

VISION 2020

# Annual Report 2017/18



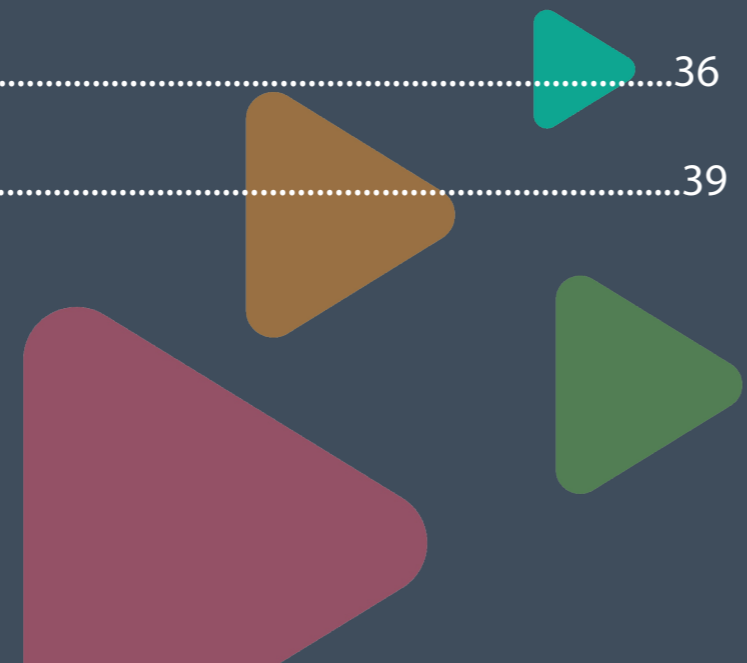
CITY OF  
*Lincoln*  
COUNCIL

Together, let's deliver  
Lincoln's ambitious future



# Contents

- Proud to be Lincoln .....3
- An introduction to our great city.....4
- Performance to be proud of.....5
- Local democracy that works.....7
- Vision 2020.....10
- Let’s drive economic growth.....11
- Let’s reduce inequality.....16
- Let’s deliver quality housing.....20
- Let’s enhance our remarkable place .....24
- High performing services .....28
- Corporate social responsibility .....32
- Our annual governance statement 2017/18.....33
- Our finances.....36
- Other formats.....39



# PROUD TO BE LINCOLN

Throughout 2017/18, the city council has worked closely with its partners, across all parts of the city, to deliver Vision 2020.

This important strategy contains our long term aspirations for Lincoln, along with the initial steps we are taking to bring us closer to delivering these. Over the past year, the council has delivered Phase One of Vision 2020, and we are proud to demonstrate the progress made in the city in this Annual Report.

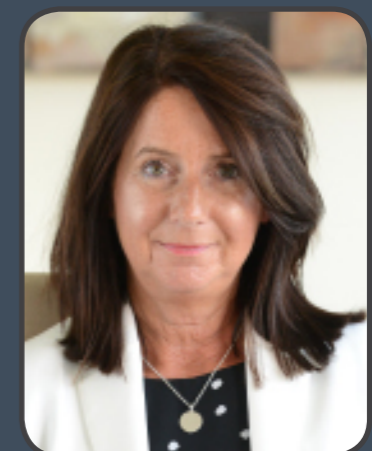
Perhaps one of the most visible signs of Vision 2020 making a difference in Lincoln, is the work that has taken place to build the integrated transport hub, which includes a 1,000 space multi-storey car park; a 14 bay bus station capable of 650 departures each weekday; and an improved public realm that connects this to the train station and cycle hub. This development has been a catalyst in the re-development of the Cornhill Quarter, which will eventually deliver over 150,000 square feet of retail and commercial floor space.

Vision 2020 has also driven changes in the way we operate as a council. Overseen by a new High Performing Services Board, performance in Revenues and Benefits, Planning Services, Housing Benefits and Food Health and Safety has improved; a new Universal Credit Support Team has been created to provide residents with digital and budgeting support as they transition to the new welfare system; and more services are moving online enabling almost 29,000 users to self-serve in 2017/18.

The council has also taken a more commercial approach to ensuring our services are sustainable into the future, through investment in two new car parks, and a new hotel building. And, whilst the challenges faced by local government are far from over, Vision 2020 will ensure we continue to respond to these challenges innovatively, making best use of the opportunities they present, and taking the steps needed to deliver Lincoln’s ambitious future.



Councillor Ric Metcalfe  
Leader



Angela Andrews  
Chief Executive

## An introduction to our great city



However, Lincoln is much more than just a great place to work and invest. Its variety of restaurants, cafés, theatres, and events such as the Lincoln Christmas Market; Asylum Steampunk Festival; and Comedy Feast: Lincoln, contribute to making Lincoln a great place to visit. The result is over four million tourism visits a year, contributing £190m to the local economy through visitor and tourism spend.

*“An influx of students and tech firms has brought fresh energy and contemporary edge to the cathedral city”*

**The Sunday Times, 04 Feb 2018**

Lincoln is a city famous for its heritage. Lincoln’s impressive cathedral, which stands in the centre of the cultural quarter of Lincoln, is one of Europe’s finest examples of gothic architecture. Work on the cathedral began back in 1072, and it was consecrated in 1092. Close by is Lincoln Castle. Built by William the Conqueror in 1068, the castle is home to an original 1214 Magna Carta.

Lincoln was recently highlighted as one of the best places to live in 2018 by The Sunday Times, and whilst the historic character of the city contributed to this, its contemporary edge and technology industries are what helped our historic city stand out from the crowd.

With a population of just under 97,800 residents, and the greater Lincoln area containing almost 200,000 residents, Lincoln is the largest employment, services leisure and retail hub in the county, and one of five principal urban areas in the East Midlands.

The city has a strong economy that supports 2,850 enterprises in the administrative boundary alone, employing approximately 55,000 people. Lincoln’s top sectors by number of employees are public administration (19,500); retail, transport, accommodation and food (15,750); and business services (8,000); further highlighting the role Lincoln plays as a hub for services and leisure in the county and region.

In addition, the city is growing. The Central Lincolnshire Local Plan for an additional 23,654 homes in Greater Lincoln by 2036, and a significant number of the 11,894 new jobs plans for Central Lincolnshire are expected to be in Greater Lincoln. Much of Greater Lincoln’s development will take place across the four sustainable urban extensions in and around Lincoln.

The council is also aware of the number of challenges in the city. Whilst unemployment is historically low, like many other urban areas in the country it remains just above the national average; and the Indices of Multiple Deprivation highlights neighbourhoods in the city that need co-ordinated action from partners. This is why our plan for Lincoln, Vision 2020, is so important. It is the cornerstone upon which we will ensure everyone benefits from Lincoln’s future economic growth.

[Follow this link to view Vision 2020, and find out more about our exciting plans for Lincoln.](#)

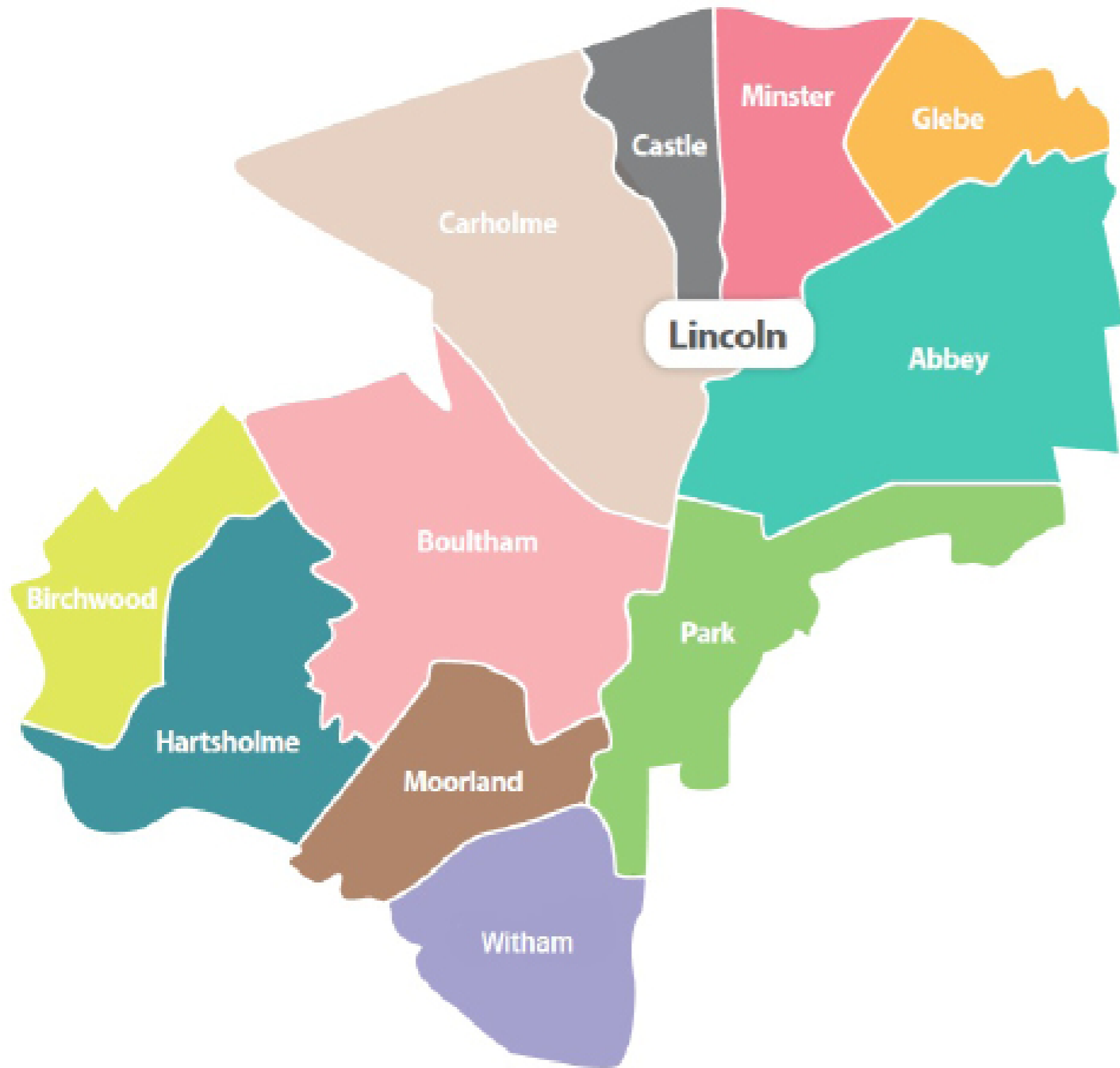
[Follow this link to view the latest Lincoln City Profile, and see in-depth information on Lincoln.](#)

## Outcomes to be proud of in 2017/18

### Delivered...

- The Lincoln Transport Hub has been built to drive economic growth by making Lincoln more accessible for commuters, shoppers, service users, and tourists. As an important gateway to the city, it will help our businesses and economy flourish.
- A new network of CCTV cameras has been installed to help protect Lincoln as a remarkable place, and keep those in the city centre and beyond safe. It also includes functionality for city centre WiFi, making the centre a more modern and easy place to do business and access services.
- To support people rough sleeping, reduce inequality, and tackle associated issues in the city centre, the ACTion Lincs partnership has been set up. The £1.3 million project will help ensure Lincoln’s city centre is a safe place for all, by working with rough sleepers, and supporting them into housing.
- A £4 million project to restore Boultham Park, and a £1.5 million project to renovate Birchwood Leisure Centre, have enhanced Lincoln as a remarkable place for leisure, with the restoration of Boultham Park in particular helping to protect our natural and historic heritage.
- The Sincil Bank Regeneration action plan which is now being delivered evidences the council’s commitment to working with local partners in the delivery of Vision 2020, and in dealing with issues important to local communities.
- Embedding Vision 2020 in the culture of the organisation is vital to its success, which is why the Leader and Corporate Management Team have undertaken a series of staff roadshows to increase staff awareness and engagement with Vision 2020.

# Lincoln City Electoral Wards 2017/18



## Local democracy that works

City of Lincoln Council is your local council, which is why knowing who your councillors are and how they are elected is important.

There are 33 councillors. You elect your councillors by thirds, which means every year 11 councillors (one for each ward) are up for election. There are no city council elections every fourth year. The most recent election took place in May 2018, in which five new members were elected to council;

- Councillor Christopher Reid (Conservative) – Minster Ward
- Councillor Hilton Spratt (Conservative) – Witham Ward
- Councillor Alan Briggs (Conservative) – Birchwood Ward
- Councillor Bill Bilton (Labour) – Abbey Ward
- Councillor Laura McWilliams (Labour) – Carholme Ward

Your councillors perform a range of roles that include representing your views; shaping and creating policies; and ensuring high standards of service delivery. The next city council election will take place in May 2019.

### Abbey

- Councillor Kathleen Brothwell - Labour
- Councillor Fay Smith - Labour
- Councillor Bill Bilton - Labour



### Birchwood

- Councillor Alan Briggs- Conservative
- Councillor Rosanne Kirk - Labour and Co-Operative



### Boultham

- Councillor Gill Clayton-Hewson - Labour and Co-Operative
- Councillor Ralph Toofany - Labour
- Councillor Gary Hewson - Labour and Co-Operative



### Witham

- Councillor Thomas Dyer - Conservative
- Councillor Keith Weaver - Conservative
- Councillor Hilton Spratt- Conservative



**Carholme**

Councillor Lucinda Preston - **Labour**  
 Councillor Laura McWilliams - **Labour and Co-Operative**  
 Councillor Neil Murray - **Labour**



**Castle**

Councillor Jim Hanrahan - **Labour and Co-Operative**  
 Lorraine Woolley- **Labour**  
 Donald Nannestad - **Labour**



**Glebe**

Councillor Richard Metcalfe - **Labour**  
 Councillor Jackie Kirk - **Labour**  
 Councillor Patrick Vaughan - **Labour**



**Hartsholme**

Councillor Biff Bean - **Labour**  
 Councillor Andrew Kerry - **Conservative**  
 Councillor Ron Hills - **Conservative**



**Minster**

Councillor Christopher Reid - **Conservative**  
 Councillor Naomi Tweddle - **Labour**  
 Councillor Yvonne Bodger - **Conservative**



**Moorland**

Councillor Geoff Ellis - **Labour**  
 Councillor Adriana McNulty - **Labour**  
 Councillor Bob Bushell - **Labour**



**Park**

Councillor Helena Mair - **Labour**  
 Councillor Sue Burke - **Labour**  
 Councillor Chris Burke - **Labour**



**Vision 2020**

City of Lincoln Council is committed to Lincoln's future, and is best placed to deliver for the city. Our residents are at the heart of what we do, and in January 2017, after weeks of speaking to residents, businesses and other partners, we published Vision 2020.

Vision 2020 is the city council's current strategic plan. It sets out not only our long-term vision for the city; but also what the council will do between now and 2020 to work towards that vision. This Annual Report demonstrates what has been delivered in 2018/19.

**"Together, let's deliver Lincoln's ambitious future"**

A key part of achieving this vision is working closely with our partners. By ensuring a joined up approach, the council can achieve much more for Lincoln.

Co-ordinating resources with other organisations to deliver more with less, is key to making Lincoln's ambitious future a reality.



The strategic priorities that support our vision are:

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

These are underpinned by a commitment to professional, high performing service delivery, and are supported by three core values that guide the city council's approach:

- Let's be approachable
- Let's be innovative
- Let's be trusted to deliver





## What does Vision 2020 tell us about this priority?

Economic growth, in particular the provision of a diverse range of employment opportunities, a skilled local workforce, innovation, and effective infrastructure; has long been recognised as key to tackling poverty and creating prosperity. Lincoln, while operating in a competitive environment, has some unique and special assets. These are particularly around heritage, engineering, education, and overall quality of life; positioning Lincoln to attract further investment. These opportunities need to be maximised for the benefit of all to build a strong, viable and prosperous future for Lincoln.

## Lincoln Transport Hub

The new £30m transport hub development has been completed and provides:

- The new 1,000 space pay on exit Lincoln Central Car Park which was opened ahead of schedule in November 2017, ready for the Christmas light switch-on. The car park has LED lighting; open span decks; wider than average parking spaces; large, well lit entrance lobbies; four passenger lifts; and space counters on each level. The car park also includes 11 electric vehicle charging points; disabled car parking on the ground and first floor; and dedicated taxi drop off points on the ground floor of the car park. Final works are also underway to complete the fifth floor.
- The new state of the art bus station opened in January 2018, which has fourteen bus bays each with its own real-time passenger information screen; a café; the city's first Changing Places facility on the ground floor; and lifts to provide access to the first floor toilets. The bus station handles approximately 650 departures each weekday. It operates a 'drive in, reverse out' system for buses, and includes automatic doors to provide access onto and off the buses from the concourse.
- Road improvements along St. Marys Street, including traffic calming measures; a modern public realm; and a safe crossing point from the railway station over the road into a new piazza area guiding pedestrians to the bus station, Lincoln Central Car Park, and the city centre.
- A new vehicle access into the railway station car park, away from the pedestrian area at the front of the railway station together with a newly configured paved station forecourt.
- New digital signage and maps of the city in the piazza area.

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

Following the first six months of opening, the transport hub has received three awards:

- Lincoln Central Car Park has received a Park Mark Award for safe car parking
- Lincoln Central Bus Station has received an Award for Safer Buses – the first in Lincolnshire
- The transport hub has also won the East Midlands Civil Engineering project of the year 2018



## Western Growth Corridor

Work has been progressing throughout 2017/18 on the delivery of this important site for the city's future growth, including a summer consultation period which sought out the views of our residents and businesses. The consultation closed in November 2017, and following an excellent response from community members, the responses to the consultation process have been collated and released to the general public. A second round of consultation is due November 2018.

Current draft proposals include:

- Up to 3,200 dwellings, with a local centre comprising of retail and commercial units and a new primary school
- A commercial employment area of up to 20 hectares
- A regional sport and leisure complex, comprising a new stadium; health and leisure facilities; a hotel; and ancillary food and drink elements
- Improved highway links including bus priority; cycling and walking routes connecting to and from the surrounding areas
- Flood defence improvements that enable the development and provide better flood protection to existing residential areas

## Public Realm Strategy

The city council's Public Realm Strategy was published in November 2017, and was developed with local partners including the county council, and re-form Landscape Architects. The purpose of this strategy is to provide a vision and set of principles to steer future public realm activities, and ensure the quality of the city centre is maintained.

A safe and welcoming public realm is a key aspect for the future prosperity of the city centre, and ensures it remains an attractive place to visit and invest in. Defined as the spaces between buildings that are freely accessible to people, it includes streets; squares; green spaces; cycle ways; and pedestrian areas. The public realm provides places for commerce; culture; and social interaction, all of which are particularly important in the context of the changing trends in the way the city centre is used, with a gradual shift from retail, to food and leisure use.



## Growth Conference

Held on 16 March 2018, the theme for the Growth Conference was Proud to be Lincoln, and provided 150 delegates from a range of businesses and other partner organisations the opportunity to reflect on progress made in the city over the last 18 months, including the new transport hub and work on the eastern bypass.

Speakers at the event presented future plans, including the announcement of the university's investment in a new medical school; the next regeneration phases of the Cornhill Quarter; Siemens' recent investment and continuing operational plans; Cathedral Connected proposals including a new visitor centre; and the city council's plans for improving leisure services, the delivery of more housing, and the development of a place marketing strategy.

Delegates also participated in four workshop discussions themed around some of the key opportunities for Lincoln's future growth; smart cities, inclusive growth, leisure and culture, and housing delivery on brownfield land.



## Supporting our independent businesses

In the run up to Christmas, Lincoln businesses were invited to a free workshop to prepare them for the busy Christmas period. The workshop, organised by Lincoln BIG and City of Lincoln Council, was led by internationally renowned business adviser Corin Birchall. The workshop focused on expert advice and tips, and allowed businesses to ask questions about ways to maximise their sales.



## Civic and international partnerships

In December 2017 the Mayor, Mayoress and Civic & International Partnerships Manager visited Lincoln's sister city, Neustadt an der Weinstrasse, Germany at the annual invitation of their Oberbürgermeister who was retiring after 16 years. The Lincoln delegation were invited as 'special guests' to celebrate his retirement, along with over 300 other people. In his speech to the press, the retiring Oberbürgermeister spoke fondly of Lincoln and how the twinning had played a large part in education, tourism and economic development e.g. the Lincoln Christmas Market.

an der Weinstrasse. Marc is extremely interested in arts, culture and heritage, and is keen to visit Lincoln and strengthen the twinning links between our two

The Mayor, Mayoress and Civic & International Partnerships Manager also met the new Oberbürgermeister, Marc Weigel who, with effect from 01 January 2018, took up the post for the next eight years. He is elected by the citizens of Neustadt





## Ongoing service delivery

In addition to delivering a broad range of projects, it is important to reflect the day-to-day activities that have a tremendous impact on driving economic growth. This includes;

- Delivering services through our managed workspaces to ensure flexible office space options are available for small to medium sized enterprises (SMEs)
- Day-to-day support and advice to SMEs through our Small Business Support Team
- Working across a range of sectors to support the city's future growth, including supporting emerging initiatives such as;
  - The Cornhill Quarter re-development
  - The Lincoln Science and Innovation Park
  - The University of Lincoln's Medical School proposals and masterplan
- Through its planning department, the council also works closely with partners such as the University of Lincoln on the development of student accommodation at various locations across the city centre, including the University's campus
- Close liaison with partners such as the local enterprise partnership; the county council; and neighbouring district councils, to ensure a joined up and sustainable approach to growth and infrastructure development



Let's reduce inequality

## Citywide review of inclusive growth

The city council's Community Leadership Scrutiny Committee has worked with partners from the private, public and voluntary sectors to undertake a review of inclusive economic growth in the city. Committee considered how the economy could work for residents and employees, by creating high quality and secure employment. Additionally, it considered the needs of businesses, and how people could be supported to retrain as the economy grows in the coming years.

Committee's recommendations were approved at Executive on 29 May 2018, and will form part of an inclusive growth work programme to be delivered over the coming year.



## What does Vision 2020 tell us about this priority?

Over the past few years the city council has worked hard to develop new partnerships between the public, private and voluntary sectors. Over the next few years we must ensure these partnerships are further built upon.

We will also make sure delivery plans are in place to ensure access to services for all our residents. With some of the most deprived areas in the country located in Lincoln, addressing the key causes of financial exclusion and deprivation are important.

Work to ensure immediate help to deal with the effects of financial exclusion in the 'here and now' will also be delivered. In addition, helping families into well-paid work is vital.



## Training and employment opportunities

In 2015, the city council secured £98,000 from the Lincoln Health and Wellbeing Board to commission employability courses for those who may not be able to afford them. These continue to be delivered through Lincoln College, and monitored regularly by the city council.

In 2017/18, 141 people undertook employment skills related course, of whom 104 passed, and 42 went on to either find employment or secure an increased salary within six months of completing the course.



## Multi-agency support for rough sleepers

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

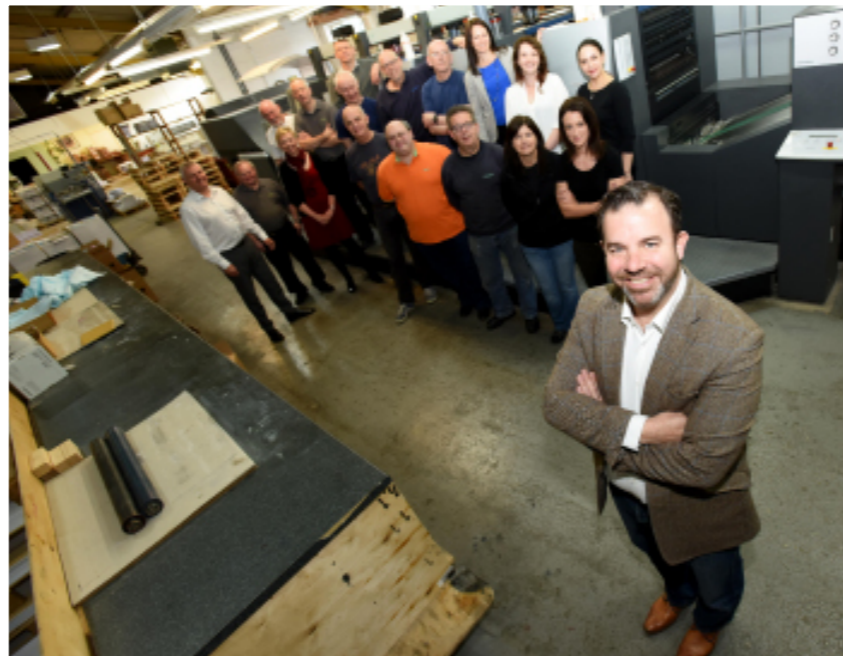
The project is being managed by P3, and is the result of a partnership between the city council; the six other district councils in the county; the county council; Addaction; and the Integrated Offender Management Teams. The city council has identified 20 properties to support this project.

Overseeing this project is a citywide stakeholder steering group chaired by Cllr Ric Metcalfe, and supported by the city council. This focuses on three key areas designed to respond to the challenges surrounding rough sleeping; individual case management, solutions on access to support, and enforcement. A City Centre Intervention Team will shortly be commissioned to address these concerns



## Social responsibility charter

With support from the Lincoln Living Wage and Social Responsibility Forum, the city council has introduced the Lincoln Social Responsibility Charter. This charter aims to recognise those organisations in the city that go the extra mile in supporting their employees and the local community. Initial proposals were received well at the April 2018 Lincoln Growth Conference, with more than 20 businesses showing an interest.



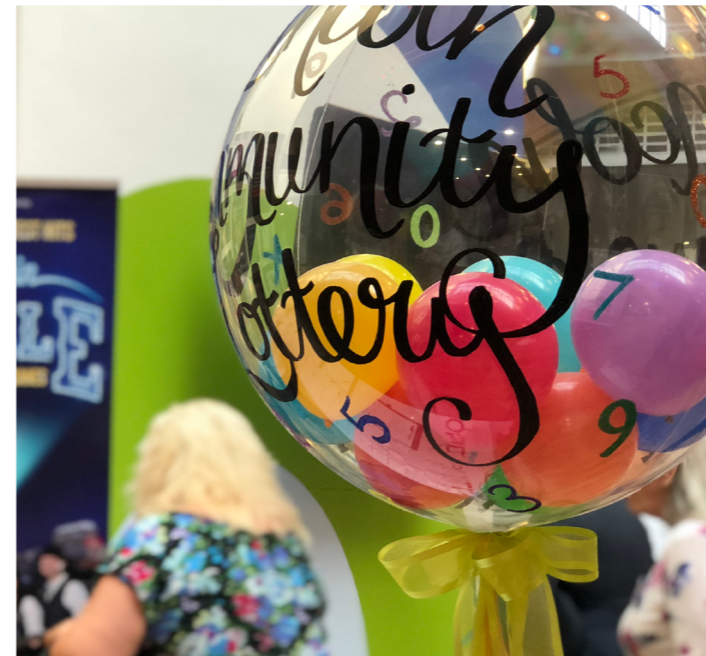
## Encouraging diverted giving to support homelessness charities

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

## Our new Universal Credit Team

The Universal Credit Support Team was created in February 2018 in preparation for Universal Credit Full Service being introduced to Lincoln Jobcentre from 07 March 2018. The purpose of the team is to deliver the Vision 2020 commitment of helping our residents respond to welfare reform and Universal Credit in a holistic, supportive and customer-focused manner.

Between April and June 2018, the team has worked hard to provide 133 Lincoln residents with digital support; 65 residents with budgeting support; and 30 residents with both digital and budgeting support.

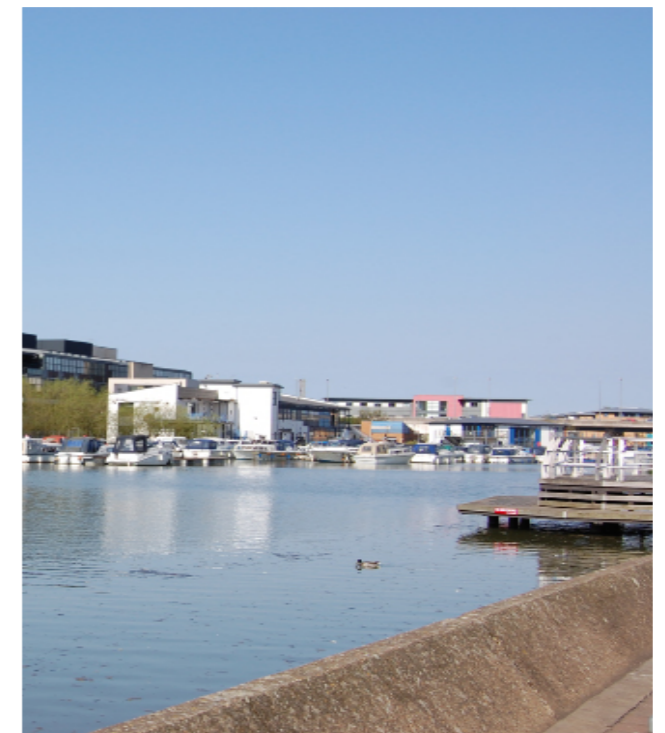


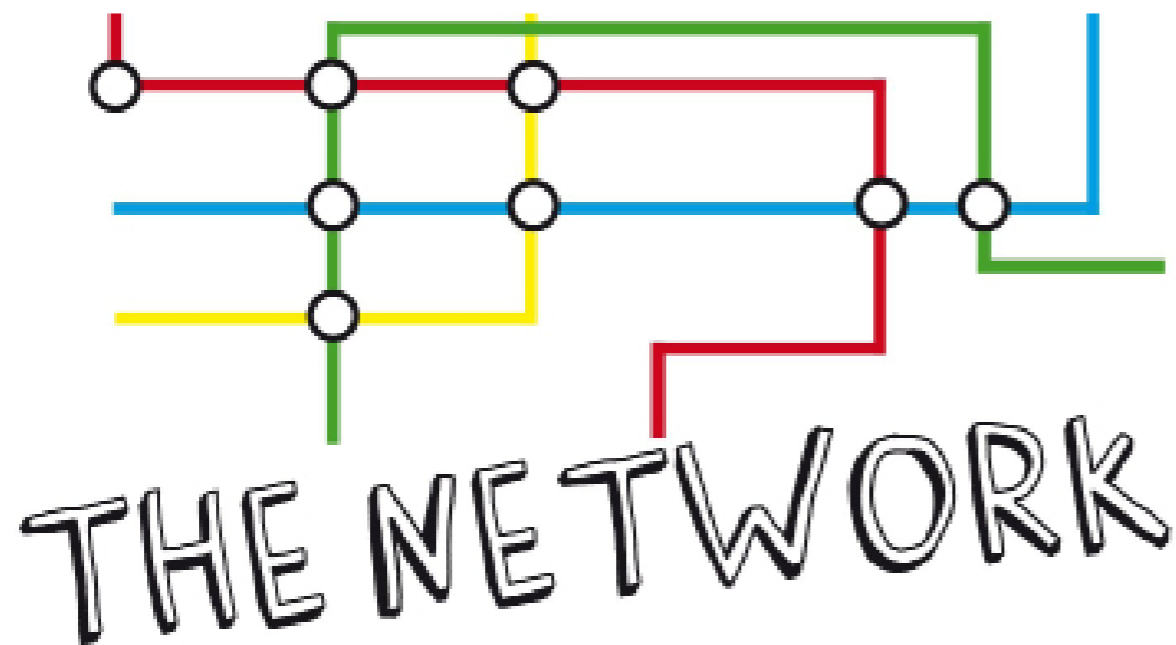
In August 2018, the city council launched the Lincoln Community Lottery to support local voluntary and community organisations in the city and nearby villages. All funds raised will benefit local people and communities, with 60% of the proceeds going to local causes. In June 2018, more than 60 organisations attended a launch event to start the sign up process, and in July 2018, the lottery site went live for ticket purchases. The lottery is run in partnership with an external lottery manager.

## Social Value Policy

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

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





In 2017/18, The Network supported 312 young people, and worked with over 60 partners through appointments and events. This includes the 'Launch Into...' series which focused on a particular employment sector or industry, inviting partners to promote their business and opportunities to young people. The Network held events based around construction, engineering, hospitality, and hair and beauty.

Around 170 referrals to partner agencies have been made, reflecting The Network's aim to signpost young people to relevant organisations and promote a joined up working approach in Lincoln.

Other activities include face-to-face appointments, in which around 130 young people have visited The Network's office to receive careers advice and guidance. As a result, 60% of the young people seen for appointments have progressed into education, employment, or training (27 have moved into employment; six have started an apprenticeship; five have gained work experience; and 40 are working towards or have gained a qualification). The Network also proactively engages and communicates through its social media accounts, promoting support services and job vacancies.

## Ongoing service delivery

In addition to delivering a broad range of projects, it is important to reflect the day-to-day activities that have a tremendous impact on reducing inequality. This includes;

- Providing benefits advice and regulated money advice which, in 2017/18, secured additional benefits for customers to the value of almost £1.8m
- Holding weekly advice sessions in our most deprived communities
- Offering free use of 20 public access PCs with the Department for Work and Pensions (DWP)
- Managing the Public Services Hub at City Hall, which includes the city council; the DWP Jobcentre; the DWP Medical Examination Centre; Lincoln Voluntary Centre Services; Lincolnshire Credit Union; and The Network
- Delivering housing benefit and council tax support
- Providing discretionary housing payments to give people extra help with rent or council tax in special circumstances
- Ensuring fair debt collection through the Fair Collection and Debt Recovery Policy

Let's deliver  
quality  
housing

## What does Vision 2020 tell us about this priority?

The national housing crisis is regularly reported in the media. It is a challenge that is felt locally in Lincoln as well. There is a significant shortage of housing of all types in the city, and the Central Lincolnshire Local Plan identifies this as a key need.



## Delivery of affordable homes

Demand for housing in the city is increasing, which is why the council has entered into arrangements with housing providers to not only facilitate at least 400 new homes by 2021, but also take ownership of a number of properties to increase the supply of affordable housing owned and offered by the council. Sites include;

- 16 affordable homes built on former city council land on Blankney Crescent by Waterloo Housing Group, of which 12 were purchased by the city council
- 88 affordable homes built on former city council land on Ingleby Crescent and Welton Gardens by Waterloo Housing Group, of which the council has an option to purchase 74
- 60 affordable homes built on former city council land at the former Moorland School site, of which the council has an option to purchase 46
- 45 affordable homes are being built by Westleigh Developments Ltd. on a design and build contract for the city council.
- 7 affordable homes are being built on former city council land on Lytton Street by Waterloo Housing Group. The council has agreed to buy back these homes when complete in September 2018.
- Additionally, the council has undertaken a market assessment to understand housing need in the city to inform possible future housing delivery sites for 2019/20, such as Queen Elizabeth Road; Searby Road; and Rookery Lane.



## Spa Road

In addition to the developments above, the city council has been allocated up to £2.8m from the Housing Infrastructure Fund, for marginal viability support of the Spa Road development site. This is a brownfield, derelict site close to the city centre which requires extensive decontamination and clearing to ensure that it is viable to build over 250 homes, including a significant proportion of affordable homes.



## Empty Homes Strategy

The city council has launched the Empty Homes Strategy which will aim to bring empty homes back into use in Lincoln over the next four years. Despite a decrease of 200 empty homes over the last three years, there were 419 homes empty for six or more months at the start of 2018 (out of a total of 43,900 residential properties in the city). Through the delivery of this strategy, the council will aim to bring 25 homes every year back into use.

## Supporting housing delivery on brownfield sites

A brownfield register has been published to identify previously developed sites that are potentially suitable for housing-led redevelopment. The register contains two parts. The first part lists previously developed land that is considered by the council to be suitable, available and achievable for housing-led development. The second part highlights those sites which we can grant 'permission in principle' for housing-led development. In accordance with the Brownfield Land Register Regulations, the register will be reviewed and updated on an annual basis.

## De Wint Court

The city council successfully bid for £3.2m from Homes England for specialist affordable housing to part-fund the redevelopment of the former supported housing building, De Wint Court. It is proposed the site will provide an Extra Care Facility consisting of 70 apartments, with a mix of one and two bedrooms, and incorporate additional personal support for older people. A greater range of facilities will also be included, such as a 40 cover restaurant; a lounge; a salon; a small shop; activity and craft rooms; a therapy room; and a consultation room. It is envisaged the new facility will improve community cohesion by allowing the public to use some facilities, as well as provide an affordable high quality extra care provision for Lincoln.



## Trusted Landlord Scheme

The purpose of the Trusted Landlord Scheme is to provide standards of accommodation, management of tenants and neighbourhood relations. It also offers public recognition and support to landlords that participate in the scheme. The accreditation scheme works alongside national, regional and local accreditation schemes operating in Lincoln. At the end of 2017/18, 282 rented properties in Lincoln were accredited.

## Tackling rogue landlords

Following the successful 2017 bid for £440,000 to deliver an additional two year programme of inspections in private rented properties in parts of the city, in June 2018 a landlord in Lincoln received a bill for over £400,000 in fines and costs for a total of 28 offences across two properties. It is believed to be one of the biggest financial penalties ever handed out for an individual rogue landlord case in Britain, and is intended to act as a deterrent to other rogue landlords whose tenants live in terrible conditions.





## Environmental improvement programme

Throughout 2017/18, the council completed a £225,000 environmental improvement programme of 25 projects on council housing sites across the city. The work included communal bin store improvements; car park resurfacing; garage site resurfacing; communal drying area works; and communal landscaping.

## Providing rough sleepers with accommodation and increased outreach

The city council has been successful in applying for funding from central government to help rough sleepers into accommodation. The £376,000 grant will enable the council to provide additional services with partners to complement the work already being done in the city to ensure rough sleepers with complex needs receive the help they need. This includes increasing homeless outreach services; providing specialist support on a case by case basis; creating an additional 15 bed spaces; and establishing a rough sleeper co-ordinator post.

## Ongoing service delivery

In addition to delivering a broad range of projects, it's important to reflect the day-to-day activities that have a tremendous impact on delivering quality housing. This includes;

- Preparing for the Homelessness Reduction Act 2017 to ensure full compliance. This includes making sure people in priority need and unintentionally homeless are provided accommodation; and non-priority need households are provided the advice and assistance they need.
- Meeting the obligation to reduce our rent levels by 1% year on year until 2019/20.
- Preventing homelessness by offering advice and support to enable people to stay in their homes.
- Retaining good quality flooring in council houses to reduce costs to new tenants.
- Signposting new tenants to our own advice along with other support agencies.
- Providing Lincare remote monitoring which offers a low-cost rental service to support vulnerable or disabled people living at home.
- Maintaining in the region of 7,685 council homes.
- Working hard to keep the average re-let time for council properties low (at year end 2017/18 it was 26.8 days for the final quarter).
- Keeping rent arrears low. At the end of 2017/18, at 2.11%, rent arrears as a proportion of rent debit (excluding housing benefit adjustments) was the lowest for several years (against a target of 2.15%). The council will work hard to minimise the impacts of Universal Credit on this throughout 2018/19.



Let's enhance our remarkable place

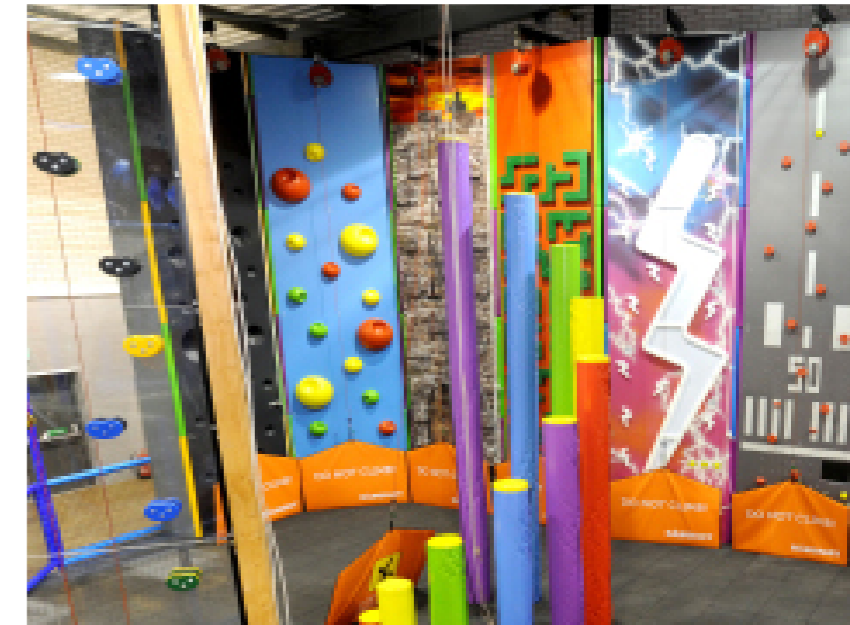
## Transformation of Birchwood Leisure Centre

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

## What does Vision 2020 tell us about this strategic priority?

Ensuring the continued enhancement of Lincoln's place is fundamental to the lives of residents and visitors alike. Getting this right is crucial to delivering Lincoln's ambitious future. We recognise that, without the city having the right environment, there is a real risk our other achievements won't be fully realised, recognised, and enjoyed.

For this reason, this strategic priority will ensure a sustainable and well-rounded place, which focuses on creating healthy communities; ensuring opportunities for leisure; making amazing environments for everyone to enjoy and experience; ensuring our cultural and arts heritage is interactive and engaging; promoting and attracting tourism; and lowering both the fear of, and risk of crime.



## Boultham Park Restoration

After five years of work, the £4 million project (which received £2.7m Heritage Lottery and Big Lottery funding), Boultham Park Restoration Project was successfully completed. An Opening Celebration took place on 19 May 2018, and provided residents and visitors an opportunity to enjoy the restoration work that was completed, including;

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



## New CCTV system and city centre WiFi

A £400,000 investment has been made to upgrade the city's CCTV network, and introduce free access public WiFi in the city centre. The new cameras were switched on in February 2018 and provide crystal clear images on an array of high definition split screens in the control room in City Hall. The new system provides 360 degree vision creating a 'safe zone' covering the city centre between the Bailgate, top of the High Street, and St Mary's Street / Wigford Way.

The investment has improved footage quality, coverage and evidence collation systems, WiFi,

and the use of IT software to support and enhance the CCTV operators' work. The upgrade has 'future proofed' the CCTV service to allow for more expansion in the future, and has resulted in reduced ongoing maintenance costs.



## Investing in our allotments

The council has undertaken a refresh of the allotment strategy. This includes a commitment to a £1m investment in allotments in Lincoln. The investment is across 17 sites, and is taking place over two phases. Phase One was completed in 2017/18, and Phase Two is being planned, with delivery expected over the coming year.

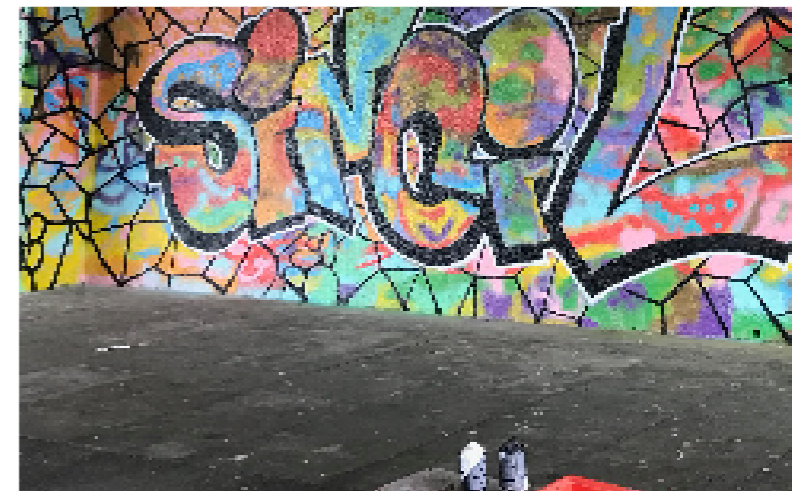


## Sincil Bank Regeneration Scheme

The council is working with the Sincil Bank Community Partnership to make Sincil Bank a better place for people to live and work, both now and in the future. In 2016, the Sincil Bank Community Partnership organised for a placeshaping framework to be created. In 2017/18, work began on its delivery.

A key milestone has been working towards a central office for the neighbourhood team in Portland Street. The premises, which was formerly known as Kubus Mini Market, is being leased from Lincolnshire County Council for three years.

In addition, work has taken place to prepare to pilot the use of CCTV to reduce fly tipping; refurbish cast iron street name plates, tackle wheelie bins left on street, and tackle some of the worst empty homes in the area to improve the look and feel of the area. As the partnership continues to develop the confidence and support of the community, attention will move to addressing longer term issues, including improving the traffic management system, as well as enhancing open spaces.



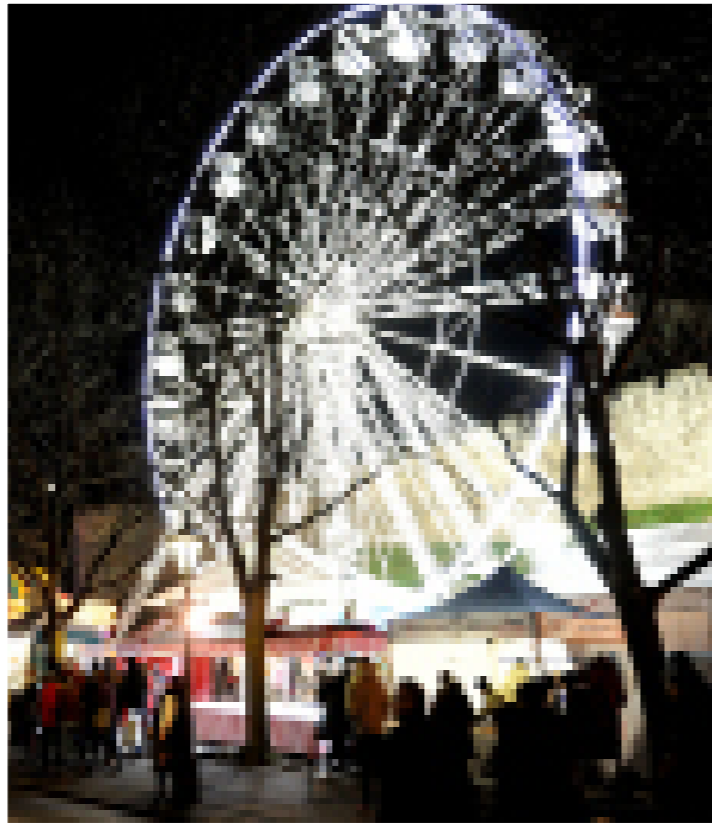
## Tackling To Let Boards

A number of public consultations in areas of the city where there are particularly high numbers of To Let Boards have been completed. In total, 134 consultation responses were received, with 85 of those responses calling for a total ban on To Let Boards. In addition, an 'on street' survey of To Let Boards in January 2018 identified 394 across the study area. As a result, the council has applied to the Secretary of State by way of a Regulation 7 Directive for such boards to be banned in certain areas of the city, which if granted, would result in a total ban on To Let Boards in Monks Road; the West End; Sincil Bank; Union Road; and Waterloo Street. The council is expecting to be advised of Government's decision in 2019.



## Good news for returning Christmas Market stallholders and visitors

Despite needing to increase the stall fees by 8% at the 2018 Christmas Market to cover increased costs associated with keeping people safe, the council agreed to freeze the price at 2017 levels for returning stall holders. Park and ride and coach fees have also been frozen at 2017 levels. The market continues to be one of the premier Christmas markets in the country and the city council is commencing work in 2018/19 on preparing a long term vision for the market to enable it to move and respond to changing tastes and trends and hence keep it fresh and at times innovative – offering something different to visitors.



## Festive free parking

To support businesses following the difficult decision to close the Christmas Market a day early due to adverse weather forecasts, the council provided free parking in uphill Lincoln over the last two weekends before Christmas. The free parking was applied to over 300 spaces across five car parks, bringing shoppers straight to the heart of the Bailgate and historic Lincoln. In addition, the city council provided free late night shopping parking for free at the Christmas lights switch on and each late night shopping evening running up until Christmas, something the council has committed to do again for 2018.



## Ongoing service delivery

In addition to delivering a broad range of projects, it is important to reflect the day-to-day activities that have a tremendous impact on enhancing our remarkable place. This includes;

- Dealing with 3,117 Public Protection and Anti-Social Behaviour cases in 2017/18
- Delivering a CCTV service which deals with over 13,000 incidents each year
- Making three million refuse collections each year, across almost 43,900 homes. This involves the collection of 36,000 tonnes of refuse, recycling and green waste.
- Maintaining 147.8 hectares of ground which is made up of open spaces; amenity land; and highway areas.
- Overseeing over 400 listed buildings that have historic significance
- Receiving over 200,000 visits to Yarborough Leisure Centre every three months. That's 800,000 each year at one location alone.
- Managing the cremation of over 1,900 bodies each year; organising over 160 full burials.
- Adopting the City of Lincoln Community Infrastructure Levy enabling contributions for funding infrastructure such as schools and transport.

## Professional High Performing Services



## A loyal, motivated and competent workforce

The council's workforce is central to delivering services that can be relied on to meet the needs of residents. With that in mind, we are continually finding ways to support an effective and motivated workforce. Throughout 2017/18, this has included;

- Adoption of the Health and Wellbeing Strategy and underpinning action plan to promote healthier lifestyles; and provide prevention, intervention, and rehabilitation
- Creation of a "Your Health Matters" section on the staff intranet site (City People) which has a variety of tools; self-assessments; and podcasts to provide information and support on healthy eating; stopping smoking; physical activity; and mental health
- A health and wellbeing group has been formed with representation across the council and Trade Unions, to adopt best practice, and to consider and discuss new initiatives

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

Since 2010 local authorities across the country have experienced unprecedented challenges, and City of Lincoln Council is no exception. Central government funding reductions; all time low returns on investments; national economic conditions affecting jobs; and housing and business growth have all created pressure on local income streams. Coupled with this is rising demand for council services from customers who rely on the safety net provided by local government; and changes to the way local government is funded.

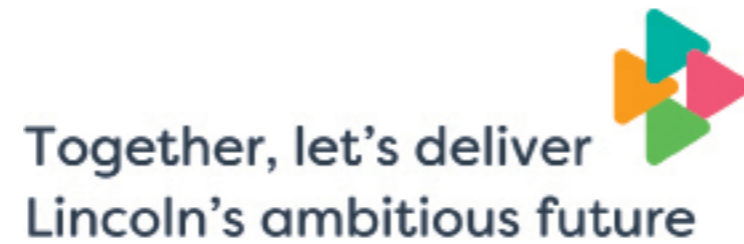
The city council will continue to do all it can to minimise the effects of these reductions on our residents, and will prioritise services that are needed the most. Although transferring significant financial risk and inherent uncertainty, the changes also present opportunities for authorities to end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



- The council has successfully signed up to receive "Mindful Employer" status to provide additional support to our staff when they need it
- The Sickness Absence and Managing Stress policies have both been reviewed and updated. Training has been given to managers. Additionally, stress risk assessments have been complete and an overview of the mental health first aider training has been delivered.
- A staff recognition scheme and staff awards ceremony has been approved to recognise the contribution of staff and ensure they feel valued. The awards are based on three categories which have been launched at the Vision 2020 briefings, and work has begun to commence the nomination process.
- An internal "thank you" card system is in development to encourage staff to actively thank each other

## Vision 2020 staff roadshows

The Leader and Corporate Management Team undertook a series of roadshows to provide staff with the opportunity to attend and find out about what had been delivered throughout Phase One of Vision 2020. It also gave staff the chance to learn about the next phase; what key projects would be delivered between now and 2020; and ask any questions they may have.



## Creation of a new High Performing Services Board

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



## Towards Financial Sustainability savings

Through the Towards Financial Sustainability work programme, the council is continuing to make savings to ensure services can be delivered sustainably into the future, against a backdrop of national funding reductions. The savings and income target for 2017/18 was £3,500,000 (cumulative with previous years), and the council achieved savings of £3,530,390, showing an overachievement of £30,390.

## Exceptional performance

Some exceptional improvements in performance across areas of the authority have also been achieved, including in rent collection, planning applications, and revenues and benefits;

- The percentage of major planning applications determined within the government target was 91.4% in 2016/17, and 100% in 2017/18.
- The number of users taking advantage of the online self-service system "MyInfo" increased from 21,574 in 2016/17, to 28,849 in 2017/18.
- Current tenant rent arrears as a percentage of the annual rent debit surpassed its target of 2.2%, with a figure of 2.1% in 2017/18.
- Our Welfare Advice Team helped 5,484 people with their enquiries
- The council's Revenues team has significantly reduced its backlog of outstanding customer changes from 296 in the last quarter of 2016/17, to 121 in the last quarterly of 2017/18. It was also shortlisted for three 2018 IRRV Performance Awards focusing on 'Team of the Year'; 'Most Improved Team of the Year'; and 'Excellence in Partnership Working'.
- The percentage of non-major planning applications determined within the government target was 88.3% in 2016/17, and 95.0% in 2017/18.



## Customer Experience Strategy

The council has adopted a Customer Experience Strategy that seeks to transform the way we engage and support our customers. This includes a move towards self-serve, where customers can better access the information they need at any time, which allows the council to focus on helping the most vulnerable members of the community.

The online claim for Housing Benefit and Council Tax Support is now completed by claimants, in most cases with no assistance from officers. Online forms that are integrated directly into our systems have replaced emails for a number of high volume service requests including missed bins; and requests for new or replacement wheelie bins. The garden waste system has facilitated the collection of £2.7 million with over 55,000 self-serve transactions. Over four fifths of applications are now completed as entirely self-serve,



## Investment in a hotel building

The council has made a £13m investment in a new, modern hotel building currently under construction on Tentercroft Street. This investment will support the city's tourism industry; create jobs; and provide a good level of return to support the delivery of services to our residents despite a reduced government grant.



## Purchase of two car parks

A £6.6m investment has been made in purchasing two NCP car parks, which have been leased back to NCP to operate. This arrangement provides revenue for the authority, and further underpins a more commercial approach to securing council services well into the future.

## Corporate social responsibility

We care about supporting our residents, place and economy in a sustainable and fair way, as demonstrated throughout this Annual Report. We also go a step further, and think about our social, economic and environmental impact as an employer, and as an organisation. We are also committed to fighting Modern Slavery and are engaged in several campaigns which encourage responsible employment practices.

- **Paying the real Living Wage as opposed to the National Living Wage:** In April 2018, we increased the salary of 32 employees to the Living Wage, so that none of our staff earn below £8.75 an hour.
- **Taking animal welfare seriously:** Thanks to changes to our animal policy that restricts the sale of puppies, kittens and primates in pet shops in the city, the RSPCA awarded the council a Bronze Animal Activity Licensing Footprint.
- **Dying to Work Charter:** The council has pledged its support to the Dying to Work Campaign by signing a charter that protects the rights of terminally ill employees.
- **Fairtrade City:** In early 2018, the council helped promote Fairtrade Fortnight to raise awareness of the benefits of purchasing Fairtrade products.
- **Global Challenge:** Our staff are being encouraged to get healthy as part of the Global Corporate Challenge. This is a 100 day event and goes well beyond focussing on increased activity, by encouraging improved nutrition; sleep; and psychological wellbeing.
- **Mayor's Charities:** Each year, our newly appointed Mayor nominates the charity or charities they will raise money for. For the 2017/18 Mayoral Year, Cllr. Burke's chosen charities were Lincoln Foodbank and Lincoln Community Larder, for which he raised £6,720.84.
- **National Citizen Service:** Staff from the city council attended a number of National Citizen Service events in 2018, where they led workshops involving hundreds of young people to encourage them to think about their local communities, and inspire them to complete community based social action projects.
- **Low Carbon Lincoln Charter:** The council is a signatory to the Low Carbon Lincoln Charter, which commits us to work with other signatories to create a low carbon, sustainable city.
- **Christmas Sacks:** Staff undertook a collection of gifts and food for the Christmas Sacks project, which collects for those struggling financially at Christmas time.
- **L.I.V.E.S.:** One of our housing repairs employees volunteers for L.I.V.E.S., and is given the freedom to respond to medical emergencies, whilst doing repairs across the city.





## Our annual governance statement 2017/18

Governance is about how we ensure that we are doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. The council must ensure there is a sound system of governance in place; that its business is conducted in accordance with the law and proper standards; and that public money is safeguarded and used economically, efficiently and effectively. Our governance structure is reflected below:



During 2016/17, the council reviewed its governance arrangements to reflect the new CIPFA / SOLACE Framework 'Delivering Good Governance in Local Government' which defined the seven principles set out below.



How we are meeting these defined responsibilities is detailed in a new Code of Corporate Governance, which is found on our website under "Your Council > Information Policies and Publications > Corporate Publications. [www.lincoln.gov.uk](http://www.lincoln.gov.uk)

The full Annual Governance Statement, found in the Annual Statement of Accounts, details how the city council has complied with its own Code of Corporate Governance over the last year.

Summary of how we are we doing;

We can provide a high level of assurance that the governance arrangements operating at City of Lincoln Council, in line with our Code of Corporate Governance, are appropriate, fit for purpose, and working well in practice.

ICT disaster recovery: arrangements to cover major recovery events are now complete with secondary ICT location established, tested and fully functional at Hamilton House. The Draft Disaster Recovery Plan is complete and was reviewed by the Business Continuity Group. The plan was considered by the Corporate Management Team and approved on 31 October 2017. An internal audit on the Disaster Recovery Plan and on business continuity issues is now complete.

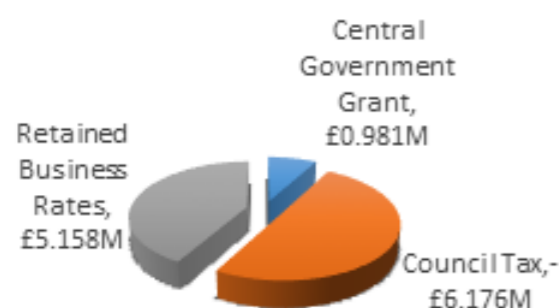
## Our finances

The council produces a full set of accounts in compliance with relevant standards. In order to present the most important information from the accounts in a more user-friendly, understandable format, this summary of accounts has been produced. The full statement of accounts is made up of a number of key statements, and the main ones are summarised below.

Net expenditure	£'000
Chief Executive	5,798
Housing and Regeneration	1,010
Housing Revenue Account (HRA)	(13,177)
Communities and Environment	8,712
Major Developments	5,345
Corporate Services	(270)
<b>NET COST OF SERVICES</b>	<b>7,418</b>
Add: Corporate Income	(11,436)
Less: Corporate Charges	10,118
Amount to be met by government grants and local taxation	6,100

Financed by	£'000
Central Government Grant	(981)
Council Tax	(6,176)
Retained Business Rates	(5,158)
Surplus on Provision of Services	(6,215)
Statutory Adjustments	6,918
General Fund balance brought forward	(2,312)
General Fund Balance Carried Forward	(1,609)

The council's total gross spend on services for the year was approximately £84.4m. Council Tax equated to 6% of all income received by the council. The city council received £6.2m of Council Tax in 2017/18. The Band D rating for Council Tax to the city council was £259.38.



## Balance Sheet

The Balance Sheet shows the current financial position of the City of Lincoln Council at the end of the year. It shows the value of all assets and liabilities (what the council owes and is owed).

Balance Sheet	£'000
Fixed Assets (land and buildings)	355,862
Stock (stores of materials)	220
Debtors (people who owe money to the council)	10,374
Investments (value of money invested)	16,089
Current Liabilities (council debts payable within 1 year)	(20,499)
Long-Term Liabilities (debts payable after 1 year)	(166,759)
Assets held for sale	4,575
Cash at bank	876
<b>Total Net Assets</b>	<b>200,738</b>
<b>Financed By:</b>	
Accounting Reserves	165,464
General Balances	2,633
Earmarked Reserves	32,641
<b>Total</b>	<b>200,738</b>

### Assets

- The council's most valuable asset is Yarborough Leisure Centre, worth £7.8m.
- At the end of the year, the council had £16.1m worth of investments.
- Investments earned £0.1m in interest.
- At the end of the year the council had £77.4m worth of borrowing.
- £3.1m was payable on borrowing during the year.

### Cash flow statement

This table shows the flow of cash during the year:

Cash flow statement	£'000
Cash at 1 April 2017	241
Net cash flow from operating activities	9,542
Net cash flow from investing activities	(15,660)
Net cash flow from financing activities	6,753
<b>Cash at 31 March 2018</b>	<b>876</b>

## Housing Revenue Account

It is a legal requirement that all income and expenditure on council houses is kept in a separate account called the Housing Revenue Account. The council owns 7,685 homes, consisting of the following types.

Property type	Number
Low-Rise Flats	1,625
Medium Rise Flats	1,743
High Rise Flats	295
Houses/Bungalows	4,022
<b>Total</b>	<b>7,685</b>

During the year, 67 properties were sold.

Housing Revenue Account	£'000
<b>Income</b>	
Council house rents (gross)	(28,122)
Other income	(518)
<b>Expenditure</b>	
Repairs and maintenance	8,465
Supervision and management	6,123
Capital financing costs	454
Corporate costs	2,494
(Surplus)/Deficit for year	(11,104)
Statutory Adjustments	11,168
HRA balance brought forward	(1,087)
HRA balance carried forward	(1,023)

## Capital Expenditure

Capital expenditure represents money spent by the council on purchasing, and upgrading or improving assets that will help achieve the council's priorities over a number of years. Examples are regeneration; building construction; and IT updates. In 2017/18, the council's capital expenditure totalled £39.8m.

Capital spend	£'000
Works to the Housing Stock	7,528
Council House New Builds	2,068
Lincoln Transport Hub	16,934
Purchase of investment properties and assets held for sale	9,470
Leisure and Community Centre Improvements	1,538
Parks and allotments improvements	973
Other	1,294
<b>Total Capital Spend</b>	<b>39,805</b>

General Fund Investment Programme	29,098
Housing Investment Programme	10,707
<b>Total Capital Spend</b>	<b>39,805</b>

## Other languages

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

Polish:

Rada Miasta Lincoln (z ang. City of Lincoln Council) jest w pełni zaangażowana w promowanie równości i różnorodności. W razie jakichkolwiek trudności ze zrozumieniem niniejszego dokumentu, prosimy udać się do ratusza - City Hall, Beaumont Fee w Lincoln lub do innego urzędu rady miasta, gdzie będziemy mogli zorganizować dla Państwa tłumacza z Big Word Services.

Russian:

Городской совет Линкольна является убежденным сторонником в борьбе за равноправие и этнокультурное разнообразие. Если в данном документе вам что-нибудь неясно, пожалуйста, обратитесь в City Hall, Beaumont Fee в Линкольне или в любое другое бюро городского совета, где мы сможем вызвать для вас переводчика, пользуясь услугами агентства Big Word Services.

Lithuanian:

Linkolno miesto savivaldybė skiria daug dėmesio lygybės ir įvairovės skatinimui. Jei šio dokumento nesuprantate, eikite į Miesto rotušę - City Hall, Beaumont Fee, Lincoln, arba į bet kokį kitą savivaldybės skyrių, kur Big Word vertimų agentūra mums padės susisiekti su vertėju.

Czech:

Rada města Lincoln intenzivně podporuje rovnost a diverzitu. Pokud něčemu v tomto dokumentu nerozumíte, dostavte se, prosím, do městského úřadu City Hall, Beaumont Fee, Lincoln nebo do jiné kanceláře tohoto úřadu, kde pro Vás prostřednictvím služeb společnosti Big Word můžeme zajistit tlumočnicka.

Latvian:

Linkolnas pilsētas padome dedzīgi veicina vienlīdzību un daudzveidību. Ja jums ir grūti saprast kaut ko šajā dokumentā, lūdzu, dodieties uz City Hall, Beaumont Fee, Linkolnā vai arī uz jebkuru citu Padomes biroju, kur mēs ar aģentūras Big Word palīdzību varēsim piedāvāt jums tulka pakalpojumu.

Chinese (Simplified):

林肯市议会(City of Lincoln Council)致力于促进平等和多样化。如果你有困难理解本文件中的任何内容, 请前去位于林肯市(Lincoln)Beaumont Fee 的市政厅(City Hall), 或者是任何其他的市场议会办公室, 我们可以在那里通过 Big Word 为你找来一位口译员。

Slovak:

Mestský úrad mesta Lincoln so zariadením podporuje rovnocennosť a rozmanitosť. Pokiaľ niečomu v tomto dokumentu nerozumiete, dostavte sa, prosím, do mestského úradu City Hall, Beaumont Fee, Lincoln alebo do inej kancelárie tohto úradu, kde pre Vás prostredníctvom Big Word Services môžeme zaistiť tlmočnicka.

Portuguese:

A Câmara da Cidade de Lincoln tem o compromisso de promover igualdade e diversidade. Caso tenha dificuldade em compreender alguma coisa neste documento, deverá dirigir-se ao City Hall, Beaumont Fee, Lincoln ou outro departamento da Câmara, onde podemos contactar um intérprete através dos serviços da Big Word.

If you would like this information in an alternative format - large print, audio CD or electronically - please contact us on (01522) 873443 or email [communications@lincoln.gov.uk](mailto:communications@lincoln.gov.uk)

**PROUD**

**TO BE**

**LINCOLN**