



CITY OF
Lincoln
COUNCIL

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

Together, let's deliver
Lincoln's ambitious future





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Foreword

The Vision for Lincoln set out in this document is intended to match the aspirations of the communities we serve and the ambitions of our many valued partners and organisations that contribute to the great place that Lincoln is.

Looking forward to 2025, we can be certain that rapid growth, social and economic and technological change evident across the world will continue to offer us both opportunities and challenges as a city.

It is all the more important that we have a strong vision, a strong sense of purpose and some clearly stated values that will guide us in making the choices and decisions we will all face.

This five-year plan, based on many conversations we have had with members of the public and our partners, sets out in some detail what we think needs to be done to deal with the most pressing issues we face in Lincoln.

Our plans aspire to achieve a dynamic, resilient, inclusive and carbon neutral city, but importantly as well, to have Lincoln as a place of advanced social progress, with a high degree of social cohesion, a city of cultural, generational and ethnic diversity.

We have a key role to play in building shared visions and being an approachable, innovative and trusted partner, but it also needs strong partnerships with partner organisations and the communities it serves to succeed.

Wider economic forces, post Brexit, and significant restraint on public expenditure will continue to pose challenges for all of us.

We have responded positively to these challenges with greater efficiency, innovation in service delivery, creativity in seeking new sources of income, and seeking to establish a 'One Council' philosophy with the customer right at the heart of everything we do.

We hope this Vision for Lincoln for 2025 does reflect your aspirations for the immediate future for Lincoln and look forward to working with you to achieve it.



Angela Andrews CPFA
Chief Executive and
Town Clerk



Cllr Ric Metcalfe
Leader



Introduction

Lincoln's Vision 2025 sets out what we want to achieve over the next five years and how we are going to achieve it.

This is the second phase of our long-term vision for Lincoln by 2030 and follows on from the success of Vision 2020. As in phase one, the detailed programme, which includes a significant amount of partnership working, will need to be flexible, with project delivery being aligned to changing local needs. The overall strategy will need to react to the state of the economy, government and other funding, and requirements resulting from changes to legislation. Therefore, we may revise or add projects in response to changing needs in the city. Our vision includes some known specific projects, but it will be supported each year with a more detailed Annual Delivery Plan, including delivery measures, and monitored through the Annual Report.

Vision 2025 has been developed through internal workshops and discussions with councillors as well as external consultation with residents, businesses and other organisations with a stake in the city. It builds on Vision 2020, and includes longer-term projects which were started, but not yet completed, as well as brand new projects identified through our consultations.

The focus of this document is on the key areas we plan to improve during the period of the plan, as well as reflecting briefly on where we stand as a city and what we have achieved during the past three years. A separate document, 'Celebrating Vision 2020', provides full details of our achievements in phase one of our vision.

A robust performance monitoring process will be key to achieving our goals. Each strategic priority chapter includes a section on how we will measure success, and separate annual reports on each priority will show progress on the measures for that year.



Our vision

Together,
let's deliver
Lincoln's
ambitious
future



What has already been achieved in Lincoln

Lincoln is a growing and forward-looking city built on historic foundations and is the economic driver for the Lincolnshire area. The city's rich mix of new and old has been enhanced over the three years of Vision 2020 with new development in the city centre complementing the existing historic fabric.

Further development is planned over the period of Vision 2025 with the city continuing to embrace change and evolve to cater for its growing population, while respecting its strong heritage and diverse cultural identity. The key to achieving this lies not just with us, but with key partners within the city including the University of Lincoln, Bishop Grosseteste University, Lincoln College, Lincolnshire County Council, Lincolnshire Co-op, Visit Lincoln, Lincoln BIG, Network Rail, Department for Transport, Ministry for Housing Communities and Local Government, London North Eastern Railway and Lincoln City Football Club to name but a few.

Infrastructure



The city's East-West Link Road was first opened to traffic in September 2016 and our new £30m Lincoln Transport Hub scheme is now complete. The hub comprises a modern bus station, a new 1,000 space pay on exit multi-storey car park, simplified highway and improved public environment as well as a new cycle storage scheme. It has created a more accessible and attractive gateway to the city and has acted as a catalyst for further investment into the city's retail and cultural offer.

Commuters and visitors have seen a significant increase in the number of direct rail services to and from London, now running every two hours, with further improvements in links to Birmingham and Sheffield also planned. This increase in service is likely to have many benefits for the local economy and help raise the profile of the city further.

Increased rail traffic through the city centre has resulted in longer waiting times for both road and pedestrian traffic at two city centre rail crossings. To help reduce pedestrian waiting times, Network Rail has delivered a new £12m fully accessible footbridge which opened in June 2016 over the city's High Street level crossing and further pedestrian footbridge over the Brayford Wharf East crossing in May 2019. Further improvements to the road network around these two crossings have also helped improve traffic flow through the city.



Economy



Since 2013 the growth of Lincoln's economy has exceeded forecasts with a 9% increase in jobs and a 20% increase in business growth. This has been achieved with a diverse range of investment. Foreign direct investment of £50m by Bifrangi in its Lincoln facilities has enabled the firm to expand its production of engine parts and Siemens has also recently reaffirmed its commitment to Lincoln with a £4m investment into its gas turbine manufacturing plant in the heart of the city. This follows the development of a manufacturing and research facility at Teal Park on the outskirts of the city, together with its partnership investment in the University of Lincoln Engineering School.

Local investment has also supported economic growth, particularly Lincoln's developing digital business cluster which together with North Hykeham businesses is the location of almost a third of Greater Lincolnshire's digital tech economy jobs, accounting for more than half the total turnover of all digital businesses in Greater Lincolnshire. Lincoln is home to more than 400 digital tech jobs including GCI Telecom Group Ltd, AVG Technologies UK Ltd, Dynex Semi-Conductor Ltd, ScholarPack, Selenity, Distract, Inzpire, Cool DC, KryptoKloud Ltd, and Tended Ltd. Lincoln is also home to a new co-working digital hub, Mosaic, which opened in October 2019. The hub aims to enable the growth and development of the digital sector by providing dedicated space for digital businesses to network and collaborate.

The Lincoln Science and Innovation Park is very successfully supporting the development of technology and knowledge-based businesses, both new start-ups and established small businesses, through provision of office space and business development support. The second phase of the park obtained planning in 2019 and secured full funding in 2020 with development on site following.

The city has a number of managed workspaces; Greetwell Place as a general workspace, The Terrace as a creative industries workspace, Think Tank Innovation Centre and a wide range of incubation and small office space accommodation at the universities and provided by the county council. These all continue to operate with full occupancy.



Retail

Lincoln is the dominant retail centre in the county, pulling consumers from across Lincolnshire and the wider area. The city boasts a wide choice of shops, ranging from small independent retailers to national and international brands.

Against a national picture of declining high streets and significant reductions in retail employment, Lincoln, whilst suffering some shop closures, has also managed to buck the national trend and still secure new retail investment. Investment in the city centre by Lincolnshire Co-op of £12m got under way in 2016 when the Cornhill Quarter redevelopment project was started alongside our Transport Hub scheme. The Cornhill Quarter has already brought new international, national and regional retailers and leisure brands to the city with Everyman Cinema due to open alongside other new names to the city throughout 2020.



Visitor economy



Tourism has consistently made a strong contribution to the local economy and supports several thousand jobs in the city. The Cultural Quarter spans the east of the city centre and the south entrance to Lincoln's Cathedral Quarter. In this area, there is a wide variety of attractions including theatre, museums, art, music, cuisine, bars and cafés.

The award-winning redevelopment of Lincoln Castle in 2015 attracted one of the Heritage Lottery Fund's most significant grants to create a high-level walk around the ramparts as well as develop a state-of-the-art facility for holding Lincoln's 800-year-old Magna Carta.

The medieval square between this impressive Norman castle and Lincoln's magnificent gothic cathedral is the perfect backdrop for Lincoln Christmas Market, which has developed dramatically since it began in 1982 with just 11 stalls. The Christmas market now attracts around 250,000 visitors each year, bringing in £13m to the local economy. Other events such as Lincoln Steampunk Festival, the '1940s weekend', the Frequency festival, the cycle Grand Prix and the Lincoln 10K race bring in a further significant influx of visitors. We are working with partners to extend the offerings available. One such new event will be the 'Imp's Trail' which we are working with Lincoln BIG and others to deliver in 2020.

Improvements at the cathedral with the current development of a new visitor centre and dynamic new floodlighting will further strengthen the visitor offer, and there are also plans to improve visitor information facilities in the city.

Education



Probably the most significant change Lincoln has seen in the last 25 years is the development of our educational establishments, the mix of which now rivals many larger cities in the UK.

The University of Lincoln, opened in 1996, was the first new city centre campus to be built in 25 years. The student intake has now increased to around 14,000, and the university employs around 1,600 staff. The University of Lincoln has steadily risen through the rankings, now lying 42nd in the Complete University Guide 2020 league table, making it a destination of choice for many students. The university has already invested £200m into its city centre campus alongside the Brayford Pool and is investing a further £130m, creating around 3,000 jobs for local people, attracting academics and students from around the world, stimulating the local economy by an estimated £300m.

The university's School of Engineering opened in 2011 in collaboration with Siemens, and became the first engineering school to be created in the UK for more than 20 years. The school is housed in a purpose-built engineering hub, with teaching facilities as well as research laboratories, engine and gas turbine testing facilities and workshops. In 2019 the university welcomed the first cohort of students to the new Medical School, with new purpose-built facilities currently under construction and due to be completed in 2021.

However, Lincoln has not just one but two universities. In 2012 the status of Bishop Grosseteste University was confirmed, creating a second university in the city and currently has 2,250 students. This teaching facility has been in Lincoln for more than 150 years and is committed to being a leader in learning and inspiring excellence. It currently holds the TEF Gold award, given to institutions that consistently deliver outstanding teaching, learning and outcomes for their students.

We are working in partnership with both the University of Lincoln and Bishop Grosseteste to develop a Civic University Agreement – a pledge by the universities to support pressing issues in the city, ranging from helping businesses adapt to technical change to boosting the health of local people.

Leisure and culture

Lincoln has a number of award-winning parks and open spaces. Hartsholme Country Park contains Victorian landscaped gardens, a large reservoir, woodlands and grasslands. Many of the park's features survive from the original landscaping that took place in the 1860s. The replacement of the park's popular White Bridge in 2014 has continued to enhance the appeal of the park to residents and visitors from further afield.

Lincoln is also home to the Arboretum, a grade II listed historic park, which in 2003 received £3m of funding to restore and to bring it back to its original beauty. A second grade II listed park in the city is Boultham Park, which recently received £4.1m funding from the Heritage Lottery for improvements to facilities in the park. This included work on the café, stable block, glasshouse, bandstand, fountain and bridge as well as improvements to the entrance. A further phase of improvements is now planned for the lake which will make it more accessible for leisure activities and a great place for families to enjoy.

With the growth in the city's population, Lincoln's leisure industry has increased and developed. Lincoln now has several entertainment venues including Lincoln Drill Hall, restored in 2004 with a highly flexible state-of-the-art auditorium, the LPAC theatre and Engine Shed on the University of Lincoln campus, as well as the small, but traditional, New Theatre Royal in the city centre. The Lincoln Cultural Arts Partnership (LCAP) is a key partnership, established to support the arts, cultural and visitor sectors – developing strategic approaches to enhance the city's cultural activity.

Additional leisure facilities take the form of the city's two leisure centres. In 2018, Birchwood Leisure Centre benefited from a £1.5m refurbishment and 2019 saw a refurbished pitch and athletics track at Yarborough Leisure Centre as well as a new all weather pitch at each leisure centre.



Lincoln's communities

For 100 years we have been proud of our focus on supplying good quality, environmentally friendly social housing for those unable to move onto the housing ladder. Over the past five years we have gradually developed a long-term programme aimed at meeting the housing demand in the city until 2030, which ranges from purchasing off plan, in house building and more recently plans for an extensive revitalisation of the provision of supported housing.



Recognising that Lincoln's communities are the heart of the city, we have made significant investment into a revitalisation programme in the Sincil Bank area of Park Ward. While there is more to be done, environmental enhancements, establishment of a community land trust and the opening of a community hub have kick started the project to make the area a better place to live and work. The work is overseen by a neighbourhood board and supporting theme groups set up to ensure real community involvement.

In other areas of the city, local forums supported by Voluntary Centre Services, are becoming real community voices for their areas.

A socially responsible and sustainable Lincoln

In 2005, concerned about the implications that climate change has for the environmental, economic and social wellbeing of the city, we produced a Climate Change Strategy with a view to minimising our impacts on the environment. One of our key objectives is to identify how to substantially reduce greenhouse gas emissions within Lincoln and how we should adapt to deal with predicted changes in climate.



Members of the Low Carbon Lincoln Partnership have made a formal commitment to working together to reduce Lincoln's carbon footprint by signing up to the Low Carbon Lincoln Charter 2012-20. We have steadily reduced our carbon footprint through a range of different initiatives, including the installation of electric car charging points and solar panels at City Hall, and extensive investment into Shuttleworth House in Lincoln's Stamp End to provide greener energy for residents along with other major changes. New council homes have also been built to high environmental standards, including installation of electric charging points as standard in some new houses. In June we declared a climate emergency and more recently made a commitment to plastic-free initiatives and reduction in single-use plastics.

The Lincoln Climate Commission emerged from a collaboration with ourselves, Siemens, Transition Lincoln and the University of Lincoln. Since then the group has expanded to include input from a range of businesses and organisations whose aim is to help shape Lincoln's transition to become a resource efficient and climate resilient city.

Opportunities and challenges

This section shows some of the key opportunities and challenges for Lincoln. If you would like to know more about the statistical evidence base on Lincoln please read the Lincoln City Profile available in the corporate publications area of www.lincoln.gov.uk





Economy

Lincoln has fared well through the years of recession and recovery, and recent achievements such as the Lincoln Transport Hub have meant that the city centre is bucking trends for downturn seen elsewhere, and the city has a good mix of retail, cultural and leisure offerings for residents and visitors alike. In addition, the city's reputation as a key location for engineering and scientific development is evidenced by the growth in university opportunities and local business referred to in the previous section.

Lincoln's economy has experienced some welcome improvements that benefit both residents and businesses such as full-time workers seeing increases in their annual salary and 90% of new businesses surviving their first year of trading - but we have still faced challenges. These challenges are not unique to Lincoln and are experienced by other areas across the country. Despite the growth of the Lincoln economy our GVA (a measure of prosperity) has decreased and we continue to have a low paid and predominantly low skilled population.



Financial inclusion

The welfare of a city's residents has a direct effect on their use of crucial services offered by private sector companies and local government. The welfare system is designed for those who need support from central and local government the most. It is designed to protect and promote the economic and social wellbeing of its residents, based on the principles of equal opportunity, distribution of wealth and above all public responsibility for residents who are unable to provide themselves with a basic quality of life.

Over recent years we have had a strong focus on supporting those needing help and as a result, Lincoln's welfare state has continued to see improvements, including a drop in the number of people in fuel poverty and children living in low income or out of work households.

Crime

Whilst crime overall is the responsibility of the police, as a key partner we will support projects that deter crime and improve public safety and a number of these form part of this five-year programme. We have recently significantly upgraded the standard of our CCTV offering for the city to enhance the safety aspects of key areas.

In a similar trend to the rest of the country, the total reported criminal offences in Lincoln have increased and in most crime categories, levels have got worse by a minimum of eight percent. However, Lincoln has seen improvements in four areas - the rates of burglary, weapons possession, vehicle related crimes and theft from the person.



Children and young people

A strong and effective education at a young age helps to develop a child/teenager's own thoughts and perspectives about the world. It also prepares them for work, which in a city such as Lincoln, is a big contribution to the economy and the overall skill levels of our population. Educational development is not just about the academic performance of young people and is just as much related to supporting young people into all forms of personal development, such as apprenticeships and traineeships. Working with partners we are keen to seek funding and develop specialist opportunities to carry on from the excellent offerings provided in the first three years.

From data produced throughout 2019, Lincoln schools' educational performance has still seen the percentage of foundation students who are achieving a good level of development maintaining at 66%, but the average Attainment 8 score and Progress 8 score have both deteriorated since their introduction in 2017. The percentage of people with an NVQ Level 1 and 2 has increased, whilst those achieving a level 3 and 4 have decreased.

Housing

High quality housing that is affordable and flexible can help people of all situations to grow and achieve their true potential. By having a place to call home, people not only feel that they belong in their community, but they are more likely to look after their surroundings, which raises and maintains the appearance of the city.

Lincoln's housing data has seen some encouraging improvements, a key measure is the housing affordability ratio (the ratio of prices paid to salary earned) which is lower than similar cities to ourselves, in part due to the lower salaries in Lincoln. This effectively means more people can afford to get on the purchasing ladder.

The average price paid for a property in Lincoln has increased for the sixth consecutive year, which is positive for those already owning homes, but could eventually affect the affordability ratio making it harder to get on the housing ladder.

The number of properties sold under Right to Buy has increased recently, although this does mean that it decreases the number of social homes available unless new stock is built or bought. We still face challenges, as every city does, with average private rental costs in properties of all sizes increasing in line with the East Midlands and England rates.





Environment

Our environment is suffering at the hands of climate change. The air we breathe, the outside spaces we enjoy and the places we call home are being threatened by over consumption of energy, single use materials, as well as rising CO₂ levels and global temperatures. Having declared a climate emergency in 2019, we will place new focus on this priority as a key element of this plan.

Lincoln's environment is continuing to see some very encouraging improvements, such as decreases in energy consumption, more electric vehicles and another year of decreases in CO₂ contributions. Gas and electricity consumption have also decreased for the sixth consecutive year and household waste per person has also decreased.

The city has improving air quality with a reduced Air Quality Management area – in fact, Lincoln dropped to just third lowest CO₂ levels out of a group of comparable local authorities.



Health

A 'healthy' city is not an outcome but is instead a process of continuous development to offer residents improved physical and social environments that allows them to support not only their own personal goals, but also community goals of belonging, trust and physical and social safety. Thus, the goal of having a healthy city is more than just about the physical health of its population and is a much broader scope of health-related activities.

We have already invested more than £3m in physical sport activities over the last three years, we have improved our parks, and have further developments to come. With this in mind, one of our goals in this plan is to ensure we have healthy and diverse offerings which will appeal to as many of our residents as possible.

Some worrying health changes in the most recent data include the reduction in life expectancy for Lincoln residents and the continuing high mortality rates for cardiovascular and cancer sufferers. Both female and male life expectancy have dropped, and Lincoln suffers from having the second lowest life expectancy for both males and females compared to a comparable group of local authorities. We have seen some improvements though, with the rate of self-harm decreasing along with a decrease in the number of alcohol related conditions.



Our vision

Together, let's deliver Lincoln's ambitious future

The strategic priorities that underpin our vision:



Not all the aspirations will be progressed at the same speed or even at the same time. They provide an overview of where effort needs to be placed over time.

Our aspirations

The aspirations that underpin our five strategic priorities

Let's drive inclusive economic growth

- ▶ 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 reduce all kinds of inequality

- ▶ 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 deliver quality housing

- ▶ 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 enhance our remarkable place

- ▶ 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 address the challenge of climate change

- ▶ 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

Ensuring a strong link between our vision and the projects we will deliver

Our Vision 2025 and the five-year activity programme which supports it is designed to have a simple structure. At the top is our long-term vision for the city, as set out in the five strategic priorities each of which will help improve an aspect of life in the city. Each priority is then underpinned by five more detailed aspirations of how we will achieve our overall aim, with all the projects that will help deliver that priority underneath.

The new climate change priority has a number of projects of its own but is also supported by projects from within each of the other four priorities.

Surrounding all this work is our commitment to continue delivering professional, high performing services via the One Council programme, reinforced by our core values, which govern our approach to everything we do.



Let's drive inclusive economic growth

Introduction from Portfolio Holder Cllr Neil Murray

“Inclusive economic growth is the key to driving forward many of the ambitious projects in this five-year programme. We will be building upon the success of Vision 2020 to ensure we are inclusive and that all our residents and businesses benefit from the economic success of the city and contribute to our exciting future.”



What Lincoln will look like beyond 2025

Lincoln has grown into an internationally renowned creative and innovative world class historic city. We are known for our enterprise, engineering, heritage, research and educational excellence while demonstrating that being a competitive city does not mean compromising our people, values or culture. In our continuing role as the growth engine for Lincolnshire, the city has attracted a high level of investment into the economy.

The leading Lincoln Science and Innovation Park hosts cutting edge global companies including defence-based technologies, drone technologies and a gold registered data centre. Whether you're a start-up, or global company, Lincoln is a home for business. Our diverse business offering has allowed us to trade on the global market. Lincoln exerts a powerful pull with a strong and loyal workforce that allows it to attract a diverse population of investors and businesses.

Lincoln has a strong city centre with an equally powerful tourism offering. Our vibrant connection between residents, businesses and visitors has enhanced our twilight economy which has a reputation for high quality social experiences and Lincoln's diverse cultural offering has transformed the night-time economy.

Residents of Lincoln have the opportunity to develop their skills and have exciting employment and training opportunities available to them. New people to the city bring fresh talent. We have a high-quality knowledge economy and we are a centre for academic excellence. Our exciting partnerships including the Civic University Agreement, our close working with Lincoln College, health providers and other key stakeholders has regenerated communities that historically have been some of the most deprived in Lincoln and is where the greatest difference has been experienced for residents of the city. Investment in sustainable housing, environmental improvements, creation of employment opportunities, and improved workforce skills through an innovative renewal intervention programme in Sincil Bank and Park Ward has transformed the lives for people in the area, paving the way for similar initiatives across the city.

Lincoln is now a truly multi-modal city, with public transport being accessible, efficient and high quality. Cycle paths, walkways and pedestrianised areas have created a harmony between people and businesses. Building on the infrastructure improvements within and around the city, it's now more accessible than ever to travel in or to Lincoln.

Lincoln is a smart place. We have joined up the infrastructure sectors which has provided a resilient economy, better access to healthcare, mobility and accessibility have improved and a mix of new technology and digital opportunities along with more traditional ways of not over complicating simple tasks.

Why this is a priority

For Lincoln to achieve its ambitions, we need a strong, vibrant, successful and diverse economy. This needs to be inclusive so all businesses and residents benefit from it. This means removing the barriers to employment, jobs, business growth, suppliers and clients. By focussing on infrastructure improvements; visitors, businesses and residents can more easily move around the city helping to make the city centre the heart of the economy.



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

This aspiration ensures that barriers are removed so that businesses can flourish, residents have new opportunities to develop and so that visitors have the best experience possible. It will balance the needs of all who work, live and visit Lincoln. Western Growth Corridor will provide better transport linkages between different areas of the city not previously available to them.

► Delivery of Western Growth Corridor

Western Growth Corridor is a new community, linking adjacent communities into the city centre, supporting the creation of an inclusive and sustainable new community within the heart of Lincoln. This will help reconnect disconnected parts of the city with new "Lifetime", carbon neutral homes set in beautiful green landscaping with views of the hillsides and cathedral. Subject to planning, the first homes will be available in 2021, with over 300 delivered by 2025. The delivery of Western Growth Corridor will achieve against all the stated priorities of the council.

► Transport Task Force and Transport Strategy

Working with partners, including Lincolnshire County Council, we will seek to deliver priority schemes identified within the emerging Lincoln Transport Strategy. The Transport Taskforce looks at all forms of movement in and around the city seeking to improve rail connectivity, especially the links to Nottingham, Sheffield and Manchester. We also need to increase rail passenger numbers, increase bus service frequency and improve the cycle and walking paths across the city. All of this will not just improve the city's look and feel, but will improve the opportunities for the residents, visitors and businesses in the city.

► Review our parking strategy in response to the Lincoln Transport Strategy

In the review of our parking strategy, we want to ensure there is enough parking in the right locations to support the economy. We will ensure that businesses, commuters, and visitors will have high quality parking in the right places, while also supporting the needs of the city centre and public transport.





Aspiration: Let's continue to help businesses prosper

To maintain a resilient economy, we need to ensure that businesses are supported. From start-ups to global companies, business needs to be able to flourish. We want young people to be able to live in our city centre, and we need to ensure that the city centre itself offers everything you need to do that.

► City Centre Vibrancy: Cornhill Square

The Cornhill is Lincoln's new contemporary space within our city centre. This project is all about us creating a high quality, multi-use space that supports the twilight economy where family-centred events and cultural activities can be enjoyed.

► City Centre Vibrancy: Central Market & City Square

By restoring the Grade II Lincoln Central Market and City Square, we will create a strong, sustainable indoor and outdoor market offer in Lincoln. This will create an anchor destination within the Cornhill Quarter which will support high quality independent trading, promoting local produce and start-up retail and creative businesses.

► City Centre Vibrancy: Tentercroft Street

We are transforming this area of the city into a new 'city living' concept, which will nurture the development of apartment living, entrepreneurial businesses and job opportunities next to the Transport Hub, Lincoln Central Railway Station and High Street. The development of Tentercroft Street will connect the emerging green corridor in Sincil Bank, along Tentercroft Street, right into the heart of the city.



Aspiration: Let's support a culture of innovation

Lincoln has a rich history of innovation, world leading, pioneering industry. Building on that business excellence and our strong academic reputation, we will further develop the city's knowledge economy creating new businesses at the forefront of energy efficient, creative and digital technologies.

► Becoming a Digital City

Lincoln's sustainable and inclusive economic growth is centred on it becoming a smart place that is truly digitally enabled. Having smart digital networks will support business innovation as well as access to transport, healthcare and a range of other services. We will work with partners to implement this digital network to ensure access for all across the city.

► Small Business Growth & Support Strategy (including managed workspaces)

Building upon the support we already provide to start-up and small businesses, we will continue to develop our workspaces and business premises offer so that businesses of all sizes and types can make Lincoln their home. Lincoln Science and Innovation Park, alongside BG Futures, Mosaic and Sparkhouse will continue to drive partner collaboration in support of small businesses.



Aspiration: Let's attract investment

Lincoln has a unique, diverse and dynamic offer. For our economy to continue to prosper, we need to attract new business with new investment. This aspiration seeks to promote Lincoln as the place to do business. We will lead on a range of innovative redevelopments and campaigns that will paint a clear picture of what it is like to live, work and visit Lincoln.

► Growth Strategy and City Investment Plan

For our economy to grow in an inclusive and sustainable way, we need an evidenced-based, joined-up and partnership-owned Growth Strategy that delivers improved productivity and economic growth. We will co-ordinate Lincoln's Investment Plan, with the partnership Town Board to deliver a range of projects and initiatives that will support the delivery of those strategy outcomes.

► Waterside East

Currently a forgotten area of the city, Waterside East has brilliant potential to become another type of 'city living'. We will develop a masterplan that will regenerate the area, by maximising the waterside location and the easy cycle and walking routes.

► Be Lincoln

Be Lincoln is a marketing campaign that promotes Lincoln as a visitor, business and educational destination. This partner led campaign will promote the trade, talent and tourism offering of the city, making it clear that Lincoln is proud, welcoming, ambitious and extraordinary.





Aspiration: Let's continue to make things happen

The success of the city is dependent on effective partnership working. We have a strong and successful history of partnership working delivering successful improvements to the city. Our partners are delivering improvements in new businesses, educational and commercial space with our support. This aspiration will ensure we continue to support and work with others in a shared interest in the city.

► Review of the Central Lincolnshire Local Plan

The local plan sets out where and how the city is going to develop over the next 20 years. It provides guidance to all developments ensuring it achieves the aspirations of the city, including things like protecting the heritage of the city, the vibrancy of our city centre, where homes are built and how transport will be offered. The review of this plan will ensure the guidance is updated so that ambitions of the city can be delivered.

► Heritage Asset Programme delivery of plans for Heritage Action Zone

The city's heritage is a key part of its identity and supports the investment and attraction to the city. Key to the visitor economy is working with communities and partners across the city. This scheme aims to maintain, protect and restore city centre shop fronts, historic buildings and heritage sites at risk.



How we will measure success

1

Lincoln's economy has grown beyond the expected growth rate, with more jobs, residents in employment, increased wage-levels, start-up businesses and business growth as part of a vibrant and flourishing city.

2

The city centre is vibrant with a flourishing twilight economy focused on the Cornhill Quarter with an increased level of people living and working in the city centre.

3

Digital infrastructure has supported the development of the economy with a growth in digitally enabled businesses and premises.

4

Increased visitor numbers, new homes and new businesses in the city resulting from transport improvements, effective marketing of Lincoln as a place and a great range of investment opportunities.

5

Development of new sustainable communities across the Lincoln area, including Western Growth Corridor, has created job opportunities in innovation related sectors of the economy and provided new infrastructure to support economic growth.

Let's reduce all kinds of inequality

Introduction from Portfolio Holder Cllr Rosanne Kirk

“Inequality is a challenge faced by many in our city, whether it be inequality of income, inequality of health, or inequality of access to services and opportunities. That is why reducing inequality in our city, particularly for those most vulnerable and isolated, is a key focus for us as we deliver our next five-year programme. Continuing from Vision 2020, a key element of this priority will be ensuring effective communication so that our residents know how to access services and where to go if they need help.”

What Lincoln will look like beyond 2025

Acting as an advocate for the city and its residents, we have worked with a range of public, private and voluntary sector partners to continue the physical regeneration of some of the most deprived areas of the city. This work has provided decent affordable homes for everyone in areas that have attractive green spaces. Communities have come together to share these spaces, build community bonds, strengthen community cohesion and to reduce social isolation. People feel safe and welcome in their communities.

Lincoln's residents are healthier, thanks to a range of activities and amenities that help them to live an active and healthy lifestyle. Residents have access to health advice and guidance thanks to a wide range of services being easily accessible across of the city. Lincoln's parks, open spaces and health and leisure facilities are accessible by all, well promoted and fully utilised.

Everyone in the city has the opportunity, skills and support they need to obtain new and exciting employment opportunities that provide fulfilment. People appreciate the ease with which they can gain access to the full range of freely available, high quality public services. They can access these in the way and at the times they choose.

Businesses in the city are socially responsible, committed to supporting their employees and the local community to live a good quality of life.

The city has reduced the number of areas recognised as amongst the most deprived in the country and both we and the city are renowned for the life opportunities they provide everyone who comes to live here, regardless of background.



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

This aspiration focuses on improving the health of residents of Lincoln and ensuring they have and can live the best quality of life.

▶ **Develop our Corporate Social Responsibility through the delivery of our programmes**

We are committed to social responsibility and providing support and opportunities to our staff and the local community above the statutory minimum. We will work to develop our corporate social responsibility further, exploring new opportunities to improve the health of our staff and the local community through activities and initiatives. We will also continue to deliver the successful Lincoln Social Responsibility Charter.

▶ **Promotion of our existing investment in health & wellbeing through our parks, green spaces and leisure facilities**

We have invested a large amount of resource into Lincoln's parks, green spaces and leisure facilities during the life of Vision 2020. The investments have helped to enhance these areas to ensure the facilities are accessible and appealing to all who live, work and visit the city. Moving forward we will further promote these leisure areas, the facilities available and the events taking place, with the aim of inspiring residents to lead a healthy lifestyle. Collectively this activity will help to improve the health and wellbeing of residents in the city and further improve their quality of life.

▶ **Assist partners in joining up support to prevent social isolation**

Our Community Leadership Scrutiny Committee undertook a review focused on social isolation, with the aim of identifying how prevalent social isolation is in Lincoln, the reasons for this, what support is currently available and whether this support is sufficient. We will work to deliver the recommendations identified in this review with the aim of reducing social isolation in the city.

▶ **Influencing public health and mental health provision**

By building strong partnerships with health, third sector and others with shared goals and ambitions, we endeavour to improve health outcomes for our residents.

▶ **Championing co-location with health through One Public Estate**

Through the Greater Lincolnshire One Public Estate partnership we will seek opportunities to share facilities and assets with the health sector to improve access for our communities.

▶ **Explore new health delivery models**

Working in partnership with our health colleagues we will seek to explore different models of health delivery relevant to our diverse population and demographics.

Why this is a priority

With some of the most deprived areas in the country located in Lincoln, addressing the key causes of deprivation and social isolation is important, whilst ensuring immediate 'emergency' help to deal with the effects of these issues is also essential.

Improving access to better skilled employment is a key element of reducing deprivation, especially among younger residents.

We recognise that being a 'healthy' city is a process of continuous development to offer residents improved physical and social environments. It is extremely important that we enable and encourage people to lead a healthy lifestyle and have easy access to the services and facilities they need to enable them to do this.

Partnership working plays a vital role in reducing inequality due to increasing resource pressures, the support of partners and local businesses is vital in helping to reduce inequality in the city, and in enabling our residents to live the best quality of life possible.



▶ Aspiration: Let's help people succeed

This aspiration seeks to develop a wide range of opportunities for residents from all age groups to access either training or quality employment opportunities. Working with a range of partners and maximising the impact of our own training opportunities, we will focus effort on residents in our most deprived communities.

▶ Work with training providers, businesses and partners to increase opportunities for local people to access training and employment

This will help people access training and employment through working with employers to develop training programmes for staff with low pay, targeted training for disadvantaged groups, work with schools for careers advice geared to the local economy and improve community access to education and training providers with a particular focus on supporting adults into work.

▶ Review the support available for young people

We will review the support available for young people in the city. This will focus on ensuring there is advice and support readily available on a range of matters impacting young people, including housing, employment, mental health and training.



▶ Aspiration: Let's provide help to the most vulnerable in our city

We will focus specifically on our most vulnerable residents who need additional support to access services. We will provide advice and support to residents most in need, while working closely with partners to ensure the correct support is in place.

▶ Supporting people who are rough sleeping

Working with partners we will support the delivery of a countywide project, using government grant funding of £1.3m, to deliver a Housing First solution to assist people with a history of rough sleeping to move into safe sheltered accommodation. Additional projects, totalling around £1m will see our outreach workers actively engaging with rough sleepers in the city who need support. Mental health support and targeted support to assist former rough sleepers to sustain a tenancy will also be provided and actively promoted to those rough sleeping in the city, together with those moving into safe accommodation.

▶ Supporting the third sector to develop innovative solutions to train and upskill our communities

We will work with third sector organisations to develop new, innovative solutions to support and meet the needs of people affected by poverty in and around Lincoln. This project will have a specific focus on signposting residents to relevant advice and guidance, providing a greater training offer and upskilling our communities. Collectively the support offered will assist residents to move out of poverty and into stable employment, with increased opportunity for career progression.

▶ Aspiration: Let's help people feel safe and welcome in their communities

This aspiration focuses on ensuring everyone who makes Lincoln their home is well integrated into a warm and welcoming culture of tolerance and acceptance in the city.



▶ Sincil Bank Revitalisation Programme: Community Hubs, Skills and Enterprise

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, building on the success to date. Moving forward work will focus on developing services at the Community Hub to address community needs, develop the skills of residents and encourage businesses to locate to the area.





Aspiration: Let's help more businesses embrace corporate social responsibility

This aspiration focuses on empowering people to make a difference in their city and in their own lives. Working with local businesses we will develop ways to ensure our local communities benefit directly from both public and private sector activity in the city.

► Develop a corporate social value approach to support delivery of our programmes

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. This will help ensure that, through the delivery of contracts, our contractors deliver added social value towards the priorities and aspirations of Vision 2025.



What success will look like

- 1 The city's residents have access to good quality training and development opportunities, enabling them to enter into stable employment with opportunities for career progression.
- 2 Lincoln's most vulnerable residents have access to the specialist support, services and opportunities they need to move out of poverty and live an improved quality of life.
- 3 We have created strong communities where people feel safe and welcome.
- 4 More of Lincoln's businesses are actively committed to going above and beyond to support both their employees and the local community where they are located.
- 5 Effective partnership working ensures all Lincoln's residents have improved health, with the services and support needed to enable them to live the best quality of life possible.

Let's deliver quality housing

Introduction from
Portfolio Holder
Cllr Donald Nannestad

“A quality affordable home in which people can feel safe and thrive is a fundamental element in creating a positive community and enhancing society as whole. We will do everything possible to meet housing demand and improve standards across all tenures in the city.”

What Lincoln will look like beyond 2025

Lincoln is a thriving community and there is sufficient housing across the city to meet all needs. Those who need help to stay at home despite old age or illness or simply require assistance to maintain their tenancies have support from all providers, from health to social care. These services are delivered by an effective partnership and the delivery is seamless to customers.

Homes are sustainable and fuel efficient, fuel poverty is a thing of the past. Communities are safe, green and clean. Community facilities are provided nearby and as a result, traffic is no longer a problem. Standards of living are high and private sector landlords provide high-quality safe homes at an affordable level. We still maintain a large stock of homes, which are easily accessible, the estates are well maintained with plenty of green open spaces, local infrastructure is good and there is easy access to all facilities.

The repairs service remains exemplary, our tenants (through an effective panel) are integral to our service delivery and help make us the landlord of choice. Temporary accommodation is of a high standard. Empty properties are brought back into use within very short time frames and are no longer an impact on communities.

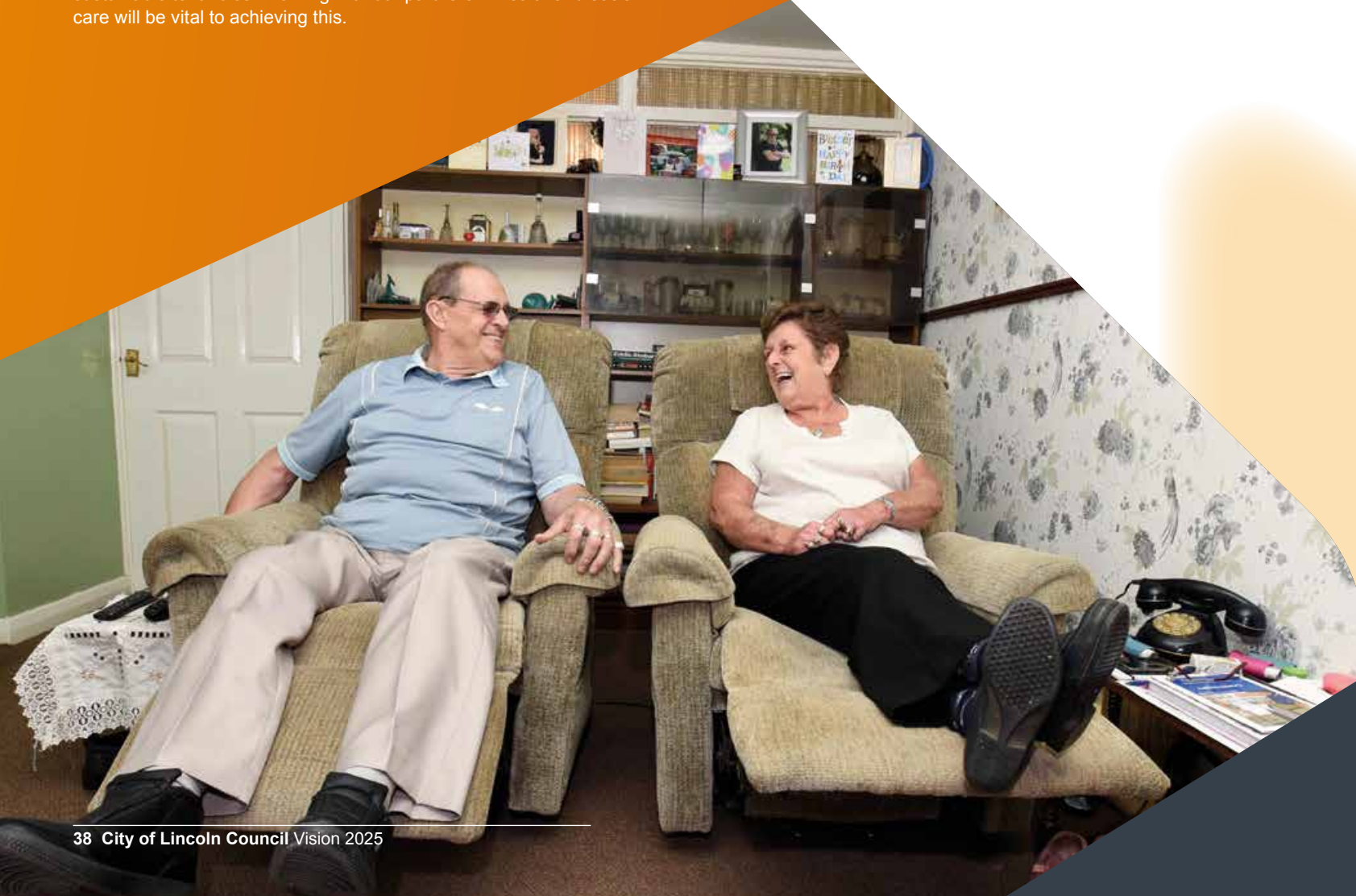


Why this is a priority

Good quality affordable housing can have positive impacts on communities including improvements in people's health (both mental and physical), a reduction in crime, an improvement in school attendance and achievement, less unemployment and a better sense of community belonging.

Pressure on housing numbers in Lincoln has never been higher, the university has brought more students to the city, and people are living longer and staying in their own homes until later in life. The Right to Buy Scheme has reduced local authority stock numbers and affordability has caused tenants to accept much lower standards in the private rented sector in order to achieve affordable rent levels. This linked to the reduction of grant support for private landlords and the withdrawal of tax incentives have driven down standards and the availability of affordable homes. We understand these pressures and problems and have actively sought, through planning policy and by adding to our own stock, to increase the numbers of affordable and social rent houses across the city. We continue to work with the private sector to drive up standards and we will enforce against unscrupulous landlords if required.

In our delivery plans we aim to build new communities and enhance existing ones. We aim to build or encourage the building of 'Lifetime' and carbon neutral homes. We have too many people spending too much time in temporary accommodation or struggling to maintain a tenancy. One of the key challenges going forward is to provide high quality temporary accommodation, remove the need for B&B stays and provide a range of support across tenures to enable people to have sustainable tenancies. Working with our partners in health and social care will be vital to achieving this.



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

We will work closely with our partners to ensure housing continues to develop to meet the need in the city. We will ensure a mix of tenures and sizes to ensure that affordable housing is available for those that need it and that adequate housing is available to meet the growth needs of the city. We will undertake our ongoing work to bring long term empty homes back into occupation to help increase the overall provision of available housing in the city.

▶ **Continue to increase net council house numbers – retain and develop a new pipeline**

We will continue to invest in the growth of our housing stock, between 2018 and 2020 we added 184 new homes across the city. We have developed a range of housing delivery opportunities; this will enable a mixture of tenure including extra care facilities and shared ownership as well as general needs housing. Initially smaller sites, such as the former Markham House, will come forward. This will be followed by larger sites such as Rookery Lane and Queen Elizabeth Road.

▶ **Housing Standards in new builds**

In addition to standards that meet climate change objectives, new builds will also aim to meet the 'Lifetime Homes' minimum space standards and health equality objectives and will include the quality of the environment in which new homes are built. Our objective is to set a high-quality standard for new build homes across Lincoln.

▶ **Celebrate 100 years of housing**

In 2020 it will be 100 years since we first built council homes in Lincoln. This is a huge landmark and we, like most housing stock holding councils, wish to commemorate the anniversary. We will be holding a series of events across the city which, as well as celebrating the continuation of quality housing in Lincoln, will highlight the historical significance of the anniversary and launch some changes to our housing services.

▶ **Supported housing stock review**

Following completion of our new extra care accommodation at De Wint Court, we will review our other supported housing stock to assess the ongoing needs of our tenants.

This is a fantastic opportunity to bring housing for our older population up to the standards expected in Vision 2025. We anticipate that these increased standards will have a positive effect on aspirations of our current tenants. With this mind we expect to revisit the rest of our older persons accommodation to ensure standards that we provide across our service meet the expectations of our tenants.



▶ **Central Lincolnshire five-year Housing Land Supply**

The National Planning Policy Framework requires local planning authorities to identify and update annually a supply of specific deliverable sites sufficient to provide five years' worth of housing against their housing requirements. The most recent five-year Housing Land Supply report (published Nov 2019) shows Central Lincolnshire has 5.3 years' worth of deliverable housing supply.



▶ Aspiration: Let's work together to tackle homelessness in Lincoln

This aspiration will deliver projects which help people who are homeless in Lincoln. It will also seek to explore opportunities with partners to work even closer together so those without a home receive the support they need.

▶ Improve temporary accommodation options across all sectors

Prevention of homelessness is a key priority and to meet the needs of people at risk of homelessness we must ensure we have a range of temporary accommodation options and minimise the use of bed and breakfast accommodation. One new option being considered is the use of additional furnished accommodation to raise the standard of homes offered as well as reviewing the quality of private sector housing.

▶ Improve the connectivity between homelessness, un-met housing need and the quality of the private sector stock

To ensure we maximise the availability of affordable housing across the city and to meet our customers' housing needs, we will work closely with the private sector to improve the condition of the stock and maximise the opportunities for access to private rented accommodation for those who have previously been unable to access this.

▶ Aspiration: Let's improve housing standards for all

This aspiration will explore how we can raise the standard and quality of homes in both the social and private rented sectors.

▶ Scheduled repairs programme

This is a new way of carrying out the repairs service by concentrating on emergency and urgent repairs, with the remaining routine repairs scheduled in on a regular basis as the workforce moves from area to area. This allows the repairs service to work more closely with the planned investment, pre-order materials, reduce its fleet mileage and provide the customer with a better range of appointments.

▶ Improve the letting and repair standards in our stock

We aim to develop new council homes that provide safe, modern and affordable accommodation that meets the needs of our residents. Our new homes will be built to high standards, looking to reduce the carbon footprint and minimising resident fuel cost. We will introduce a higher specification within our kitchen and bathroom installations to ensure a modern high-quality finish, which offers our customers more choice. The internal layout of our homes will ensure that there is enough space for residents to live comfortably.

▶ Private Sector Housing – roll out of the Houses in Multiple Occupation Licensing scheme

New regulations have been in place from October 2018 requiring landlords who manage a HMO of any number of storeys, occupied by five or more people who are not from the same family, to hold a licence. This increased the number of eligible properties across the city and we now need to ensure we continue working to license all the estimated 600 additional properties.

▶ Aspiration: Let's build thriving communities

Building thriving communities must be done through a shared approach with partners to ensure that a range of community needs are met. Therefore, a key part of this aspiration will involve partnering with others to co-ordinate our resources effectively.

▶ Estate improvements

This project will see a review of how we enhance the environment within our control and the wider community. We aim to see a new approach to communal gardens, green spaces, communal entrances, landscaping and the links between the natural and build environments. At the same time, we will review car parking and traffic management issues within our estates. This will be focussed on a ward-by-ward approach to ensure individuality and enrich the communities we serve.

▶ Respond to regeneration need in Sincil Bank area, including remodelling of existing stock and developing garage sites

This project includes delivering safer and greener streets, via improvements to residents parking, more CCTV as well as a street greening programme. These can generate interest and aspiration to move to and remain in the area by delivering high quality alternatives to existing provision and where required renovating and remodelling existing homes to create a more balanced offer of homes. These include looking at garage sites and communal (potentially green) areas, to address long standing issues of anti-social behaviour and criminal activity.





Aspiration: Let's help people have a sense of belonging

All the projects under the housing aspirations will help people have a sense of belonging in their communities, however we want to take that a step further by developing opportunities and environments where our residents can thrive.

► World of work programme development

This project initially aimed at council tenants, brings together ourselves, 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. The scheme aims to offer a qualification, work experience, help in completing applications, interview practice and financial planning. Focussed initially on our own tenants, if successful, we will hopefully roll out the scheme to those who are being helped out of homelessness and reintegrated into society.

► De Wint Court redevelopment

De Wint Court will provide a new purpose built 70 apartment Extra Care scheme on the site of a former sheltered scheme. The new homes will be built with the aim of improving standards in wellbeing as well as housing. The new apartments will enable residents to maintain independence in their own homes as their needs change with care providers arranged by the county council. All apartments will have facilities to support residents with level access showers and provision to aid adaptation if needed.



What success will look like

- 1 Net number of council homes in the city has increased, as has the development of affordable private housing within the city, which are built to an excellent standard.
- 2 Less people are vulnerable to homelessness, and temporary accommodation options have improved through our effective partnership with the private housing sector.
- 3 Lincoln has a high standard of social housing with repairs to council homes setting the standard for the private sector where we will use our powers to ensure adherence to these high standards.
- 4 Our estates and regeneration areas are of a high quality and are appealing, allowing residents to enjoy their home and the surrounding natural environment.
- 5 Residents can maintain independence in their own home, with the facilities provided to support people as their needs change throughout life.

Let's enhance our remarkable place

Introduction from Portfolio Holder **Cllr Bob Bushell**

“ This theme is about celebrating, protecting and enhancing all that is special about our city. Be it our cultural and heritage assets, our amazing green spaces, our fabulous sporting and leisure facilities or the way we deliver key services such as refuse collection and street cleansing. It's about keeping crime and anti-social behaviour to a minimum, providing vibrant events and festivals for people to enjoy and it's about helping people to stay fit and healthy.

By focussing on these elements, we will together protect the city both now and for the generations that follow us.”

What Lincoln will look like beyond 2025

An exciting and modern city, Lincoln has maintained its character and enhanced its heritage, culture and open spaces, making residents proud to call Lincoln home, and a destination of choice for visitors from around the world.

Lincoln's reputation as a great city that is based on the way it is laid out, making it function well for both residents and visitors, with welcoming and lively spaces, protected, preserved and enhanced to retain both their character and appearance.

The city is recognised at a national level for its heritage, art, culture, and events and festivals offer, driving Lincoln as a major tourist attraction both domestically and internationally.

The local environment is maintained and managed in a way that makes residents and visitors feel welcome and safe. It encourages everyone to get out and about to embrace what the city can offer, interact with other people and so enhance their own mental and physical wellbeing.

Why this is a priority

Developing the right kind of 'place' is increasingly seen as vitally important to underpin a vibrant economy and city, whether seeking to attract tourists or wanting to create somewhere where people want to live and work.

Getting this right is crucial to delivering Lincoln's ambitious future.

The quality of the local environment - what makes a place special - is fundamental to the lives of residents and visitors alike. 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 to enhance and preserve the unique environment of the city, focuses on creating healthy communities; ensuring opportunities for leisure; making amazing open spaces for everyone to enjoy and experience; ensuring our cultural, arts and heritage are interactive and engaging; promoting and attracting tourism; and lowering both the fear of, and risk of crime.

Get these right and we will enhance life in the city, be that through the use of our public spaces as informal social gathering places, locations for inspiring art installations, for events and activities, or for use as a part of a healthy lifestyle.

Every city needs wonderful open spaces, a range of cultural and physical activities to enjoy, a sense of protecting the past, present and future, and somewhere we can all feel safe and secure. That is why this priority is important.

Aspiration: Let's show the world what Lincoln has to offer

Lincoln has a lot to offer and this aspiration will focus on ensuring the city is well showcased. Projects include new ideas or enhancements to existing services to ensure they deliver the highest quality services.

► Bring the Visitor Information Centre back within the council and maximise the opportunities this delivers

As the contract with our external supplier comes to an end in March 2020, we will take this opportunity to bring the service back in house and work with this excellent team and our partners such as Visit Lincoln, to enhance the marketing of the city and support our important flourishing tourism economy.

► We will deliver the planned crematorium refurbishment

A project that will further renovate our existing facility to ensure we can continue to deliver a high-quality service, in an attractive environment where people can say goodbye to loved ones. In addition, we will look to supplement our service offering with the launch of a city council branded funeral service, working with local funeral directors to give people access to 'low cost' funerals. We will also seek to deliver a second smaller chapel aimed at those wanting a more intimate service.



Aspiration: Let's cherish and enhance our natural environment

This aspiration will seek to enhance the city's natural environment by further embedding the principles of nature conservation wherever possible, maximising natural credentials and minimising the effects of excessive local traffic.

► Commence work on a masterplan for Hartsholme Country Park

With having completed phase one of the Boultham Park restoration and being on track to deliver the lake renovations, we will be able to start the process of developing a vision and masterplan for the future of Hartsholme Country Park.

► Embark on an ambitious tree planting scheme

We recognise the importance of trees – not just within our open spaces, but also within an urban context as well. Trees absorb carbon dioxide; help provide shade in summer and provide green benefits to what can be otherwise hard landscaped city streets. We are committed to plant even more trees than we had before in a range of suitable environments across the city over the next five years – not just to help tackle climate change but also to enhance our natural environment. This will be supported by a pilot initiative to introduce native wildlife areas into some of our grass areas on key routes into the city.

► Deliver environmental improvement schemes in the Sincil Bank area

This area remains a key focus for us and our partners. Within the Remarkable Place theme, we will seek to:

- Create green spaces in the area
- Create green corridors through the area and plant urban trees
- Introduce residents' parking where it is supported by residents
- Alter the traffic flows through the area to remove 'rat runs'.

► Ensure we retain high standards of cleanliness under our contracts and seek to increase recycling rates (increase recycling of waste, food waste and green waste levels)

We will work with our contracted partner to improve cleanliness and action innovative solutions whenever possible to improve effectiveness and efficiency. We will seek to improve recycling rates and respond to government and countywide initiatives to treat waste in new and sustainable ways.



Aspiration: Let's preserve the unique character of our city

There are many unique heritage aspects and locations within Lincoln that need to be preserved so that Lincoln's special character is maintained. Elements of this will include a focus on safety within the city so that all residents and visitors can enjoy what it has to offer.

We have ongoing plans for the Heritage Action Zone - This £1.7m grant funded scheme designed to maintain, protect and restore heritage buildings in the city centre and lower high street areas of Lincoln is being led from the Economic Growth priority, in partnership with our planning teams.

► Heritage Asset Programme: including Greyfriars and The Harlequin

We have entered into a partnership with Heritage Lincolnshire to assist in raising grant funding to enable us to invest in the upkeep of Greyfriars and bring the building back into use. An application was submitted to the National Lottery Heritage Fund in November 2019 as well as other heritage funding bodies. If successful, Heritage Lincolnshire proposes to use Greyfriars as a museum, office and events space.

20-22 Steep Hill and 40-42 Michaelgate – otherwise known as The Harlequin project (after the former bookshop that occupied the Steep Hill element). We have entered into an arrangement with East of England Buildings Preservation Trust and successfully raised funding from the Architectural Heritage Fund to commission a study on works required to protect the condition of the property and advise on options for the building's re-use. An application for heritage funding, similar to Greyfriars, is likely to follow.

► Develop a digital heritage trail using ARCADE

Launched in 2018 as part of our Vision 2020 plan, ARCADE is a powerful and publicly accessible system to catalogue, map, describe, and help protect the rich cultural heritage of Lincoln. We will now use this data to develop new heritage trails, which will be made available for local schools, residents and tourists alike through an exciting and innovative digital application.



Aspiration: Let's deliver a rich and varied cultural experience

Open spaces offer an all-important opportunity for other 'added value' activities and initiatives such as a bat watch, fungal forays, vintage vehicle rallies, a brass band playing in the band stand or a family fun day, all of these are great ways to add a new dimension to well-known and often much-loved sites. Activities like these are not just great fun but can be educational, stimulating, healthy and inspiring for our community. In addition to delivering fun opportunities, we will continue to facilitate a range of cultural festivals and events such as the widely respected Christmas Market.

► Implement the 10-year vision for Lincoln Christmas Market

The 2019 Christmas Market saw the first stage in a 10-year vision to transform it from a primarily retail experience into a major cultural experience. 2019 was an amazing success with over 249,000 visitors experiencing a festival of light ranging from the illuminated castle wall walk, feature-lit water tower and other heritage buildings in the area plus the new lighting scheme at the cathedral. Work will continue to introduce live cultural performances as we enhance the event to create a new ambience and atmosphere.

► Develop a new model for supporting our cultural assets

There are a rich and varied array of cultural assets cross the city – many in our ownership – such as The Collection, Usher Art Gallery, Greyfriars, Guildhall, our Roman walls and many Grade II listed buildings- and many not in our ownership such as the Drill Hall. Working with tenants of these buildings and sourcing available grants, we are committed to helping secure a strong future for these assets and ensure they are preserved for generations to come.

► Deliver a multi- agency events and festivals strategy

This will ensure the city becomes recognised for a variety of high-quality festivals throughout the year, bringing trade to the local economy for residents and tourists alike. These events will be developed, and a range of new events and festivals created, to keep the city centre and surrounding areas vibrant and dynamic.





Aspiration: Let's provide interesting, exciting and vibrant places to enjoy

This aspiration aims to bring sites to life and maximise the benefits that vibrant places can have for the communities that use them. It is underpinned by the need for good quality maintenance. It will focus on the opportunities that open spaces can bring and maximise their potential, be that for quiet reflection and contemplation in a beautiful wildlife setting, or as contributors to entertain, help people to get fitter or make people think differently as a part of an existing, stimulating and vibrant life in the city.

► The Boultham Park Restoration Project

This scheme brings forward phase two of our improvement work in this historic Grade II listed urban park. Work will include:

- Improving the water quality of the lake
- Improvements to the biodiversity of the plants and wildlife
- Restoring the lake banks
- Introducing leisure activities on the lake such as boating and fishing
- Supporting an extensive community engagement project to ensure the improvements are sustainable.

► Commence the specifications for a new leisure village

The Central Lincolnshire Sport and Leisure Strategy identifies a need for more leisure provision in the city. Working with partners we will identify how we can deliver a new Leisure Village of regional significance over the next 5 to 10 years. Within the Local Plan, a site on Western Growth Corridor offers the best opportunity to create a truly inspirational leisure offer with a mix of indoor and outdoor facilities bringing together a range of recreational activities catering for everyone from casual walkers, through to club and elite athletes.

► Finalise the play area strategy

We recognise the value of play to children's health and wellbeing and we have provided dedicated play areas. Where and how these are provided is driven by our play area strategy. This important document will be updated in the context of both the difficult financial position and our refreshed commitment to 'place.' The strategy will seek to maintain a suitable network of play areas across the city, based predominantly on existing stock, seeking to make them fun to visit and use, yet affordable and sustainable. We will use the financial contributions from developers arising from new housing schemes to invest in our existing sites such as Whitton's Park on Long Leys Road and on Swift Gardens in St Giles during the early years of this new strategy.



What success will look like

- 1 Lincoln is recognised as a major tourist destination, with increasing visitor numbers year on year.
- 2 The city's clean and appealing green spaces are enhanced and well used by residents and visitors alike.
- 3 More of Lincoln's heritage is restored and preserved for future generations.
- 4 Lincoln leads the county in offering a range of events and cultural venues designed to appeal to everyone.
- 5 Leisure facilities in the city are inspiring and offer opportunities for all.

Let's address the challenge of climate change

Introduction from Portfolio Holder
**Cllr Bob Bushell and Climate
Champion Cllr Lucinda Preston**

“ We recognise that working with other organisations and the community is the best way to create a city that is sustainable in its existing developments whilst also increasing the efficiency of our new developments to manage the impact of climate change locally. We will lead by example; supporting, enabling and empowering the local community to implement ways to reduce their own impact on the environment and promote local initiatives within our communities.”

What Lincoln will look like beyond 2025

Lincoln is a city that enables its residents, visitors and businesses to live more sustainably. There has been a significant reduction in the use of single use plastic and more positive use of recyclable, reusable materials.

The options for moving around the city effectively and efficiently have increased and improved and have resulted in reduced congestion, improved air quality, reduced journey times, a higher quality city centre and a more active population. Lincoln is more accessible to people across the country through increased train services with better access to Lincoln from the greater Lincoln area.

Our existing housing stock and business premises are more energy efficient and the standard set across our new build homes will be exemplary. Acquiring Environmental Management Accreditation, along with our fully established Lincoln Climate Change Commission has harnessed the collective energy, vision and ambition of key stakeholders across Lincoln to deliver a step-change in our response to the climate emergency.



Why this is a priority

The evidence for rapid climate change is compelling. The global temperature is rising, the oceans are warming, ice sheets are shrinking, and extreme weather events are having effect not just globally, but locally too. The average rainfall in Lincoln has seen a 16.5% increase since 1949, and the average minimum temperature has risen by approximately two degrees since 1949. Flooding is now more common than ever, and the effects more devastating as our urban density increases. Lincoln and Lincolnshire have the most engineered flood and water management programmes in the country, which confirms our vulnerability to the impacts of climate change. We need to rethink how we address changing our own perception of our contribution but also how we can adapt to what is already happening



Aspiration: Let's ensure our development approach reduces our carbon footprint

All future developments will strive to integrate our energy, transport, utilities and digital strategies with our future planning vision for the city. Developments will seek to minimise reliance on carbon reliant sectors by providing an integrated approach to where people live, work and enjoy the amenities and services of Lincoln.

► **Create a strategy for the city which ensures a joined-up approach to all energy, transport, waste, water and digital projects**

We will work to join up the effort of different sectors to create an infrastructure strategy which benefits not just the residents but also the environmental impact that those sectors have on our environment. We need to rethink our approach to the city's infrastructure so that we can adapt to the environmental changes already taking place as a result of climate change.



Aspiration: Let's set the Lincoln standard for sustainable zero carbon developments

We want to see zero carbon developments that not only provide communities our residents are proud to live in, but ones they can live in knowing they haven't impacted negatively on the environment. Placemaking will be at the heart of all future developments within Lincoln and our commitment to sustainability will drive the way that developments look, feel and function.

► **Work with partners on the Lincoln Climate Commission and deliver our Climate Action Plan**

We became the second council in Lincolnshire to declare a climate emergency and numerous environmental groups, organisations and community groups co-created the Lincoln Climate Commission to harness the collective energy, vision and ambition of key stakeholders across Lincoln to deliver a step-change in its response to the climate emergency. The Commission will provide the opportunity to ensure policies align with stated aims, and to monitor delivery against a realistic yet ambitious action plan, that ultimately supports the people of Lincoln.

► **Stop using single-use plastics and encourage our partners to do the same**

Ourselves and our partners are going to be single-use plastic free by 2025. We will work with single-use plastic free community leaders, that will help to further enable the community to reduce their use of single-use plastic. We will carry out a plastic free audit and identify replacements where possible across all the council's premises.



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

We want to make sustainable travel become the best and favourite way to move around the city for the residents and visitors of Lincoln, seeing well designed cycle and walkways delivered. We will promote developments that integrate sustainable movement strategies that connect with the wider city centre and will promote integrated sustainable travel within the wider area of Lincoln.

► **Promote sustainable transport options**

We will work to implement sustainable transport initiatives that align with our development management approach so that new developments empower people to take low carbon and carbon free transport options such as public transport, walking and cycling.

► **Campaign to support people reducing their own carbon footprint**

We will run a strong communications campaign, that seeks to better inform residents, visitors and businesses on how they can reduce their own carbon footprint. We will make this an accessible campaign, making sure everyone across the city can see the options available to them.





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

We recognise that addressing the issue of climate change is just as much about adapting our existing infrastructure to the changes we are already seeing in our environment, as it is to changing our attitudes and behaviours when it comes to using transport and producing consumables and energy. We want to ensure the city's infrastructure is adaptable and resilient to the numerous challenges climate change brings.

► **Climate conscious infrastructure projects developed as part of Town Fund Board Vision**

A range of infrastructure projects that will set out a vision for the city. We will identify key transformational projects and programmes which will include initiatives that directly and indirectly contribute to the climate change agenda.

In addition to the projects above, which are focused purely on addressing the challenge of climate change, within the other priorities in Vision 2025 there are a wide range of projects which also directly support this priority.



Aspiration: **Let's make our existing housing and business premises energy efficient**

We will make our corporate portfolio of buildings and specification for all council homes energy efficient by integrating the most up to date technologies, making them not only cheaper to run but also better for the environment.

- **Gain Environmental Management Accreditation**
We will work to achieve 'Green' level Environmental Management Accreditation by 'Investors in the Environment'. This checklist allows us to manage our environmental responsibilities against national standards, and the benchmarking opportunity available to us will allow us to see where we can make improvements.
- **Make current and future business premises as energy efficient as possible**
When a council building needs modernising or repairing, we will use more efficient materials and replacement items to improve the efficiency of those buildings. We will use the best options available to us so that running costs are lower for the council and its impact on the environment is lessened.



What success will look like

- 1 Ourselves and the Lincoln Climate Commission have significantly reduced single-use plastic in the city and have supported the delivery of zero carbon developments.
- 2 Developments have integrated energy, transport, utilities and digital strategies that have minimised our reliance on carbon reliant sectors.
- 3 The city has seen increased use of sustainable travel options which has resulted in people reducing their own carbon footprint.
- 4 Our corporate portfolio of buildings and council homes have improved energy efficiency by having up to date technologies and environmental enhancement schemes introduced.
- 5 New infrastructure projects are sufficiently flexible and adaptable to meet the challenges that climate change brings.



One Council

Introduction from Angela Andrews, Chief Executive and Town Clerk

“ One Council has been established from the “Professional, high performing service delivery” theme of Vision 2020. One Council puts the customer at the heart of everything we do, understanding their needs, wants and preferences. One Council also defines how we, as an organisation, will need to work in the future to meet these changing demands. Our focus will be on creating a joined-up experience for customers where they feel they are talking to one council rather than multiple departments.”

What the council will look like beyond 2025

We will go even further to redesign our services around the needs of the people using them. This means continuing to prioritise our users' needs above anything else. We recognise there is a need to provide quality services online and this will be a focus of Vision 2025 - developing online services that are accessible and easy to use.

Innovation is part of everything we do. We are well respected for trying different approaches to service delivery and for investing in our key assets (staff and property) to maximise the benefits for residents.

We are a council with a great reputation locally and nationally for providing good quality services and we are known for continually improving these services. Putting our customers at the heart of everything we do results in excellent feedback where residents recognise the council as 'going the extra mile'.

We will continue to be a self-sustaining council with no reliance on government grants for day-to-day services. All income is raised locally and invested back in local service delivery. A significant proportion of our income is generated

through selling a wide range of additional services to other organisations and rental income. In other activities where no charges are made, costs are kept very low from working with local partners to cut costs and by driving out inefficiencies.

We maintain this position year-on-year by investing in our future and ensuring all our staff are trained and developed so they have the skills, confidence and trust to meet a diverse range of customer needs in new and exciting ways. All our staff do an excellent job and are committed to high performing public services.



Why this is important

We understand our customers' growing need to be able to access our services at anytime from anywhere, in a safe and secure way. Achieving this will build trust among our partners and customers. Providing the opportunity for customers to self-serve will allow us to better support the most vulnerable members of our communities, and to target our resources more effectively.

Since 2010 local authorities across the country have experienced unprecedented challenges and we are 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.

Through our Towards Financial Sustainability programme we will continue to do all we can to minimise the effect of these reductions on our residents, provide good value for money for the residents of Lincoln and prioritise services that are needed the most.



One Council 'Organisational Development'

This programme of work focuses specifically on creating a workforce that is flexible and adaptable to the changing environment in which we work. We will equip our staff with the skills and technology to deliver services efficiently and effectively. This will ensure that when contacting us our residents will experience excellent customer service from knowledgeable, enthusiastic and approachable customer focused staff.

One Council 'Technology'

Investment in technology will be a key priority. Our modern technology will allow us to work at the most appropriate location, ensuring we are visible and accessible to our customers in the community. This will not only give staff the right tools for the job but will also provide our residents with much easier direct access to council services, trusting staff to work in innovative ways, at a wider range of locations.

One Council 'Create value processes'

We will focus on user needs by developing and building services that are simple, intuitive and easy to understand. We will provide a joined-up experience across all methods of using our services, ensuring that digital services can become the default choice for our customers due to the ease and efficiency they provide.

One Council 'Best use of assets'

We will seek to utilise new or existing buildings to create workspaces in the neighbourhoods that enable services to be delivered and accessed in the best location. As highlighted in our climate change priority, we will minimise our environmental impact from our office spaces. Our residents will be able to access more services in their local communities, confident that the impact of this change on the environment has been minimised.

Towards Financial Sustainability

The key mechanism in ensuring that we maintain a sustainable financial position and deliver the required reductions in our net budget is through our Towards Financial Sustainability (TFS) programme. The programme itself reflects our innovative, forward thinking and commercial approach alongside our ambitions to maintain high performing services and a performance driven culture.

Prepare for a second LGA peer challenge

The peer reviews are organised by the Local Government Association and delivered by other councils to support councils in taking responsibility for their own improvement. By undertaking this we will explore ways to ensure continued improvement.

What success will look like

- 1 Staff have access to the right technology to do their best for our customers.
- 2 Customers have access to 24/7 online services that meet accessibility and best practice requirements.
- 3 We are financially sustainable.
- 4 Our services are efficient and effective when compared with other local authority services.
- 5 We and our staff continue to be shortlisted and receive awards for our excellent work.



Core values

Our core values sum up our culture and what we expect from our services and policies. They should also be present in the way that we deal with each other, our residents and our partners.

Because these values are intrinsic to what we do, we want to ensure they are memorable, simple and clear. Put simply, our core values are:

Let's be approachable

We will be accessible to all our residents and customers and will work with professionalism and compassion

Let's be innovative

We will ensure our services are delivered in new and innovative ways

Let's be trusted to deliver

We will be a council that can be relied on to meet the needs of our residents and customers

Through a new way of working we will deliver the following strategic priorities

Consultation

In developing this Vision 2025 we consulted with staff, residents and businesses in the city on our strategic priorities and key projects under each aspiration. The consultation was also open to people who live outside the city boundary but work in Lincoln. Formal consultation was conducted between 19 December 2019 and 20 January 2020, with 532 responses received.

Outcomes

The top three projects per priority voted for in the consultation can be found below – more details on each is available within the details of each Strategic Priority.

Let's drive inclusive economic growth

- ▶ City Centre Vibrancy – Central Market and City Square
- ▶ Review of the Central Lincolnshire Local Plan
- ▶ Growth Strategy and City Investment Plan (Town Deal Fund)

Let's deliver quality housing

- ▶ Estate improvements
- ▶ Continue to increase net council house numbers
- ▶ Improve temporary accommodation options across all sectors

Let's address the challenge of Climate Change

- ▶ Stop using single-use plastics and encourage our partners to do the same
- ▶ Create a strategy for the city which ensures a joined-up approach to all energy, transport, water and digital projects
- ▶ Promote sustainable transport options

Let's reduce all kinds of inequality

- ▶ Supporting people who are rough sleeping
- ▶ Promotion of our existing investment in health and wellbeing through our parks, green spaces and leisure facilities
- ▶ Supporting the third sector to develop innovative solutions to support, train and upskill our communities

Let's enhance our remarkable place

- ▶ Ensure we retain high standards of cleanliness under our contracts and seek to increase recycling rates (Increase recycling of waste, food waste and green waste levels)
- ▶ Embark on an ambitious tree planting scheme
- ▶ Deliver a multi-agency Events and Festivals Strategy

All the key projects identified in the consultation have been incorporated into this plan under the relevant priority.

In summary, 74% of respondents felt the direction for the city over the next five years, as outlined in this plan, felt right.

We have reviewed the written comments provided during the consultation and have incorporated them into the development of this plan wherever possible.



These will be achieved by ensuring our core values sit at the heart of professional, high performing service delivery.

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Bulgarian:

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Together, let's deliver
Lincoln's ambitious future



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