

EXECUTIVE

Monday, 20 September 2021

6.00 pm

**Committee Rooms 1 and 2,
City Hall**

Membership: Councillors Ric Metcalfe (Chair), Donald Nannestad (Vice-Chair), Chris Burke, Sue Burke, Bob Bushell 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 - 25 August 2021 **3 - 12**
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.

OUR PEOPLE AND RESOURCES

3. Corporate Consultation and Engagement Strategy 2021 - 2025 **13 - 28**

REMARKABLE PLACE

4. City of Lincoln Council Environmental Policy **29 - 38**

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

Apologies for Absence: None.

25. Confirmation of Minutes - 26 July 2021

RESOLVED that the minutes of the meeting held on 26 July 2021 be confirmed and signed as an accurate record.

26. Declarations of Interest

Councillor Donald Nannestad declared an interest in minute numbers 28 and 33 – *Usher Gallery and Associated Collections* as a member of the Usher Art Gallery Trustees and advised he would leave the meeting for the duration of these items.

27. Parking Services - New Rate for School Parking

Purpose of Report

To seek Executive approval for a new fee and charge relating to school parking, for customers who only wanted to use the car parks for short duration drop off school runs.

Decision

- (1) That a new rate for School Parking, as detailed in the report, be approved in principle and added to the Council's schedule of fees and charges, subject to officers liaising with schools to address any unintended potential consequences.
- (2) That authority be delegated to the Director, in conjunction with the Portfolio Holder, to withdraw the entry from the corporate fees and charges should it prove not to be viable.

Alternative Options Considered and Rejected

None.

Reasons for the Decision

Parking Services had recently received an enquiry relating to parking for those who were dropping off/picking up from schools.

In some instances, the City of Lincoln Council's car parks were within walking distance of school, however, as an hourly rate was charged, it was not encouraging for those on a 'school run'.

A special rate charge to apply for short durations at specific times would assist those seeking school parking and thus reduce on-street parking. The permit

would only allow parking during term times, restricted to between 0800-0900 and 1530-1630 weekdays. Those with a disabled badge would be given additional time allowance, as it may take longer to do the same tasks. Officers would liaise with schools on existing parking arrangements to address any unintended potential consequences. Start and finish times could be flexed to ensure schools were covered by the proposed times of the permit.

NOTE: Further to Minute 26, Councillor Donald Nannestad left the room for the duration of Minute 28.

28. Usher Gallery and Associated Collections

Purpose of Report

To confirm to Executive the finalised proposals in relation to the ongoing operation of the Usher Art Gallery together with the safe storage, conservation and display of the city council's art and artefacts. The proposals had been developed following extensive further negotiations with Lincolnshire County Council and a range of external stakeholders.

Decision

- (1) That the proposed agreement negotiated with Lincolnshire County Council, as detailed in the report, be approved.
- (2) That authority be delegated to the Director of Communities and Environment, in consultation with the City Solicitor, to agree minor changes, which did not alter the overall position as set out in sections 3 and 4 of the report, and then enter into the necessary contractual arrangements for a revised lease, Collections Management Agreement and Service Level Agreement with Lincolnshire County Council.
- (3) That officers be instructed to transfer material within the archaeological collections to Lincolnshire County Council. Such material being that discovered outside the current city boundaries but within the wider Lincolnshire footprint.
- (4) That officers be instructed to bring a further report back to Executive detailing the proposals relating to the rationalisation of the city's artefacts.

Alternative Options Considered and Rejected

Extensive negotiations had been ongoing over the last three years with Lincolnshire County Council in attempts to secure the future of the Usher Gallery as an art gallery. Alternative options had previously been explored by the Executive.

Reasons for the Decision

Senior officers of the City Council had negotiated extensively with Lincolnshire County Council over several years to secure the future of the Usher Art Gallery as an art gallery.

At a meeting on 18 June 2021 an outline proposal was agreed in principle by both councils over the future operation of the Usher Art Gallery, as set out in sections

3 and 4 of the report, subject to the signing of the detailed supporting legal agreements.

These proposals had the full support of a range of stakeholders including: the Historic Lincoln Trust, led by Lord Cormack; Usher Gallery Trust; and Save Lincoln Usher Gallery, a high-profile pressure group established to campaign for the retention of the Usher Art Gallery as an art gallery.

The full negotiated position for the Usher Gallery and the storage and care of the City Council's art and artefacts was set out on pages 18 and 19 of the agenda pack. However, it was highlighted that the negotiated positions involved a lease to the County Council for the Usher Gallery to remain open as an art gallery on average five days a week and for storage and care of the City Council's large collection of art and artefacts.

Both councils were to explore external funding bids to invest in transforming The Collection Museum building and Usher Gallery to create a sense of one location across the two sites.

The only financial implication for the City Council associated with the new agreements related to the cost of operating the Usher Gallery for two additional days per week throughout the year. The final cost would be negotiated by the Director of Communities and Environment within the budget provision already allocated in the Medium Term Financial Strategy for the Usher Gallery.

29. Strategic Risk Register - Quarterly Review

NOTE: At this stage in the proceedings, Councillor Donald Nannestad re-entered the meeting.

Purpose of Report

To provide the Executive with a status report of the revised Strategic Risk Register as at the end of the first quarter 2021/22.

Decision

That the Council's strategic risks as at the end of the first quarter for 2021/22 be noted.

Alternative Options Considered and Rejected

None.

Reason for Decision

An update of the Strategic Risk Register developed under the risk management approach of 'risk appetite', was last presented Members in June 2021 and contained sixteen strategic risks.

Since reporting to Members in June, the Strategic Risk Register had been refreshed and updated by the Corporate Management Team for the financial year of 2021/22. The Strategic Risk Register reflected the significant change in circumstances in which the Council had been operating since the onset of the pandemic and the different challenges and opportunities it faced. This review

had identified that there have been some positive movement in the register, with the removal of one green risk and the merging of a number of other risks to more accurately reflect the Council's strategic risks.

The Strategic Risk Register currently contained thirteen risks, as follows:

1. Failure to engage & influence effectively the Council's strategic partners, council staff and all stakeholders to deliver against e.g. Council's Vision 2025.
2. Failure to deliver a sustainable Medium Term Financial Strategy (that supports delivery of Vision 2025).
3. Failure to deliver the Towards Financial Sustainability Programme whilst ensuring the resilience of the Council.
4. Failure to ensure compliance with statutory duties/functions and appropriate governance arrangements are in place.
5. Failure to protect the local authority's Vision 2025 due to changing structures and relationships in local government and impact on size, scale, and scope of the Council.
6. Unable to meet the emerging changes required in the Council's culture, behaviour, and skills to support the delivery of the council's Vision 2020/2025 and the transformational journey to one Council approach.
7. Insufficient levels of resilience and capacity exist in order to deliver key strategic projects & services within the Council.
8. Decline in the economic prosperity within the City Centre.
9. Failure to deliver key strategic projects.
10. Failure of the Council's key contractors and partners to remain sustainable and continue to deliver value for money.
11. Failure to put in place safe working practices and social distancing measures to protect officers and service users.
12. Failure to protect the vulnerable in relation to the Council's PREVENT and safeguarding duties.
13. Failure to mitigate against the risk of a successful cyber-attack against the Council.

The assessed level of each of these thirteen risks was as follows:

Risk No.	Risk Rating	Likelihood	Impact
5 & 8.	Red/High	Almost Certain	Critical
2, 3, 10, 12 & 13	Red/High	Probable	Critical
7.	Red/High	Almost Certain	Major
1, 4, 5 & 6.	Amber/Medium	Possible	Major
11	Amber/Medium	Hardly Ever	Major

Sound risk management was one way in which the Council ensured that it discharged its functions in accordance with its expressed priorities, as set out in the Vision 2025, and that it did so in accordance with statutory requirements and within a balanced and sustainable budget and Medium Term Financial Strategy.

30. Financial Performance – Quarterly Monitoring

Purpose of Report

To present the first quarter's performance (up to 30 June 2021) on the Council's General Fund, Housing Revenue Account, Housing Repairs Service and Capital Programmes, and to seek approval for changes to both the revenue and capital programmes.

Decision

- (1) That the progress on the financial performance for the period 1 April 2021 to 30 June 2021 and the projected outturns for 2021/22 be noted.
- (2) That the underlying impact of the pressures and underspends, as identified in paragraphs 3.2 (and Appendix B), 4.3 (and Appendix D) and 5.2 (and Appendix F) of the report, be noted.
- (3) That the proposed contributions to earmarked reserves, as set out in paragraph 3.5 of the report, be approved.
- (4) That the changes to the General Investment Programme and the Housing Investment Programme as approved by the Chief Finance Officer, as detailed in paragraphs 7.4, 7.10 and 7.11 of the report, be accepted and noted.
- (5) That the changes to the General Investment Programme, as detailed in paragraph 7.4 of the report, be approved.

Alternative Options Considered and Rejected

None.

Reason for Decision

Following the unprecedented impact of Covid-19 on the Council's finances in 2020/21, budgets for 2021/22 were revised as part of the Medium Term Financial Strategy for 2021-26 based on a number of assumptions around the speed and extent of national and local recoveries. Whilst in many cases these assumptions reflected the actual position to date, there were still some areas where the rate of recovery was impacting adversely on the Council's finances. Close monitoring of the position and implementation of mitigating actions over quarters two-four would be key to ensuring the Council maintained a balanced budget position for 2021/22.

Updates were reported as follows:

General Fund Revenue Account

For 2020/21 the Council's net General Fund revenue budget was set at £978,410, including a planned contribution from balances of £477,240 which

resulted in an estimated level of general balances at the year-end of £2,193,359 after allowing for the 2020/21 outturn position.

The most significant of these forecast variations related to car parking income, which was currently forecasting a reduction in income of £219,305. This shortfall had mainly arisen during the first quarter due to the extended national restrictions. This budget along with all key income budgets was monitored closely and reported to Corporate Management Team on a monthly basis.

Included in the forecast outturn underspend of £199,432 was a proposed additional contribution to/from earmarked reserves, as detailed at paragraphs 3.6, and 6, and Appendix G, of the report.

Towards Financial Sustainability Programme

The savings target included in the Medium Term Financial Strategy for 2021/22 was £850,000. Progress against this target, based on quarter one performance, had shown that secured savings totalled £427,040, as summarised at Appendix N of the report.

Housing Revenue Account

For 2021/22 the Council's Housing Revenue Account (HRA) net revenue budget was set at a £14,910 use of balances, resulting in an estimated level of general balances at the year-end of £1,059,743, after allowing for the 2020/21 outturn position.

The Housing Revenue Account was currently projecting an in-year variance of £209,737 underspend which would increase the General Balances to £1,284,390 at the end of 2021/22.

There were a number of forecast year-end variations in income and expenditure against the approved budget, as outlined at paragraph 4.3, with full details of the main variances provided at Appendix D of the report.

The HRA was currently forecasting an underspend at the end of the financial year. The largest variance for HRA was the current forecast underspend on Repairs and Maintenance. This was mainly due to the ongoing impact of Covid-19 affecting the ability to carry out repairs, the current reduction in charge from HRS and the lack of tradespeople to carry out the repairs required. HRA and HRS were working hard to address these issues and so this underspend may be reduced over the remainder of the financial year.

For this financial year it was proposed that a one off additional DRF contribution to capital would be made to reduce the use of capital receipts and borrowing within the Housing Investment Programme. This was currently estimated to be £500,000, however the actual amount would be dependent on the final outturn position.

Housing Repairs Service

For 2021/22 the Council's Housing Repairs Service net revenue budget was set at zero, reflecting its full cost recovery nature. At quarter one the Housing Repairs Service was forecasting a deficit of £718,835 in 2021/22, with a summary and details of main variances set out in Appendices E and F of the report. The

main contributory factor for this deficit was the ongoing impact of Covid-19. The loss of one of the main sub-contractors locally and the inability to recruit was causing problems with repairs scheduling and void turnarounds. Repair numbers were down, at a time of high demand, as a result and therefore lower recharges were being made to the HRA. The use of more expensive subcontractors to keep on top of work had increased costs which at this stage had not been reflected in the service hourly rate and therefore also contributed to the forecast overspend.

The forecast overspend reflected the national position in relation to the construction industry. A significant number of companies had gone into liquidation, which was putting significant pressure on the those remaining in the sector. Contract prices continued to increase, reflecting increases for materials and labour. Qualified and skilled labour was becoming increasingly difficult to recruit. The service was looking at all manner of potential short-term solutions, which had included bringing in local contractors for support but these companies were experiencing similar issues with recruitment.

Surpluses from HRS had been repatriated to the HRA over the last few years and as such healthy reserves remained in the HRA. These reserves were increased at the end of last financial year to allow for HRS to catch up with any back log of repairs that had built up due to Covid-19 restrictions.

Details of earmarked reserves and their forecast balance as at 31st March 2022 were outlined at paragraphs 6.1 and Appendix G of the report.

General Fund Investment Programme

The original General Investment Programme for 2021/22 in the Medium Term Financial Strategy for 2021-26 amounted to £14.393m, which was increased to £16.941m following quarter four approvals and year end re-profiles from 2020/21. At quarter one, the programme was increased by £0.510m to £17.451m, as shown at paragraph 7.2 of the report.

There were no changes over the approved limit that required Executive approval for the first quarter. Details of new projects subject to Executive approval during the first quarter were detailed at paragraph 7.4 of the report.

The overall spending on the General Investment Programme for the first quarter of 2021/22 amounted to £1.415m, which was 8% of the 2021/22 programme and 8.25% of the active programme, as detailed further at Appendix J.

Although this represented a low percentage of expenditure at this stage of the financial year, further expenditure was expected in quarter 2 on Disabled Facilities Grants, Boultham Park Lake, the Crematorium, HAZ Scheme and various capitalised maintenance schemes.

Housing Investment Programme

The original Housing Investment Programme for 2021/22 in the Medium Term Financial Strategy for 2021-26 amounted to £22.491m. This was increased to £25.839m following approvals and year end re-profiles as part of the 2020/21 outturn. This had been further adjusted to £29.047m during the first quarter of 2021/22. A summary of the were shown at paragraph 7.8 of the report. The changes that required approval from Executive were detailed at paragraphs 7.10-7.11 of the report.

Although this was a lower percentage than would be expected at this stage of the financial year, works had been constrained by the ongoing issues arising during the Covid-19 pandemic. Further work during quarter two and three would be undertaken to consider appropriate reprofiles required.

31. Operational Performance Report Q1 2021/22

Purpose of Report

To provide the Executive with a summary of the operational performance position for quarter one, financial year 2021/22, from April 2021 to June 2021, with data in support found at Appendices A and B to the report.

Decision

That the achievements and issues identified within the report for quarter one of 2021/22 be noted.

Alternative Options Considered and Rejected

None.

Reason for Decision

There were 17 quarterly measures with red (below target) statuses – all of which had been worsened as a direct or indirect result of the pandemic situation. There were also 16 quarterly measures with green (above target) statuses, with the remaining 14 being within the acceptable boundaries.

City of Lincoln Council, like all other local authorities, had to make dramatic changes as a result of the three national lockdowns resulting from the Covid-19 pandemic, not only to ensure that the Council kept its critical services functioning, but also to deliver a community leadership role for the city in a time of crisis.

Whilst formal performance reporting was limited in the first half of 2020/21, the Council restarted reporting in quarter four and was now in a position to report performance figures for its key services and had resumed its usual performance reporting format. Thus, this report presented the performance of service areas and directorates against our agreed performance measures and targets, as well as corporate performance measures.

The Executive was assured that the Corporate Management Team were monitoring the Council's level of staff sickness and that all employees had recently been reminded of the health and wellbeing services available to them.

The Executive was advised that the quoted figure of 104 current vacancies was not accurate and following a review by the Corporate Management Team, the true figure was circa 25.

32. 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 of Schedule 12A of the Local Government Act 1972.

NOTE: Further to Minute 26, Councillor Donald Nannestad left the room for the duration of Minute 33.

33. Usher Gallery and Associated Collections

Purpose of Report

To confirm to Executive the finalised proposals in relation to the ongoing operation of the Usher Art Gallery together with the safe storage, conservation and display of the city council's art and artefacts. The proposals had been developed following extensive further negotiations with Lincolnshire County Council and a range of external stakeholders.

Decision

- (1) That the proposed agreement negotiated with Lincolnshire County Council, as detailed in the report, be approved.
- (2) That authority be delegated to the Director of Communities and Environment, in consultation with the City Solicitor, to agree minor changes, which did not alter the overall position as set out in sections 3 and 4 of the report, and then enter into the necessary contractual arrangements for a revised lease, Collections Management Agreement and Service Level Agreement with Lincolnshire County Council.
- (3) That officers be instructed to transfer material within the archaeological collections to Lincolnshire County Council. Such material being that discovered outside the current city boundaries but within the wider Lincolnshire footprint.
- (4) That officers be instructed to bring a further report back to Executive detailing the proposals relating to the rationalisation of the city's artefacts.

Alternative Options Considered and Rejected

Alternative options considered and rejected are set out in Minute 28 above.

Reasons for the Decision

The reasons for the decision are set out at Minute 28 above.

34. Strategic Risk Register - Quarterly Review

NOTE: Councillor Donald Nannestad re-entered the room for the remainder of the meeting.

Purpose of Report

To provide the Executive with an update of the revised Strategic Risk Register as at the end of the first quarter 2021/22.

Decision

That the content of the Strategic Risk Register be noted.

Alternative Options Considered and Rejected

None.

Reason for Decision

The reasons for the decision are set out at Minute 29 above.

SUBJECT: CORPORATE CONSULTATION AND ENGAGEMENT STRATEGY 2021 - 2025

DIRECTORATE: CHIEF EXECUTIVE'S

REPORT AUTHOR: PAT JUKES, BUSINESS MANAGER, CORPORATE POLICY

1. Purpose of Report

- 1.1 To propose the introduction of a revised Corporate Consultation and Engagement Strategy to replace the 2019 edition

2. Executive Summary

- 2.1 This new five-year Strategy is designed to support officers and members involved in change of either a service or a policy, to understand when and where consultation is needed.

There are a number of key points to note (S 4.1) – with three notable changes:

1. Understanding our customer's needs is a key driver of One Council (P5)
2. There should be clear reference to any consultation feedback received as part of a decision-making report (P6)
3. Elected Members can play a key role in reaching harder to reach groups in their communities (P8)

3. Background

- 3.1 The original Consultation Strategy was created in November 2014 and agreed in June 2015. Alongside the strategy sits a more detailed document for officers aimed at providing guidance on best practice aligned to the strategy. This will also be reviewed once the strategy has been approved.

Since then, the Strategy was reviewed in 2017 to reflect the introduction of Vision 2020 and then again in 2019 where a planned three-year review was conducted.

This review was started in March 2021 and has the aim of bringing it in line with Vision 2025 and incorporating feedback from Members who engaged in a workshop process to improve consultation earlier in 2021.

4. Key points to note within this strategy include

- 4.1 The strategy contains direction on why, how and when we should be consulting and engaging. Some of the key points are highlighted below:

1. City of Lincoln Council has a statutory duty to consult with our communities on service delivery (Local Government Act 1999 – Best Value) (P4/5/12)
2. Vision 2025, identifies our key priorities, and sets out how we can deliver them – as part of this engaging the local community is essential (P4)
3. We should all be using the same set of consultation principles (P4)
4. Understanding our customer's needs is a key driver of One Council (P5)
5. Confirmation that consultation should be undertaken early on for any potential change – policy or service delivery (P5)
6. There should be clear reference to any consultation feedback received as part of a decision-making report (P6)
7. That the duty to ensure proper consultation has been undertaken lies across all levels of the organisation (P6)
8. Elected Members can play a key role in reaching those 'harder to reach' groups in their communities (P8)
9. Social media and innovative contact methods play an important role in both informing and consulting in today's hi-tech world (P9/10)
4. The strategy highlights the importance of Legal Service advice – especially where a substantial change is proposed, and the impact of any decision may be controversial, or have major equality impacts or significant financial implications (P10/11)
5. Our specific responsibilities to involving our tenants on matters that affect them (P11)
6. Our responsibilities under Section 11 of the Children's Act 2004 (P11)

4.2 Having already captured and included comments from the Members Workshop in March 2021 and received feedback from the Corporate Leadership Team in July; the draft strategy was then taken to Policy Scrutiny committee in August 2021 for their comments.

5. **Strategic Priorities**

Consultation can positively affect the development of all five of our strategic Priorities, so should be part of any consideration of change.

6. **Organisational Impacts**

6.1 **Finance** (including whole life costs where applicable) – no direct costs

6.2 **Legal Implications including Procurement Rules** – impacts from Legal have been included in the strategy

6.3 **Equality, Diversity & 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

A key part of Consultation & Engagement Strategy relates to the importance of promoting Equality & Diversity in everything we do – as outlined on Page 10 of the strategy and referred to less directly throughout it.

7. Risk Implications

7.1 (i) Options Explored - n/a

7.2 (ii) Key risks associated with the preferred approach –

Consultation considerations should be built into any plans at a very early stage – if not, there could be judicial risks at a later stage, hence discussions with Legal services for key changes are a necessary early step.

8. Recommendation

8.1 Exec is asked to approve the revised Consultation & Engagement Strategy.

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?

One

List of Background Papers

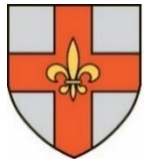
None

Lead Officer:

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CITY OF
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CORPORATE CONSULTATION and ENGAGEMENT STRATEGY

2021-2025

Business Manager Corporate Policy (CX)



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Together, let's deliver
Lincoln's ambitious future



Strategic priorities in Vision 2025

- Let's drive inclusive economic growth
- Let's reduce all kinds of inequality
- Let's deliver quality Housing
- Let's enhance our remarkable place
- Let's address the challenge of climate change

First Issue: June 2015

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Foreword

This strategy shows the way in which the City of Lincoln Council wishes to undertake consultation with our residents and customers of our services.

Consultation is part of a wide spectrum of participation which ranges from continuous, active involvement to occasional questions about people's opinions, with or without actual evidence. Well-designed consultations seek to verify intended consequences are those that are needed, as well as establish the risk of any unintended consequences of decisions about policies, projects and programmes. Thorough, relevant consultation produces credible evidence on which good decisions are based.

Like all councils, the City of Lincoln Council has a statutory duty to provide relevant, cost effective and efficient services and to consult with our communities on service delivery (Local Government Act 1999 – Best Value). It is also a feature of the Public Services (Social Value) Act 2012 in relation to procurement practices.

In order to achieve and maintain the best quality services at the least cost, our stakeholders must have the opportunity to provide feedback on current service provision and have a say in the planning and delivery of future services. Better still, where possible we should try to test out new policy/process with customers and get their views before rolling out new services or changes. This will help the council ensure we maximise potential, minimise cost, eliminate discrimination, advance equality of opportunity and foster good relations between our communities.

The council's five-year Strategic Plan – Vision 2025, identifies our key priorities, and sets out how we see the priorities being delivered. Engaging the local community is essential if we are to achieve our aspirations and deliver efficient, effective, and targeted services. We understand that listening to opinions early and trying things out – quickly, at low risk and low cost – can reduce costs by getting the basics right before spending time and money on a bad investment

Aims and objectives of the strategy

The aim of the council is to comprehensively engage with users of the city council services – that includes residents, businesses, the third sector, visitors and other stakeholders and partners, in a meaningful and cost effective way, to deliver outcomes that demonstrate real benefits for the community and value for money for the authority.

Consultation in Lincoln is designed around the following principles, it should be:

- Bespoke – one size does not fit all, and consultation should be developed to meet the specific policy, project or service need
- Timely – consultation should be undertaken early on in decision making
- Appropriate – there should be a defined need for the consultation, which should be proportionate, relevant and accessible
- Inclusive – all affected groups should have the right to express their views including those harder to reach groups and children
- Effective – the outcomes from consultation should inform decision-making and service delivery
- Co-ordinated – a consistent and co-ordinated approach

Key considerations

Some Council functions such as planning, require statutory public consultation to be undertaken as part of the process. Statutory consultations are bound by legal requirements and can have strict rules surrounding how they should be conducted. There are also a range of other non-statutory reasons that the council might want to run a consultation exercise. It is important that residents are clear as to the background and reason for the consultation. These include:

- to improve planning, policy and decision making
- to make better use of resources, including budget constraints
- to access new information, ideas, and suggestions
- to encourage greater participation in the activities of the council
- to measure residents' satisfaction with the council
- to shape council activities around residents' needs and aspirations

Increasing the level of transparency and engagement improves the quality of our policy making by bringing together expertise and alternative perspectives; as well as identifying unintended effects and practical problems in advance of implementation.

ONE COUNCIL

As part of our drive towards one council, we need to understand our customer, we need an evidence base for each service. Customers are at the centre of everything we do, and as such we need to have a clear picture of their needs in today's world. Consultation is no longer just about basic demographics (which are still important), but also about customer's needs – e.g. how and when they like to be contacted (and to contact us).

The key questions that still remain as the starting point for any consultation are:

WHO – Decision makers should be able to demonstrate that they have considered who needs to be consulted and ensure that the consultation captures the full range of stakeholders affected. In particular, if a policy or decision will affect children, hard to reach or vulnerable groups, they should take the necessary actions to engage effectively with all groups, without making assumptions in advance. Further information on which groups to contact is available in the staff consultation guidelines.

Information should be presented in a way that will be accessible and useful to the key stakeholders. The form of consultation will largely depend on the issues under consideration, who needs to be consulted, as well as the available time and resources.

WHEN - Engagement should begin early in policy development when it is still under consideration and views can be taken into account. The objectives of any consultation should be clear and will depend to a great extent on the type of issue and the stage in the policy-making process – from gathering new ideas to testing options.

Consultation exercises should not generally be launched or published during local or national election periods unless there are exceptional circumstances which make a consultation absolutely essential.

HOW – This is the area that has changed the most in recent years, with the change in the way that the general public interacts with each other and business. Some of the basics

remain the same - information provided to stakeholders should be easily understandable, it should use plain language and clarify the key messages or issues, particularly where the consultation deals with complex subject matter. So, for example if you are engaging with young children, it may be appropriate to make the questions more 'youngster friendly' e.g. using more pictorial background. Consideration should be given to more informal forms of consultation that may be appropriate – for example, email or web-based forums, social media, public meetings, working groups, focus groups, telephone surveys and electronic surveys – rather than always reverting to a written consultation.

Modern communications technologies enable us to engage in such discussions more quickly and in a more targeted way than before, and mean that the traditional written consultation is not always the best way of getting those who know most and care most about a particular issue, to engage in fruitful dialogue.

FEEDBACK

When consultation is undertaken, it is critical that it is used in the decision-making process as well as being fed back to those taking part. Feedback should be provided directly to those who took part in the survey; Service Manager(s) organising the survey; as well as the wider public and Members (where appropriate).

How this is done will depend on the method used to some degree – but using the website is acceptable for most. However, if you have been consulting with hard to reach groups such as children or vulnerable people, then you may have to make a special effort to ensure the feedback is given in an appropriate way to suit their needs.

If the consultation forms part of the decision making of the Council's committees in particular, Executive, or one of the regulatory committees such as planning and licensing, there must be a clear written reference to the feedback in the decision making process, so this shows that members and officers took the decision being fully aware of the consultation feedback (this would also apply if the decision is delegated.)

Roles and responsibilities

Consultation is not simply the job of the Service Manager to arrange – there are roles for all levels of officer's right across the organisation:

- Decision makers (Executive and Senior Management) need to ensure consultation has occurred and have a duty to question the absence of consultation
- The consultation owner (the Service Manager or team leader usually) is responsible for ensuring consultation is conducted within our corporate guidelines and standards and is clearly understandable to those being consulted, by using appropriate language and explanations. Expectations of the opportunities and limits of how the results of the consultation will be used in the review must be managed right from the start.

- Consultation owners need to understand their service users so that they are aware of all the groups that should be contacted during a consultation
- Professional Officers and Assistant Directors – need to have knowledge of the consultations underway within their teams so that they can avoid duplication, ensure standards are applied, monitor progress to the planned schedule, and most importantly ensure that the outcome informs the plans for the service
- Corporate Policy will produce the Corporate Strategy, Staff Guidance and advice for those operating consultation activities; offer advice to officers embarking on consultation, run the Citizens Panel (accessible by any service); and conduct corporate consultation, such as a Place Shaper style surveys when needed. Corporate Policy will not run service consultations - full details of what support is available is included in the Consultation Guidelines

The approach

All consultation should ideally be passed through the Corporate Policy team and Communications team during the set up stages – time should be built into the project plan to allow for this. The purpose of this is to:

- Apply corporate standards to all consultation
- Ensure there is no duplication/contradictory activity
- Spot opportunities for joint consultation
- Ensure there is no consultation fatigue with specific groups
- Monitor and collate information on all consultation activity

The first consideration is to decide what is needed to be achieved as this will inform the decision on which aspect of consultation is the most appropriate. (See below – table 1)



INFORM

- WHY - to give people information about plans and services
- WHAT - Information provided will be accurate, balanced and up-dated as necessary
- HOW- through City People Website, Your Lincoln, Lincoln Fact sheets, Specified information sharing sessions, Members briefings, Social media, Tenants 'Home' magazine



CONSULT

- WHY - to collect information about attitudes, opinions and preferences, and ask for views that will assist our understanding, policy making and decision making
- WHAT - Information collected will be used responsibly and reported honestly. Feedback will be taken seriously, and decisions influenced. Customers will be informed of the influence they have had
- HOW - Citizens Panel Surveys, Surveys from services, Ward based surveys, other questionnaires, Focus groups, "You Choose", Place Shaper, Public meetings, service user panels, social media and member's surgeries.



INVOLVE

- WHY - To actively involve people and encourage participation, in improving existing services and designing new services. In partnerships - To maintain an equal and effective working relationship
- WHAT - Local people will be able to help shape processes. There will be transparency, and they will have some influence over decisions. Possibly some resources will be held in common
- HOW - Theme Groups, Workshops, stakeholder conferences, service user panels, public meetings, volunteering, other local partnership arrangements

Table 1

Existing Corporate consultation vehicles

The council uses a wide variety of consultation mechanisms to ensure that all citizens and stakeholders in Lincoln can influence the development of policies and inform the way in which services are delivered.

Some of the key consultation methods regularly used by council are:

Elected Members

Elected Members are ambassadors for the council and can play a key role in council's consultative processes through their community leadership functions. In particular Members have a crucial awareness of local needs, hard to reach communities in their areas and can thus form a link between the community and council. Through their regular consultation with ward constituents, citizens, hard to reach groups, Neighbourhood Boards and other stakeholders, Members are able to positively influence the level of participation and thus the impact of consultation outcomes on the local community.

Surveys

Services across the council conduct numerous surveys during each year depending on their requirements. Survey techniques may involve questionnaires, telephone or face to

face interviews and can be on-line or paper (or a mix). From time to time comprehensive large-scale surveys such as the Place Survey are conducted. On a biennial basis the Housing Teams conduct a 'Star Survey' aimed at understanding the views of our tenants and benchmarking them against other Local Authorities.

Citizens' Panel

The panel comprises up to 800 residents who are consulted on a range of strategic and service issues via postal and electronic surveys up to three times per year. The results are analysed centrally and fed back into services for action. Panel members are provided with feedback via results placed on the website. The panel membership is refreshed on a regular basis with the aim of reflecting diversity within Lincoln.

The council has a preferred aim of moving towards a primarily electronic based panel, which is more cost effective, efficient and meets modern requirements. However, we also recognise that not everyone can or wants to use electronic media – thus we will retain the option of paper responses for those that still require that route.

Lincoln Tenant' Panel

The Lincoln Tenants' Panel exists to represent council tenants and ensure their views are being taken into account when decisions are made about the services they received. They should be consulted on matters relating to council housing services

Focus Groups

A more traditional but still highly significant public consultation method is to hold focus groups. This provides an opportunity to talk to people face to face and answer questions as well as provide more detail on the issue being consulted. This may work better if you are working with children with the aim of finding out their views.

City of Lincoln website

A page on the CoLC website called "Consultation and questionnaires" where online surveys can be accessed, results can be disseminated and links to specialist areas are made. In addition, there is a facility to ask brief questions directly from the website.

Social Media

In today's technologically savvy world, it is more important than ever to approach people in a way that they understand and may consider their norm. Social media will attract a different audience to standard paper surveys but used together they are more likely to cover a broader base. Opportunities to promote customer engagement are made through Facebook, Twitter, Instagram and advertised on the Central Bus Station screen.

Consultation updates in Your Lincoln and the tenants' Home magazine

We use both of the council's newsletters - the citywide 'Your Lincoln' newsletter and the tenants' Home' magazine to inform residents and other stakeholders of forthcoming planned consultations as well as results and outcomes of public consultation initiatives where appropriate

City People (staff intranet)

Pages on City People will contain links to the Corporate Consultation and Engagement Strategy and the library of past consultation results, reports and feedback.

Innovative consultation

The above section shows ways that already exist to get in touch with residents for their views and for some consultations they will provide a good base. However, as already noted – more than 80% of the population now owns a smart phone and are therefore more likely to be knowledgeable about and indeed expect, contact through this way - on line/live consultation has become the norm in today's world. When developing your strategy for a consultation, this needs to be one of the key factors for consideration.

- Do you know how your customer likes to be contacted?
- Have you maximised the power of our website to reach the right audiences?
- Have you used (paid) social media to maximise exposure to your consultation?
- Can your customers access/respond 24/7?
- Could you attend local community events taking a device to capture responses?
- Have you found out the best route to engage with harder to reach groups?
- Are there any relevant Junior Council's to access? Will school help?
- Have you used your consultation to offer respondents direct links to services?
- Could you use social media analytics to review responses?
- Have you tried engaging with the local colleges and universities?
- How will you analyse the questions – especially if using multiple sources?
- Can you utilise Power BI for large volume data crunching and results reviews?
- Have you drawn on the skills and expertise of relevant voluntary groups and community organisations who have good relationships with defined sectors

Government legislation and guidance

Equality and Diversity

The Council is firmly committed to promoting equality for its employees and the community and to avoiding all forms of discrimination. The Council aims to ensure that the services it provides are non-discriminatory and free from prejudice.

Following the introduction of the Equality Act 2010, the Council implemented the use of Equality Analyses for all new and changed policy and services. The analysis ensures that consideration is given to all nine protected characteristics as defined under the Act, as well as Safeguarding issues.

There is a corporate 'Monitoring form' available on the E&D section of City People which can be used to capture demographic detail. However, it should be noted that the corporate recommendation is to capture ONLY the data that is necessary and appropriate for the consultation being undertaken.

Best Value Statutory Guidance

Local authorities are under a general Duty of Best Value to "*make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.*" The "Best Value Statutory Guidance (2012)" makes recommendations on how to consult when dealing with changes in services where Voluntary Services or small businesses are the prime providers

The Housing Act 1985

The council has a different relationship with council tenants than it does with other citizens living within its boundaries as there is a legal contract – the tenancy agreement – in place, covered by the Housing Act. (Part iv; section 105)

This legislation gives the statutory right of consultation to all secured council tenants on matters that affect them especially on housing management. A matter is one of housing management if, in the opinion of the landlord authority, it relates to:

- a) The management, maintenance, improvement, or demolition of dwelling-houses let by the authority under secure tenancies
- b) The provision of services or amenities in connection with such dwelling-houses

But the right to consultation does not cover the rent payable under a secure tenancy or to charges for services or facilities provided by the authority.

Data protection

Personal information obtained by council as part of its consultation responsibilities must be dealt with properly irrespective of how it is collected, recorded and used – whether on paper, by computer, or on any other material.

The City of Lincoln Council has adopted strict safeguards in its Information Management Policies to ensure that data is treated properly in accordance with the *Data Protection Act 2018* and the UK General Data Protection Regulation (GDPR), which came into effect from 2018 (under EU rules initially) and has been the most important change in data privacy regulation in 20 years. Privacy statements are required for all services collecting and storing personal and/or sensitive data, including consultation exercises.

In all cases the consultation lead will protect the privacy of those involved in a consultation and will only accredit responses to individuals when permission has been given by that individual or has been clearly identified as part of the consultation information.

Section 11 of the Children's Act.

This is a duty under the Children Act 2004 that requires all agencies with responsibilities towards children to discharge their functions with regard to the need to safeguard and promote the welfare of children. They must also ensure that anybody providing services on their behalf must do the same.

Services at the City of Lincoln Council that should have particular care for this including all services where children are involved. Children should be asked to help shape the services that they use, and thus special effort may be required to consult them during initiation stages. Consultation with children does require a little more care as there is a need to gain parental agreement, as well as ensuring the consultation is undertaken in clear and appropriate language

Legal Services

For key corporate decisions whereby there is a substantial change proposed to any service or policy, or the impact of any decision introducing or changing something may be controversial, have major equality impacts or large financial implications, Legal Services advice must be sought. This is to ensure that the consultation is robust and could withstand a legal challenge. Decisions must be lawful, reasonable and fair to avoid

a 'Judicial Review', however this is an area where many councils are challenged. For further information see the Decision-Making Guidance on Net Consent.

Local Statutory requirements

The Statement of Community Involvement (SCI) outlines how the Central Lincolnshire Joint Strategic Planning Committee (CLJPC) expects to involve and consult the public and stakeholders when preparing planning policy documents, namely local plans and supplementary planning documents. In addition it also outlines how and when the public can have their say on planning applications and provides brief commentary on neighbourhood planning.

The Vision for Community Involvement is "To comprehensively engage with users of the City and Districts, including residents, service users, stakeholders and partners, in a meaningful, appropriate and cost-effective way"

The commitments made in the SCI are legally binding on CLJPC and its constituent district authorities (in compliance with the Town and Country Planning Act).

Review of strategy

The Corporate Leadership Team will undertake regular evaluation of whether our public consultation is meeting its objectives and what service improvements are being achieved as a result.

Links to useful documents

[Engagement and the Equality Duty](#)

[Statement of Community Involvement](#)

[The Housing Act 1985](#)

[Corporate Monitoring form](#)

[New conversations – the LGA guide to engagement](#)

[Decision making in the council – City People](#) (Staff only)

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SUBJECT: CITY OF LINCOLN COUNCIL ENVIRONMENTAL POLICY

DIRECTORATE: DIRECTORATE OF MAJOR DEVELOPMENTS

REPORT AUTHOR: KATE BELL, CLIMATE CHANGE MANAGER

1. Purpose of Report

1.1 To consider the Council’s Environmental Policy and approve the recommended amendments.

2. Background

2.1 On the 6th of January 2020 the Council’s Executive Committee approved the Lincoln Zero Carbon report, recommending that the Council adopt an environmental Policy by Spring 2020.

2.2 On the 23rd of July 2019 Full Council passed a Motion to declare a climate and environmental emergency. The Motion includes a commitment from the Council to take action to deliver carbon reductions to reduce the Council’s own carbon emissions.

2.3 On the 24th of September 2019 Full Council passed a Motion to support Lincoln to achieve plastic free community status and to eliminate, wherever possible, single use plastics from the Council’s operations.

2.4 On the 23rd of March 2020 the Leader of the Council approved the Council’s Environmental Policy and it was published on the Council’s website.

2.5 The Council’s Climate Change Vision group, which includes representatives from a range of service areas and all Directorates, have worked together to review the Environmental Policy.

2.6 On the 24th of August 2021 the Council’s Policy Scrutiny Committee reviewed the Environmental Policy and agreed that the recommended amendments should go forward to executive Committee for consideration and approval.

3. The Purpose of an Environmental Policy

3.1 The purpose of an Environmental Policy is to set out our goals for protecting and improving the environment. The Policy covers all of our activities and estate, including our ‘landlord’ responsibilities for property and council homes.

3.2 Adopting an Environmental Policy will help to ensure that all Council employees apply the policy where it relates to their role in the authority’s corporate activities. In addition the policy will enable the Council to encourage and support our

partners to adopt their own policies, leading by example.

- 3.3 During 2021 the Council have established an environmental management system (EMS), which was independently accredited in September 2021 and achieved a Silver award. The EMS is a systematic approach that enables organisations to work towards achieving environmental improvements over the short, medium and long term. An Environmental Policy is a minimum requirement to achieve accreditation for any EMS and should be reviewed on an annual or biennial basis.
- 3.4 Without an Environmental Policy the Council are not able to ensure, through the procurement process, that suppliers and outsourced service providers apply the policy to services or goods supplied to the Council, or require that they have their own equivalent policy to work to.
- 3.5 The Environmental Policy demonstrates that the council is honouring its commitment to deliver the actions outlined in the Climate and Environmental Emergency Declaration as well as its commitment to be a single use plastic free council.

4. Achievements of the Council’s Environmental Policy during 2020/21

4.1 The following table provides an update on the Council’s achievements to deliver the Environmental Policy since it was adopted in March 2020.

Policy Commitments	Achievements/delivery
Work with partners on a city-wide programme to make Lincoln a zero carbon city and reduce our own emissions of greenhouse gas.	We have worked with our partners to: - <ul style="list-style-type: none"> • Establish the Lincoln Climate commission. • Prepare the Lincoln Roadmap to Zero Carbon • Establish a commission website and presence on social media • Produce a quarterly newsletter • Prepare a virtual and physical Climate Exhibition • Produce a Lincoln Sustainability Toolkit
Anticipate the effects of climate change and adapt our services to protect the City.	A Local Climate Impacts profile is underway and due to be completed in September 2021. This will inform a Climate Adaptation Plan and risk register.
Protect and, where possible, enhance the quality, extent and accessibility (where appropriate) of Lincoln’s open space, trees and natural environment for people and wildlife	<ul style="list-style-type: none"> • A review of 47 Local Wildlife sites has been recently completed and all sites have maintained their local wildlife status. • Enhancements to Boultham Park Lake to improve biodiversity. • Retain two green flags for Hartsholme and Boultham Park. • Working with the University to develop a Environmental Plan for the Brayford Pool and secure funding. • Delivered a rewilding scheme at various open space sites in the city.

Contribute to the creation of a sustainable, built environment through Central Lincolnshire Local Plan Policies	Working with Central Lincolnshire Local Authorities to develop draft planning policies 'designed to secure' that the development and use of land contributes to the mitigation of, and adaptation to, climate change. The draft Local Plan proactively contribute towards the legally binding requirement of emissions in the UK to become net zero by 2050
Wherever possible take steps to improve the environmental performance of residential and commercial, Council owned properties.	In 2021the Council have: - <ul style="list-style-type: none"> • Secured funding to deliver the Green Homes Grant Local Authority delivery scheme in 2021/22 and are seeking additional funding to extend this to 2022/23. • Established an Environmental Management System and new 18/19 baseline. • Reduced CO2e emissions from its own premises and operations by 24% since the baseline year.
Consider the embodied carbon and take steps to minimise the energy and water demand of all our planned new buildings, both residential and commercial	Where council owned buildings have been demolished and rebuilt materials are reused on site wherever possible, i.e. De Wint Court. Materials from the refurbishment of council homes are reused, recycled or used to create refuse derived fuel, with no waste going to landfill.
Encourage and adopt the appropriate generation and use of renewables and low carbon energy.	43% of electricity purchased by the Council is from a renewable source. The following Council sites have Solar photovoltaics on site generating electricity:- <ul style="list-style-type: none"> • 10 council homes • 3 sheltered housing sites • 2 multistorey car parks • 3 Council buildings Providing just over 100kWh capacity of electricity.

5. Amendments to the Environmental Policy

5.1 To ensure the Council's Environmental Policy is communicated and implemented across the authority it is proposed to add the following requirements:-

5.1.1 All Council committee reports will need to consider any environmental implications.

5.1.2 Environmental issues should be given preliminary consideration as part of the procurement of new Council contracts and when reviewing existing contracts to ensure that enough time is allowed to explore options, consider best practice

elsewhere and to consult with the Climate Change Vision group.

See Appendix A for the Environmental Policy with suggested amendments

6. Implementing the Environmental Policy

- 6.1 The Council manage the significant environmental aspects of its activities through a single Council-wide environmental management system (EMS).
- 6.2 The EMS is used as a mechanism to monitor and steer the implementation of the Council's Environmental Policy. The EMS ensures that the Council takes the necessary steps to understand and control any risks of harm to the environment resulting from our activities, and to respond to opportunities for environmental improvement.
- 6.3 The climate change vision group are responsible for monitoring and delivering the EMS and EP as part of the council's V2025 commitment to address the challenges of climate change.
- 6.4 In addition to support from the climate vision group, guidance will be made available to support report writers to consider the environmental implications in committee reports. This will be available on City People and a new SharePoint site, in addition to a range of online training and a list of officers within the council who are able to provide additional support.
- 6.5 It is proposed that the Environmental Policy and EMS will be included in the climate change vision 2025 annual progress report to Performance Scrutiny Committee. Any amendments to the policy will be considered and require approval by Policy Scrutiny Committee. The Council will publicise its environmental performance each year to enable the people of Lincoln to hold us to account.

7. Corporate Priorities

- 7.1 The Environmental Policy will help to deliver the Council's priority to Address the Challenge of Climate Change.

8. Organisational Impacts

8.1 Finance

The Environmental Policy will not have any direct costs associated with it, other than existing officer resources. It is anticipated that any indirect costs as a result of implementing the Policy will be either covered within existing budgets or included in a project specific report to CMT/Executive.

8.2 Legal Implications including Procurement Rules

- 8.2.1 The Environmental Policy is likely to have implications to the procurement of goods and services as well as to existing contracts. Consideration in both instances will need to be given to the environmental and finance implications.

- 8.2.2 In respect of new procurement exercises the engagement of the Climate Change Manager at the outset is recommended.
- 8.2.3 It is proposed that any changes to existing contracts, which enable the council to reduce the environmental impact through its supply chain are introduced gradually and on a case by case basis.
- 8.2.4 It is proposed that once the Environmental Policy has been approved by Executive the committee report template is amended to extend 'Significant Community Impact' to include '&/or environmental impact' in order to enable officers to explain any anticipated environmental impact as a result of the new policy, project or proposed service change.

9. Recommendation

- 9.1 To consider the amendments and approve the revised City of Lincoln Council Environmental Policy.

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DRAFT City of Lincoln Council's Environmental Policy

Scope of the Policy

The purpose of this policy is to set out our goals for protecting and improving the environment. The Policy covers all of our activities and estate, by which we mean properties and land owned and managed by the City Council, including our 'landlord' responsibilities for property and council homes.

All Council employees must apply the Policy where it relates to their role in the authority's corporate activities. We will encourage and support our partners to adopt their own policies.

We will also ensure, through the procurement process, that suppliers and outsourced service providers apply the policy to services or goods supplied to us, or have an equivalent policy to work to.

As part of the council's vision 2025 priorities the council is committed to the following priorities:

- Let's drive economic growth
- Let's reduce inequality
- Let's delivery quality housing
- Let's enhance our remarkable place
- Let's address the challenge of climate change

Our Environmental Policy supports these priorities and will guide the development and delivery of a programme of actions across the five themes above.

Environmental Policy

In addition to fulfilling our statutory environmental responsibilities and complying with all legal and other requirements, including any voluntary commitments, we will use our powers and influence to further protect and improve the environment – making continual improvement in our performance.

We will:

- Work with partners on a city-wide programme to make Lincoln a zero carbon city and reduce our own emissions of greenhouse gas.
- Anticipate the effects of climate change and adapt our services to protect the City.
- Prevent or minimise pollution to air, water and land (including noise pollution, litter, fly tipping, soil and water contamination and the impact of car travel).
- Protect and, where possible, enhance the quality, extent and accessibility (where appropriate) of Lincoln's open space, trees and natural environment for people and wildlife.
- Contribute to the creation of a sustainable, built environment through Central Lincolnshire Local Plan Policies and its implementation of adopted Local Plan Policy through the Council as the local Planning Authority.



- Where possible take steps to improve the environmental performance of residential and commercial, Council owned properties.
- Consider the embodied carbon and take steps to minimise the energy and water demand of all our planned new buildings, both residential and commercial
- Encourage and adopt the appropriate generation and use of renewables and low carbon energy.
- Use products and materials such as paper efficiently and specify goods that, wherever possible, have a minimal environmental impact in the extraction or sourcing of materials, manufacture, transport, use and disposal.
- We will comply with all relevant environmental legislation.

Implementing the Policy

▪ Environmental Management

At the City of Lincoln we recognise that we can affect the environment through: the services we provide and how we deliver them, our policies, our enforcement of laws and regulations, the choices we make when buying goods or commissioning services – as well as our role as community leader.

We will manage the significant environmental aspects of our activities to implement this Policy through a single Council-wide environmental management system. An Environmental Management System (EMS) is a structured and documented approach to manage and report on an organisation's environmental performance and responsibilities.

The EMS will be monitored by an independent, accreditation body. We will use the EMS to monitor implementation of this Policy, taking steps to understand and control any risks of harm to the environment resulting from our activities, and to respond to opportunities for environmental improvement.

▪ Sustainability

The Council are committed to delivering value for money to the people of Lincoln, this will require consideration to financial viability and whole life costs in all decision making. The Council will have regard for the social, environmental and economic impacts so they are considered in conjunction with each other and that the wider effects of proposed initiatives are brought into the decision-making process.

▪ Communication, Participation and Dialogue

We recognise the importance of effective communication in delivering this policy, as well as the potential of participation and dialogue to enhance progress.

We will communicate this policy within the Council and to our external stakeholders, enabling our employees and elected members to fulfil their role in delivering the Policy by providing information, training and other support to Council Officers and Elected Members.



We will also encourage dialogue within the Council and with our stakeholders to foster debate, learning and greater environmental improvement. This will include the public, business, education and community organisations and regulators.

Through our procurement processes, we will seek to ensure that goods and services we buy meet our environmental requirements and we will work with our contractors and suppliers to help them improve their environmental performance.

We will encourage the public, schools and partners to take action too, through environmental information, advice and services.

- **Accountability**

The Policy will need to be considered by our Policy Scrutiny Committee, approved by the Executive and will be reviewed annually.

All ColC's committee reports will need to consider any environmental implications.

Environmental issues should be given preliminary consideration as part of new Council contracts and when reviewing existing contracts to ensure that enough time is allowed to explore options, consider best practice elsewhere and to consult with the Climate Change Vision group.

Delivery of the Environmental Policy is the overall responsibility of the Council's Corporate Management Team and will be overseen by the Climate Change Vision group, chaired by the Director of Major Developments. The Council will publicise its environmental performance each year to enable the people of Lincoln to hold us to account.

For further information call 01522 873311

e-mail: Kate.bell@lincoln.gov.uk

[Zero Carbon Lincoln - Home \(sharepoint.com\)](#)

ADD DATE AND SIGNATURES

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