

EXECUTIVE

Monday, 24 June 2019

6.00 pm

Committee Room 1, City Hall

Membership: Councillors Ric Metcalfe (Chair), Donald Nannestad (Vice-Chair), Chris Burke, Bob Bushell, Rosanne Kirk and Neil Murray

Officers attending: Angela Andrews, Democratic Services, Kate Ellis, Jaclyn Gibson, Daren Turner, Simon Walters and Carolyn Wheeler

A G E N D A

SECTION A

Page(s)

MINUTES AND EXTRACTS

1. Confirmation of Minutes - 28 May 2019 **3 - 14**
2. Declarations of Interest

Please note that, in accordance with the Members' Code of Conduct, when declaring interests members must disclose the existence and nature of the interest, and whether it is a disclosable pecuniary interest (DPI) or personal and/or pecuniary.

CUSTOMER EXPERIENCE AND REVIEW

3. New Strategic Performance Measure Set **15 - 30**

ECONOMIC GROWTH

4. Lincoln Intervention Team - Year 2 Funding **31 - 36**
5. Lincoln High Street Character Appraisal **37 - 108**
6. Exclusion of the Press and Public **109 - 110**

You are asked to resolve that the press and public be excluded from the meeting during the consideration of the following items because it is likely that if members of the press or public were present, there would be disclosure to them of 'exempt information'.

In accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, notice is hereby given of items which will be considered in private, for which either 28 days' notice has been given or approval has been granted by the appropriate person specified in the Regulations. For further details please visit our website at <http://www.lincoln.gov.uk> or contact Democratic Services at City Hall, Beaumont Fee, Lincoln.

These items are being considered in private as they are likely to disclose exempt information, as defined in Schedule 12A of the Local Government Act 1972. No representations have been received in relation to the proposal to consider this item in private.

SECTION B

OUR PEOPLE AND RESOURCES

- | | |
|---|------------------|
| 7. Local Agreement - On Call Rota for Tactical Commanders | 111 - 116 |
| [Exempt Para(s) 2] | |
-

REDUCING INEQUALITY

- | | |
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| 8. Fixed Term Contract: Community Services Manager | 117 - 122 |
| [Exempt Para(s) 2, 3] | |

Present: Councillor Ric Metcalfe (*in the Chair*),
Councillor Donald Nannestad, Councillor Chris Burke,
Councillor Bob Bushell, Councillor Rosanne Kirk and
Councillor Neil Murray

Apologies for Absence: None.

1. Confirmation of Minutes - 20 March 2019

RESOLVED that the minutes of the meeting held on 20 March 2019 be confirmed.

2. Declarations of Interest

No declarations of interest were received.

3. Q4 2018-2019 Operational Performance Report

Purpose of Report

To present the Executive with a summary of the operational performance position for quarter four of the financial year 2018/19.

Decision

That the report be noted and relevant Portfolio Holders be asked to ensure that management had a local focus on those highlighted areas showing deteriorating performance.

Alternative Options Considered and Rejected

None.

Reason for Decision

Key headlines from performance results in respect of those areas performing well were noted as follows:

- the number of users logged into the self-service system MyInfo had increased from 9,865 at quarter four last year to 10,199 at quarter four this year;
- the average time take to answer a call in customers services had decreased by 12 seconds compared to quarter four last year at 92 seconds;
- the business rates collection rate had exceeded its upper target of 99.15% at 99.81%;
- the average days taken to process housing benefit claim changes of circumstances had beaten its five day target at 4.12 days;
- the percentage of invoices paid within 30 days had improved from 95.17% in 2018 to 97.79% this year;
- the total number of users of health and recreation facilities increased by 29,740 users since quarter four last year to 247,921 this year;

- the percentage of food health and safety controls that should have been completed and had been had improved from 82.1% in quarter three to 96.5% in quarter four;
- Lincoln premises achieved an average food hygiene rating of 4.69 out of a possible 5;
- the percentage of planning applications approved was above its target of 97%, outturning at 98%;
- the number of empty homes brought back into use reached 47 in 2018/19;
- the rent collected as a proportion of rent owed had surpassed its target of 96.50%, achieving outturn of 99.24%;
- the final level of tenant arrears was better than the target of 3.50% with an outturn figure of 2.66%;
- the percentage of reactive repairs completed within target time was above the target of 97.50% at 98.65%;
- face to face enquiries at City Hall had decreased in quarter four to 4,731 compared to 9,826 in quarter four last year;
- new benefit claims had decreased from 7,296 in quarter four last year to 5,252 in quarter four this year. Universal Credit had affected the housing benefit claims, but Council Tax support was also reduced.

Those areas where performance could be improved were noted as follows:

- the in-year collection rate for Council Tax had decreased by 0.41% since quarter four last year, outturning at 96.76%, although just above the lower target;
- the level of outstanding customer changes in the revenues team had increase to 437 in quarter four this year, from 121 in quarter four last year;
- the percentage of waste that was recycled or composted had increased to 34.94% this year but was still below its lower target of 35%;
- the time to determine a planning application had deteriorated from 59.4 days in quarter three to 68.81 days in quarter four;
- the satisfaction of public protection and anti-social behaviour complainants on how the complaint was handled had decreased from 92.7% in quarter three to 81% in quarter four;
- the average re-let time in calendar days for all dwellings was outside its lower target of 28 days with a figure of 30.02 days;
- the number of housing benefits and council tax support customers waiting assessment had increased from 696 last quarter four to 897 this year;
- the percentage of risk based quality checks made where the benefit entitlement was correct was below its lower target of 86.50%, with a figure of 86.07%.

It was also reported that the overall sickness data for quarter four was 3.06 days per full time equivalent, excluding apprentices. This brought the cumulative total of sick days to 10.35 days, which was 3.27 days less than last year and was the lowest outturn since 2012/13.

Other achievements during the quarter were noted as follows:

- Lincoln's Central Car Park won the best new car park at the British Parking Awards 2019;
- Lincoln Guildhall had been awarded the 'Best Told Story' Accolade for 2018 by Visit England;

- Lincoln's 'To Let' board ban having been approved had been implemented in specific areas in the city;
- the City of Lincoln Council had been shortlisted for three Municipal Journal Awards;
- Lincoln won £235,000 of funding from the Ministry of Housing, Communities and Local Government for a number of projects in the Sincil Bank area;
- Lincoln was the number one place in the East Midlands region for food hygiene standards and joint sixth across the country according to new data.

The Leader of the Council conveyed his thanks on behalf of the Executive to the dedicated staff at all levels across the authority and was very proud to see such a positive report, together with confirmation of further awards and nominations.

4. Financial Performance - Outturn 2018/19

Purpose of Report

To present to the Executive the provisional 2018/19 financial outturn position on the Council's revenue and capital budgets, including the General Fund, the Housing Revenue Account, the Housing Repairs Service and Capital Programmes.

Decision

That the Executive:

- (1) Notes the provisional 2018/19 financial outturn for the general fund, housing revenue account, housing repairs service and capital programmes as set out in sections three to seven of the report and, in particular, the reasons for any variances.
- (2) Approves the proposed transfer to general fund earmarked reserves as set out in paragraphs 3.11 and 3.12 of the report.
- (3) Approves the financial changes to both the general investment programme and the housing investment programme, as set out in paragraphs 7.3 and 7.9 in the report, that are above the 10% budget variance delegated to the Chief Finance Officer.

Alternative Options Considered and Rejected

None.

Reason for Decision

General Fund

For 2018/19 the Council's net General Fund revenue budget was set at £14,276,460, including a planned contribution to balances of £288,360, resulting in an estimated level of general balances at the year-end of £1,897,724.

The financial performance quarterly monitoring report for the third quarter predicted a shortfall against the revised budget of £206,302. The provisional outturn for 2018/19 now indicated that this shortfall had decreased by £159,946, resulting in an overall budget shortfall of £46,356 and represented a variance against the revised budget of 0.33%.

Full details of the main variances were provided in Appendix B, but the key variances were summarised as follows:

- car parking – reduced income of £1,015,648;
- housing benefit overpayments – reduced income of £604,533
- homelessness bed and breakfast – increased expenditure of £101,418
- borrowing costs – reduced expenditure of £270,063
- earmarked reserves – released increased income of £280,220
- contingencies released – reduced costs of £175,930
- business rates Section 31 grants – increased income of £385,881
- revenues and benefits new burdens – increased income of £180,207.

The following contributions to earmarked reserves were requested as part of the report:

- planning delivery fund – the transfer of £95,000 of grant income received to fund an additional post to support large scale applications in 2019/20;
- overachievement of crematorium income – the transfer of £100,000 of surplus income, net of increased cost, to an income equalisation reserve to mitigate against future fluctuations in income levels;
- revenues and benefits shared service – transfer of £100,00 of new burdens funding to a reserve to be utilised in 2019/20, as determined by the Joint Committee.

Following the final outturn being known, it was proposed that the £95,000 planning delivery grant and £100,000 crematorium income were transferred into reserves as previously agreed. However, due to the significant reduction in housing benefit overpayments within the revenues and benefits area, it was proposed that only £45,000 of the new burdens funding was transferred into the reserve. These transfers to reserves were reflected in the provisional outturn position.

Towards Financial Sustainability Programme

The savings target included in the Medium Term Financial Strategy for 2018/19 was £3,800,000. Progress against this target, based on the outturn position, showed a secured total of £3,828,050. A summary of the provisional outturn position was shown in the table at paragraph 3.15 of the report.

Housing Revenue Account

For 2018/19 the Council's Housing Revenue Account net revenue budget was set at zero, resulting in an estimated level of general balances at the year-end of £1,023,099.

The financial performance quarterly monitoring report for the third quarter predicted an underspend of £5,000. The provisional outturn for 2018/19 now indicated an underspend of £3,467 and would result in Housing Revenue Account balances at 31 March 2019 of £1,026,568. The main over and underspends

included within the provisional outturn were summarised as follows:

- Housing Repairs Service – additional income of £271,534;
- rental income – additional income of £161,055;
- supervision and management – additional income and reduced expenditure equating to £141,547;
- repairs and maintenance – increased expenditure of £641,287.

Following outturn, Housing Revenue Account general balances would be £1,026,568, in line with the Medium Term Financial Strategy.

Housing Repairs Service

For 2018/19 the Council's Housing Repairs Service net revenue budget was set at zero, reflecting its full cost recovery nature.

The financial performance quarterly monitoring report for the third quarter predicted a £146,000 surplus outturn for 2018/19. The provisional outturn for 2018/19 showed a trading surplus of £271,534.

The net trading surplus of £271,534 was the result of a number of year-end variations in income and expenditure against the approved budget. The fluctuation between the forecast at quarter three and the final outturn was mainly down to the performance of voids function.

The surplus of £271,534 had been repatriated to the Housing Revenue Account which was the major service user and was reflected in the Housing Revenue Account outturn within the report.

Earmarked Reserves

The details of all earmarked reserves and their balance as at 31 March 2019 were attached to the report at Appendix G and summarised in paragraph 6.1 of the report.

General Fund Investment Programme

The revised General Fund Investment Programme for 2018/19, as approved in the Medium Term Financial Strategy, amounted to £23,460,862. Movements in the programme since the approval of the revised budget decreased actual capital expenditure in 2018/19 to £13,968,238. A further £175,000 was approved in 2018/19 to transfer land from the Housing Revenue Account to the General Fund, creating additional resources within the Housing Investment Programme. No physical income, receipt or expenditure had been recorded as transfer occurred between council funds.

Budget re-profiles approved by the Chief Finance Officer during the final quarter were detailed at Appendix I attached to the report.

The provisional outturn position for the General Investment Programme was set out in paragraph 7.5. Overall spending on the programme for 2018/19 was £13,968,238 which was 59.54% of the revised 2018/19 programme as per the 2018-23 Medium Term Financial Strategy. It was noted that the following should be taken into consideration alongside these figures:

- expected budgeted expenditure of £6.9 million relating to Deacon Road occurred in April 2019 just after the 2018/19 financial year;
- Disabled Facilities Grant works of £467,687 had been agreed and were expected to occur within 2019/20;
- the retention payment and related expenditure of £845,357 with regards to the Lincoln Transport HUB had not yet been paid due to delays on final sign off.

Housing Investment Programme

The revised Housing Investment Programme for 2018/19 as approved in the Medium Term Financial Strategy amounted to £31,457,789. Movements in the programme since the approval of the revised budget decreased actual capital expenditure to £24,985,322 in 2018/19.

Changes approved by the Chief Finance Officer in the final quarter were set out in Appendix K of the report and summarised in paragraph 7.9 of the report.

Changes requiring Executive approved were highlighted as follows:

- six property purchases funded from the unallocated new build programme under delegated authority on 20 March 2019 at Turner Street (£67,465), Williamson Street (£110,210) and Naval Court (£680,125);
- reallocations from the unallocated new build programme to Trelawney Crescent (£30,259), Marham House (£6,589) within the 2018/19 programme;
- landscaping and boundaries reallocated into CO Detector Installation (£40,826), Communal Hardstanding (£118,150) and communal electrics (£23,202);
- new services reallocated into Decent Homes (£11,481) and CO Detector Installation (£7,961) in 2018/19;
- the 2018/19 wall structure repairs (£6,951), over bath showers (£28,003), asbestos surveys (£51,457), plastering (£222,854), adaption works (£28,916), landscaping and boundaries (£110,623), void capitalised works (£26,555) programmes moved into uncommitted resources.

The overall spending on the Housing Investment Programme for 2018/19 was £24,985,322 which was 79.42% of the revised 2018/19 programme, as per the Medium Term Financial Strategy 2018-23. It was noted that the following should be considered alongside these figures:

- due to external factors, work programmed on individual flat fire door sets at Shuttleworth House for £739,000 was only around 30% complete at the end of the financial year;
- the budget included £18.3 million for the 2018/19 New Build Programme. £15.6 million had been spent on the new build programme including homes at Allenby, Westwick, Ingleby and Lytton Street, further budget had been earmarked for the DeWint Extra Care facility which was approved during 2018/19.
- the budget included £3 million for land acquisitions, of which £1.9 million had been spent in 2018/19. The remaining budget of £1.1 million had been allocated against the Western Growth Corridor Scheme to fund the Housing Investment Programme contribution towards the scheme.

5. Treasury Management Stewardship and Actual Prudential Indicators Report 2018/19 (Outturn)

Purpose of Report

The annual Treasury Management stewardship report was a requirement of the Council's reporting procedures under regulations issued under the Local Government Act 2003 and covered the treasury management activities and the actual prudential and treasury indicators for 2018/19.

Decision

That the report be noted and the actual prudential indicators contained within Appendices A and B be recommended to Council for approval.

Alternative Options Considered and Rejected

None.

Reason for Decision

During 2018/19, the Council complied with its legislative and regulatory requirements. The key prudential indicators for the year, with comparators, were set out in paragraph two of the report, with full details of transactions in year and performance against the Prudential Indicators included at paragraph four and Appendices A and B of the report.

The Chief Finance Officer had confirmed that borrowing was only undertaken for a capital purpose and that the statutory borrowing limit and the authorised limit were not breached.

Key issues of activity during 2018/19 were noted as follows:

- the Council's total debt, including leases and lease-type arrangements, at 31 March 2018 was £115,696 million compared with the Capital Financing Requirement of £120.131 million. This represented an under-borrowing position of £4.435 million, which was currently being supported by internal resources. Additional long term borrowing would be taken in future years to bring levels up to the Capital Finance Requirement, subject to liquidity requirements, if preferential interest rates were available;
- the Council's investments at the 31 March 2019 were £29.2 million, which was £13.6 million higher than at 31 March 2018. Average investment balances for 2018/19 were £22.344 million, which was higher than estimated balances of £14.97 million in the Medium Term Financial Strategy 2018-23 due to the timing of borrowing taken. This referred to the principal amounts of investment held, whereas the investment values included in the balance sheet were based on fair value. In most cases, this would simply be equal to the principal invested, unless the investment had been impaired;
- actual investment interest earned on balances was £143,000 compared to £77,000 estimated in the Medium Term Financial Strategy 2018-23;
- the interest rate achieved on investments was 0.77% which was 0.26% above the target average seven day LIBID rate, with the average in 2018/19 being 0.51%.

6. City of Lincoln Council Acquisition Policy for Developed Sites, Former Council and Empty Homes

Purpose of Report

To present the Executive with the Council's Acquisition Policy for development sites, former council and empty homes and the introduction of a grant scheme to enable a transfer of Right to Buy receipts to increase the supply of affordable homes and to bring more empty homes back into use.

Decision

That the Council's Acquisition Policy be approved.

Alternative Options Considered and Rejected

The Acquisition Policy was just one of a range of options the Council could use to increase the supply of affordable homes. Such a policy, if approved, would supplement the new homes programme and partnership working with other social housing providers to provide additional affordable homes in the city.

Reason for Decision

Under the latest Right to Buy regulations, owners of former council homes purchased under the Right to Buy initiative must, if they wished to re-sell their property within ten years of their initial purchase, offer it to their former landlord. Should the sale take place within the first five years of their ownership they must also repay a percentage of the Right to Buy discount they had received on the purchase of the property.

Local authorities had the ability to reinvest Right to Buy receipts within retention agreements for a period of three years. These receipts could be used for 30% of the capital costs of the purchase or repair of a property or new build on the basis that they provided a one for one replacement for social housing.

In recent years there had been an increase in the number of properties sold by the Council through Right to Buy, as set out in the table at paragraph 2.3 of the report. As a result of the increase in sales of council houses, there would be an additional pressure on the authority to spend retained capital receipts for the purposes of Right to Buy replacement.

The Council currently had a selective buy back policy which gave the Director of Housing Investment delegated authority, in consultation with the Chief Finance Officer, to consider and approve the terms for purchase of former council properties bought through Right to Buy. The policy gave approval on an individual property by property basis, taking into account value, negotiated purchase price, cost of any refurbishment works and ongoing repairing responsibilities and future rental income.

The Council's Housing Strategy included a target to bring 50 empty homes per annum back into use. This was adopted in 2018 and outlined the Council's approach to reducing the number of empty homes. This was a particular priority in the Sincil Bank area as part of its regeneration programme due to the impact on the local street scene, anti-social behaviour and the overall feeling of neglect.

The proposed criteria for the acquisition of former council homes, as part of this revised policy, was set out in paragraph four of the report. It was proposed that former council properties that were offered back to the council for purchase or were for sale on the open market would be assessed and a business case prepared with a recommendation to either purchase or reject the property. The number of properties purchased per annum would be determined by the amount available in the Council's Right to Buy capital receipts fund.

The criteria for the acquisition of strategic land sites and private housing was set out at paragraph five of the report. The Council was, on occasions, approached directly by landowners offering to sell vacant, recently developed housing sites or individual private properties. It was proposed that residential sites offered to the Council for sale directly or that became available on the open market were assessed to determine if they met the Council's strategic priorities and could be defined as local housing.

The proposed approach to working with registered housing providers to deliver more affordable homes in Lincoln was outlined at paragraph six of the report. The use of retained capital receipts could be utilised for Right to Buy replacement of a range of affordable housing products. Right to Buy receipts could be transferred to registered housing providers to provide 30% of funding to deliver affordable housing within Lincoln. To increase the number of empty homes brought back into use and further increase the supply of new build affordable housing, the Council was proposed to introduce an innovative capital grants programme using Right to Buy capital receipts which otherwise would be returned to the Treasury with interest if not spent within three years.

7. Strategic Risk Register - Quarterly Review

Purpose of Report

To provide the Executive with a status report of the revised Strategic Risk Register as at the end of the fourth quarter 2018/19.

Decision

That the Strategic Risk Register be noted.

Alternative Options Considered and Rejected

None.

Reason for Decision

Two changes to the assessed levels of likelihood and impact of risks identified on the Risk Register, as follows:

- risk 4 – to ensure compliance with the statutory duties and appropriate governance arrangements were in place. Although a disaster recovery facility and procedure were in place, in light of aging infrastructure and the development of a new IT Strategy, a review of the IT disaster recovery arrangements and consistency with business continuity plans would be developed. This risk had therefore been increased slightly from Amber: possible/major to Amber: probable/major;

- risk 9 – failure to mitigate against the implications for the Council following the outcome of Brexit. A localised Brexit exercise had been undertaken by the Lincolnshire Resilience Forum with partners and organisations in February 2019. A working group had been established to understand impacts on residents and governance including current partnerships and contracts pending delay of the Brexit vote and implementation of Article 50, with an internal action plan developed and monitored through the working group. In light of this, the risk had decreased from Red: almost certain/major to Amber: probable/major.

8. Exclusion of the Press and Public

RESOLVED that the press and public be excluded from the meeting during consideration of the following items of business because it was likely that if members of the public were present there would be a disclosure to them of 'exempt information' as defined by Section 100I and Schedule 12A to the Local Government Act 1972.

These items were considered in private as they were likely to disclose exempt information, as defined in Schedule 12A of the Local Government Act 1972. No representations had been received in relation to the proposal to consider these items in private.

9. Strategic Risk Register - Quarterly Review

Purpose of Report

To provide the Executive with a status report of the revised Strategic Risk Register as at the end of the fourth quarter 2018/19.

Decision

That the Strategic Risk Register be noted.

Alternative Options Considered and Rejected

None.

Reason for Decision

Two changes to the assessed levels of likelihood and impact of risks identified on the Risk Register, as follows:

- risk 4 – to ensure compliance with the statutory duties and appropriate governance arrangements were in place. Although a disaster recovery facility and procedure were in place, in light of aging infrastructure and the development of a new IT Strategy, a review of the IT disaster recovery arrangements and consistency with business continuity plans would be developed. This risk had therefore been increased slightly from Amber: possible/major to Amber: probable/major;
- risk 9 – failure to mitigate against the implications for the Council following the outcome of Brexit. A localised Brexit exercise had been undertaken by the Lincolnshire Resilience Forum with partners and organisations in February 2019. A working group had been established to understand impacts on residents and governance including current partnerships and

contracts pending delay of the Brexit vote and implementation of Article 50, with an internal action plan developed and monitored through the working group. In light of this, the risk had decreased from Red: almost certain/major to Amber: probable/major.

10. New Staffing Structure, Bereavement Services

Purpose of Report

To seek approval for the introduction of one new fulltime Crematorium Attendant post at the Council's Crematorium.

Decision

That the addition of one new fulltime Crematorium Attendant post at the Council's Crematorium be approved.

Alternative Options Considered and Rejected

None.

Reason for Decision

The reason for this decision was set out in the report.

11. Management of Change Within the Licensing Team

Purpose of Report

To provide the Executive with an opportunity to consider the proposed structure change within the Licensing Team.

Decision

That the proposed structure change within the Licensing Team be approved.

Alternative Options Considered and Rejected

Other options considered and rejected were set out in the report.

Reason for Decision

The reason for this decision was set out in the report.

12. Management of Change, Housing Strategy Team Restructure

Purpose of Report

To request approval of a management of change proposed for the Housing Strategy Team.

Decision

That the management of changed proposal for the Housing Strategy Team be approved.

Alternative Options Considered and Rejected

None.

Reason for Decision

The reason for this decision was set out in the report.

SUBJECT: NEW STRATEGIC PERFORMANCE MEASURE SET

DIRECTORATE: CHIEF EXECUTIVE

REPORT AUTHOR: GRAHAM ROSE – STRATEGIC SENIOR POLICY OFFICER

1. Purpose of Report

- 1.1 To present to Executive the new strategic performance measure set for information and final approval in advance of Quarter 1 2019/20 performance reporting starting on 1st July 2019.
- 1.2 The measures included within this set are to be reported to CMT, Performance Scrutiny Committee and Executive on a quarterly basis from Quarter 1 2019/20, and will replace the existing measure set reported through these routes over the past few years.

2. Executive Summary

- 2.1 The current performance system (IMPS) which provides information for the corporate reports to CMT and Members is unlikely to be supported in the near future by the software suppliers and by our internal IT system, thus work is ongoing to develop a new in house performance system.
- 2.2 In line with the development of the new system, officers from the Policy Team have been working with Service Managers, Assistant Directors and Directors to review the existing measure set reported through the above route. This work has helped to ensure the performance measures included in this set continue to be the right measures to report moving forwards.
- 2.3 As part of this work, all measures within the new strategic measure set, which consists of a mix of new and existing measures, have had both high and low targets allocated to them with the exception of those considered to be volumetric.
- 2.4 From Quarter 1 2019/20, measure results will be compared against their high and low targets to produce a status outturn (RAG). This is a change to monitoring performance in recent years where performance measures have been primarily monitored on a trend/tolerance basis to produce a RAG status.

3. Background

- 3.1 As a performance driven council following the Lincoln Performance Management Framework, we have in place a number of processes for reporting performance outputs and outcomes at various tiers:
- 3.2 Tier One - A holistic view of the city across all agencies which identifies areas of concern and facilitates the prioritisation of resources. Reported through:–

Lincoln City Profile (Policy Unit) and the Lincoln Annual Monitoring Report (Planning).

- 3.3 Tier Two – Reporting of results and outcomes of strategic activity by the council – reported through annual reports from each Vision Group together with a summary in the form of the council’s Annual Report.
- 3.4 Tier Three - Provides a view of the council’s operational performance, measuring service performance against past performance trends and for defined key measures against agreed targets. This to date has been reported through quarterly reports driven by the IMPS performance system.
- 3.5 This report presents the new strategic measure set and targets linked to Tier Three, and follows a comprehensive review of the measures and their targets reported to CMT, Performance Scrutiny Committee and Executive on a quarterly basis.
- 3.6 The new strategic measure set and targets were approved by CMT and Portfolio Holders in April 2019 and were presented to Performance Scrutiny Committee in early June 2019.

4. New Strategic Performance Measures

- 4.1 Between January and March 2019, officers from the Policy Team met with Service Managers, Assistant Directors and Directors to review the existing strategic performance measures, which are reported to CMT, Performance Scrutiny Committee and Executive on a quarterly basis.

Key questions considered during this review included:

- Are the current measures still the right ones to report?
- Are the right services covered in the strategic measure set?
- Should any measures be removed/any new ones to add?

- 4.2 Following agreement of the proposed new measures, Service Managers, Assistant Directors and Directors were asked to set high and low targets for these measures which were then agreed by Portfolio Holders. Where targets were already set for some measures continuing in the new set, confirmation was sought as to whether these targets continue to be suitable.
- 4.3 Following formal approval of the new measures and their targets by CMT and Portfolio Holders in April 2019, work is now underway to build the agreed measures and their targets into the new performance system.
- 4.4 Appendices A-C show the new set of strategic performance measures with targets split by directorate and by quarterly/annual collection.
- 4.5 All Corporate measures will continue to be collected, however the presentation of these measures will change as they will be reported through the new system.
- 4.6 The new measure set is formed of:
 - **68** targeted measures
 - **17** volumetric measures

- **6 corporate measures**

- 4.7 For each measure full back data will be built into the system (where available), followed by full testing before Quarter 1 2019/20 data collection which is due to start in July 2019.
- 4.8 For Executive member information, Appendix D provides a list of the performance measures which have been removed from the strategic measure set during the review and the reasons for their removal. It should be noted that whilst these measures are no longer collected in the strategic performance measure set, a number of these measures are likely to be collected by services as part of their operational measure set. A review of the operational measures is due to start in the near future in phase two of this project.
- 4.9 Appendix E shows where existing targets have been revised for those measures which previously had targets allocated and have been carried forward into the new measure set.

5. Strategic Priorities

- 5.1 Let's drive economic growth; Let's reduce inequality; Let's deliver quality housing; Let's enhance our remarkable place

This report does not directly affect any of the strategic priorities, but it will help to effectively report on progress of business as usual activities within services supporting them.

6. Organisational Impacts

- 6.1 Finance (including whole life costs where applicable) – No financial impact.
- 6.2 Legal Implications including Procurement Rules – No legal impact.
- 6.3 Equality, Diversity and Human Rights – No equality, diversity and human rights impact.

7 Risk Implications

- 7.1 There are no risk implications linked to the new measures.

8. Recommendation

- 8.1 Executive members review and give final approval of the proposed new strategic performance measure set and allocated targets, in advance of Quarter 1 2019/20 performance reporting starting on 1st July 2019.

Is this a key decision? No

Do the exempt information categories apply? No

Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply?

No

How many appendices does the report contain?

Five

List of Background Papers:

None

Lead Officer:

Graham Rose, Strategic Senior Policy Officer
Telephone (01522) 873658

APPENDIX A - CX Strategic Measures

CX Quarterly Measures

Service Area	Measure	Unit	Cumulative or Quarterly	High / Low is Good	Volumetric	Low Target (Worst)	On target	High Target (Best)	Portfolio Holder	Service Manager	Assistant Director/Director
Communications	COM - Percentage of media enquiries responded to within four working hours (New measure)	%	Quarterly	High is good	No	70.00%	<->	85.00%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Steve Welsby - Communications Manager	Angela Andrews - Chief Executive & Town Clerk
Communications	COM - Number of proactive communications issued that help maintain or enhance our reputation (New measure)	Number	Quarterly	High is good	No	25	<->	40	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Steve Welsby - Communications Manager	Angela Andrews - Chief Executive & Town Clerk
Work Based Learning	WBL 5 - Percentage of apprentices completing their qualification on time	%	Quarterly	High is good	No	92.00%	<->	95.00%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Claire Burroughs - HR and WBL Manager	Carolyn Wheater – City Solicitor
Work Based Learning	WBL 6 - Number of new starters on the apprenticeship scheme	Number	Cumulative	High is good	No	Q1 - 3 Q2 - 8 Q3 - 13 Q4 - 18	<->	Q1 - 5 Q2 - 10 Q3 - 15 Q4 - 20	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Claire Burroughs - HR and WBL Manager	Carolyn Wheater – City Solicitor
Work Based Learning	WBL 7 - Percentage of apprentices moving into Education, Employment or Training	%	Quarterly	High is good	No	92.00%	<->	95.00%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Claire Burroughs - HR and WBL Manager	Carolyn Wheater – City Solicitor
Customer Services	CS 4 - Number of face to face enquiries in customer services	Number	Quarterly	N/A	Yes	N/A	<->	N/A	Cllr Chris Burke - Portfolio Holder for Customer Experience and Review	Joanne Crookes - Customer Services Manager	Angela Andrews - Chief Executive & Town Clerk
Customer Services	CS - Number of telephone enquiries answered in Channel Shift Areas (Rev & Bens, Housing & Env. Services) (New measure)	Number	Quarterly	N/A	Yes	N/A	<->	N/A	Cllr Chris Burke - Portfolio Holder for Customer Experience and Review	Joanne Crookes - Customer Services Manager	Angela Andrews - Chief Executive & Town Clerk
Customer Services	CS 6 - Number of users logged into the on-line self service system this quarter	Number	Quarterly	High is good	No	Previous seasonal outturn + 2% Q1 19/20 = 8,084	<->	Previous seasonal outturn + 5% Q1 19/20 = 8,321	Cllr Chris Burke - Portfolio Holder for Customer Experience and Review	Joanne Crookes - Customer Services Manager	Angela Andrews - Chief Executive & Town Clerk
Customer Services	CS 8 - Average time taken to answer a call to customer services	Seconds	Quarterly	Low is good	No	120 seconds	<->	90 seconds	Cllr Chris Burke - Portfolio Holder for Customer Experience and Review	Joanne Crookes - Customer Services Manager	Angela Andrews - Chief Executive & Town Clerk
Customer Services	CS - Average customer feedback score (face to face enquiries - score out of 10) (New measure)	Number	Quarterly	High is good	No	8	<->	9.5	Cllr Chris Burke - Portfolio Holder for Customer Experience and Review	Joanne Crookes - Customer Services Manager	Angela Andrews - Chief Executive & Town Clerk
Customer Services	CS - Customer satisfaction with their phone call to Customer Services (New measure)	%	Quarterly	High is good	No	80%	<->	95%	Cllr Chris Burke - Portfolio Holder for Customer Experience and Review	Joanne Crookes - Customer Services Manager	Angela Andrews - Chief Executive & Town Clerk
Accountancy	ACC 8 - Average return on investment portfolio	%	Quarterly	High is good	No	0.75%	<->	0.85%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Colleen Warren - Financial Services Manager	Jaclyn Gibson - Chief Finance Officer
Accountancy	ACC 9 - Average interest rate on external borrowing	%	Quarterly	Low is good	No	4.75%	<->	3.75%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Colleen Warren - Financial Services Manager	Jaclyn Gibson - Chief Finance Officer
Revenues Administration	REV 4 - Council Tax - in year collection rate for Lincoln	%	Cumulative	High is good	No	Q1 - 26.73% Q2 - 52.39% Q3 - 78.56% Q4 - 96.85%	<->	Q1 - 27.09% Q2 - 52.80% Q3 - 79.47% Q4 - 97.10%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Martin Walmsley - Head of Shared Revenues and Benefits	Jaclyn Gibson - Chief Finance Officer

Service Area	Measure	Unit	Cumulative or Quarterly	High / Low is Good	Volumetric	Low Target (Worst)	On target	High Target (Best)	Portfolio Holder	Service Manager	Assistant Director/Director
Revenues Administration	REV 5 - Business Rates - in year collection rate for Lincoln	%	Cumulative	High is good	No	Q1 - 35.36% Q2 - 59.77% Q3 - 85.00% Q4 - 98.60%	<->	Q1 - 35.86% Q2 - 60.57% Q3 - 86.23% Q4 - 99.10%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Martin Walmsley - Head of Shared Revenues and Benefits	Jaclyn Gibson - Chief Finance Officer
Revenues Administration	REV 6 - Number of outstanding customer changes in the Revenues team	Number	Quarterly	Low is good	No	Q1 - 650 Q2 - 600 Q3 - 500 Q4 - 150	<->	Q1 - 450 Q2 - 400 Q3 - 350 Q4 - 250	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Martin Walmsley - Head of Shared Revenues and Benefits	Jaclyn Gibson - Chief Finance Officer
Housing Benefit Administration	BE 4 - Average (YTD) days to process new housing benefit claims from date received	Days	Cumulative	Low is good	No	Q1 - 31.00 Q2 - 29.50 Q3 - 28.00 Q4 - 27.00	<->	Q1 - 28.00 Q2 - 26.50 Q3 - 25.00 Q4 - 24.00	Cllr Rosanne Kirk - Portfolio Holder for Reducing Inequality	Martin Walmsley - Head of Shared Revenues and Benefits	Jaclyn Gibson - Chief Finance Officer
Housing Benefit Administration	BE 5 - Average (YTD) days to process housing benefit claim changes of circumstances from date received	Days	Cumulative	Low is good	No	Q1 - 10.00 Q2 - 9.00 Q3 - 8.00 Q4 - 6.00	<->	Q1 - 7.50 Q2 - 7.00 Q3 - 6.50 Q4 - 4.50	Cllr Rosanne Kirk - Portfolio Holder for Reducing Inequality	Martin Walmsley - Head of Shared Revenues and Benefits	Jaclyn Gibson - Chief Finance Officer
Housing Benefit Administration	BE 6 - Number of Housing Benefits / Council Tax support customers awaiting assessment	Number	Quarterly	Low is good	No	Q1 1550 Q2 1450 Q3 1250 Q4 1100	<->	Q1 1300 Q2 1200 Q3 1050 Q4 950	Cllr Rosanne Kirk - Portfolio Holder for Reducing Inequality	Martin Walmsley - Head of Shared Revenues and Benefits	Jaclyn Gibson - Chief Finance Officer
Housing Benefit Administration	BE 7 - Percentage of risk-based quality checks made where Benefit entitlement is correct	%	Quarterly	High is good	No	Q1 - 83.00% Q2 - 84.50% Q3 - 86.00% Q4 - 87.00%	<->	Q1 - 86.00% Q2 - 87.50% Q3 - 89.00% Q4 - 90.00%	Cllr Rosanne Kirk - Portfolio Holder for Reducing Inequality	Martin Walmsley - Head of Shared Revenues and Benefits	Jaclyn Gibson - Chief Finance Officer
Housing Benefit Administration	BE 8 - The number of new benefit claims year to date (Housing Benefits/Council Tax Support)	Number	Quarterly	N/A	Yes	N/A	<->	N/A	Cllr Rosanne Kirk - Portfolio Holder for Reducing Inequality	Martin Walmsley - Head of Shared Revenues and Benefits	Jaclyn Gibson - Chief Finance Officer
ICT	ICT - Number of calls logged to IT helpdesk (New measure)	Number	Quarterly	N/A	Yes	N/A	<->	N/A	Cllr Chris Burke - Portfolio Holder for Customer Experience and Review	Matt Smith - Business Development & IT Manager	Angela Andrews - Chief Executive & Town Clerk
ICT	ICT - Percentage of first time fixes (New measure)	%	Quarterly	N/A	Yes	N/A	<->	N/A	Cllr Chris Burke - Portfolio Holder for Customer Experience and Review	Matt Smith - Business Development & IT Manager	Angela Andrews - Chief Executive & Town Clerk

CX Annual Measures

Service Area	Measure	Unit	Collection Frequency	High / Low is Good	Volumetric	Low Target (Worst)	On target	High Target (Best)	Portfolio Holder	Service Manager	Assistant Director
Debtors & Creditors	DCT 6 - Percentage of invoices paid within 30 days	%	Annual Q4	High is good	No	95.00%	<->	97.00%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Colleen Warren - Financial Services Manager	Jaclyn Gibson - Chief Finance Officer
Debtors & Creditors	DCT 9 - Percentage of invoices that have a Purchase Order completed	%	Annual Q4	High is good	No	40.00%	<->	50.00%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Colleen Warren - Financial Services Manager	Jaclyn Gibson - Chief Finance Officer
Democratic Services	DEM 8 - The number of individuals registered on the electoral register (local elections)	Number	Annual Q1	High is good	No	60,000	<->	61,500	Cllr Chris Burke - Portfolio Holder for Customer Experience and Review	Becky Scott - Legal & Democratic Services Manager	Carolyn Wheater – City Solicitor
Procurement Services	PRO - Percentage spend on contracts that have been awarded to "local" contractors (as the primary contractor) (New measure)	%	Annual Q2	High is good	No	20.00%	<->	45.00%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Heather Carmichael - Procurement Manager	Carolyn Wheater – City Solicitor

Service Area	Measure	Unit	Cumulative or Quarterly	High / Low is Good	Volumetric	Low Target (Worst)	On target	High Target (Best)	Portfolio Holder	Service Manager	Assistant Director/Director
Procurement Services	PRO - Percentage value of the top 10 spend contracts that have been sub-contracted (wholly or partly) to "local" suppliers to deliver (New measure)	%	Annual Q2	High is good	No	70.00%	<->	90.00%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Heather Carmichael - Procurement Manager	Carolyn Wheater – City Solicitor
Procurement Services	PRO - Percentage of total contract spend that is with an SME (New measure)	%	Annual Q2	High is good	No	20.00%	<->	40.00%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Heather Carmichael - Procurement Manager	Carolyn Wheater – City Solicitor
Procurement Services	PRO - Percentage of total contract spend that is with an SME who meets the "local" definition (New measure)	%	Annual Q2	High is good	No	20.00%	<->	40.00%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Heather Carmichael - Procurement Manager	Carolyn Wheater – City Solicitor
Property Services	PRS - Return on new commercial investments - (Annual rental yield = Net Income/Purchase Price plus initial purchase costs) (New measure)	%	Annual Q2	High is good	No	5%	<->	7%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Mark Wheater - Strategic Property Manager	Jaclyn Gibson - Chief Finance Officer

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APPENDIX B - DCE Strategic Measures

DCE Quarterly Measures

Service Area	Measure	Unit	Cumulative or Quarterly	High / Low is Good	Volumetric	Low Target (Worst)	On target	High Target (Best)	Portfolio Holder	Service Manager	Assistant Director/Director
Food and Health & Safety Enforcement	FHS 4 - Percentage of premises fully or broadly compliant with Food Health & Safety inspection	%	Quarterly	High is good	No	95.00%	<->	97.00%	CLlr Bob Bushell - Portfolio Holder for Remarkable Place	Sara Boothright - Environmental Health & Corporate Safety Manager	Simon Colburn - Assistant Director of Health & Environmental Services
Food and Health & Safety Enforcement	FHS 5 - Average time from actual date of inspection to achieving compliance	Days	Quarterly	Low is good	No	13.00	<->	8.00	CLlr Bob Bushell - Portfolio Holder for Remarkable Place	Sara Boothright - Environmental Health & Corporate Safety Manager	Simon Colburn - Assistant Director of Health & Environmental Services
Food and Health & Safety Enforcement	FHS 6 - Percentage of food inspections that should have been completed and have been in that time period	%	Quarterly	High is good	No	85.00%	<->	97.00%	CLlr Bob Bushell - Portfolio Holder for Remarkable Place	Sara Boothright - Environmental Health & Corporate Safety Manager	Simon Colburn - Assistant Director of Health & Environmental Services
Development Management (Planning)	DM 8 - Number of applications in the quarter	Number	Quarterly	N/A	Yes	N/A	<->	N/A	CLlr Neil Murray - Portfolio Holder for Economic Growth	Kieron Manning - Planning Manager	Simon Walters - Director of Communities and Environment
Development Management (Planning)	DM 11 - End to end time to determine a planning application (Days)	Days	Quarterly	Low is good	No	85.00	<->	65.00	CLlr Neil Murray - Portfolio Holder for Economic Growth	Kieron Manning - Planning Manager	Simon Walters - Director of Communities and Environment
Development Management (Planning)	DM 13 - Number of live planning applications open	Number	Quarterly	Low is good	No	180	<->	120	CLlr Neil Murray - Portfolio Holder for Economic Growth	Kieron Manning - Planning Manager	Simon Walters - Director of Communities and Environment
Development Management (Planning)	DM 16 - Percentage of applications approved	%	Quarterly	High is good	No	85.00%	<->	97.00%	CLlr Neil Murray - Portfolio Holder for Economic Growth	Kieron Manning - Planning Manager	Simon Walters - Director of Communities and Environment
Development Management (Planning)	DM - Percentage of decisions on planning applications that are subsequently overturned on appeal (New measure)	%	Quarterly	Low is good	No	10.00%	<->	5.00%	CLlr Neil Murray - Portfolio Holder for Economic Growth	Kieron Manning - Planning Manager	Simon Walters - Director of Communities and Environment
Development Management (Planning)	DM 21 - Percentage of Non-Major Planning Applications determined within the government target (70% in 8 weeks) measured on a 2 year rolling basis	%	Quarterly	High is good	No	70.00%	<->	90.00%	CLlr Neil Murray - Portfolio Holder for Economic Growth	Kieron Manning - Planning Manager	Simon Walters - Director of Communities and Environment
Development Management (Planning)	DM 22 - Percentage of Major Planning Applications determined within the government target (60% in 13 weeks) measured on a 2 year rolling basis	%	Quarterly	High is good	No	60.00%	<->	90.00%	CLlr Neil Murray - Portfolio Holder for Economic Growth	Kieron Manning - Planning Manager	Simon Walters - Director of Communities and Environment
Private Housing	PH - Average time in weeks from occupational therapy notification to completion of works on site for a DFG grant (all DFG's exc. extensions) (New measure)	Weeks	Quarterly	Low is good	No	26	<->	19	CLlr Donald Nannestad - Portfolio Holder for Quality Housing	Sara Boothright - Food and Health and Safety Manager	Simon Colburn - Assistant Director of Health & Environmental Services
Private Housing	PH - Average time from date of inspection of accommodation to removing a severe hazard to an acceptable level (New measure)	Weeks	Quarterly	N/A	Yes	Volumetric for one year to allow time to collect back data as currently have no indication of outturn.			CLlr Donald Nannestad - Portfolio Holder for Quality Housing	Sara Boothright - Food and Health and Safety Manager	Simon Colburn - Assistant Director of Health & Environmental Services
Private Housing	PH 4 - Number of empty homes brought back into use	Number	Quarterly (Collected 6 monthly)	High is good	No	Q2 - 12 Q4 - 25	<->	Q2 - 25 Q4 - 50	CLlr Donald Nannestad - Portfolio Holder for Quality Housing	Sara Boothright - Food and Health and Safety Manager	Simon Colburn - Assistant Director of Health & Environmental Services
Public Protection & Anti-Social Behaviour	ASB - no. of cases received in the quarter (ASB) (New measure)	Number	Quarterly	N/A	Yes	N/A	<->	N/A	CLlr Rosanne Kirk - Portfolio Holder for Reducing Inequalities	Francesca Bell - Public Protection, ASB and Licensing Service Manager	Simon Colburn - Assistant Director of Health & Environmental Services
Public Protection & Anti-Social Behaviour	ASB - No. of cases closed in the quarter (New measure)	Number	Quarterly	N/A	Yes	N/A	<->	N/A	CLlr Rosanne Kirk - Portfolio Holder for Reducing Inequalities	Francesca Bell - Public Protection, ASB and Licensing Service Manager	Simon Colburn - Assistant Director of Health & Environmental Services
Public Protection & Anti-Social Behaviour	ASB - Number of live cases open at the end of the quarter (New measure)	Number	Quarterly	Low is good	No	260	<->	220	CLlr Rosanne Kirk - Portfolio Holder for Reducing Inequalities	Francesca Bell - Public Protection, ASB and Licensing Service Manager	Simon Colburn - Assistant Director of Health & Environmental Services
Public Protection & Anti-Social Behaviour	ASB 5 - Satisfaction of complainants relating to how the complaint was handled	%	Quarterly	High is good	No	75.00%	<->	85.00%	CLlr Rosanne Kirk - Portfolio Holder for Reducing Inequalities	Francesca Bell - Public Protection, ASB and Licensing Service Manager	Simon Colburn - Assistant Director of Health & Environmental Services
Sport & Leisure	SP - Quarterly visitor numbers to Birchwood and Yarborough Leisure Centres	Number	Quarterly	High is good	No	Minimum increase of 0.7% each quarter = 213,355 (based on Q3 18/19 outturn)	<->	Increase of 1% each quarter (Sport England Target) = 213,991 (based on Q3 18/19 outturn)	CLlr Bob Bushell - Portfolio Holder for Remarkable Place	Steve Lockwood - Leisure, Sport and City Services Manager	Simon Colburn - Assistant Director of Health & Environmental Services

Service Area	Measure	Unit	Cumulative or Quarterly	High / Low is Good	Volumetric	Low Target (Worst)	On target	High Target (Best)	Portfolio Holder	Service Manager	Assistant Director/Director
Sport & Leisure	SP - Artificial Grass Pitch usage at Yarborough Leisure Centre & Birchwood Leisure Centre (New measure)	Hours	Quarterly	High is good	No	520 hrs per quarter	<->	650 hrs per quarter	ClIr Bob Bushell - Portfolio Holder for Remarkable Place	Steve Lockwood - Leisure, Sport and City Services Manager	Simon Colburn - Assistant Director of Health & Environmental Services
CCTV	CCTV 6 - Total number of incidents handled by CCTV operators	Number	Quarterly	N/A	Yes	N/A	<->	N/A	ClIr Rosanne Kirk - Portfolio Holder for Reducing Inequality	Caroline Bird - Community Services Manager	Steve Bird - Assistant Director of Communities and Street Scene
Waste & Recycling	WM 5 - Percentage of waste recycled or composted	%	Quarterly	High is good	No	35.00%	<->	38.00%	ClIr Bob Bushell - Portfolio Holder for Remarkable Place	Caroline Bird - Community Services Manger	Steve Bird - Assistant Director of Communities and Street Scene
Waste & Recycling	WM - Contractor points achieved against target standards specified in contract - Waste Management (New measure)	Number	Quarterly	Low is good	No	999	<->	501	ClIr Bob Bushell - Portfolio Holder for Remarkable Place	Caroline Bird - Community Services Manger	Steve Bird - Assistant Director of Communities and Street Scene
Street Cleansing	SC - Contractor points achieved against target standards specified in contract - Street Cleansing (New measure)	Number	Quarterly	Low is good	No	999	<->	501	ClIr Bob Bushell - Portfolio Holder for Remarkable Place	Caroline Bird - Community Services Manger	Steve Bird - Assistant Director of Communities and Street Scene
Grounds Maintenance	GM - Contractor points achieved against target standards specified in contract - Grounds Maintenance (New measure)	Number	Quarterly	Low is good	No	999	<->	501	ClIr Bob Bushell - Portfolio Holder for Remarkable Place	Caroline Bird - Community Services Manger	Steve Bird - Assistant Director of Communities and Street Scene
Allotments	AM 8 - Percentage occupancy of allotment plots	%	Quarterly	High is good	No	80.00%	<->	88.00%	ClIr Bob Bushell - Portfolio Holder for Remarkable Place	Caroline Bird - Community Services Manager	Steve Bird - Assistant Director of Communities and Street Scene
Parking Services	PS 6 - Overall percentage utilisation of all car parks (P8)	%	Quarterly	High is good	No	60.00%	<->	70.00%	ClIr Neil Murray - Portfolio Holder for Economic Growth	Steve Bird - Assistant Director of Communities and Street Scene	Steve Bird - Assistant Director of Communities and Street Scene
Parking Services	PS 7 - Number of off street charged parking spaces	Number	Quarterly	N/A	Yes	N/A	<->	N/A	ClIr Neil Murray - Portfolio Holder for Economic Growth	Steve Bird - Assistant Director of Communities and Street Scene	Steve Bird - Assistant Director of Communities and Street Scene
Licensing	LIC - Total number of committee referrals (for all licensing functions) (New measure)	Number	Quarterly	N/A	Yes	N/A	<->	N/A	ClIr Bob Bushell - Portfolio Holder for Remarkable Place	Francesca Bell - Public Protection, ASB and Licensing Service Manager	Simon Colburn - Assistant Director of Health & Environmental Services
Licensing	LIC - Total number of enforcement actions (revocations, suspensions and prosecutions) (New measure)	Number	Quarterly	N/A	Yes	N/A	<->	N/A	ClIr Bob Bushell - Portfolio Holder for Remarkable Place	Francesca Bell - Public Protection, ASB and Licensing Service Manager	Simon Colburn - Assistant Director of Health & Environmental Services

Service Area	Measure	Unit	Collection Frequency	High / Low is Good	Volumetric	Low Target (Worst)	On target	High Target (Best)	Portfolio Holder	Service Manager	Assistant Director
Contaminated Land	CON 1 - Area of sites of potential concern (in m2) made suitable for use in the year.	Number	Annual Q4	N/A	Yes	N/A	<->	N/A	ClIr Neil Murray - Portfolio Holder for Economic Growth	Sara Boothright - Food and Health and Safety Manager	Simon Colburn - Assistant Director of Health & Environmental Services
Affordable Housing	AH 4 - Cumulative number of affordable homes delivered to date this year	Number	Annual Q4	High is good	No	150	<->	172	ClIr Donald Nannestad - Portfolio Holder for Quality Housing	Kieron Manning - Planning Manager	Simon Walters - Director of Communities and Environment
Sport & Leisure	SP - Percentage of respondents to satisfaction survey who would recommend Birchwood Leisure Centre and/or Yarborough Leisure Centre to others (New measure)	%	Annual Q4	High is good	No	62.00%	<->	70.00%	ClIr Bob Bushell - Portfolio Holder for Remarkable Place	Steve Lockwood - Leisure, Sport and City Services Manager	Simon Colburn - Assistant Director of Health & Environmental Services
Waste & Recycling	WM 6 - Satisfaction with refuse service (collected via Citizens' Panel)	%	Annual Q3	High is good	No	90.00%	<->	96.00%	ClIr Bob Bushell - Portfolio Holder for Remarkable Place	Caroline Bird - Community Services Manger	Steve Bird - Assistant Director of Communities and Street Scene
Waste & Recycling	WM 7 - Satisfaction with recycling service (collected via Citizens' Panel)	%	Annual Q3	High is good	No	90.00%	<->	94.00%	ClIr Bob Bushell - Portfolio Holder for Remarkable Place	Caroline Bird - Community Services Manger	Steve Bird - Assistant Director of Communities and Street Scene
Grounds Maintenance	GM - Satisfaction with play areas, parks and open spaces (collected via Citizens' Panel)	%	Annual Q2	High is good	No	85.00%	<->	90.00%	ClIr Bob Bushell - Portfolio Holder for Remarkable Place	Caroline Bird - Community Services Manger	Steve Bird - Assistant Director of Communities and Street Scene
Street Cleansing	SC 8 - Satisfaction that public land and public highways are kept clear of litter and refuse (Street Cleansing) (collected via Citizens' Panel)	%	Annual Q2	High is good	No	70.00%	<->	80.00%	ClIr Bob Bushell - Portfolio Holder for Remarkable Place	Caroline Bird - Community Services Manger	Steve Bird - Assistant Director of Communities and Street Scene
Food and Health & Safety Enforcement	FHS 9 - Percentage of Citizens' Panel respondents who are satisfied with the standard of hygiene in restaurants/cafes/ shops and takeaways in Lincoln	%	Annual Q3	High is good	No	80.00%	<->	85.00%	ClIr Bob Bushell - Portfolio Holder for Remarkable Place	Sara Boothright - Environmental Health & Corporate Safety Manager	Simon Colburn - Assistant Director of Health & Environmental Services

APPENDIX C - DHI Strategic Measures

DHI Quarterly Measures

Service Area	Measure	Unit	Cumulative or Quarterly	High / Low is Good	Volumetric	Low Target (Worst)	On target	High Target (Best)	Portfolio Holder	Service Manager	Assistant Director/Director
Housing Investment	HI 4 - Percentage of council properties that are not at the 'Decent Homes' standard (excluding refusals)	%	Quarterly	Low is good	No	0.20%	<->	0.00%	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Kevin Bowring - Investment Manager	Andrew McNeil - Assistant Director for Housing Investment & Strategy
Housing Investment	HI 6 - Number of properties 'not decent' as a result of tenants refusal to allow work (excluding referrals)	Number	Quarterly	N/A	Yes	N/A	<->	N/A	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Kevin Bowring - Investment Manager	Andrew McNeil - Assistant Director for Housing Investment & Strategy
Housing Investment	HI 7 - Percentage of dwellings with a valid gas safety certificate	%	Quarterly	High is good	No	99.80%	<->	99.96%	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Kevin Bowring - Investment Manager	Andrew McNeil - Assistant Director for Housing Investment & Strategy
Control Centre	CC - Percentage satisfied with new connections to the control centre (New measure)	%	Quarterly	High is good	No	94.00%		96.00%	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Clive Thomasson - Supported Housing Manager	Yvonne Fox - Assistant Director for Housing Management
Control Centre	CC 5 - Percentage of Lincare Housing Assistance calls answered within 60 seconds	%	Quarterly	High is good	No	97.50%	<->	98.75%	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Clive Thomasson - Supported Housing Manager	Yvonne Fox - Assistant Director for Housing Management
Rent Collection	RC 3 - Rent collected as a proportion of rent owed	%	Quarterly	High is good	No	96.50%	<->	98.00%	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Central Area Housing Manager	Yvonne Fox - Assistant Director for Housing Management
Rent Collection	RC 4 - Current tenant arrears as a percentage of the annual rent debit	%	Quarterly	Low is good	No	4.00%	<->	3.00%	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Central Area Housing Manager	Yvonne Fox - Assistant Director for Housing Management
Housing Solutions	HS 3 - The number of people currently on the housing waiting list	Number	Cumulative	N/A	Yes	N/A	<->	N/A	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Paula Burton - Housing Solutions Manager	Yvonne Fox - Assistant Director for Housing Management
Housing Solutions	HS 4 - The number of people approaching the council as homeless	Number	Cumulative	N/A	Yes	N/A	<->	N/A	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Paula Burton - Housing Solutions Manager	Yvonne Fox - Assistant Director for Housing Management
Housing Solutions	HS - Successful preventions against total number of homelessness approaches (New measure)	%	Quarterly	High is good	No	45.00%	<->	50.00%	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Paula Burton - Housing Solutions Manager	Yvonne Fox - Assistant Director for Housing Management
Housing Voids	HV 7 - Percentage of rent lost through dwelling being vacant	%	Quarterly	Low is good	No	0.90%	<->	0.80%	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Central Area Housing Manager	Yvonne Fox - Assistant Director for Housing Management
Housing Voids	HV - Average re-let time calendar days for all dwellings - standard re-lets (New measure)	Days	Quarterly	Low is good	No	26 days	<->	23 days	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Central Area Housing Manager	Yvonne Fox - Assistant Director for Housing Management
Housing Voids	HV 9 - Average re-let time calendar days for all dwellings (including major works)	Days	Quarterly	Low is good	No	31 days	<->	28 days	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Central Area Housing Manager	Yvonne Fox - Assistant Director for Housing Management
Housing Maintenance	HM 3 - Percentage of reactive repairs completed within target time	%	Quarterly	High is good	No	96.00%	<->	98.00%	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Matthew Hillman - Maintenance Manager	Yvonne Fox - Assistant Director for Housing Management
Housing Maintenance	HM 4 - Percentage of repairs fixed first time	%	Quarterly	High is good	No	90.00%	<->	93.00%	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Matthew Hillman - Maintenance Manager	Yvonne Fox - Assistant Director for Housing Management
Housing Maintenance	HM - Percentage of tenants satisfied with repairs and maintenance (New measure)	%	Quarterly	High is good	No	94.00%		96.00%	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Matthew Hillman - Maintenance Manager	Yvonne Fox - Assistant Director for Housing Management
Housing Maintenance	HM 5 - Appointments kept as a percentage of appointments made	%	Quarterly	High is good	No	94.00%	<->	96.00%	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Matthew Hillman - Maintenance Manager	Yvonne Fox - Assistant Director for Housing Management

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Appendix D - Measures removed from the strategic measure set following the review

Directorate	Service	Measure reference/name	Reason for removal
CX	Work Based Learning	WBL 8 - Number of early leavers	Reduction of WBL measures in the strategic set to help ensure there is a more even spread of measures across services. Both measures are continuing to be collected and monitored by the WBL team at an operational level.
CX	Work Based Learning	WBL 9 - Employers/supervisors rating the WBL team as good or very good	
CX	Customer Services	CS 5 - Number of telephone enquiries answered	Additional measure built into the new measure set, which is focused on the number of telephone enquiries answered in channel shift areas. This is a more suitable measure moving forward with the focus being on encouraging residents to move online specifically in these areas. CC5 is continuing to be collected in the operational measure set for Customer Services.
CX	Human Resources	HU 4 - Number of grievances	Human Resources have very little influence over these measures, therefore these measures will continue to be collected in the Corporate Measure set alongside sickness and complaints performance.
CX	Human Resources	HU 5 - Number of disciplinary sanctions	
DCE	Recreation Services	RES 17 - Total number of users of our Health & Recreation facilities per quarter	Measures replaced with 'Quarterly visitor numbers to Birchwood and Yarborough Leisure Centres' & 'Artificial Grass Pitch usage at Yarborough Leisure Centre & Birchwood Leisure Centre'. Data on active participation in physical activity will continue to be collected and monitored as part of the operational measure set.
DCE	Recreation Services	RES 18 - Percentage of people over 16 actively participating in physical activity for 3 or more 30 minute sessions per week	
DCE	Public Protection and Anti-Social Behaviour	AB 4 - Number of service requests for Public Protection and ASB	Measure replaced with four new more suitable/detailed measures: - No. of cases received in the quarter - No. of cases closed in the quarter - Number of live cases open at the end of the quarter - Satisfaction of complainants relating to how the complaint was handled
DCE	Development Management	DM 20 - Number of planning appeals allowed	More suitable measure included in the new set - 'Percentage of decisions on planning applications that are subsequently overturned on appeal'. DM20 is continuing to be collected in the operational measure set.
DCE	Affordable Housing	AH 8 - The number of eligible sites where the full Affordable Housing requirement was renegotiated at or above the current target	Measure removed from the strategic set as it was felt that this does not provide members with a useful measure on how well we are performing in terms of Affordable Housing delivery. More useful measure 'AH4 - Cumulative number of affordable homes delivered to date this year' has been retained in the strategic measure set.
DCE	Sport & Leisure	SP 10 - The standard of service provided by Yarborough Leisure Centre (Collected via Citizens' Panel)	New satisfaction measure for Yarborough & Birchwood Leisure Centres included in the new strategic measure set. New measure is focused on actual user satisfaction rather than satisfaction of Citizens' Panel members. A proportion of Citizens' Panel members will not have used one or both of the leisure centres so are unable to respond.
DCE	Sport & Leisure	SP11 - The standard of service provided by Birchwood Leisure Centre (Collected via Citizens' Panel)	
DHI	Housing Solutions	HS 4 - The number of Homelessness applications progressed within the Housing Team	Measure replaced with 'Successful preventions against total number of homelessness approaches' which is a more suitable measure for the strategic measure set. HS 4 will continue to be collected in the operational measure set.

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Appendix E - Existing targets (where targets were previously set) compared to revised targets following the review

Directorate	Service	Measure reference/name	High/Low is good	Low target prior to the review (Worst)	High target prior to the review (Best)	Low target following review (Worst)	High target following review (Best)	Target amended	Notes/Reason for change
CX	Housing Benefit Administration	BE 4 - Average (YTD) days to process new housing benefit claims from date received	Low is good	26 days	24 days	27 days	24 days	Y	Lower target slightly amended due to impact of Universal Credit (UC) cases, which can delay assessment of Housing Benefit (large volume of UC-related documents to process).
CX	Housing Benefit Administration	BE 5 - Average (YTD) days to process housing benefit claim changes of circumstances from date received	Low is good	6 days	5 days	6 days	4.5 days	Y	Target considers the impact of UC-related changes, and large volume of UC-related documents to process. Despite this impact, target has been set with consideration of the current level of performance being achieved by the Benefits team.
CX	Housing Benefit Administration	BE 7 - Percentage of risk based quality checks made where Benefit entitlement is correct	High is good	86.50%	91.50%	87.00%	90.00%	Y	Risk-based quality checks take place on claims more likely to result in financial error. Increasing number of UC-related cases more likely to result in error due to complexity. Target slightly revised as a result of this. Staff training is currently taking place to help improve performance.
CX	Democratic Services	DEM 8 - The number of individuals registered on the electoral register	High is good	60,000	62,500	60,000	61,500	Y	Revised high target in line with current number of individuals on the electoral register and the estimated number of individuals expected to join the electoral register during 2019/20.
CX	Revenues Administration	REV 4 - Council Tax - in year collection rate for Lincoln	High is good	96.61%	97.11%	96.85%	97.10%	Y	Slight change of targets due to impact of Council Tax Scheme with some taxpayers receiving a reduced level of support. Target has however been set with consideration of the current level of performance being achieved by the Revenues team.
CX	Revenues Administration	REV 5 - Business Rates - In year collection rate for Lincoln	High is good	98.65%	99.15%	98.60%	99.10%	Y	Targets amended due to potential impact of high street downturn (empty business units).
29 CX	Work Based Learning	WBL 7 - Number of apprentices moving into Education, Employment or Training	High is good	90.00%	100.00%	92.00%	95.00%	Y	Due to there being a lower number of apprentices on the apprenticeship scheme, just one apprentice can have a large impact on the overall percentage. Therefore, targets slightly amended to be more appropriate.
CX	Customer Services	CS 8 - Average time to answer a call to customer services	Low is good	50 seconds	40 seconds	120 seconds	90 seconds	Y	Revised targets take into consideration the length of time customers expect to wait and are happy to wait for their call to be answered. Revised target also helps Customer Service Assistants to ensure customer enquiries are fully answered/resolved on first contact rather than the focus being on answering calls as quickly as possible. This is important with Customer Service Assistants receiving more complex calls and providing an increased level of support to vulnerable people.
DCE	Development Management	DM 16 - Percentage of applications approved	High is good	85.00%	97.00%	85.00%	97.00%	N	No change.
DCE	Development Management	DM 21 - Percentage of Non-Major Planning Applications determined within the government target (70% in 8 weeks) measured on a 2 year rolling basis	High is good	70.00%	90.00%	70.00%	90.00%	N	No change.
DCE	Development Management	DM 22 - Percentage of Major Planning Applications determined within the government target (60% in 13 weeks) measured on a 2 year rolling basis	High is good	60.00%	90.00%	60.00%	90.00%	N	No change.
DCE	Parking Services	PS 6 - Overall percentage utilisation of car parks	High is good	60.00%	70.00%	60.00%	70.00%	N	No change.
DCE	Private Housing	PH 4 - Number of empty homes brought back into use	High is good	25	50	25	50	N	No change.
DCE	Affordable Housing	AH 4 - Cumulative number of affordable homes delivered to date this year	High is good	150	172	150	172	N	Targets for this measure remain the same at present. Work is currently being undertaken to calculate the new Projected Housing Needs figure for the city, which will form part of the new Housing Strategy (expected to be presented to members in June 2019). It is likely that the targets for this measure will be revised in line with the new Projected Housing Needs figure when this is available.

Directorate	Service	Measure reference/name	High/Low is good	Low target prior to the review (Worst)	High target prior to the review (Best)	Low target following review (Worst)	High target following review (Best)	Target amended	Notes/Reason for change
DCE	Food Health & Safety	FHS 4 - Percentage of premises fully or broadly compliant with Food Health & Safety Inspection	High is good	95.00%	97.00%	95.00%	97.00%	N	No change.
DCE	Food Health & Safety	FHS 6 - Percentage of food inspections that should have been completed and have been in that time period	High is good	90.00%	97.00%	85.00%	97.00%	Y	Minor amendment to the low target in line with national targets. High target remains the same.
DCE	Waste & Recycling	WM 5 - Percentage of waste recycled or composted	High is good	35.00%	45.00%	35.00%	38.00%	Y	The targets have been changed based on results from recent years and what we can reasonably expect to achieve. COLC will not improve beyond this target without a significant change to our collection services which would require significant investment. It is expected that Lincolnshire Waste Partnership will drive significant changes in waste services in future years, so it is appropriate to tighten margins between upper and lower to give greater focus on the impact of those changes.
DCE	Public Protection and Anti-Social Behaviour	AB 5 - Satisfaction of complainants relating to how the complaint was handled	High is good	85.00%	87.50%	75.00%	85.00%	Y	Parameter has been widened to account for variation in the results. Given the indicator relates to an enforcement service it's incredibly difficult to consistently achieve high levels of satisfaction. The indicator to date has given a useful overview of service performance, but even when that level drops the feedback has failed to highlight where the outcome was directly affected by the teams actions, i.e. we find people are dissatisfied where they do not like the outcome of a complaint, often dictated and governed by the legislative parameters the team has to work within. With a narrow parameter the indicator often turns red which is not representative of the team's performance.
DHI	Rent Collection	RC 3 - Rent collected as a proportion of rent owed	High is good	95.00%	96.50%	96.50%	98.00%	Y	Targets increased to be more challenging.
DHI	Rent Collection	RC 4 - Current tenant arrears as a percentage of the annual rent debit	Low is good	5.00%	3.50%	4.00%	3.00%	Y	Targets lowered to be more challenging (low is good).
DHI	Housing Voids	HV 9 - Average re-let time for all dwellings - including calendar days (including major works)	Low is good	28 days	25 days	31 days	28 days	Y	The targets have increased based on the last few years performance, coupled with the fact we have had the new build completions in last financial year. From those new builds, a lot of those were already existing tenants so that naturally left a significant number of voids in the system. Also, with this increase in the targets it still puts us around the upper/upper medium quartile when we benchmark nationally. Targets will be reviewed for next year based on this year's performance.
DHI	Housing Maintenance	HM 3 - Percentage of reactive repairs completed with target time	High is good	95.00%	97.50%	96.00%	98.00%	Y	Target increased to be more challenging.

SUBJECT:	LINCOLN INTERVENTION TEAM - YEAR 2 FUNDING
DIRECTORATE:	COMMUNITIES AND ENVIRONMENT
REPORT AUTHOR:	FRANCESCA BELL

1. Purpose of Report

1.1 To provide Executive with information relating to the Lincoln Intervention Team, their achievements and work to date, and to seek approval for year 2 funding.

1.2 Year 2 funding is proposed to be met by City of Lincoln Council and the broader city centre partnership as set out in this report under Section 7.

2. Executive Summary

2.1 The Lincoln Intervention Team was launched in October 2018 and currently has funding until December 2019.

2.2 The Team is working to reduce on street Anti-Social Behaviour (ASB) by holistically working with individuals to deal with the root cause of their behaviour. The team includes an ASB Outreach Officer, Mental Health Nurse Outreach Officer, Addaction Outreach Officer and a Team Coordinator.

2.3 The Lincoln Intervention Team are currently funded by a range of partners including the Police and Crime Commissioner, Lincoln BIG and City of Lincoln Council.

2.4 Funding from partners for Year 2 has been secured allowing the Lincoln Intervention Team to operate for a further year (to Autumn 2020) subject to £65,000 of funding from City of Lincoln Council being released for the project.

3. Background

3.1 The team was set up in response to rising community tension in response to increased on street drug use and anti-social behaviour some of which was linked with the street community. This was effecting the business community in Lincoln city centre, as well as residents and visitors to the area. The increased drug use has proven to be a symptom of complex issues including addiction, mental health and homelessness combined with other vulnerability factors.

3.2 The Lincoln intervention team is a project that has been running for around 9 months to date launching in October 2018. The team consists of 4 members of staff as follows; a team coordinator, a mental health outreach nurse, an Addaction outreach worker and an Anti-Social Behaviour outreach worker. The team is a partnership comprised of staff from City of Lincoln Council, Lincoln Business Improvement Group, Addaction and Lincolnshire Partnership NHS Foundation Trust.

- 3.3 The aim of the team is to provide a holistic response to the individuals complex needs, this includes building a rapport with on street community through daily outreach as well as providing support and assistance across a range of issues. Whilst the team has a focus on reducing ASB, this is often achieved by looking beyond the behaviour exhibited, for example a persistent beggar in the city centre may be begging because they are not in receipt of benefits in which case arranging their benefits and accompanying and supporting them to do this may resolve the issue. Alternatively it may be that someone is using illegal drugs in the street because they are trying to manage a complex mental health illness, which could be addressed by our mental health nurse who can make appointments with a GP to review medication or refer them into other mental health services.
- 3.4 The team also works with a number of other services including Neighbourhood Nursing Teams, the local Shelter, Police, Probation and Social Care.
- 3.5 In addressing issues holistically the team aims to sustainably reduce ASB helping both the individual and the wider community thus increasing and building community resilience and tolerance, the feeling of safety within the city and reducing community tension.

4. Achievements of the team to date

- 4.1 The team have worked with 103 different individuals since the start of the project in October 2018 and have logged in excess of 614 actions on our case management system.
- 4.2 29 individuals have received in depth support for substance misuse and 5 have entered treatment where previously they were not engaging with services
- 4.3 39 individuals have received in depth support for mental health related issues and 14 have engaged in a support plan or entered treatment.
- 4.4 The team have issued 40 written warnings about behaviour or substance misuse, 10 legal notices, completed 4 prosecutions and obtained 1 Criminal Behaviour Order.
- 4.5 The team are working on a city centre injunction against persons unknown to provide additional powers to both the City Council and the Police when dealing with substance misuse in the city. The team are also working on obtaining an injunction against persons unknown who set up encampments or cause ASB in the area of the Usher Gallery.
- 4.6 The team have assisted Legal Services officers with the service of notices to remove encampments from City Council Land.
- 4.7 The team are assisting Lincolnshire Police to support vulnerable victims of County Lines mate crime across the city.

5. Current Team Staffing

- 5.1 The project launched in October 2018 with a soft launch, the team was complete with all members in place by December 2018. The staggered start dates mean that the Mental Health Nurse' contract runs until the start of December 2019.
- 5.2 Due to a short spell in January without an Addaction worker due to staff changeover has meant that we have secured the Addaction worker until December 2019.
- 5.3 The ASB Outreach worker is seconded from PPASB currently until October 2019 however this can be extended to match the other end dates of December 2019.
- 5.4 The Team Co-ordinator is currently seconded until October 2019.

6. Team Funding Year 1 2018/19

- 6.1 Funding for year 1 was achieved as follows:
- 6.2 **£65,000** from **City of Lincoln Council**. Used as follows:
 - Commissioning of the **Addaction Outreach Worker** contracted by LCC
 - Commissioning of the **Team Coordinator**
 - Commissioning the Development Plus research project
 - Uniforms, expenses, equipment and training
- 6.3 **£10,000** from **Lincoln BIG**. Used towards the **Team Coordinator**.
- 6.4 **£5,000** from **Lincoln West Clinical Commissioning Group**
- 6.5 **£50,000** from the **Police and Crime Commissioner**. Used as follows:
Mental Health Outreach Worker
- 6.6 The **ASB Outreach Officer** is seconded from the PPASB Team without the provision of backfill arrangements. This has an impact on service delivery within the PPASB Team, but also within the Intervention Team during times of absence.

It has been noted during the initial months of the Intervention project that during these times enforcement action cannot take place or is delayed as a result. It is therefore proposed going forwards that a cover arrangement is formalised to ensure continuity of service delivery across both teams.

7. Team Funding Year 2 2019/20

- 7.1 Team funding for year 2 is proposed as follows:
- 7.2 **£65,000** from **City of Lincoln Council**. Used as follows:
 - Commissioning of the **Addaction Outreach Worker** contracted by LCC
 - Commissioning of the **Team Coordinator**
 - To provide a level of **backfill for the Intervention Team to cover holidays, sickness and other absence**

- Contingency for price increases for staffing, expenses, training and equipment.

7.3 **£10,000** from **Lincoln BIG**. Used towards the **Team Coordinator**.

7.4 **£50,000** from the **Police and Crime Commissioner**. Used as follows:
Mental Health Outreach Worker

7.5 The **ASB Outreach Officer** is seconded from the PPASB Team without the provision of backfill arrangements.

7.6 The proposed funding structure above has confirmed funding at the values stated from Lincoln BIG, the Police and Crime Commissioner and continued secondment of the ASB Outreach Officer.

7.7 The £65,000 funding from City of Lincoln Council would enable the team to continue until December 2020.

8. Strategic Priorities

8.1 Let's drive economic growth

This is met by enhancing our city centre and retail area in both the daytime and night time economy by providing a safe and attractive city.

8.2 Let's reduce inequality

This is met by holistically protecting and supporting some of society's most vulnerable and overlooked groups.

8.3 Let's enhance our remarkable place

This is achieved by working to ensure our city is safe and vibrant and that visitors and residents feel safe from harm.

8.4 High performing services

The team provides a holistic and innovative service that works closely with key partners to achieve an improvement for both individuals and communities that will lead to sustainable positive changes.

9. Organisational Impacts

9.1 Finance (including whole life costs where applicable)

The Council's contribution to the Team of £65k for year 2 will be funded from the the Business Rates Retention Pilot Reserve, sufficient uncommitted funds remain in the reserve to allocate the £65k required.

9.2 Legal Implications including Procurement Rules

The contract in place with Lincolnshire County Council regarding the procurement of an Addaction Worker allows for the extension of the contract for a further year. Meetings are taking place to formally agree this extension.

The agreement with LPFT regarding the procurement of the Mental Health Outreach Nurse allows for the extension of the agreement. Meetings are taking place to formally extend this.

9.3 Equality, Diversity and Human Rights

The Public Sector Equality Duty means that the Council must consider all individuals when carrying out their day-to-day work, in shaping policy, delivering services and in relation to their own employees.

It requires that public bodies have due regard to the need to:

- Eliminate discrimination
- Advance equality of opportunity
- Foster good relations between different people when carrying out their activities

9.4 Human Resources

As the ASB Outreach Officer is seconded without backfill in PPASB this has an effect on PPASB's ability to respond to all requests for service particularly during busy periods. The result of this is that it is necessary for PPASB to take a view on a case by case basis as to whether some low level issues will be responded to in the usual way. Where decisions are made at a team level to reprioritise work taken on this will be done openly and transparently and will be discussed with customers in order to manage expectations. The likely effect is that some low level cases may have delayed response times although in extreme circumstances cases not meeting our legal threshold for action may not be accepted.

10. Risk Implications

10.1 (i) Options Explored

- a) Reduce the support aspect keeping only the ASB outreach Officer and Co-ordinator.

The risk of this is lack of engagement from the client group. Previously partner organisations along with City of Lincoln Council have acknowledged that this approach is unsuccessful in isolation.

- b) Discontinue the service in December 2019.

The key risks associated with this option are increased ASB, a reduction in resources to tackle ASB and associated issues, public safety concerns and rising community tension. These issues are likely to result in bad publicity for City of Lincoln Council and will leave the vulnerable on street community with a lack of support.

10.2 (ii) Key risks associated with the preferred approach

This has limited risks associated with it however if the team is to disband after year 2 then an exit strategy will need to be planned and adhered to.

11. Recommendation

11.1 Executive Committee are recommended to:

- i) Note the performance of the team in the first 6-9 months of operation
- ii) Approve the allocation of £65,000 as match funding to enable the project to continue through to December 2020

Is this a key decision? No

Do the exempt information categories apply? No

Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply? No

How many appendices does the report contain? None

List of Background Papers: None

Lead Officer:

Francesca Bell
Public Protection, ASB & Licensing Service Manager
Telephone (01522) 873204

SUBJECT:	LINCOLN HIGH STREET CHARACTER APPRAISAL
DIRECTORATE:	DIRECTORATE OF COMMUNITIES AND ENVIRONMENT
REPORT AUTHOR:	NICOLA COLLINS, HERITAGE AND PLANNING ENFORCEMENT TEAM LEADER

1. Purpose of Report

- 1.1 To present the Lincoln High Street Character Appraisal to Committee and seek approval to use this document as planning guidance.

2. Executive Summary

- 2.1 There are 11 conservation areas within the City Council's administrative boundary and in order to achieve the successful management of these, the conservation areas should be periodically assessed. The conservation areas are assessed in terms of their special character and appearance. Each area is unique and differs in the type and style of the urban landscape within it. In considering how to approach the first appraisal, it was felt that the High Street was an appropriate place to start because of its significance and importance as the principle commercial zone within the City.
- 2.2 It was considered to be important to capture as much of the principal shopping area of similar character as possible and, as such, the area appraised commences at the bottom of The Strait and terminates at Monson Street. Beyond these areas will be captured as part of other zones once further assessments are undertaken. This meant that the appraisal would actually incorporate parts of 3 current conservation areas; Cathedral and City Centre No1, West Parade and Brayford No6 and St Peter-at-Gowts No2.
- 2.3 Resources are such that this work was commissioned by the City Council and carried out by a planning and conservation consultant. The consultant carried out a thorough survey of the designated area and assessed the value of the buildings and townscape. The final draft is now agreed with officers and is therefore being presented for Executive approval.

4 Main body of report

- 4.1 The appraisal helps the reader understand what is important within the designated area and why it is of special interest or significance. This in turn provides valuable information which can be taken into account when submitting and considering planning applications. The document 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.

- 4.2 It is important to note that this document does not replace the current conservation area designations or create a new conservation area; it is intended as a supplementary document to provide valuable context to the reason why those areas have been designated conservation areas in the first place and provide an important character assessment of Lincoln’s High Street.
- 4.3 This document was presented to members of Planning Committee on 5 December 2018 and whilst members were supportive, it was considered that other areas beyond this initial zone were of equal importance and warrant assessment in the same way. In accordance with that consideration, officers have prepared a plan of the subsequent proposed appraisal zones. The plan is appended to this report and groups areas considered to be of similar character together, for example the historic quarter. These zones incorporate parts of the remaining conservation areas within the City and will form the basis of further appraisals to be commissioned in future when resources permit.
- 4.4 The character appraisal before you today is the first of 11 to be carried out and covers the “Commercial” zone shown on the attached plan.

5. Recommendation

- 5.1 That Executive approve the use of the attached ‘Lincoln High Street Character Appraisal’ document as planning guidance.

Is this a key decision?	No
Do the exempt information categories apply?	No
Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply?	No
How many appendices does the report contain?	Two
List of Background Papers:	None

LINCOLN HIGH STREET CHARACTER APPRAISAL

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- 1 Spatial Analysis
- 2 Heritage Designations and Positive Buildings
- 3 Opportunity for Enhancement of the Character Area

I INTRODUCTION

I.01 This character appraisal aims to assess the special character and appearance of Lincoln's High Street Character Area (see Map 1). Whilst currently straddling 3 conservation areas (CA No. 1 Cathedral and City Centre, CA 2: St Peter- at-Gowts, and CA 6: West Parade and Brayford), it is intended that this character area will be designated as a new conservation area in the future.

This appraisal therefore follows the Historic England Advice Note 1: Conservation Area Designation, Appraisal and Management. The more clearly the special interest that justifies designation is defined and recorded, the sounder will be the basis for local plan policies, planning decisions and proposals for the preservation and enhancement of the character of the area. It is intended that this guidance will be useful for residents, developers and the general public in understanding the significance of the area, aiming to ensure its special interest and character will be preserved and enhanced for future generations.

I.02 Whilst every effort has been made to include all aspects of character in this document, it should be noted that omission of a particular building, space or feature does not necessarily mean it is of no significance.

I.03 This appraisal is the result of survey work carried out in January and February 2018.



Plate 1 Guildhall Street is a key landmark within the area



Plate 2 Guildhall

2 PLANNING AND POLICY CONTEXT

2.01 Section 69 of the Planning (Listed Buildings & Conservation Areas) Act 1990 imposes a duty on local planning authorities to designate as conservation areas any 'areas of special architectural or historic interest the character of which it is desirable to preserve or enhance'. Local authorities also have a duty under section 69 to review their areas from time to time to consider whether there should be boundary amendments to existing conservation areas, and whether new conservation areas should be designated. Section 71 of the Act places a duty on local planning authorities to formulate and publish proposals for the preservation and enhancement of conservation areas.

2.02 The Central Lincolnshire Local Plan was adopted on 24th April 2017. It contains the following policies relating to the historic environment and the issues raised in this appraisal:

- LP17 Landscape, Townscape and Views
- LP25 The Historic Environment
- LP26 Design and Amenity

- LP27 Main Town centre uses—Frontages and Advertisements
- LP29 Protecting Lincoln's Setting and Character
- LP35 Lincoln's Regeneration and Opportunity Areas



Plate 3 North end of High Street

3 SUMMARY OF SPECIAL INTEREST

3.01 General Character

- The backbone of the High Street Character Area is formed by High Street, a road that follows the alignment of the Roman Ermine Street from The Strait southwards to Monson Street. It is the commercial centre of Lincoln and its townscape is the result of ongoing, plot by plot development of the area since the Roman Military Era (60-90AD). High Bridge has been a strategic bridging point over the River Witham since Roman times. The railways cut through the area to the south in the mid nineteenth century, and the closure of the Midland Line in the 1980's offered new opportunities for development. The area has a busy character to it with heavy pedestrian flow, particularly to the north, and vehicular movement on the dissecting vehicular routes and the southern, non pedestrianised part of High Street.
- The character area is heavily influenced by its medieval development, seen in surviving buildings along its length such as the Guildhall, the Church of St Benedict and St Mary le Wigford. In addition, the legacy of medieval burgage plots can be

seen in the narrow building plots following a strong east / west orientation, and often extending a significant distance to the rear of High Street.

- The character area has three distinct character zones. The northern one extends from High Bridge to The Strait and is the outer part of the historic core of the city, with a good survival of its historic road layout, a tightly knit urban grain and a mix of commercial, civic and residential development. The land steadily inclines to the north, and development is generally a minimum of 3 storeys, with frontages relating directly to the main streets, within clearly defined urban blocks. The middle zone stretches from the railway to High Bridge, where High Street becomes flatter and wider and more nineteenth century development dominates. Development is mostly three storeys and above.
- The southern zone extends from Monson Street to the railway, where High Street opens up, but development is still against the pavement creating a strong sense of enclosure. This is the area of the



Plate 4 The Guildhall area of High Street



Plate 5 Southern end of High Street

medieval suburb of Wigford and residential development (much now in commercial use at ground floor), commercial and religious development dominates. There is greater two storey development here, with taller buildings tending to have landmark status.

3.02 Architectural Qualities

- There is great diversity of building types, periods and architectural styles across the character area. The area displays a rich tapestry of development ranging from the medieval period through to the mid twentieth century. Masonry is primarily red brick, but there are also stone Medieval and Victorian buildings, timber framed buildings and use of stucco and render. Yellow (gault) brick is also used. Clay tiles and Welsh slate are predominantly used on roofs. There is a wealth of architectural detailing in the area, with a variety of sash windows types, many oriel windows, and historic lettering found on buildings.

3.03 Positive buildings (see Map 2)

- There is a high concentration of listed buildings in the character area, with fifteen locally listed buildings, and a large number of buildings making a positive contribution to the conservation areas. There are significant archaeological remains in the area and a substantial area of scheduled monuments.

3.04 Views, landmarks, routes (see Map 1)

- Important long distance views are offered of the cathedral from the southern part of High Street, and a number of pleasing views are located particularly to the north part of the area. A number of buildings have towers, and interesting corner treatments creating landmarks within the streetscape. The number of surviving ginnels, allowing access from main streets to the rear of plots is significant, and reflects the historic urban grain. Such access also allows views of the rear of many historic buildings, which often retain greater historic detailing than their frontages.



Plate 6 View of High Bridge



Plate 7 Ginnel leading to river at High Bridge

4 LOCATION AND SETTING

4.01 Lincoln is a cathedral city and the county town of Lincolnshire. The High Street Character Area sits within and to the south of Lincoln's city centre. To its north is the medieval core of the city, including Lincoln Cathedral and Lincoln Castle. To its east and south are Lincoln's inner residential suburbs. To the west are inner suburbs and edge of centre retail and office parks.

Brayford Pool and the River Witham are to the west of the area, and Sincil Dike and Broadgate to east. The character area is dissected in the middle by the River Witham, as well as the railway.

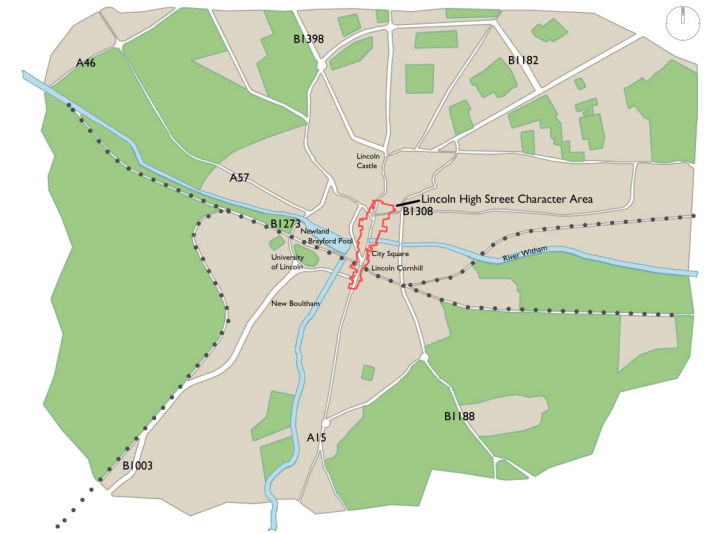


Plate 8 Location map



Plate 9 Aerial view

5 HISTORICAL DEVELOPMENT

5.01 The historical development of the character area is fully explained in Lincoln Townscape Assessment: High Street Inherited Character Area Statement and St Peter at Gowts Inherited Character Area Statement. Its history spans two thousand years, and is summarised below.

Roman Origins

5.02 The complex townscape is a product of successive phases of redevelopment since the Roman period, and has long functioned as Lincoln's commercial centre. The unifying feature is High Street itself, the alignment of which follows 'Ermine Street', a road constructed during the Roman Military Era (60-90AD). Southerly parts of the road overlie a slightly earlier Roman causeway that crossed wetland in the Witham Valley floor, and later provided the foundation for settlement south of the river during the Roman Colonia Era (90-410 AD). To the immediate south of the area the 'Fosse Way', a Roman road of comparable date, joined with Ermine Street. During the Roman Colonia Era, areas to the north of the Stonebow were contained within the lower Roman walled city.

5.03 The southern wall crossed the area roughly on the alignment of Guildhall Street and the south gate is likely to have been slightly north of the current Stonebow. Wetland either side of High Street was consolidated in successive stages between the Roman Military and Early Modern (1350-1750) Eras. Evidence for the area's former wetland location is still appreciable in the level ground upon which the character area sits, and in the modern location of the now canalised River Witham, which runs roughly parallel to High Street to the West. High Bridge has been a strategic bridging point over the river since Roman times. During the Roman and Medieval Eras (60-1350 AD) the River Witham was much wider, and was used for fishing and waterborne trade. Several phases of quayside development took place along the northern and southern banks of the river as a result of growing river-borne trade, linking up with the lower Witham Valley and The Wash. The area was also well connected to the Brayford Pool, Lincoln's main waterfront. Much Lane, a footpath linking the High Street to the Brayford, is one of the earliest footpaths in the area and probably dates back to the High Medieval Era (850-1350 AD).



Plate 10

Drawing of 1829 looking north east down from a high point onto High Bridge, the guildhall and obelisk still remain, buildings on the east side of High St have been replaced.

The Medieval City

5.04 The High Medieval Era saw the city emerge from a prolonged phase of decline and the current High Street was re-established roughly along the route of the Roman road. The road provided a backbone for development, including an extensive suburb known as Wigford, which accommodated substantial elite residences. The suburb featured no fewer than six parish churches, two of which survive today. Many roads were laid out during this period, several of which survive in the current townscape, including Garmston Street, Silver Street, Swan Street and Flaxengate. Land either side of High Street was divided into long narrow burgage plots which stretched back from buildings fronting High Street. The current east/west pattern of building plots and streets follows in part the former pattern of burgage plots. In the height of the High Medieval Era, the Wigford suburb stretched almost the full length of lower High Street, from High Bridge down to Sincil Dyke. The northern boundary of the suburb was formed by a chain across High Bridge. The bridge itself was constructed in several phases, the earliest of which dates back to circa 1150 AD.

5.05 During the High Medieval Era, Lincoln's prosperity increased, leading to the re-organisation and settlement of central areas of the city. The re-organisation included the construction of several churches including St. Mary-le-Wigford, and St. Benedict's Church. The Church of St. Mary-le-Wigford is the earliest in this area, its tower dates back to the 11th century. St. Benedict's Church was also constructed over several phases from c.1107.

5.06 From the 11th century onwards several markets were located in the northern part of the area. Around the same time the Clewmarket, or thread market, was held to the east of the lower part of Flaxengate, in the triangle created by Clasketgate and Silver Street.



Plate 11 St Mary le Wigford, High Street

5.07 *Early Modern Era 1350-1750*

After a further period of decline at the beginning of the Early Modern Era, partly resulting from the loss of the cloth trade, the 16th and 17th centuries were a period of domestic and commercial growth. New residential and commercial properties were constructed or converted from previous uses, such as Garmston House at No. 262 High Street and the timber-framed buildings on High Bridge. Meanwhile, the markets on the slope of the north escarpment were moved further south onto High Street itself and adjacent roads. Wigford appears to have continued as a suburb, attracting investment from wealthy mercantile families as demonstrated by 'Whitefriars', a surviving early 15th or late 16th century building at No. 333 High Street. Building frontages of this period still remain along High Street, including Marchmont House at numbers 363-364. St Mark's Street may date from this period, and was named after St. Marks Church, which was located on the current site of Debenham's department store.

5.08 *Early Industrial Period 1750-1845*

Growth continued during the Early Industrial Period, including the development of heavy industry in Lincoln which resulted in a growth in population. To the west of the area industrial growth focussed along the River Witham. Albion Yard to the north of St. Marks and Tanner's Lane to the south, which provided access to a now demolished early 18th-century riverside tannery, survive as examples of connecting lanes between former wharfs on the River Witham and the High Street. Hotels and public houses, including the Queen Hotel (1828) on the current site of HMV, and the Crown Inn (1773) on the site of Boots, were established to serve expanding local and visiting populations. New and expanding communities also brought about the construction of several mainly non-conformist chapels, such as the General Baptist Chapel (1819) on St. Benedict's Square and a large Wesleyan Chapel (1835) on the current site of Danesgate House.



Plate 12
 Photograph from the 1890's, horsefair looking north from a high point near St.Benedict's church. High Bridge, the terracotta front of No. 332 High St and the cathedral in the distance can be seen.

- 5.09 The growth in population resulted in considerable infill development. The backyards within plots were subdivided, leading to many working-class families living in cramped, poor quality accommodation. By this time, the markets on the High Street were only being held once a week but caused significant disruption. In 1847 the first Corn Exchange was built, which was extended with the new Corn Exchange and market buildings in 1879. The Shambles and Butchery Market, which had been operating out of St. Lawrence's churchyard, moved to a purpose-built facility on the current site of Butchery Court in 1774. The boundary of the market has been retained in the current townscape by the northern and eastern sides of Nos.18-24 Clasketgate, Butchery Court and the rear of Nos.38-42 Silver Street.
- 5.10 Housing, much of which would later be converted into shops, was constructed along High Street, with examples surviving at numbers 153-157, 125-126, and 128. Hotels and public houses, including the Lion Hotel (1826) and Hare and Hounds

(1791), were established to serve expanding local and visiting populations. New and expanding communities also brought about the construction of several mainly non-conformist chapels, such as Lincoln Unitarian Chapel on Monson Street (1725) and the Independent Chapel on Tanner's Lane (1820).

- 5.11 The single most significant development of the time was the construction of the railways in the 1840s. New railway lines divided up the historic suburb of Wigford, first by the construction of the Midland Line (1846-1985), shortly followed by the Great Northern Loop Line (1848) which remains active today. A further impact of the railways was the increased use of buildings both on High Street and along the Brayford for the storage and processing of grain. The grain industry was Lincoln's largest employer after heavy industry. The former Midland station is now re-used as part of St. Mark's shopping centre, and the redundant wheelhouse survives in front of the Magistrate's Court on the east side of High Street.



Plate 13
Photograph of 1905 taken from St Mary's Street looking northwards up High St.



Plate 14 Padley's 1842 map of Lincoln
(City of Lincoln Council)



Mid and Late Victorian and Edwardian period (1845-1919)

5.12 Over the years the upper part of High Street has had many civic, commercial and cultural functions. The Stonebow has been used by the Council since c.1500. From the 18th century, banks began to be founded in the area, although the majority of buildings in use today were purpose built and constructed during the Late Victorian/Edwardian period (1869-1919). The first bank, Smith, Ellison and Co., was set up in 1775 on the current site of NatWest (1883) on the corner of Mint Street and High Street. HSBC at 220-221 High Street is the former headquarters of the Lincoln and Lindsey Bank (1893), and Lloyds on the corner of St. Benedict's Square was the Capital and Counties Bank from 1901-3.

5.13 Fuelled by industrial growth, Lincoln's expansion continued during the Late Victorian/Edwardian Period (1869-1919) with further infill of remaining gaps along High Street, such as buildings surviving at numbers 366-368, and 370-374.

New road infrastructure branching off High Street, including Chaplin, Sibthorpe, and King Streets, provided the basis for further development, and in the example of Monson Street, increased connectivity between High Street and the expanding city to the east by bridging Sincil Dyke.

5.14 Roads off High Street, including Firth Road, Gaunt Street and Monson Street (1845), were constructed shortly afterwards the Post-Railway Expansion Period (1846-1868), and, along with High Street, were soon developed with residential dwellings e.g. Nos.141-143, 342 to 345 and 383-384 High Street. Commercial premises such the former bakery at No.64 Monson Street, and community services including a police station at No.382 High Street, and the former St. Marks Parochial School on St. Mark's Street, were established alongside housing.

5.15 Corner buildings were often accentuated, such as at Tentercroft Street, and survive to demonstrate the commercial prestige of High Street towards the end of 19th century. Growing populations either side of High Street throughout the Late Victorian/Edwardian Period increased demand for commercial premises which was met both by the construction of purpose built shops (e.g. Nos.129-131 and 159-160 High Street), many of which had accommodation to the rear or above, and the conversion of existing housing to shops such as Nos.370 and 141a High Street, and Nos.26-32 Monson Street. The piecemeal commercialisation of the Character Area focussed on High Street, at the junctions of roads branching off it, and in particular roads connected with the east of the city, as seen in surviving shop frontages along Portland Street. Additional places of worship were built including the Central Methodist Church (1905) and the Hannah Memorial Chapel (1875) which was replaced by the Thomas Cooper Memorial Church in 1972.

5.16 From as early as 1732 there was a theatre on Drury Lane but it moved to its current location on Clasketgate in 1763. The mid-Georgian theatre was replaced by the Theatre Royal in 1806 but this was destroyed by fire and re-opened as the New Theatre in 1893. The Late Victorian/Edwardian period saw the arrival of the cinema in Lincoln. The upstairs of the Corn Exchange was used as a cinema from 1910 but Garmston House was the first property to be extensively redeveloped for use as a cinema hall. The frontage was retained but the rear was rebuilt as an auditorium, opening as the Lincoln Electric Theatre in 1911. A car park on Hungate marks the location of the auditorium which was demolished in 1982. Later the Regal Cinema (1915) opened on the site of the current Primark, which had been a grocers. Lincoln's only tramway was constructed along High Street in 1882, but was short lived, being dismantled in 1929.



Plate 15 No. 159-162 High Street, purpose built commercial buildings

5.17 *Inter-War (1920-1945 AD), Post-War (1946-1966 AD) and Modern (1967-present AD) Periods*

As a result of the increased use of the private motor-car many remaining open spaces, particularly to the rear of the buildings, have been converted for use as private and public car parks. During the Modern and Inter-War Periods especially, many parts of the townscape have been comprehensively redeveloped for road infrastructure or large-scale buildings. The most major road infrastructure development of the Modern period was the construction of Wigford Way in 1972 between High Street and Brayford Pool, involving the demolition of Brayford Street, Swanpool Court and several properties off them. Retail development generally involved the amalgamation of one or more building plots to form large individual properties. Subsequent buildings often occupy the full extent of their plots, such as Marks and Spencer's as well as Boots and Bhs (No. 196-199) further south.

Many of the buildings of the Modern period are mixed use, or entirely residential, indicating the gentrification of the townscape by an emerging city centre population. As well as buildings and roads, many parts of the streetscape have undergone continual repair and improvement, most recently in the east of the area around Grantham Street and Flaxengate, as well as upper parts of the High Street.

- 5.18 The Inter-War Period (1920-1945) saw the arrival of a variety of new amenities and architectural forms to High Street, notably in the construction of Lincoln's first dedicated cinema The Ritz, which opened in 1937. With the advent of the private motorcar early in the 20th century, the first of three petrol stations in the character area was constructed at numbers Nos.134-136 High Street. It survives today as a forecourt and retail unit set back from the road.



Plate 16 No. 280-281 High Street and 1-3 Clasketgate, Former Boots Department Store and Job Centre

5.19 The townscape of the character area appears to have undergone little major change during the Post-War Period (1946-1966), although a handful of large shop frontages were created through the introduction of supermarkets at numbers 335-337 and 176-177 High Street, and the surviving row of railway offices was constructed at numbers 350-5. Although slight, these changes were a precursor to larger scale development during the Modern Period (1967-2008). The construction of large-scale offices, services, retail units and associated parking, in the place of former Victorian shops and housing occurred in several places, including Homer House on Monson Street and car parking between King and Chaplin Streets.

5.20 The departure of the East Midland Railway in 1985 opened up a considerable area of land around St. Mark's station for development on both sides of High Street. Regeneration of the area has retained the former station, around which large-scale retail units and services, including the Magistrates Court and St. Mark's shopping area, have overwritten the former railway landscape. (City of Lincoln, 2008, 2-5).



Plate 17 Firth Road showing the former St Marks Station to the left and railway roundhouse to the centre. Behind, the Magistrate's Court has overwritten the former railway landscape.

6 ARCHITECTURAL QUALITY AND BUILT FORM

6.01 *Urban form*

- The character area has a clearly urban character, being densely built up, and with limited greenery. Open spaces are limited to the High Street itself and junctions of major roads (where space is dominated by the highway). Traffic routes and the railway form physical and visual barriers within the area. This is particularly so of Wigford Way / St Mary's St, Silver St / Mint St and St Marks St / Tentercroft St. The area contains a variety of building forms, heights and plot widths.
- The topography is notable, with the land being flat up to St Mary's Street, and then a steady incline leading up to the escarpment to the north. High Street noticeably narrows as it rises up the escarpment. There is a consistency of building line along the principal streets, with buildings sitting at the back edge of the pavement.
- The current east / west pattern of building plots and streets follows in part the former pattern of burgage plots, and reflects the linear, primacy of High Street. Buildings are orientated towards the main streets. Many buildings have a plan form that extends only a small portion of the depth of their plots, with subservient extensions and ancillary buildings to the rear. Some modern retail development covers the whole of the building plot in a single mass of building. The area displays a high degree of enclosure, particularly along High Street and its side streets.
- Development south of the railway line is primarily 2 or 3 storeys in height. North of the railway, there is denser development with 3 storey buildings predominating. However, there is variation in storey height, with the occasional 2 storeys buildings and some 4, 6 and 7 storey buildings.



Plate 18 The passageway through the Stonebow and Guidhall building, High Street

6.02 *Street pattern*

- The primary route is High Street, with secondary streets and routes on an east / west axis, unchanged in centuries. The historic street pattern largely remains, with a finely grained, high density of buildings up against High Street reflecting the medieval burgage plot development either side of this historic thoroughfare. However, to the rear of these plots there has been substantial opening up and amalgamation of rear yards. The northern tip of the area, and the area between St Mark Street / Tentercroft St and the railway display a particularly fine urban grain with narrow burgage plot development.
- The railways resulted in massive change and cut through this historic area in the mid 19th century. The Northern Loop Line remains in use today, and the former Midland Line has left a legacy of the Grade II listed former Midland Station (now St Mark's Shopping Centre), and the larger scaled development of the Magistrate's Court and new office and retail space. Historic form can be read with the court building and St Marks shopping showing intervention into the historic urban grain here where the railway once stood. Wigford Way cuts a swathe through the

historic urban grain and modern development either side of it has been of a larger scale than the medieval urban grain it replaced.



Plate 19 Development at the rear of the burgage plot, 41 Hungate



Plate 20 Development at the back edge of the pavement



Plate 21 Ginnels are a common feature



Plate 22 North side of Mint St showing development of the House of Fraser store on the corner of High St



Plate 23 The view of High Bridge from the west is enclosed by large, modern retail units.

Urban Form



Plate 24 No. 303-309 High St, showing decorative late C19th buildings (centre), indiscriminate modern buildings (left), and the unaltered upper floors of a 1950's/60's building (right)



Plate 25 South side of Corporation St, showing a variety of architecture all at the back edge of the pavement

Urban Form



Plate 26 Stone and brick steps leading from west side of High Bridge to the river



Plate 27 No. 220-221 High St, a strong corner feature at the junction of Guildhall St and High St



Plate 28 Former Corn Exchange, Cornhill dated 1847 and designed by W A Nicholson, it is dominant within Cornhill.

Urban Form

6.03 *Building Types*

- The character area includes a diversity of building types including churches, chapels, a cinema, a theatre, railway buildings, a corn exchange, pubs, hotels, banks, shops and many former houses. Today, buildings are primarily in retail use at ground floor. The southern part of the area has retail uses in many former houses and other adapted buildings including the former railway stable block (at 322 High St). There is a noticeable change, between Wigford Way and the Guildhall, where purpose built shops predominate. North of the Guildhall, there is a greater variety of building types with commercial buildings predominating, but many former houses remain which are now in commercial uses.
- The area south of the river has remnants of former industrial buildings to the rear of plots, on the west side of High Street. However, these historically would have related to the river and adjacent wharf areas. Much of this area has been subject to recent redevelopment, and smaller historic buildings have been lost.

6.04 *Skyline*

- The skyline is punctuated by a number of towers. Most notable is that of Lincoln Cathedral, which can be easily viewed when arriving from the south. The area's churches and chapels also offer key landmarks on the skyline, as well as a number of commercial buildings that accentuate corner plots with decorative towers (for example No. 302 High St). Chimney stacks and pots, as well as gable features also add to the diversity of the skyline.
- There is a varied roofscape throughout due to the variety of building heights.



Plate 29 Former industrial buildings at the rear of No. 172 High Street



Plate 30 Guildhall is one of the key civic buildings in the area.



Plate 31 No. 207-210 High Bridge, these grade I listed shops date from C16th, and are the only surviving example of a medieval bridge carrying shops and houses.



Plate 32 No. 302 High St has a distinctive corner turret.

6.05 *Architectural styles, periods and status of buildings*

- The area exhibits a wide range of architectural styles and building periods, reflecting its long and varied history, and key periods of development. Medieval buildings include the two churches of St Mary le Wigford and the Church of St Benedict originating from the 11th century and 13th century respectively, and reflecting the development of English gothic architecture with their various alterations. There are listed examples of later medieval, timber framed houses within the area, and it is likely that many unlisted buildings retain medieval elements, hidden behind later alterations.
- The 18th century and early 19th century also saw much building and there are survivals of houses (now converted to shops), inns, a chapel, the former station, the corn exchange, and a brush factory and warehouse from this period. These buildings reflect the classical architectural fashions of the time. The later C19th and early C20th saw substantial investment in the city and particularly the northern part of the character area. A number of commercial buildings survive from this period including banks, shops, and offices, as well as the theatre and railway buildings.

This period saw a diversity of architectural styles in the area, including Gothic Revival, Renaissance Revival, and Venetian Revival. The influence of Flemish architecture is notable in a number of buildings, and reflective of the region's trading relationship with Flanders.

- Early 20th century buildings are a mix of classical and Art Deco inspired designs, with the Ritz cinema and No. 4 and 5 Saltergate being notable examples of the latter. The Crowne Inn on Clasketgate is a late Arts and Crafts inspired pub dating from the 1930's. The post-war period saw development of numerous shops and offices, particularly within the northern part of the area, and reflecting the Modernist style. Some of this development has enhanced the conservation area by adding another layer of development within historic plot boundaries (eg: No. 308 High St), whereas some has been of a scale and style which detracts from the character of the area (eg: Danesgate House, Clasketgate and No. 13-14 Silver Street). The late 20th century and early 21st century has seen historically influenced new development in the form of the Waterside Shopping Centre, an oversized re-interpretation of Lincoln's historic buildings, and the reconstructed Rose House development on the corner of Tentercroft Street and High Street.



Plate 33 The Olde Crown, Clasketgate is a late Arts and Crafts pub dating from 1930's.



Plate 34 No. 323 High St, the former Queen Hotel dates from the early nineteenth century.



Plate 35 No 5 Saltergate, an interwar pub

6.06 Architectural details

- Whilst the majority of shopfronts are modern, upper floors retain a good proportion of their historic fenestration. Examples of windows include wooden and stone mullion windows, leaded casements, 18th century and early 19th century glazing bar sashes (12 pane and 6 pane sashes), 19th century margin light sashes, segment headed sashes, plain (plate glass) sashes, casements with terracotta mullions and transoms, retail display glazing at 1st floor, Crittal metal windows, segment headed dormers, and gabled dormers.
- Surviving timber framed buildings are often jettied, and there are also examples of Victorian 20th century mock timber framing. There are a number of oriel windows within the area, notably on Victorian buildings (eg: 297 High St and 366-67 High St). Cast iron balconies are found at 1st floor level on No. 16 Guildhall St and No. 298 High St. Historic lettering can be seen on a number of buildings, which is often of a corporate nature (New Oxford House at No. 254 High St, Former Boots at No. 280-1 High St / 1-2 Silver St, and Marks and Spencers at No. 204-206 High St).
- Corner buildings are often well detailed with splayed corners, or architectural focal points such as turrets or oriel windows. They add interest to the street scene and reinforce intersections between important routes. Examples include No. 297 High St with an ornate oriel window, and the former Boots building (No. 280-281 High St and 1-3 Clasketgate) with a splayed corner, stone window surround with an open pediment and urn, and Juliet balcony with the Boots corporate lettering. No. 302b High Streets displays a turret and rounded corner at the junction of High St and the river.
- Other architectural features include brick chimney stacks, eared architraves, bracketed sills, quoins, pediments, pilasters, parapets and stone and ceramic figurework. Roofs are primarily pitched, with ridges parallel with the street.



Plate 36 The Ionic columns on the former St Mark's Station, Station St



Plate 37 No. 255 High St has decorative stone surrounds to its upper windows, incorporating cill and window head banding, pediments, consoles and dentillation to the 1st floor, and a Venetian window to the 2nd. It also displays chamfered quoins, dentilled eaves, and a moulded cornice.

Architectural Details



Plate 38 No. 159-160 High St, a 2nd floor terracotta decorative panel dated '1894', it stands on a splayed corner with St Mark St.



Plate 39 No. 280-281 High St and 1-3 Clasketgate, the former Boots department store and job centre has a splayed corner with a stone window surround with an open pediment and urn, and juliet balcony with the Boots corporate lettering.

Architectural Details



Plate 40 No. 190 and 191 High St is in a Gothic / Renaissance Revival style and dates from 1897.



Plate 41 No. 342-345 High St, detail of a 1st and 2nd floor sash window with margin lights, the 1st floor painted stone window surround is topped with a cornice, and the eaves are bracketed. The brickwork is in Flemish bond.

Architectural Details

6.07 *Materials, textures, colours*

- The northern character zone, north of High Bridge, is typified by red brick buildings, but there is also the use of gault brick, stone detailing, and white terracotta (eg: the old Post Office, Guildhall St). The middle character zone from High Bridge to the railway is characterised strongly by red brick, with stuccoed elevations being used on the more elegant buildings. Red terracotta dressings are used on a number of commercial buildings in this zone, and is an element which could be re-introduced to the conservation area. The southern character zone, south of the railway, is characterised strongly by red brick with some stone dressings and welsh slate roofs. Some buildings are painted or rendered brick, and there is evidence of both handmade brick and mass produced brick. The railway buildings are built of gault brick.
- Stone is reserved primarily for higher status buildings including churches, the Guildhall, Corn Exchange, and banks. Ashlar stone is used in the medieval Guildhall, and dressed stone and coursed rubble are used in the area's churches. Stone dressings seen in cills, quoins and carved stone, are used throughout. A

number of coursed rubble and dressed stone boundary walls remain at the rear of plots, which may survive from the medieval period.

- Close studded timber framing survives in a number of medieval buildings, and mock timber framing is seen on a number of buildings dating from the late C19th through to the early C20th. Infill to timber framed medieval buildings is mostly nogging and rendered nogging. No. 15-17 Corporation St, dating from 1899, displays fine plaster pargetting in the form of griffins.
- Roofs are a mixture of clay pantiles and plain tiles, with Welsh slate having been used on a number of buildings after the introduction of the railways.



Plate 42 No. 305-306 High St shop and offices, dated 1900 is brick with terracotta dressings and a slate roof with 2 panelled side wall stacks. It is in the Flemish Renaissance Revival style and has giant pilasters, domed finials, an enriched moulded cornice and coped gable.



Plate 43 Boundary wall to rear No. 265 High St, an example of a stone boundary wall along an historic burgage plot boundary.

6.08 Public realm

- The public realm along High Street itself is generally good, with recent, hard landscaping in the pedestrianised areas from the Guildhall northwards, and from the railway southwards to Tentercroft Street being of a simple, consistent design. The stretch of High Street from Wigford Way to the Guildhall is of poor quality with a variety of surfacing and lack of design integrity. The public realm south of Tentercroft St, whilst being heavily impacted by traffic, does show some regard to the historic location here, with traffic lights and highway signage appearing rationalised and of limited height.
- Modern public art straddles the river to the east of High Bridge, bringing a bold and interesting addition to the riverscape next to the Waterside North Shopping Centre. The war memorial at St Benedicts and obelisk at St Marks Shopping Centre add interest and stand as landmarks within the area. Many historic street signs survive in the area, each with a standard design and lettering, and appear to date

from the late C19th / early C20th. Modern finger posts in the area are consistent in design and reinforce a city centre identity.

- Ginnels are a particular feature of the public realm in the area offering pedestrian routes between building plots, and many reflecting the historic burgage plot development of the area. Historic surfacing remains on a number of side roads and along ginnels in the form of stone setts and stone kerbing.



Plate 44 Ginnel from High St to Grantham St showing stone flag and sett surfacing.



Plate 45 The public realm between the railway and St Mark St has recently been improved with a unified design scheme.



Plate 46 Poor quality public realm between Wigford Way and Guildhall which has a variety of surfacing and no coherent design

7 KEY VIEWS AND LOCAL LANDMARKS

- Key views and landmarks are identified on Map I. When ascending High Street, the long distance view of the cathedral is particularly prominent. As the street narrows, views of the cathedral on the escarpment become more restricted. Views of the cathedral are glimpsed from side roads, notably Hungate, St Martins Lane and Flaxengate.
- The skyline is punctuated by a number of towers and roof features from a variety of buildings, both within the character area and beyond, including the library dome and St Swithins spire on Free School Lane, the Central Methodist Church tower, and the station tower. When approaching the city from the south, the high number of projecting and hanging signs on buildings on High Street is notable, reflecting the commercial nature of the area, density of used and high occupancy. Road signage and traffic lighting does not compete with these views as it is rationalised and at low level.
- Side streets and ginnels allow important views of the rear and side elevations of historic buildings, where often there is less loss of historic detailing (e.g. The Anchor PH). Pleasing views are also gained along Guildhall Street and Mint Street which are terminated by historic buildings (No. 32 Newland and Mint St Baptist Chapel respectively).



Plate 47 The view of The Anchor pub from Tanners Lane reveals the less altered rear of the building, with 6 over 6 flush sash windows with segmental brick arched heads.



Plate 48 Mint St Baptist Church stands as a landmark and also a pleasing terminus to views along Mint St.

Key views and local landmarks



Plate 49 The view along Mint St from High St



Plate 50 Central Methodist Church, High St is a key landmark within the area with its imposing form and square bell tower topped with an octagonal turret, spherical lead dome and finial.

Key views and local landmarks



Plate 51 View north up High St from King St junction, views of the cathedral are fundamental to the character of the area.

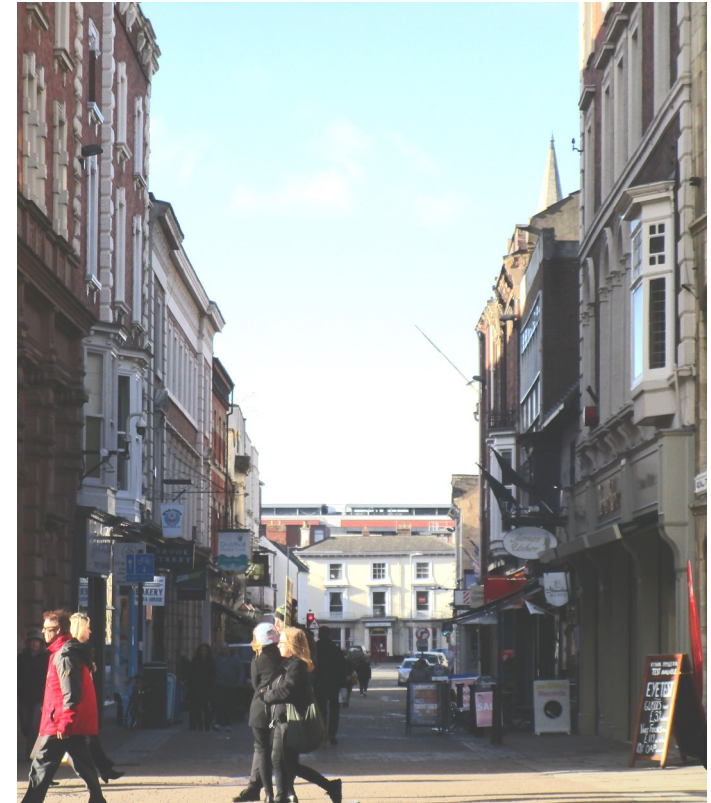


Plate 52 View west along Guildhall St, it is pleasingly terminated by No. 32 Newland, which stands outside the character appraisal boundary.

Key views and local landmarks

8 OPEN AND GREEN SPACE

8.01 Open space is mostly limited to the streets themselves, the two churchyards, and Speaker's Corner. The streets are defined by hard landscaping, and narrow as you ascend High Street from the south. The southern part of High Street, south of St Mark St / Tentercroft St opens out, but is still defined by buildings at the back of the pavement. The open space here is dominated by the highway, whereas the pedestrianized streets elsewhere allow greater appreciation of the open space. The two churchyards offer glimpses of greenery. Beyond the character area, there are a number of open yards used for surface parking. The construction of Wigford Way has also created a substantial amount of open space which is dominated by the highway.

8.02 Green space is also limited in the area, with few trees and a number of planting beds along High Street. Trees along the river by Waterside North, make an important contribution to the character of this area.



Plate 53 The public realm along High St in the area south of Cornhill has a small amount of planting but the planters are not part of a cohesive public realm design in this area.



Plate 54 Junction of High St and Park St, streets narrow in this area and there is less open space here.

9 LISTED BUILDINGS

9.01 Listed buildings are identified on Map 2 and Appendix B. There is a particularly high concentration of listed buildings within the character area, reflecting the historic and architectural interest. Notable listed buildings include the Grade I listed buildings St Mary le Wigford, Stonebow and Guildhall, and High Bridge.

9.02 St Mary le Wigford has stood in the commercial centre of Lincoln since Saxon times, and is the only one of two churches to remain open after the Siege of Lincoln in 1644. Stonebow and Guildhall remains as a medieval gateway into the city, complete with a guildhall. It dates from the late C15th and early C16th, was altered in the C17th and mid C18th, and was remodelled by J L Pearson in 1885-90. It is a distinctive feature within the character area, effectively announcing arrival into the medieval heart of Lincoln.

9.03 High Bridge is the only surviving example in England of a medieval bridge carrying shops and houses. It dates from C12th, has C13th and C16th additions, and was restored in 1902. The restoration carefully reconstructed the timber framed shops and houses.

9.04 There is a huge diversity of listed buildings within the area, spanning the last millennium. The majority survive from the C18th onwards, and a substantial amount from the late C19th.



Plate 55 Unitarian Chapel, High St, is Grade II listed and dates from the early C18 with alterations in 1819.



Plate 56 No. 268 High St is a Grade II* listed inn building and dates from the late C15th. It was restored in 1952 and has close studded timber framing and 2 jettied floors.



Plate 57 St Hughes Chambers, Corporation St is a Grade II listed office or lawyers building and dates from 1899. It has distinctive carved barge boards and griffins formed in relief by pargeeting on the 2nd floor.



Plate 58 Railway signal box, High St is a Grade II listed building and is an early and largely intact example of a GNR signal box, dating from 1874.

10 ARCHAEOLOGY

10.01 When the Roman Colonia (self governing town) was scheduled around half of the open areas in the city were included as Scheduled Ancient Monument 115. The City Council has designated another set of areas where the preservation of Roman material is likely to be just as great, and these are called 115A. They are not scheduled, so development on those sites does not need Scheduled Monument Consent. However, in planning terms they are “demonstrably of equivalent significance” and development on those sites is subject to the provisions of National Planning Policy Framework paragraph 139.

II UNLISTED BUILDINGS THAT MAKE A POSITIVE CONTRIBUTION TO THE CONSERVATION AREA

11.01 Lincoln has a local list of Buildings and Structures of Local Importance, and 15 buildings within this area are on this list (see Map 2 and Appendix C). These include Mint St Baptist Church, The Ritz former cinema on High Street, No. 365-367 High St, and the former railway roundhouse being an important reminder of the railway and level crossing that once stood here.

11.02 In addition there are a significant number of unlisted buildings within the area which make a positive contribution to its character and appearance. Whilst many have been subject to the insertion of modern, inappropriate shopfronts, many still retain historic fenestration, historic roof form and chimney stacks, and historic architectural detailing, such as quoins and stone detailing, bay and oriel windows, bracketed eaves, turned baluster parapets, mock timber framing, historic lettering, and historic dormers. Many reflect former uses of the area and typical architecture of the various periods of change the area has seen. Many have historic interest as survivals of earlier complexes, such as the former Great Northern Railway stables (No. 330-332 High Street).

11.03 There are notable 20th century buildings which retain architectural detailing of their time, and are important in showing the evolution of the area. Others have strong urban form and together with their architectural merit reinforce the character of the area, as the prime commercial area in the city. The rear and side elevations of these buildings are often less altered.

Significant examples include:

- The Anchor PH, High Street – this has surviving Georgian 6 over 6 sash windows at the rear, and Victorian plate glass sashes at the front. It is of 3 storeys, with a hipped roof with tall chimney stacks and pots, and has a dominant and interesting roofline. Its brick rear range has surviving historic fenestration viewed from Anchor Street (see Plate 47);
- The Annexe, Park Street – the former Navy and Air Force Institutes (NAAFI) Club which opened in 1952 has strong urban form, punctuating the end of Hungate, and has a largely unaltered exterior with Georgian style sash windows, ornate iron Juliet balconies, and a large Venetian window and plaque on its Mint Lane elevation (see plate 61);



Plate 59 No. 365-367 High St, is a building of local interest and has distinctive Dutch gables. It has distinctive architectural detailing despite having poor shopfronts.



Plate 60 Former Ritz cinema, High St is a building of local interest dated 1937 and has unique external neon lighting

- The Olde Crown, No. 30 Clasketgate – a 1930's pub, well detailed with a stone ground floor with mullions and timbered 1st floor slightly jettied with brick nogging, and metal windows and dormers. It has a nicely detailed hanging sign bracket with a gargoyle carved on its end (see Plate 33);
- Nos. 340-341a (Mind / Stringers) - a brick and stone 7 bay, 3 storey building with pedimented and corniced window surrounds, horned sash windows and a parapet punched with stone balusters. The 1907 Ordnance Survey suggests a carriage opening into the rear Colbeck's Yard.
- Many buildings with simple architectural detailing cumulatively enhance and contribute to the special character of the area, such as at Nos. 372-4 High St, with its canted oriel windows, chimney stacks and pots, 1st floor sashes, and Welsh slate roof.



Plate 61 The Annexe, Park St is the former Navy and Air Force Institutes (NAAFI) Club and makes a positive contribution to the conservation area.



Plate 62 No. 332 High St is part of the former railway stables which formed a much larger complex here. It has architectural and historic interest despite having a poor shopfront and signage.



Plate 63 No. 204-206 High St, a grand, classically inspired building that makes a positive contribution to the conservation area.

Unlisted buildings making a positive contribution to the conservation area



Plate 64 No. 343-345 High St, despite having shop fronts that could be improved, this retains its architectural interest on the upper floors.



Plate 65 No. 4 Silver St is early C20th and has distinctive canted bay windows with decorative metal infill panels and brick pilasters.

Unlisted buildings making a positive contribution to the conservation area

12 ASSESSMENT OF CONDITION

12.01 West Parade and Brayford Conservation Area and City and Cathedral Conservation Area are both on the Historic England Heritage At Risk Register. Whilst buildings are generally in sound condition, some upper floors are neglected, underused or disused, and this makes the buildings vulnerable to further deterioration or to loss of historic features.

12.02 Traffic and highways, modern infill development, and modern shop fronts are threatening the historic character of the area, and this is discussed in section 13.

12.03 Map 3 identifies buildings and spaces that offer opportunities for enhancement.



Plate 66 Defective rainwater goods are threatening this building, St Hugh's Chamber, Corporation St



Plate 67 No. 29 Corporation St is an example of an architecturally interesting building that is suffering from under use and inappropriate alterations such as the replacement of historic windows with Upvc frames

13 THREATS AND OPPORTUNITIES

13.01 *Traffic and highways*

- The impact of traffic on the area is significant. Traffic routes create visual and physical barriers and undermine the pedestrian experience of this historic area. The construction of Wigford Way has had a dramatic impact on the historic urban grain in this area. It has cut through the historic east/west burgage plot development, and opened up an area that was historically developed with a fine urban grain.
- There is substantial opportunity to re-imagine the road and its hinterland, in order to more clearly reflect the historic nature of this area, by reducing traffic flow, repairing the urban grain, creating greater enclosure, and enhancing the pedestrian experience with active frontages. The lifts and steps over the railway are an obvious necessity. However, redevelopment of this area could more effectively enclose them and reduce their visual impact.
- The current vacancy of the large BHS store offers opportunity to link back to the High Street, and replace this large, unattractive retail unit. A number of other large retail units in the north of the area fail to respect the historic grain and architectural character of the area, and offer opportunity for enhancement.
- Traffic along Mint Street and Silver Street also undermines the experience of the historic environment, and opportunities should be taken to divert vehicles outside of the historic core of the city.



Plate 68

Photograph of 1964 a steam train pulling in to the central station. The hotel on the left is now demolished but part of the railway stables to the right survive at No. 332 High St (now Cash Converters).



Plate 69 The construction of Wigford way has cut through the historic burgrave plot development here and created an open, highway-dominated space at odds with the historic character here.



Plate 70 The Sarah Swift Building, Brayford Wharf East, new development within and adjacent to the conservation area should seek to reinforce the historic grain.

Threats and opportunities



Plate 71 Arkills Yard, No. 353 High St, modern development has been built up against this historic façade.



Plate 72 Building to rear No. 47 Silver St, replacement of historic windows with Upvc replacements threatens the conservation area.

Threats and opportunities

13.02 *Modern Development*

- Some post war developments have failed to respect the historic character and appearance of the area (see Map 3). Should redevelopment opportunities arise in the future, there is considerable scope to re-establish enclosure and continuity, reduce scale, create more differentiated massing, and introduce more active frontages. Danesgate House on Clasketgate is one example.

13.03 *Shop fronts and signage*

- Given the commercial nature of the area, there is considerable pressure on buildings to adapt to modern business needs. This is most clearly seen in the number of oversized and poorly designed modern shop fronts and signage, particularly in the south of the area. These largely fail to reflect the historic character of the buildings to which they are attached, and have no doubt been the result of historic shop fronts and features being removed.

- There is considerable opportunity here to effect an area wide improvement of shop fronts and signage to better reflect the historic significance here. There is a need for shop front guidance to be published, promoted and followed to ensure that both business owners and the local authority fully understand the importance of good shop front design in a conservation area. A shopfront grant scheme and supplementary planning document are currently under consideration.



Plate 73 No. 21-23 Silver St, an example of an historic shop front with historic shuttering. Given the lack of a deep fascia for signage, transfers on the shop windows have been used to provide corporate signage.



Plate 74 Wildwood, High St is an example of a well-proportioned modern shopfront.



Plate 75 No. 363-364 High St, the historic interest of this listed building is considerably undermined by the over large fascia, use of acrylic and internally illuminated signage.



Plate 76 No. 365-367 High St, the contribution of these buildings of local interest to the conservation area is undermined by the over large fascia signs, use of modern materials, internal illumination, and the lack of proportions and detail of a traditional shop front, including pilasters and stallrisers. The palette of colours could be improved to better reflect the historic character of the area.



Plate 77 No. 260-261 High St – examples of well- designed shop fronts and signage, with well proportioned, traditional components of a shop front including console brackets, fascia, pilasters, transoms, mullions and stallrisers. Small hanging signs are used to provide projecting signage.



Plate 78 No. 233 – 237 High St, national chains have used well- proportioned signage and traditional shop front composition that respects the building to which it is attached.



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Plate 79 No. 372-374 High St, whilst fascia are relatively small, they do not form part of a traditional shop front composition, and modern materials and internal illumination detract from the conservation area. Projecting signs are boxy and shutter housing on the left hand building makes the fascia boxy.

13.04 **Alterations**

Given the survival of so many historic architectural features in the area (mainly on upper floors), there is real danger that these are altered by owners and replaced with inappropriate replacements. It is important that there is robust advice available for building owners and that local plan policies are closely adhered to. It can be particularly important that there is promotion of appropriate repair and alterations amongst building owners, and the local authority in order to ensure this advice is followed and interpreted correctly. The production of a conservation area repair and alterations guide would facilitate this.

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13.05 **Public realm**

The public realm between the railway and Guildhall is of a lesser quality than the rest of High Street, having a variety of surfacing, patch repairs and an overall lack of design. Rationalisation of the surfacing and improvement of street furniture would dramatically improve this area, particularly the space around Speakers Corner.

13.06 **Promotion**

Given the significant historic character and appearance of the character area, and its central location, there is considerable opportunity to promote this special character and the means to conserve and enhance it. Promotion should be targeted to local businesses, residents, and the university, as well as within City of Lincoln Council departments such as Planning, Highways, Housing and Regeneration.

14 FURTHER ACTION

14.01 Building on this character appraisal, a conservation area management plan should be produced with the aim of addressing the threats to the area's historic character and appearance. As part of this consideration needs to be given to how planning powers can be used. Mention has already been made of the need for a shopfront design guide, and repair and alterations guide to be adopted, promoted and adhered to. Consideration should be given to the use of Article 4 directions in order to control loss of historic windows and architectural detailing, particularly to upper floors. In addition, consideration should be given to the creation of an Area of Special Advertisement Control in order to allow tighter control of signage which is detrimental to the character area.

14.02 The character appraisal and management plan should be consulted upon with local businesses, residents, and within City of Lincoln Council. Both documents should be formally adopted in order to ensure future conservation and enhancement of the area.

15 FURTHER INFORMATION

Further advice and information regarding the city's historic environment can be gained from:

- Principal Conservation Officer,
Tel: 01522873760,
E-mail: heritage@lincoln.gov.uk
- Lincoln Heritage Database and City
Archaeologist,
Tel: 01522 873478
E-mail: heritage@lincoln.gov.uk
- Arcade, the Lincoln Heritage Database
management platform [https://
arcade.lincoln.gov.uk](https://arcade.lincoln.gov.uk)
- Lincoln Townscape Assessment [http://
www.heritageconnectlincoln.com/article/
plans-in-place](http://www.heritageconnectlincoln.com/article/plans-in-place)
- Lincs to the Past [https://
www.lincstothepast.com/](https://www.lincstothepast.com/) Lincolnshire's
archives online

16 BIBLIOGRAPHY

City of Lincoln, September 2009 - Lincoln
Townscape Assessment: High Street Inherited
Character Area Statement

City of Lincoln, March 2008 - Lincoln
Townscape Assessment: St Peter at Gowts
Inherited Character Area Statement

APPENDIX A : Lincoln Townscape Assessment Periods

10000BC – 60AD	Pre-historic
60-90	Roman Military
90-410	Roman Colonia
410-850	Early Medieval
850-1350	High Medieval
1350-1750	Early Modern
1750-1845	Early Industrial
1846-1868	Post railway Expansion
1869-1919	Late Victorian / Edwardian
1918 – 1945	Inter-war
1946-1966	Post-war
1967-2008	Modern

APPENDIX B: Listed Buildings

CLASKETGATE 1941-1/12/77 (North side) 02/10/69 Theatre Royal II

CORNHILL 1941-1/12/78 (North side) 15/08/73 Nos.2-5 (Consecutive) GV II

CORNHILL 1941-1/12/79 Exchange Arcade 02/10/69 (Formerly Listed as: CORNHILL former Corn Exchange) GV II

CORPORATION STREET 1941-1/0/10008 09-MAY-07 (South side) 15-17 St Hughes Chambers II

GUILDHALL STREET 1941-1/11/136 (South side) 02/10/69 Nos.7-11 (Consecutive) GV II

GUILDHALL STREET 1941-1/11/137 (South side) 02/10/69 No.16 (Formerly Listed as: GUILDHALL

STREET (South side) No.16 Early Learning Centre) GV II

GUILDHALL STREET 1941-1/11/138 (North side) 02/10/69 Nos.19 AND 20 Post Office GV II

GUILDHALL STREET 1941-1/11/139 (North side) 13/08/73 Nos.24 AND 25 GV II

GUILDHALL STREET 1941-1/12/140 (North side) 02/10/69 No.26 GV II

HIGH STREET 1941-1/11/148 (West side) 09/03/73 Nos.190 AND 191 GV II

HIGH STREET 1941-1/11/149 (West side) 08/07/91 No.192 GV II

HIGH STREET 1941-1/11/150 (West side) 02/09/76 No.195 GV II

HIGH STREET 1941-1/11/151 (West side) 08/07/91 No.202 Lloyd's Bank GV II

HIGH STREET 1941-1/12/152 Nos.207, 209 AND 210 08/10/53 High Bridge GV I

HIGH STREET 1941-1/12/153 (West side) 15/08/73 Nos.214 AND 215 II

HIGH STREET 1941-1/12/154 (West side) 08/07/91 Nos.220 AND 221 Midland Bank GV II

HIGH STREET 1941-1/11/156 (West side) 02/10/69 No.225 National Westminster Bank

HIGH STREET 1941-1/12/157 (West side) 15/08/73 Nos.252 AND 253 II

HIGH STREET 1941-1/12/158 (West side) 15/08/73 Nos.262 AND 262A Garmston House II

HIGH STREET 1941-1/12/159 (West side) 15/08/73 Nos.264 AND 265 GV II

HIGH STREET 1941-1/12/161 (East side) 02/10/69 Nos.266 AND 267 GV II

HIGH STREET 1941-1/12/162 (East side) 08/10/53 No.268 (Formerly Listed as: HIGH STREET (East side) No.268 Halifax Building society) GV II*

HIGH STREET 1941-1/12/164 (East side) 15/08/73 No.285 GV II

HIGH STREET 1941-1/12/165 (East side) 15/08/73 Nos.286 AND 287 GV II

GV II

HIGH STREET 1941-1/12/166 (East side) 02/10/69 Nos.297A, 298, 299 & 300 GV II

HIGH STREET 1941-1/12/167 (East side) 15/08/73 Nos.305 AND 306 II

HIGH STREET 1941-1/12/168 (East side) 15/08/73 No.310 II

HIGH STREET 1941-1/12/169 (East side) 01/08/79 No.313 GV II

HIGH STREET 1941-1/12/155 Stonebow and Guildhall 08/10/53 GV I

HIGH STREET 1941-1/12/170 (East side) 15/08/73 Nos.314 AND 315 GV II

HIGH STREET 1941-1/11/171 (East side) 08/07/91 No.319 (Formerly Listed as: HIGH STREET No.318) GV II

HIGH STREET 1941-1/11/172 (East side) 08/07/91 No.320 GV II

HIGH STREET 1941-1/11/173 (East side) 23/12/77 No.323 GV II

HIGH STREET 1941-1/14/176 (East side) 08/10/53 No.333 II

HIGH STREET 1941-1/14/177 (East side) 02/10/69 Nos.363 AND 364 Marchmont House II

HIGH STREET 1941-1/14/174 (East side) 08/10/53 Church of St Mary le Wigford GV I

HIGH STREET 1941-1/14/175 (East side) 08/10/53 Conduit 20m south west of Church of St Mary le Wigford GV II*

HIGH STREET 1941-1/0/10010 05-NOV-07 Railway Signal Box GV II

HIGH STREET 1941-1/14/147 (West side) 08/10/53 Former St Mark's Railway Station and adjoining office and platform (Formerly Listed as: HIGH STREET (West side) Former St Mark's Railway Station and adjoining Office) II

HIGH STREET 1941-1/14/461 (West side) Central Methodist Church GV II

HIGH STREET 1941-1/14/178 (East side) 15/08/73 Unitarian Chapel II

MINT STREET 1941-1/11/263 (North side) 15/08/73 Former Baptist Sunday School and attached boundary wall II

NEWLAND 1941-1/11/453 (North side) 08/07/91 No.1 II

NORTH WITHAM BANK 1941-1/11/303 Brush factory and attached warehouse 29/10/73 GV II

ST BENEDICT'S SQUARE 1941-1/11/317 Church of St Benedict 08/10/53 GV II*

ST MARK'S STREET 1941-1/14/321 (North side) 08/07/91 St Mark's Church Hall II

SALTERGATE 1941-1/12/323 (North side) 02/10/69 Mayor's Parlour GV II

SILVER STREET 1941-1/12/333 (South side) 15/08/73 Nos.2 AND 3 II

SILVER STREET 1941-1/12/335 (North side) 07/08/90 Nos.21, 22 AND 23 GV II

SILVER STREET 1941-1/12/336 (North side) 07/08/90 No.24 GV II

SILVER STREET 1941-1/12/337 (North side) 15/08/73 No.42 II

THE STRAIT 1941-1/9/382 (East side) 01/04/65 Nos.33 AND 34 Dernstall House, GV II*

APPENDIX C - Buildings and structures of local importance (Local List)

10) Cheltenham Arms (now William Foster) PH, Guildhall St – important because of local history, a converted late C18th warehouse with hoist bay still intact. Front elevation partly decorated with fruit, possibly denoting original use as fruit warehouse

11) Mint St Baptist Church – 1870, important in terms of architecture and association with adjacent grade II listed former Baptist Sunday School

14) No. 365, 366, 367 High St – 1875 – important in terms of unique design of buildings enhancing the local townscape.

32) Wetherspoons PH, The Ritz, High St – 1937, important because of unique neon ornament signage to exterior elevations of former cinema

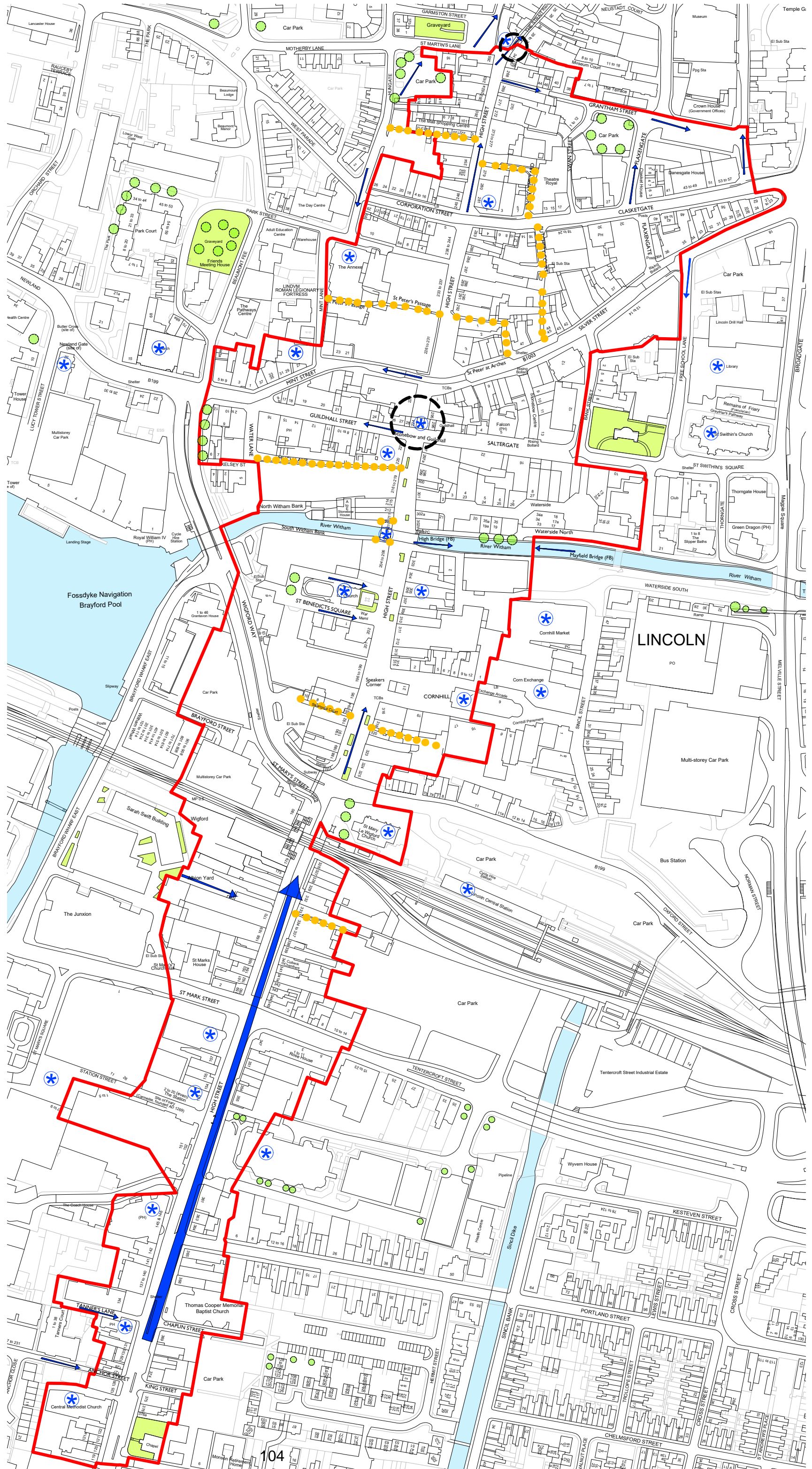
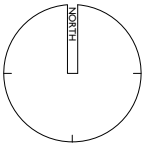
36) The Still PH, 22 Saltergate – 1902 – A public house which has the best preserved public house interior in Lincoln

47) Roundhouse adjacent to Magistrate's Court c1885 – Former St Mark's Midland Station wheelhouse

48) No. 280 and 281 High St and 1-3 Clasketgate – 1925 – Former Boots department store and Job Centre.

Map I

Spatial Analysis



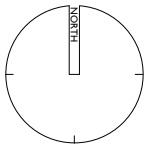
KEY:

- Character appraisal boundary —
- Local Landmark ⊕
- Key view ➔
- Gateways ⊙
- Ginnels ●
- Green Spaces ■
- Trees ●
- Visual and Physical Barrier —

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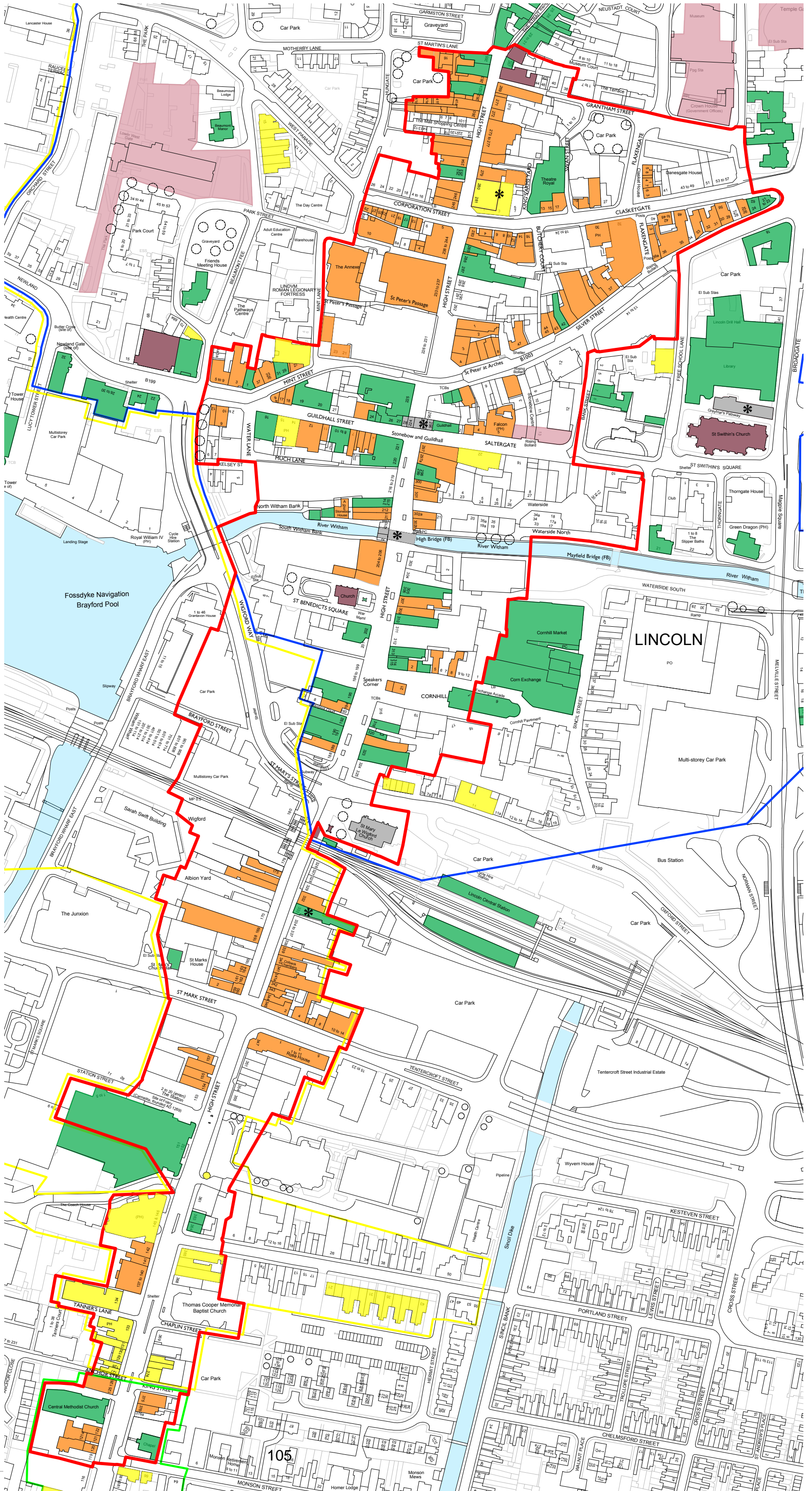
Map 2

Heritage Designations and Positive Buildings



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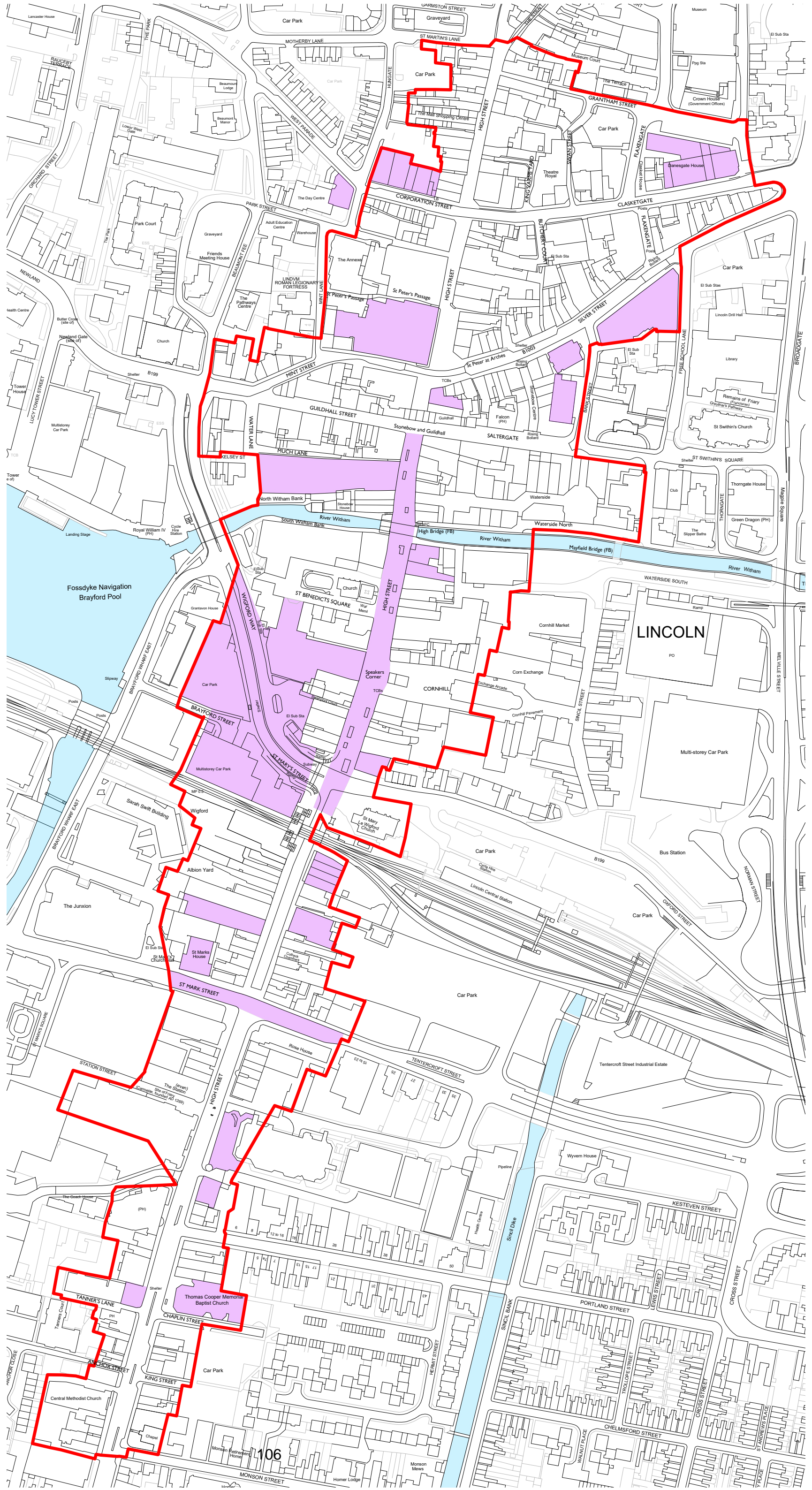
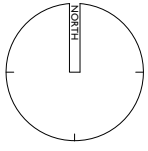
- Character appraisal boundary —
- Scheduled Monument ■
- Listed Building Grade I ■
- Listed Building Grade II* ■
- Listed Building Grade II ■
- Locally listed buildings ■
- Unlisted buildings making a positive contribution to CA ■
- Also a Scheduled Monument *
- Conservation Area West Parade & Brayford —
- Conservation Area Cathedral & City Centre —
- Conservation Area St Peter at Gowts —



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Map 3

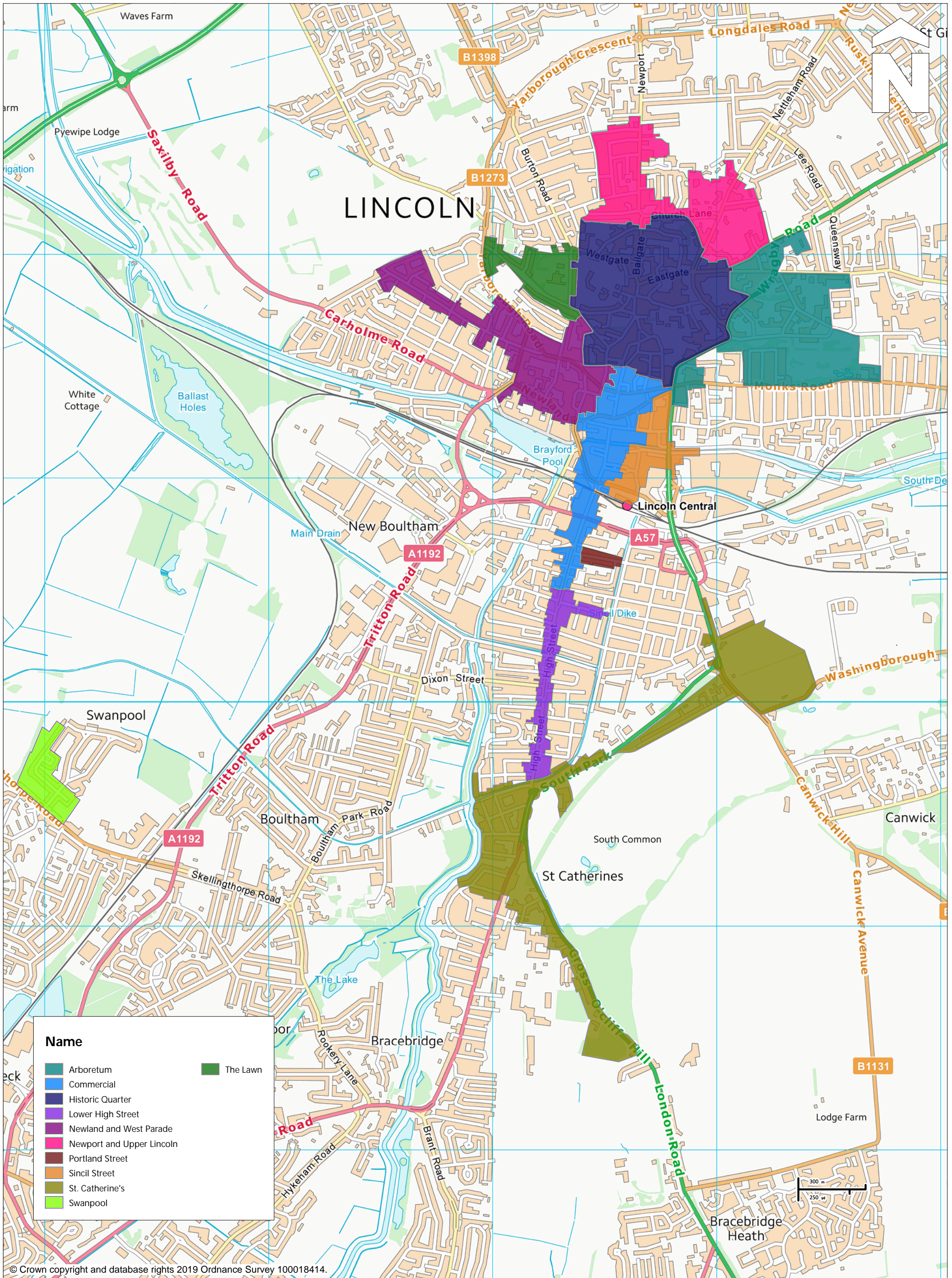
Opportunities for Enhancement of the character area



KEY:

- Character appraisal boundary —
- Space or building offering opportunity for enhancement

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Proposed Conservation Character Zones

Scale: 1:15000 at A3

Version 1: 13/05/19

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SUBJECT:	EXCLUSION OF THE PRESS & PUBLIC
DIRECTORATE:	CHIEF EXECUTIVE & TOWN CLERK
REPORT AUTHOR:	CAROLYN WHEATER, MONITORING OFFICER

1. Purpose of Report

1.1 To advise members that any agenda items following this report are considered to contain exempt or confidential information for the reasons specified on the front page of the agenda for this meeting.

2. Recommendation

2.1 It is recommended that the press and public be excluded from the meeting at this point as it is likely that if members of the press or public were present there would be disclosure to them of exempt or confidential information.

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