

# Vision 2025 Interim Review

February 2022



CITY OF  
**Lincoln**  
COUNCIL

Together, let's deliver  
Lincoln's ambitious future



Let's drive  
inclusive  
economic  
growth

Let's enhance  
our remarkable  
place

Let's reduce  
all kinds of  
inequality

Let's address  
the challenge  
of climate  
change

Let's deliver  
quality  
housing

VISION  
2025



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# Foreword

**Vision 2025 sets out the priorities and aspirations over a five-year plan. However, following the pandemic faced by the world and still affecting this country and this city, we need to review actions planned to ensure they meet Lincoln residents' emerging needs.**



The consequences of the pandemic have impacted us all, our home lives, our children's education, our working lives, our financial situation, and our health. It's been clear from the early stages of the pandemic that some groups are more affected than others, including the elderly, the disabled, people with limited income and those from some minority communities. One aspect has become clear, after two years of changes, people are still facing their own individual challenges, and in many cases, this is health related, both physical and mental, and at a time when our health services are under considerable pressure.

The council has a key role to play not just in working with our partners to develop the economic sustainability of our city – but also in supporting partners and other key providers to ensure that the health of our residents is placed as a high priority.

As we move towards the start of a new financial year, we see this as an opportunity to refocus our resources towards prevention and addressing those areas, including health inequalities, that will be needed most in the next three-year period, and into the future. This is an opportunity to review and relaunch Vision 2025, ensuring that the actions we take to meet our priorities will help tackle those needs. As a starting point City of Lincoln Council is already working with our Lincolnshire District Council counterparts to look at how and where we can jointly support the Health agenda across the County. The following sections will take you through our action plan for the next three years.

Angela Andrews

Chief Executive & Town Clerk

Cllr Ric Metcalfe

Leader



# Introduction

**This review is positioned as an addendum to the original five-year plan Vision 2025, which although originally launched in March 2020, was almost immediately affected by the impact of the Covid 19 pandemic.**

The Vision, the five priorities and the aspirations under each priority agreed under consultation - are still relevant and there is no requirement to change these. However, we will ensure promoting positive health for the city will be a key feature within these goals wherever possible. That means that we do need to review the activities originally planned to achieve these goals to ensure that our limited resources are used in the most effective way.

As a nation we are facing a backlog of untreated health issues as well as a raft of indirect impacts such as obesity, excess alcohol consumption, poor quality private sector housing conditions and increasing anti-social behaviour, causing health inequalities to widen, especially in our deprived areas of Lincoln.

One change now in place is that instead of an annual delivery plan, we have developed a three-year plan which will be resourced as appropriate over the next three years. There are several new projects proposed which will support the work of partners in helping tackle health inequalities exacerbated by the pandemic.

Over the first two years of the Vision, there were several projects that continued to be progressed and some are now complete. However, with continued restrictions on our funding, there are some proposals that will either be deferred or no longer be progressed. As this is a three-year plan, the projects mentioned later will not all start in 2022, they will be phased appropriately to meet residents' needs and when resources are available.

**The following pages are a reminder of our Vision, Priorities and Aspirations**

## Our vision

# Together, let's deliver Lincoln's ambitious future

The strategic priorities that underpin our vision:

Let's drive inclusive economic growth

Let's enhance our remarkable place

Let's reduce all kinds of inequality

VISION 2025

Let's address the challenge of climate change

Let's deliver quality housing

# Our aspirations

The aspirations that underpin our five strategic priorities

## Let's drive inclusive economic growth

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- ▶ Let's build a strong, viable, inclusive and prosperous future for Lincoln
- ▶ Let's continue to help businesses prosper
- ▶ Let's support a culture of innovation
- ▶ Let's attract investment
- ▶ Let's continue to make things happen

## Let's deliver quality housing

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- ▶ Let's provide housing which meets the varied needs of our residents
- ▶ Let's work together to tackle homelessness in Lincoln
- ▶ Let's improve housing standards for all
- ▶ Let's build thriving communities
- ▶ Let's help people have a sense of belonging

## Let's address the challenge of climate change

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- ▶ 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

## Let's reduce all kinds of inequality

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- ▶ Let's improve the health and quality of life for people living in Lincoln
- ▶ Let's help people succeed
- ▶ Let's provide help to the most vulnerable in our city
- ▶ Let's help people feel safe and welcome in their communities
- ▶ Let's help more businesses embrace corporate social responsibility

## Let's enhance our remarkable place

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- ▶ 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

# Let's drive inclusive economic growth

## Introduction from Portfolio Holder

### Cllr Neil Murray



Let's drive  
inclusive  
economic  
growth

*“Inclusive economic growth covers many areas, so in the next three years we will focus on ensuring the Town Deal programme starts delivering as soon as possible as it has potential to improve so many aspects of residents lives including their prosperity and health. In addition, sustainable developments such as the Swanpool project, and the markets project, along with regeneration, and improved digitalization, will be pivotal in supporting investment and the growth of a diverse economy”*

## Let's build a strong, viable, inclusive, and prosperous future for Lincoln

As part of tackling the wider determinants of health, we will develop an 'Inclusive Growth Strategy' reviewing economic inequalities such as low income and skill sets. Working with partners, we will deliver key schemes from the Lincoln Transport Strategy including Neighbourhood mobility hubs, as well as reviewing our own parking strategy in the light of changes caused by the pandemic. The Transport Taskforce will review all forms of movement in and around the city to improve sustainable and healthy connectivity. Progressing the Western Growth Corridor Swanpool project will create an inclusive, sustainable community within the heart of Lincoln, with much needed new housing.

## Let's continue to help businesses prosper

We will continue to develop the city centre with a mix of city centre living and new retail offerings. The Town Deal has already funded a feasibility study for Tentercroft Street to review opportunities for a mixed-use development in that area, and funding bids will be submitted to hopefully allow us to take the project forward. Following on from the successful Cornhill developments, we will now develop the Central Market and City Square to deliver a sustainable and vibrant indoor and outdoor market offer as well as to revitalise our heritage building.

## Let's support a culture of innovation

We will support the private sector in continued growth of the digital sector, with the aim of providing affordable access to broadband for all premises and homes in the city and the development of digital skills for residents who need it. We will develop a City of Lincoln Council strategy to support the continued growth of start-up and small businesses, particularly in high growth sectors.

### **Let's attract investment**

As Lincoln is receiving £19m Government funding for the Town Deal - a programme of specifically designed projects has been built to ensure the Town Deal Partnership delivers key aims. We are applying for funding to develop a masterplan for the Waterside East area of the city. If successful, further funding will be sought to deliver the masterplan.

We will establish a Place Board with our partners that will promote Lincoln as a visitor, business, and educational destination.

### **Let's continue to make things happen**

We will complete the review of the local plan, which will provide a blueprint for the next 20 years of how the city can continue to grow and develop. In addition, we will improve the look of the High Street through the Heritage Asset Programme - continuing the excellent progress already made in the cultural, physical intervention and community engagement strands of





this key project delivering high quality heritage led regeneration, which includes a range of projects including the Central Market, St Mary's Guildhall and Shopfronts improvements.

## Let's reduce all kinds of inequality



Let's reduce  
all kinds of  
inequality

### Introduction from Portfolio Holder

#### Cllr Sue Burke

*"Inequality of all types is an issue faced by many in our city, however, in the after-effects of the pandemic the concern is that health inequality has increased, particularly for the most vulnerable in our society. Whilst focus will be placed on this area, we will continue to deliver improvements in other areas too"*

### Let's improve the health and quality of life for people living in Lincoln

We will hold a concerted campaign to promote the use of all our parks and open spaces to ensure that residents can make the most of our green spaces. Through the development of a District Health and Wellbeing Strategy, we will work in partnership with the Primary Care Network to explore options for supporting projects such as volunteering, helping isolation as well as looking for opportunities for co-location through a 'one public estate' project. As part of the safer streets programme, we will introduce CCTV on all primary pedestrian routes out of the city centre.

### Let's help people succeed

The Inclusive Growth Strategy will look at how we can assist residents who need skills support, and will encourage working with training providers, businesses, and partners to increase opportunities for local people to access training and employment. We will continue to work with partners to maximise the support and advice available to young people as we recover from covid.

### Let's provide help to the most vulnerable in our city

We will continue our programme to eradicate the need for rough sleeping by disadvantaged groups, with teams supporting those on the street needing help for mental health, drug, or homelessness problems. In addition, we will also continue to tackle local street drinking, begging and anti-social behaviour in city centre to avoid an adverse effect on the experience

for residents and visitors alike. We aim to develop a 'Community Development Toolkit' for local Ward Councillors to support them in delivering their role effectively.

### **Let's help people feel safe and welcome in their communities**

We will continue to deliver the Sincil Bank Revitalisation project with the aim of making the area a better place for people to live and work. We have already developed the new Community Hub in Sincil Bank - to address community needs, develop the skills of residents and encourage businesses to locate to the area. We will continue to develop plans for further regeneration and community cohesion activities in the area.

### **Let's help more businesses embrace corporate social responsibility**

We will develop a corporate approach to social value that will ensure our Social Value Policy is embedded within our procurement practices where relevant and proportionate to do so. We will review how Social Value generated through procured contracts is used, to ensure a consistent approach across the authority to ensure the best outcome for our residents.



# Let's deliver quality housing



## Introduction from Portfolio Holder

### Cllr Donald Nannestad

*"The link between good housing and good health is very clear. Affordable, safe, warm, and secure homes contribute towards good mental and physical wellbeing. We will do everything possible to meet housing demand whilst improving the quality of housing across the city"*

## Let's provide housing which meets the varied needs of our residents

We will continue to increase the supply and number of affordable homes in the city - over the next three years we will progress several schemes to develop new housing. This includes completing the Rookery Lane development, starting work on Hermit Street as well as progressing masterplans for several other sites such as Queen Elizabeth Road. As part of this we will review all specifications to ensure that net zero carbon and best practice guidelines are adopted.

## Let's work together to tackle homelessness in Lincoln

We will continue to improve temporary accommodation options across all sectors – this includes delivering additional move-on accommodation for former rough sleepers, as well as reviewing other options for example new builds. We plan to work with the private sector to deliver a reduction in the number of properties with a category 1 hazard outstanding, at the same time sourcing and securing additional, good quality accommodation in the private rental sector to reduce pressure on social housing.

## Let's improve housing standards for all

Whilst we have the Lincoln decent homes standards applied to our own housing stock, we also want to address the condition of the private rented sector in the City and the high proportion of rented properties that do not yet meet the decent homes standard. To make this happen we will continue to push the Trusted Landlord scheme; we will pursue grant funding to help address issues of poor insulation and heating within the private sector; and



we will develop a selected licensing scheme - a new tier of licensing to capture those properties falling below the HMO threshold.

## Let's build thriving communities

We will continue with our plans to regenerate the Sincil Bank area. Plans that are underway or being considered include projects around – developing more open green spaces; plans for housing in Hermit Street; consideration of how to best use the Palmer Street garage site; a redesign of traffic flows and the inclusion of resident parking as well as plans for cleaner safer streets. If resources permit, we would like to hold, on a ward-by-ward basis, mini neighbourhood assessments, to determine how we could improve our housing estates in the future, improving their look and feel, and thus increasing the esteem of the tenure.

## Let's help people have a sense of belonging

We will complete the De Wint extra care supported housing scheme early in 2022 and then commence letting tenancies to those in need of them. Following the opening, we will then undertake an options appraisal survey of sheltered housing bedsit schemes.

Progression with the World of Work programme development, (on hold due to Covid) will be restarted in 2023 with Abbey Access Centre and Lincoln College. This project is initially aimed at council tenants, and will bring together the council, local businesses, charities, and education providers to provide a work experience-based training course for those who are currently out of work but wish to return into employment.



# Let's enhance our remarkable place



Let's enhance  
our remarkable  
place

## Introduction from Portfolio Holder

### Cllr Bob Bushell

*“Lincoln is already a remarkable place and has assets that can help improve the health and wellbeing of our residents. We will do more by promoting further use of our parks and open spaces and making the most of our leisure facilities. We will provide events to encourage people to get out and about; as well as protecting our heritage now and for the future”*

## Let's show the world what Lincoln has to offer

As the city emerges from the effects of the pandemic, along with our partners Lincoln BIG and Visit Lincoln, we will use the government's 'Welcome Back Fund' to ensure residents and visitors alike feel safe in returning to a refreshed and deep cleaned city centre. We have delivered the second crematorium chapel, and new car park spaces to extend the capacity of our crematorium and will ensure these blend comfortably with the existing facilities.

## Let's cherish and enhance our natural environment

As a city blessed with the one of the highest percentage of green space in the country, we will further enhance our natural environment by developing a tree planting scheme to further increase tree canopy cover in the city, as well as working with our grounds maintenance contractor to increase wildlife verges and meadows. Working with Lincoln BIG, we also want to maximise impact of current green spaces in the city centre, through creative thinking e.g. green walls, vertical gardens, redesign of current spaces. Further infrastructure investment is needed in the Park Ward area – for example a new residents parking scheme and re-modelled navigation across the area and greening the area will be a core principle incorporated into the designs. We will also look to tackle long standing problems with littering, fly tipping and bins left on streets in a wider area of the city.

Our partners Lincs Trust has funding for the first phase of two new projects to improve biodiversity. They are working on a pilot project to create some small improvements in biodiversity adjacent to the river including creation of channels, pools, and fish refuge. The second is biodiversity improvements to Brayford Pool with the creation of 'bio haven floating habitats' scheme.

We will also be preparing for some major changes in our waste collection services over next 4 to 5 years supporting the development of consistent policies for waste across Lincolnshire, within the Lincolnshire Waste Partnership, including waste enforcement policies.

### **Let's preserve the unique character of our city**

We will progress the Heritage Action Zone Programme. We have already started preparation work on St Mary's Guildhall, with the aim of stabilising the building through use of HAZ funding pending applications for further funding streams and we will also submit the second-round funding bid to progress the overall Greyfriars project. In addition, in the latter part of the three-year plan we will start preparing the development of a digital heritage trail using our online heritage database called ARCADE.

### **Let's deliver a rich and varied cultural experience**

As a key activity, if funding can be found, during this plan we will develop a programme that could potentially support a City of Culture bid in 2029. Work has already started on the development of a Cultural Compact and utilisation of the Heritage Action Zone Cultural Programme. We will also re-institute the 10-year vision for the Christmas Market to transform it from a retail experience to a cultural experience.

### **Let's provide interesting, exciting, and vibrant places to enjoy**

We will complete the Boutham Park phase 2 - the transformation of the park including the Lake renovation and associated edge treatments, supported by a comprehensive community engagement project. In conjunction with Sport England and Active Lincolnshire we will help produce an all-encompassing Leisure Strategy for the City. This will enable us to complete a scoping exercise to identify the needs of a new leisure village and the key stakeholders that will need to be involved. And not forgetting our younger residents, we will complete the development of the Whitton's Park Play area as well as develop a Strategy to focus investment appropriately in new play areas.



# Let's address the challenge of climate change



## Introduction from Portfolio Holder

**Cllr Bob Bushell and Climate Champion**

**Cllr Lucinda Preston**

*“After declaring a climate emergency in July 2019, the most important thing we need to do is to follow up on the commitments we made. We will work with partners on the Lincoln Climate Commission and deliver our Climate Action Plan to manage the impact of climate change locally, and to improve residents’ health”*

## Let's ensure our development approach reduces our carbon footprint

We will create a strategy for the city which ensures a joined-up approach to all energy, transport, waste, water, and digital projects for the future.

## Let's set the Lincoln standard for sustainable zero carbon development

We will follow up on the commitments made in the Climate declaration, working with our partners in the Lincoln Climate Commission to develop and then deliver our Climate Action Plan. Consultations on the Plan will start in January 2022 and are expected to complete in July 2022. In the council we will stop using single-use plastics ourselves internally and at all city council events and we will encourage our partners to do the same.

## Let's make walking, cycling and the use of public transport the best and favourite way to move around Lincoln

We will promote sustainable transport options through support for funding bids for appropriate projects. In addition, we will campaign to support people in reducing their own carbon footprint.

## Let's ensure the city's infrastructure is fully adaptable and resilient to the challenges of climate change

As part of Town Fund Board vision, we will ensure that all new infrastructure projects are supported to ensure they are adaptable to climate change and buildings are low or zero carbon wherever possible.

## Let's make our existing housing and business premises energy efficient

We will complete an annual review and update of the Council's Environmental Management Plan in June to September each year. We will maintain the independent assessment by Investors in the Environment for the Green Accreditation that we have already achieved, and we will set up a dashboard to monitor ongoing performance. The City of Lincoln council decarbonisation action plan was approved in December 2021. As part of this we will make our current and future business premises as energy efficient as possible, reviewing and implementing the commitments within the environmental policies annually.

As the opportunity arises, we will explore further options to move towards an electrical fleet, including the refuse fleet, as part of the next contract renewals, accepting this will require significant investment.

