



CITY OF  
*Lincoln*  
COUNCIL

Let's drive  
inclusive,  
sustainable,  
economic  
growth

Let's enhance  
our remarkable  
place

Let's reduce  
all kinds of  
inequality

**VISION  
2030**

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 outlined in this document reflects the aspirations of our communities and the collective ambitions of our valued partners and organisations, all of whom contribute to making Lincoln a remarkable place to live, work, and thrive.

This document follows on from our Vision 2025, which was adopted in early 2020. Shortly after, Lincoln and the world changed forever with the onset of the global pandemic. COVID-19 presented unprecedented challenges, halting two years of Vision 2025's delivery as we focused on supporting our city through such difficult times.

Yet, Lincoln's remarkable resilience has allowed us to emerge stronger, ready to move forward with renewed energy and ambition.

As we look towards 2030, we recognise the challenges and opportunities of an ever-changing world persist. Rapid technological advancements, shifting economic landscapes, and evolving societal needs call for a clear vision, a strong sense of purpose, and guiding values that shape our decisions.

Vision 2030 builds on the progress of our Visions 2025 and 2020, presenting a roadmap to address today's most pressing issues while embracing opportunities for a brighter future.

Our vision for Lincoln is one of inclusivity, and sustainability, a city where social progress flourishes, cultural diversity thrives, and generational and economic challenges are met with innovation and collaboration.

Recognising the potential impacts of national policy changes in a number of areas, alongside Devolution and Local Government Reform, the action plans supporting Vision 2030 prioritise its first 12 to 18 months, ensuring adaptability to legislative, policy and economic changes.

We cannot achieve this vision alone. Success requires strong partnerships, shared commitments, and collective determination to ensure Lincoln continues to be a city that works for everyone. Together, we will address challenges and seize opportunities to build a brighter future.

**We hope this Vision for Lincoln 2030 resonates with your aspirations for our city, and we look forward to working alongside you to bring this vision to life.**



**Angela Andrews**  
CPFA

Chief Executive  
and Town Clerk



**Naomi Tweddle**

Leader of the Council



## Introduction

**Lincoln's Vision 2030 is our strategic plan for the next five years.**

Building on the successes of Vision 2025, our new strategic plan has been developed by drawing on Lincoln's City Profile, performance data, feedback from our communities and partners, assessing the impact of key challenges and opportunities and reviewing progress with key projects and programmes.

Our priorities are set using a strong evidence base, a clear understanding of our place and communities and a commitment to providing services for residents who need them most.

The priorities and aspirations for the city have been effective in progressing our long-term vision for the city and further progress will be achieved through working in partnership and collaboration with others as well as through council services and projects.



The background is a dark blue gradient with numerous vertical lines of various colors (red, orange, yellow, green, blue) of different lengths and thicknesses, creating a sense of motion or data. Overlaid on this are several large, semi-transparent geometric shapes: a pinkish-red triangle in the top left, a yellow-orange triangle in the center, and a large blue triangle on the right side that contains the text.

Our vision

Together,  
let's deliver  
Lincoln's  
ambitious  
future





## Our vision

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

The strategic priorities that underpin our vision:

Let's drive inclusive, sustainable, economic growth

Let's enhance our remarkable place

Let's reduce all kinds of inequality

Let's address the challenge of climate change

Let's deliver quality housing

VISION 2030

## Our aspirations

### Together, let's drive inclusive, sustainable, economic growth

- ▶ Let's build a strong, inclusive and sustainable future for Lincoln
- ▶ Let's continue to help businesses and communities prosper
- ▶ Let's support a culture of innovation and collaboration
- ▶ Let's support opportunities for skills, education and employment
- ▶ Let's attract investment

### Together, let's deliver quality housing

- ▶ Let's provide housing which meets the varied needs of our residents
- ▶ Let's work together to tackle homelessness and rough sleeping in Lincoln
- ▶ Let's improve housing conditions for all
- ▶ Let's provide trusted, tenant-led landlord services
- ▶ Let's build thriving communities

### Together, let's address the challenge of climate change

- ▶ Let's maximise opportunities for achieving net-zero carbon
- ▶ Let's reduce our carbon footprint
- ▶ Let's make our properties more energy efficient
- ▶ Let's work with others to make our infrastructure adaptable and resilient to climate change
- ▶ Let's encourage more walking, cycling, and public transport use in the city
- ▶ Let's ensure that our new developments set the standards for sustainability

### Together, let's reduce all kinds of inequality

- ▶ Let's work with partners and our communities to address the impacts and causes of poverty
- ▶ Let's support our neighbourhoods and communities to thrive
- ▶ Let's improve the health and quality of life for people living in Lincoln
- ▶ Let's help people feel safe and welcome in their communities
- ▶ Let's help people succeed and support the most vulnerable in our city

### Together, let's enhance our remarkable place

- ▶ Let's show the world what Lincoln has to offer
- ▶ Let's cherish and enhance our natural environment and green spaces
- ▶ 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



# Progress

Vision 2030 builds on the progress of our Visions 2025 and 2020. To set the context of our future plans, a look back on progress so far should be considered.



## Inclusive Economic Growth

Lincoln continues to demonstrate impressive economic growth, marked by a diverse range of investments that support both local businesses and large-scale developments. One of our most significant projects is Charterholme, previously known as Western Growth Corridor, which represents Lincoln's most ambitious development to date. This £500 million investment will deliver 3,200 homes, a business park and essential infrastructure. Since Charterholme's launch in 2024, key infrastructure projects have already been completed, including a signalised junction at Skellingthorpe Road and a bridge over Boultham Catchwater. Additionally, the eastern access route, supported by a £20 million Levelling Up Fund grant, is progressing, and a new bridge over the railway is set for completion by March 2026, unlocking future phases of housing and improving connectivity. The project is a key part of our vision for a thriving, sustainable future, with a strong emphasis on energy efficiency and community wellbeing.

The Cornhill Market regeneration is another example of our focus on revitalising the city centre. Reopened in May 2024, this £7.8 million project has transformed the historic 1930s market into a vibrant and modern hub while preserving its unique character. Funded by the Towns Fund, City of Lincoln Council, and a Heritage Action Zone grant, the market now features bespoke stalls, a food court, and a mezzanine, alongside improved public amenities. It provides a platform for local businesses, including first-time traders, and ties into Lincoln's growing nighttime economy. Recognised for its sustainable practices and heritage preservation, the project won the East Midlands Regeneration



and Restoration Award in 2024. The neighbouring redevelopment of City Square, a key public realm scheme in the city centre, has benefitted from repaving, which was designed to accommodate outdoor stalls, al fresco dining and community events, enhancing social and commercial activity.

Other major initiatives contributing to inclusive growth include our management of the Town Deal and the delivery of £2.8 million in community-focused projects through the UK Shared Prosperity Fund (UKSPF). The Town Deal, backed by £19 million of Government funding, oversees 13 regeneration projects designed to enhance public spaces, boost local economic activity, and create new opportunities for businesses and residents. Completed projects include the Cornhill Market, The Drill Hall, a community grocery at Beaumont Manor, the Hospitality, Events, Arts and Tourism (HEAT) Institute, and Lincoln City Football Club Community Skills & Education Hub; all of which have already made a tangible difference, supporting creativity, cultural engagement, and community resilience.

Additional projects are actively under development, including The Barbican Production and Maker Hub for Creative Industries, Greyfriars, Lincoln Be Smarter, Lincoln Connected, Sincil Bank Regeneration Transport Improvements, and assessing the viability of future development on Tentercroft Street and Wigford Way.

These projects will supply creative hubs, transport improvements, and enhanced urban infrastructure, which will further drive Lincoln's

regeneration efforts. Most of the work we have carried out has been a project as a part of the High Street Heritage Action Zone (HSHAZ).

Events in Lincoln is our initiative to bring cultural vibrancy year-round to the city centre and uphill area, attracting visitors and supporting our businesses and residents. Additionally, we supported major local events such as Lincoln Pride, and Steampunk. We also provided funding through a small events grant programme and offered advice and guidance for various other community events.

Our managed workspaces provide workshops, studios and offices for business. The Terrace is a modern, vibrant building in the heart of the Lincoln's city centre that provides a total of 50 workshops, studios and offices for businesses in the creative industries sector. One of Lincoln's creative hubs, it provides a space for like-minded entrepreneurs and businesses to thrive and develop.

Our Central Lincolnshire Local Plan which sets out the shape and scale of development in Lincoln and our neighbours North Kesteven and West Lindsey was adopted in April 2023. In 2024 the Plan was judged by the Royal Town Planning Institute to be the region's best. The plan is ambitious and covers a range of policies that inform planning decisions for targeting energy-efficient buildings, renewable energy, adaptation and resilience to climate change, and much more.





## Quality Housing

Our 30-Year Housing Revenue Account Business Plan is in place with the priorities being Estate regeneration, delivering new homes, addressing climate change and developing and improving core services. We have ambitious targets for providing new homes of all types and improving our existing stock. We continue to drive down our impact on the environment and hope to move all of our existing properties into an EPC rating of C or better.

Lincoln is making significant strides in providing quality, sustainable housing to meet the growing needs of its residents. We have added over 250 new high-quality homes to our stock over the corporate plan period, we have also delivered a much-needed 70-unit extra care facility in the Moorland area. One of our most notable recent developments is Hermit Mews, where 11 new homes have been completed and are now tenanted. This development, which includes six three-bedroom and five two-bedroom homes, has been designed with sustainability at its core. Energy-efficient features such as air source heat pumps, triple glazing, and water butts for rainwater reuse are integral to the homes, reducing energy consumption and promoting eco-friendly living. Additionally, the use of a local contractor has helped reduce carbon emissions from travel, further supporting the city's commitment to sustainability. Each property is equipped with electric vehicle (EV) charging points and parking spaces, addressing the growing demand for green transportation options. The development has also achieved a 17% biodiversity net gain through landscaping improvements and the introduction of grassed gardens, ensuring a positive impact on the local environment.

A further key project contributing to the city's housing stock is Charterholme. This development is progressing at pace and will provide Lincoln with much-needed affordable housing. The construction of the first 52 sustainable homes is now underway, with the first 19 expected to be complete during 2025. Work has already commenced on the construction of a new bridge that will provide essential access to the area and to the first properties. The development is a key part of Lincoln's long-term strategy to provide affordable, high-quality homes, with a focus on sustainability and community wellbeing. Once completed, Charterholme will significantly contribute to the city's housing supply, particularly affordable homes, and help to alleviate pressure on the local housing market.

In addition to these new developments, we have continued to deliver our housing improvement programme which aims to continually improve the standard of council homes that we provide. We have invested in our Housing Fleet and launched a new Scheduled Repairs process which improves customer service and choice, enhances the efficiency of our housing repairs service and reduces our carbon footprint. The city's housing repairs service has shown strong performance in ensuring the quality of existing council properties, we are now able to carry out nearly 30,000 repairs and improvements each year. We have delivered interventions to support residents living in homes in the private sector, including a heating scheme, which saw £200K of funding allocated to improve central heating in private homes.



Within private sector housing the council has a regulatory role over landlords which includes dealing with housing condition complaints and Houses in Multiple Occupation licensing. The work of this team includes Disabled Facilities Grants (DFGs), bringing long-term empty private sector homes back into use and carrying out checks on properties referred to us by the Homes for Ukraine scheme.

Through our regulatory role over landlords in the private sector, we have addressed housing condition complaints, Houses in Multiple Occupation licensing, delivered Disabled Facilities Grants and brought long-term empty privately owned properties back into use. Along with neighbouring authority partners we launched the Good Home Lincs resource which provides information, advice and support for homeowners on maintenance, improvements and repairs.







## Tackling Climate Change

We are committed to addressing the challenges of climate change, working in partnership with the Lincoln Climate Commission to implement the ambitious Lincoln 2030 Climate Action Plan (CAP). Key initiatives include exploring community energy schemes, district heat networks, sustainable education programs, and electric vehicle-sharing schemes. The community-driven “Climate Hope Lincoln” initiative has also been instrumental in fostering local engagement, with 80 individuals and organisations actively involved in climate action. These efforts have contributed to a 50% reduction in Lincoln’s greenhouse gas emissions since 2005, though challenges such as a 3% rise in transport-related emissions in 2022 remain.



Additionally, action has been taken to improve the energy efficiency and reduce the carbon footprint of Yarborough Leisure Centre with funding from Sport England’s Swimming Pool Support Fund. A 120.7KWp photovoltaic (PV) solar panel system was installed and improvements to the Air Handling Unit within the centre were made. This green energy will replace traditional non-renewable sources, resulting in a reduction of carbon dioxide emissions and reducing annual energy costs.

To further reduce emissions, we have taken significant steps, establishing an Environmental Management System (EMS) for monitoring and reducing emissions, and securing a Green accreditation with a 93% score from Investors in the Environment.

Efforts to enhance energy efficiency extend to our infrastructure, with projects such as the refurbishment of the Cornhill Market and Lincoln Crematorium reducing energy consumption. Investments in electric vehicle infrastructure have made the city a leader in Greater Lincolnshire, with 112 public charging devices currently available. Our private housing retrofit schemes and social housing decarbonisation initiatives are also making homes more energy-efficient, with 84% of council homes now rated EPC ‘C’ or above.

Through ongoing programs like our Air Quality Management Plan and sustainable transport initiatives, we aim to create a healthier environment. Recent data highlighted reductions in nitrogen dioxide emissions across the city, supported by improvements in traffic flow and the opening of the Lincoln Eastern Bypass allowing us to formally revoke the Air Quality Management Area at the end of 2024 signalling our progress in achieving cleaner air for Lincoln residents.





## Reducing Inequality

Since 2020, we have made significant progress in reducing inequality across Lincoln. Our Welfare Team supports more than 7,000 residents a year to navigate benefits, pensions, grants, and tax credits, securing an additional £1.6 million in annual income for those we have. We continue to provide essential support and advice, ensuring financial security for our most vulnerable residents. We have worked with our partners to make sure that residents and households that are struggling have access to advice and support to mitigate the impacts of the cost-of-living crisis. This includes energy support, benefits, financial advice and support, food support, help with housing, wellbeing and warm spaces. We have delivered more than £2 million pounds of Household Support Fund payments to residents who needed it.

We have championed financial inclusion through partnerships like the Lincolnshire Financial Inclusion Partnership, practical support for residents struggling with food and energy insecurity and our work with the Greater Lincolnshire Food Partnership has helped transform food into a public good, supporting initiatives such as subsidised cooking classes, local grocery programs, and school breakfast provisions.

We have supported refugees, resettling Syrian, Afghan, and Ukrainian families, and ensuring safe accommodation and integration. In collaboration with our partners, we continued to support individuals off the streets and into stable housing through our Homelessness Strategy aimed at further reducing rough sleeping.

We have also invested in the Sincil Bank Revitalisation Programme, improving infrastructure and creating new homes, while fostering stronger community relationships through the Sincil Bank Community Hub. This has ensured our most diverse communities have access to the resources they need. Through initiatives like Lincoln Embracing All Nations (LEAN), we continue to support our city's diverse communities, working to create a central space for engagement and support. Alongside a contribution of £150K from the UK Shared Prosperity Fund (UKSPF) programme, a community grant scheme was run in partnership with Investors in Lincoln, who are contributing £150K. The scheme was led by the city's Neighbourhood Manager and managed through newly established community panels in each of Lincoln's 11 Wards. Each panel being chaired by Local Members. Each Ward had £25K to allocate across local communities with



up to £2500 per project. The final round of grant allocation was completed in 2024 with 124 projects supported in total. The UKSPF committed 89% of its funding by March 2024 to initiatives addressing key local needs, such as youth employment, elderly support, and cost-of-living challenges. Projects like the "No Wrong Door" triage system and the community bakery are directly improving access to services and creating employment opportunities, while sustainability-focused schemes support local business growth. These projects aim to address local needs while promoting sustainability and long-term economic growth.

In the city centre, our coordinated approach to tackling anti-social behaviour and rough sleeping has ensured effective support and enforcement. Positive partnership working with Lincolnshire Police, Lincoln BIG, Project Compass, and the Rough Sleeper Team has enabled the sharing of information, prioritisation of resources, and identification of emerging issues, ensuring a cohesive response to challenges. Understanding our residents has allowed us to offer support as well as enforcement action to address the challenges and concerns from our communities. Our commitment to tackling community safety and antisocial behaviour concerns has resulted in a significant upgrade to our CCTV provision in the city and successful external funding bids resulted in additional staffing resources into the Public Protection and Anti-Social Behaviour Team.

We have continued to support local good causes to fundraise in their community by providing the Lincoln Community Lottery and our Social Responsibility Charter has recognised and celebrated local organisations going above and beyond to support their employees and local community.

One of our Social Responsibility Charter signees is Lincoln City Football Club and Lincoln City Foundation who through social responsibility commitments have delivered a range of programmes under the key areas of, Mental Health and Wellbeing, Community Cohesion, Education and Employability, and Sport and Physical Activity. This includes an adult activity programme, community development support to a local neighbourhood, a range of children's and youth activities, and an extensive programme of education support. The Charter is an important tool for the Foundation to use, whether that is to support internal growth and employee engagement, to understand the local businesses that align with their social responsibility values or even to understand how they can work with others to make Lincoln a better place to live and work.

Another social responsibility charter organisation is SERCO which aligned their social value activity with the needs of local communities. They have focused on a Volunteering Programme to encourage their employee's participation in the community, Educational support and SEND employability and Community Sponsorship.





## Remarkable Place

We have continued to enhance Lincoln's green spaces, strengthening community engagement, and preparing for future challenges in waste management and environmental health.

Our commitment to high-quality parks and open spaces has been reaffirmed with the city now holding four Green Flag Awards, an achievement made even more remarkable by Hope Wood receiving this recognition on its very first submission. This milestone reflects the dedication of our officers and volunteers in maintaining and improving our parks for residents and visitors alike. Meanwhile, our rewilding efforts continue to flourish, with more areas left to grow naturally, supporting biodiversity and enhancing the city's green landscape.

At Boultham Park, the successful completion of both restoration phases has allowed the park to settle into a vibrant future as a much-loved community space. Hartsholme Country Park remains a popular destination, where we have invested in essential flood management infrastructure here. Hope Wood continues to take shape as a vital nature reserve, transforming previously underused land into a rich, biodiverse habitat. Our commons have also benefited from reinvestment, supported by partnerships such as our matchday parking agreement with Lincoln City FC.

Engagement with our parks remains high and education and outreach have also expanded through ranger-led and self-guided activities. The Outdoor Classroom Project has strengthened its work with local schools and scout groups, while specialist workshops have provided enriching experiences for children with disabilities and elderly residents with dementia. Our winter tree-planting efforts added 155 new trees across the city, further complemented by large-scale planting at Hope Wood.



Our Food, Health, and Safety service continues to be high-performing, completing food inspections and helping our businesses achieve compliance in an average of 7 days against a 15-day target. Over the Vision 2025 period, they exceed expectations. Over the past five quarters, 99.52% of food inspections have been completed, with businesses achieving compliance in an average of just 6.99 days, far ahead of the 15-day target. We have responded to critical food safety incidents, from tackling pest infestations to ensuring the safe reopening of Cornhill Market and the new Stack entertainment venue. Our Environmental Health and Safety teams have played a vital role in protecting the community by responding to urgent issues such as gas leaks, sewage overflows, and dangerous electrical faults in residential and commercial properties. The aftermath of Storm Babet in October 2023 brought a surge in rodent complaints, which were swiftly addressed to maintain public health and safety.

The city's private hire trade is showing strong post-pandemic recovery, with rising applications and growing driver numbers. Despite the challenges of 'out of town' vehicles, Lincoln has maintained high licensing standards by prioritising public safety while supporting the sector's resurgence.

Our community centres have become more vibrant hubs for residents, with an increase in both usage and footfall. We have made investments to these over recent years. For our leisure and health services, we have taken proactive steps to ensure affordability and sustainability amid economic challenges. The council successfully secured Sport England funding for solar panels and energy recovery systems, which were installed in the latter half of 2024 to reduce long-term utility costs at leisure facilities. Innovation has shaped our approach to public health, exemplified by the permanent installation of an EGYM at Yarborough. This AI-driven fitness system has seen high engagement, with 464 unique users each month, an 80% retention rate, and measurable health benefits, including an average reduction in bio age of 11.8 years and 22% strength improvement. This investment is particularly beneficial for older residents, supporting healthy ageing and overall wellbeing.





# Lincoln: Our opportunities and challenges

As a council we set our priorities and make our decisions based on evidence. This includes key data and statistical evidence that we present in the Lincoln City Profile.

If you would like to know more about this, please visit [www.lincoln.gov.uk](http://www.lincoln.gov.uk).

## Economy

Lincoln has fared well through the nationally difficult years of recession, cost of living challenges, inflation and weak annual GDP changes. Our city has a good mix of retail, cultural and leisure offerings for residents and visitors alike. In 2023, the Lincoln visitor economy increased to £264 million.

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.

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 97% 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 (gross value added - a measure of prosperity) has only increased slightly in recent years, the economic activity rate in Lincoln has decreased, consequently, those who are economically inactive (not in paid work, not looking for or available to start work) has therefore increased, and we continue to have a low paid and predominantly low skilled population. Unemployment, although reducing slightly, is still a concern at 4.2% and median earnings for full-time workers in Lincoln continue to lag behind East Midlands and England averages.

## 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 seen some improvements, including a drop in the number of housing benefit recipients and a slight decrease in Universal Credit claimants. However, in recent years the cost-of-living challenge and the financial pressures this has placed on households across the city, have resulted in a significant increase in the percentage of children living in low-income households, an increase in the total number of people claiming universal credit, and a wide-reaching need for the support provided through the government-funded Household Support Fund.

30.5% of our children are living in households in relative poverty which is higher than the national average. The latest figures for the percentage of workless households with dependent children show an increase to 10.8% and the city has a relatively high number of Disability Living Allowance and Personal Independence Payment recipients compared to our nearest neighbours. The latest figures for fuel poverty indicate that over 7,500 households in Lincoln are in fuel poverty. Household energy bills are expected to increase again nationally, and this will have a further impact on our households.





## Children and Young People

A strong and effective education at a young age helps to develop a child or young person'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.

Over recent years the average Attainment 8 score and Progress 8 score have both further deteriorated since their introduction in 2017, performing below East Midlands and England in both measures. The percentage of Lincoln residents with a Regulated Qualifications Framework (RQF) Level 1 or 2 is lower than residents of East Midlands and England, whilst the number of residents achieving Level 3 RQF is lower than those in England. However, the percentage of Lincoln residents achieving Level 4+ RQF is greater than both East Midlands and England.

In recent years Lincoln has reported a high level of pupil absence from school, in addition to having the 2nd highest percentage of pupils eligible for free school meals amongst our Lincolnshire neighbours.

Lincoln remains a young city with 35.3% of the population in the 15-34 age bracket and we work with our partners and communities to listen to young people to better understand their views, needs and aspirations. We also work closely with partners across all services to support and safeguard young people in our city and are committed to protecting the most vulnerable in our communities.



## Crime

While crime overall is the responsibility of the police, as a key partner we continue to support projects that deter crime and improve public safety, and a number of these form part of this five-year programme. In a similar trend to the rest of the country, the total reported criminal offences in Lincoln have increased, including in crime categories Robbery, Shoplifting and Violence and Sex Offences. The latest data shows that Lincoln has the highest total crime rate per 1,000 amongst our CIPFA nearest neighbours and the highest compared to other Lincolnshire districts. However, Lincoln has seen improvements in several areas - the rates of Burglary, Criminal Damage and Arson, Drug offences, Possession of Weapons, Public Order offences and Theft from

the Person. The prevalence of some forms of crime will, realistically, be linked to many of the positive attributes the city has to offer including its higher education institutions, its status as a shopping and tourist destination, and its nighttime economy. There is a very strong correlation between crime and unemployment rates in Lincoln and we have some of the highest reoffending rates in England and Wales with a 32.2% binary reoffending rate and a 5.8 reoffences rate. From consultations and resident and stakeholder feedback, we know that feeling safe in their communities and reducing the impact of anti-social behaviour is important and we will continue to work with our partners to address these often complex challenges.





## 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.

There is a housing crisis throughout the country with an acute shortage of affordable housing. This housing crisis includes the city of Lincoln and is an immensely challenging situation. Rising inflation, increases in interest rates, the cost-of-living crisis, changes in the private rented sector and the effects of the war in Ukraine have simultaneously changed the world we operate in.

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 the third most affordable when compared to cities similar to ours, 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. 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.

There is a national housing crisis and, as the urban centre of an otherwise mostly rural county, the effects of this are very strongly felt in the city. As a landlord to more than 20% of the city's residents, the council's decisions have a direct impact on the quality of life of people living in its homes and their security of tenure. Demand for housing in the city is very high and is influenced by more than 27% of residents in the city living in privately rented accommodation. Demand increased substantially since the Covid-19 pandemic and the subsequent cost-of-living crisis, with notable rises in the number of people presenting to the council who can no longer sustain the costs of renting in the private sector. The number of people in Lincoln on the council housing register has continued to increase in recent years, along with the number of households assessed as homeless, and there are far fewer homes available, of the right type, than the city needs in order to meet local demand.

The number of households owed a homeless prevention or relief duty has risen above pre-pandemic levels across Lincolnshire, with Lincoln being the 12th highest in England out of 296 authorities. Higher needs are also being identified in these households, with many households presenting with multiple support needs. Mental health needs are 67% higher across the county, accounting for a quarter of all support needs.



## 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 the overconsumption of fossil fuels, single use materials, rising CO<sup>2</sup> levels and global temperatures. Having declared a climate emergency in 2019, we continue to focus on this priority as a key element of this plan.

As one of the city's principal landowners, the council has influence over several key aspects of our environment, including the amount and quality of greenspace, vehicle charging infrastructure in our car parks, decarbonisation and energy efficiency of our buildings. This includes over 7,500 council homes, of which over 80% already have an EPC rating of C or above.

Working in partnership with the University of East Anglia and with support from the Net-Zero Innovation Fund, numerous areas of woodland and grassland,

which absorb and recapture significant volumes of carbon dioxide (in hectares) have been supported, Lincoln's environment is continuing to see some very encouraging improvements, such as decreases in energy consumption, increased decarbonisation of public buildings, more electric vehicles and another year of decreases in CO<sup>2</sup> contributions. Gas and electricity consumption had been decreasing over several years however figures from the Department for Energy Security and Net Zero show residents of Lincoln used slightly higher amounts of gas and electric in 2023 than 2022 but consumption of both is still reduced from 2019. Household waste volumes have also decreased. Lincoln has seen continually improving air quality for over five years, with every area of the city meeting National Air Quality standards— in fact, Lincoln dropped to just having the third lowest CO<sup>2</sup> 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 allow 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. The outcomes for some of this will expectedly be seen in generational changes rather than immediate shifts in health data.

The most recent health data available includes low comparative Healthy Lives, Healthy Places, Healthy People and Healthy Eating scores when measured against the England average which need to be addressed in partnership with organisations across our health system.

Male life expectancy has continued to drop in recent years, and Lincoln suffers from having the third lowest life expectancy for both males and females compared to a similar group of local authorities, in addition to continuing high mortality rates for circulatory-related diseases and cancer sufferers. Lincoln has seen an increase in the prevalence of smoking in people aged 18 and over, with smoking rates now significantly higher than the England average, and an increase in suicide rate, which remains considerably higher than the overall rate for England, and the highest when compared to cities similar to ourselves. Acute vulnerability may also be increasing, as 'deaths of despair' reach all-time highs across the county, with the rate particularly high in Lincoln. Combined deaths from alcohol, drug misuse and suicide in Lincolnshire have increased by 40% between 2019 and 2022. Suicide prevention remains a key priority for Lincoln, which continues to face higher-than-average suicide rates. Between 2020 and 2022, three city wards recorded five or more suicides: figures matched by only two other wards in the whole of the county. Research presented at the 2024 Lincolnshire Suicide Prevention Conference highlights a correlation between robust mental health support and lower suicide rates. Further studies are set to be carried out to explore whether access to local mental health services impacts Lincoln's rates, helping to inform future strategies and improve support for residents.

Deprivation is inextricably linked to health inequalities, and we know that there is a socioeconomic gradient in almost all health outcomes. People living in poverty are significantly more likely to experience poor physical and mental health throughout their lifetime, therefore affecting their quality of life. Digital exclusion is a barrier that Lincoln residents face, particularly in areas of deprivation. Lincoln has five of the top 10 and eight of the top 20 most digitally deprived areas in Lincolnshire. This affects access to education, employment, health services, Department for Work and Pensions, support and advice and social connections.

We have seen health improvements in some areas, with the rate of self-harm decreasing along with the number of alcohol related conditions. Lincoln's percentage of physically active adults was higher than the national rate for England and similar cities, the percentage of adults with excess weight was lower than the rate in both the East Midlands and England, and Lincoln had the highest performing dementia rates when compared to England's average baseline.



## Consultation – what is important to our residents

The proposals for Vision 2030 and the action plan have been consulted on through a combination of face-to-face sessions and online survey which have been used to engage with our residents and community, staff, elected members, businesses, key stakeholders and focus groups with Lincoln Tenants Panel and representatives from our diverse community.

There was wide agreement with our proposed priorities and aspirations and a largely even spread across the actions identified for the first 12-18 months. The feedback received has helped shape this document, particularly in detailing what we mean by each of the priorities and has given further confidence that the areas we are focusing on are the ones that matter to our residents and stakeholders. This included an emphasis on our natural environment and action needed to address

climate change, the importance of providing housing that meets a range of needs, a focus on our local neighbourhoods to connected and engaged, the importance of growth and climate change together and the value of tourism, art, culture and heritage and the need to make sure our core service support the day to day lives of our communities as well as delivering our greater plans for the city.

There was a lot of helpful feedback that we will continue to refer to when progressing with our delivery and we welcome ongoing thoughts and suggestions from our community. You can share feedback on our priorities and action plan with us by contacting [policy@lincoln.gov.uk](mailto:policy@lincoln.gov.uk) and we welcome residents who are interested in joining our Citizens Panel.

For more details, please see [www.lincoln.gov.uk](http://www.lincoln.gov.uk)





## Our Vision

# Our city – Beyond 2030

**In 2030, our city continues to be a prosperous and desirable place to live, work and visit. Lincoln remains a nationally recognised historic city and the quality of our historic core has been protected and celebrated. Our natural, built and historic environments are enhanced through high-quality design that our communities are proud of.**

Our local economy provides real opportunities for people to live, work, invest and visit. Skills and education attainment have continued to improve, shifting towards a higher skilled, higher paid economic base. Our businesses are thriving, and new businesses have located to the city. Growth in Lincoln has provided some of the solutions to the challenge of climate change by improving the infrastructure in our communities with all new developments making positive impacts, providing resilience to climate change and managing flood risks. Green infrastructure has improved sustainable access and enhanced our natural environment, which has positive benefits to our residents physical and mental health.

Lincoln remains the economic driver for the Lincolnshire area and our city centre continues to provide the primary destination for shopping and leisure for our residents and neighbours. Our visitor economy is thriving and our city is renowned for its heritage, arts and cultural offer and a city centre that is safe day and night.

We see a positive impact on the health and wellbeing of our residents, reduced health inequalities and residents live healthier lives from birth, through education, working life and older age. Residents, workers and visitors travel across the city by sustainable travel modes such as public transport, walking and cycling, benefiting their

health and the local environment and everyone can enjoy access to good quality green spaces. There are fewer residents living in poverty and those residents who are struggling, or are dealing with challenging circumstances, find that support is available and can be accessed quickly.

New homes are built and lived in, meeting the needs of our communities. Homes are efficient and are heated and powered by renewable energy, and are located in the right places, reducing the need for travel by car. Homes in communities which are safe, welcoming with access to green spaces, where estate regeneration has resolved previous challenges like parking, crime and anti-social behaviour by improving the look and feel of streets and neighbourhoods. Homes that are in clean and green neighbourhoods where residents are connected within their community and to the wider city. Communities where they feel safe, supported and welcome. Homes that are provided to City of Lincoln Council tenants will have excellent core housing services and we will be ranked amongst the top-performing social landlords.

Lincoln continues to progress and thrive through strong partnerships and collaboration with local partner organisations from across sectors that have flourished.



**Our Priorities and Aspirations:**

**Together, let's drive inclusive economic growth**

**What this means and why this is a priority:**

Inclusive economic growth is growth that delivers social benefits, tackles inequalities and makes sure that the benefits are spread more fairly between people and places. It is about supporting a thriving economy that everyone can contribute to and benefit from across the city that also considers the social and environmental outcomes it achieves for our people and places.

**What we will do**

An inclusive economic growth strategy will set out how we will address economic inequalities in the city and support our residents through a range of interventions. To develop this strategy and action plan we will consider the emerging anti-poverty strategy, investment in and marketing of the city, our Housing Strategy, local carbon developments, infrastructure, business support strategy, sector development work across health, advanced manufacturing, visitor economy, science and construction.

We will progress work on our City Centre Masterplan which will facilitate the delivery of new schemes across the city by influencing development, policy and delivery. We will also work with partners, championing the needs our city and communities, to influence the development of strategies and actions under the remit of the Greater Lincolnshire Combined County Authority so that it supports the needs of the city now and in the future. Support and influence the development of a strategy for skills development and economic growth under the Greater Lincolnshire Devolution Agreement.

We will build on our successful progress with Charterholme which is the creation of an inclusive and sustainable new community within the heart of Lincoln, providing 3,200 new homes, a local centre with a range of neighbourhood service provisions including a new primary school and a new Leisure Village with a range of commercial opportunities. This is the largest project undertaken in the city for decades, will be jointly delivered by City of Lincoln

Council and Lindum Western Growth Community Ltd, bringing more than £500 million worth of investment into Lincoln over its lifetime and providing hundreds of jobs locally. Improved transport infrastructure will help alleviate some of Lincoln's worst traffic problems. Work on site commenced in 2023 with up to 300 new homes delivered by 2025. Over the period of Vision 2030, we will deliver the Tritton Road all purpose bridge onto the site, secure development partners to work with us over the next 15-20 years to deliver the housing pipeline for Lincoln, secure additional funding to deliver the spine road and associated infrastructure, continue to deliver new homes across the city and support the Leisure Strategy. We will improve our infrastructure through growth, and the development in Charterholme will upgrade drainage and improve capacity to protect against flooding in the area.

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 build on this work with partners to further implement a digital network to ensure access for all across the city.

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. We restored the grade II Cornhill Market and City Square creating an anchor destination within the Cornhill Quarter to support high quality independent trading, promoting local produce and start-up retail and creative businesses. We will continue to support and expand the Cornhill Market and City Square offer.

We will develop a financially sustainable free for all events programme for the city. Events support the vibrancy of our city by providing an all-year-round cultural experience for visitors and residents that cements Lincoln as a key destination locally, regionally and nationally.



**‘Together, Let’s drive inclusive, sustainable, economic growth’**

- ▶ Let’s build a strong, inclusive and sustainable future for Lincoln
- ▶ Let’s continue to help businesses and communities prosper
- ▶ Let’s support a culture of innovation and collaboration
- ▶ Let’s support opportunities for skills, education and employment
- ▶ Let’s attract investment



## Let's reduce all kinds of inequality

### What this means and why this is a priority:

Lincoln has some of the most deprived areas of deprivation in the city and latest data shows that 30.5% of our children are living in households in relative poverty. Although much work has taken place, some of our residents are still struggling and feeling the impact of the cost-of-living crisis. Addressing the key causes of deprivation remains important, as well as continuing to provide immediate support to those residents that need it.

To support our residents and reduce all kinds of inequality, we will work with our partners to develop and implement an anti-poverty strategy and action plan to address both the impacts and causes of poverty in our city. This will support the immediate needs of our residents here and now as well as seeking to reduce poverty in the city over time. Our workstreams will include food, fuel, digital and hygiene poverty, accessibility, welfare and the impact of poverty on health and wellbeing, education and employment. We will continue to provide a range of support to residents of Lincoln to help them through the continuing cost of living crisis.

We will work with training providers, businesses and our partners to increase opportunities for local people to access training and employment. This will support the development of targeted training programmes to support staff on low pay and for disadvantaged groups. This will support careers advice in schools linked to our local economy and will improve community access to education and training providers with a particular focus on supporting adults into work.

We will support the development and promotion of advice, guidance and training offers to make sure our residents can access a greater training offer and opportunities to develop new skills. Collectively the support offered will help tackle poverty and provide opportunities for stable employment and career progression.

Lincoln has five of the top 10 and eight of the top 20 most digitally deprived areas in Lincolnshire. Lack of, or limited, digital access impacts on education, skills and training, accessing health

services, access to and applying for employment, social inclusion. Improving digital inclusion is an important intervention to tackle inequalities. We will support digital inclusion in Lincoln through working with our partners and across organisations in the voluntary sector, with other public sector, faith and health partners. We will connect our communities with support.

Lincoln's neighbourhoods are so important. We will continue to support local communities, neighbourhoods, community assets and service provision at a local level that meets the needs of, and engages with, local communities and partners on what matters to them now and in the future. We are expecting one further year of UKSPF funding in 2025-26 to build upon the successful community initiatives that have been delivered across the city over the past two years.

District council services have a significant impact on the health and wellbeing of our residents, through housing and homelessness, activity and wellbeing, environment and sustainability, economic inclusion and community engagement. Delivery across these themes aims to provide a health and diverse offer to appeal to as many of our residents as possible, targeting interventions focused on local outcomes. We will continue to build on relationships with local health partners to ensure provision is accessible and meeting the needs of Lincoln residents and addressing health inequalities.

Partnership working is key to reducing inequality and we will continue to work through strategic partnerships and multi-agency processes to support and protect our residents. We will support residents who are struggling and those who are most vulnerable. We will provide assistance for those who are rough sleeping, or are at risk of rough sleeping, we will address anti-social behaviour and community safety concerns from our communities, we will protect vulnerable adults, children and young people and residents experiencing domestic abuse and we will help people feel safe and welcome in their communities.



### 'Together, let's reduce all kinds of inequality'

- ▶ Let's work with partners and our communities to address the impacts and causes of poverty
- ▶ Let's support our neighbourhoods and communities to thrive
- ▶ Let's improve the health and quality of life for people living in Lincoln
- ▶ Let's help people feel safe and welcome in their communities
- ▶ Let's help people succeed and support the most vulnerable in our city



## Let's deliver quality housing

### What this means and why this is a priority:

Our priority, 'Let's deliver quality housing' has aspirations and actions that relate both to us as a landlord and for housing across the city of all tenures. There are some key areas of work already in progress which will help us address the changes with the Regulator of Social Housing, deliver actions agreed in our Housing Revenue Account 30-year Business Plan, and take the actions needed to meet the challenge, we, and other councils are faced with budget pressures for temporary accommodation.

As a council, we have been providing much needed affordable quality homes for the people of Lincoln since 1920 when we completed our first properties in the north of the city. We are proud of our housing and passionately believe in the positive influence that, good quality, affordable housing has on people's lives.

### What we will do

We will deliver against the Housing Revenue Account 30-Year Business Plan priorities to build affordable homes, enhance our estates, reduce our carbon impact and improve the services that we provide to our tenants. We know that our tenants place core housing services such as repairs, caretaking and estate and tenancy management as a priority. We will continue to enhance these services and respond to the needs of our tenants. We will achieve an energy performance rating of C for all of our housing properties by 2030, protecting the environment, reducing our carbon footprint and making homes cheaper to run for our tenants. To continuously improve core services provided to our tenants we will follow the new consumer standards which fall under the Regulator of Social Housing. To do this we will continue to listen to our tenants and monitor their satisfaction with services received. We will make sure we understand and adapt to the diverse needs of our tenants, learn from complaints and make sure that information about landlord services is clear and accessible. We will use feedback and performance data to make changes and improvements to our services, policies and procedures. We have invested in replacing our ageing IT platform and digital services making it easier for tenants to

request services, share information with us and be kept informed with progress and updates.

We will continue to prioritise the quality of our stock, decent homes standards, health and safety, adaptations, repairs, maintenance and planned improvements. Our estates are at the heart of our neighbourhoods and communities. We will invest in and improve the wider environment of our estates and ensure that these shared spaces are safe for all to enjoy.

Our 5-year Housing Investment Programme will ensure that we continue to meet our legal obligations as a landlord. We have already invested significantly over recent years to achieve the Decent Homes Standard and now we seek to maintain an enhanced Lincoln Standard. The 5-year housing programme amounts to £72.958m focusing on housing investment of £63.520m to develop and improve core housing services and supporting the Lincoln Standard, regeneration in our estates and neighbourhoods and reduce our carbon emissions and £9.438m for additional affordable housing.

As highlighted by the investment programme, Lincoln has ambitious plans to address housing needs across the city. To deliver these, there needs to be capacity and construction skills to deliver locally. We will work with partners to develop and secure this resource.

Our approach to delivering Quality Housing will also help us achieve our climate change ambitions. In addition to our commitment to move all of our existing council home properties into an Energy Performance Certificate (EPC) rating of C or better by 2030, we will deliver against our dedicated Decarbonisation Strategy, invest in innovative new technology to proactively monitor housing conditions and actively pursue external funding opportunities for improvements to EPC ratings.

Housing has a critical impact on the health and wellbeing of local residents - both our tenants, privately rented or owner occupiers. Housing and Homelessness is one of the 5 key lever areas in the district's role on health and wellbeing. 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. Further work

with local partners as a system to develop early interventions to prevent the need for homelessness will also take place. The Renters' Rights Bill aims to transform the experience of private renting by giving renters greater security and stability so that they can stay in their homes for longer, build lives in their communities and avoid the risk of homelessness. We will adopt the powers within the Renters Rights Bill once this has become law to further regulate private-sector housing to help reduce homelessness and to improve the health and wellbeing of residents.

### 'Together, Let's Deliver Quality Housing'

- ▶ Let's provide housing which meets the varied needs of our residents
- ▶ Let's work together to tackle homelessness and rough sleeping in Lincoln
- ▶ Let's improve housing conditions for all
- ▶ Let's provide trusted, tenant-led landlord services
- ▶ Let's build thriving communities





## Let's enhance our remarkable place

### What this means and why this is a priority:

This priority covers a number of areas from our natural environment, parks and open spaces, grounds and street waste to culture, arts, events, heritage and leisure. We know that our public spaces and green spaces in the city centre and in local neighbourhoods are vitally important to our residents.

Three core areas of service delivery, grounds maintenance, street cleansing and waste collections, are provided by significant contracts. We will prepare for these to be operational from Autumn 2026 and closely monitor to make sure they deliver value for money, and the outcomes expected to keep our city clean. We will also prepare for the changes to the way that waste is collected and processed as a result of the Environment Act 2022. Mandatory food waste collections set to be introduced in April 2026 will require an additional 2.4 million collections annually which is one of our biggest operational shifts in recent years. We will continue to provide our popular Garden Waste Collection subscription service. Our mixed dry recycling system is already aligned with the latest requirements, with further expansion planned to include plastic film collections by 2027. As we prepare for a new waste contract in September 2026 and explore options for a separate paper and card collection service in 2027, we remain committed to delivering an efficient and sustainable service.

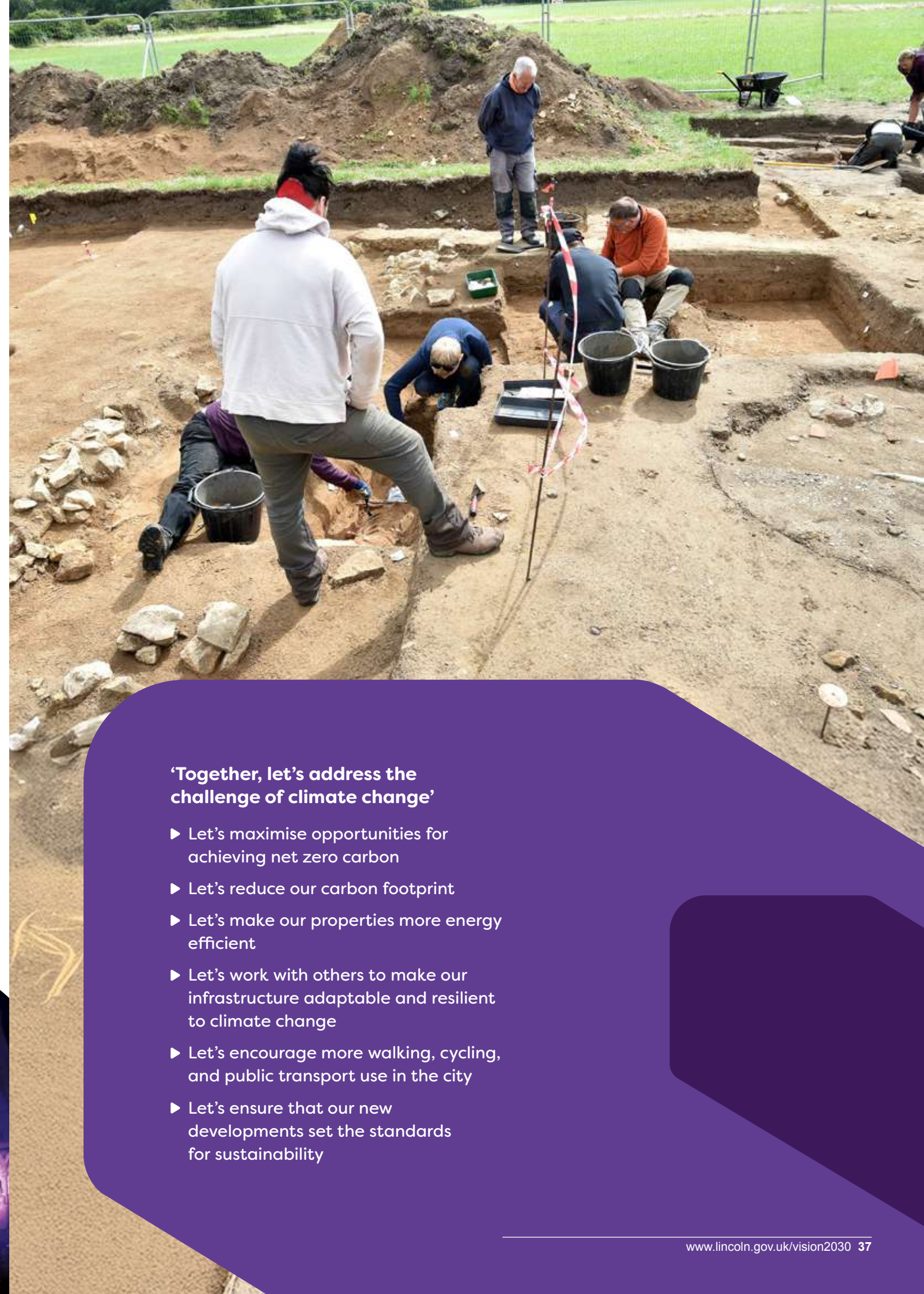
We will work with our partners to find opportunities to introduce further greenery into the city centre and improve the physical environment and we will develop options for future enhancements at Hartsholme and Charterholme Country parks. We are committed to continuing to plant trees and encourage wildflower meadows in a range of environments across the city to both tackle climate change and enhance our natural environment. We know that access to green and blue space is good for people's health, both

for opportunities to be more physically active and just being outside in good quality green spaces has wider health benefits.

The Central Lincolnshire Sport & Leisure Strategy identifies the need for more leisure provision in the city and our current provision needs review and support. We will review leisure options with partners to assess opportunities for provision through making best use of existing assets and linking future opportunities.

Lincoln has a rich and varied array of cultural assets across the city. We will further develop our partnerships with Heritage Trust of Lincolnshire, tenants of these buildings and other partners to secure ways to protect and sustain these important heritage and cultural assets in the city.

We will explore new opportunities for arts, culture and events delivery by working with our partners to collectively maximise the impact of all our events in the city. Together we will build creative talent in the city that underpins the economic vitality of the city centre and uphill Lincoln. 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.



### 'Together, let's address the challenge of climate change'

- ▶ Let's maximise opportunities for achieving net zero carbon
- ▶ Let's reduce our carbon footprint
- ▶ Let's make our properties more energy efficient
- ▶ Let's work with others to make our infrastructure adaptable and resilient to climate change
- ▶ Let's encourage more walking, cycling, and public transport use in the city
- ▶ Let's ensure that our new developments set the standards for sustainability



## Let's address the challenge of climate change

### What this means and why this is a priority:

In July 2019, we agreed a motion declaring a Climate and Environmental Emergency and in 2020, the Lincoln Climate Commission was formed. This brings together expertise, energy and ambition from a number of disciplines, stakeholders and communities to support the innovation needed to face this significant challenge. The Lincoln 2030 Climate Action plan will be successful through collaboration as no single organisation can directly influence all the emissions within our city. To make a difference requires action from across all sectors as well behaviour change from individuals. It is increasingly important to our residents, partners and members to address this issue by making changes to our daily lives to reduce emissions now and in the future. Our ambition for Lincoln is;

As a council, we will work with partners on the Lincoln Climate Commission to deliver the action plan, align policies and monitor delivery against this ambitious plan to support the people of Lincoln. Our ambition for Lincoln is to be a city that enables residents, visitors and businesses to live more sustainably. We will lead by example, supporting, enabling and empowering our workforce and our community to implement ways to reduce their own impact on the environment. We have committed to making our own properties more energy efficient, allocating funds from our Housing Investment Programme as well as seeking external funding opportunities. We will support behaviour change campaigns and initiatives that help reduce our collective carbon footprint

and we will work with single-use, plastic-free leaders to help further enable us all to reduce our use of single-use plastic. We know that people living in poverty are more affected by climate change because they cannot afford protections to mitigate the effects of environmental crises.

The scale of the challenge for addressing climate change cannot be underestimated. To really make a difference, interventions that help us to reduce our carbon footprint are included in actions across all of our Vision 2030 priorities. This includes funding applications to improve the Standard Assessment Procedure (SAP) ratings of 200 homes within our own housing properties by providing solar power, replacement windows, loft insulation or air source heat pumps or making sure that new build homes are energy efficient and use sustainable materials. It also includes a focus in our places to improve the natural environment, through activities supporting estate regeneration or by finding ways to introduce more greenery across the city or planting more trees and wild flowers. The changes to the way waste is collected and processed, alongside awareness raising within our community on how they can take climate action in their daily lives will also help. This cannot be achieved by the city council alone and we will work with partners to better understand the impacts of this in our city and seek to provide the support needed.

### ‘Together, let’s address the challenge of climate change’

- ▶ Let’s maximise opportunities for achieving net zero carbon
- ▶ Let’s reduce our carbon footprint
- ▶ Let’s make our properties more energy efficient
- ▶ Let’s work with others to make our infrastructure adaptable and resilient to climate change
- ▶ Let’s encourage more walking, cycling, and public transport use in the city
- ▶ Let’s ensure that our new developments set the standards for sustainability



# One Council

In Lincoln, our customers are at the heart of everything we do. We strive to make sure that when they access council services they have receive the support they need and have a good experience.

The delivery of our key priorities is underpinned by our 'One Council' approach which covers Organisational Development, Best Use of Assets, Technology and Creating Value Processes. This work programmes for these include;

- ▶ Understanding and meeting the needs of our many customers, including resident, visitors, businesses, workforce, public and voluntary organisations
- ▶ Embracing digital technologies so that customers can access information, check service updates and make requests when they want to, in the way they want to whilst making sure that equitable access is available for those who cannot or choose not to engage with digital services or technology.
- ▶ Delivering excellent and consistent customer services through multiple channels with customers choosing the most cost-effective method that meets their needs
- ▶ Redesigning services and project delivery to maximise efficiencies and improve customer experience

Over Vision 2030 we will building on our One Council approach to make sure that we continue to run our services effectively.



## Our Finance

Our Vision and strategic priorities directly influence our financial approach. We keep reserves and balances at a prudent level, to ensure money is not left as dormant and inaccessible for the delivery of services that meet the needs of our residents and to progress ambitions for the city, but while still recognising the need to maintain our financial sustainability. Providing vital services now and using funds available to invest in the city is a key intervention to manage future demand and generate economic growth in the city.

Alongside allocation of funding to support Vision 2030 programmes the council's budget also supports the delivery of data that support our priorities. Highlights for these include;

- ▶ Provision of a small business support team and workspaces for start-up and small businesses costing £0.240m per year.
- ▶ Provision of a Welfare Advice and Welfare Reform Support Services costing £310k per year enabling just under c£1.6m of additional benefits entitlement to be claimed within the city and administering cost-of-living support schemes, financial inclusion projects and welfare advice.
- ▶ Maintaining a no change scheme in respect of Local Council Tax Support. The scheme still provides a maximum entitlement of 100% and costs the council c£1.3m per year.
- ▶ Undertaking neighbourhood working, focusing on the Sincil Bank revitalisation, working in partnership and with the community to make it a better place to live and work, with a dedicated team and community chest funding of £0.218m per year.
- ▶ Delivery of Homelessness and Rough Sleeping Initiatives totalling £1.87m in 2025/26.
- ▶ Annual spend of c£2.3m on street cleansing covering 350km of roads/paths and 30,000sqm of pedestrian areas, including a new annual City Centre Spring Clean.

▶ Annual spend of c£3.7m on refuse and recycling, collecting from around 46,000 domestic properties.

▶ Annual spend of £1.6m on providing and maintaining parks and open spaces within the city, including Hartsholme County Park, Boultham Park, the Arboretum and the Lawn, recreational grounds and commons and Hope Wood.

▶ Provision of a range of public protection, regulatory and anti-social behaviour services focussed on ensuring community and environmental safety and protection of the built environment, totalling £1.8m per year, including delivery of a range of new measures designed to maintain a safe and vibrant city centre.

▶ Facilitating and delivering a range of climate change initiatives, through a dedicated Climate Change Manager.

We will continue to develop and implement a savings programme in order to deliver both savings needed in the short term and to prepare for longer-term targets. We will deliver this through our Towards Financial Sustainability (TFS) Programme which aims to bring our net service costs in line with available funding. Over the last decade and a half we have delivered annual savings of nearly £10.5 million.

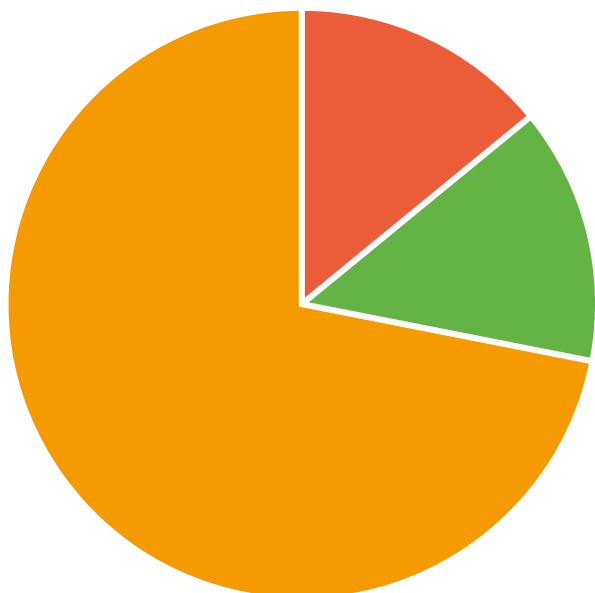
For more information on our budgets, you can find our Statement of Accounts and Medium Term Financial Strategy at [www.lincoln.gov.uk](http://www.lincoln.gov.uk)





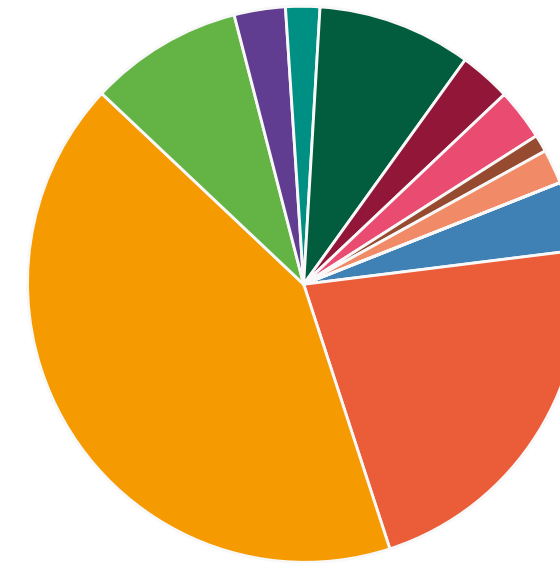


# Council Tax - where it goes



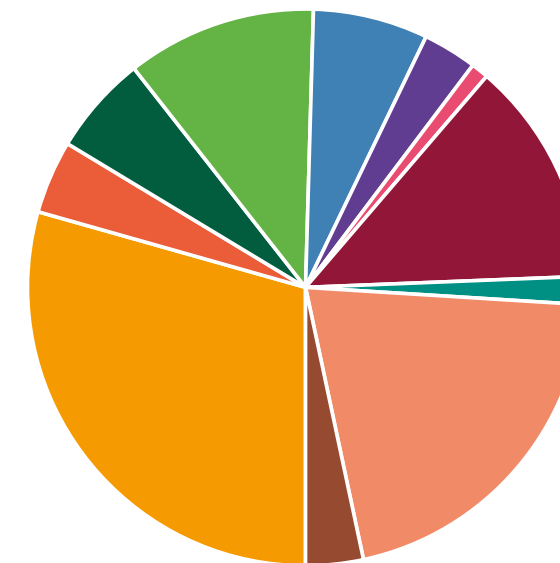
Money from council tax required to deliver services

Police and Crime Commissioner Lincolnshire	XX%
District Council	XX%
Lincolnshire County Council	XX%



Where the money is spent on services

Housing	42%
Capital Charges	22%
Management, Support Services and Overheads	9%
Environment and Regulatory	9%
Capital Financing	4%
Cultural and Related Services	3%
Planning and Development	3%
Central Services	3%
Transport	2%
Contributions to Reserves and Balances	2%
Trading Operations	1%
Council Tax Deficit	0%
Business Rates Deficit	0%



Where the money comes from

Dwelling Rents	29.0%
Housing Benefit	20.4%
Grants - Capital	12.9%
Sales, Fees and Charges	10.9%
Council Tax	6.6%
Business Rates	5.7%
Non-Dwelling Rents	4.2%
Other contributions, recharges and income from service users	3.3%
Corporate	3.1%
Grants - Specific	1.6%
Grants - General	1.0%



# Core values

Our core values reflect our culture and our expectations for our services and policies. They are present in the way that we work with our residents, our partners and across our services. These values are intrinsic to what we do and we want these to be 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 and each other

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

Let's drive inclusive, sustainable, economic growth

Let's enhance our remarkable place

VISION 2030

Let's reduce all kinds of inequality

Let's address the challenge of climate change

Let's deliver quality housing

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

As set out at the beginning of our plan, we have developed this plan at the beginning of significant policy and governance changes nationally and we will revisit our plan and priority again in 2026/27.



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

#### **Bulgarian:**

Общината на град Линкълн горещо насърчава равенството и разнообразието. Ако се затруднявате с разбирането на каквото и да било в този документ, моля, отидете до община Бомонт Фий, Линкълн или до друг неин офис, където можем да се обадим и да Ви подсигуририм преводач чрез услугата „Биг Уърд“ (Big Word).

#### **Polish**

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

#### **Russian**

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



CITY OF  
*Lincoln*  
COUNCIL

Together, let's deliver  
Lincoln's ambitious future



**City of Lincoln Council**  
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