

SUBJECT:	VISION 2020 – REMARKABLE PLACE PROGRESS REPORT
DIRECTORATE:	COMMUNITIES AND ENVIRONMENT
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1. Purpose of Report

- 1.1 To provide Performance Scrutiny Committee with the annual update on progress towards the *Let's enhance our remarkable place* strategic priority in Vision 2020. As this is the last report under Vision 2020, the report also spans the full three-year plan period to provide a comprehensive overview of what's been achieved during the last three years.

2. Executive Summary

- 2.1 This report focuses on progress made on the *Let's enhance our remarkable place* strategic priority, and covers both those projects delivered/ being progressed as part of the delivery plan, along with the 'day to day' service activities that happen across the council that are vital to the delivery of this priority.

3. Background

- 3.1 Vision 2020 was published in January 2017 and contains four strategic priorities (*Let's reduce inequality; Let's drive economic growth; Let's deliver quality housing; and Let's enhance our remarkable place*), along with an important strand of work focusing on *High performing service delivery*.
- 3.2 As part of the arrangements for managing and monitoring progress of Vision 2020, the council established four Vision Groups along with a High Performing Services Board, each with a Corporate Management Team lead.
- 3.3 It has been agreed Performance Scrutiny Committee will receive an annual report from each of these Vision Groups to enable Members to look in more detail at the progress. This is the last annual report covering the period 2019/20 (to date), and further reflects on the achievements over the full three-year plan period, as programme managed by the Remarkable Place Vision Group.
- 3.4 The Remarkable Place Vision Group leads on delivering the council's aspirations under the *Let's enhance our remarkable place* strategic priority. These are;
- Let's show the world what Lincoln has to offer
 - Let's cherish and enhance our natural environment
 - Let's preserve the unique character of our city
 - Let's deliver a rich and varied cultural experience
 - Let's provide interesting, exciting and vibrant places to enjoy

3.5 In addition to all the 'day to day' services the council offers, which is central to the delivery of these aspirations, a programme of projects has been implemented to ensure the delivery of this strategic priority.

4. Position Statement (Appendix A)

4.1 The Position Statement attached to this report as **Appendix A** captures the 'day to day' work by the council that is integral to delivering this strategic priority. This has been drafted to ensure we understand what our current baseline is for delivering this priority, and to recognise how staff across the authority have a role in delivering Vision 2020. This was reported to the committee last year but has been updated to reflect the latest year's figures.

5. Remarkable Place Project Monitoring Table -2019/20 (Appendix B)

5.1 This provides an overview of the projects still being delivered in the final year (of three) for this strategic priority, and is attached to this report as **Appendix B**. It should be noted some projects are not within Appendix B as they were completed in year.

5.2 There are 19 outstanding projects covered in Appendix B, which represent the remaining programme for 2019/20. In previous years, the Sincil Bank Regeneration Scheme update report has been included within this report. However, this has not been incorporated this year as Members of Performance Scrutiny committee received a full update report at their meeting on 9th January 2020.

5.3 Overall there remains strong progress within this strategic priority, with a number of key achievements/ completions:

- **Crematorium:** Extensive design work has been completed and planning permission obtained in July 2019. A contract is ready to be awarded to Kier Construction for the first phase of works, which will see a practical start on site in March/ April 2020. This first phase of work will include a new extension to house new cremators, an extension of the car park creating an additional 87 spaces, new windows, new entrance canopy and necessary roof repairs.

Further phases will be commissioned in March 2020 and include the complete cladding of the exterior of the crematorium, installation of a temporary second chapel, an extension to the Book of Remembrance to create a more formal waiting area and a redesign of the memorial garden.

This project is truly transformational for the service and represents a significant council investment in an important service area. The full project has an anticipated build period of approximately 45 weeks, finishing in late 2020.

- **Biodiversity – wildlife sites:** These are important in the city and two initiatives have been undertaken in 2019/20 – one to record the vital characteristics of 52 wildlife sites in the city and another looking at the feasibility of a new tree

planting scheme. With regards to the first, all 52 sites have been surveyed by Greater Lincolnshire Nature Partnership and the results were reviewed by a panel of experts on Panel on 21st January 2020. These results will now be ratified by the Greater Lincolnshire Nature Partnership late March 2020.

With regards to the tree planting programme, Members will be aware that the Council has now formally adopted the Woodland Trust charter for tree preservation and work will now likely form part of Vision 2025 to develop further an extensive tree planting programme in areas of the city that are suitable and sustainable.

- **Heritage Action Zone:** This four year scheme will bring in £1.7m of external government funding (via Historic England) and will focus on maintaining/protecting/restoring heritage assets within our city centre and lower High Street (which is within a conservation area). The scheme includes a number of dimensions including restoration of shop frontages, public realm improvements, early feasibility work on Central Market and also exploring the potential for a creative industry hub, shop conversions (to residential on upper floors) and a cultural programme (series of cultural events and a public art commission)

A draft programme was submitted to Historic England on 6 December and finalised 12 December 2019. Delivery will start in April 2020.

- **Allotments:** In order to ensure our allotments are used well into the future, the council commenced a major capital investment in 2017/18 totalling £1m. 2019/20 has seen the continuation of the project which has seen over two years, nine sites benefit from:
 - New fencing
 - New drainage
 - Tree/brush clearance
 - New access paths
 - Gates
 - New standpipes for water
 - Toilet facility improvements

The focus over winter 2019/20 has been the introduction of a much-needed new site in Birchwood at Melbourne Road. This is scheduled for completion by 31st March 2020 and provides 28 new plots for local residents in that area.

- **Outdoor leisure facilities:** The council was successful in achieving grant funding from the Football Foundation and Sport England to invest in our outdoor sports facilities. This included a new All-weather pitch at Birchwood LC and also at Yarborough LC plus renovation of an existing pitch at Yarborough LC and the complete overhaul of the athletics track. This represents a £1.7m investment in local publicly accessible sporting facilities and has been incredibly well received by the local community.
- **Boultham Park Phase Two:** The focus in 2019/20 has been twofold. Firstly, closing down the financial aspects of the Phase one project (see section 6.2 below for details of outputs) and rectifying a few remaining snags. The second

element has been intensive work on a separate bid to National Lottery Heritage Fund to renovate the lake and surrounding banks/ footpaths. The full project includes:

- Improvements to water quality of the lake
- Reinstatement works to lake banks
- Creation of recreational activities on the lake
- Some path remediation works
- Creation of wildlife habitats
- Extensive community engagement project over a three year period to involve local people and build the on going sustainability of the park

We were very pleased to receive notification recently from NLHF that our bid has been successful. This will now be a further exciting project, with preliminary work already commenced in January 2020 preparing some areas of the park for the more extensive works to follow. In total the investment in Phase Two will be £1.054m (of which £658k is from NLHF).

- **Street scene contracts:** Work has started on developing the specifications for our key “front door” services of refuse collection, street cleansing and grounds maintenance. This is a major piece of work to determine both the scope of the new specifications and the procurement process to be used, when the existing contracts come to an end in 2022.
- **Play strategy:** This project will look in detail on how we will maintain and develop children’s fixed play equipment across the city over the years to come. We currently have in excess of 27 play areas across the city that cost annually £140,000 to maintain to the required high health and safety standards. It is important that the new strategy manages the demand for new and improved play provision against the cost of maintaining it. Mapping work, assessing the maintenance requirements of all play areas over the next few years, has been completed and this was followed by an internal officer workshop on 16 January 2020 to outline those options for the strategy for further debate. Wider engagement with Members will follow in early spring 2020 to shape the strategy. The final strategy will be presented to policy scrutiny committee and then Executive committee mid 2020/21.
- **Visitor information Service:** Work during 2019/20 has been focussed on preparing the service to be returned to the city council. Staff transfer arrangements have been concluded, new IT purchased, and a new till/ stock control system purchased. This project is on track for the service to transfer seamlessly from 1st April 2020.
- **Lincoln Christmas Market 10 year vision:** Following extensive stakeholder engagement in 2019/20, a staged approach was adopted to moving the Christmas market from a retail experience to one that has a significant cultural element too. Christmas 2019 was the first step on the way to this new strategy. It included many new features such as new areas curated by partners, new lighting schemes (cathedral, water tower, castle wall walk, court building, castle ramp, The Lawn) plus stall holders were encouraged to dress in traditional Victorian clothing. This move was noticed by visitors and very well received. The project is now working on year 2 of

the strategy to take the market on the leg of its transformation journey.

- **Car Parks:** Extensive work has been undertaken to increase the security of our city centre multi storey car parks and hence further improve the visitor experience. The primary focus has been additional onsite staff security, supported by the retro fitting of sophisticated CCTV in both Lucy Tower street car park and Broadgate car park. The team are now finalising an application for a Public Space Protection Order covering our 3 MSCPs to drive unwanted behaviour from them.
- **Residents parking scheme:** Three schemes are being pursued for residents parking. Phase One will see selected streets in uphill Lincoln incorporated within the existing schemes in that area. These will be incorporated in April 2020. Bailgate itself is part of Phase Two and will be further consulted on in February 2020 before the county council makes a final decision, depending upon the results of this further consultation. Phase three is an extensive new scheme in the northern part of Sincil Bank (plus some streets on the other side of High Street), which is undergoing its final round of consultation currently. If agreed, this will be introduced in three tranches over the summer 2020 – with it fully implemented in the area by September 2020.
- **Whitton's park play area:** Section 106 developer contributions have been allocated for this site to enhance and grow the play provision on site. Early conversations are taking place to assess the opportunities presented to make this a destination play area site. Work on this will continue into Vision 2025 and form part of the overall Fixed Play strategy currently being developed.

5.4 Amber projects:

- **Traffic Flows in Sincil Bank:** Work on potentially redesigning traffic flows within the Sincil Bank revitalisation area are complex and tightly linked to the proposals to introduce residents parking in the area.

In order to tackle some of the traffic issues in the area, the streets need to be cleared of commuter parking to effectively give them back to the local community and allow the streets to “breathe again”. In 2019/20 the County Council were commissioned by the City Council to run three traffic models for the area on how the one-way systems etc could be re-designed to give priority back to cyclists and pedestrians and remove “rat runs” through the area. A preferred solution has been identified and tested with the local community. Work will now progress to further build up the design of the proposed traffic flow re-modelling in Spring 2020

- **St Giles Youth Centre/Play Area:** This is a long-standing project, which emerged from the embers of the fire on the site of the youth centre on Swift Gardens. The project encountered some delays in finalising the legal aspects but is now moving forward. On the current project timeline designs will be completed, public engagement undertaken, a contractor appointed and planning permission sought by the end of March 2019. It will then be scheduled for implementation during spring 2020. The complicated legal aspects included

adoption of the former youth centre site, payment of the commuted sum for adoption, the contribution towards the refurbishment of the MUGA and the licence for use of St Giles Community Centre –these have all now been concluded.

- **Contaminated Land Strategy:** The updated strategy will detail how the city council will respond to contaminated land sites across the city. This is currently in draft form and will cycle through Policy Scrutiny committee and Executive during February and March 2020
- **Deliver a multi- agency Events and Festivals strategy:** Whilst there has long been an aspiration to create a uniform approach to organising events and festivals in the city, there has not been the officer capacity to take this forward. The multi-agency partnership –Lincoln Cultural Arts Partnership –has taken ownership of this initiative but the City Council remain a lead partner. The idea is to identify the key events in the city and help them to grow further. Alongside this, we need to nurture new events to fill gaps in the calendar. Finally, the strategy needs to assess how we can bring forward and help grow new and emerging events to ultimately replace those that wain and disappear, so we have a natural pipeline of events. This work will be prioritised in 2020/21

5.5 Red projects:

- **Leisure village:** The project to explore options for a new leisure village has been flagged as Red. This is because it was intentionally placed on hold to prioritise work on Birchwood Leisure Centre in the early years of Vision 2020 and then more latterly on the crematorium and the outdoor play facility projects. Now staff resources have become available from November 2019, work will commence at pace, and in accordance with the timeline now developed. A workshop took place with a range of external partners on 27 November the conclusion of which was that a mini master planning exercise will be required. Meeting with wider partners is being scheduled for late winter.
- **Hartsholme Country Park Cottages:** This project looked at the feasibility of bringing two buildings back into use as holiday lets, which are situated behind the Rangers office. Detailed design work has been completed to create a range of one, two and three bedroom lets. Unfortunately, the cost of renovation is prohibitive in terms of any form of economic return from the level of investment required.

Other solutions are being explored, but it is highly likely these buildings will now have to form part of work on an overall masterplan for HCP, which will be commenced as soon as the Phase Two project at Boutham Park is completed.

5.6 In summary, of the remaining 19 projects still being progressed in 2019/20 as recorded in Appendix B, 12 are flagged as green which means they are on track for delivery; 5 are flagged as Amber which means there is some slippage to the original milestones; and 2 are flagged as red which means they have either stalled or been intentionally put on hold to prioritise resources elsewhere.

6. Remarkable Place Project Monitoring Table –first two years (2017 & 2018)

- 6.1 As this is the final Remarkable Place report within Vision 2020, this affords the opportunity to look back and reflect on all the projects delivered under this theme. Below are those projects that have been completed and hence this section provides a comprehensive view of what has been delivered over the first two years of the strategy.
- 6.2 **CCTV Installation:** The complete replacement of the city centre CCTV system was finished in 2018. This was a major project in terms of financial investment, complexity, and technology required. However, it has resulted in the introduction of innovative camera technology designed to keep the city centre (and surrounding areas) even safer and hence create a great place for people to visit and spend time. The statics in Appendix C provide an overview of its capability, and its performance continues to build month on month. In addition, the new installations recently taking place (Dec 2019 and Jan 2020) in the city council multi storey car parks have further improved the environment and have again pushed the camera technology boundaries to create a truly innovative installation.

As an added benefit of the new CCTV system, it has enabled the city centre to become WIFI enabled and so provide a free internet connection for anyone with a mobile device in the city centre/ uphill areas. Since it went live:

- Number of unique devices which have connected with the service = 40,640
- Number of device sessions = 179,222
- Hence average number of sessions per day = 441 / per week 3,090

This opens up numerous opportunities for a truly digital city centre over the years to come as new applications software becomes available.

Boultham Park Phase One: Early 2018 saw practical completion of the renovation of Boultham Park (phase one). This was celebrated with an official opening in the park in May 2018, which was attended by several thousand people, and then later in 2018 by a Royal visit from Princess Anne. The park has been completely transformed with renovation work to the main gates, bandstand, fountain, paths and bridges in the park plus, in partnership with Linkage Community Trust, the renovation of the old stables/workshops to create a café, commercial greenhouse and teaching block.

Air Quality: Again, in 2018, the city council announced that following extensive monitoring of air pollution at key sites, the size of the air quality management area in the city centre could be reduced as air quality in this area continues to improve. The vast majority of the city now complies with the government's national air quality objectives. The only area where there is a known breach of the objectives is on Broadgate, where the annual mean objective for nitrogen dioxide was exceeded in 2018 (ratified 2019 data is not yet available). All areas of the city are believed to be complying with the government's objectives for particulates (PM₁₀ and PM_{2.5}).

This is a positive step forward in tackling air pollution and the resulting air quality action plan will look to improve air quality still further in the years ahead with the anticipation that the air quality management area can be removed entirely.

Regulation 7 - controlling “To Let” advertising boards: The Secretary of State approved the City Council’s application to remove the deemed planning consent for the display of “To Let” boards in three terraced areas of the city (West End, Monks Road area and Sincil Bank). This effectively means the city council can manage the proliferation of such signage, which is so destructive to the street scene. Following Executive approval in February 2019, this came into effect in April 2019 and all such boards were removed. The result has seen is a significant improvement in the look and feel of the street scene for the residents who live in the areas affected.

Tackling drug and alcohol fuelled Anti-Social Behaviour: The introduction of the city centre intervention team, to help tackle the issue of addiction fuelled ASB and begging in the city centre, is an innovative approach. The team incorporates a mental health nurse, an Anti-social behaviour officer and an addiction worker to help people into support first and foremost. Launched in Autumn 2018, the yearlong pilot was hugely successful working alongside the police and demonstrated how the City Council, in its community leadership role, could bring a range of partners together to make a difference. Since the pilot, funding has been sourced both from partners and the National Lottery to continue the programme a further two years to Autumn 2021. The impact of the scheme is measured in the statics in Appendix C.

Birchwood Leisure Centre: The council completed a £1.5m fundamental re-development of Birchwood Leisure Centre in 2017/18. The internal redevelopment saw the introduction of a state-of-the-art spin studio, gym, children’s soft play area, climbing walls, toning studio, exercise studios, party rooms and café. Visitor numbers have continued to increase dramatically. Overall, this has proved to be a very successful project also contributing significant financial savings to the medium-term financial strategy of the council.

Continued support for Visit Lincoln: The City Council continues to invest in Visit Lincoln, as the destination management organisation for the city. During the last three years the council has been a corporate member and over the last 12 months the council has placed an officer on secondment with them to meet a capacity issue within Visit Lincoln at that time and give our member of staff a wider breadth of experience.

Conservation area appraisal: Lincoln currently has 11 Conservation Areas, which form part of the planning policy basis for making decisions on planning applications. Good practice suggests these areas should have an area appraisal which justifies and defines them. In 2019 the city council received the first of these area appraisals covering the core city centre and lower High street areas. The appraisal defined and recorded what is special about Lincoln’s built environment and what needs to be protected for future generations to enjoy. This hugely important piece of work underpins the remarkable place that Lincoln is.

Christmas Lights : This project related to the replacement of lighting strings on existing Christmas light decoration frames in the High Street area (from the Stonebow down to St Mary’s street). Whilst a modest budget was available, working with Lincoln BIG the city council were able to maximise impact by creating a new lighting display on the key High Street pedestrian area. This has been followed by private sector investment in new lighting in areas such as the Cornhill.

Launch of the Arcade historic environment database: Arcade is a web based tool and is the result of a partnership between the City of Lincoln Council and the Getty Conservation Institute, with the assistance of Historic England. It is powered by Arches, an open source heritage data management platform developed by the Getty Conservation Institute and the World Monuments Fund. Arcade lets visitors to the site explore Lincoln's rich heritage in new ways - from an individual historic building, to the development of the Roman city of Lindum Colonia. The powerful search engine enables visitors to the site to discover more about this ancient city.

Developed a volunteering scheme: over 2017 and 2018 the council has introduced an effective volunteering scheme for our parks and open spaces. Volunteers can offer so much and their participation in maintaining our green spaces and wildlife sites is vital to the Remarkable Place theme.

7. Performance Measures (Appendix C)

- 7.1 A set of performance indicators to monitor the outcomes of these projects has been developed.
- 7.2 For some projects, the measures of success are still being collated. Nevertheless, Appendix C does show the indicators allocated to each relevant project, and for those where data can start to be collected, this has been populated.
- 7.3 Over time, as more projects are completed, more performance data will be added to the table to ensure the full range of indicators can be considered by Performance Scrutiny Committee in future strategic plan reports.

8. Recommendation

- 8.1 That Performance Scrutiny Committee consider the progress report of the Remarkable Place Vision Group and refer to Executive.

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

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