

EXECUTIVE

Monday, 13 December 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

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MINUTES AND EXTRACTS

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| 1. Confirmation of Minutes - 22 November 2021 | 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.

REMARKABLE PLACE

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| 3. City of Lincoln Council Decarbonisation Strategy and Action Plan Report | 15 - 50 |
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SECTION B

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| 4. Exclusion of the Press and Public | 51 - 52 |
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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.

This item is being considered in private as it is 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.

OUR PEOPLE AND RESOURCES

- | | | |
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| 5. Telephony Replacement | [Exempt Para(s) 3] | 53 - 70 |
| 6. Write Outs of Irrecoverable Non Domestic Rates, Sundry Debts and Overpayment of Housing Benefit | [Exempt Para(s) 1, 2] | 71 - 82 |
| 7. 40-42 Michaelgate and 20-22 Steep Hill | [Exempt Para(s) 3] | 83 - 88 |

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

Apologies for Absence: Councillor Donald Nannestad

46. Confirmation of Minutes - 25 October 2021

RESOLVED that the minutes of the meeting held on 25 October 2021 be confirmed.

47. Declarations of Interest

No declarations of interest were received.

48. Local Transport Plan 5 Consultation Draft

Purpose of Report

To receive an updated on Lincolnshire County Council's Local Transport Plan (LTP5) Consultation Draft, as detailed at Appendix A of the report, and to recommend a response on behalf of the Council.

Decision

1. That broad support for the Draft Local Transport Plan be endorsed.
2. That authority be delegated to the Director of Major Developments and Assistant Director of Planning for detailed comments to be made on the Draft Local Transport Plan prior to the submission deadline of 1 December 2021.

Alternative Options Considered and Rejected

Making no response or objection to the LTP would jeopardise the Council's ability to shape and influence the development of the LTP which would be detrimental to future transport plans for Lincoln.

Reasons for the Decision

On 20 October 2021, Lincolnshire County Council had released the LTP 5 for public consultation with a closing date for responses due by Wednesday 1 December 2021. The LTP was produced every ten years by the County Council covering the short, medium, and longer-term time horizons for transport and highways for the whole county.

This LTP had been produced under a period of rapid change in the transport sector. With the key driver being the mitigation of climate change coupled with the impact of Covid-19. Changes in technology, lifestyles, working patterns and environmental concerns meant that the LTP needed to reflect these concerns and how transport could address these issues over the short, medium, and long term.

Since the last LTP (4) was produced in 2013, significant changes had taken place in relation to local transport. The Government's announcement to ban the sale of both new petrol and diesel cars by 2030, and the steps in tackling climate change with the commitment to be net-zero carbon by 2050, would have a significant bearing on what happened to transport during the time-scale of this next LTP. Growth in the form of new housing (Central Lincolnshire Draft Local Plan anticipated the need for 29,000 new homes up to 2040) and new employment provision (15,000 new jobs across Central Lincolnshire) would increase the pressure on the existing transport infrastructure.

A number of transport-focused schemes had been completed locally since the last LTP, most notably the completion of the Lincoln Eastern Bypass and the new Lincoln Central bus station. Improvements to rail services (including frequency to London) and funding to support active travel (cycling and walking) had assisted in encouraging people to use sustainable modes of transport but clearly there was a lot more to be done.

The impact caused by the Covid-19 pandemic on transport and movement had been genuinely seismic and in the introduction to the LTP it stated *'it seems likely that flexible working from home will remain to some extent for many people, and so there will likely be changes to commuting times going forward. Access to education will return to something approaching normal, but access to health and shopping activities have altered in ways that seem irreversible, at least in part. Travelling less and for different reasons will require reassessment of transport programmes, with a likely growth in leisure travel expected'*.

The Draft LTP was framed under the challenges outlined above and set out the current context in which the document had been prepared as follows:

'Lincolnshire's fifth Local Transport Plan has been produced under highly unusual circumstances – a period of rapid change and upheaval that is presenting us with significant challenges but also exciting opportunities. To be ready for the future we need to clearly identify the challenges we face, so we can respond to them intelligently, effectively and flexibly. But we also need to take advantage of changes in technologies and lifestyles, influenced by factors including the recent pandemic and growing environmental awareness. By doing so we can create a better, more sustainable transport system that will contribute to the health, prosperity and wellbeing of everyone in Lincolnshire'.

The full detailed structure of the Draft LTP was outlined within paragraph 4 of the report.

49. Operational Performance Report Q2 2021/22

Purpose of Report

To provide the Executive with an outturn summary of the operational performance position for quarter two, financial year 2021/22, from July 2021 to September 2021, with data in support found at Appendices A - C to the report.

Decision

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

Alternative Options Considered and Rejected

None.

Reason for Decision

There were 18 quarterly measures with RED (below target) statuses, all of which had been worsened as a direct or indirect result of the Covid-19 pandemic.

There were 15 quarterly measures with GREEN (above target) statuses, with the remaining 14 being within their acceptable boundaries.

It was noted that the Council was still operating within unprecedented circumstances and in addition to the normal review of service performance. The report contained additional contextual background notes to support understanding of the level of disruption that the Council was still facing.

The 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 had been limited in the first half of 2020/21, the Council restarted reporting in quarter four and it was now able to report performance figures for its key services and had resumed its usual performance reporting format. Therefore, this report presented the performance of service areas and directorates against its agreed performance measures and targets, as well as corporate performance measures.

50. Strategic Risk Register - Quarterly Review

Purpose of Report

To receive a status report of the revised Strategic Risk Register as at the end of the second quarter 2021/22.

Decision

That the Council's strategic risks as at the end of the second 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 received in August 2021 and had contained thirteen strategic risks.

Since reporting in August, the Strategic Risk Register had been refreshed and updated by the Corporate Leadership Team. The Strategic Risk Register reflected the significant change in circumstances in which the Council had been operating since the onset of Covid-19 and the different challenges and

opportunities it now faced. This review had identified that there had been some positive movements in the register.

The Strategic Risk Register 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.

A number of control actions had now been progressed or completed with the key movements outlined at paragraph 3.2 of the report.

Movement in control actions had resulted in a change to the assessed levels of likelihood and impact of two risks identified on the risk register:

- Risk 11 had been decreased from Amber: Hardly Ever/Major to Green Hardly Ever/Minor – as this was now a green risk it would be monitored for 6 months and then removed from the SRR.

- Risk 12 had decreased from Red: Probable/Critical to Amber: Possible/Critical.

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

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

Control actions continued to be implemented and risks managed accordingly.

Effective 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 Vision 2025, and that it did so in accordance with statutory requirements and within a balanced and sustainable budget and Medium-Term Financial Strategy.

51. Financial Performance - Quarterly Monitoring

Purpose of Report

To present the second quarter's performance (up to 30 September 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 financial performance for the period 1 April 2021 to 30 September 2021 and the projected outturns for 2021/22 be noted.
2. That the underlying impact of the pressures and underspends identified in paragraphs 3.3 (and Appendix B), 4.3 (and Appendix D), and 5.2 (and Appendix F) be noted.
3. That the proposed contributions from earmarked reserves, as set out in paragraph 3.6 and paragraphs 4.9 and 4.10 of the report be approved.
4. That the changes to the General Investment Programme and the Housing Investment Programme, as detailed in paragraphs 7.4, 7.10 and 7.11 of the report be approved.
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 had been revised as part of the Medium Term Financial Strategy (MTFS) 2021-26, based on a number of assumptions around the speed and extent of the national and local recoveries particularly in relation to income budgets. Whilst in many cases these assumptions had reflected the actual position to date, there were still some areas where the rate of recovery was impacting adversely on the Council's finances.

In addition, the impact of Covid-19 was still being felt throughout the authority in relation to service delivery both in terms of backlogs of outstanding work, but also due to the current economic operating conditions in terms of supply chain issues, escalating costs and availability of labour. Whilst these issues were being addressed, they were likely to continue into the medium term and impact on the Council's finances. Furthermore, the imposition of any new national restrictions over the winter period would adversely affect the forecast outturns provided within this report. Close monitoring of the position and implementation of mitigating actions over quarters 3-4 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 2021/22 the Council's net General Fund revenue budget was set at £978,410 including a planned contribution from balances of £477,240 (resulting in an estimated level of general balances at the year-end of £2,193,359, after allowing for the 2020/21 outturn position).

The General Fund Summary was currently projecting a forecast overspend of £46,366 (Appendix A provided a forecast General Fund Summary), resulting in general balance at the year-end of £2,146,993.

There were a number of forecast year-end variations in income and expenditure against the approved budget; as detailed at paragraphs 3.3- 3.4 of the report, with the main variances provided in Appendix B to the report.

Although the forecast outturn for the General Fund was a deficit of £46,366 at this stage, the forecast outturn remained difficult to predict due to volatility, and uncertainty, particularly around the imposition of any future national restrictions over the winter period.

Included in the forecast outturn overspend of £46,366 were proposed additional contributions to/from earmarked reserves as detailed at paragraph 3.6 of the report, with further details of the General Fund earmarked reserves set out in paragraph 6 and Appendix G of the report.

Towards Financial Sustainability Programme

The savings target included in the MTFS for 2021/22 was £850,000. Progress against this target, based on quarter 2 performance had shown that secured savings totalled £514,400, with a summary of the specific reviews that had contributed to this target shown 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 HRA was currently projecting an in-year variance of a £156,480 overspend, which would decrease the General Balances to £918,173 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 of the report, with full details of the main variances provided at Appendix D of the report.

The financial pressures that the HRA was facing, and the HRS (set out further in the report), was a direct result of the ongoing impacts of Covid19 and the current economic position in the UK.

The largest variance for HRA was the current forecast underspend on Repairs and Maintenance. This was due to the ongoing impact of Covid-19 affecting the ability to carry out repairs, the current reduction in charges from HRS (detailed in section 5 of the report) 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 year. In part this was offset by a large overspend forecasted by HRS due to a reduction in rechargeable works and inability to recover the overhead costs of HRS (details of which were contained within section 5.2 of the report).

In addition, there was a forecast reduction in dwelling rental income of £317,163, due to increased voids, a reduction in leasing income and lost rents from RTB sales. Void properties were currently on the increase due to a lack of labour force in the HRS and as a result of the designated Voids contractor having entered into administration at short notice leaving the service without a key resource to respond to growing void numbers.

Void numbers had increased due to a backlog created over the last 18 months as national restrictions were imposed. This had then been compounded by a high level of tenancies having ended as a result of; people now seeking to move post pandemic, an unprecedented number of deaths in Council properties and people leaving due to other more restrictive reasons, such as being detained in prison by the courts. In addition, as a result of the successful bids for the Next Steps and Rough Sleeping Accommodation Programmes, the HRA had acquired a number of units of move-on accommodation across the City to alleviate the pressure on temporary accommodation and negate the use of bed and breakfast facilities. Whilst this had been successful and consequently saved the general fund huge costs, the pressure had fallen on Housing Repairs Service (HRS) to bring these units up to letting standards before they could be occupied. This had added to the numbers being managed through the void process. At budget setting, voids were budgeted at 1% of the current housing stock, however, currently voids were closer to 1.7% of the current housing stock. Should this percentage be maintained throughout the rest of the year there was a potential for a further overspend of approximately £50,000.

This was further compounded by a loss of income from the termination of one of our main contractors resulting in a loss of income of approximately £280,000 from the admin recharge.

Included in the forecast underspend of £153,634 were proposed additional contributions to/from earmarked reserves as detailed at paragraph 4.9-4.10 of the report, with further details of the HRA earmarked reserves set out in paragraph 6 and Appendix G of the report.

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 2 HRS was forecasting a deficit of £811,418 in 2021/22 as detailed within the forecast HRS summary at Appendix E, with full details of the main variances provided in Appendix 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 (due to administration) and the inability to recruit to the workforce (The HRS currently had a 20% vacancy rate) was causing problems with repairs scheduling and void turnarounds. Repairs numbers were down at a time of high demand, as a result lower recharges were being made to the HRA due to less work being carried out by the Council's workforce.

Although the reduction in staffing costs offset the reduction in income recharged to the HRA, the overhead cost of the repairs service, which was ordinarily charged in addition to the service hourly rate was not being recovered due to the reduction in internal jobs, this was creating the majority of the forecast overspend. In addition, in order to try and fill the productivity gap, local sub-contractors were being utilised however, they were struggling with the same labour shortages. Any contracts awarded to help alleviate the system were now at hugely inflated prices which reflected the sector as a whole. This use of more expensive subcontractors had increased costs, which at this stage were not reflected in the service hourly rate and therefore also contributed to the forecast overspend.

The forecast overspend reflected the national position in relation the construction industry. A significant number of companies were going into liquidation for many reasons. This was putting huge pressure on those remaining in the sector, contract prices were increasing significantly reflecting increasing material and labour costs. Qualified and skilled labour was becoming increasingly hard to recruit. Locally, as evidenced in recruitment, the Council was not immune from this environment and HRS were in a difficult "trading position".

In response to the financial and service delivery challenges that the HRA/HRS were facing the Housing Management Team had instigated a range of measures aimed at combating the areas and issues that the Council had some control or influence over as detailed at paragraph 5.5 of the report.

It was noted that consequential costs in the HRA were also greatly reduced (as noted earlier in the report) and therefore the financial picture for the directorate was not as unhealthy as the HRS position alone implied. Surpluses from HRS had been repatriated to the HRA over the last few years and as such healthy reserves remained within 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 Covi19 restrictions.

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

General Fund Investment Programme

The revised General Investment Programme for 2021/22 amounted to £17.451m following Quarter 1 report. At quarter 2 the programme had been increased by £2.947m to £20.398m.

Included in the budget changes for approval were Town's Funds schemes considered by the Town's Fund Board. The Town's Fund was considered by Executive in February 2021 and external schemes would be added to the general investment programme following delegated approval by the Chief Finance Officer and the Town's Fund Investment Board. Schemes that were to be delivered directly by the Council, but with funding through the Town's Fund would still require separate Executive approval of the scheme prior to inclusion in the GIP. The changes related to the Town's Fund reflected in the second quarter were detailed at paragraph 7.3 of the report.

Financial changes delegated to the Chief Finance Officer for the second quarter 2021/2022, together with those requiring Executive approval were detailed at paragraphs 7.3-7.4 of the report.

The overall spending on the General Investment Programme for the second quarter of 2021/2022 was £3.111m, which was 15% of the 2021/22 programme and 15% of the active programme, as detailed further at Appendix J of the report.

Although this was low percentage of expenditure at this stage of the financial year, further expenditure was expected on Disabled Facilities Grants, Boultham Park Lake, the Crematorium, HAZ Schemes, Towns Fund schemes and various capitalised maintenance schemes.

Housing Investment Programme

The Housing Investment Programme for 2021/22 following the Quarter 1 report amounted to £29.047m. This had been further adjusted to £30.248m during the second quarter of 2021/22.

Financial changes delegated to the Chief Finance Officer for the second quarter 2021/2022, together with those requiring Executive approval were detailed at paragraphs 7.9-7.11 of the report.

Expenditure against the HIP budget to the second quarter was £5.339m, which was 17.65% of the revised programme. A further £0.96m had been spent as at the end of October 2021, as detailed further at Appendix L 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 and the availability of contractors to carry out works to properties following the cessation of the planned maintenance contract.

52. Treasury Management and Prudential Code Update Report - Half Year Ended 30th September 2021

Purpose of Report

To report the Council's treasury management activity and the actual prudential indicators for the period 1 April 2021 to 30 September 2021, in accordance with the requirements of the Prudential Code.

Decision

That the Prudential and Local Indicators and the actual performance against the Treasury Management Strategy 2021/22 for the half-year ended 30 September 2021 be noted.

Alternative Options Considered and Rejected

None.

Reason for Decision

It was noted that the Council held £46million of investments at 30 September 2021, with the full investment profile set out at Appendix A of the report. Of this investment portfolio, 100% was held in low risk specified investments, the requirement for the year being a minimum of 25% of the portfolio to be specified investments. During the 6 months to 30 September on average 96% of the portfolio was held in low risk specified investments and an average of 4% of the portfolio was held in non-specified investments with other local authorities.

The report highlighted changes to the key prudential indicators, setting out an overview of the current status of the authority's capital expenditure plans and provided further information in relation to the Council's Investment Strategy 2021/22 to 2023/24.

53. Setting the 2021/22 Budget and Medium-Term Financial Strategy 2022/23 – 2026/27

Purpose of Report

To update the Executive on the latest Medium Term Financial Strategy (MTFS) position for the Council, including the challenges in preparing for the 2022/23 and future years budget, setting out the parameters within which the Council would prepare these budgets and confirm the Council's approach to development of the budget and Medium Term Financial Strategy.

The report included an update on the current economic position and developments in national policy, specifically the high level of uncertainty surrounding local government financing and reforms. This, along with the ongoing implications of the Covid-19 pandemic on demand for Council's services, escalating cost pressures and reductions in income, would inform the development of the MTFS.

Decision

1. That the significant financial challenges and risks that the Council faced, particularly the lack of clarity surrounding future funding reforms be noted.
2. That the projected budget parameters for 2022/23 and future years and the planning assumptions, as set out in Appendix A of the report be noted.
3. That the budget, strategic and service planning preparation programme, set out in Appendix B of the report be noted.

Alternative Options Considered and Rejected

None.

Reason for Decision

The Council's Vision 2025 and five strategic priorities drove the medium-term financial planning process, with changes in resource allocation determined in accordance with policies and priorities. The Medium Term Financial Strategy provided the framework for the development of annual budgets in line with the aims of the Council's strategy and priorities.

In March 2021, Council agreed the budget for 2021/22 and Medium Term Financial Strategy 2021-2026, which recognised that there was a funding gap forecast in 2021/22 and across the remaining years of the Strategy. The MTFS was refreshed annually and rolled forward one year.

The refreshed Medium Term Financial Strategy would include financial projections for the five-year financial planning period through to 2026/27. It would set out the financial parameters within which the Council was required to work and the recommended approach to addressing the financial challenges the Council faced to develop a balanced, sustainable budget and set at Council Tax for 2022/23.

The refresh of MTFS needed to be seen in the context of significant inherent uncertainty for the Council, with the ongoing impact of the Covid-19 pandemic on income and expenditure assumptions, and a lack of any form of clarity on future funding settlements from government. It was a long time since the Council had any certainty during budget setting and 2022/23 looked set to continue this tradition, which made financial planning in this climate extremely challenging.

The Covid-19 pandemic continued to cast a shadow on the Council's finances with budget pressures arising from demand for services, the availability of goods and services, escalating costs and ongoing, permanent, reductions in income.

Alongside these service pressures, the Council continued to face a lack of clear direction over whether and when each of the planned local government finance reforms would be implemented. These reforms, together, had the ability to fundamentally alter the course of the MTFS. Providing certainty on these issues would make a significant difference to the Council's financial planning and therefore the services it delivered.

Against this backdrop of significant uncertainty this report set out the financial planning assumptions that would form the basis of the MTFS refresh. This medium-term financial planning was critical to ensuring that the Council had an understanding of the likely level of available resources and the potential costs of delivering services and identifying budget shortfalls at the earliest opportunity.

The current MTFS 2021-2026 had set out the need for continued reductions to be made in the net cost base of the General Fund. Based on what was currently known, or could be reasonably assumed, at this stage in the development of the MTFS there was no current need to alter the trajectory of the savings target.

This report did however highlight a short-term one-off gain in resources as a direct result of delays in implementation of funding reforms. This did not however alter the underlying financial position of the Council, there remained a requirement to deliver the significant level of reductions in the net cost base if the Council was to remain sustainable in the medium term. The Council's overriding financial strategy should continue to be, to drive down its net cost base to ensure it maintained a sustainable financial position.

Now more than ever, careful financial management was required to ensure that the Council was able to carefully balance the reductions required in the net cost base, ensuring it remained in a sustainable financial position, whilst driving forward its Vision 2025.

54. 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.

55. Strategic Risk Register Quarterly Review

Purpose of Report

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

Decision

That the content of the Strategic Risk Register be noted.

Alternative Options Considered and Rejected

None.

Reason for Decision

As set out at Minute 50 above.

SUBJECT:	CITY OF LINCOLN COUNCIL DECARBONISATION STRATEGY AND ACTION PLAN REPORT
DIRECTORATE:	MAJOR DEVELOPMENTS
REPORT AUTHOR:	KATE BELL, CLIMATE CHANGE MANAGER

1. Purpose of Report

- 1.1 To update Executive and seek comments on the Decarbonisation Strategy and Action Plan.
- 1.2 To request that the Executive approve the City of Lincoln Council's Decarbonisation Strategy and Action Plan.

2. Background

- 2.1 On the 23rd of July 2019 Full Council passed a Motion to Declare a Climate and Environmental Emergency, resolving to deliver a carbon neutral vision for Lincoln by 2030.
- 2.2 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 Council's carbon dioxide emissions and identify opportunities to achieve a net zero carbon target for the Council's own emissions by 2030.
- 2.3 In September 2021 the Council submitted an environmental performance report to Investors in the Environment for external audit, this included the Decarbonisation Strategy and Action Plan. The Council achieved a green level and 92% score for its environmental performance and plans in place to achieve a net zero carbon target. The Council were also shortlisted and won the Overall Outstanding Achiever Award 2021.

3. City of Lincoln Council Decarbonisation Strategy and Action Plan

- 3.1 To achieve the net zero carbon target and adhere to all the council's commitments in the Climate and Environmental Emergency Declaration a Decarbonisation Plan has been prepared following extensive internal consultation.
- 3.2 The plan sets out how the Council intends to achieve net zero carbon for its own operations and services and contribute towards Lincoln's area wide carbon neutral ambitions. **A copy of the Decarbonisation Plan is provided in Appendix 1 of this report.**

- 3.3 The basis of the Decarbonisation Plan is to provide a comprehensive assessment of the carbon impact of the Council's own operations, including a calculation of our carbon footprint and an action plan.
- 3.4 The plan identifies eight decarbonisation pathways, includes Carbon data where available and identifies key challenges and opportunities for each pathway towards a net zero carbon target by 2030.
- 3.5 The plan would need to be reviewed and updated annually to reflect emerging knowledge and understanding to ensure the council achieve a net zero carbon target by 2030.

4. Corporate Strategic Priorities

4.1 Let's Address the Challenge of Climate Change

The proposals covered in this report are part of a programme of projects that will deliver the Council's aspirations and priorities outlined in the Vision 2025 Strategic Plan.

5. Organisational Impacts

5.1 Finance

- 5.1.1 The Decarbonisation Plan has no direct financial implications. Subject to the plan being approved, delivery of actions will be funded under existing budgets or, where required, external funding will need to be identified and secured to carry out feasibility or capital works.

5.2 Legal Implications including Procurement Rules

The Decarbonisation Plan has no legal implications

5.3 Human Resources

The projects within the Decarbonisation Action Plan report will be managed by existing staff within the Major Development Directorate. The Vision 2025 Climate Challenge taskforce is a multi-disciplinary team and will oversee this programme and ensure a coherent approach to delivery.

5.4 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.

6. Risk Implications

6.1 Options Explored

- 1) To progress a 2021/22 Decarbonisation Programme which delivers the Council's Vision 2025 ambitions and the commitments made in the Climate Emergency Declaration.
- 2) To reduce the scale and ambition of the council's 2021/22 project proposals and deliver the programme over a longer timescale to relieve pressure on Council resources.

6.2 Key Risks Associated with the Preferred Approach

The preferred approach, option 1, seeks to mitigate the risks associated with option 2, which include the failure to respond to the Climate Emergency declaration in a timely fashion.

7. Recommendations

7.1 Executive are asked to approve the Decarbonisation Strategy and Action Plan.

**How many appendices
does the report contain?**

One

List of Background Papers:

None

Lead Officer:

Kate Bell, Climate Change Manager

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Appendix 1

City of Lincoln Council Decarbonisation Strategy and Action Plan

Responding to the Climate Emergency

2021-2030



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Introduction

What does carbon neutrality mean?

Carbon neutrality means reducing net emissions by at least 95% of 2008 levels, there may be a residual 5% of emissions that is not technically feasible to eliminate by 2030. The UK Government ambition is for carbon neutrality across the entire UK public sector, i.e. some public sector organisations may be able to achieve negative emissions, to balance out unavoidable emissions in other organisations. Our contribution to this ambition will reflect future UK Government guidance.

What is a Decarbonisation Plan?

The purpose of a Decarbonisation Plan is to describe how the City of Lincoln Council intends to replace fossil fuel reliant systems with low carbon alternatives (e.g. Electric Vehicles, renewable energy). To meet the challenge of net zero, the Council will need to decarbonise its buildings and transport over the next 10 years.

The Plan describes the current state of the Council's energy use and its plans for reducing and/or decarbonising its energy use. The plan outlines what the Council has already done, what it is currently doing, what it plans to do in the future. The plan explains what actions are going to be taken, over what timescales, and the intended outcomes.

Scope of the Decarbonisation Plan

The Plan looks at emissions that are in our direct control, i.e. the Council's transport fleet or how we heat our buildings, as well as the services that the Council provides such as managing parks and open spaces or waste collection.

We recognise that some elements of our emissions are not solely in our direct control and/or will require additional support to achieve, e.g. the availability of low carbon technology and decarbonisation of the power grid. We will seek to collaborate with partners and advocate for actions in these areas. The Council are working closely with the [Lincoln Climate Commission](#) to develop a citywide Climate Strategy and Action Plan which will focus on how we are collectively going to achieve a net zero Carbon target for Lincoln by 2030.



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Climate change and the need for decarbonisation



Source: NASA Climate Change

In 2015 the UK government joined an overwhelming majority of countries from around the world by signing the Paris Agreement. This consensus acknowledged the scientific advice and evidence of thousands of the world's best climate scientists and the need to ensure the average temperature of the earth's surface warms by no more than 1.5°C from the earth's temperature in approximately 1850-1900 (pre-industrial levels). The earth's average temperature is currently approximately 15°C. This shows why the constant human activity which causes additional increases to the global average temperature (in addition to any irregular but essential natural events that have a warming effect e.g. volcanic eruptions) must be addressed by mankind's next evolution to a new low carbon age.

Reducing emissions to safe levels can be done with existing technologies and knowledge. Governments know the cost and risk of inaction far outweighs the cost of action. After advice from the Committee on Climate Change, the UK government amended the Climate Change Act and made reaching a target of 'net zero' emissions by 2050 a binding target.



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City of Lincoln Council's Climate and Environmental Emergency Declaration

On the 23rd of July 2019 CoLC's Full Council unanimously resolved that, This Council;

- Acknowledge the reality of the climate and environmental crises and commits to urgent emergency action.
- Join with Parliament and other Councils in declaring a Climate and Environment Emergency, and commit to the vision of a carbon neutral LINCOLN by 2030 at the latest.
- Sign up to a science based carbon reduction target that is consistent with achieving the Paris Agreement of no more than 1.5oC global temperature increase.
- Call on central government to provide the funding and powers to make this possible, and ask local MPs to lobby government to achieve this.
- Call on Lincolnshire County Council to cooperate with the City and District Councils to enable the City & District Councils to deliver on the carbon neutral vision by 2030, especially in such critical areas as highways & transport, energy, waste, food and health & wellbeing.
- Work with partners in the area to deliver carbon reductions and support environmentally sustainable industry, business & employment.
- Ask the Lincoln Climate Commission to consider ways of involving all interested people to have a voice through a citizens assembly or something that serves this purpose.
- Facilitate the work of a Lincoln Climate Commission to drawn upon expertise in the community (industry, commerce, education, health etc.) and general public, to devise a carbon reduction road map with staged targets and policies consistent with carbon neutrality by 2030, and bring a report to the Council's Executive as soon as practicable.



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Vision 2025 Strategic Plan

Let's Address the Challenge of Climate Change

Vision 2025 is a five-year plan, based on many conversations we have had with members of the public and our partners. The plan sets out in some detail what we think needs to be done to deal with the most pressing issues we face in Lincoln. Our plans aspire to achieve a dynamic, resilient, inclusive and carbon neutral city, but importantly as well, to have Lincoln as a place of advanced social progress, with a high degree of social cohesion, a city of cultural, generational and ethnic diversity. Having declared a climate emergency in 2019, Vision 2025 places a new focus on this priority as a key element of the council's strategic plan.

A Climate Challenge taskforce has been set up to deliver the following climate aspirations:-

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

The taskforce is made up of officers representing all Directorates and service areas within the council with responsibility for environmental management, business support, property management, air quality, planning policy, communications, procurement and climate change.

This Decarbonisation Plan sets out how the Council intends to achieve some of its climate aspirations.

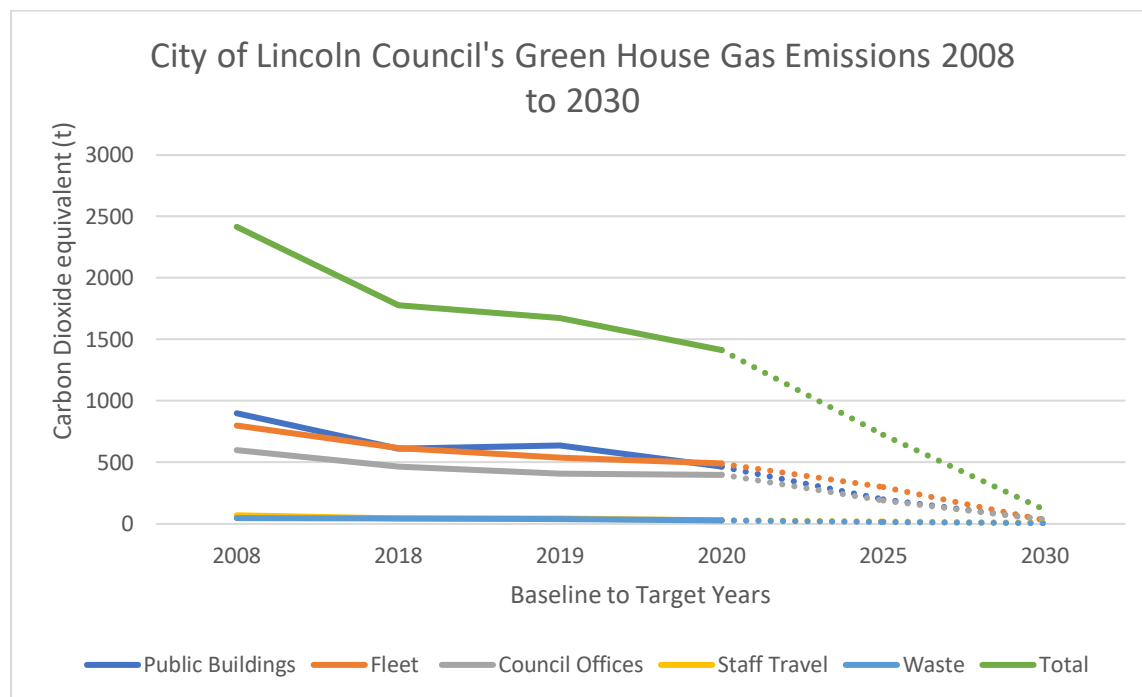
[vision-2025-strategic-plan \(lincoln.gov.uk\)](https://lincoln.gov.uk/vision-2025-strategic-plan)



Building on success

What we have already achieved

We have a strong track record of delivering emission reductions and financial savings. There have been significant reductions in emissions over time against both the target and business as usual (BAU) scenarios. Since 2008/9 the Council's Green House Gas emissions have reduced by 36% and the current reduction trend sets a solid foundation upon which to aim for carbon neutrality.



Green house gas emissions are measured as **Carbon Dioxide equivalent (CO₂e)** have reduced in all council buildings since 2008, public buildings have been slowest to reduce due to a significant increase in gas consumption at the Council's Crematorium between 2018/19 and 2019/20.

The Council's 50 year old Crematorium will undergo a refurbishment in 2022 and will include a range of energy efficiency measures to significantly reduce CO₂e emissions.



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Some examples of successes we have had in reducing our carbon footprint to date include:

- An Environmental Management System to record monitor and identify opportunities to reduce the council's emissions produced directly or indirectly from gas, electricity, waste, waste and vehicle fuel.
- Replacing some of our IT servers with virtual servers significantly reducing electricity consumption.
- LED lighting and sensor controls in our MSCPs and offices.
- Electric fleet vans and recharge points in six council managed car parks
- Solar thermal and PV projects on seven housing sites and four Council buildings.
- Rainwater harvesting, solar thermal hot water and ground source heat pumps at Yarborough sports pavilion.
- New Transport Hub completed in 2018, designed to absorb thermal heat and natural ventilation and shading to prevent overheating with on site Solar PVs



Emissions data includes all greenhouse gas emissions and not just carbon dioxide. 'Carbon dioxide equivalent' (CO₂ e) is a term for describing different greenhouse gases in a common unit. For any type and quantity of greenhouse gas, CO₂ e signifies the amount of carbon that would have an equivalent warming impact.



Parking Services Electric Van



Photovoltaic Panels on the roof of City Hall



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In 2020 the Council undertook an independent audit of its Environmental Management System. An environmental management system (EMS) is

"a system and database which integrates procedures and processes for training of personnel, monitoring, summarizing, and reporting of specialized environmental performance information to internal and external stakeholders of a firm".¹

Having a recognised EMS accreditation demonstrates a continued environmental commitment to residents, contractors, suppliers, the wider business community and voluntary & community groups. In September 2020 Investors in the Environment announced that the City of Lincoln Council has achieved the Silver level accreditation with a score of 74%.



'The Investors in the Environment (iE) accreditation consists of organisations working toward high-level criteria and targets, followed by an official auditing process. The objective is to identify how City of Lincoln Council is performing against agreed targets and environmental performance. By qualifying for the accreditation, City of Lincoln Council (CoLC) are demonstrating their organisation's commitment to minimising its environmental impact and helping to set the standard for the environment.' (City of Lincoln Council iE Audit. Sept 2020)



Overall
Outstanding
Achiever
2021

¹ Sroufe, Robert. "Effects of Environmental Management Systems on Environmental Management Practices and Operations." Production and Operations Management. 12-3 (2003): 416–431.



Carbon Reduction Pathways – What are we doing now?

The Council has set an ambitious target to be net zero carbon in all its buildings operations and services by 2030. In order to achieve this ambition it is necessary to break decarbonisation down into six manageable pathways to identify the key actions required.

Decarbonisation Pathway	What does this cover?	% of total CO ₂ e
Electricity	This transition is now well underway, with the grid becoming increasingly green as a variety of forms of renewable power are installed (solar, wind, hydro). Energy efficiency is also improving, with the council making substantial investments in energy efficiency throughout its buildings. Low carbon electricity will also play a key area in decarbonising other areas such as heating and transport, placing pressure on supply.	11%
Heat	Decarbonising space and water heating (and cooling) in CoLC's buildings will be part of a wider transition away from a national heating system based on a standardised gas grid. It is very early in this transition but it seems clear that the switch will not be to a single technology, but involve a range of alternatives such as district heating networks, heat pumps, hydrogen and solar thermal to fit local circumstances.	66%
Transport	Direct transport includes all work related travel by CoLC employees, whether in their own, or in CoLC fleet, vehicles or by public transport. This also covers indirect transport such as the refuse fleet vehicles owned and operated by a contractor to deliver a council service.	12%
Waste	This pathway focuses on waste from council offices and depots as well as waste generated by the public at council owned and managed sites such as Hartsholme County Park. Public behaviour has a large impact on the volume and type of waste entering our waste system. Not just at the point of waste disposal, but in consumer choices made prior to this. Waste that is not recycled is converted to energy, at the Energy from Waste facility at North Hykeham.	11%
Built Environment	The Council has some influence on Lincoln's built environment, through the building, renovation, repair and remodelling of over 7000 council homes. The Council is also the Planning Authority for Lincoln and has a joint Central Lincolnshire Local Plan with an ability to influence carbon neutral planning policy.	NA
Natural Environment	There are 47 Local Wildlife Sites, making up 740 hectares and account for 21% of the land in the City of Lincoln administrative boundary. The natural environment plays an important role in decarbonisation, removing emissions from the atmosphere, these negative emissions are crucial to achieving carbon neutrality. In addition, as land owner the council is responsible for substantial carbon stocks already captured, grasslands, wetlands, trees and soil are the main natural carbon stores in the city.	-2%



Decarbonisation Action Plan 2021-2026

Electricity – Council Buildings

In 2021/21, the Council consumed 1,513,778 kWh of electricity in its operated buildings. These emissions calculated for electricity generation are associated with the generation, and transmission and distribution of electricity.

First and foremost, this should be reduced through energy efficiency measures. However the emission factor for purchased electricity is reducing as conventional power generation from coal and gas is replaced by low-carbon generation (e.g. from renewables and nuclear). This will result in reduced emissions, even during a business as usual approach.

As the carbon intensity of electricity reduces it will become more beneficial in terms of emissions to use electricity as a fuel in the place of gas, diesel etc. This electrification of heating and transport sectors will likely cause this electricity consumption to increase by 2030.

Overall target to reduce CO2 emissions from electricity by 2% year on year.

Council Buildings

Year	Kg CO2 e	Total Percentage +/-
18/19 Baseline	213720	
19/20	192480	- 10%
20/21	120301	- 37%



	Priority Objective	Actions	Measure	Target	RAG	Outcome	Responsible service area
1.1	Transition to new workstyles and agile working practices	<p>Reduce the number of IT Servers</p> <p>Reduce the Air Conditioning in the server room.</p> <p>Roll out new ICT devices to teams for remote working.</p> <p>Transforming the way we work through the new workstyles – making more efficient use of our assets.</p>	Carbon Dioxide equivalent (CO2e) emissions	10% reduction on baseline.	Amber	<p>Reduce electricity demand from IT servers and air conditioning.</p> <p>Reduce office space and improving energy efficiency.</p> <p>Reduce the Council's overall CO2e emissions.</p>	IT/Agile Working Group
Progress Update (Sept 2021 Status) The transition to agile working is progressing and the following outcomes have been achieved:- <ul style="list-style-type: none">• The number of physical servers has reduced from 100 to 25• Power Hosting kit installed which runs a further 257 virtual servers.• Only one air con unit is now required, (second unit turned off and only used if required as a backup)• All remote workers have and are using ICT devices.							



- Office plans are being prepared for a trial in the Housing Tenancy Service area at City Hall.
- A longer term implementation of full work styles transformation is on hold due to budget restrictions.

Full programme details available at [Work Styles - Home \(sharepoint.com\)](#)

	Priority Objective	Actions	Measure	Target	RAG	Outcome	Responsible service area
1.2	Switch to Automated Meter Readings	Upgrade meters	Number of sites with AMR	100% completion by June 2022	Green	AMRs help with more accurate recording and monitoring of energy consumption and CO2 emissions. This helps identify any variation on energy consumption and enable planned energy efficiency measures. Improve electricity consumption recording and monitoring	Responsible Officers/property Services

Progress Update (Sept 2021 Status)

- 85% of CoLC sites have been installed with an AMR, all large sites now have AMRs and remaining small or remote sites planned to be upgraded by June 2022.
- Liaison underway with electricity supplier to plan installations.
- Electricity data from sites with AMRs are recorded and monitored monthly.



- Preparation of a new energy dashboard for all Council sites underway to assist responsible officers to monitor electricity consumption more accurately and identify and investigate unexplained peaks in demand.
- There is currently no internal or external costs associated with this project.

	Priority Objective	Actions	Measure	Target	RAG	Outcome	Responsible service area
1.3	LED lighting and motion sensors in all council buildings.	Replace T5 lighting with LED and fit motion sensors in communal areas	Electricity consumption and CO2 emissions	4% CO2e reduction on baseline	Green	Replace all internal and external lighting with LED	Property Services

Progress Update (Sept 2021 Status)

- All corridors and refurbished offices in City Hall installed with LED lighting.
- LED Lighting and sensors installed at all Multi Storey Car Parks
- Plan to include LED lighting upgrade as part of future building refurbishment. Lighting recently upgraded at the Crematorium, planned for Beaumont Manor and Lincoln Central Market in 2022.
- Decarbonisation Plans to be prepared for community centres will include LED lighting upgrades as part of funding application.

	Priority Objective	Actions	Measure	Target	RAG	Outcome	Responsible service area
1.4	Procure 100% clean energy by 2030 at the very latest.	Review cost of green electricity supply when contract is due for renewal in 2023. Due to the additional internal cost associated with this project approval would have to	CO2 emissions	100% switch	Amber	Currently 42% of electricity from the National Grid is produced from renewable sources. Target 2030 to 100% renewable electricity through energy contracts.	Finance/property services



be secured before
proceeding.

Progress Update (Sept 2021 Status)

- 43% of the Council's current electricity supply is from a renewable source.
- Review of additional cost of switching to renewables from our current supplier based on 2021/22 prices was £3000 pa. Electricity saving opportunities to be reviewed to identify savings first before switching to renewables.
- Energy supplier due to release renewable energy tariffs in May 2022. Additional price to be reviewed and considered in line with electricity savings achieved.

	Priority Objective	Actions	Measure	Target	RAG	Outcome	Responsible service area
1.5	Consider opportunities for renewable energy generation	Review opportunities for onsite renewable energy generation. External Funding would need to be secured from the Public sector decarbonisation Fund or a Local Climate Bond for this project to proceed.	Electricity generation and CO2e	5% of electricity generated on site	Green	Current onsite renewable energy reduces the council's CO2 by 9 tonnes a year	Property Services/Climate Change Manager

Progress Update (Sept 2021 Status)

- Solar Photovoltaics installed on 7 sites generating 593 MWh.
- Solar PVs to be considered as part of more detailed site decarbonisation plans and grant opportunities to be explored through the public sector decarbonisation fund.
- The Council have engaged with Local Partnerships Re:Fit programme to review sites and prepare more detailed site based decarbonisation plans and investigate further opportunities for renewables at Council Sites.



- Local Climate Bond scheme being investigated to raise funds for green projects in Lincoln.

	Priority Objective	Actions	Measure	Target	RAG	Outcome	Responsible service area
1.6	Deliver a staff awareness programme on saving energy.	Intranet messages. Laminated or framed notices in shared areas/offices. A1 Poster in stairways Publish a net zero carbon sharepoint site	Electricity generation and CO ₂ e	1% reduction of CO ₂ e		Engage staff in net zero programme Reduce electricity consumption. Achieve behavioural change.	Communications/HR/Property Services

Progress Update (Sept 2021 Status)

- Marketing and Communications Plan currently being prepared for 2022 onwards aimed at CoLC staff and the wider community.
- Net zero Lincoln sharepoint site underway to include online training programme.

Electricity - Public Buildings

In 2021/21, the Council consumed 1,513,778 kWh of electricity in council owned public buildings. These emissions calculated for electricity generation are associated with the generation, and transmission and distribution of electricity.



First and foremost, this should be reduced through energy efficiency measures. However the emission factor for purchased electricity is reducing as conventional power generation from coal and gas is replaced by low-carbon generation (e.g. from renewables and nuclear). This will result in reduced emissions, even during a business as usual approach.

As the carbon intensity of electricity reduces it will become more beneficial in terms of emissions to use electricity as a fuel in the place of gas, diesel etc. This electrification of heating and transport sectors will likely cause this electricity consumption to increase by 2030.

Overall target to reduce CO2 emissions from electricity by 2% year on year.

Year	Kg CO2 e	Total Percentage +/-
18/19 Baseline	364,810	
19/20	305,757	- 16%
20/21	201,120	- 34%

2.1	Priority Objective	Actions	Measure	Target	RAG	Outcome	Responsible service area
	Crematorium Refurbishment	Install internal and external LED lighting and PIR sensors as part of the building and car park refurbishment.	Electricity consumption and CO2 emissions	10% reduction on site baseline	Green	Improve quality of the lighting and reduce electricity demand	Major Developments
	Progress Update (Sept 2021 Status)						



- A budget has been approved for all refurbishment works at the Crematorium, including low carbon measures.
- Refurbishment works commenced in April 2021 and second chapel complete in June 2021.
- Refurbishment of main facilities commenced in due to complete in December 2021.

2.2	Priority Objective	Actions	Measure	Target	RAG	Outcome	Responsible service area
	Central Market refurbishment	Install new lighting and air source heat pumps, double glazed windows and improve fabric efficiency.	Electricity consumption and CO2 emissions	Remain the same but achieve carbon savings for gas	Green	Due to the replacement of gas heating with Air Source Heat Pumps (ASHPs). There is likely to be an increase in electricity but overall a decrease in CO2e	Major Developments
Progress Update (Sept 2021 Status) <ul style="list-style-type: none">• Towns Fund secured in March 2021 for capital works and feasibility works have been completed.• Planning permission approved in June 2021• Businesses Case to be submitted to BEIS October 2021 and final approval.• Public Sector Decarbonisation Funding id submitted in October 2021 to fund LED lighting, insulation, ASHP• Start on Site planned for early 2022							
2.3	Priority Objective	Actions	Measure	Target	RAG	Outcome	Responsible service area
	Hartsholme Country Park Restoration	Prepare a feasibility Study to identify energy efficiency measures for existing office and visitor centre and opportunities for renewable energy.	Electricity consumption and CO2 emissions	TBC on completion of feasibility Study		Improve the thermal comfort and efficiency of existing office space and visitors centre. Improve the visitor experience to the park.	Community services



Progress Update (Sept 2021 Status)

This project has not yet commenced and is subject to internal/external funding

Heat (Gas)

Gas is required for space and water heating in buildings. The Council consumed 3,300,071 kWh of gas in 2020/21, 53% of which was in Council office buildings. As the national grid decarbonises, it is recommended that heat sources are electrified where possible (e.g. through the installation of heat pumps). The Council should consider electric heating for all new-builds with high energy performance. For existing buildings, where possible a fabric first approach should be taken and retrofit actions should be performed to reduce heat loss and drafts before electrification.

Year	Kg CO2 e	Total Percentage +/-
18/19 Baseline	474,242	
19/20	553,210	- +14%
20/21	505 547	- -9%

Priority Objective	Actions	Measure	Target	RAG	Responsible service area
3.1 Crematorium refurbishment	Construct new plant room, install new fuel efficient cremators and heat recover unit.	kgCO2e	10% reduction on site baseline	Green	Major Developments/Community Services

Progress Update (Sept 2021 Status)

- Second Chapel completed in July 2021



- Construction of new plant room underway and due to complete by December 2022 ready for installation of new cremators.

3.2	Priority Objective	Actions	Measure	Target	RAG	Responsible service area
	Central Market refurbishment	Undertake a feasibility study and secure planning permission. Carry out fabric improvements to the building fabric, new extension, and low carbon heating.	Kg CO2e	100% reduction on site baseline	Green	Major Developments
Progress Update (Sept 2021 Status) <ul style="list-style-type: none"> Towns Funding secured. Feasibility complete and identifies the following measures Fabric first approach, replace lantern roof with new double glazing, replace gas heating with ASHP EPC G to B 263 kg CO2 to 49kgCO2 Planning permission granted in June 2021 Await final decision on the business case from BEIS (Towns Deal project). 						
3.3	Priority Objective	Actions	Measure	Target	RAG	Responsible service area
	Heat Decarbonisation Plan	Review heating of all buildings and identify appropriate low carbon solutions to be implemented over the next 10 years to achieve net zero.	Kg CO2 e	TBD		Property services Manager/ CCM
Progress Update (Sept 2021 Status) External funding required to deliver this project and will need to be secured from the Public Sector Decarbonisation Skills fund or the Midlands Energy Hub 'Decarbonisation of the Public Estate in the Midlands' fund in 2022/23						



Transport – Council's direct and indirect

The Council lease and operate a fleet of 84 vehicles which deliver the council's housing repair services, as well as community support, environmental health and parking services. In addition the Council have a contract to deliver the Council's refuse, recycling and street cleansing services which requires 11 refuse vehicles and 16 vans and account for 65% of total fleet emissions due to their size and high mileage. Most vehicles are diesel powered, with one electric vehicle used by the parking services team. The common decarbonisation pathway for transport is electrification, and the share of electric vehicles in the Council's fleet will have to grow to achieve decarbonisation targets over the next 10 years.

Year	Kg CO2 e	Total Percentage +/-
18/19 Baseline	220214	
19/20	160454	- 27%
20/21	122465	- 24%

	Priority Objective	Actions	Measures	Targets	RAG	Responsible Service Area
4.1	Agile Working Policy	Introduce Agile working practices to enable staff to work from home, attend virtual meetings on a long term basis.	Kg CO2e	20% of 37351	G	Agile Working group

Progress Update (Sept 2021 Status)

- Staff consulted on agile working policy and new ways of working determined for all teams.
- Roll out of IT devices to officers adopting agile working practices underway.
- Significant reduction in staff travel by rail and car due to transition to virtual meetings.

	Priority Objective	Actions	Measures	Targets	RAG	Responsible Service Area
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4.2	Transition to ultra low emission fleet vehicles by 2030	Review Council fleet contract and opportunity to increase the number of ultra low emission vehicles.	Kg CO2e	10% reduction on fleet emissions baseline.	G	Housing Repair Service
Progress Update (Sept 2021 Status) <ul style="list-style-type: none"> Review of lease contract determined the introduction of 5 ULEVS to the fleet in 2022 complete. Parking Service van is currently the only electric vehicle in the fleet. Contract to be reviewed in 2026 with the intention to increase the number of electric vans where possible in the fleet. Plans in place for Mayors car to be sold and new lease for an electric vehicle due to commence in 2022. 						
	Priority Objective	Actions	Measures	Targets	RAG	Responsible Service Area
4.3	Trial new working practices for housing repair service	Introduce a new area based working for the housing repair service to improve efficiency of repair work and reduce vehicle mileage.	kgCO2e	20% reduction on baseline	G	Housing Repair Service
Progress Update (Sept 2021 Status) Successful trial of area based repair work completed and introduced across the whole housing repair service with 44% reduction in CO2e emissions from fleet vehicles since the baseline year. (42815kg exceeding target set)						
	Priority Objective	Actions	Measures	Targets	RAG	Responsible Service Area
4.4	CoLC Staff Travel Plan	Complete staff travel survey Review and update TP Deliver new sustainable travel initiatives	Kg CO2e	5% reduction on baseline	Green	Travel Plan Working group (HR, Finance, CCM, procurement)
Progress Update (Sept 2021 Status) <ul style="list-style-type: none"> Staff travel survey completed in July 2021. 						



- Report to CMT in October on findings of the survey and confirm priority incentive schemes to be introduced for 2022/23
- TP working group commenced investigation of incentive schemes
- Travel Plan updated and latest version published on the Council's website [Microsoft Word - City of Lincoln Council Travel Plan 2019 - 2024 \(updated Sept 2021\)](#)

	Priority Objective	Actions	Measures	Targets	RAG	Responsible Service Area
4.5	Working with Refuse contractor to reduce refuse fleet vehicle emissions.	Review of refuse contract and opportunity for introducing fuel efficient vehicles	Kg Co2 e	TBC following review	Amber	Community services

Progress Update (Sept 2021 Status)

- A review of new refuse fleet is currently underway and the council are seeking to purchase fuel efficient vehicles as part of the new refuse contract.
- Fleet route reviews take place on a regular basis to reduce mileage and to include new housing sites.
- Contract to be reviewed in 2025 and opportunities for replacing diesel fleet with electric vehicles will be considered.

Transport – City Wide

2018 63.1 kt CO2

2019 61 kt CO2 - 3% reduction

	Priority Objective	Action	Measure	Target	RAG	Responsible service area
5.1	Ensure Lincoln is Electric Vehicle ready	Work with Lincolnshire Highways Authority to secure ORCS funding for EV charge points for use by city centre residents without access to off road parking.	No of EV charge points	100 by 2025	Green	Parking Services/Climate Change Manager

Progress Update (Sept 2021 Status)



- Installation of 8 additional EV charge points completed in July 2021.
- As of Sept 2021 Lincoln has 60 electric vehicle charging devices (EV chargers) and is in the top 10 in the UK
- A review of new locations underway in preparation for new application to ORCS fund
- Opportunity to trial on street electric vehicle charge points in Castle and West End wards being investigated with Lincolnshire County Council

External funding will need to be secured from the Office for Zero Emission Vehicles to support this project going forward

	Priority Objective	Action	Measure	Target	RAG	Responsible service area
5.2	Let's make walking, cycling and the use of public transport the best and favourite way to move around Lincoln	Launch the online Lincoln sustainable toolkit. Work with Lincolnshire County Council to secure funding for cycling infrastructure and secure cycle storage.	% of cycling 3 times per week. City tCO2 e Transport	1% increase 2% reduction	Green	Major Developments

Progress Update (Sept 2021 Status)

- DfT Active Travel fund secured for temporary new cycle route, 18 month trial underway for 2021/22 on Newark Road, Wigford Way and Brayford Wharf East and additional cycle storage in the city centre. Awaiting news from LCC on whether routes to become permanent in 2022/23.
- Additional funding application being prepared to make new cycle routes permanent
- Towns Funding secured to complete feasibility study for Wigford way improved cycling and pedestrian provision and reduce vehicles.
- FT funding secured to create Sincil Bank green corridor for new cycling pedestrian priority route.
- Sustainability Toolkit published on council website. [Green and sustainable living – City of Lincoln Council](#)
- 18/19 6.7% of people in Lincoln cycle 3 times per week and 5% cycle 5 times per week.

Progress is subject to external funding from Lincolnshire County Council, Department for Transport, or any other external funding source to deliver infrastructure projects.



Priority Objective		Action	Measure	Target	RAG	Responsible service area
5.3	Work with our strategic partners on the Lincoln Transport Taskforce to deliver the Lincoln Transport Strategy.	Prepare Cycling and Walking Network Plans to identify priority routes for investment for 2020-2025	tCO2 e	2% reduction of city wide CO2e on 2018 level	Green	Lincoln Transport Board
Progress Update (Sept 2021 Status) <ul style="list-style-type: none"> Lincoln Transport Strategy completed and published on County Council website. Local Transport Plan consultation underway (October -December 2021) Cycling and Walking Network Plans underway Awaiting Planning permission for Western Growth Corridor and new cycling and walking infrastructure upgrade and transport hub. 						

Waste - Council Offices

Waste and recycling is produced from council offices the volume of waste is recorded on a monthly basis and the CO2e emissions are calculated based on the volume and type of waste

Year	Kg CO2 e	Total Percentage +/-
18/19 Baseline	5887	



19/20		1539	-74%			
20/21		844	- -45%			
6	Priority Objective	Action	Measure	Target	RAG	Responsible service area
6.1	Reuse and recycle all IT waste where possible.	IT Recycling Contract	kg CO ₂ e	TBC	Amber	IT
Progress Update (Sept 2021 Status) <ul style="list-style-type: none"> Contract in place to ensure all IT equipment no longer required is reused or recycled. Not currently included in the council's waste stream so need to start recording and monitoring volume of IT waste and CO₂e 						
6.2	Priority Objective	Action	Measure	Target	RAG	Responsible service area
	Promote recycling in offices to reduce waste.	Ensure all office communal areas have access to recycling for plastic, cans and glass. Reduce, reuse and recycle paper waste Undertake an audit of general waste and recycling bins to establish content and extent of contamination.	Kg CO ₂ e	Convert 1% general waste to recycled waste stream	Amber	Property services
Progress Update (Sept 2021 Status) <ul style="list-style-type: none"> Waste Audit completed in June 2021 – Overall volume of waste reduced significantly, largely due to reduced staff presence in offices during 2020. There was a 4% increase in general waste to recycling ratio and therefore this project is on Amber. All kitchen areas on each wing have access to separate glass bin and combined plastic/cans bin. All offices have a paper recycling bin (confidential waste) and shared general waste bin. All individual desk rubbish bins have been removed to encourage staff to use the recycling bins provided. Caretakers regularly check bins and remind staff if they identify recycling bins are not being used. 						



- Posters and stickers are located in communal areas to remind staff what to put in the bins.

6.3	Priority Objective	Action	Measure	Target	RAG	Responsible service area
	Review of Housing Repair Service to identify opportunities to reduce waste materials.	Research and Development group set up to identify the next generation of materials and products within the housing stock.	kgCO2e	100% recycled	Green	Housing repair Service
Progress Update (Sept 2021 Status) <ul style="list-style-type: none"> • Currently no housing repair waste is sent to landfill, 37 % recycled, 63% RDF • Reduce and reuse policy in place for disposal of materials, reducing overall waste. • Target 100% of household waste materials to be recycled. • To reduce waste and materials used tiles have been replaced by boards. Reducing waste tiles/offcuts and grout. 						

The Natural Environment

We have a responsibility to conserve Lincoln's natural environment and enhance it, not only for the fabric of the natural environment, but for the health of our future economy. Lincoln has 47 Local Wildlife Sites, making up 740 hectares and account for 21% of the land, including grassland, woodland and wetlands areas which sequester carbon, act as shade reducing the Urban Heat Island effect and an important blue water footprint to reduce flooding.

7	Priority Objective	Action	Measure	Target	RAG	Responsible Service area
7.1	Maintain and enhance biodiversity, green spaces, woodlands, wetlands in the City.	Complete audit of local wildlife sites.	TBC	TBC	Green	Community Services/ Planning



		Brayford Pool Environment Plan				Policy/Development Management
		CoLC Rewilding programme				
7.2	Progress Update (Sept 2021 Status) <ul style="list-style-type: none"> Review of Local Wildlife Sites completed in Feb 2020. Trial rewilding sites completed in 2020 and rolled out over multiple sites in 2021 including wildflower planting on roundabouts, grass verges. Reduced grass cutting/hay meadow for large grass areas. ERDF application for enhancement of Boultham Mere and Swanpool, subject to planning permission 					
7.3	Boultham Park Restoration Project	<p>Improving the water quality of the lake</p> <p>Improvements to the biodiversity of the plants and wildlife</p> <p>Restoring the lake banks.</p>	NA	NA	Blue	Community services
	Progress Update (Sept 2021 Status) <ul style="list-style-type: none"> Marginal Planting around the lake. Dredging the lake to improve water quality. New pumps installed to aerate the water and maintain water quality. New information boards and wildlife trails in place. 					

8	The Built Environment <p>The City of Lincoln Council is responsible for various aspects of the built environment through the planning process as well as the Council's New Homes Programme. Domestic properties in Lincoln make up 35% of Lincoln's total emissions and so if we are to meet</p>
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a net zero target for the whole city, all new homes need to be 'zero carbon.' It is also important to take into account the embodied carbon in new buildings as well as ensure new housing developments are 'climate ready' and can adapt to our changing climate.							
	Priority Objective	Action	Outcome	Measure	Target	RAG	Responsible Service area
8.1	Review the Lincoln Homes Standard to improve the energy performance of Council homes.	Carry out review (following Gov't decent homes standard.) Deliver Lincoln Homes Standard across all council homes	Raise the standard of all council homes to an average EPC 'C' rating.	EPC	C rating	Amber	Housing Strategy and Housing Investment Teams.
8.2	Deliver new energy efficient, low carbon homes on Rookery Lane	Homes due to be completed	Achieve a 20% carbon uplift on current Building Regulation requirements. Includes:- -EV charge points -Sustainable Urban Drainage -Mechanical Heat Recovery.	EPC	B		Housing Strategy / Major Developments
8.3	All new Council Homes to be 'zero carbon' ready.	Review opportunities for ensuring the	Raise the standard of all new council	EPC	A	Commence 2022/23	Housing Strategy / Major Developments



		council's new homes are net zero carbon or 'A' rated.	homes to an EPC 'A' rating. Commence zero carbon ready homes				
8.4	Consider deep retrofit solutions to raise the EPC of existing Council homes.	Commence trials (subject to funding)	Identify solutions to retrofit 'hard to treat' homes to the net zero standard. 2019 fuel poverty data for Lincoln – 6568 homes (15.4%) ²	EPC	A	Commence 2022/23	Housing Investment/Climate Change Manager
8.5	Central Lincolnshire Local Plan (CLLP) review	CLLP review underway	Adopt new policies related to climate change.	Citywide CO2	TBC	Green Due to complete 2022	Planning Policy Manager and CLLP Team
8.6	Sustainable Warmth Strategy	Strategy drafted and approved. Secure Sustainable Warmth Funding and delivery private sector	Reduce fuel poverty and raise the standard of private housing	No of Households in Fuel Poverty	10% reduction	Green, due to complete Jan 2022	Housing Strategy/Private Sector Housing/ Climate Change Manager

² [Sub-regional fuel poverty data 2019 - GOV.UK \(www.gov.uk\)](https://www.gov.uk)



CITY OF
Lincoln
COUNCIL

Together, let's deliver
Lincoln's ambitious future



		housing retrofit scheme .					
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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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