

# Combined Assurance Status Report 2021/22



**City of Lincoln Council  
March 2022**

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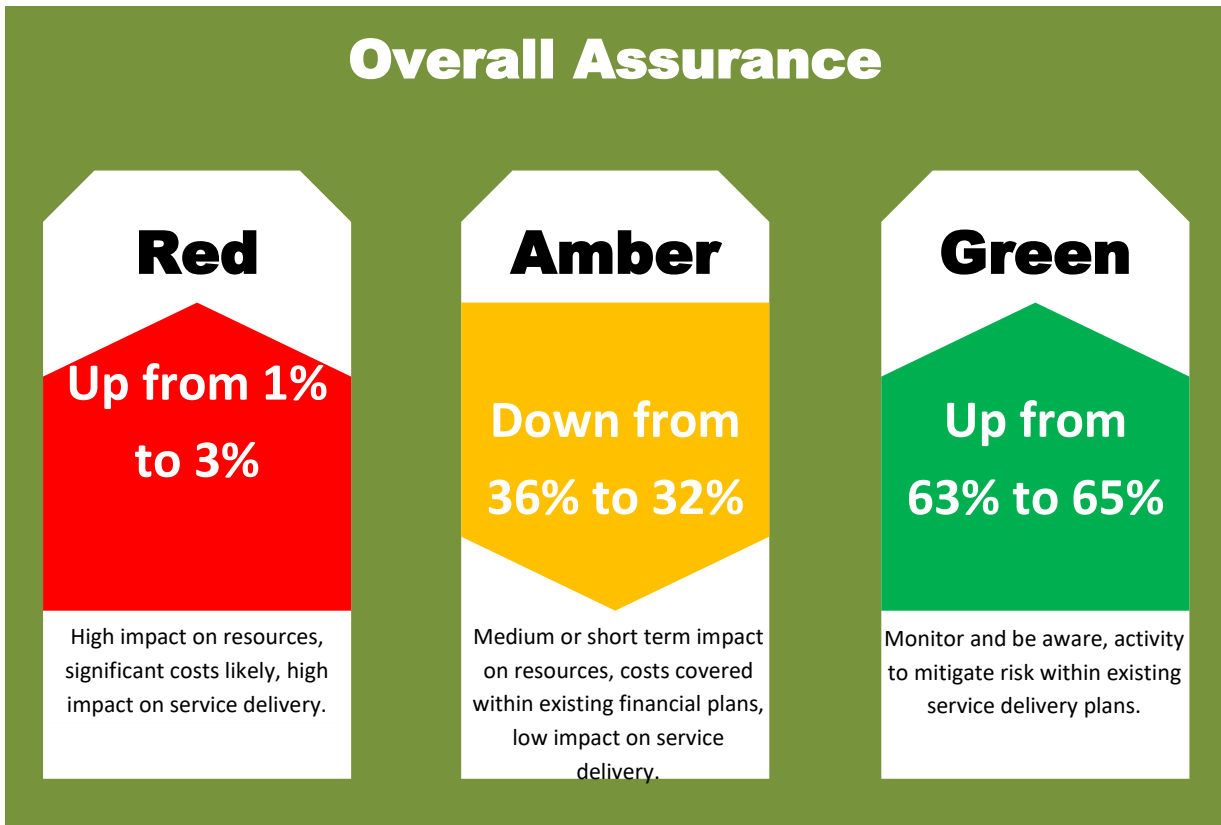
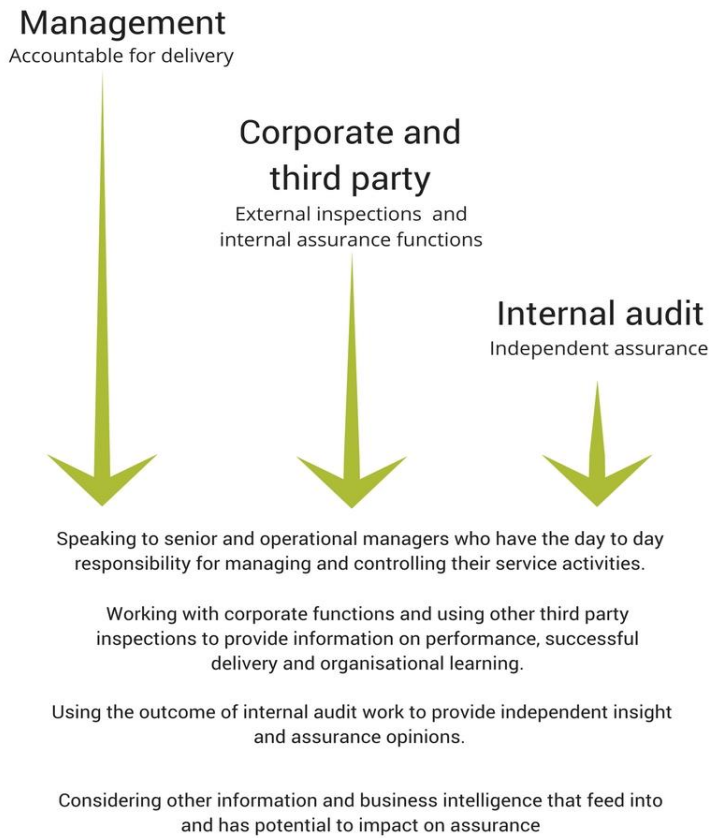
# Overview of Assurance

Combined assurance is a structured means of identifying and mapping the main sources and types of assurance in the council and coordinating them to best effect.

It enhances risk management by providing an effective and efficient framework of sufficient, regular and reliable evidence of assurance on organisational stewardship and management of major risks to the Council's success.

We do this using the 3 lines of defence model.

How do we assure ourselves about how the council is run?



# Chief Executive's Summary

City of Lincoln Council has had to make significant changes as a result of the COVID-19 pandemic, not only to ensure that we kept our critical services functioning, but also like councils across the country, to ensure we support our communities.

We have seen most services recover to a 'new' normal. As well as business as usual we are still facing some additional demands from customers, trying to restore income streams and the need to help the High Street recover.

We thank our internal audit team (part of Assurance Lincolnshire) for helping to facilitate the Council's latest Combined Assurance Report and also all the council's officers for providing their input into the process during this time of recovery for the city of Lincoln.

We acknowledge the benefit in having independent assurance to review our operations and as well as internal and external audit.

The report is valuable in highlighting aspects of Council business that are operating well, while also identifying other areas that require greater focus and / or some level of intervention. It also provides assurance to management that there are "no surprises" where further work is required.

Plans are in place to manage and mitigate any Amber or Red assurances. In terms of overall "combined" assurance there are 65% services designated green, 32% amber and 3% red.

The Council's key service functions and critical activities are generally operating well and where there are issues, we are, or have, proactively managed these risks - more detail is included within the body of the report under each Directorate.

The findings represent a comprehensive view of our assurance position across our services, critical systems, governance processes, ICT, key projects, and risk analysis.

The report illustrates that our three lines of defence governance model is operating effectively. There are a range of assurance mechanisms in place to monitor finance, performance, projects, and risk.

There are effective financial controls however ongoing pressures around Council funding and budgets has required a further increase in the level of savings / income to be achieved.

We have a good awareness of how services are performing, are able to identify potential issues and most importantly, are pro-active in implementing remedies. It is important to understand where performance is changing and take action at the right time and in the right way.

The Council has a range of partners and delivers many of its services and objectives through effective partnerships with appropriate governance arrangements in place.

As we move towards 2022/23 and onwards, focus is now firmly on the process of delivering our strategic aims.

Whilst vision 2025 was approved in February 2020, due to the onset of the Covid-19 pandemic the launch at the Council's Growth Conference was deferred.

As the council moves back to a "new" business as usual situation, a mid-term review on the proposals in the original vision 2025 has been undertaken.

This sets the Council's vision for the future of the city, its strategic priorities and core values. The five existing priorities and their aspirations have not changed as it was determined that they still meet the needs of the city and our residents. As part of this review, the effect of Covid-19 on the health of our residents has been considered and as a result, a new focus on physical and mental health has also been incorporated.

Project monitoring and reporting continues to be aligned via our Vision theme strands.

We have continued support via Assurance Lincolnshire for monitoring of risk management which continues to work well and helps to support our strategic and operational risk management as well as for projects.

The Council is continuing positively with innovation in service delivery via use of technology, creativity in seeking new sources of income and moving forward with our “One Council” philosophy with the customer right at the heart of everything we do.

# Strategic risks

Good risk management is part of the way we work. It is about taking the right risks when making decisions or where we need to encourage innovation in times of major change – balancing risk, quality, cost and affordability.

This put us in a stronger position to deliver our goals and provide excellent services.

Our Strategic Risk Register is regularly reviewed, and our risks are being effectively managed.

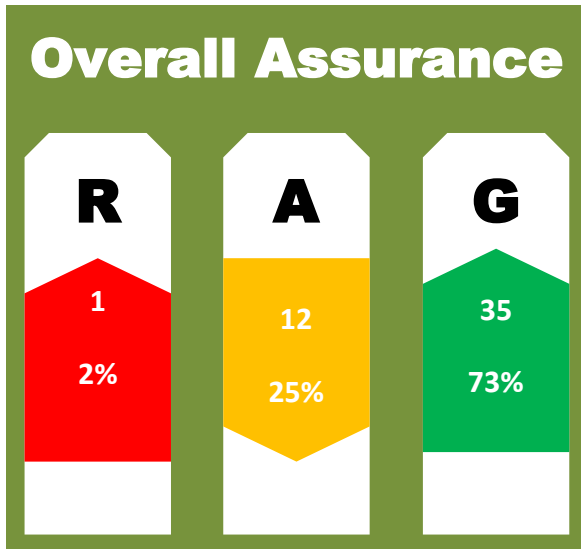
Risk	Risk rating	Level of assurance	Direction Of Travel
1.Failure to engage & influence effectively the Council’s strategic partners, council staff and all stakeholders to deliver against e.g. Council’s Vision 2020/2025.	Amber	Substantial	=
2.Failure to deliver a sustainable Medium Term Financial Strategy (that supports delivery of Vision 2025 (Council plan))	Red	Substantial	=
3.Failure to deliver the Towards Financial Sustainability Programme whilst ensuring the resilience of the Council	Amber	Substantial	=
4.Failure to ensure compliance with statutory duties / functions and appropriate governance arrangements are in place,	Amber	Limited	=
5.Failure to protect the local authority's vision 2025 due to changing structures and relationships in local government and impact on size, scale and scope of the Council	Amber	Substantial	=
6.Unable to meet the emerging changes required in the Council’s culture, behaviour and skills to support the delivery of the council’s future Vision and the transformational journey to one Council approach	Amber	Limited	=
7.Insufficient levels of resilience and capacity exist in order to deliver key strategic projects & services within the Council	Red	Limited	=
8.Decline in the economic prosperity within the City Centre	Red	Substantial	=
9.Failure to deliver key strategic projects	Amber	Substantial	=

## Strategic Risks

Risk	Risk rating	Level of assurance	Direction Of Travel
10.Failure of the Council’s key partners and contractors to remain sustainable and continue to deliver value for money	Red	Substantial	=
11.Failure to put in place safe working practices and social distancing measures to protect officers and service users.	Green	Substantial	=
12.Failure to protect the vulnerable in respect of the Council’s PREVENT duties and compliance with safeguarding legislation and procedures.	Red	Substantial	=
13.Failure to mitigate against the risk of a successful cyber-attack against the Council with significant / critical impact.	Red	Limited	New
Key	Assurance		
High / Red	Low level of confidence over the design and operation of controls, performance, or management of risk		
Medium / Amber	Medium level of confidence over the design and operation of controls, performance or management of risk		
Low / Green	High level of confidence over the design and operation of controls, performance or management of risk		

# Director's Key Messages

## Chief Executive



Critical Activities
<b>Red</b>
Legal
<b>Amber</b>
Members / Member Development
Elections & Registration
Ethical governance (values, behaviours, ethics & culture)
Freedom of Information / Subject Access Requests
Human Resources
Work Based learning
Facilities Management
Corporate Asset Management
Business continuity
Financial Resilience
Partnership Governance
Counter Fraud
Training & Employment

### Key service areas

#### City Solicitor

Legal; Electoral Services; Democratic Services Procurement; Human Resources; Work based Learning / Apprentice scheme; Civic and International partnerships

#### Chief Finance Officer

Finance and Accountancy; Exchequer; Risk Management; Internal Audit; Property Services Revenues and Benefits

#### Other

Communications; Customer Services

### Key Messages

CX Directorate has a mix of frontline and support services, many of which continue to be impacted by the Covid19 pandemic.

Customer Services, including the Welfare Team, together with both the Revenues and Benefits teams have continued to support some of the City's most vulnerable residents and have delivered a number of financial support schemes on behalf of the Government, e.g Test and Trace Support Payments, Household Support Fund, Business Rates reliefs, as well as providing their day to day services.

Communications have continued to provide vital messages to staff and residents about what the council is doing to provide help and support during the pandemic and the impacts on service delivery. This is in addition to the media work arising from the return of the Christmas Market and the planning determination for Western Growth Corridor.

### Directorate Red Risks

Failure to provide strategic and managerial capacity to respond to requirements of ongoing service delivery and strategic projects



# Director's Key Messages

In the midst of the pandemic the Elections Team ensured the safe delivery of the polls for three separate elections, ensuring that the whole event was Covid secure. The Democratic Team have worked to ensure that the Council's democratic processes have been undertaken in a secure manner with the return of face to face committee meetings in 2021.

The Civic Team has also returned to face-to-face events during 2021, with a new Mayor and a full itinerary.

Whilst 2020 saw the majority of staff working from home, 2021 saw the implementation of new ways of working and a return to the office for all staff. This was enabled by the Human Resources Team developing new policies and protocols and providing guidance to managers and support to staff, with a focus on staff wellbeing. The WBL Team have continue to support apprentices and have now recruited a number of new apprentices who are back working in the workplace.

Throughout the year the Facilities Management team have ensured City Hall has remained a safe and 'Covid clean' environment to work and visit and have supported the return to the office and new ways of working.

Legal Services, Financial Services, Procurement, Internal Audit and Property Services have continued their vital behind the scenes work to provide professional support, advice and guidance as required to a range of new schemes, projects and policies, including the significant capital schemes undertaken by the Housing and Major Developments Directorates.

Due to the ongoing presence of Covid19, there has undoubtedly been some impact on service delivery, performance, and project delivery throughout the year however levels of assurance in the Directorate remain in line with previous years. Set out below are those 'Red' and 'Amber' areas of assurance where further work is required:

## Members / Member Development

Training and development are taking place but succession planning needs addressing. Initial work has been undertaken on this, but some

work is still required from the members side and Democratic Services, this is therefore ongoing.

## Elections and Registration

Staff resource and ensuring the safe delivery of the polls is a significant issue. Planning for the elections is still in accordance with the current covid risk assessments.

## Ethical Governance (values, behaviours, culture for Members & staff)

Some areas of improvement are needed, refreshing the member code of conduct in line with new national model plus training. Culture is being addressed through the OD pillar and the ongoing roll out/refresh of the Lincoln Way. Values are being addressed through training and recruiting through a value based recruitment model.

## Legal

There is some significant pressure on legal services with reduced capacity in the solicitors in the team. There are a number of complex development and housing projects which require legal resource and is causing capacity issues. In addition, there has been a significant increase of employment disputes which require legal resource.

## Freedom of Information / Subject Access Requests

Not always able to meet performance requirements due to workload and priorities in service areas

## Work Based learning

Financial budget pressures remain, and work is to be undertaken to see how we can utilise the team externally.

## Facilities Management

Existing stock condition surveys for corporate assets are due for updating, although proactive work continues to address repair and maintenance issues.

## Corporate Asset Management

Existing Corporate Asset Management Plan is overdue for an update.

## Business continuity

Whilst services have been effectively operating under 'live' BC plans since 2020 they now require updating to reflect the impact of Covid19

# Director's Key Messages

on working practices / processes as well as to reflect the IT DR plan once completed.

## Financial Resilience

Whilst the Council has a balanced MTFS there still remains a significant level of financial risk and uncertainty to future income forecasts due to future national funding reforms.

## Partnership Governance

A governance assurance process is place with assessments for key partnerships due to be completed imminently.

## Counter Fraud

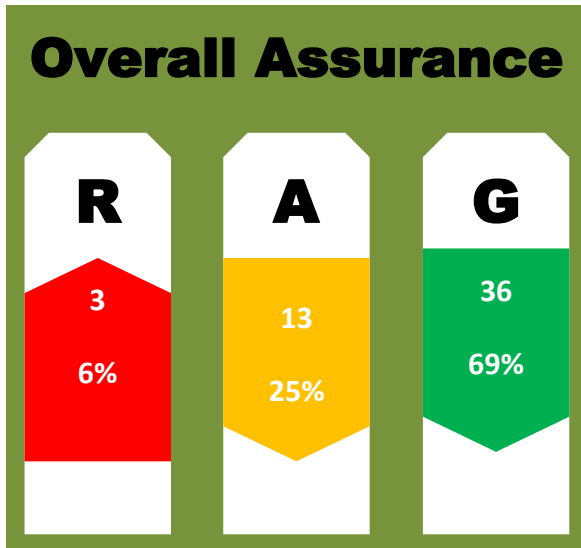
As in previous years, limited resources inhibit the delivery of enhanced counter fraud work, however minimum levels of work are undertaken and partnership working with the LCFP is maximised.

## Training & employment support

Lack of funding is impacting on ability to deliver.

# Director's Key Messages

## Strategic Director - Communities and Environment



Directorate Red Risks	
	Managing internal and external stakeholder expectations
	Impact on changes in Government legislation (Planning, Waste)
	Staff redundancies – risk to skills gap

Critical Activities	
<b>Red</b>	
	Leisure Centres
	Strategic Street Scene Management
	Tree management
<b>Amber</b>	
	Performance Management Framework
	Service Planning
	Public Protection Anti-Social Behaviour
	Licensing
	Public Conveniences
	CCTV
	Non-Operational Land
	Bus Station
	Corporate Health & Safety
	Housing Standards
	Bereavement Services
	Christmas Market
	Lincoln Christmas Lights

### Key service areas

#### AD Communities and Street Scene

CCTV; Parks & Open Spaces & Allotments; Street Cleansing, Grounds Maintenance, Waste collection and recycling; Car Parks; Bus Station; Allotments

#### AD Health and Environment Services

Environmental Protection; Food safety; Public Protection Anti-Social Behaviour; Licensing; Leisure Centres; Recreation; Bereavement Services; Events; Health & Safety DFG / Decent Homes; Private sector housing Regeneration; Emergency Planning

#### AD Planning

Planning; Building Control; Heritage

#### Other

Corporate Planning; Corporate Governance Performance management; Consultation and Community engagement

### Key Messages

The impact of Covid 19 continues to impact on the work of the directorate with the focus now on tackling backlogs of inspections.

The directorate manages many of the key income generating streams for the authority and last year we reported on the negative impact of the pandemic on this income. It is pleasing to note that in 21/22 we have seen income streams achieve their forecast figures and hence not place a pressure on the MTFS. Whilst these income streams are much lower than pre-covid, the recovery has been strong across almost all areas of income generation. These income streams support mainstream service delivery so are hugely important to the council.

We continue to face a number of challenges within the directorate – the need to maintain ageing leisure facilities, resourcing the requirements of the Environment Act 2021 and

# Director's Key Messages

preparatory work on new street scene contracts. 2022/23 resources are being re-aligned to help address all these issues.

## Leisure Centres

Covid has impacted on operations and the financial health of the operator. YLC pool operations are restricted whilst roof repairs are undertaken. YLC shares the site with an academy which has expressed a desire to revisit the existing contractual arrangements between our two organisations.

## Strategic Street Scene Management

New Street scene contracts are required to start in Sept 2026. These are large and complex contracts, with associated documentation that needs a full review at strategic and operational levels. Resources have been allocated from the 2022/23 MTFs process for a three year period to commence the work required, and this will be reviewed again each year as part of budget setting. Contractors have advised that they now require a minimum 18 months for mobilisation, and longer for pricing, which shortens the preparation time significantly. The timetable is a risk itself, but there is also uncertainty of the demands from the emerging Environment Act 2021 and other local policies (such as paper and card implementation), all adding to the risks of this high value contract. This work is considered to constitute a high risk for the Council.

## Tree management

The City Council's tree stock does not receive routine inspection. The resources available are prioritised to deal with issues responsively. Some initial, limited, funding is being used currently to set up and trial an inspection programme, and the findings from this will be used to suggest the resources required for a sustainable system. As sustained funding is not yet in place it is considered that it constitutes a high level of risk for the council. When funding is allocated and a programme developed and commenced (based on highest risk trees first) it is the view of H & S that this is considered a reasonable and proportionate response, as all trees cannot be inspected at once. However, whilst there are high numbers of trees in the city requiring a first inspection, it is likely that the physical risks may remain for some years.

Performance Management Framework  
Further developments have been delayed but the core strategic measures are still regularly reported to Members and portfolio holders.

## Service Planning

This was suspended in 21/22 but will restart in 22/23.

## Public Protection Anti-Social Behaviour

Covid has impacted on performance due to limited opportunities to engage clients and increased demand on the service, but performance is starting to improve once again.

## Licensing

Covid impacts and additional work now restrictions have been lifted. The service is trialling new software to assist in streamlining systems to make work flow faster.

## Public Conveniences

The savings programme has required staffing reductions that reduce the service's resilience. Covid has also had an impact on this. As such, until a suitable period has been completed, it is recommended that this service is operating with a medium level of risk.

## CCTV

The savings programme has required staffing reductions that reduce the service's resilience. Covid has also had an impact on this. A trial period has been completed, but as the city continues to return to a fuller programme of leisure activity both daytime and in the evening, it is recommended that this service is operating with a medium level of risk, until this resilience is fully tested.

## Non Operational Land

The council has land holdings that are not, for a variety of reasons, in active management so decisions need to be taken to either dispose of them, or resource their management for safety and biodiversity. This is under consideration currently and a budget has now been made available to cover resolving any health and safety risks emerging from the now planned six monthly inspections.

## Bus Station

The management of the bus station is under contract to Stagecoach. It is known that Stagecoach have suffered under covid

## Director's Key Messages

restrictions, and are now impacted very significantly by staffing shortages, resulting in many cancelled services. The effect on the bus station is that they are struggling to fulfil their contractual obligations, leading to more incidents of customer dissatisfaction and increasing interventions by council staff. We are actively managing this situation and more latterly there has been an improvement.

### Corporate Health & Safety

The additional workload created by Covid has impacted on normal work streams, but a plan is in place to catch up on backlogs.

### Housing Standards

There is a backlog of visits / inspections because of Covid, and a plan is now in place to address this over the next few months.

### Bereavement Standards

Capital works have increased capacity but there are staff shortages. Two new members of staff have been recruited and are being trained, which will address this.

### Christmas Market

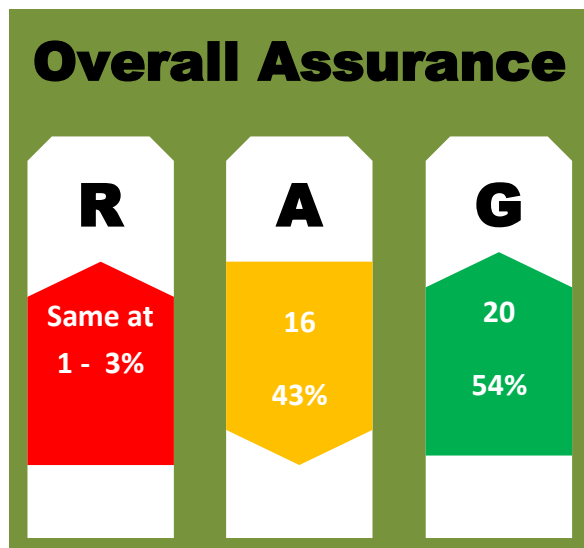
Uncertainties caused by Covid. The 2021 market was very well attended and hopefully sustained visitor numbers in 2022 will be a good barometer to assess how we move back onto the 10 year development plan for the market.

### Lincoln Christmas Lights

A review will commence in 22/23 to see if there is a more cost effective way of delivering the lights in the city whilst still maintaining a beautiful display.

# Director's Key Messages

## Strategic Director - Housing and Investment



### Key service areas

#### AD Housing

Tenancy Management; Homelessness / Rough Sleeping; Housing Solutions; Housing Business Support Services, Elderly Services, LINCARE, Voids, Leaseholder

#### AD Investment

Housing Repairs; Planned Maintenance; Fleet management, Housing Investment, contract management, Stores

#### AD Housing Investment and Strategy

Housing Strategy & new build, Sincil Bank Regeneration; Safety Assurance, Next Steps Programme, Resident Involvement, Buyback programme

#### Other

ICT, Information Governance, Business Development, Web Services, Data Security, Safeguarding

### Directorate Red Risks

Failure to maintain and support IT systems for the Housing service

### Critical Activities

#### Red

Lincare / Emergency Control Centre

#### Amber

Information Management

Council House Rent Collection

Resident Involvement

Sincil Bank Regeneration

Void Management

Housing Strategy

De Wint Court

Planned Maintenance

Safety Assurance

Housing Business Support Services

Fleet

Stores

ICT Infrastructure & Assets

IT Security

ICT Maintenance / System Administration

ICT Application implementation & business development

### Key Messages

We continue to operate housing services in a challenging environment. As well as the ongoing impacts of Covid19 we are still seeing the impact of Brexit. No direct support has been provided by government for LA Housing Services. Shortages of materials and labour still exist and are restricting delivery.

We continue to try to enhance the standard of our stock and improve our day-to-day repairs service with the customer at the centre. Our Scheduled Repairs pilot continues and is showing some very positive signs in terms of customer satisfaction, productivity and reducing our carbon footprint.

We continue our new build programme to enhance stock numbers and to try and mitigate the impact of the Right to Buy regime. New general needs properties will be delivered directly at Rookery Land and our flagship De Wint Court development will be complete in early March, which will add an additional 70 extra care units to our sheltered housing stock.



# Director's Key Messages

New fleet will be delivered in the new financial year which will improve our ability to respond to customers but also drive down journey costs whilst reducing our impact on the environment. Major investment will return during the year as we continue to strive to enhance our own housing standards, more local contracts will be awarded which will hopefully see us keeping the Lincoln pound in the local economy. Rents will remain as low as possible as the Council tries to limit the impact of rising household costs for its tenants.

Our Housing Strategy has been refreshed, as has the 30 year Business Plan. Further work on these key strategies will continue in the coming year.

We will invest more in sustaining tenancies, we have now recruited dedicated officers for the purpose, and we will work closely with DCE colleagues in trying to eliminate ASB and manage its impact on our communities.

## Lincare / Emergency Control Centre

The service continues to deliver but staff shortages and significant financial uncertainties means we will review the operating model to ensure sustainability of the service going forward.

## Information Management

Work is continually required to maintain and improve awareness and resource is limited.

## Council House Rent Collection

Arrears increased at the start of the pandemic due to several factors including a freeze on enforcement action. Restrictions have now been lifted arrears and this, coupled with changing work practices and enhanced support packages, have seen collection levels above target despite the continued issues in relation to universal credit.

## Resident Involvement

Work is progressing to implement the requirements of recent new legislation, but this may be impacted by vacancies in the short term. A new Resident Involvement Manager is in the process of recruitment. The team have been brought into the wider Housing Strategy Team, giving it more resilience and embedding its work in the Housing Strategy delivery.

Sincil Bank Regeneration  
Covid has delayed project delivery, however resident parking proposals are progressing and plans for new homes and redevelopment at Hermit Street are progressing to planning stage.

## Void Management

Void numbers are higher than we would normally expect to see at this time. There are a multitude of reasons for this, some related to Brexit and others to the pandemic. A raft of improvement measures has been instigated and the numbers, in the process, are rapidly reducing. Pressure on the general housing need continues to cause resourcing issues.

## Housing Strategy

The Housing Strategy has been refreshed and the focus of the team now needs changing. Work plans are being developed to focus on strategic requirements as set out in the Housing Strategy and will be reflected in the Service Plan.

## De Wint Court Project

Project is progressing well but there could still be some minor issues that delay practical completion. However, practical completion of the project is anticipated to be at the beginning of March, within the original timescale and cost envelope.

## Planned Maintenance

The Council's long term contract has come to an end, and contracts are in place for urgent works. Detailed procurement work is underway for new packages of work that will enhance the stock and improve housing standards.

## Safety Assurance

No process / compliance issues but the manager post is vacant. An interim manager is in place whilst a permanent replacement is recruited. Safety Assurance will look to encompass wider compliance requirements resulting from legislation.

## Housing Business Support Services

The service continues to operate effectively and is supporting other areas of the council. The major challenge is the replacement of the Directorate IT platform that has needed attention for several years. This work is underway, and an extensive procurement exercise has begun.

# Director's Key Messages

## Fleet

Production delays may possibly impact on the delivery of new vehicles.

## Stores

National shortages of some materials plus contractor performance requires improvement in some areas.

## ICT Infrastructure & Assets

Asset database and licensing control require further work.

## IT Security

PSN outstanding. New IT Security policies need to be rolled out.

## ICT Maintenance / System Administration / Support

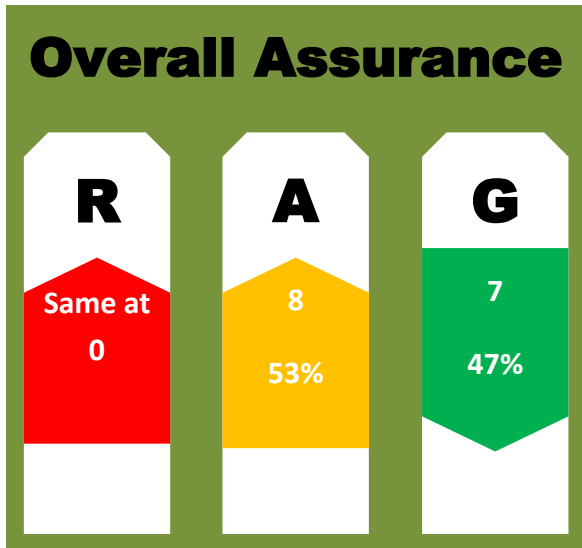
The team is currently engaged in a number of projects across several areas. Capacity is therefore stretched.

## ICT Application implementation & business development



# Director's Key Messages

## Strategic Director - Major Developments



### Key Services and delivery areas

#### AD Growth

New Build / New homes; Town Deal; Economic Recovery; Infrastructure; Place Based Marketing; Western Growth Corridor; Energy / Climate; Funding; Tourism

### Directorate Red Risks

There are none.

### Critical Activities

#### Red

There are none

#### Amber

- New build / new homes
- Economic Recovery
- Infrastructure
- Place Based Marketing
- Western Growth Corridor
- Lincoln Climate Commission (Net Zero Lincoln)
- Sustainable Warmth Programme
- Tourism (Visitor Economy)

### Key Messages

#### Overview / Commentary

The Directorate is leading on a major programme of work to support economic recovery, the long-term growth of the city and addressing climate change impacts. This is in addition to leading on the covid-19 business response.

This is a broad programme of work which ranges from economic development to the delivery of major housing and commercial development, to co-developing and implementing Lincoln's carbon reduction action plan. The scale of the programme, relative to resource is a key challenge for a small Directorate. To help manage this challenge, the team is working to maximise external funding opportunities as well as collaborating with external partners and other internal services.

#### Delivery Detail

Alongside a major programme of regeneration and development, the Major Development Directorate continues to lead on the Covid Business Support response through a 'One Council approach' with Business Services, Revenues and Benefits, Audit, Policy, Finance and Environmental Health. This work is to administer the Government's Business Support Grant schemes and ensure businesses receive the grants they are entitled to, to enable them to continue and be in a good position during the recovery period. Remote working has largely worked well for the team and will provide a strong basis for working in the future.

The Team has continued to develop the following Council's Vision 2025 priority 'Let's Drive Inclusive Economic Growth' Projects. Progress and delivery are viewed as even more relevant and necessary to support the City's economic recovery, as well as supporting the Greater Lincolnshire and County Economy Recovery Plan objectives.

**Delivery of Western Growth Corridor** – work has progressed to support the requirement of the planning process and future delivery. Planning consent was achieved on 12 January 2022 and work to enable a start on site later in 2022/23 is well underway. A range of detailed reviews, delivery planning and work

# Director's Key Messages

programming is being undertaken, including a full community engagement strategy.

**Growth Strategy and Lincoln Investment Plan.** This has been developed over the last 2 years through the Town Board to support the Town Fund Bid. A bid for £25m was submitted at the end of October 2020 and £19m was awarded in March 2021 – a further Levelling Up bid was submitted in June 2021 for £25m but was unsuccessful.

**Lincoln Town Deal Board.** As the accountable body and secretariat for the Town Fund, the Council has been working with Town Deal projects to develop detailed business cases to unlock funding for delivery. Currently, all projects are scheduled to complete the business plan process by the end of March 2022. As part of the Economic Recovery Plan and in addition to Town Fund, the team is working on a programme of support, utilising 'Additional Restrictions Funding' to provide additional help to businesses and the high street more generally. The Small Business Support team have also been successfully supporting businesses within the workspaces and the wider economy. The whole team is working with external partners to support delivery and maximise opportunities to aid Lincoln's recovery.

**Centre Vibrancy: Cornhill Square.** Phase 1 has been completed with removal of the old visitor information kiosk. Funding has been secured for the wider public realm works through the Town Deal (Accelerated Fund) and this second phase was completed in Summer 2021 to create a multi-functional events space.

**City Centre Vibrancy: Central Market & City Square and Tentercroft Street.** The Central Market project has achieved planning consent and final details and a construction contract are being negotiated to enable works to begin in May 2022. Further market analysis and design work are being undertaken to support the Tentercroft Street proposals, with support from Homes England, before further detailed designs and business plan work starts later in 2022.

**Becoming a Digital City.** Initial work was commissioned in March 2020 for consultants to work with local partners to identify the opportunities and priorities for driving the digital agenda in Lincoln. This has informed the

objectives and priorities within the Lincoln Investment Plan and wider infrastructure and investment opportunities. 2021/22 has seen investment to improve physical digital infrastructure, with work starting across the city by several commercial companies.

**Transport Task Force and Transport Strategy.** Lincoln Transport Strategy has been adopted for the period 2020-2036 and has informed the new Lincolnshire Transport Plan and Bus Service Improvement Plan.

In addition to the Economy Vision 2025 projects the team have also supported delivery of the 'Lets delivery quality Housing' aspirations in terms of increasing net Council house numbers and provision of new homes. This includes the provision of 5 new affordable homes at Swift Gardens, the demolition of the Views in preparation for longer-term redevelopment at Queen Elizabeth Road and starting on site in Summer 2021 with the development of 42 affordable homes at Rookery Lane.

The Directorate also continues to lead on addressing the Challenge of Climate Change. As well as working corporately to implement the Council's own carbon reduction plan, the team facilitate and work with partners through the Lincoln Climate Commission to implement the carbon reduction road map. The Council won a national award in 2021 for the success of its work in improving its own environmental management processes and delivery. The Lincoln Climate Commission website has also been well received and used.

## New Build / New Homes

Some projects have been delayed as a result of sector challenges and capacity / changes within the wider team.

## Economic Recovery

Capacity issues to deliver work required.

## Infrastructure

Capacity issues to deliver work required.

## Place Based Marketing

Covid has impacted on delivery.

## Western Growth Corridor

Phase 1a to start but lots of risks to be managed.

## Director's Key Messages

### Lincoln Climate Commission

Challenging programme of works to deliver and slightly behind.

### Sustainable Warmth Programme

Work is on schedule but need to recruit a project manager.

### Tourism

Partnership working requires improvement.

## Key Messages

## Key Projects

The Council's Project Management framework is fit for purpose.

Projects continue to be delivered but the corporate monitoring and assurance framework has again not been operating during 2021/22. It is planned to resume in 2022/23.

Large projects will have a project board and all projects should have risk and financial management processes in place.

## Key Partnerships

Key partnerships have been identified and partnership governance assessments are being undertaken.