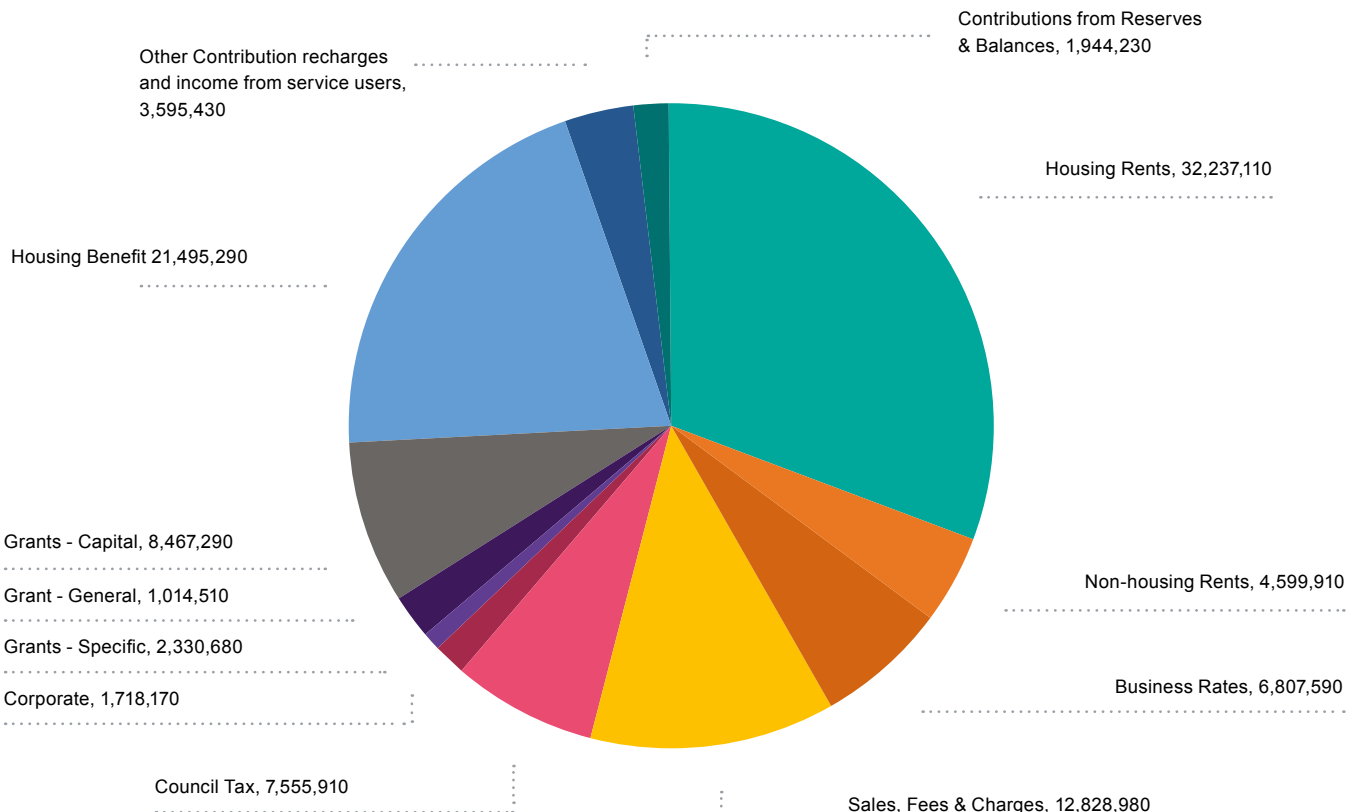
Where it goes:

City of Lincoln Council collects all of the Council Tax for the county, but only keeps 14%.



Where our money comes from:

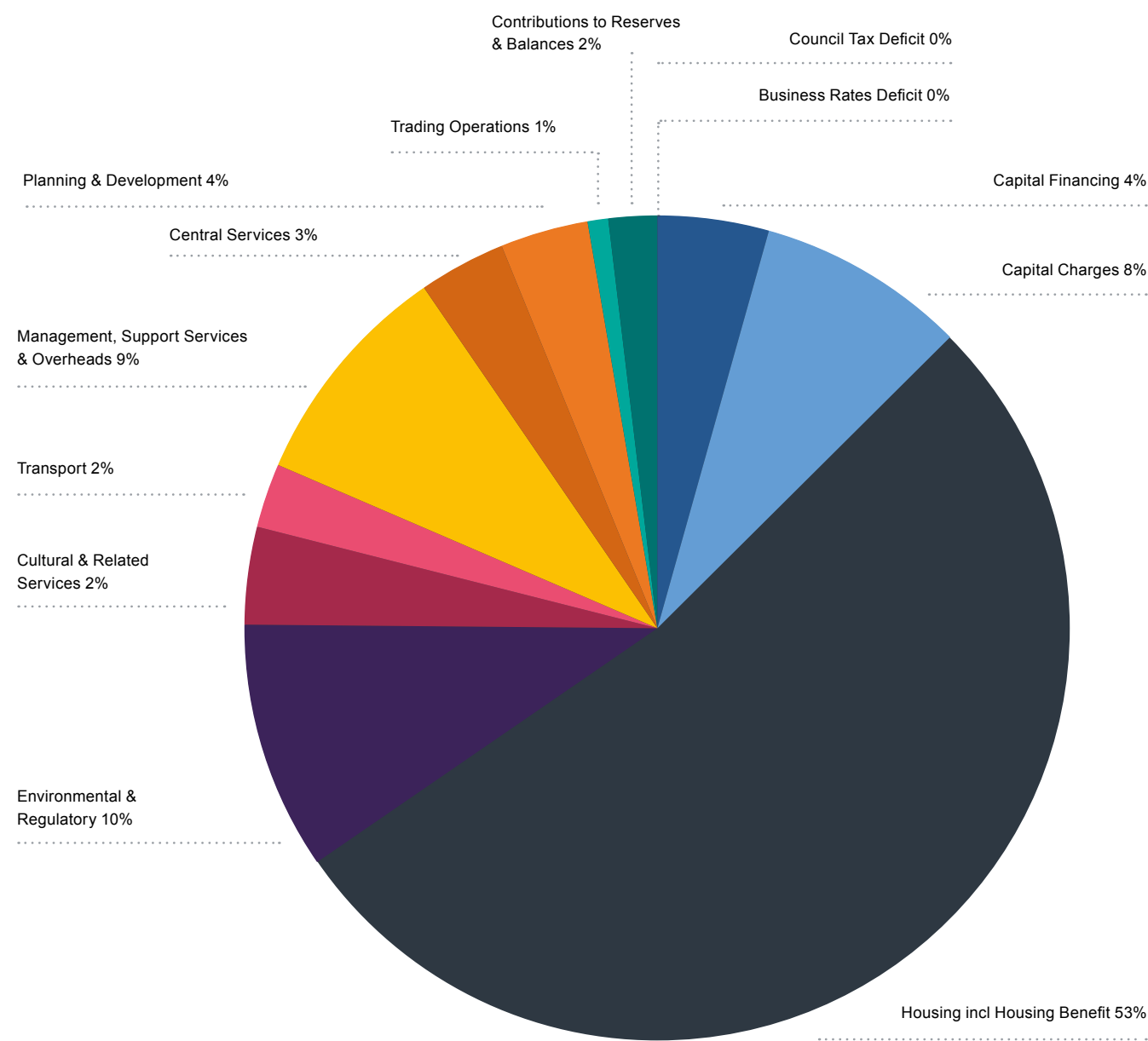
- We receive our income from a wide range of other sources including rents, grant funding and sales, fees and charges.
- Our total forecast income for 2023/24, excluding housing rents, is £73.3 million. We are also forecast to receive around £32.2 million in housing rents, which funds our Housing Revenue Account.
- Collectively, this £104.5 million income is used to deliver all our services.



Our Council

How we use this income to deliver services:

Over 60% of our total budget is used to fund housing services. This includes additional services not funded from council housing rents including temporary accommodation, homelessness prevention and independent living services for vulnerable and elderly people.





The City of Lincoln Council is passionate about promoting equality and diversity. If you have difficulty in understanding anything in this document, please call us on **01522 881188**, or email us at **customer.services@lincoln.gov.uk**, where we can call in an interpreter for you.

Bangla:

ইক্স য়ালটি এয়ানড ডাইভার্সিটি (সমতা ও বৈচিত্র্য) অগ্রগতি করত। এই সটি অভ লঙ্কিন কাউন্সলি প্রবল ভাবে উৎসাহী। এই নথিতে কে ম কঙ্কি বুঝতে আপনার অসুবিধা হলে, দয়। করে 01522 881188, নম্বর আমাদরে কল করবনে অথবা **customer.services@lincoln.gov.uk**, ঠিকানায় আমাদরে ইমাইল করবনে যে ক্ষেত্রে আপনার জন্য আমরা একজন দ্ ভাষীকে ডেকে আনতে পারব।

Bulgarian:

Община Линкълн изключително много държи да насърчава равенството и разнообразието. Ако се затруднявате да разберете нещо в този документ, моля, обадете ни се на номер 01522 881188 или ни изпратете имейл на **customer.services@lincoln.gov.uk**, където можем да Ви свържем с преводач.

Chinese (Simplified, PRC):

林肯市议会 (the City of Lincoln Council) 热衷于促进平等与多样性。如果您难以理解本文档中的任何内容, 请致电01522 881188与我们联系, 或发送电子邮件**customer.services@lincoln.gov.uk**, 我们可以为您提供翻译服务。

Lithuanian:

Linkolno savivaldybė aistringai skatina lygybę ir įvairovę. Jei jums sunku suprasti tai, kas parašyta šiame dokumente skambinkite mums 01522 881188 arba rašykite el. paštui **customer.service@lincoln.gov.uk** ir mes galėsime jums suorganizuoti vertėją.

Polish:

Radzie Miasta Lincoln zależy na promowaniu równości i różnorodności. Jeżeli mają Państwo trudności ze zrozumieniem treści zawartych w niniejszym dokumencie, prosimy skontaktować się z nami pod numerem telefonu 01522 881188 lub wysyłając e-maila na adres **customer.services@lincoln.gov.uk**, w ten sposób będziemy w stanie zamówić usługi tłumaczeniowe dla Państwa.

Romanian:

Consiliul oraşului Lincoln este pasionat de promovarea egalităţii şi a diversităţii. În cazul în care întâmpinaţi dificultăţi în a înţelege ceva din acest document, vă rugăm să ne sunaţi la 01522 881188 sau să ne trimiteţi un e-mail la **customer.services@lincoln.gov.uk**, şi vă putem chema un interpret.

Russian:

Городской совет г. Линкольн пропагандирует принципы равенства и культурного разнообразия. Если Вы не уверены, что можете прочитать и понять данный документ или его части, убедительная просьба позвонить нам по телефону 01522 881188 или написать по адресу **customer.services@lincoln.gov.uk**. Мы запросим для Вас услуги переводчика.



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, for example in large print or electronically, please contact us on **(01522) 873657** or email **policy@lincoln.gov.uk**.

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