



County Offices
Newland
Lincoln
LN1 1YL

6 December 2018

Council

A meeting of the Council will be held on **Friday, 14 December 2018 in the Council Chamber, County Offices, Newland, Lincoln LN1 1YL, commencing at 10.30 am** for the transaction of the business set out on the attached Agenda. The attendance of all Councillors is requested.

Yours sincerely

A handwritten signature in black ink that reads 'Keith Ireland'.

Keith Ireland
Head of Paid Service

Membership of the Council
(70 Members of the Council)

Councillors C R Oxby (Chairman), T Bridges (Vice-Chairman), B Adams, W J Aron, T R Ashton, Mrs A M Austin, M D Boles, Mrs W Bowkett, Mrs P A Bradwell OBE, D Brailsford, C J T H Brewis, Mrs J Brockway, M Brookes, R D Butroid, L A Cawrey, K J Clarke, Mrs K Cook, Mrs P Cooper, P E Coupland, G E Cullen, C J Davie, R G Davies, B M Dobson, M T Fido, I G Fleetwood, R L Foulkes, M A Griggs, R Grocock, A G Hagues, M J Hill OBE, R J Kendrick, P M Key, Mrs J E Killey, S R Kirk, Mrs C J Lawton, C S Macey, C E H Marfleet, C Matthews, A P Maughan, D McNally, Mrs A M Newton, Mrs M J Overton MBE, R B Parker, S R Parkin, N H Pepper, Clio Perraton-Williams, E J Poll, Mrs S Rawlins, C E Reid, R P H Reid, R A Renshaw, S P Roe, P A Skinner, Mrs E J Sneath, A J Spencer, H Spratt, A N Stokes, M J Storer, C L Strange, E W Strengiel, Mrs C A Talbot, Dr M E Thompson, R H Trollope-Bellew, A H Turner MBE JP, M A Whittington, Mrs S Woolley, L Wootten, R Wootten, C N Worth and B Young

**COUNCIL AGENDA
FRIDAY, 14 DECEMBER 2018**

Item	Title	Pages
1	Apologies for Absence	
2	Declarations of Councillors' Interests	
3	Minutes of the meeting of the Council held on 14 September 2018	5 - 12
4	Chairman's Announcements	
5	Statements/Announcements by the Leader and Members of the Executive	13 - 54
6	Questions to the Chairman, the Leader, Executive Councillors, Chairman of Committees and Sub-Committees	
7	Appointment of Parent Governor Representative	55 - 58
8	Joint Municipal Waste Management Strategy	59 - 230
9	Interim Arrangements relating to the role of Chief Executive and Head of Paid Service	231 - 280
10	Motions on notice submitted in line with the Council's Constitution	

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Please note: for more information about any of the following please contact the Democratic Services Officer responsible for servicing this meeting

- Business of the meeting
- Any special arrangements
- Copies of reports

Contact details set out above.

Please note: This meeting will be broadcast live on the internet and access can be sought by accessing <http://www.lincolnshire.gov.uk/local-democracy/council-webcasts/>

All papers for council meetings are available on:
www.lincolnshire.gov.uk/committeerecords



**COUNCIL
14 SEPTEMBER 2018**

PRESENT: COUNCILLOR C R OXBY (CHAIRMAN)

Councillors T Bridges (Vice-Chairman), B Adams, W J Aron, Mrs A M Austin, M D Boles, Mrs W Bowkett, Mrs P A Bradwell OBE, D Brailsford, C J T H Brewis, Mrs J Brockway, M Brookes, R D Butroid, K J Clarke, Mrs K Cook, P E Coupland, C J Davie, R G Davies, B M Dobson, M T Fido, I G Fleetwood, R L Foulkes, M A Griggs, R Grocock, A G Hagues, M J Hill OBE, R J Kendrick, P M Key, Mrs J E Killey, S R Kirk, Mrs C J Lawton, C E H Marfleet, C Matthews, D McNally, Mrs A M Newton, Mrs M J Overton MBE, R B Parker, S R Parkin, N H Pepper, Clio Perraton-Williams, E J Poll, Mrs S Rawlins, C E Reid, R P H Reid, R A Renshaw, S P Roe, P A Skinner, Mrs E J Sneath, A J Spencer, H Spratt, A N Stokes, M J Storer, C L Strange, E W Strengiel, Mrs C A Talbot, Dr M E Thompson, R H Trollope-Bellew, A H Turner MBE JP, M A Whittington, Mrs S Woolley, L Wooten, R Wooten, C N Worth and B Young

19 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors T R Ashton, L A Cawrey, Mrs P Cooper, G E Cullen, C S Macey and A P Maughan.

20 DECLARATIONS OF COUNCILLORS' INTERESTS

There were no declarations of interest at this point in the meeting.

Following advice from the Monitoring Officer, it was highlighted that in relation to the motion at agenda item 13, there was no pecuniary interest to declare due to the universal nature of the changes and the fact that the Council could not make any decision which would change the position.

21 MINUTES OF THE MEETING OF THE COUNCIL HELD ON 11 MAY 2018

RESOLVED

That the minutes of the meeting held on 11 May 2018 be signed by the Chairman as a correct record.

22 CHAIRMAN'S ANNOUNCEMENTS

The Chairman reported that his civic engagements since the last council meeting had been varied and had provided him the opportunity to continue visiting places throughout Lincolnshire.

The Chairman thanked his wife Diane for supporting him on those engagements and also the Vice Chairman and Lady, Councillor Tony Bridges and Trina Wright, for representing them at civic functions when they had been unable to attend due to other commitments.

The Chairman and Lady were pleased to take part in the two days of the Lincolnshire Show which attracted many visitors from far and wide. It gave the Chairman the opportunity to meet many of our residents including the wonderful individuals who were winners of the Good Citizen Awards.

The Chairman was delighted to host the County Service of dedication in Lincoln Cathedral. He advised that it was a wonderful service and was honoured that the visiting choir of the Church of the Epiphany from Washington DC gave their time to perform at the service. It was a truly memorable experience.

It was reported that this was the last Council meeting for the Executive Director for Environment and Economy, Richard Wills, before he retires after nearly two decades of valuable service to this authority. The Chairman asked the Council to join him in thanking Richard for his contribution over the last 18 years and wishing him a long and happy retirement.

The Chairman welcomed Keith Ireland, the new Chief Executive and also Rev Canon John Patrick as the Chairman's Chaplain to their first meeting of the County Council.

On a sadder note, the Chairman reported the death of Marion Brighton OBE, Leader of North Kesteven District Council and members paid tribute to the work she had done for local government.

The Chairman informed members that a complete itinerary of civic engagements since the last meeting of the Council were available from the Civic officer on request.

23 STATEMENTS/ANNOUNCEMENTS BY THE LEADER AND MEMBERS OF THE EXECUTIVE

Statements by Members of the Executive had been circulated with the agenda.

In addition to the statements already circulated, Councillor C N Worth, Executive Councillor for Culture and Emergency Services reported that a major incident had been declared overnight at the Mid UK facility at Barkston Heath, he reported that 12 fire engines and two support vehicles had attended at 2am in the morning of 14 September 2018. The Council was informed that due to the speed, efficiency and expertise of the fire crews who responded at putting in fire breaks, the fire had managed to be contained to two sheds. At the time of the meeting, the fire was still ongoing but it was well under control. It was reported that the fire had started on a conveyer belt, but more details would emerge in time.

It was reported that there had been two former fires at this site, after which a lot of emergency planning had gone on at the site. This had clearly paid off for this incident.

Members were made aware that there was a considerable plume of smoke, but it was highlighted that it was white smoke rather than black smoke and was non-toxic. The Council was working with the Environment Agency and Public Health. The public nearby had been advised to keep their windows and doors closed. At this time there were seven or eight fire engines in attendance and it was expected that this would reduce to four by midday. It was thought that the plume of smoke may be visible for another two or three days, but fire and rescue would continue pumping water until it was certain the fire was extinguished.

The Executive Councillor thanked the 60 or so fire fighters for their attendance at the incident, and requested that the full Council acknowledge and thank the firefighters for their efforts.

The Chairman added that it was clear there was an excellent fire service in the County and that the fire fighters should be praised whole heartedly.

24 QUESTIONS TO THE CHAIRMAN, THE LEADER, EXECUTIVE COUNCILLORS, CHAIRMAN OF COMMITTEES AND SUB-COMMITTEES

Questions pursuant to Council Procedure Rule 10.3 were asked and answered as follows:

<u>Question by</u>	<u>Answered by</u>	<u>Subject</u>
a) Mrs J E Killey	M J Hill OBE	Budget underspends
b) C J T H Brewis	M J Hill OBE	Funding in rural areas
c) B Adams	C J Davie	LEP consultation
d) C Matthews	C J Davie	Vocational courses and apprenticeships
e) S R Parkin	R G Davies	Broadband in villages
f) Mrs M J Overton MBE	B Young	Legal claims relating to potholes
g) C L Strange	C J Davie	Promotion of North Sea Observatory to tourists
h) K J Clarke	R G Davies	Additional costs of Lincoln Eastern Bypass
i) Mrs A M Austin	Mrs S Woolley	Services at Boston Pilgrim Hospital

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j) R G Butroid	M J Hill OBE	Update on RAF Scampton
k) M D Boles	R G Davies	Removal of a grit bin
l) R A Renshaw	Mrs P A Bradwell OBE	Additional funds
m) R Wootten	Mrs S Woolley	Overnight closure of Grantham hospital;
n) R B Parker	R G Davies	IT for councillors
o) M Brookes	R G Davies	Update on Boston transport Strategy and Boston Distributor Road

25 REVIEW OF FINANCIAL PERFORMANCE 2017/18

A report by the Executive Director for Finance and Public Protection had been circulated.

It was proposed, seconded and agreed that the Council Procedure Rules be temporarily suspended to allow for one debate to take place.

It was moved and seconded that

That the County Council:

1. Note the carry forwards set out in paragraph 1.2 and 1.3 of the report which were made in line with the Council's Financial Regulations;
2. Approve the proposed use of carry forwards of over and under spending in excess of 1.0% as set out in paragraph 1.4 of the report;
3. Note the transfers to and from reserves summarised in Table A of the report and position of earmarked reserves as at 31 March 2018, also shown in Table A of the report;
4. Note the position in relation to general reserves set out in paragraph 1.7 and Table B of the report;
5. Note the Flexible Use of Capital Receipts in 2017/18 as set out in paragraph 1.8 to 1.10 and summarised in Table C; and
6. Note performance against the Prudential Indicators for 2017/18 as set out in paragraph 1.11 to 1.12 and Table D of the report.

An amendment by the Labour Group was moved and seconded as follows:

To amend the amount recommended to be transferred to the Financial Volatility Fund by £2.718m to be allocated to expenditure in 2018/19 on:

Establish a social mobility task force	£0.425m
Expand the Small Schools Project	£0.700m
Expand research based interventions at primary schools in target areas	£0.375m
Trial research based interventions KS4 in target areas	£0.250m
Transition Post 16 - Introduce wraparound support for NEETS through bespoke support to develop essential skills for life and work	£0.408m
Introduce a social mobility drive through Children's Centres	£0.275m
Reinstate cuts in Citizen Advice Services funding to February 2017 levels plus inflation	£0.210m
Commitment to Park and Ride in Lincoln for preliminary work in 2018/19 financial year	£0.075m
Total	£2.718m

If £2.718m is agreed by Council to fund the Labour Group proposals this would leave £15.947m of carry forward to be added to the Financial Volatility Reserve. The Financial Volatility Reserve would then have a balance of £48.287m rather than the £51.005m the Council paper proposes.

Upon being put to the vote, the amendment was lost.

A vote was taken on the original motion, and upon being put to the vote, the motion was carried and it was

RESOLVED

That the County Council:

1. Note the carry forwards set out in paragraph 1.2 and 1.3 of the report which were made in line with the Council's Financial Regulations;
2. Approve the proposed use of carry forwards of over and under spending in excess of 1.0% as set out in paragraph 1.4 of the report;
3. Note the transfers to and from reserves summarised in Table A of the report and position of earmarked reserves as at 31 March 2018, also shown in Table A of the report;
4. Note the position in relation to general reserves set out in paragraph 1.7 and Table B of the report;

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5. Note the Flexible Use of Capital Receipts in 2017/18 as set out in paragraph 1.8 to 1.10 and summarised in Table C; and
6. Note performance against the Prudential Indicators for 2017/18 as set out in paragraph 1.11 to 1.12 and Table D of the report.

26 CORPORATE PARENTING STRATEGY

A report by the Executive Director for Children's Service had been circulated.

It was moved, seconded and unanimously

RESOLVED

That the Council support the Corporate Parenting Strategy and work to support the process of embedding Corporate Parenting into the Council's Culture.

27 RECRUITMENT OF ADDITIONAL INDEPENDENT MEMBER ON AUDIT COMMITTEE

A report by the Executive Director responsible for Democratic Services had been circulated.

It was moved, seconded and unanimously

RESOLVED

1. That Council agree the recruitment of an additional independent member to sit on the Audit Committee.
2. That Council approve the amendments to the Constitution set out in Appendix A of the report.

28 DESIGNATION OF MONITORING OFFICER AND CHANGES TO OFFICER DELEGATIONS

A report by the Chief Executive had been circulated.

It was moved, seconded and unanimously

RESOLVED

That the Council, with effect from and including 1 October 2018:-

1. Designate the Chief Legal officer as the Council's Monitoring Officer; and

2. Amends Section C of the Delegations to Chief Executive and All Chief Officers in Part 3 of the Constitution (Responsibility for Functions) so as to transfer all the specific powers of the Executive Director for Environment and Economy to the Chief Executive.

29 CHANGES TO THE CONSTITUTION

A report by the Chief Executive had been circulated.

It was moved, seconded and

RESOLVED

That the Council:

1. Approve the new Part 7 of the Constitution as set out in Appendix A to the report.
2. Authorises the Monitoring Officer to make consequential amendments to the Constitution to ensure it was consistent with the approved structure.

30 AUDIT COMMITTEE ANNUAL REPORT 2018

A report by the Chairman of the Audit Committee had been circulated.

It was moved, seconded and unanimously

RESOLVED

That the Council receive the Audit Committee Annual Report 2018.

31 MOTIONS ON NOTICE SUBMITTED IN ACCORDANCE WITH THE
COUNCIL'S CONSTITUTION

Motion by Councillor S R Parkin

It was moved and seconded that:

Many thousands of women, across the UK and in Lincolnshire had significant pension changes imposed on them by the Pensions Acts of 1995 and 2011 with little or no personal notification of the changes. Some women had only two years notice of a six year increase to their state pension age

As a consequence many women born in the 1950s are living in hardship. Retirement plans have been shattered with devastating consequences. Some women are already out of the labour market, caring for elderly relatives, providing childcare for grandchildren, or suffer discrimination in the workplace so struggle to find employment. Women born in this decade are suffering financially. These women have worked hard, raised families and paid their tax and national insurance with the

expectation that they would be financially secure when reaching 60. It is not the pension age itself that is in dispute because it is widely accepted that women and men should retire at the same time. The issue is that the rise in the women's state pension age has been too rapid and has happened without sufficient notice being given to the women affected, leaving women with no time to make alternative arrangements.

This is a national issue which can only be addressed by Central Government. Up to March 2018, 147 local authorities, of different types and political persuasions, have passed motions in support of government action on this issue. It is time for Lincolnshire County Council to stand up for the 50,000 or so Lincolnshire women affected by this legislation.

This Council calls upon the Government to reconsider even at this stage transitional state pension arrangements for women born on or after the 6th of April 1950 who have unfairly borne the burden of the increase to the State Pension Age with lack of appropriate notification.

A request for a recorded vote was put forward, but was unsuccessful.

Upon being put to the vote, the motion was lost.

The following Councillors requested that their votes in favour of the motion be recorded:

K J Clarke, Mrs K Cook, P M Key, Mrs J E Killey, Mrs A M Newton, Mrs M J Overton MBE, R M Parker, S R Parkin and R A Renshaw.

The meeting closed at 1.40 pm

Agenda Item 5

COUNTY COUNCIL MEETING – 14 DECEMBER 2018

Statement from: Councillor M J Hill OBE – Leader of the Council

FINANCE

Revenue Budget and Capital Programme for 2018/19 – Monitoring Report

The first budget monitoring report for the current financial year was based on the position as at 31 August 2018 and was considered by the Overview & Scrutiny Board at its meeting on 27 September with comments of the Board presented to the Executive on 2 October 2018. This showed a satisfactory position early in the year with a projected underspend of £3.7m or just under 1% for the year. The next report will cover the year up until 31 December 2018 and will be considered by the Overview and Scrutiny Board in late January 2019 and the Executive in early February. The recently awarded in-year additional funding for adult care of £3.4m will be incorporated into that report, as will the £13.7m in additional highways funding for pothole and other maintenance work to be undertaken by the end of March 2019.

Revenue Budget & Capital Programme for 2019/20 & Beyond

In February 2018, the Council approved both the budget for 2018/19 and a provisional budget for 2019/20. Work is underway to review and update the budget for next year and updated proposals will be presented to the Executive on 18 December 2018 and will then go for internal and external consultation. In preparation for this budget the Overview and Scrutiny Management Board considered an updated financial risk assessment of the Council with particular reference to the adequacy of the general reserve of the Council. The review concluded that the current level of general reserve remained adequate, a view endorsed by the Board.

Many members will have attended the general budget briefing sessions that were held on 3 and 5 December and I hope you found these useful. As you will have heard at those sessions, we were expecting the provisional local government grant settlement to be announced on 6 December and for that to confirm the level of Government support we were informed of a year ago given 2019/20 is the fourth and final year of the four year funding deal with Government. The October 2018 Chancellor's Budget announced further funding for care services of around £9m for next year and this will be incorporated into our budget proposals.

As far as a budget for 2020/21 and beyond is concerned, the key unknown is the amount of funding the Council will receive from central resources. As mentioned, the current four year deal ends in March 2020. The Government will undertake a full spending review in the first half of 2019 with the outcomes being announced later that year. That process will derive the central funding to be made available to this Council via the new processes driven by the combination of the Fair Funding Review and the move to 75% business rate localisation. Further consultations on both these aspects are expected in the coming weeks. This Council is about to commence work at looking at how it will deliver balanced budgets from 2020/21 onwards. All members will be involved, as appropriate, as that process moves forward.

Capital Strategy

A new requirement has emerged required every local authority to formulate and publish a document called a Capital Strategy by 1 April 2019. The purpose of the strategy is to ensure that decision makers understand the long term context within which capital investment decisions are made and the nature of the associated financial risks. These strategies need to be incorporated within the budget book of the Council and our initial draft strategy will be considered by the Overview and Scrutiny Management Board in late January 2019 who will pass comments onto the Executive for consideration at their meeting on 5 February. The Executive will then recommend the strategy for approval, as part of the budget, by the full Council on 22 February.

Potential Business Rate Pilot Bid

As Members will be aware, the Council, along with the Lincolnshire Districts and North Lincolnshire Council, were successful in a bid to become a business rate pilot in 2018/19 under the 100% localisation regime. That pilot is for one year only. Government invited new bids for pilots for the 2019/20 financial year but based on a 75% localisation regime. The County Council has submitted a bid for next year along with the aforementioned partners. It is known there are around thirty bids under consideration and that only around five are likely to be successful. Given the successful bid for the current year, it is perhaps less, rather than more, likely that the new bid for next year will be successful as the Government is likely to want to review the impact of this initiative on other groups of councils. An announcement on the successful bids is expected in early December and should be known by the time of this meeting.

PROPERTY

Co-location of Blue Light Services

The Council continues to be an integral part of the Blue Light Programme where Fire & Rescue, Lincolnshire Police and East Midlands Ambulance Service are working together to co-locate services across the County. The construction of the flagship project at South Park in Lincoln continues to progress and will transform Blue Light services in the area. Following the opening of Sleaford Ambulance and Fire Station in May 2018, the building has become fully operational over the summer with 168 County Council employees moving into modern office accommodation on the first and second floors.

Schools Estate

The Council have completed a number of education projects over the summer with an investment of £17.5m in the schools estate – this has provided an additional 1,342 school places for Lincolnshire children. One of the most notable schemes, Poplar Farm in Grantham, has been highlighted by the Department for Education as an exemplar project for the way in which it has been delivered. Building on this solid foundation the Education and Skills Funding Agency has recognised Lincolnshire County Council as an authority that delivers schools places efficiently.

One Public Estate

The Greater Lincolnshire One Public Estate programme is continuing to strengthen relationships with partners in the NHS and are working closely with them in relation to the delivery of the STP estates strategy, the first capital project announcement are expected in December.

Extra Care Housing

The Council is working in an innovative partnership with a number District Councils to develop Extra Care Housing across the county, the first project in Lincoln is expected to commence construction in spring 2018.

COMMERCIAL TEAM

Project Management

High priority transformational projects continue to be supported including:

- ***Corporate Support Services (ERP 2020)*** – Work has begun on the transformation required to our Agresso ERP and associated business processes. They will be designed on "self-serve" principles providing more streamlined, efficient activity across the end to end business process.
- ***Lincolnshire Connected*** - Lincolnshire Connected is a piece of visioning work giving direction for accessibility and transport in Lincolnshire over the next 20/30/40+ years, to provide and have in place the right access and transport policies, strategies and plans for Lincolnshire, and to develop the right partnerships to deliver for the county. Workshops are being held to develop a short list of options from the commercialisation portfolio analysis. This project was included in the Member development workshop that took place in November.

Homecare Re-Procurement

I am pleased to report that the Homecare Re-procurement for two of the twelve zones has concluded successfully. The new contracts in Grantham and Stamford & Bourne went live on 1 October with minimal disruption to service users.

Integrated Lifestyle Service

In October the Adult Care & Community Wellbeing Scrutiny Committee considered a report on the commissioning and procurement of a new Integrated Lifestyle Service. The Scrutiny Committee supported the recommendation to begin a procurement exercise for this service which will provide adults in Lincolnshire with high quality accessible information and direct support focusing on the four lifestyle behaviours with the greatest impact on health and wellbeing:

- Smoking of tobacco
- Physical inactivity
- Obesity (food, nutrition and a healthy weight) and
- Excess alcohol consumption.

The procurement will commence in November with a view to awarding a contract towards the end of March 2019. The new service will commence on 1 July 2019.

CQC

The Commercial Team continues to support providers across Lincolnshire to improve their quality of service. The county now has eight services rated by the Care Quality Commission as 'Outstanding' compared to three last year and 232 services rated as 'Good' compared to 226 in November last year. There are 64 services rated as 'Requires Improvement' or 'Inadequate', a reduction of eight compared to the same time last year. The Commercial Team continues to work closely with these services to improve their quality of service.

Corporate Support Services Contract

In the light of strong performance from Serco and robust due diligence and risk assessment of the alternatives, the Executive supported by the Overview and Scrutiny Board has approved a contract extension with Serco until 31 March 2022 for Information Management Technology; Payroll; HR Administration; Customer Service Centre ; Exchequer Services and Adult Care Finance. At the same time authority was given to insource some small areas of service into the Council from 1 April 2019 and to consider how best to re-provision professional People Management.

Highways Alliance

Continuing the good work with colleagues in Lincolnshire County Council's Highways team, the procurement for this major contract (approx. £750m) went live on 5 October, and expressions of interest have been received for all of the three contracts, which is reassuring given the degree of competition in the market generated by HS2 and other large scale construction activity such as the Commonwealth Games in Birmingham in 2022. Evaluation of expressions of interest will take place in November and the successful candidates will be invited to submit initial tenders early in 2019.

The Commercial team are supporting Highways on the evaluation, negotiation around key commercial factors, and ensuring compliance with the regulations.

Council Chamber Audio/Visual

The procurement and works have successfully been undertaken to replace certain ageing components of the audio-visual system within the Council Chamber, working closely with our colleagues from Democratic Services. Both the procurement and contract delivery were conducted efficiently to ensure sufficient time for testing ahead of full Council in September.

The projector has changed position, and the increased specification of the equipment has allowed for significantly improved performance, efficiency and future proofing. Should the Council decide to upgrade the remainder of its audio-visual and broadcasting system – cameras, etc. – the new projector is capable of exploiting these advancements, delivering further improvements.

LCC Website

Following some pre-market engagement, the Commercial team recently concluded a procurement identifying Jadu as the preferred supplier to provide the Council's new website and intranet services. Jadu are currently progressing with the implementation of the website.

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COUNTY COUNCIL MEETING – 14 DECEMBER 2018

Statement from: Councillor Mrs P A Bradwell OBE, Deputy Leader and Executive Councillor for Adult Care, Health and Children's Services

CHILDREN'S SERVICES

Foster Carer Education Champions - The Caring2Learn Project

As part of the Caring2Learn project, the Children's Services Team have created the role of Foster Carer Education Champion and the first sixteen Education Champions were appointed in March 2018. Although they are all experienced foster carers, this is a brand new role which has been developed in line with the project objectives to improve educational outcomes for our children in care through the professional development of schools and foster carers across the county. The role of the Champions is to help develop a sustainable Caring2Learn support network across the county and liaise with schools and carers in their locality and support them to offer the best possible education for our looked after young people. Over the last few months they have had monthly meetings focused upon sharing best practice and have hosted speakers from the Virtual School, Early Help, and the Specialist Teaching Team. They have participated in a number of Children's Services and Partners in Practice meetings and events: TAC Forums, the Designated Teachers Conference, Operational Champions Group, as well as the C2L Schools Induction days and have made valuable contributions to these meetings and events.

Services to Support Children With Disabilities

A recent tender opportunity which saw three previous services being combined into one large contract has now been completed with the successful supplier being named as Kids. The new service commenced on 1 October 2018, and provides much needed support and respite to children with disabilities and their families, and enables families to stay together. The services include Domiciliary Care, Early Support & Learning, and Holiday Clubs & Community/Youth activities.

School Standards and School Improvement

As previously reported, the Strategic School Improvement Fund from the Department for Education has brought £1.25m of improvement activity. LEAP (English) and LAMP (Maths) continue to be delivered and engagement remains good, with feedback from the Teaching Schools confirming the work is having a very positive impact. LENS (SEND Support) has been launched and schools have begun the programme of works eagerly with support from David Bartrum, who has taken a National lead on SEND improvement work through the London Challenge. The resource and strong partnership working has brought new and external experts to the county whilst maintaining our sector led approach.

Leadership briefings and Governor briefings have been delivered throughout the county and have been well attended by maintained schools and academies, with very positive

feedback. Over 250 schools were directly represented at the Leadership briefings, with some representing clusters or partnerships of schools. During the briefings, information and guidance was given around peer review, Ofsted outcomes and inspection updates, Teaching School offers, finance updates, and a number of key areas. Weekly Bulletins for School News and Safeguarding are distributed reliably and readership has been 80% in October 2018.

Building Communities of Specialist Provision: A Collaborative Strategy

A £50m investment in Lincolnshire's special schools has been approved by the County Council's Executive, which will transform Special Educational Needs and Disabilities (SEND) support for local children and young people.

The Building Communities of Specialist Provision strategy will bring major improvements to special schools over the next five years by creating an integrated system where pupils attend their nearest school, confident their educational, health and care needs will be fully met. Lincolnshire special schools will have greater capacity to meet the increasing demand for places and will have the premises and facilities to meet all types of needs and disabilities. As a result, children and young people with SEND will be able to attend a special school in their local community and will no longer have to travel excessive journeys to access an appropriate school place.

The Council has been developing a new model for special education, alongside Special School Leaders and the Lincolnshire Parent Carer Forum, which will ensure children and young people can access the right education, in the right place, at the right time, as close to home as possible.

Looked After Children and Care Leavers strategy

I am pleased to report that, following the last full council meeting where the commitment of every elected member was secured to support the Corporate Parenting strategy, on 1 November the new Looked After Children and Care Leavers strategy was formally launched by the Local Authority at a multi-agency launch event. The new strategy was written in conjunction with our key partners and outlines the direction of travel for us all and sets us goals for delivering excellent services and support to all our children and young people. The strategy spans the next three years for all the services which collaborated in the writing of the strategy and ensures a consistent and well-coordinated approach is in place for supporting and caring for Looked After Children and Care Leavers in Lincolnshire up to their twenty-fifth birthday. The number of partners involved in its development demonstrates to me that Lincolnshire County Council and its partners all share a joint aspiration to be excellent Corporate Parents, and to make sure the most vulnerable young people in Lincolnshire are given the very best support by those people and organisations responsible for their parenting.

Ofsted inspections of children's homes

Over the last three months, Ofsted has inspected three of our children's homes. Strut House and Haven Cottage, which both provide short term breaks for children with special needs, have both been rated as "Outstanding" by Ofsted. Eastgate Children's home, which provides a home for six children, and Northolme Children's home have also been rated as "Outstanding." Our two other children homes, The Beacon and Albion Street, along with the Lincolnshire Secure Unit, have all been graded "Good".

These grades reflect the continued high standard of care which we strive for, for all of our children who are looked after within Lincolnshire. When provided at the right time and for the right children, residential care provides really positive options for young people.

ADULT CARE

Lincolnshire's Learning Disability Partnership

Lincolnshire's Learning Disability Partnership, which is supported by the County Council, celebrated its seventeenth birthday in 2018. An inclusive and transformative network, the Partnership gives people with learning disabilities and family carers a genuine say about the way services are planned and delivered.

The Partnership's action plan is focused on engaging service users of all ages in an ambitious programme of work based on the Commissioning Strategy 2018–2021. The Partnership focuses on what people can do for themselves with support: finding a job, getting a place of their own, and tackling the challenges of moving into adult life.

The Partnership is a strong influencer of improvements in health services and is recognised as an expert panel in support of the Health and Wellbeing Strategy. At a recent meeting of the Adult Care Scrutiny Committee, a member of the Partnership spoke passionately about ensuring GPs offer people an annual health check, consider the needs of family carers, and see the person behind the disability.

Adult Frailty Area Teams

Our Area Teams have performed well against business plan measures this year despite a challenging market for recruiting staff. Adult Care has been working closely with colleagues in HR and Children's Services to develop a rolling programme of recruitment for our difficult to recruit posts: e.g. social workers / occupational therapists / nurses. This work continues and will build upon the success of the work undertaken by Children's colleagues in relation to recruitment and retention of good quality staff. In 2017, the Council supported twelve unqualified staff to undertake their social work training. They are now in their final year and will qualify as social workers in 2019. Due to the success of this, a second cohort of a further twelve unqualified members of staff are being supported and have commenced their three-year social work training. Future qualifying courses for nurses and occupational therapists are currently being explored.

Integrated Care and Support Planning

Adult Care is working with a range of stakeholders to design an integrated care and support plan. This is being co-produced with people receiving services and health as part of the integration accelerator pilots. Initially the plans will be used in the three test neighbourhoods (Grantham, Boston and Gainsborough) to inform the development of integrated neighbourhood working. In the first two quarters of 2018/19, 5,645 adults received an integrated and personalised care and support plan. By 31 March 2020 all individuals who receive a Care Act assessment will have a joined-up assessment and care plan which includes health and care needs / outcomes. This will reduce duplication across the system as well as minimising the number of times people have to tell their story to health and care professionals.

Hospital Teams

DTOC (Delayed Transfer of Care) performance in Lincolnshire attributable to Social Care continues to perform well against national comparators and the hospital teams' focus is to support people to return home as soon as it is safe for them to do so. So far this year, the Social Care teams based at the acute hospitals have assessed over 1,000 patients to facilitate a timely discharge. In the first six months of the year, 1,500 episodes of reablement have been provided, primarily to older people coming out of hospital. Almost 95% of these people did not need any subsequent long term services from Adult Care and people are being supported to maintain their independence at home.

Additional Funding

On 2 October 2018, the Secretary of State for Health and Social Care announced £240m of additional funding for councils to spend on Adult Care to help councils alleviate winter pressures across the Health and Care system. Lincolnshire County Council is due to receive £3.368m of the total national allocation. Work has already started to decide how to utilise this additional funding, ensuring that the additional investment has the maximum possible impact, reducing the number of days that people stay in hospital, ensuring that when they leave hospital they receive the right support to help them stay independent and reducing the need for unnecessary admissions into hospital in the future. Part of this plan has already been announced with £300k in a new Falls Response Pilot programme in partnership with the East Midlands Ambulance Service (EMAS), L.I.V.E.S., Fire and Rescue, and the Wellbeing Service.

A further allocation of funding of £240m for 2019/20 was also announced in the Chancellor's Budget Statement on 29 October and delegated authority has already been provided to the Executive Director for Adult Care and Community Wellbeing in consultation with myself, ensuring that plans will be well advanced in time.

In addition to this, £410m in extra funding was announced for Adults and Children's Social Care in 2019/20. Whilst there is no further detail on how this funding should be split between Adult and Children's Services, initial estimates suggest that this will result in a further £5.74m for Lincolnshire as a whole.

Winter Planning

Adult Care has a winter plan in place which feeds into the wider system plan. Hospital staff continue to work over seven days. Brokerage work on Saturdays and Care Home Trusted Assessors currently work six days a week but this has been extended to seven days a week during the winter. This will enable discharges to happen seven days a week. Hospital teams attend meetings regularly throughout the day with the integrated discharge hub to identify and resolve any potential blockages to discharges. Additional investment has been given to the Council to support Adult Care in assisting the NHS this winter and these monies have been targeted at improving patient flow through the hospital system. The investment also focuses on caring for people in their own home and ensuring people are only taken to hospital when they are in need of acute hospital care. Schemes are also working to build and encourage capacity in the system for increasing carers over the winter period with additional investment going to providers to assist with this. Adult Care is working closely with Public Health colleagues to develop

a falls programme and work is ongoing to get this underway with partners from across Lincolnshire. Our staff will be working seven days a week in our hospitals as well as over the Christmas and New Year bank holidays to get people back home as soon as possible during the holiday.

PUBLIC HEALTH

Wellbeing Service (WBS)

The new service delivered by Wellbeing Lincs is now fully mobilised. Referrals into the service to date are 2,358, an average of twenty-one per day (based on a five day week). The service is achieving a high level of outcomes and user satisfaction, with 95% of service users reporting positive improvements across their self-determined outcomes. Of these, the average improvement in an individual's outcomes is 194%, meaning service users are improving their outcomes scores almost two fold.

The spread of referrals across the County shows that good access has been maintained in East Lindsey and North Kesteven where the service was previously delivered by the respective District Councils, and has increased in the other five Districts now covered under the one Wellbeing Lincs contract.

Despite initial problems with undertaking assessments within seven days of referral due to staff TUPE and capacity problems, I am now pleased to inform you that 85% (311 out of 368) of assessments are now taking place within the timeframe, and it continues to improve week on week. Additionally, 96% of service users begin receiving generic support within ten days of assessment, which ensures people are supported in a timely manner to achieve their outcomes.

Since its launch in April, over 270 different organisations have referred people to the service, including GPs, Adult Social Care, ULHT, District Councils, food banks, Victim Support, Citizens Advice, P3, and many third sector organisations. The in-reach and partnership team are embedded in neighbourhood teams and other partnerships, developing local intelligence and contacts to raise awareness of what Wellbeing Lincs can offer and enhancing the opportunities for generic support services within communities.

Wellbeing Lincs has been shortlisted in the national Local Government Chronicle Awards. We wish them well in the next stage of the process and look forward to the outcome of this in 2019.

Telecare Service

In September, of the 28,569 calls NRS answered, 96.6% of them were within 60 seconds of receiving the initial alert, ensuring a timely response to an individual's needs. Of these calls, only 299 needed a response by the emergency services: the rest were dealt with via a nominated responder (421) or the WBS responders (218), or with the individual being reassured over the phone.

NRS are continuing to develop a competitive local retail telecare model and will be offering a discounted winter offer to encourage additional uptake to relieve winter pressures on health and care organisations.

Carers

I am delighted to say that two submissions to the national Local Government Chronicle Awards in relation to our work to support carers have been shortlisted in the categories of Health & Social Care and Public/Private Partnerships. The next stage involves Panel Interviews in January with outcomes to be announced in March 2019.

ADULT AND COMMUNITY LEARNING

There continues to be high demand for the varied Adult Learning programmes delivered via the Adult Skills and Family Learning service and promoted on the 2Aspire website (www.2aspire.org.uk).

The provision continues to positively impact on those who participate, demonstrated by the large number of success stories coming out of this programme. For example, in conjunction with Princes Trust, in the academic year 2017/18 one of our sub-contractors RHG supported the start of 22 businesses in Lincolnshire from the Trust's target group of disadvantaged young people aged 18 to 30. RHG also contributed to positive outcomes for a further 56 learners who attended self-employment workshops run by RHG. Business start-ups included Boston Gourmet Burgers, Nails by Sophie, Brotherhood Tree & Landscape Services, and Hair Chic Boutique in Sleaford. The provision is also very successful in assisting learners to develop volunteering roles within Lincolnshire's heritage sector, including the National Trust, local churches and independent museums. Promotion of this provision via different media, including local radio, local television and in local and county newspapers, continues to widen participation. BBC1 Countryfile programme are visiting Seagull Recycling's EcoCentre in the spring to do a feature on the wide range of Adult Learning opportunities on offer.

Strong partnership working with the Council's Food in Education Team has enabled the Family Learning Service to target schools not worked with recently, including Charles Baines and The Parish in Gainsborough and Bracebridge Infants and Nursery School. This has allowed the service to engage with learners that would not normally take up Family Learning and support learners to make informed decisions about healthy eating as well as encourage progression onto other Family Learning provision. The Council's investment in special educational needs schools supports the important work that the Family Learning service is undertaking in the John Fielding Special School in Boston. The Family ESOL provision, introduced in October 2018, has been very well received by the parents and school alike, and plans are in place to develop this further and securely embed Family Learning in the school so that it is well placed to take advantage of the additional school places as a result of the school's expansion programme.

Family Learning in Bourne continues to successfully integrate into the local community and was delighted to contribute to the recent Remembrance event. Family Learning learners joined hundreds of volunteers in Bourne creating a lasting memorial. The project sponsored by Bourne Town Hall and the Len Pick Trust culminated in a four and a half metre hand-embroidered work. Family Learning learners and their children very much enjoyed the experience.

COUNTY COUNCIL MEETING – 14 DECEMBER 2018

Statement from: Councillor C J Davie, Executive Councillor for Economy and Place

Skills and employment

Fellow councillors will be aware that this is a critical part of my portfolio, and that Cllr Patricia Bradwell OBE and I work closely on this matter.

Telling young people and their families about the excellent careers that are available in Lincolnshire, and enthusing them to train in the skills that our employers need, is an important part of that work. I have briefed members before about the LEP's World of Work website; it continues to be very popular and used by teachers in particular to help them to plan careers lessons. I am very pleased to inform you that, working with the LEP and the national Careers and Enterprise Company, we now host an officer whose job it is to be a bridge between employers and schools so that careers lessons can be even more effective. The primary aim of this officer's work is to secure a pipeline of good quality staff for Lincolnshire's businesses, providing great opportunities for our young people at the same time.

One of the challenges of delivering training in a place like Lincolnshire is the seasonal nature of some sectors in our economy, notably, tourism. We are, of course, making efforts to extend the tourism season significantly but in the meantime, we do need to take action to help seasonal businesses to be able to access training during their shoulder season. We have now established a coastal training partnership of businesses and training providers to tackle this issue.

Investment

I have already briefed members on the North Sea Observatory and how its iconic design and quality of service is helping us to make very positive statements about our coastal economy. I am delighted to inform members that the North Sea Observatory has been shortlisted for a design award through the prestigious Architects Journal and I will update Members on the outcome. I hope that this is the first of many more.

Members will be aware that we are using the 400th anniversary of the Pilgrim Fathers setting sail from Lincolnshire as a way of raising the county as a tourism destination for the American market. We had a very successful visit from one of the USA's top travel bloggers with excellent coverage of Lincoln and the rest of the county. In addition, at the time of writing this statement, our tourism manager will have represented Lincolnshire on the Mayflower 400 stand at the annual World Travel Market exhibition in London.

Team Lincolnshire continues to grow; we are close to 80 paying members now, and we recently held a promotional event as part of the MIPIM UK exhibition in London. Our Team Lincolnshire members use these events to introduce their clients to investment opportunities in our county, and I am pleased to say that the feedback I have received is that several deals moved forward at pace during the evening. We will be holding another Team Lincolnshire event, focused on investment

opportunities from the West Midlands, in late November – a market that I think offers us some new opportunities.

The Autumn Budget Statement included welcome news of additional funding for Adult Social Care which my colleagues Councillor Martin Hill OBE and Councillor Mrs Patricia Bradwell OBE have commented upon. From an economy perspective, I was pleased to see that the Chancellor recognised the challenges that are faced by our high streets and has made a significant financial package available to them; this is something that the Council's High Street Working Group may wish to explore in depth. The working group's advice on the type of bids we should make will be most welcome.

Supporting businesses

I signed a formal sister region agreement with Hunan in China in early October. Hunan was represented by a very senior set of officials and our afternoon meeting covered a number of very practical steps that we will now be taken both to support Lincolnshire businesses who are trading significantly in the region – such as Dynex and Siemens – and to promote new opportunities. We believe that Hunan's major businesses are keen to invest in the expertise of our food production technology sector, and they are keen to collaborate in the field of automation which is so critical to our economy as new trading patterns emerge. Officers will hold monthly video conference meetings with officials in Hunan to progress these issues. We delivered a 'Trading with China' seminar recently, and a local student will be spending six months on an internship in Changsha to help to give us a presence in that region.

We continue to work with businesses who are considering expanding their business operation, either in Lincolnshire or elsewhere. Clearly, our job is to persuade them to grow here in Lincolnshire and I am very pleased that we have helped a major food business in the south of the county to retain and indeed grow its footprint here. Our role was to help that business to be able to negotiate the planning system, to unblock some communication problems that they had with utility companies, and to help them to access the innovation support that our universities offer to business.

Whilst that is positive news, I was very sad to hear that Fogarty had ceased trading. They were an iconic Boston area business and their closure could have a serious impact on the local economy. We have offered support to the task force which has been set up to help individuals who will lose their job, and I was heartened to hear that other local employers have directly approached employees of Fogarty about opportunities within their own businesses.

In terms of utilities, which is a major challenge to our economic growth, we have now collaborated with Midlands Engine and are hosting a utility and energy specialist officer who will help us to tackle this challenge.

In terms of innovation, the LEP's manufacturing board recently held its meeting at the Motion Capture Centre in Lincoln, where slow motion cameras can help businesses to identify any problems with the finest movements within their processes. This then helps them to reduce costs, making those businesses more competitive. We were instrumental in helping the University of Lincoln gain funding for this facility.

I have recently met with a number of businesses, and I used the Council's business centre in Skegness for one of those meetings. Members might not be aware, but we have a portfolio of four business centres and eighty business units which are currently 84% occupied.

Local Enterprise Partnership

I previously briefed councillors about the LEP Review and in particular about the request from government to do away with overlaps between LEP areas. We continue to make the case for a Greater Lincolnshire LEP – potentially with Rutland as a further partner because that will strengthen our economic coherence. Ministers appear to be determined that overlaps should be avoided no matter what the local economic case is, and of course we are very clear that the south bank of the Humber looks to Lincolnshire for food production and for visitor economy, but it looks to the north bank of the Humber for energy production.

Despite the LEP Review, LEP business has not stopped. In mid-October the LEP held its Annual Conference and the feedback has been that this was the best conference that the LEP has held. Sir John Peace, Chairman of Midlands Engine, was very complimentary about the growth of our county. The speakers on issues like skills, technology, and transport for growth inspired many of the attendees.

The LEP continues to work on Lincolnshire's Local Industrial Strategy, and both the Council's Executive and our Environment and Economy Scrutiny Committee have made contributions to the LEP's thinking.

Finally, a few weeks ago, I was happy to meet a House of Lords sub-committee into coastal regeneration. Their visit to Lincolnshire had been arranged by the Bishop of Lincoln to explain to them some of the challenges and opportunities that our coastal communities face. I pointed out that coastal communities often face similar challenges like seasonality but what is specific to Lincolnshire's coast is our vulnerability to flooding and our highly dispersed population. Hopefully, this visit will lead to Government policy on coastal regeneration being adapted to meet our needs.

Planning for Growth (PfG)

Over the past few years the Lincolnshire local authorities have worked together on a range of projects including a devolution deal. Whilst this deal was not taken forward, it did give the local authority partners experience of working together, starting to develop a shared narrative and county-wide objectives. This work, along with other projects – such as the successful Housing Infrastructure Funding bid – provides a strong starting point. It is clearly acknowledged that a successful bid will need to extend further this approach to shared-working, decision-making and delivery.

Acknowledging that there is no single or perfect geography covering housing markets or economic areas, Greater Lincolnshire is felt to be appropriate as a Planning for Growth geography. It is likely to be of the appropriate scale in terms of housing numbers, job creation and ability to improve productivity and it also covers an area and group of local organisations that are likely to be able to develop a shared vision and shared housing and economic objectives.

Local Partnerships (public sector consultants) have been appointed by LCC on behalf of the Greater Lincolnshire authorities for three distinct but related pieces of work: Planning for Growth, SIDP2 economic analysis and Grantham HIF business case. While there are inter-relationships and cross-benefits between these strands of work, there will be specific budgets and oversight for each work stream. LCC will manage the day-to-day Planning for Growth agenda.

Work has been completed on devising criteria that could be used to test the success and outputs of the 'Planning for Growth' work. It reflects Local Partnership's understanding of what external partners (particularly central Government) would require to support the more strategic allocation of resources, along with the devolution of additional powers and flexibilities. Currently the criteria are very broad. However, it is intended that they form the starting point for developing an outline business case.

Grantham Housing Infrastructure Fund (HIF)

HIF funding is critical to secure an up-front, transformational investment to unlock 11,750 homes on three sustainable urban extensions (SUEs) in Grantham, a high demand area. HIF will support a Garden Village and MOD land release by delivering Grantham Southern Relief Road (GSRR) from the A1 to the A52; and education, health & utilities infrastructure. This LCC proposal, supported by SKDC & GLLEP, will realise economic benefits for the town and district, support 15,000 construction job years, 9,900 gross jobs and £594m in Gross Value Added.

The bid is jointly owned by the County Council and South Kesteven District Council, who will be leading the preparation of the business case. We are preparing economic and commercial cases, including market analysis and 'market making' analysis. A co-development bid to Homes England has recently been approved to provide funding of £99k to support the business case work, which will be submitted in March 2019.

Strategic Infrastructure Delivery Plan (SIDP)

Work is underway to refresh the 2016 Greater Lincolnshire Strategic Infrastructure Delivery Plan (SIDP). The SIDP seeks to prioritise projects within the following key strategic infrastructure sectors supporting the economic, social and environmental needs of Greater Lincolnshire:

- Roads
- Rail
- Flood defence and waterways
- Employment lands enabling infrastructure
- Electricity and gas distribution
- Water and waste water
- Communications infrastructure
- Education
- Healthcare

In order to ensure that focus is kept on strategic infrastructure needs, only individual major projects with a capital value totalling over £5 million were included in this first SIDP. However, exceptionally, projects valued at a lower amount will be considered where they can demonstrate delivery of significant amounts of growth. In addition,

the study focuses on 'growth' infrastructure projects over 'business-as-usual' infrastructure projects (for example, renewal and upgrades that do not substantially increase system capacity). Growth infrastructure projects are defined as those investments that will step-change the productive capacity of Greater Lincolnshire and/or unblock major housing or employment schemes that require external funding to progress.

Economic analysis will provide headline, quantifiable outputs regarding housing unlocked directly by infrastructure, economic benefits and impact on Gross Value Added, productivity and skills. This work overlaps with elements of the Greater Lincolnshire Planning for Growth bid. The deadline for completing the revised document is 31 March 2019.

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COUNTY COUNCIL MEETING – 14 DECEMBER 2018

Statement from: Councillor R G Davies, Executive Councillor for Highways, Transport and IT

HIGHWAYS AND TRANSPORT

Highways

In the recent Chancellors budget there was an allocation of £420m for local authorities to repair damaged roads and invest in keeping bridges open and safe, which should mean up to an extra £14m for Lincolnshire.

We have now entered the winter maintenance season and have already been out gritting a number of times. This year we have 50% of our gritting routes being covered with treated brown salt as we transition across from our pre-wet and white salt system we have used historically.

In October, myself and officers from highways attended the Lincolnshire Association of Local Councils (LALC) AGM at Navenby. It was pleasing to hear the positive comments about the amount and quality of the work we are doing. I am keen to work with LALC and will meet with them again shortly.

Highways 2020

The current phase, Selection Questionnaire, is the initial procurement stage where the authority assesses the suitability of applicants to perform the contract. The applicants returned their Selection Questionnaires on the 9 November and it is anticipated that the successful applicants will be issued an invitation to tender in January 2019. Issuing the documentation to these timescales will allow all parties adequate time to assess and consider their bids whilst retaining a suitable mobilisation period ahead of the contract start date of the 1 April 2020.

Rail Issues

The Government has announced a 'root and branch' review to look at the structure of the whole rail industry, including increasing integration between track and train, regional partnerships and improving value for money for passengers and taxpayers. The review is to be led by independent chair Keith Williams and it is due to report next year, with the implementation of reforms resulting from the review planned to start from 2020.

Further Northern Railways service improvements in Lincolnshire are now due to start in May 2019. These are the hourly weekday services proposed to run into Gainsborough Central station from Sheffield/Retford and the journey time improvements on the Lincoln-Sheffield services.

Meetings continued with the three shortlisted bidders for the new Department for Transport (DfT) East Midlands rail franchise up to the deadline for their submission

of bids on the 5 September. DfT currently expects to announce the new franchisee in April 2019, with the franchise itself starting in August 2019.

Lincolnshire Road Safety Partnership (LRSP)

There have been 41 fatal injuries on Lincolnshire's roads so far in 2018 compared with 42 this time last year and 52 in 2016. The following table displays courses completed as of the end of October, compared with 2017.

To end October	2018	2017	Difference
Speed Awareness	12,987	12,505	+ 482
Driver Alertness	164	256	- 92
Motorway	367	0	+367
What's Driving Us	211	236	-25
Driving 4 Change	4	2	+2
Ride	6	6	
Taxi Driver	81	70	+11
Pass Plus	22	31	-9
Mileage for Life	56	108	-52

North East Lincolnshire is progressing with the A18 route as lead authority. This bid has a total of £2,282,000 and has a start date in this financial year. Approximately £300,000 of this allocation is for works inside Lincolnshire.

There are currently 239 parishes engaged in Community Speed watch (CSW) activity or are considering doing so in the very near future. To date, 47 Parishes have expressed an interest in undertaking the new phase of CSW which enables volunteers to monitor vehicle speeds. The first two training sessions have now been completed in the Boston / South Holland area for 60 parishioners. Two police service volunteer applications are currently being progressed and they will operate in the East Lindsey area. The first CSW data has been processed & letters successfully sent to drivers.

Single Local Growth Fund (SLGF) 3

Work is expected to commence on the A46/A15 Nettleham and A46/A158 Riseholme Road Roundabout projects in May 2020.

Lincoln Eastern Bypass

The main works on site are currently focussed on completing the Market Rasen Rail Line Bridge, diverting utilities and commencing the bulk earthworks excavation. Work continues on constructing temporary bridges over the River Witham to enable the earthworks movement and construction of the permanent bridge. The archaeology excavation works are now complete resulting in a start of the post excavation investigations which will take several years to complete.

National Productivity Investment Fund (NPIF)

LCC secured a grant of £5.4m from DfT based upon a number of named schemes; the last identified project to be completed was the Wolsey Way/Wragby Road Junction Improvements in Lincoln. LCC's NPIF tranche 2 bid was also successful for A46 Dunholme/Welton roundabout improvement which has an estimated cost £5.2m. The DfT awarded LCC a £2m grant. Planning approval was granted in February and work has been progressing on detailed design and land acquisition in parallel with the legal orders process.

Grantham Southern Relief Road

This scheme is a 3.5km road with a five span viaduct carrying the road over the East Coast Mainline railway, has a current budget of £101.6m and consists of three phases. The works will be funded from SLGF grant from the Lincolnshire Enterprise Partnership (LEP), Homes and Communities Agency (HCA) grant and developer contributions with LCC forward funding the developer contributions. The King 31 Phase 1 from the B1174 running towards the A1 is already complete.

LCC have signed a section 6 agreement with both the DfT and Highways England which resulted in the legal orders including the Line Orders for the Trunk Road and compulsory purchase orders for outstanding land required being advertised on 2 March 2018. Objections were received to the advertised orders and a statement of case was therefore served to the DfT on the 12 June 2018 in response to the objections. LCC are actively engaging with the objectors to remove these and thus ideally remove the need for an inquiry; however an Inquiry is likely to occur. Land negotiations to acquire any outstanding plots of land by agreement are continuing to progress during this period. The design for Phase 3 the Southern Quadrant Link Road is complete.

Spalding Western Relief Road

In February, South Holland District Council (SHDC) in collaboration with LCC were successful in securing £12m from the HCA for delivering section five. A meeting with Homes England on 6 April 2018 highlighted the positive partnership working on the development of the scheme. Further costs and programme details have been provided via an additional paper and supplementary evidence to Homes England on 30 April 2018. Homes England have confirmed that the project is still going through the due diligence stage with a confirmation expected in January 2019.

Traffic modelling work has been commissioned to WSP and surveys have been completed with the analysis of the data currently taking place. LCC is also working on the detailed design and liaising closely with SHDC, Homes England, Network Rail, Environment Agency and Welland and Deepings Internal Drainage Board as the scheme continues to be progressed.

North Hykeham Relief Road, Lincoln

An Outline Business Case is currently being prepared, funded by the Advance Design Block to continue the progress for this major scheme in preparation for

funding opportunities to enable the delivery of the next stage. A number of community engagement events were held in June for updating key stakeholders on progress and ensuring compliance with the DfT funding bid process. A paper was submitted to Highways and Transport Scrutiny Committee and the Executive, where all the recommendations were approved, which included a bid basis of requesting 70% funding from the DfT and basing the road as a dual carriageway standard. This road will be a key link in the Lincolnshire Coastal Highway from the A1 through to Skegness as well as completing the circulatory around Lincoln.

Lincolnshire Coastal Highway

We are investigating potential improvements to the A158 across the county from the A1 to the North Sea coast around the Skegness locality. The sifting of the longlist of projects against assessment has been completed and a shortlist of options was developed. This work is being progressed to the next stage which entails a scoping report of costs, benefits and deliverability. Once complete a further paper will be produced and presented to the Informal Executive at a later date which will then inform investment decisions along the route.

Network Rail Footbridges, Lincoln

This is a Network Rail owned and managed project which consists of constructing a new iconic footbridge over the rail line on Brayford Wharf East. Following an appeal process, planning permission was granted to Network Rail in January 2018. Morgan Sindall have been awarded the tender to design and build the footbridge which commenced on site in October and will continue for approximately six months. LCC are working closely with Network Rail to drive a coordinated approach between all parties.

Boston Distributer Road

The Council is leading the development of a Strategic Case Summary with support from Boston Borough Council to ask Government to provide funding for the development of a business case to take forward the Boston Distributer Road Project. The Boston Transport Strategy Board are also supporting this submission by LCC to the DfT, for a funding bid of £1m for the development of an Outline Business Case. This is to support the case for the Boston Distributer Road (BDR) around the west side of Boston. The Strategic Case Summary will be submitted early in the New Year. The BDR will assist in the delivery of new developments, improved connectivity and the management of congestion in a strategically important and sustainable local economy. This would result in an acceleration of the strategy currently presented within the South East Lincolnshire Local Plan

Boston Quadrant

Boston Quadrant is a developer led scheme for a new football ground with mixed commercial and residential use. This includes a link road between A16 and London Road with a new roundabout on the A16 and signalised junction on London Road. The Boston Quadrant forms what will become the first section of the proposed BDR.

Quadrant 1 is well underway, with the installation of a new roundabout south of Boston on the A16 complete.

Lincoln Transport Strategy

Work has commenced on the development of a new Lincoln Transport Strategy to support the economic and spatial development of the Lincoln urban area. The current Lincoln Integrated Transport Strategy (LITS) was developed by LCC in 2006 and updated in 2008 with a progress review conducted in 2013. Since the adoption of LITS, LCC has made significant progress in securing funding for and completing a number of major transport schemes, improving public transport and enhancing access for pedestrians and cyclists. Of particular note over recent years have been the completion of the A46 Teal Park Dualling, the East-West Link in the city centres and a number of pinch-point schemes. The strategy is being completed in partnership with key stakeholders and CoLC, NKDC and WLDC and there will be an extensive engagement exercise with various bodies and the general public. The new strategy is programmed to be completed summer of 2019.

Go Skegness

Junction improvements to improve accessibility at Scarborough Avenue commenced mid October 2018.

Passenger Transport Services

The Poacher Line Community Rail Partnership won two awards at the 2018 National Community Rail Awards. The partnership won 'Best Marketing & Comms' for the RAF100 campaign and 'Most Improved Station' in the Bronze category for Radcliffe on Trent station. The County's bus network is in a period of flux, some service alterations are reflective of changes in school movements whilst others are due to commercial consolidation. Transport successfully established over the summer break for approximately 19,000 scholars, with 766 new contracts being established. In addition, a new contract let for refreshed e-learning to be undertaken by over 4,000 drivers and passenger assistants engaged in LCC transport contracts. Details are being worked on to introduce a charge for Bikeability Training.

Funded by the DfT, a review of fleet vehicles with the Energy Saving Trust has commenced. This review seeks to reduce fleet costs & emissions, identify where Ultra Low Emission Vehicles (ULEV) can meet the operational and financial needs of LCC, and evaluate the impact of potential changes.

IT

Broadband

Since the last report in September, the Lincolnshire Broadband Programme (OnLincolnshire) has delivered superfast Broadband to a further 2000 premises county-wide. This puts us on target to achieve the goal of 97% Superfast coverage by December 2019. Customer take up continues to grow well beyond expectations and it now 53% of all premises are now enjoying faster broadband. In an effort to

further increase take up, OnLincolnshire has recently been awarded £10k. It is hoped that we can further increase the projected £10.6m we will get back from BT under the clawback agreement.

Unfortunately, we are still unable to reach a satisfactory outcome with BT regarding deployment to West Lindsey, under the existing contract. BT, Broadband Delivery UK (BDUK) and the Minister have agreed that they will not support further deployment of Fibre to the Cabinet (FTTC). This technology would have delivered the best value for money solution by far. We are now considering whether to deploy a much lower level of Fibre to the Premises (FTTP) in West Lindsey, to add them into the Contract 3 Tender, or a combination of both. We do know that FTTP will prove to be cheaper in Contract 3 due to BT's modified financial assumptions. Finally, BDUK has recently announced a further £200m of funding, to improve rural broadband in what they term an 'outside in' project.

Support Services

The Serco contract containing the provision of Information Management Technology (IMT) services has now been extended to run through to 2022. Serco continues to demonstrate commitment to improving service delivery and the synergy between the LCC IMT function and the Serco team.

Strategy

The IMT strategy is now being looked at by external consultants and will contain the proposal of moving the retained client function towards being an enabling service. That is a service able to assist the broader council with business transformation, modernisation and issues where technology can contribute to improvement. It will also play back how LCC might invest to undergo a digital transformation journey, to drive higher efficiency and service satisfaction through the adoption of recent digital advances.

Projects

IMT are about to commence their communications plan for the current portfolio of work moving into the delivery stages. It will include messages on Microsoft Office Mail Migration, moving all user mailboxes to Microsoft Office 365 cloud services and supporting information and advice. The team are working through compatibility issues and problems that may occur during the update for Office 365.

Work is planned to allow councillors and staff the option to use personal smart phones for LCC Email & Calendars and describe a road map to other capabilities that business functions could pursue.

The Business Intelligence Service are now building their environment in Microsoft Azure to support, assist and enable the analysis of data within the business by providing modern supported business intelligence tools and assistance to start on the journey to further improve our 'data driven' decision making.

Work is on-going regarding the migration away from the GCSx email system for secure mail which is being discontinued by the Cabinet Office. The current plan being tested is to simply provide historical GCSx email in a folder of the standard corporate email in Office 365 which is approved for such use.

Work is progressing on the new LCC public websites. Jadu have commenced the build work for the Test, Development & Production environments and analysis is underway to provide the information required to plan the migration of the transactional web content. At the same time the project and Corporate Communications teams are at work preparing the general content ready for upload. The Comms will explain the migration of IMP, the document management system to a cloud service and the roadmap to unlock the potential of that platform and the new capabilities it will bring.

With regard to the Lincoln Campus network refresh project and related projects to provide HiSpeed Guest WiFi for our partners, over the recent months a lot of build work has occurred out of hours and the plan is on track to complete Q1 2019. This will provide a significant upgrade in network speed and resilience in Lincoln.

It has been confirmed that the recent outage of Network services was caused by external factors outside LCC's control and mitigating configuration has been completed by emPSN and KCom to reduce the probability of re-occurrence. Business continuity (BC) arrangements proved to be well organised and managed, with IMT working closely with the broader BC function.

Information Management

Cyber security continues to be improved and is becoming a key focus area now that the highly significant risks of Storage and Network failure are reducing allowing more resource to be targeted at returning us to a position of assurance and compliance. This work will take some months and is fraught with significant challenges.

When we consider that all the work mentioned is only a part of the work in flight within the IMT function it is clear this small team needs our continued support because it is increasingly becoming an essential component of unlocking the potential of this organisation.

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COUNTY COUNCIL MEETING – 14 DECEMBER 2018

Statement from: Councillor E J Poll, Executive Councillor for Commercial and Environmental Management

Joint Municipal Waste Management Strategy (JMWMS)

The strategy was approved by the Lincolnshire Waste Partnership in September as ready to go to each partner authority with a recommendation that it be formally adopted. The Environment and Economy Scrutiny Committee then reviewed the strategy and also recommended adoption, as did the Executive in November. A joint message has been released countywide to address the growing issue of non-recyclables going into household recycling collections. We are seeing positive initial results from the food waste collection and disposal service trial which started in June.

English Coastal Path

The section between Skegness and Mablethorpe is scheduled to open on 6 February 2019 following the completion of the promenade extension. The section from Sutton Bridge to Skegness received two objections and the Planning Inspectorate held a site meeting in late November. The final sections are between Mablethorpe and the Humber Bridge and the Ministry of Defence (MoD) have agreed a proposed line at Donna Nook although this is meeting local resistance.

Lincolnshire Coastal Country Park

Work continues on improving visitor amenities, such as car parking, in balance with the needs of the local community. Works at Anderby Creek are due to begin in January 2019, following the granting of planning permission for a car park and access works in November 2018.

Historic Environment

The Council's Historic Environment team, which provides archaeological planning advice within Lincolnshire, is conducting a trial provision of services for North East Lincolnshire Council, Bassetlaw District and Newark & Sherwood District Councils in Nottinghamshire. At present these services are being provided on a cost-recovery basis, but work is in progress to explore the potential for robust longer term arrangements to provide a quality public service at no additional cost to the taxpayer, helping to conserve the historic environment while supporting development and growth.

Flood Risk & Water Management (FRWM)

Members may well be aware of the publicity recently surrounding the completion of the Wrangle sea banks scheme, the first major works completed on the front line sea defences in this area for thirty years. Delivered by Witham Fourth Internal Drainage Board, the County Council was able to underwrite the risk to the Board of applying for £500k of external funding, which added to further national capital funding, allowing the scheme to go ahead. This kind of practical partnership working typifies

our approach, and can also be found in the Council's successful application for £1m of EU funding which, added to £4m national capital will permit the banks of the Haven downstream from the Barrier site to be raised further than the basic planned scheme.

The important point about these schemes is that the additional funding has been secured on the basis of the economic benefits that will follow from their completion, rather than the more limited residential property pre 2012 count that is the normal basis for attracting national funding for flood risk management. This point is actively being pursued by officers engaging on behalf of the Council, to influence the developing national flood risk management strategy. This will be a key policy document for some years to come, and will be subject to public consultation early in 2019. The Council, together with its partners, will be making a robust response to this to back up our ongoing engagement to date, and we will be using the redevelopment of our own local joint flood risk and water management strategy as a key vehicle for presenting a clear, simple and strongly evidenced narrative back to government.

COUNTY COUNCIL MEETING – 14 DECEMBER 2018

**Statement from: Councillor Mrs S Woolley, Executive Councillor for
NHS Liaison and Community Engagement**

NHS LIAISON / LINCOLNSHIRE HEALTH AND WELLBEING BOARD

Joint Strategic Needs Assessment (JSNA) for Lincolnshire – Neurological Conditions

As I have previously reported, the University of Lincoln was commissioned by Public Health to undertake a health needs assessment for people living with neurological conditions in Lincolnshire. This work concluded over the summer and I am pleased to confirm that, as a result, a new JSNA topic on Neurological Conditions has now been published on the Lincolnshire Research Observatory, to be used by commissioners to inform future service planning and delivery.

Consultation on the contracting arrangements for Integrated Care Providers (ICP)

On 3 August 2018, NHS England (NHSE) launched a 12 week consultation on the contracting arrangements for Integrated Care Providers (ICP). The consultation document detailed how the ICP contract would underpin integration between services, how it differs from existing NHS contracts, how ICPs fit into the broader commissioning system and which organisations could hold an ICP contract. The proposals describe a new model of contract that NHSE is considering, to support the commissioning of ICPs for the NHS and potentially Social Care and Public Health services.

The Lincolnshire Health and Wellbeing Board (HWB) provided a formal response to the consultation which closed on 26 October 2018. Overall the Health and Wellbeing Board is broadly supportive of the proposals subject to there being local authority input as part of the process. Currently, the Health and Wellbeing Board is the only statutory forum which has the democratic mandate to discuss and agree health and care integration.

Housing, Health and Care Delivery Group Update

At the request of the Health and Wellbeing Board, the Housing Health and Care Delivery Group has developed a combined response to the Government's Social Housing Green Paper. This drew on comments from the Board's constituent members including District Councils, Housing Providers, and NHS organisations. This was a comprehensive response, and I would like to thank all those who took the time to provide comments for inclusion in the response which was submitted on 6 November.

Joint Health and Wellbeing Strategy – Obesity Delivery Group

I am very pleased to say that in October I chaired the inaugural meeting of the delivery group which will lead on the work to tackle obesity as set out in the Joint Health and Wellbeing Strategy. Alongside officers from Children's Services, Public

Health, Environment and Economy, there were also representatives invited from West Lincolnshire Clinical Commissioning Group, Boston Borough Council and the University of Lincoln. At the meeting, the group agreed to take forward the work through developing a whole system approach as this has been tested around the country (including in North Kesteven). The group also agreed the importance of focusing the work on assets in communities, understanding what good practice there is (both in Lincolnshire and beyond) and how this learning can be shared and scaled up to achieve outcomes across Lincolnshire. To this end, the delivery group will be developing a wider network of interested individuals, organisations and community groups to do some essential work in identifying examples of good practice, as well as supporting a wider understanding of needs related to obesity within our communities and actions that will be taken to tackle the issue.

Joint Health and Wellbeing Strategy – District Council Engagement

Following the publication of the Joint Health and Wellbeing Strategy in June 2018, I wrote to all the district councils offering to attend an appropriate Committee or Board meeting in order to share the new strategy and explore ways in which district councils might be able to work with the Health and Wellbeing Board to improve the health and wellbeing in Lincolnshire. I am pleased to report that I, along with Derek Ward and officers from Public Health, have attended meetings at South Kesteven, West Lindsey and East Lindsey, with the further meetings planned with the remaining districts in the new year. The strategy has been well received and I am encouraged by the level of interest being shown by our district colleagues to support its delivery. District councils provide a number of key local services and they are therefore keen to play a greater role in preventing ill health and supporting people to maintain their independence.

Better Care Fund

An updated Better Care Fund (BCF) operating guidance was published on 18 July 2018, the purpose of which set an updated accountability structure reflecting recent changes to government departments, changes to funding conditions and confirming the ability for systems to review existing plans going into the second year of the current agreement.

Lincolnshire County Council and the CCGs took the opportunity to review the Lincolnshire plan which will result in minor changes to BCF expenditure plans which were agreed by the Lincolnshire Joint Executive Team (JET), and a letter issued to regional Better Care Support Team confirming the changes.

Work is also ongoing at a national level to finalise the details of the 19/20 BCF plans. Whilst details have yet to be formally confirmed, it is likely the plans for the final year of the BCF will be similar to those agreed for the 2017-19 plan. Further clarity is also being sought over 19/20 Delayed Transfer of Care (DTC) targets with a regional view that new targets should reflect progress made in particular areas (some well performing areas now have a "zero" target applied), however, any fundamental change in targets are likely to take effect from April 2020 onwards.

A national review of the BCF will also be undertaken by government to establish the parameters of any future funding beyond 31 March 2020, the review is likely to look at:

- The purpose and role of the fund.
- How funding flows can be managed in a way that is clearer and allows more focus on improving outcomes.
- How the fund can be administered with fewer burdens to local systems.

There is still uncertainty about how local engagement will happen and plans are unlikely to be finalised until well into 2019.

COMMUNITY ENGAGEMENT

Join the Dots

Following on from a previous update, the Community Engagement Team has organised and facilitated a Join the Dots event in the district of East Lindsey. Over 40 people from a range of community organisations and charities, attended the event held in Horncastle. Attendees were informed about funding opportunities available through Big Lottery and the Lincolnshire Community Foundation and also how to access the Lincolnshire Funding Portal. They also took part in a facilitated workshop to help them plan collaborative projects. A further district event will be held in North Kesteven on 29 January 2019.

The success of the Join the Dots events being held in each district area has led to supplementary events such as with Armed Forces Communities and singing groups. The Armed Forces event has been held in Coningsby with a total of 35 people attending from both our Forces and civilian communities. Very good feedback was received about how interesting and informative the presentations were and that many useful connections were made. We very much hope that this will be the first of these 'Forces' themed events, and hope to work closely with other bases within the county in the future.

Armed Forces Community Covenant

You will have seen in your emails the latest Lincolnshire Armed Forces Covenant newsletter and I hope you found it informative. I recently met with the Bishop of Lincoln's representative, Air Vice Marshall Paul Robinson, with a view to the Bishop signing the Armed Forces Covenant and having a presence on the Lincolnshire Armed Forces Covenant Partnership Board. We are keen for all faiths to be represented on the Board and I am hopeful that Air Vice Marshall Robinson will take on the responsibility to include them.

Training for those who work with, support or supervise LCC Volunteers

As part of the funding provided to Voluntary Centre Service (VCS), a package of training has been organised for anyone who works with, supports and/or supervises Lincolnshire County Council volunteers. Training sessions are being offered on various dates up to March 2019 and the uptake so far has been very good. The sessions cover

- Working Alongside Volunteers
- Recruiting Volunteers
- Supporting and Supervising Volunteers

There could be scope for extra sessions, additional modules or other sessions dependent upon demand.

Further information will be available via the regular 'Int_Comms' email briefing and on George. Enquiries should be made to volunteers@lincolnshire.gov.uk

COUNTY COUNCIL MEETING – 14 DECEMBER 2018

**Statement from: Councillor C N Worth
Executive Councillor for Culture and Emergency Services**

CULTURE

Libraries

Greenwich Leisure Limited (GLL) are in Year Three of their five year contract, which commenced on 1 April 2016 and has the option to be extended for a further five year period until 31 March 2026.

Libraries Performance

Overall performance remains strong with the majority of Key Performance Indicators exceeding their anticipated target for this time of year.

GLL have continued to have a positive influence within the service, delivering a number of events across the sites and increasing community use within the libraries. As well as regular activities at core libraries, such as job clubs and online ancestry taster sessions, they also participated in National Bookstart Week which saw special Story and Rhyme time sessions, and the distribution of free resources to attending families.

In collaboration with Bishop Grosseteste University, Lincoln Central Library co-created and hosted an exhibition linked to the national Vote100 campaign. Using resources from the library's local studies collection and university archives, as well as other national organisations, the exhibition included the campaign for a woman's right to vote. The exhibition received good media coverage and attracted a wide variety of new customers into the library.

GLL's main focus in Year Three is to build upon the successes of Year Two, paying particular attention to exploring new IT developments. GLL and LCC are committed to working together; moving forwards to ensure a modern IT offer can be implemented in the near future, ensuring that customer needs are fully met.

Community Hubs

GLL continue to provide support to 36 community hubs through dedicated Library Development Officers. Of these, 34 hubs are community group run. A library provision is provided at Belton Lane Children's Centre and at all three Lincolnshire Hospitals; these are managed by the staff at each location but again supported by GLL.

This is with the exception of Birchwood, Boutham and Ermine who are currently managed via GLL, due to Learning Communities voluntary liquidation in May 2018. It is recognised that the current offer is a basic library provision, however; this has helped us achieve our aim to keep these sites open to the public during a transition period.

One group has expressed an interest in running the Birchwood and Boultham sites and it is anticipated they will be operational by the end of the year.

A tentative enquiry has been made from another provider to run the Ermine site. Discussions are ongoing, but at the time of writing this statement, we are not yet aware of the outcome.

Christmas Emporium

Plans for a Christmas Emporium are progressing well. There are 30 traders on board, offering a wide range of gifts including food and drink, handcrafted jewellery, ceramic sculptures and art works amongst others. We are very pleased to have established brands such as Pin Gin and Lincolnshire Poacher Cheese as part of the chalet offer. We are also very excited to work with new brands including Moments of Sense and Style - a luxury lifestyle brand specialising in scented candles and hand-bound notebooks.

We will be working with Lincoln based Open Air Events on the tepee bar offer and will have a number of street food traders who have participated in the very successful Comedy Feast event joining us for this highly anticipated event.

The video teaser alone has been very successful and over 350 tickets for the event have already been sold.

Dog Friendly Days

Lincoln Castle has held two dog-friendly weekends; 15/16 September, with over 100 dogs visiting the site and 17/18 November 2018, which the Lincolnshire Daschund Group attended. Visitors were able to bring their four-legged friends to explore and enjoy all parts of the attraction, and these events were very well received.

LCC Learning Team

The LCC Investigate Learning Team has collaborated to take part in national engagement events this Autumn, such as The Big Draw and Kids in Museums Takeover Day. Both events feature in the national campaigns of these organisations.

The Big Draw describes itself as the 'world's biggest celebration of drawing' and promotes drawing, inclusivity and well-being. In October a series of Big Draw: PLAY events brought increased numbers of visitors to the Usher Gallery (including a large increase in those under age 16 for October half term since last year).

Creative art workshops encouraged participants to develop their artistic skills and respond to the stimulus provided by the landscape exhibitions. Fun activities such as 'Funky Life Drawing' and 'Doodle Disco' brought a lively feel to the events and feedback from visitors was extremely positive. Artwork from the events will be on display in the Clore learning room and an upstairs gallery until January 2019. This has built upon the work started earlier in the year for The Collection & Usher Gallery Arts Council Artsmark Partnership collaboration.

The Kids in Museums Takeover Day at Lincoln Castle in November 2017 saw children taking over the adult jobs and learning the skills required for working at a heritage site. This experiential learning opportunity showed just what children are able to do when faced with new challenges and author Damian Dibben, a patron of Kids in Museums, also came to join in the fun.

Building on the success of the event last year, there were Takeover Days at three sites on 23 November 2018. Jobs at Lincoln Castle, The Collection Museum and also Lincoln Cathedral were taken over by pupils from Sir Francis Hill Community Primary School. Pupils took on a variety of roles, for example costumed Victorian prison guides, media crew, exhibition and heritage skills designers, curators, visitor experience officers and many more. The collaboration between the LCC Investigate and Cathedral Learning Teams is exciting and swapping sites broadened the experiences for the pupils involved in the Takeover Day.

FIRE AND RESCUE

General

In September the Service attended a significant fire at the Mid-UK recycling site near Ancaster. At its height there were twelve fire engines present along with a number of specialist vehicles. The incident was closed after four days although follow-up work at the site, in conjunction with the Environment Agency, continues. In October, two firefighters from Stamford were injured following the collapse of a wall during a domestic garage fire in Collyweston. One of the firefighters suffered a relatively serious back injury and, while making a good recovery, the incident continues to highlight the potential risks associated with the role.

Crews have also attended a notable number of fatal road traffic collisions over the past few weeks. The Service continues to work closely with the road safety partnership in order to minimise the impact of such incidents.

At the end of November, the Service celebrated its twenty year partnership with the Lincolnshire Red Cross Fire Victim Support Service. Supported by volunteers, the Service continues to provide post-incident advice and support to members of the community.

Blue Light Collaboration

Development of the new joint fire, police and ambulance station at the South Park site continues with visible progress currently being made on a weekly basis. Plans for fire and ambulance to occupy the site by July 2019, and police by the September 2019, remain on target. Work on the wider estate also continues with the focus for Fire and Rescue remaining in Stamford, Boston, Grantham, Bourne and Horncastle.

In September, key stakeholders attended a Blue Light Symposium designed to discuss key strategic issues in relation to collaboration and to help provide continued direction to the wider integration and interoperability and wider estates projects. Key progress in relation to the broader integration activities include the signing of a memorandum of understanding between fire and police, which will enable sharing of the police's drone capability, early scoping work to look at the development of a joint

training facility based on the Waddington site and a joint fire and police command support vehicle.

The Service was also represented at the Lincolnshire Ambulance Summit in November where partners re-committed to work together to deliver an improved emergency ambulance response service for the county. The Service already supports response to medical emergencies through its co-responder and Joint Ambulance Conveyance schemes; work is continuing with partners to refine these as appropriate.

Fire and Rescue Inspection

During July, Lincolnshire Fire and Rescue were inspected as part of the first tranche of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) new inspection process. The final report will be published in early December, with the results being presented to the Public Protection and Communities scrutiny committee in January 2019.

People

The Service will be recruiting a number of new wholetime firefighters in January 2019. There were over eight hundred applications received following advertisement for the roles; this has now been filtered down to a shortlist of around thirty five with final selection being undertaken over the next few weeks. The Service also saw eight new on-call firefighter recruits pass-out from their training course at Waddington on 9 December 2018. The on-call course, which runs over a three month period, provides all the necessary knowledge and skills, ensuring new recruits are competent to ride when they join their stations.

Long Service Awards

On 15 November 2018, the Service held its annual Long Service Awards Ceremony at the Lincolnshire Showroom. The Lord Lieutenant presented seventeen recipients with their Long Service and Good Conduct medals, recognising their twenty years of meritorious service and good conduct. Five members of the Service also received their thirty year certificate, the total commitment representing a commendable four hundred and ninety years collective service to Fire and Rescue and the County Council.

EMERGENCY PLANNING

The Emergency Planning and Business Continuity Service are entering a busy period with several high profile Lincolnshire Resilience Forum (LRF) projects due for delivery in the next two months. They are also working closely with partners preparing for autumn and winter weather and flooding related contingency planning scenarios.

Following the visit to the Grenfell Tower site back in June last year, the Service produced a report which looked at possible implications for Lincolnshire County Council, concluding with nine recommendations which included the design of a new training package for elected members. The first training session took place in July and the training package has now been delivered to elected members at all but one

District Council. This final session will take place later this month. All sessions have been well attended and feedback has been very positive.

Exercise Faraday took place on 7 November. This exercise was the LRF's major exercise for 2018 and was held at the County Emergency Centre. The scenario focussed on the H41 national risk which is a national five day loss of power. Full command and command support functions were exercised with all LRF partners participating. There were over seventy participants and an Exercise debrief report will be produced in due course.

The Service have recently taken over the Secretariat role for the LRF and the Cabinet Office have asked all LRF's to undertake two pieces of priority resilience planning work. The first is planning for a No Deal BREXIT scenario; a multi-agency sub group has been established to identify any specific risks and to provide a forum for agencies to share intelligence and discuss any mutual aid arrangements. The second is cyber resilience; again a sub group has been established with the same remit. These two groups will report through the LRF and feed into future national planning assumptions.

Following the LRF command and control review, the Service has been a key partner of the multi-agency training team tasked with the design and delivery of updated procedural training for all LRF strategic and tactical commanders. New training packages include strategic and tactical command, command support manager, cell chair and logistic training. Strategic command training commenced in November and there will be over 140 commanders attending one of the five planned sessions; training will be complete by mid-December.

The Community Resilience project continues to go from strength to strength; we now have one hundred and seventy nine community groups signed up to the five stage programme. The new Resilient Lincs initiative has recently been launched with its own standing group made up of category one responders, town and parish councils and members of the community to oversee project work. Planning for the third Resilient Communities Conference is underway and is set to take place in July 2019 at the British Red Cross Headquarters in Grantham. The Service continues to be regarded as national best practice in this area.

REGISTRATION AND CORONER'S SERVICES

Coroner's Service

The new Senior Coroner for Lincolnshire, Timothy Brennand, took up his appointment on 5 November 2018. He was called to the Bar in 1987 and was a senior member of St. John's Buildings - one of the largest sets of chambers in the country. As a top graded prosecutor, he has lead the prosecution teams in a large number of high profile cases - including homicide, serious and organised crime and historic sexual abuse cases.

Timothy Brennand, in a statement to the press, shared his delight on his appointment. He recognised the huge sense of responsibility to lead the coronial service and to ensure that all Coroners' Court users receive sensitive, expeditious and professional treatment. He also thanked and paid tribute to his predecessor,

Stuart Fisher, stating his aim to build on the solid foundations that he and his dedicated team have created.

One of Timothy's first tasks was to affirm his commitment to the role and the people of Lincolnshire as follows:

'I, Timothy William Brennand solemnly, sincerely, and truly declare and affirm that that I will well and truly serve our Sovereign Lady the Queen and her liege people in the office of Coroner for the County of Lincolnshire and that I will diligently and truly do everything appertaining to my office to the best of my power for the doing of right without fear or favour, ill-will or affection and for the good of the inhabitants within the said jurisdiction.'

The latest issue of County News provides an introduction to the new Coroner. The implementation of the new Coroners Case Management software has gone smoothly and already, staff are becoming more challenging in its application to improve efficiency, communication and effectiveness.

Registration Service

The service is delighted to confirm that they have retained the high levels of customer service to meet the requirements of the Government's Customer Service Excellence award. This was evidenced in the annual review in October 2018. Lincolnshire is one of only a handful of registration services who hold this award. The assessor joined the team over two days visiting a large number of registration offices and meeting staff at training events.

Staff flexibility is recognised by the wide range of unusual events that have occurred over the last few months; for example, a large number of deathbed marriage ceremonies and speedy registrations to meet the needs of families with urgent requirements for burial. These have required a dynamic approach to individual circumstances outside the normal role of registration and conducting ceremonies.

Lincolnshire will be one of the first Local Authorities to pilot a European Settlement Scheme supported application service for those applying for settled status in the UK. This pilot will initially be for Tier 4 education workers and was rolled out to social care workers by early December. The aim is for the Registration Service to support individuals with their applications, and provide a biometric 'chip checker' service. It is hoped that this pilot will be further extended in early 2019 to support our local European residents. The full application process commences in March 2019.

COUNTY COUNCIL MEETING – 14 DECEMBER 2018

Statement from: Councillor B Young, Executive Councillor for Community Safety and People Management

COMMUNITY SAFETY

Trading Standards

The second quarter of the financial year saw the successful conclusion of a Trading Standards investigation into the sale of unsafe bunk/high beds intended for children. A bed test purchased by trading standards was tested against the British Standard for safety and failed in a number of areas including insufficient ventilation on the bed base and issues with the safety barrier. There were no instructions, fixings or pre-drilled holes provided and no markings or warnings on the bunkbed stating that it complied. The manufacturer, who was selling the beds directly to consumers around the country online, was prosecuted having failed to ensure that his products were safe. He was sentenced to a 12-month Community Order to complete 200 hours of unpaid work and ordered to pay a contribution to the costs of the investigation of £3,500, along with a victim surcharge of £85.

Trading Standards undertook a joint operation with Lincolnshire Police and South Holland District Council targeting the sale of illicit tobacco products in the Spalding area. In total 169,960 cigarettes and 12.3kg of hand rolling tobacco were recovered and investigations are on-going. This operation contributed to the Lincolnshire Tobacco Control Board's activity plan for 2018/19. Other activities undertaken include a programme of age restricted sales test purchases. Working with Lincolnshire Police, the service have undertaken 35 visits in quarter two with only four retailers selling to under age volunteers.

The service has undertaken a safety sampling project focusing on toys containing button batteries and replacement chargers. In total 15 items, seven toys and eight chargers were tested with three failing to meet the minimum safety requirement. The service is working with the importers to address these failures.

Community Safety

The revised Safer Lincolnshire Partnership (SLP) structure is now embedded and there is good agency representation and attendance at all Core Priority Group meetings. Each priority area (anti-social behaviour, domestic abuse, reducing offending and serious and organised crime (incorporating fraud and modern day slavery)) has a well-developed delivery plan and partners are actively engaged in the programme of work.

Lincolnshire has been chosen by the Home Office as one of two areas nationally to pilot a multi-agency safeguarding approach to financial abuse. This will involve victim care organisations providing a level of care that addresses both immediate and longer term victim needs to mitigate the impact of this type of abuse, and reduce the levels of repeat victimisation. The multi-agency model will trial greater information sharing between law enforcement partners (such as the Police and Trading Standards) and victim care agencies on victim data. The aim is to more effectively identify vulnerable victims and disseminate prevention advice and to reduce overall

levels of fraud and financial exploitation whilst safeguarding victims. As part of the pilot, Lincolnshire will also be establishing a joint agency enforcement response to perpetrators who target vulnerable victims through scams, doorstep crime and other fraud offences.

LCC has been successful in its bid for additional funding from the Ministry of Housing, Communities and Local Government to strengthen the county's domestic abuse service provision and enable providers to better support vulnerable victims and those with complex needs. The funding will secure additional hospital-based Independent Domestic Violence Advisors (IDVA) provision, as well as a number of complex needs workers, to offer intensive support for victims accessing refuge and outreach services and those identified through the hospital IDVA service. The Council is also awaiting a decision on a bid submitted to the Home Office Children Affected by Domestic Abuse (CADA) Fund that, if successful will strengthen its ability to undertake prevention and early intervention work within schools, as well as increase providers capacity to support children and young people who have been exposed to domestic abuse.

Whilst sexual violence is no longer a core priority for the SLP, the Safer Communities Team maintains a sexual violence specialist who continues to develop and promote sexual violence strategies and campaigns such as #NoMore, 'Ask for Angela' and a Drink Detective pilot scheme. This specialist has recently attended Global Cities 'After Dark' Conference in Australia as an expert speaker, ensuring the Council's campaigns have gained international prominence.

PEOPLE MANAGEMENT

Apprenticeship Reforms

As at the end of October the total number of apprentices is 143, of which 84% are being delivered by local training providers.

The Social Worker standard is in the final phase of being approved by the Institute of Apprenticeships and as a result we have launched the social worker apprenticeship recruitment to internal staff, where the response has been extremely positive. It is planned to start the programme for the ten successful candidates in January next year.

Our procurement of training providers continues to attract a number of suppliers as we work with the provider market to stimulate training provision.

A number of outstanding apprentices were nominated for the Greater Lincolnshire Public Service Sector Apprentice of the Year Awards. I am delighted to confirm that one of our care leavers, who undertook an apprenticeship in the construction industry, has won the award in the level 2 category.

We are working with the independent Adult Care Sector to transfer up to 10% of our levy funds to new apprenticeship standards training, in order to support the upskilling of Lincolnshire carers in the commissioned workforce. From April next year, the percentage which can be transferred to the supply chain will increase to 25% of our levy funds.

The Council has been successful in attaining Local Government Association support through the Apprenticeship Accelerator Programme which will deliver a targeted technical support offer to help us overcome barriers and to create and deliver longer-term multi-year apprenticeship plans and to increase apprenticeship starts, This support will be provided over the coming months.

LEGAL SERVICES

Legal Services Lincolnshire (LSL) continues to support the work of the Council and its District Council partners. In terms of the service the focus continues to be on pursuing a "grow your own" approach to developing the qualified lawyers of the future. Two of the practice's paralegal staff have enrolled for paralegal apprenticeships and two others are being funded through study for Chartered Institute of legal Executives qualifications.

More widely the service has been talking to the University of Lincoln about how we can work together to identify the lawyers of the future and provide them with the opportunities to pursue a career in local government. Two lawyers from LSL including the current trainee solicitor attended a speed networking event in which students were able to learn about the challenges and rewards of pursuing a legal career in local government. The service is also exploring becoming involved in the University's mentoring and placement schemes from September 2019.

The way in which solicitors qualify for the profession is due to be radically changed from 2021. In future candidates for the profession will be required to take a Solicitor's Qualifying Examination and the route by which they gain the academic knowledge and practical skills necessary to pass that examination will be much more flexible providing for work-based study and work experience routes into the profession.

LSL is actively looking at how this will affect its traditional recruitment practices since the changes offer new opportunities for growing our own lawyers with specific local government interests, knowledge and skills.

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Open Report on behalf of David Coleman, Monitoring Officer

Report to:	County Council
Date:	14 December 2018
Subject:	Appointment of Parent Governor Representative

Summary:

To advise the Council of the election of a second Parent Governor Representative to sit on the Children and Young People Scrutiny Committee and the Overview and Scrutiny Management Board.

Recommendation(s):

That the election of Miss Alexandra Eloise Inkley Sayer as Parent Governor Representative on the Children and Young People Scrutiny Committee and the Overview and Scrutiny Management Board be noted.

1. Background

All local authorities are required by the Parent Governor Representatives (England) Regulations 2001 to include Parent Governor Representatives (PGRs) on their overview and scrutiny committees dealing with education matters. PGRs represent all parents whose children attend a local maintained school, or are in some form of education provided by the local authority.

By law, there must be at least two and not more than five PGRs on each overview and scrutiny committee dealing with education. In Lincolnshire there are two PGRS on each such committee.

On 3 January 2018, the Council received a resignation from former Parent Governor Representative Dr E van der Zee.

On 14 February 2018 the Council wrote to all parent governors serving on governing bodies of all Lincolnshire County Council maintained schools, inviting them to stand for election as a PGR on the Children and Young People Scrutiny Committee and the Overview and Scrutiny Management Board.

The deadline for nominations was 2 March 2018. Unfortunately no nominations were received.

Paragraph 4 (7) of the Parent Governor Representatives (England) Regulations 2001 advise that when a vacancy remains unfilled that the local authority should seek election again within one year of the original vacancy having arisen and then at six monthly intervals thereafter until the vacancy is filled.

On 3 October 2018 the Council wrote again to all parent governors serving on the governing bodies of all Lincolnshire County Council maintained schools, inviting them to stand for election as a PGR on the Children and Young People Scrutiny Committee and the Overview and Scrutiny Management Board.

The deadline for nominations was 19 October 2018, by which time the Council had received two nominations.

As only one vacancy was being sought, all parent governors serving on the governing bodies of all Lincolnshire County Council maintained schools were issued with a ballot paper, which asked them to vote for their preferred candidate and return their completed ballot paper by close of poll on 31 October 2018. On Friday 2 November 2018 an election count took place, which resulted in Miss Alexandra Eloise Inkley Sayer being elected to the position of Parent Governor Representative from 2 November 2018 until 1 November 2022.

2. Legal Issues:

Equality Act 2010

Under section 149 of the Equality Act 2010, the Council must, in the exercise of its functions, have due regard to the need to:

- * Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
- * Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- * Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation

Having due regard to the need to advance equality of opportunity involves having due regard, in particular, to the need to:

- * Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic
- * Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it
- * Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to tackle prejudice, and promote understanding

Compliance with the duties in section 149 may involve treating some persons more favourably than others

The duty cannot be delegated and must be discharged by the decision-maker. To discharge the statutory duty the decision-maker must analyse all the relevant material with the specific statutory obligations in mind. If a risk of adverse impact is identified consideration must be given to measures to avoid that impact as part of the decision making process

The appointment has been made by way of ballot in accordance with Regulations and has been open to all candidates regardless of protected characteristic.

Joint Strategic Needs Analysis (JSNA) and the Joint Health and Wellbeing Strategy (JHWS)

The Council must have regard to the Joint Strategic Needs Assessment (JSNA) and the Joint Health & Well Being Strategy (JHWS) in coming to a decision

The JSNA and JHWS have been taken into account but there are not considered to be any implications arising from the Report.

Crime and Disorder

Under section 17 of the Crime and Disorder Act 1998, the Council must exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances in its area and re-offending in its area

The section 17 matters have been taken into account but there are not considered to be any implications arising from the Report.

3. Conclusion

The Report invites the Council to note the outcome of an election to identify a replacement Parent Governor Representative on the Council's Children and Young People Scrutiny Committee and the Overview and Scrutiny Management Board.

4. Legal Comments:

The Council must appoint at least two but not more than five parent governor representatives to each of their overview and scrutiny committees and sub-committees the functions of which relate wholly or partly to the Council's education functions.

The Report notifies the Council of its compliance with that requirement.

5. Resource Comments:

There are no material financial implications arising from acceptance of the recommendation in this report.

6. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

n/a

c) Scrutiny Comments

n/a

d) Have Risks and Impact Analysis been carried out?

n/a

e) Risks and Impact Analysis

n/a

7. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Katrina Cope, who can be contacted on 01522 552104 or Katrina.cope@lincolnshire.gov.uk.

**Open Report on behalf of Andy Gutherson, County Commissioner for
Economy and Place**

Report to:	County Council
Date:	14 December 2018
Subject:	Joint Municipal Waste Management Strategy

Summary:

This paper accompanies the proposed final version of the replacement Joint Municipal Waste Management Strategy (JMWMS). The JMWMS sets out how the eight local authorities of Lincolnshire (the County Council as Waste Disposal Authority and the district councils as Waste Collection Authorities) and the Environment Agency will work together as the Lincolnshire Waste Partnership (LWP) to protect the environment by delivering sustainable waste management services and by establishing best value waste management practices. It is proposed that this JMWMS will replace the former version adopted in 2008, which is now out-of-date.

The LWP has endorsed the JMWMS as being ready to be presented for adoption by each of its member councils. As the JMWMS is a joint document, it can only be formally adopted if all the member councils agree to its adoption. As a result, a resolution for its adoption is currently being sought from each local authority.

For this Authority, the Executive has endorsed the JMWMS and recommended its adoption by the full County Council, subject to its adoption by the Waste Collection Authorities.

Recommendation(s):

That the County Council resolve to formally adopt the proposed Joint Municipal Waste Management Strategy (JMWMS), as set out in Appendix A, to take effect at such time as all the Waste Collection Authorities in Lincolnshire have adopted the document in the same form.

1. Background

Under the Waste and Emissions Trading (WET) Act 2003, authorities in two-tier areas have a duty to have, and to keep updated, a shared waste strategy. This allows Waste Collection Authorities (WCA) and Waste Disposal Authorities (WDA) to work together in deciding how they will manage municipal waste in their area. In Lincolnshire, this duty was met through the Joint Municipal Waste Management

Strategy (JMWMS) adopted in 2008, but that strategy is now considered to be out-of-date. A proposed replacement JMWMS set out in Appendix A has therefore been produced by the Lincolnshire Waste Partnership (LWP), which comprises:

- the County Council as WDA;
- the seven district/borough/city councils as WCAs; and
- the Environment Agency as the Waste Regulatory Authority.

The proposed replacement JMWMS has been through a number of stages in its preparation as set out below:

- July 2017 – LWP agreement of a vision and a list of objectives
- 2017/18 – Various initial drafts developed and revised
- March 2018 – Consultation Draft approved by LWP
- April to July 2018 – Public Consultation, including formal scrutiny by LWP partner councils
- August 2018 – Revised Draft prepared in the light of consultation responses, including comments from Environment and Economy Scrutiny Committee
- 10th September 2018 – LWP endorsed JMWMS as ready for formal adoption by each partner council
- 18th September 2018 – Environment and Economy Scrutiny reviewed the Revised Draft JMWMS and recommended that that it be adopted by the County Council
- 6th November 2018 – County Council Executive endorsed the final JMWMS and recommended that that it be adopted by the County Council

Early in the development of the new JMWMS, consideration was given as to whether the process should be a light-touch review of the existing Strategy or should produce a completely new Strategy. In this respect the LWP identified that there had been significant changes to the waste management landscape, both in Lincolnshire and more widely including:

- the successful development of the County Council's Energy from Waste facility – reducing the LWP's landfilling from over 50% to under 5% of its waste, and meeting two of the 2008 strategic objectives (5 and 6);
- reduced council budgets resulting from national austerity;
- the adoption of the European Union's Circular Economy Package (further details of which can be found in section 3.1 of the proposed JMWMS);
- the UK's upcoming exit from the European Union; and
- stalled recycling rates, which have reached a plateau nationally and started to fall locally.

As a result it was considered that a completely new strategy would be needed to make it forward-facing rather than backward looking.

The proposed JMWMS sets out, in Chapter 1, the LWP's new vision and strategic objectives. The **vision** is:

“To seek the best environmental option to provide innovative, customer-friendly waste management solutions that give value for money to Lincolnshire.”

To help achieve this vision the following **strategic objectives** have been set:

1. To improve the quality and therefore commercial value of our recycling stream
2. To move towards a common set of recycling materials
3. To consider the introduction of separate food waste collections where technically, environmentally and economically practicable.
4. To explore new opportunities of promoting waste minimisation and of using all waste as a resource in accordance with the waste hierarchy.
5. To contribute to the UK recycling targets of 50% by 2020 and 55% by 2025.
6. To find the most appropriate ways to measure our environmental performance, and set appropriate targets.
7. To seek to reduce our carbon footprint.
8. To make an objective assessment of what further waste processing/disposal capacity is required and, as necessary, secure appropriate capacity.
9. To regularly review the LWP governance model in order to provide the best opportunity to bring closer integration and the implementation of the objectives set by the strategy.
10. To consider appropriate innovative solutions in the delivery of our waste management services.

As well as addressing the challenges of the new landscape (particularly through objectives 3 and 6 to 10), the stated objectives for the new JMWMS echo some of the same themes as the 2008 strategic objectives, specifically:

- Improving recycling (new objectives 1 and 5);
- Waste minimisation (new objective 4);
- Customer-friendly services (new objective 2); and
- Value for money (new objective 4).

Chapter 1 of the new JMWMS also summarises the contents of the rest of the document including:

- A summary of key legislation;
- An assessment of our current services;
- Actions to achieve our objectives, along with an initial Action Plan; and
- Notes on the next steps to be taken beyond adoption of the Strategy.

Public Consultation

As referred to in the above timeline the proposed JMWMS was released for 90 days of Public Consultation between April and July 2018. Details and analysis of the consultation responses, including those from LWP partner councils, can be found in Appendix B of the JMWMS. Also listed there are the changes made in response to the feedback received which included:

- Strengthening of some of the **strategic objectives**, whilst keeping the overall meaning which 89% of respondents agreed with; and
- Adding an initial **Action Plan** (included in the JMWMS as Appendix D) to indicate ways in which the LWP will work together to achieve the agreed objectives.

The County Council must give conscientious consideration to the results of the consultation in reaching their decision.

Strategic Environmental Assessment

The proposed JMWMS has also been subject to Strategic Environmental Assessment (SEA). Such an assessment is a legal requirement for certain types of plans and programmes under the Environmental Assessment of Plans and Programmes Regulations 2004. Under those Regulations the relevant plan or programme (in this case the JMWMS) cannot be adopted unless account has been taken of the Environmental Assessment Report and the responses to consultation on the JMWMS and the Report.

The SEA Environmental Report was circulated as part of the JMWMS Public Consultation. The main body of the Environmental Report is attached at Appendix B. The Appendices, which relate to baseline data, other plans and an earlier stage of consultation, are not attached but can be viewed on the JMWMS web page (see address in the Background Papers section of this report).

Whilst most of the identified environmental impacts are positive, the Environmental Report does suggest some potential negative impacts. These have been and will continue to be addressed as follows:

- Additional infrastructure required for food waste collections – The strategic objective relating to this now explicitly states that the LWP will "consider the introduction of separate food waste collections where technically, **environmentally** and economically practicable".
- Sustainability and potential environmental impacts of possible new residual waste management facilities – The strategic objective relating to this has been widened to include consideration of treatment higher up the Waste Hierarchy. Also, the actual development of any sites will be subject to environmental assessment and monitoring.
- Need for monitoring – As stated in the strategic objectives and Action Plan, the LWP will identify and report on a suite of appropriate measures for environmental performance. The measures proposed in the Environmental Report will be considered for this list.

Appendix B of the JMWMS contains the results and analysis of the public consultation on the Environmental Report alongside those for the JMWMS itself.

Action Plan

The initial Action Plan, included in the proposed JMWMS as Appendix D, is based around four main workstreams developed in discussion with the LWP's council Chief Executives. A fifth workstream has been added to reflect the need arising from the objectives of the JMWMS and from the SEA to monitor our environmental performance. These workstreams, and the thinking behind them, are described in more detail in section 7.5 (page 55) of the proposed JMWMS and comprise:

1. Strategic Review of Kerbside Mixed Dry Recycling Collection and Disposal
2. Food Waste Trial
3. Strategic Review of Options for Continuous Improvement for Waste Collection and Disposal Arrangements in Lincolnshire
4. Location of additional processing/disposal sites; and
5. Choosing performance indicators appropriate to measure environmental performance

It should be noted that the initial Action Plan largely relates to the development of future proposals, and that any specific proposals arising from that work will themselves be subjected to the normal political decision-making processes.

Adoption

Each partner council is now asked to undertake the necessary processes for formal adoption of the JMWMS and thus fulfil their duties under the WET Act.

Recommendation of the Executive

The matter was considered by the Executive at its meeting on 6 November 2018. The Executive decision was that the proposed JMWMS, as detailed at Appendix A to the report, be endorsed and recommended to the County Council at its meeting on 14 December 2018 that the said Strategy be formally adopted by the County Council, subject to the Strategy in the same form being formally adopted by all the waste collection authorities in Lincolnshire.

2. Legal Issues:

Equality Act 2010

Under section 149 of the Equality Act 2010, the Council must, in the exercise of its functions, have due regard to the need to:

- * Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
- * Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- * Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation

Having due regard to the need to advance equality of opportunity involves having due regard, in particular, to the need to:

- * Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic
- * Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it
- * Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to tackle prejudice, and promote understanding

Compliance with the duties in section 149 may involve treating some persons more favourably than others

The duty cannot be delegated and must be discharged by the decision-maker. To discharge the statutory duty the decision-maker must analyse all the relevant material with the specific statutory obligations in mind. If a risk of adverse impact is identified consideration must be given to measures to avoid that impact as part of the decision making process

An Equality Impact Analysis has been carried out, and this was updated in the light of responses to the formal consultation. That consultation included specific questions regarding any potential positive or adverse impacts on any of the protected characteristics groups.

Key negative impacts identified, and mitigation measures, included:

- Confusion over service changes (consultation responses mentioned various groups, particularly the elderly) – Any changes will be accompanied by focussed communications by a variety of means
- Accessibility to services – Assistance (e.g. assisted collections) will be provided to those who need it
- Health issues for the vulnerable from decaying food – Any new collections would be weekly. In most cases this is more frequent than existing collections (included with general waste)

Further details are given in the EIA which is attached as Appendix C to this report.

Joint Strategic Needs Analysis (JSNA and the Joint Health and Wellbeing Strategy (JHWS)

The Council must have regard to the Joint Strategic Needs Assessment (JSNA) and the Joint Health & Well Being Strategy (JHWS) in coming to a decision

The proposed JMWMS is considered to contribute to the aims of the JHWS by taking into account and minimising impacts on the environment.

Crime and Disorder

Under section 17 of the Crime and Disorder Act 1998, the Council must exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances in its area and re-offending in its area

This obligation has been considered but is not thought to be directly affected by the proposals in the JMWMS.

3. Conclusion

The proposed JMWMS has been endorsed by the LWP as being ready to go before each partner Council for formal adoption. It has been prepared with the cooperation of all eight Lincolnshire councils together with the Environment Agency, and has public support as evidenced through the consultation process.

The preparation of the JMWMS has also been subject to Strategic Environmental Assessment and it is considered that it promotes the right balance between selecting the best environmental options and providing value for money.

4. Legal Comments:

The Council is under a duty, together with other Councils in Lincolnshire, to have and keep up to date a joint waste strategy. Approval by full Council of the Joint Municipal Waste Management Strategy (JMWMS) proposed in the Report would fulfil this obligation.

The full Council must give conscientious consideration to the results of the public consultation on the JMWMS and must take account of the Strategic Environmental Assessment Report and the results of the consultation on that Report in reaching a decision.

The JMWMS is part of the policy framework of the Council and approval of the JMWMS is therefore reserved to the full Council.

5. Resource Comments:

Accepting the recommendation in this report, adoption of the Joint Municipal Waste Management Strategy by the Council, should have no direct financial impact on the Council. Any costs arising from the adoption of this strategy and the associated action plan, will need to be met from service budgets approved by the Council.

6. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The Environment and Economy Scrutiny Committee considered the revised draft of the Joint Municipal Waste Management Strategy at its meeting on 18 September 2018. The Committee was advised that the Council had a statutory duty to have a waste management strategy in place, and this had been jointly created with the district councils through the Lincolnshire Waste Partnership. The Environment and Economy Scrutiny Committee endorse the revised Draft Joint Municipal Waste Management Strategy and recommend that that it be adopted by the County Council on 14 December 2018.

d) Have Risks and Impact Analysis been carried out??

Yes

e) Risks and Impact Analysis

Set out in the body of the Report and its Appendices

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Waste Strategy for Lincolnshire (final version of JMWMS)
Appendix B	Strategic Environmental Assessment Report (main body)
Appendix C	Equality Impact Analysis

8. Background Papers

Document title	Where the document can be viewed
Strategic Environmental Assessment - Environmental Report including Appendices	https://www.lincolnshire.gov.uk/recycling-and-waste/waste-strategy-for-lincolnshire/37756.article
Executive Report – Joint Municipal Waste Management Strategy dated 6 November 2018	Democratic Services. Included in agenda reports pack at: http://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=121&MId=4973&Ver=4

This report was written by Matthew Michell, who can be contacted on 01522 552371 or matthew.michell@lincolnshire.gov.uk.

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Waste Strategy for Lincolnshire

Lincolnshire Waste Partnership 2018



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Foreword

By Chair and Vice Chair on behalf of the Lincolnshire Waste Partnership

Welcome and thank you for your interest in Lincolnshire Waste Partnership's waste management strategy for Lincolnshire.

It is clear the cost of waste collection and disposal in the county will increase over the coming years, a fact that led all eight partner agencies to come together and work towards a sustainable strategy for today and for the future.

The LWP consulted the public on the strategy and it has now been formally adopted. It is aimed at keeping those expected cost increases to a minimum, while safeguarding our environment and making the best use of the resources available to us.

However, it is not just local action that is needed to make a difference. The strategy includes plans to lobby for changes to current legislation, particularly around food packaging.

Where we can't reduce waste or recycle it, we need to use it as a resource in itself – to create energy – and the waste partnership will work with other organisations to make sure we can do this as efficiently and economically as possible.

The joint strategy has been put together with the help and hard work of councillors and officers from the partner councils and with input from the public.

But this is just the beginning of our work. It is a plan of action for the LWP to follow, but with the flexibility required to make it possible for all of us to improve and develop our waste reduction, recycling and disposal efforts.

1 Summary

This Joint Municipal Waste Management Strategy (JMWMS) for Lincolnshire sets out how the members of the Lincolnshire Waste Partnership (LWP) will work in partnership to protect the environment by delivering sustainable waste management services and to establish best value waste management practices for the benefit of Lincolnshire.

The Lincolnshire Waste Partnership's vision for this Strategy is:

“To seek the best environmental option to provide innovative, customer-friendly waste management solutions that give value for money to Lincolnshire.”

1.1 This version of the Strategy

This final version of the Strategy has been prepared and revised in discussion with the members of the Lincolnshire Waste Partnership (LWP). It takes into account feedback received during a period of public consultation undertaken between April and July 2018.

In addition to the endorsement of the LWP as a body, each partner council has adopted this JMWMS through its own formal processes.

1.2 Layout of the document

In addition to this summary, the Strategy includes the following chapters.

- 2. Introduction**
Gives more detailed background information about why we need a new Strategy.
- 3. What are the key legislative drivers?**
Background information which has been taken into account in shaping the Strategy.
- 4. How has the strategy been developed?**
Details of the process followed to develop this Strategy.
- 5. Where are we today?**
An assessment of the Partnership's current services and future needs.
- 6. What are we aiming for?**
Our vision and objectives for what we want to achieve.
- 7. How will we get there?**
Sets out the types of action identified to fulfil our objectives – These will be expanded upon in further detail in a separate Action Plan to be updated annually.
- 8. The next steps: Monitoring, implementing and reviewing the strategy**
How we will check that we are fulfilling our objectives.

This document also includes a number of appendices which give further explanatory details to support the main text. One of these, Appendix D, is the initial Action Plan setting out the work which the LWP will undertake to move forwards with the objectives of this Strategy. As stated elsewhere, the Action Plan will be reviewed annually to ensure that it remains up to date.

1.3 Where are we today? (see Chapter 5)

In order to consider what we would like to achieve and how we might do so, it is important to establish where we are starting from. Chapter 5 sets out detailed information, including:

- An analysis of the nature and performance of existing services;
- The impact of any service changes already firmly planned (if any);
- Projections of future waste quantities; and
- The impact of changes in waste quantities on overall performance if no changes, other than those already firmly planned, are introduced.

This information makes it clear that, whilst we have achieved a lot in recent years, we now face a number of challenges, such as:

- A growing population producing more waste each year;
- Funding from central government decreasing each year;
- A falling recycling rate locally and a stalled rate nationally, whilst the national government is committing to higher targets set by the EU;
- Waste going into the wrong bin – A quarter of what we receive in our recycling collections is not recyclable, whilst a quarter of what we receive in our general waste collections is actually recyclable; and
- Volatile markets for recyclable materials.

1.4 What are we aiming for? (see Chapter 6)

In order to work towards our vision, the Partnership has developed and agreed a set of high-level objectives, which are key drivers for the delivery of this strategy. In line with the vision, each of these objectives is to be considered in the light of the Partnership’s shared values that:

All Objectives should ensure that services provided under the Strategy represent the best possible environmental option which gives value for money for Lincolnshire residents.

The ten objectives are as follows:

Objective 1.	To improve the quality and therefore commercial value of our recycling stream.
Objective 2.	To move towards a common set of recycling materials.

Objective 3.	To consider the introduction of separate food waste collections where technically, environmentally and economically practicable.
Objective 4.	To explore new opportunities of promoting waste minimisation and of using all waste as a resource in accordance with the waste hierarchy.
Objective 5.	To contribute to the UK recycling targets of 50% by 2020 and 55% by 2025.
Objective 6.	To find the most appropriate ways to measure our environmental performance, and set appropriate targets.
Objective 7.	To seek to reduce our carbon footprint.
Objective 8.	To make an objective assessment of what further waste processing/disposal capacity is required and, as necessary, secure appropriate capacity.
Objective 9.	To regularly review the LWP governance model in order to provide the best opportunity to bring closer integration and the implementation of the objectives set by the strategy.
Objective 10.	To consider appropriate innovative solutions in the delivery of our waste management services.

1.5 How will we get there? (see Chapters 7 & 8)

In order to achieve these objectives, this Strategy is accompanied by a separate Action Plan, the initial version of which is attached as Appendix D, detailing what will be done when and by whom. The Action Plan will be reviewed and revised annually to ensure that it remains up to date and addresses any new challenges arising during the lifetime of the Strategy.

Chapter 7 sets out some of the themes which are reflected in the action plan:

- **Seeing the wider picture** (see section 7.1)
 - Developing links with other local authorities
 - Engaging with the commercial sector
 - Addressing any waste processing capacity gaps
- **Balancing economic and environmental benefits** (see section 7.2)
 - Ensuring value for money
 - Caring for the environment
 - Finding the balance in practice
- **Reviewing what we collect and how** (see section 7.3)
- **Getting our messages across** (see section 7.4)
 - To those living in Lincolnshire – e.g. What to put in which bin
 - To the national government – Influencing national strategy and policy to tie in with our own
 - To other stakeholders – Parish Councils, Environment Agency, etc.
 - To the commercial sector – To waste producers and waste businesses

Chapter 7 also summarises (see section 7.5) each of the key workstreams which are included in the Action Plan.

We will also (as detailed in Chapter 8) ensure that we keep working to achieve our objectives throughout the lifetime of this Strategy. This will include:

- **Monitoring the strategy** (see section 8.1) – Measuring our performance both in existing ways (such as recycling percentages) and in new ways which better reflect how we are doing compared to our strategic objectives.
- **Implementing the strategy** (see section 8.2) – Ensuring that our work is:
 - Appropriately funded,
 - Done in partnership across the members of the LWP, and
 - Properly focussed through the use of an action plan.
- **Reviewing the strategy** (see section 8.3) – This will, in line with government guidance, happen at least every five years, and will also need to react to changing circumstances such as the UK's departure from the European Union.

2 Introduction

2.1 Background

The Lincolnshire Waste Partnership (LWP) brings together the public bodies within Lincolnshire responsible for collection and disposal of waste, including:

- Seven Waste Collection Authorities (WCA's) – Boston Borough Council, City of Lincoln Council, East Lindsey District Council, North Kesteven District Council, South Holland District Council, South Kesteven District Council and West Lindsey District Council;
- One Waste Disposal Authority (WDA) – Lincolnshire County Council; and
- One Waste Regulatory Authority – The Environment Agency.

This Joint Municipal Waste Management Strategy (JMWMS) provides a strategic framework through which the partners of the LWP can express their shared vision and strategic objectives for the handling of municipal waste. Furthermore, it meets the requirements of the Waste and Emissions Trading Act 2003 to have such a joint strategy.

The LWP's previous Strategy was adopted in 2008, necessitating this review. This new Strategy has been developed as a joint venture between the WDA and the WCA's, with significant commitment from all members of the LWP in order to arrive at a genuinely shared vision and future strategy.

In addition to this main Strategy document, the JMWMS process has produced:

- A Strategic Environmental Assessment (SEA), as required under the Environmental Assessment of Plans and Programmes Regulations 2004. The SEA provides a thorough environmental assessment of a number of scenarios which can deliver the objectives set by the strategy. In accordance with Government guidance, the SEA process, including the preparation of an Environmental Report, has been conducted at the same time as developing the Strategy; and
- An Action Plan of work to be undertaken to move towards the objectives identified in the Strategy. The intention is to update the Action Plan annually for the lifetime of this Strategy.

The initial Action Plan is attached as Appendix D to this document. The SEA Environmental Report is available from the JMWMS web page¹.

2.2 Scope and context

In developing this Strategy, a balance has been sought between reducing costs and "doing the right thing" environmentally. "Doing the right thing" (ideally the "best" thing) involves reference to a number of key documents.

¹ <https://www.lincolnshire.gov.uk/recycle-for-lincolnshire/waste-strategy-for-lincolnshire/>

2.2.1 The Waste Hierarchy

Article 4 of the revised EU Waste Framework Directive lays down a five-step hierarchy of waste management options which must be applied by Member States in this priority order. In order of preference, these options are shown below in Figure 2-1.

Figure 2-1 The Waste Hierarchy



The Waste Hierarchy helps to encourage a change in thinking so that waste is considered as a resource to be made use of, with disposal being the last resort.

Regulation 12 of the Waste (England and Wales) Regulations 2012 asserts the need for us to consider the Waste Hierarchy in choosing how to handle all our waste streams, so this directs the principles under which our Strategy must be written.

It should also be noted that the most preferred options are to prevent things from becoming waste in the first place, or to make it possible to reuse them. This is reflected in our Objective 4 which has now, as described in Section 6.1, been expanded to specifically mention waste minimisation.

2.2.2 UK Policy and Legislation on Waste

This includes the following, further details of which are given in section 3.2 of this Strategy:

- Waste Management Plan for England (2013)
- 25 Year Environment Plan (January 2018)
- Resources and Waste Strategy (due during 2018)

2.2.3 Lincolnshire's Previous Waste Strategy (2008)

Lincolnshire's previous Waste Strategy identified 10 key objectives. Considerable progress has been made on these over the last decade, including:

Objective 5	To increase progressively the recovery and diversion of biodegradable waste from landfill, to meet and exceed the Landfill Directive diversion targets.
Objective 6	To ensure that residual waste treatment supports energy recovery and other practices higher up the waste hierarchy.

Through the building of the new Energy from Waste (EfW) facility in Hykeham, which began receiving waste in 2013, we now send less than 5% of our waste to landfill. This reduced our landfill tonnage so much that we achieved our 2020 Landfill Directive diversion target as soon as the EfW was in full operation, and we have continued to achieve that target in every year since then.



Our EfW facility also ensures that our residual waste is treated higher up the waste hierarchy than landfill.

Objective 7	To deliver best value for money waste management services, addressed on a countywide basis.
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The lifetime of our 2008 Strategy has coincided with a period of unprecedented cuts to the funding which local authorities receive from national government. The LWP authorities have achieved large budget savings during this time, but have continued to provide a high level of service to the public.

Whilst our previous objectives were considered in developing this new Strategy, it is important to note that:

- Some of those objectives have already met – e.g. Objective 5 as described above.
- The new Strategy needs to reflect the changing political landscape – e.g. Financial austerity and the UK's exit from the European Union.
- Changing the focus may help to renew the impetus and impact which have been lost as the previous Strategy has aged.

2.3 What does the waste strategy cover?

This Strategy is intended to fulfil the duty, under the Waste and Emissions Trading Act (2003) that:

"The waste authorities for a two-tier area must... have for the area a joint strategy for the management of... waste from households, and... other waste that, because of its nature or composition, is similar to waste from households"

In preparing this Strategy, in order to ensure a holistic approach and to identify possible synergies, the process also needs to take into account links between:

- The Waste Strategy as a whole and the LWP partner authorities' strategic approach to other related matters, including (but not limited to):
 - Other environmental matters (e.g. Natural Environment Strategy)
 - Public health
 - Economic growth (e.g. Development Plans) and the consequential effects on waste growth.
- Our Waste Strategy and those of neighbouring local authorities, and
- Each individual Objective and all other Objectives within the Strategy.

3 What are the key legislative drivers?

This chapter outlines the main legal requirements for waste management that the Partnership has either already met or will need to meet as new legislation and requirements are introduced. It then considers the legislation regarding planning for any new waste management facilities and services that may be required to enable the Partnership to meet its future targets.

3.1 European waste policy and legislation

The European Union is currently the major source of the UK's environmental legislation and guidance in relation to the management of waste. Whilst, in the longer term, the UK's exit from the European Union may see the UK diverge from EU waste policy and legislation, the UK Government have indicated their intention to continue to comply with EU legislation for the foreseeable future.

A number of European Directives have been introduced which aim to increase levels of recycling and recovery, and thus reduce the amount of waste which is landfilled. A number of these have recently been amended as part of the EU's Circular Economy Package (CEP) which came into force on 4th July 2018. In particular, the CEP includes changes to the Waste Framework Directive and Landfill Directive, both of which are key drivers for the LWP's strategic thinking.

Full details of the CEP are available online, for example on the website of the Council of the EU², but they are summarised below under the following headlines:

- Waste Hierarchy
- Recycling/reuse targets
- Separate collections of specific materials
- Landfill targets

3.1.1 Waste Hierarchy

This provides a framework of how sustainability in waste management can be increased progressively. It is described in detail in Section 2.2.1 of this JMWMS.

3.1.2 Recycling/reuse targets

The UK government is committed to meeting the EU targets for the recycling of "municipal waste" (Table 3-1). However, it should be noted that the definition of this differs from that of the former headline UK recycling rate (National Indicator 192). Indeed, different EU member states measure this in a variety of ways, and the LWP has joined others in lobbying the UK government to consider including the recycling of Incinerator Bottom Ash (IBA) which would considerably boost the LWP's reported recycling rate. Indeed, the reported rate for the UK as a whole already includes the recycling of metals extracted from IBA, whereas the official rate for individual councils does not. Further information regarding this can be found in section 5.5 of this Strategy.

² <http://www.consilium.europa.eu/en/press/press-releases/2018/05/22/waste-management-and-recycling-council-adopts-new-rules/>

Table 3-1 EU recycling/reuse targets

	By 2020	By 2025	By 2030	By 2035
Total reuse and recycling of municipal waste	50%	55%	60%	65%

3.1.3 Separate collections of specific materials

Before the introduction of the CEP there was already a requirement, transposed into UK law, for separate collections of paper, metal, plastic and glass:

- "Where necessary... to ensure that waste undergoes recovery operations... and to facilitate or improve recovery"; and
- "if technically, environmentally and economically practicable" (or "TEEP" for short).

The CEP supplements this with the requirement, subject to the same "TEEP" caveat, for separate collections of:

- "Bio-waste" (including food waste) by 31st December 2023; and
- Textiles and hazardous waste by 1st January 2025.

It remains to be seen how these requirements will be reflected in the new UK Resources and Waste Strategy or transposed into UK law, particularly in the light of the "TEEP" caveat. This should become clearer with the publication of Defra's new Resources and Waste Strategy due towards the end of 2018.

3.1.4 Landfill targets

The UK Government responded to the original EU Landfill Directive both by setting equivalent targets (under the Landfill Allowance Trading Scheme, LATS) for each local authority, and by increasing the cost of landfill through an escalating rate of Landfill Tax, and the UK has achieved the 2020 target well ahead of time. Whilst the LWP's development, under its previous Waste Strategy, of an energy from waste facility brought us well within our LATS targets, the minimisation of our Landfill Tax bill, particularly in the face of predicted population and waste growth, remains a key driver.

3.2 National waste policy and legislation

Much of the UK's waste legislation transposes the above EU legislation. It is currently unclear how Brexit will affect UK legislation in the future, but the UK Government has expressed a desire initially to retain EU-related waste legislation.

Another element of uncertainty surrounds the UK Government's long-anticipated 25 Year Environment Plan which was published in January 2018. Whilst the Plan contains, as described below, some pledges on waste, the promised new Resources and Waste Strategy is anticipated to arrive around the same time as the adoption of this Lincolnshire Strategy. This JMWMS is intended

to be flexible enough to react to any significant changes resulting from that new national strategy, particularly through the commitment to an annual review of the accompanying Action Plan.

3.2.1 Waste Management Plan for England

The 2013 Waste Management Plan for England sets out a number of strategic priorities which need to be taken into account in this Strategy for Lincolnshire. These include:

- Implementing the Waste Hierarchy.
- Measures to promote high quality recycling.
 - The Waste (England and Wales) Regulations 2011, transposing the revised EU Waste Framework Directive, require the separate collection of waste paper, metal, plastic and glass from 2015 onwards wherever separate collection is necessary to get high quality recycling, and is practicable.
 - The Waste and Resources Action Programme (WRAP), will advise local authorities and others, including on best practice in collections.
 - The introduction of Regulations relating to Material Recovery Facilities (MRFs), including mandatory sampling weights and frequencies for inputs and outputs.
- Separate collection of biowaste.
 - The Government has identified anaerobic digestion as the best technology currently available for treating food waste.

3.2.2 UK 25 Year Environment Plan

The government's 25 Year Environment Plan³ was published in January 2018. On the subject of waste it included, on page 29, the following commitment.

We will minimise waste, reuse materials as much as we can and manage materials at the end of their life to minimise the impact on the environment. We will do this by:

- *Working towards our ambition of zero avoidable waste by 2050*
- *Working to a target of eliminating avoidable plastic waste by end of 2042.*
- *Meeting all existing waste targets – including those on landfill, reuse and recycling – and developing ambitious new future targets and milestones.*
- *Seeking to eliminate waste crime and illegal waste sites over the lifetime of this Plan, prioritising those of highest risk. Delivering a substantial reduction in litter and littering behaviour.*
- *Significantly reducing and where possible preventing all kinds of marine plastic pollution – in particular material that came originally from land.*

The Plan includes a statement (page 85) that Defra will be:

Publishing a new Resources and Waste strategy in 2018 aimed at making the UK a world leader in resource efficiency. It will set out our approach to reducing waste, promoting

³ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/673203/25-year-environment-plan.pdf

markets for secondary materials, incentivising producers to design better products and how we can better manage materials at the end of life by targeting environmental impacts.

It is currently anticipated that this Resources and Waste strategy will be released in October 2018. Our Strategy Action Plans for future years will need to take this new national strategy into account, particularly with regard to any specific targets which are set.

3.2.3 National Planning Policy

The National Planning Policy Framework (NPPF), introduced in March 2012 and revised in July 2018, sets out the Government's national planning policies for England. This is supported by online Planning Practice Guidance. The overarching aim of the NPPF is to achieve sustainable development by ensuring economic, social and environmental gains are sought jointly and simultaneously through the planning system. At the centre of this is a presumption in favour of sustainable development. The NPPF must be taken into account in the preparation of development plan documents, and is a material consideration in planning decisions. However, whilst the NPPF includes both general policies and specific policies, the specific policies do not extend to waste. Instead, these are set out in the National Planning Policy for Waste (NPPW) (October 2014).

The NPPW sits alongside the National Waste Management Plan (December 2013) and sets out the national framework for planning for waste management. It outlines the planning system's key roles in delivering the new facilities that are essential for implementing sustainable waste management and protecting the environment and human health. The emphasis is on delivering sustainable development, driving waste up the hierarchy, seeing waste as a resource and disposal as the last option.

3.2.4 Other National Strategies

The UK Government has set out several other Strategies which include elements relating to waste management.

- The Industrial Strategy sets out plans:
 - For "moving towards a regenerative circular economy";
 - To "take further measures to strengthen the markets for secondary materials"; and
 - To further develop the "Midlands Engine".
- The Clean Growth Strategy – Includes, under the heading "Enhancing the Benefits and Value of Our Natural Resources", proposals to:
 - "Work towards our ambition for zero avoidable waste by 2050, maximising the value we extract from our resources, and minimising the negative environmental and carbon impacts associated with their extraction, use and disposal";
 - "Publish a new Resources and Waste Strategy";
 - "Explore new and innovative ways to manage emissions from landfill"; and
 - "Invest £99 million in innovative technology and research for agri-tech, land use, greenhouse gas removal technologies, waste and resource efficiency".

3.3 The Lincolnshire Minerals and Waste Local Plan (MWLP)

The County Council has produced the Lincolnshire Minerals and Waste Local Plan under its statutory duties as the Mineral and Waste Planning Authority for the County. Planning law requires that all applications for planning permission for waste development must be determined in accordance with this plan unless material considerations indicate otherwise. This plan is comprised of two parts, each forming a development plan document:

- the Core Strategy and Development Management Policies (CSDMP) document (adopted on 1 June 2016) – which sets out the key principles to guide the future extraction of minerals and the form of waste management development in the County up to 2031, together with the development management policies against which applications for those types of development will be assessed; and
- the Site Locations document (adopted on 15 December 2017), which includes specific proposals and policies for the provision of land for mineral and waste development.

The Strategic Objectives of the plan include:

- protecting the environment and local communities from the negative impacts of waste development, reducing residual impacts and delivering improvements where possible, and ensuring new facilities include high standards of design and layout, sustainable construction methods, good working practices and environmental protection measures;
- through prioritising the movement of waste up the waste hierarchy, minimising greenhouse gas emissions by reducing reliance on landfill, maximising opportunities for the re-use and recycling of waste, facilitating new technologies to maximise the renewable energy potential of waste as a resource, and promoting the use of carbon capture technology; and
- delivering adequate capacity for managing waste more sustainably when it is needed; and ensuring waste is managed as near as possible to where it is produced.

In relation to waste, the plan is based on directing new waste facilities, including extensions, to areas in and around the County's main settlements (Lincoln, Boston, Grantham, Spalding, Bourne, Gainsborough, Louth, Skegness, Sleaford and Stamford) where the highest levels of waste are expected to be generated. The strategy does, however, recognise that some developments are likely to be developed outside these areas, including biological treatment of waste such as anaerobic digestion and open-air windrow composting.

The plan identifies, through the Site Locations document, locations for a range of new or extended waste management facilities to meet the predicted capacity gaps for waste arisings in the County for the period up to and including 2031. This will involve the building of waste management facilities for recycling and an energy from waste facility mainly for the management of Local Authority Collected Waste, and commercial & industrial waste. The plan identifies that facilities for the management of the county's Local Authority Collected Waste are already in place, with any future needs relating to replacement facilities. There is no requirement for further landfill facilities. The need for specialised thermal treatment and hazardous landfill would continue to be met by national facilities outside the county. The plan also safeguards waste management facilities from redevelopment to non-waste uses or from the encroachment of incompatible development.

The plan makes provision to meet the requirement for waste facilities through one site specifically allocated and safeguarded for waste development, and 16 areas (industrial areas) where waste uses are considered acceptable alongside other industrial and employment uses (providing flexibility and choice).

To sum up, the Lincolnshire MWLP provides the spatial context and locational criteria for new waste facilities covering all waste streams. Whilst it sets out the predicted requirement for new facilities, this is only indicative and is used to ensure that sufficient land is available for new waste facilities to meet the capacity gaps. In practise, the LMWLP has allocated far more land for future waste management than will be required in order to allow flexibility. The LWP will therefore need, particularly in considering the need for the development of new waste management facilities, to refer to the Lincolnshire MWLP.

3.4 Relationship with Neighbouring Authorities

Whilst each neighbouring authority was specifically contacted during our Public Consultation on this JMWMS, only a limited number of responses were received. These are shown in Appendix C.

Strong working relationships are required with our neighbouring authorities and, as highlighted by the response from North Lincolnshire Council, we will look for opportunities for joint infrastructure developments where this is mutually beneficial. In developing and implementing our Action Plan, we will seek to identify such opportunities.

We will also seek to continue dialogue with our neighbours once as the UK Government's transposition of the EU Circular Economy package becomes clearer, particularly through Defra's new Resources and Waste Strategy.

4 How has the strategy been developed?

4.1 Background

The previous Joint Municipal Waste Management Strategy for Lincolnshire was published in June 2008.

That Strategy was compiled by following Government guidance on waste management strategies and assessed in accordance with the ODPM guidance 'A Practical Guide to the Strategic Environmental Assessment Directive' (2005).

The Lincolnshire Waste Partnership has identified that a new joint waste strategy and a SEA are required.

4.2 Development of a new waste strategy

The development of this new strategy has also made use of the 2005 guidance from the Office of the Deputy Prime Minister (ODPM). Although this is no longer available online, it is still generally considered to be the most relevant national guidance on the subject.

The guidance sets out three questions which should be answered in developing a Waste Strategy. We have addressed each of these questions as described below.

4.2.1 "Where are we today?"

Chapter 5 summarises the services currently provided by each of the LWP authorities. It also includes an analysis of the quantities of each waste stream and material being handled, and a forecast of future waste quantities.

4.2.2 "Where do we want to get to and when?"

The ODPM guidance describes this as "*the objectives for how waste will be managed more sustainably in the future*". Chapter 6 sets out the LWP's shared objectives, developed and agreed through a series of workshops and meetings early in the Strategy process. Chapter 6 also addresses the main challenges facing the LWP during the period covered by this Strategy.

4.2.3 "What do we need to do to get there?"

Chapter 7 gives an overview of the actions identified by the Partnership as being needed to achieve the objectives of this Strategy. It essentially sets out a 'route map' showing how those objectives will be achieved.

The necessary actions have been set out in more detail in an Action Plan for the first year of the life of this Strategy. This includes details of:

- who will need to do what? and
- by when?

In order to ensure that the Action Plan continues to deliver in future years, a revised version will be produced annually. This will respond to any changes in the ongoing quantity and composition of waste, as well as to any other necessary factors.

4.3 Strategic Environmental Assessment

The Department for Environment, Food & Rural Affairs' (Defra) "Guidance on Municipal Waste Management Strategies" states that "*as a minimum the Strategy should undergo a Strategic Environmental Assessment (SEA).*"

In general, SEA permits analysis of all draft Strategy provisions against a series of environmental objectives. The aim is to ensure the effects of the Strategy are positive with regard to the County's environmental features. Any significant adverse effects identified must be avoided, remedied or mitigated.

In view of this an SEA has been undertaken in parallel with the Strategy process, with both documents feeding into each other as appropriate. The SEA was completed in line with:

- Environmental Assessment of Plans and Programmes Regulations' (SI 2004/1633) 'SEA Regulations'
- Government Guidance on SEA and SA: <https://www.gov.uk/guidance/strategic-environmental-assessment-and-sustainability-appraisal>

This will include several stages of consultation, initially with statutory consultees (Natural England, Historic England and the Environment Agency) and then alongside public consultation on this Waste Strategy.

4.4 Stakeholder Engagement

In addition to the statutory consultation for the SEA, the Defra guidance on Waste Strategies makes it clear that engaging with various stakeholders is vital to the development of an effective Strategy. Our Strategy process has involved this in a number of ways including the following.

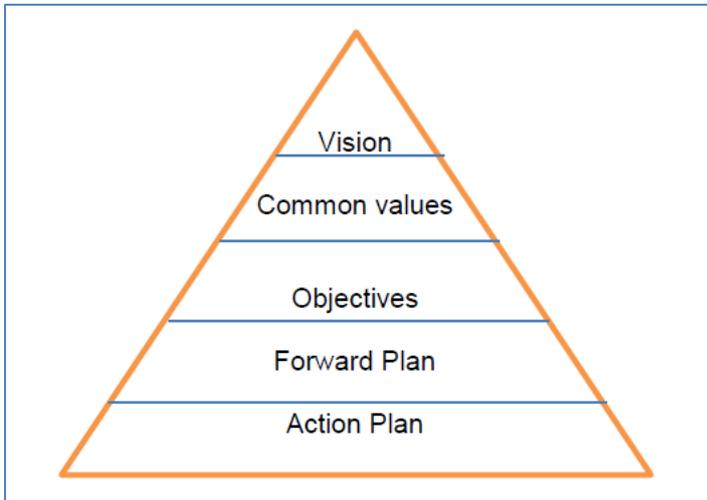
4.4.1 LWP Authorities

The overall objectives and initial proposals for a way to work towards them were developed jointly by the eight authorities of the LWP. This was achieved by holding two workshop sessions in July 2017. Those sessions were facilitated by an independent chair in order to ensure that the views of all partners were captured and given an equal footing.

Full details of the workshops and their outputs can be seen in Appendix A.

Amongst other things, the workshops established an overall framework for how the format of the strategy would lead from the overarching "Vision" to specific practical actions in an "Action Plan".

Figure 4-1 Overall structure of the Waste Strategy



Further engagement with all LWP partners has continued throughout the Strategy process, including through regular LWP meetings, with many partners using formal scrutiny processes to assist in its development, and through formal adoption of the documents at the end.

4.4.2 Public Consultation

A draft version of the JMWMS was made available for a period of 90 days of public consultation between April and July 2018. This final version of the Strategy, and its accompanying Action Plan, reflect the feedback received from the consultation.

Full details of the results of the consultation process are shown in Appendix B of this Strategy.

5 Where are we today?

Before deciding what we want to achieve in the future, and of how we are going to do so, it is essential that we have a proper understanding of our current services and of what waste we are likely to need to deal with during the period covered by this Strategy.

This chapter provides a summary of the necessary baseline information including, as prescribed in Defra's 2005 JMWMS Practice Guide:

- An analysis of the nature and performance of existing services;
- The impact of any service changes already firmly planned (if any);
- Projections of future waste quantities; and
- The impact of changes in waste quantities on overall performance if no changes, other than those already firmly planned, are introduced.

5.1 Demographics

Within the East Midlands Region, Lincolnshire is the largest county covering 592,075 hectares, and the fourth largest in England covering 5% of England.

The following information on the population of Lincolnshire all comes from the Lincolnshire Research Observatory website⁴.

As at the 2011 Census:

- Lincolnshire is a large and sparsely populated county. In England 18% of the population live in rural areas, that is in towns of less than 10,000 people, in villages, hamlets or isolated dwellings. In Lincolnshire the figure is 48%.
- Lincolnshire is home to 306,971 households. The average household is made up of 2.32 persons, similar to the figure of 2.27 for England as a whole.
- Lincolnshire has an ageing population with nearly 21% of its population being over 65 years of age compared to the England figure of just over 16%, with East Lindsey having the highest proportion at 26%.

The population of Lincolnshire grew by over 10% between 2001 and 2011, which is faster than the figure for England of just under 8%. As can be seen in Table 5-1, estimates indicate that Lincolnshire's population continues to grow faster than the national rate for England, by a further 5.3% between 2011 and 2017. Most of our WCA's saw growth between 5.2% and 6.0% (above the national average of 4.9%) during that same period, but it should be noted that population growth in East Lindsey was significantly lower (at 2.4%) and in North Kesteven was significantly higher (at 6.9%).

⁴ <http://www.research-lincs.org.uk/Population.aspx>

Table 5-1 Population estimates

Area	2011 Census	2017 Mid Year Estimate	Growth
Boston BC	64,637	68,500	6.0%
City of Lincoln	93,541	98,400	5.2%
East Lindsey DC	136,401	139,700	2.4%
North Kesteven DC	107,766	115,200	6.9%
South Holland DC	88,270	93,300	5.7%
South Kesteven DC	133,788	141,700	5.9%
West Lindsey DC	89,250	94,300	5.7%
Lincolnshire	713,653	751,200	5.3%
England	53,012,456	55,619,400	4.9%

Forecasts are that population growth for Lincolnshire going forwards (10% higher in 2041 than in 2017) will continue to be a little lower than the average for England. It should be noted, however, that this official estimate doesn't take into account specific housing developments, and the expectation is that the population will grow by more than this. Either way, these extra people are likely to produce a significant amount of additional waste which the LWP will need to collect and dispose of.

5.2 Waste arisings

5.2.1 UK arisings summary

Defra's report "UK Statistics on Waste"⁵ (published February 2018) included the following key points regarding the national situation in 2014:

- The UK generated 202.8 million tonnes of total waste in 2014.
- Over half of this (59%) was generated by construction, demolition and excavation.
- UK generation of commercial and industrial waste in 2014 was 41.9 million tonnes.
- Only 26.8 million tonnes, around 13% of the total, was "waste from households".

Clearly, household waste is a relatively small proportion of overall waste, and needs to be considered in the light of the wider picture.

5.2.2 Current Local Authority Collected Waste (LACW)

As a predominantly rural county, the largest waste stream in Lincolnshire comes from agricultural services which, according to the Waste Needs Assessment produce for the Lincolnshire Minerals and

⁵ <https://www.gov.uk/government/statistics/uk-waste-data>

Waste Local Plan (Site Locations Document)⁶, represents some half of the total waste stream. In comparison, LACW represents around 10% of the total waste arisings in the county.

It should be noted that whilst the County Council is required to consider all waste streams in the development of its Minerals and Waste Local Plan, agricultural waste is largely dealt with at source rather than requiring the County Council's attention in its role as Waste Planning Authority. Furthermore, the Waste and Emissions Trading Act 2003⁷ states in Section 32(1), in defining the duty to have a Joint Municipal Waste Management Strategy, that this Strategy should only cover the management of:

- (a) waste from households, and
- (b) other waste that, because of its nature or composition, is similar to waste from households.

Therefore this Strategy focuses on LACW, which can include waste from the following sources (as defined in the Controlled Waste Regulations 2012):

- Waste from households – This makes up the vast majority of LACW;
- Other "household waste" – e.g. From schools and hospitals;
- **Some** waste from commercial premises (such as shops, offices and restaurants); and
- **Some** waste from construction and demolition (C&D) activities.

Table 5-2 shows the breakdown of LACW across Lincolnshire, with 360,701 tonnes arising in 2017/18 of which around 96% is household waste.

Table 5-2 Summary of Local Authority Collected Waste (LACW) in Lincolnshire 2017/18

Sources: Collection (purple) = County Council Waste Data Management System; Disposal (orange) = Wastedataflow⁸

Waste Stream	2017/18 (Tonnes)	% of Total Waste Stream
Local Authority Collected Waste	360,701	
Waste collected at kerbside by WCA's	274,180	76% of LACW
Other waste collected by WCA's ⁱ	16,289	5% of LACW
Waste collected at HWRC's	69,500	19% of LACW
Other LACW ⁱⁱ	731	<1% of LACW
Total Household Waste collected ⁱⁱⁱ	346,777	96% of LACW
Total Household Waste disposed of ⁱⁱⁱ	346,329	
Household Waste reused, recycled or composted	150,553	44% of Household Waste Disposal
Household Waste sent for energy recovery	179,976	52% of Household Waste Disposal
Household Waste landfilled	13,151	4% of Household Waste Disposal

i – Includes street sweepings, litter, bring banks, trade waste, etc.

ii – Largely consists of waste from charities for which the WDA provides disposal.

iii – Totals collected and disposed of differ due to changes in stock levels at Waste Transfer Stations.

⁶ http://uk.sitestat.com/lincolnshire/lincolnshire/s?Home.residents.environment-and-planning.planning-and-development.minerals-and-waste.site-locations-examination.131110.articleDownload.106584&ns_type=pdf&ns_url=https://www.lincolnshire.gov.uk//Download/106584

⁷ <http://www.legislation.gov.uk/ukpga/2003/33/contents>

⁸ <http://www.wastedataflow.org/>

Figure 5-1 Sources of LACW in 2017/18

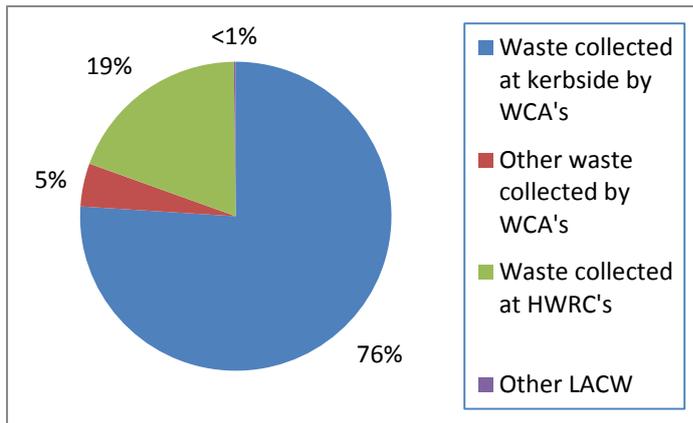
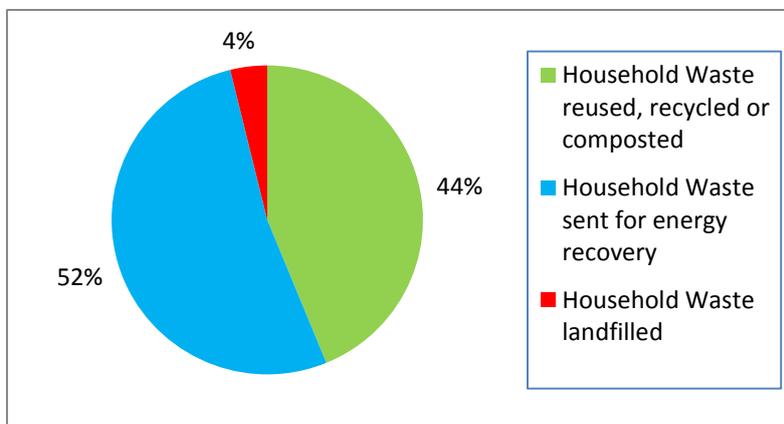


Figure 5-2 Destinations of Household Waste in 2017/18



5.2.3 Waste growth

As was reported in the LWP's previous Waste Strategy, between 2000/01 and 2006/07 the total tonnage of Local Authority Collected Waste (LACW) in Lincolnshire rose by over 13%. Table 5-3 and Figure 5-3 below, however, show that we actually saw a fall in waste thereafter, with only one subsequent year (2016/17) seeing more waste generated than 2006/07.

Table 5-3 Waste growth trends in Lincolnshire between 2007 and 2018

Source: Wastedataflow⁹

Year	Municipal Waste (Tonnes)	% Change	Household Waste	% Change
2006/07	365,537		349,663	
2007/08	352,123	-3.67%	338,676	-3.14%
2008/09	359,798	+2.18%	348,280	+2.84%
2009/10	349,784	-2.78%	336,893	-3.27%
2010/11	355,209	+1.55%	341,886	+1.48%
2011/12	349,736	-1.54%	336,073	-1.70%
2012/13	345,232	-1.29%	335,028	-0.31%

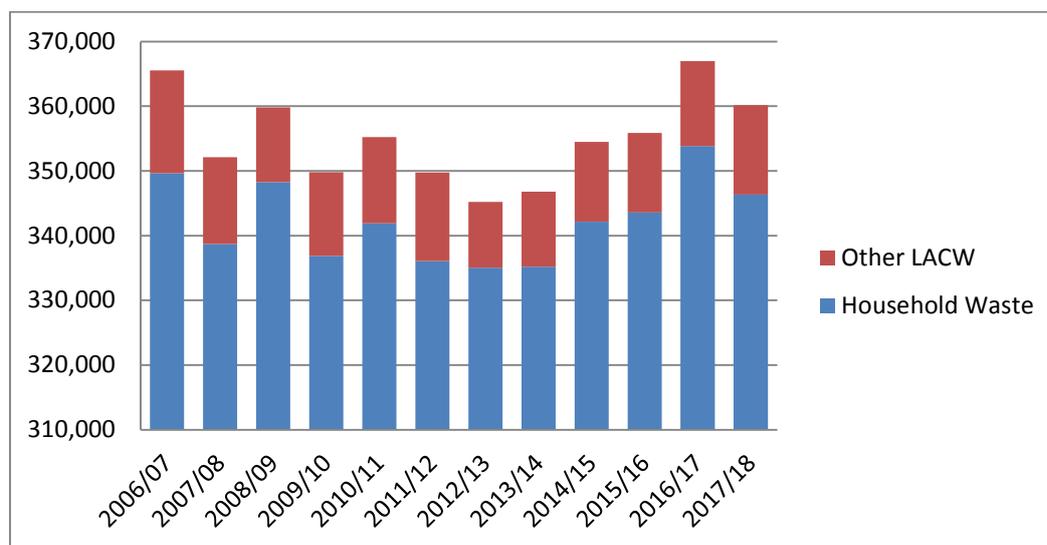
⁹ <http://www.wastedataflow.org/>

Waste Strategy for Lincolnshire

Year	Municipal Waste (Tonnes)	% Change	Household Waste	% Change
2013/14	346,795	+0.45%	335,216	+0.06%
2014/15	354,503	+2.22%	342,132	+2.06%
2015/16	355,849	+0.38%	343,574	+0.42%
2016/17	366,947	+3.12%	353,819	+2.98%
2017/18	360,155 ⁱ	-1.85%	346,329	-2.12%
Overall Change (since 2006/07)		-1.47%		-0.95%

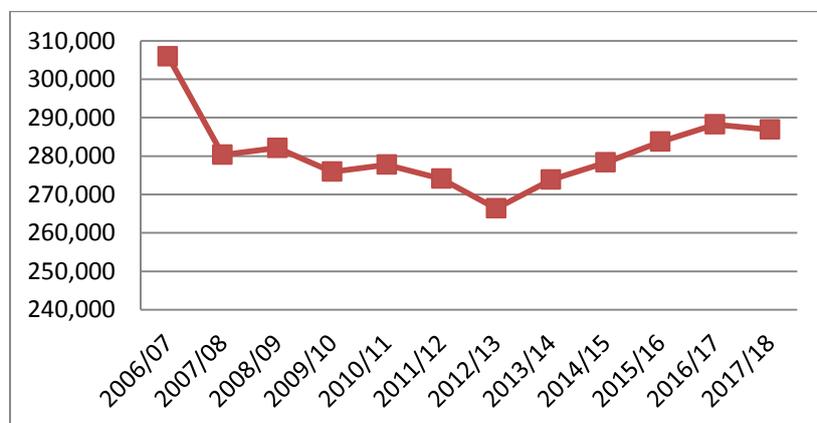
i – The definition of Municipal Waste differs slightly from LACW, so this total is different to that in Table 5-2.

Figure 5-3 Annual Tonnage of LACW in Lincolnshire



It should be noted that the total tonnage has been very erratic, making it difficult to predict any given year. However, closer analysis reveals that much of the variation is due to weather conditions on the quantity of green waste received for composting – e.g. Snow in March 2018 restricted early-Spring growth. Figure 5-4 shows the total tonnage excluding green waste.

Figure 5-4 Annual Tonnage excluding Green Waste



This shows a clearer trend from which conclusions can be drawn:

- Total tonnage fell for several years up to 2012/13, possibly due to the economic downturn making the public less likely to throw things away.
- There has been an upturn in recent years, possibly as the economy picks up again.

In view of the most recent upward trend, and ongoing population growth, it is forecast that LACW arisings will continue to grow. This is in line with the forecasts in the Waste Needs Assessment that accompanies the Lincolnshire Minerals and Waste Local Plan¹⁰ which suggests that LACW tonnages will grow as shown in Table 5-4.

The forecasts consist of a two part assumption:

- 1) That the population will grow by 0.66% per annum; and
- 2) That each person will produce more waste each year.

Whilst the second part may seem a pessimistic assumption, particularly given the fall in waste in 2017/18, over the preceding four years (to 2016/17) waste growth *per person* was around 0.7% per annum.

Table 5-4 LACW growth scenario from Lincolnshire Minerals and Waste Local Plan

	2016 to 2020	2021 to 2031
Population growth	0.66% per annum	0.66% per annum
Waste per head growth	0.5% per annum	0.25% per annum
Total Growth	1.16% per annum	0.91% per annum

These increases are small for any given year, but would represent an increase of over 15% (around 50,000 tonnes of extra household waste) **in** 2031.

5.3 Waste composition

In order to assess the effectiveness of our current waste management services, it is crucial to identify the total quantities collected of each type of waste. Whilst this is relatively simple for separately-collected waste types (e.g. paper in bring banks), the full picture can only be seen by assessing the composition of streams of mixed waste including all of those listed below in Table 5-5.

Ideally, the composition of each of these streams should be identified through detailed analysis of representative samples of real waste which has been collected. However, to do this for all streams would be impractical, so their composition has been measured as shown in Table 5-5.

¹⁰ http://uk.sitestat.com/lincolnshire/lincolnshire/s?Home.residents.environment-and-planning.planning-and-development.minerals-and-waste.site-locations-examination.131110.articleDownload.106584&ns_type=pdf&ns_url=https://www.lincolnshire.gov.uk//Download/106584

Table 5-5 Method of assessing composition of each mixed waste stream

Waste stream	Composition assessed by
Kerbside-collected mixed dry recyclables	Regular sampling and analysis in line with Materials Recycling Facility (MRF) Code of Practice
Kerbside-collected residual/general waste	One-off sampling and analysis undertaken in September 2017
HWRC-collected residual/general waste	Use of Defra-compiled national average figures for HWRC residual waste (most recent available is for 2010/11)
Other streams of mixed waste (e.g. flytipping)	Use of Defra-compiled national average figures for the most appropriate category listed (most recent available is for 2010/11)
Separately-collected (e.g. paper in bring banks)	Composition is known as there is usually only one type of waste in each collection

5.3.1 Kerbside-collected mixed dry recyclables (MDR)

The composition of this waste stream is well known as the Materials Recycling Facility (MRF) Code of Practice requires our MRF contractor to undertake regular sampling and analysis of the material both going into and coming out of their sorting processes.

Figure 5-5 Composition of MDR in 2017/18

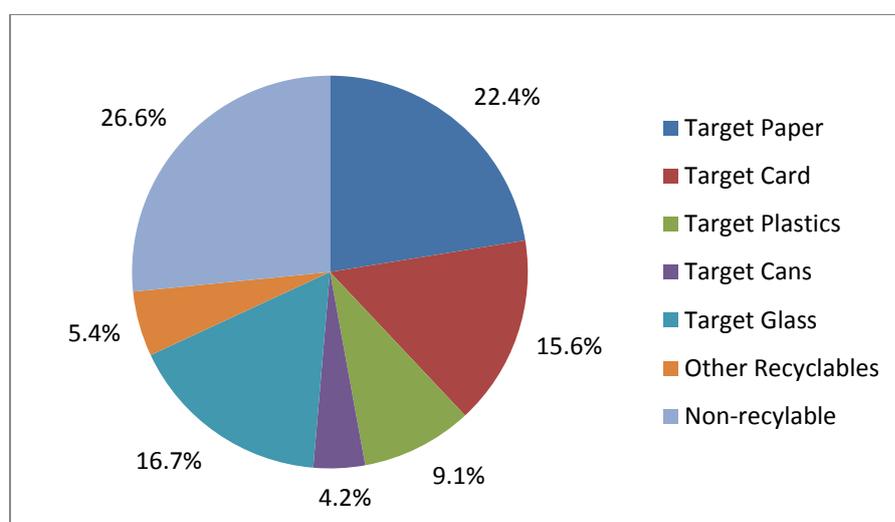


Figure 5-5 summarises the sampling data for 2017/18 and shows that of the total tonnage collected:

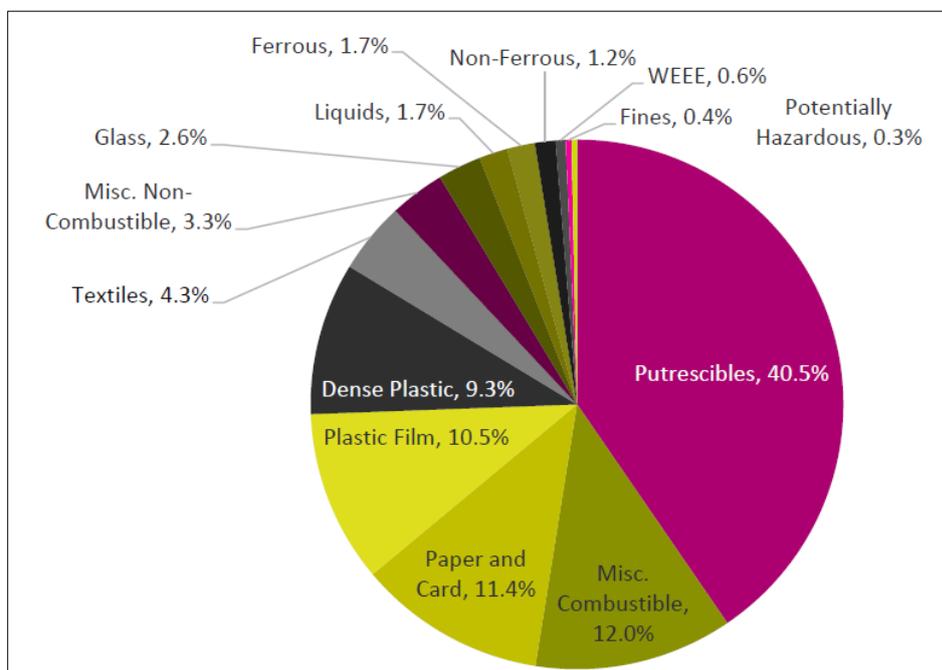
- Around 68% was "target" recyclables – This is what the LWP has asked the public to put into the kerbside recycling collections.
- Around 5% was other recyclables – Whilst not on the specified list, our current MRF contractor is able to recycle these as well. However, this may not be recyclable at all MRF's.
- Nearly 27% was not recyclable – This should not be in these collections, and is addressed in this Strategy.

5.3.2 Kerbside-collected residual/general waste

Since this one waste stream makes up around 40% of the total waste collected by the LWP, a sampling exercise was undertaken in September 2017 to establish what materials are contained in it. This involved using socio-economic data to identify an individual round in each WCA area which represented, as closely as possible, that Council's area as a whole. A random sample of waste from each of those seven rounds was then analysed.

Figure 5-6 shows collated data for the county as a whole. The percentages were calculated by multiplying the figures for each WCA by the total tonnage they collected in 2016/17 since those collecting a higher tonnage collect a higher proportion of the overall waste stream.

Figure 5-6 Composition of Residual Waste in 2016/17



Many of the categories listed are self-explanatory but the largest two are:

- "Putrescibles" = Mostly food waste
- "Misc. Combustible" = Mostly nappies and sanitary products

More detailed headlines from the sampling exercise were that the overall composition includes:

- Around 15% home-compostable food – e.g. Vegetable peelings;
- Around 13% other food – e.g. cooked food, meat and dairy products; and
- Nearly 20% materials which the LWP already collect at kerbside either for recycling or composting.

5.3.3 Overall composition

Combining data from all these individual waste streams, Table 5-6 summarises the calculated overall composition of the waste collected by each of the main methods during 2017/18. Table 5-6 also

shows the overall composition of all LACW in 2017/18, calculated by adding all the mixed-stream totals to the quantities of each waste type collected separately (e.g. from bring banks). For consistency, the waste type groups listed are those used in the 2017 kerbside residual waste sampling exercise.

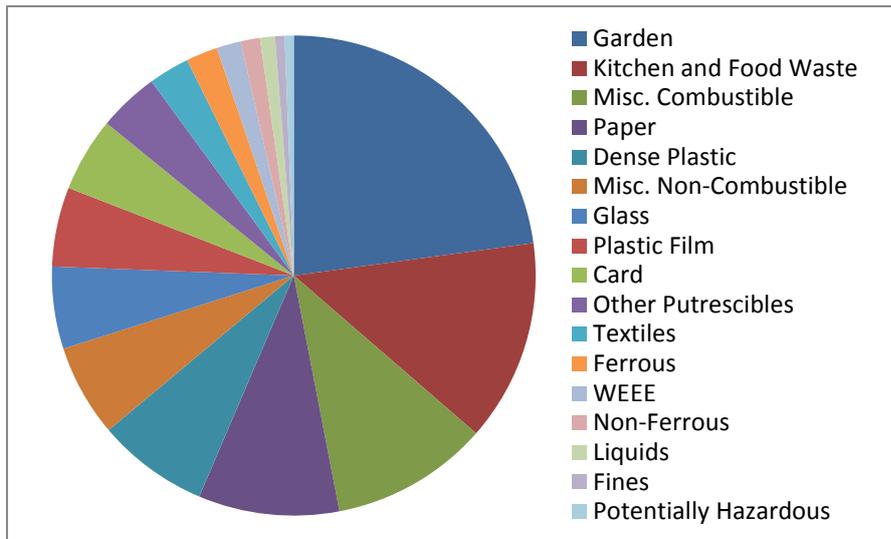
Table 5-6 Tonnage of each waste type collected by each method in 2017/18

	Kerbside Collections ⁱ	Household Waste Recycling Centres	Other Local Authority Collected Waste	TOTAL Local Authority Collected Waste	% of Local Authority Collected Waste
Card	15,276	2,103	574	17,953	5.0%
Paper	31,713	1,252	933	33,898	9.4%
Plastic Film	18,155	727	358	19,240	5.3%
Dense Plastic	22,636	3,790	504	26,930	7.5%
Textiles	7,299	1,946	602	9,847	2.7%
Glass	16,010	875	3,036	19,921	5.5%
Ferrous	4,993	2,444	189	7,626	2.1%
Non-Ferrous	3,468	1,009	148	4,624	1.3%
Misc. Combustible	19,999	17,197	831	38,028	10.6%
WEEE	1,034	4,707	114	5,856	1.6%
Potentially Hazardous	527	1,544	110	2,181	0.6%
Misc. Non-Combustible	5,621	13,416	3,279	22,316	6.2%
Kitchen and Food Waste	47,119	586	1,145	48,851	13.6%
Garden Waste	62,498	17,308	2,424	82,230	22.8%
Other Putrescibles	14,086	369	158	14,613	4.1%
Fines	598	226	1,473	2,298	0.6%
Liquids	2,903	0	691	3,593	1.0%
TOTALS	273,934	69,500	16,570	360,005	

i – Includes collections of residual, recyclables and garden waste.

Figure 5-7 shows the overall composition of LACW from 2017/18 with the waste types ordered from highest to lowest percentage.

Figure 5-7 Overall composition of LACW in 2017/18



Points to note regarding all the above data include that:

- Between them, kerbside collections and HWRC's account for around 95% of our LACW, so the composition of other streams hasn't been examined in detail.
- The largest waste type which is not currently collected for recycling or composting is kitchen and food waste. Details of the proportion of the total for each waste type (including what is collected mixed in with general waste) is currently recycled or composted is shown in Section 5.5.

5.4 Current Waste Management

The current waste management infrastructure needs to be reviewed to provide a baseline on which to develop the Waste Strategy. This review focuses on:

- Waste collection services
- Waste transfer and logistics
- Recycling and composting arrangements
- Treatment and disposal of residual waste
- Existing contracts for all of the above
- Service performance measures
- Current waste management costs

5.4.1 Waste Collection Services

Within Lincolnshire it is the district, borough and city councils (as WCA's) that have the responsibility to collect waste from households, and the County Council (the WDA) that has the responsibility to dispose of it, as well as to operate HWRCs.

Kerbside collections – collections by/for WCAs

Table 5-7 below provides a summary of the current kerbside collection services offered by each WCA.

All authorities that are using wheelie bins for their residual waste collection have a “no side waste policy” in place. This means that, apart from specific exceptions (e.g. just after Christmas), residents are not allowed to place other wastes (e.g. sacks) alongside their wheelie bins. South Holland operates a sack collection system and will collect side waste.

It should be noted that, as part of Defra's consistency agenda, WRAP are seeking to establish whether a national standard set of bin colours would help to make things clearer for the public and thus increase recycling rates¹¹. In view of this, any consideration of a more standardised approach for Lincolnshire should take account of the feedback from that work. However, in the absence of any additional government funding, it is unlikely that bins will be replaced sooner than at the end of their natural lifetime.

¹¹ <https://www.letsrecycle.com/news/latest-news/wrap-consults-on-national-colour-scheme-for-bins/>

Table 5-7 Kerbside collection services offered by each Waste Collection Authority (WCA)

The following indicates the service provided to the majority of households by each WCA. Colour shading shows the colour of bin provided for each service.

Unless otherwise stated, collections are provided using a wheelie bin and fortnightly/alternate weekly collections (AWC).

Waste Collection Authority	Residual Waste	Mixed Dry Recyclables	Green Waste
Boston Borough Council	AWC in 240 litre bins	AWC in 240 litre bins	AWC in 240 litre bins Charged service No service in Winter
City of Lincoln Council ⁱ	AWC in 240 litre bins	AWC in 240 litre bins	AWC in 240 litre bins Charged service
East Lindsey District Council	AWC in 180 litre bins (240 litre for larger families)	AWC in 240 litre bins	AWC in 240 litre bins Charged service Reduced service in Winter
North Kesteven District Council ⁱⁱ	AWC in 240 litre bins	AWC in 240 litre bins ⁱⁱⁱ	AWC in 240 litre bins Charged service
South Holland District Council	Weekly collection in sacks	Weekly collection in sacks	AWC in 240 litre bins Charged service
South Kesteven District Council	AWC in 240 litre bins	AWC in 240 litre bins	AWC in 240 litre bins Charged service
West Lindsey District Council	AWC in 180 litre bins ^{iv} (240 litre for larger families)	AWC in 240 litre bins ^{iv}	AWC in 240 litre bins Charged service No service in Winter

i – City of Lincoln have alternative arrangements for higher-density inner city areas, using 140 litre bins, communal bins or sacks as appropriate, some of which (mainly residual waste) are collected weekly.

ii – North Kesteven – Since 2009 new builds receive, as standard, a 180 litre bin for residual waste and a 360 litre bin for MDR.

iii – Black wheelie bin with green lid

iv – Around 2,000 WLDC terraced properties receive a weekly sack collection instead of wheelie bins

Table 5-8 Current Collection Contract Arrangements

WCA	How collections are provided
Boston BC	Service provided in-house
City of Lincoln	Contract with Biffa
East Lindsey DC	Service provided in-house
North Kesteven DC	Service provided in-house
South Holland DC	Service provided in-house
South Kesteven DC	Service provided in-house
West Lindsey DC	Service provided in-house

Every household in every WCA area receives a residual waste collection. Table 5-9 summarises the number of households in each WCA area that are currently provided with kerbside recycling and green waste collections.

Table 5-9 Households receiving recycling/green waste kerbside collection in 2017/18

	Boston	East Lindsey	Lincoln	North Kesteven	South Holland	South Kesteven	West Lindsey
Dwelling Stock	29,360	68,060	45,220	50,270	40,070	63,050	42,660
Number of HH – dry recyclables	ALL	ALL	44,300	ALL	ALL	ALL	ALL
Number of HH – green waste ⁱ	7,648	29,053	16,355	30,800	3,155	28,324	39,660

i – Green waste collection numbers are lower because they are a charged-for, opt-in service.

Bring banks for recyclables – collections by/for WCAs

Many of our WCAs currently operate a network of bring banks placed in various locations to receive recyclable material. The County Council either arranges and pays for the recycling of this material, or pays Recycling Credits to each WCA for it.

Bulky household waste – collections by/for WCAs

Bulky waste falls outside the scope of the regular WCA kerbside collection service as these items are generally too large or too difficult to be handled by the normal means. The WCAs across the Partnership offer bulky waste collection on demand for item such as furniture, mattresses and large household appliances. Each district has its own policy on charging for these collections.

Commercial waste – collections by/for WCAs

Currently Boston Borough Council, South Kesteven District Council and West Lindsey District Council operate collections of commercial waste from business premises, and other WCAs are considering doing so. The Strategy, through its ongoing Action Plans, should consider whether it would be appropriate to have a common policy.

Street cleansing – collections by/for WCAs

Each WCA provides a regular service across their area. Busy places, such as shopping precincts and high streets usually have permanent cleaning staff or daily cleansing regimes. General waste such as litter is handled in the same way as other residual waste, but road grit from street sweepers is kept separate as the County Council has separate arrangements in place for the recycling of it.

Abandoned and end of life vehicles – collections by/for WCAs

Abandoned vehicles that are on public land are removed in accordance with the relevant legislation by each district within its area, and then the County Council arranges for disposal where necessary.

Fly tipped waste – collections by/for WCAs

Fly tipping is a serious national problem. As well as being unsightly, it can lead to serious pollution of the environment and harm to human health, and is costly to remove and dispose of correctly. Most fly tipped waste is handled in the same way as residual waste, and all WCAs have enforcement policies which inform the process by which offenders will be investigated and prosecuted.

Clinical waste – collections by/for WDA

The Controlled Waste Regulations 2012 define this type of waste:

“clinical waste” means waste from a healthcare activity (including veterinary healthcare) that—

(a) contains viable micro-organisms or their toxins which are known or reliably believed to cause disease in humans or other living organisms,

(b) contains or is contaminated with a medicine that contains a biologically active pharmaceutical agent, or

(c) is a sharp, or a body fluid or other biological material (including human and animal tissue) containing or contaminated with a dangerous substance within the meaning of Council Directive 67/548/EEC on the approximation of laws, regulations and administrative provisions relating to the classification, packaging and labelling of dangerous substances(b),

and waste of a similar nature from a non-healthcare activity.

The WDA arranges for both the collection and disposal of waste in categories (a) and (b) above. The WCAs collect items in category c.

Household Waste Recycling Centres – collections by/for WDA

The County Council operates 11 HWRCs across the county to which residents can bring their household waste. Tables 5-10 and 5-11 below summarises respectively:

- Table 5-10 – The location of and contractual arrangements for each HWRC; and
- Table 5-11 – The facilities provided at each HWRC.

Table 5-10 HWRC Contractual and Operational Arrangements

Unless stated otherwise, opening hours are standardised as 09:00hrs to 16:00hrs Friday, Saturday, Sunday and Monday (closed Tuesday, Wednesday and Thursday).

NB – All sites are closed on 25th and 26th December and 1st January every year.

Location	Site Ownership	Operated by	Opening hours
Lincoln HWRC Great Northern Terrace LN5 8LG	County Council	Carl Drury Ltd.	09:00hrs to 16:00hrs 7 days a week
Boston HWRC Bittern Way PE21 7RQ	County Council	Carl Drury Ltd.	09:00hrs to 16:00hrs 7 days a week
Spalding HWRC West Marsh Rd PE11 2BB	County Council	Carl Drury Ltd.	Summer (1st April to 31st October) 08:00hrs to 16:00hrs 7 days a week. Winter (1st November to 31st March) 08:00hrs to 16:00hrs Friday, Saturday, Sunday and Monday.
Gainsborough HWRC Long Wood Road, Corringham Road Ind Est, Gainsborough, DN21 1QB	County Council	Carl Drury Ltd.	Standard (09:00hrs to 16:00hrs Friday, Saturday, Sunday and Monday)
The Rasens HWRC Gallamore Lane Industrial Estate, Gallamore Lane, Middle Rasen, LN8 3HA	County Council	Carl Drury Ltd.	Standard
Bourne HWRC South Fen Road PE10 0DN	County Council	Recycle It Wright Ltd.	Standard
Grantham HWRC Mowbeck Way NG31 7AS	County Council	Recycle It Wright Ltd.	Standard
Sleaford HWRC Pride Parkway NG34 8GL	County Council	Recycle It Wright Ltd.	Standard
Louth HWRC Bolingbroke Road LN11 0WA	County Council	Sid Dennis & Sons Ltd.	Standard
Skegness HWRC Warth Lane PE25 2JS	County Council	Sid Dennis & Sons Ltd.	Standard
Kirkby on Bain HWRC Tattershall Road LN10 6YN	FCC Environment	FCC Environment	Standard

Table 5-11 – Materials accepted at Household Waste Recycling Centres as of April 2018

HWRC Site	Residual waste	Green	Wood	Plastics	Paper	Cardboard	Mattresses	WEEE	Books & CDs	Textiles	Household Chemicals	Glass bottles/jars	Cooking Oil	Mineral Oil	Lead Acid Batteries	Household batteries	Plasterboard	Soil	Rubble	Pressurised Gas Cylinders ¹	Scrap Metal	Re-use
Bourne	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x ¹	x	x
Boston	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x ¹	x	x
Gainsborough	x	x	x	x	x	x	x	x	x	x	x	x	x	x	ii	x	x	x	x	x ¹	x	x
Grantham	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x ¹	x	x
Kirkby on Bain	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x ¹	x	x
Lincoln	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x ¹	x	x
Louth	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x ¹	x	x
Rasens	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x ¹	x	x
Skegness	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x ¹	x	x
Sleaford	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x ¹	x	x
Spalding	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x ¹	x	x

An "x" indicates that the stated waste stream is collected separately at the stated HWRC.

- i) Gas cylinders are accepted where necessary, but should ideally be returned to a gas supplier, particularly as a deposit refund is sometimes available.
- ii) Lead acid batteries are no longer accepted at Gainsborough due to repeated security issues. Residents are recommended to contact a scrap dealer.

5.4.2 Waste Transfer and Logistics

Some waste streams are delivered directly to an appropriate treatment or disposal site. For the majority of waste streams, LCC provides a number of Waste Transfer Stations (WTSs) to receive waste both from WCA collections and from HWRCs, enabling the waste to be bulked up for transportation to centralised destinations.

Some WCAs use more than one WTS depending on where waste is collected and/or what type of waste it is. Likewise, many of these WTSs receive waste from more than one WCA or HWRC.

WTSs operated by Lincolnshire County Council

The WDA directly operates a network of five WTSs around the County. Table 5-12 shows the location of each WTS, as well as the tonnage of each type of waste received at each site.

The WDA lets contracts for the transportation of waste from each WTS to the appropriate destinations.

Table 5-12 Location and 2017/18 tonnage throughput for WDA WTSs

Location	Residual Waste (Tonnes)	Mixed Dry Recyclables (Tonnes)	Road Grit (Tonnes)	Other (Tonnes)	TOTAL (Tonnes)
Boston WTS Slippery Gowt Lane PE21 7AA	42,722	7,423	986		51,131
Gainsborough WTS Marshall Lane DN21 1GD	15,697	8,162	1,652		25,512
Grantham WTS Occupation Road NG32 2BP	28,376	13,086	1,305		42,767
Louth WTS Bolingbroke Road LN11 0WA	31,471	10,982	1,733	Glass = 622Te Mattresses ⁱ = 1Te	44,809
Sleaford WTS Pride Parkway NG34 8GL	14,428	5,652	954	Mattresses ^j = 26Te	21,060

i – Mattresses are often delivered in in loads of mixed residual waste. This is the weight of mattresses which were delivered (and weighed) separately.

Other WTSs used by the Lincolnshire Waste Partnership

Arrangements are in place for the use of several other WTSs owned and operated by third parties. Details are shown in Table 5-13.

Table 5-13 Location and 2017/18 tonnage throughput for third party WTSs

Location	Operator	Arranged by	Mixed Dry Recyclables (Tonnes)	Green Waste (Tonnes)
Hykeham	Mid UK Recycling	Lincs CC	13,600	
Market Deeping	Mid UK Recycling	Lincs CC	10,500	2,600
Boston	Mick George	Boston BC		4,200

5.4.3 Recycling and composting arrangements

Green waste

There is generally no need for the use of WTSs for green waste as, both from kerbside collections and from HWRCs, it is sent directly to a network of composting facilities across the county under contracts operated by the County Council. In 2017/18 72,619 tonnes of green waste was sent to these facilities, which are identified in Table 5-14.

Table 5-14 Current Composting Facilities

Composting operator	Location(s)
Clarkeson Recycling	Riby
Greenaway	Alford
Land Network (Gainsborough)	Sturgate
Land Network (Melton)	Melton Mowbray
Land Network (N.E.Lincs)	South Elkington
Material Change	Crowland
MEC Recycling	Swinderby / Saxilby
Mid UK Recycling	Caythorpe / Colsterworth

Mixed dry recycling

All the WCAs operate a kerbside collection of mixed dry recyclables (MDR) which includes a wide range of materials. Historically each WCA has accepted a different mix of materials but the Partnership has identified that it would like to move towards a more standardised recyclable stream where possible. The benefits of such standardised collections include:

- Making the service easier to understand and thus, in line with our strategic vision, more "customer friendly"; and
- Acting in line with the government's "consistency" agenda which seeks to reduce the number of different recycling systems in place across the UK.

As part of the implementation of this JMWMS, the LWP will be working together towards this aim. At the time of writing, discussions are progressing well towards agreement on a common recycling mix. Once agreed, any changes will be publicised through a unified communications campaign using a wide range of methods and media.

In September 2018 the LWP agreed to focus on those materials which should not be deposited in recycling collections. These materials will never be part of the recycling mix, and thus can be the

subject of communications regardless of any future changes to that mix. Figure 5-7 shows the publicity to be used, in most areas as stickers to go onto recycling bins.

Figure 5-7 "No Thanks" bin sticker



The County Council has a contract for the processing of this MDR at Materials Recycling Facilities (MRF's) located in the county. Once collected, each WCA delivers their MDR either to one or more of the WTS's provided by the County Council, or directly to the MRF contractor.

Other dry recycling

Separately-collected recyclables from WCA bring banks and from HWRC's go to a number of different destinations under a variety of different arrangements.

5.4.4 Treatment and disposal of residual waste

The LWP's 2008 Waste Strategy included two Objectives which focussed on residual waste:

Objective 5 – To increase progressively the recovery and diversion of biodegradable waste from landfill, to meet and exceed the Landfill Directive diversion targets.

Objective 6 – To ensure that residual waste treatment supports energy recovery and other practices higher up the waste hierarchy.

In line with these objectives we have, during the lifetime of that Strategy, moved almost entirely from sending residual waste to landfill to using the new Energy from Waste facility at Hykeham. Indeed, we have done this so successfully that the majority of landfill sites in Lincolnshire either have already closed or are likely to close in the near future. Further information regarding this is shown in Table 5-15.

Table 5-15 Residual Waste Contracts 2017

Site Type	Site	Operator	2016/17 Input by LWP (Tonnes)	Contract Details
Energy from Waste	Hykeham	FCC Environment	162,716	Ends 2039
Landfill	Colsterworth	FCC Environment	6,738	Closing 2018
Landfill	Kirkby on Bain	FCC Environment	5,511 ⁱ	Final cell, and will close once filled
Landfill	Leadenham	FCC Environment	0	Site mothballed Reopening in 2018
Landfill	Whisby	FCC Environment	0	Site mothballed Future use to be determined

i – Includes around 1,400 tonnes of rubble from HWRCs.

Given the limited future availability of landfill, the high cost of landfill tax, and that landfill sits at the bottom of the Waste Hierarchy, it seems sensible that the LWP aspires in the long term to send zero waste to landfill.

This aspiration, and the fact that the Hykeham EfW does not have the capacity to process the forecasted quantities of residual waste, are reflected in one of our key objectives:

Objective 8.	To make an objective assessment of what further waste processing/disposal capacity is required and, as necessary, seek to secure appropriate capacity.
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5.5 Service performance measures

Whilst the statutory reporting of National Indicators was removed in 2011, the percentage of household waste sent for reuse, recycling or composting (former NI 192) remains a generally accepted headline measure of the performance of local authority waste and recycling services.

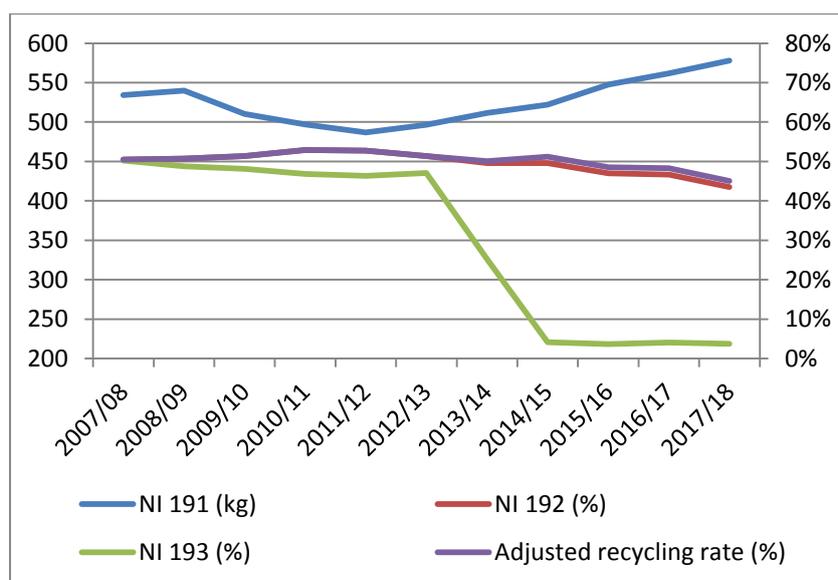
Table 5-16, and the accompanying Figure 5-9, show the County Council's (and thus the LWP's) overall performance against all three of the waste-related former National Indicators:

- NI 191 = Residual Household Waste per Household
- NI 192 = Percentage Household Waste sent for Reuse, Recycling or Composting
- NI 193 = Percentage of Municipal Waste Sent To Landfill

Table 5-16 National Indicator (NI) performance since 2007/08

	2007/08		2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
NI191: Residual Household Waste kg per Household	534.1		496.8	486.7	496.7	511.4	522.0	547.6	561.9	578.0
NI192: % HH waste sent for Reuse, Recycling or Composting	50.5		52.9	52.8	51.3	49.6	49.6	47.0	46.7	43.5
NI193: % Municipal Waste Sent To Landfill	50.2		46.8	46.4	47.1	25.2	4.1	3.6	4.0	3.8

Figure 5-9 National Indicator (NI) performance since 2007/08



In addition to the three National Indicators, Figure 5-9 also shows an additional measure for recycling performance. Defra have recently announced that the overall UK recycling rate (as reported to the EU) will be measured in a different way. In line with practice in a number of other EU nations, the national rate will include metals recycled from Incinerator Bottom Ash (IBA) such as that generated at our EfW facility. Since this is the basis on which the UK's performance will be measured against the EU target of 50% recycling by 2020, it seems appropriate to record the LWP's performance on the same basis in addition to the official NI192 rate.

Table 5-17 shows this higher recycling percentage alongside our official performance. It should be noted that our recycling rate on that basis would have been around 1.5% higher each year since our EfW facility opened in 2013.

Table 5-17 Increased recycling performance by inclusion of metals recycled from EfW ash

	2007/08		2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
NI192: Percentage HH waste sent for Reuse, Recycling or Composting	50.5%		52.9%	52.8%	51.3%	49.6%	49.6%	47.0%	46.7%	43.5%
Adjusted recycling rate (including metals from EfW ash)	50.5%		52.9%	52.8%	51.3%	50.0%	51.2%	48.5%	48.3%	45.0%

5.5.1 Quantity of residual waste (NI191)

Following the introduction of our 2008 Strategy, the weight of residual (non-recycled) waste produced by each household fell significantly. Indeed, the 486.7kg per household which we achieved in 2011/12 was equivalent to 225.8kg per head, which was well on target for achieving our 2008 Waste Strategy Objective of 225kg per head by 2020.

Unfortunately this downward trend ended at that point and we have seen a steady increase to a level even higher than in 2008, with the present figure of 578kg equating to around 261kg per head of residual waste. Although the fall and subsequent rise may partly be a result of the global economic downturn (people buy less and thus throw away less when times are financially difficult) and the subsequent recovery, this is a trend that needs reversing.

Table 5-18 Residual and total waste vs recycling rate in 2017/18

	Residual household waste per household (NI191)	Total household waste collected per person (BV84)	Household waste reused, recycled or composted (NI192)
Boston BC	597kg	395kg	35.2%
City of Lincoln	507kg	359kg	35.1%
East Lindsey DC	456kg	384kg	42.1%
North Kesteven DC	521kg	405kg	43.9%
South Holland DC	562kg	331kg	27.2%
South Kesteven DC	506kg	381kg	40.9%
West Lindsey DC	514kg	430kg	46.0%
LWP Total (WCA's + HWRC's)ⁱ	578kg	461kg	43.5%
<i>2016/17 LWP Total</i>	<i>562kg</i>	<i>478kg</i>	<i>46.7%</i>

i – The LWP total weight is higher than that for the individual WCA's as each WCA figure doesn't include waste collected from their residents at County Council HWRC's.

It is interesting to note that the two WCA's with the lowest overall recycling rate also have the lowest total waste per person, particularly since the Waste Hierarchy (see section 2.2.1 for details) makes it clear that waste prevention should have a higher priority than recycling.

5.5.2 Recycling performance (NI192)

It is clear from the above data that the LWP's headline recycling rate has been in slow decline since a peak of 52.9% in 2010/11. This fall in recycling has been accompanied by an increase in the quantity of residual waste to be disposed of.

Table 5-19 shows the recycling and composting performance of each Waste Collection Authority and across the HWRC network during 2017/18.

Table 5-19 Recycling and composting performance in 2017/18

	Household waste reused, recycled or composted (NI192)	Household waste recycled (BV82a)	Household waste composted (BV82b)
Boston BC	35.2%	19.6%	15.6%
City of Lincoln	35.1%	19.1%	16.1%
East Lindsey DC	42.1%	20.1%	22.0%
North Kesteven DC	43.9%	19.1%	24.9%
South Holland DC	27.2%	22.0%	5.2%
South Kesteven DC	40.9%	22.4%	18.5%
West Lindsey DC	46.0%	18.1%	27.8%
LWP Total (WCA's + HWRC's)ⁱ	43.5%	22.2%	21.2%
<i>2016/17 LWP Total</i>	<i>46.7%</i>	<i>24.4%</i>	<i>22.3%</i>

i – The overall LWP recycling performance is higher than that for most of the individual WCA's as each WCA figure doesn't include waste recycled by their residents at County Council HWRC's.

The headline figure of 43.5% for the LWP as a whole shows a considerable fall compared to the 2016/17 figure of 46.7%. Two factors have particularly contributed to this fall:

- Composting – Around 5,000 tonnes less garden waste was presented to us. Since we received some 7,000 tonnes less waste in all, it seems possible that weather conditions have generated less garden growth. This is not unprecedented, but the extra composting could have boosted our recycling rate by around 0.8%.
- Recycling – Compositional analysis shows that we continue to see an increased amount of non-recyclable waste presented in our collections of Mixed Dry Recyclables. This is combined with a fall of over 2,500 tonnes in the total quantity presented in those collections.

Whilst the Government no longer sets targets for individual authorities, it should be noted that the UK is currently committed to meeting the EU recycling targets including 50% by 2020 and 65% by 2035. However, there are uncertainties over this as:

- The impact of the UK's exit from the EU is unclear at the time of writing, although it would currently appear that the UK will retain this overall target in some form; and

- Four different calculation methods are available to EU members, and none of these matches exactly with the UK's former NI 192. At least one of the alternatives could significantly improve the headline recycling rate for the LWP as shown in Figure 5-9 and described beneath it.

5.5.3 Landfilling performance (NI193)

The main success story during the period of the previous Waste Strategy has been in the way in which we dispose of residual waste, with the percentage of Municipal Waste sent to landfill (NI 193) falling from over 50% in 2007/08 to under 4% in 2017/18. This has been driven by:

- The LWP's commitment to move waste further up the EU Waste Hierarchy; and
- The need to reduce the County Council's annual spend on Landfill Tax.

This success has been achieved through two major initiatives:

- 1) The opening of the new Energy from Waste facility in Hykeham. This now diverts over 150,000 tonnes per annum from landfill, and thus moves it up the Waste Hierarchy from "disposal" to "recovery". The facility has recently received Planning Permission to increase capacity to 170,000 tonnes per annum.
- 2) The recycling of road grit. This diverts around 4,000 tonnes per annum from "disposal" to "recycling".

5.5.4 Recycling capture rate for each waste type

One way to identify areas in which recycling performance can be improved is to consider the proportion of the total quantity collected of each material (as listed in section 5.3.3, Table 5-6) which is captured for recycling. This is shown below in table 5-20.

Table 5-20 Recycling capture rate for each waste stream in 2017/18

Key

Green = Above 70%

Yellow = Above 50%

Red = Below 20%

	TOTAL Local Authority Collected Waste	Tonnage Reused, Recycled or Composted	Percentage Reused, Recycled or Composted
Card	17,953	12,325	68.7%
Paper	33,898	17,740	52.3%
Plastic Film	19,240	580	3.0%
Dense Plastic	26,930	8,145	30.2%
Textiles	9,847	1,025	10.4%
Glass	19,921	14,528	72.9%
Ferrous	7,626	4,322	56.7%
Non-Ferrous	4,624	2,284	49.4%

	TOTAL Local Authority Collected Waste	Tonnage Reused, Recycled or Composted	Percentage Reused, Recycled or Composted
Misc. Combustible	38,028	10,220	26.9%
WEEE	5,856	4,419	75.5%
Potentially Hazardous	2,181	1,035	47.5%
Misc. Non-Combustible	22,316	14,419	64.6%
Food	48,851	0	0.0%
Garden	82,230	72,619	88.3%
Other Putrescibles	14,613	0	0.0%
Fines	2,298	0	0.0%
Liquids	3,593	0	0.0%
TOTALS	360,005	163,661	

The capture rate for WEEE (electricals), glass and garden waste exceeds 70%. Several other streams exceed 50% recycling: paper, card, ferrous metals, and "miscellaneous non-combustible" (which includes soil and rubble from HWRC's).

At the other end of the spectrum, for those streams marked in red, the capture rate is less than 20%. Whilst some of these streams are, by definition, unlikely to be recyclable (e.g. "fines" are particles of waste which are too small to be identified), other streams show room for considerable improvement – e.g. food waste and textiles.

5.5.5 Other ways to measure environmental performance

It is important to note that, in developing this Strategy, a key task has been to reassess whether the former National Indicators represent the best way to measure the performance of the LWP. This review will be included in the Action Plan to accompany this Strategy document, and reflects the need to measure our success in meeting the objectives chosen by the Partnership.

5.6 Current waste management costs

In addition to measuring environmental performance, it is essential to measure how well we are meeting the challenges of diminishing budgets.

To enable comparison with historical costs, the costs of waste management in 2017/18 outlined in Table 5-21 are the totals of those formerly reported by each LWP authority as part of the Best Value Performance Indicator regime – BV86 for WCAs and BV87 for WDAs. The table also shows the equivalent 2006/07 cost per household which was included in the 2008 Strategy.

Table 5-21 Costs of waste collection and disposal for 2017/18

	Collection Costs (Total across all LWP WCA's)			Disposal Costs		
	Number of Households	Overall cost of collection	£/ HH	Municipal Waste (Tonnes)	Overall cost of disposal	£/ tonne
2006/07	308,931	£15,718,152	£50.88	365,537	£17,270,000	£47.25
2017/18	338,690	£14,879,176	£43.93	360,155	£18,774,000	£52.13

Despite increases in costs due to inflation and other factors, such as fuel tax, we have managed to achieve sufficient efficiency savings to reduce the overall cost of waste collection.

Disposal costs have risen a little overall, but considerable savings have been achieved compared to where we might have been, particularly had we continued to send large quantities of waste to landfill, for which Landfill Tax has increased significantly from £21 per tonne in 2006/07 to over £86 in 2017/18.

6 What are we aiming for?

The Partnership has made significant strides forwards during the lifetime of the previous Strategy, particularly in the development of an energy from waste facility to divert non-recycled waste away from landfill. This chapter identifies the challenges faced by the Partnership, currently and over the next few years, and the proposed approach to meeting these challenges.

6.1 Strategic objectives

In preparing this JMWMS, the LWP held two workshops to identify their overarching vision and objectives. Details of the process are included in Appendix A.

As a result, and as identified at the beginning of this document, the Partnership has the vision:

“To seek the best environmental option to provide innovative, customer-friendly waste management solutions that give value for money to Lincolnshire.”

89% of responses to the public consultation either agreed or strongly agreed with this vision, and a number of comments were received in support of the combined focus on value for money, care for the environment and customer-friendly services.

Opinion was divided as to whether the first priority should be money or the environment. In view of that, the LWP have clarified that they will be seeking **the best environmental option which can be afforded**.

In order to work towards this vision, the Partnership have developed and agreed a set of high-level objectives, which are key drivers for the delivery of this strategy. In line with the vision, each of these objectives is to be considered in the light of the Partnership’s shared values that:

All Objectives should ensure that services provided under the JMWMS represent the best possible environmental option which gives value for money for Lincolnshire residents.

The ten objectives, generated at the July 2017 workshops and, where stated, refined through the consultation feedback, are as follows:

Objective 1.	To improve the quality and therefore commercial value of our recycling stream.
This ties in with the EU and UK government commitments to move away from a "make, use, dispose" model towards a more circular economy.	
Objective 2.	To move towards a common set of recycling materials.
The UK government have expressed the view that the large number of different systems cause public confusion, and thus hamper people's ability to put the right things into recycling collections. Consultation: <i>This received considerable support and, in the light of feedback received, it has been strengthened by the removal of the word "consider".</i>	

Objective 3.	To consider the introduction of separate food waste collections where technically, environmentally and economically practicable.
<p>The EU and UK government support food waste collections. Consultation: Responses were divided as to whether this was a good idea. Supporters pointed out the environmental benefits, whilst others raised practical issues. The addition of "where practicable" allows for these concerns to be addressed, including through the undertaking of trial collections.</p>	
Objective 4.	To explore new opportunities of promoting waste minimisation and of using all waste as a resource in accordance with the waste hierarchy.
<p>The waste hierarchy remains a key driver. This "promoting" will include both communicating with the public and lobbying of government and manufacturers for changes to the wider picture. Consultation: In line with responses, specific reference is now made to waste minimisation.</p>	
Objective 5.	To contribute to the UK recycling targets of 50% by 2020 and 55% by 2025.
<p>Whilst it could be argued that recycling rate is not a true reflection of environmental performance, it remains the headline measure both at UK and at EU level. Update: The EU Circular Economy Package has introduced longer-term targets and we will need to respond to how these are featured in Defra's new Resources and Waste Strategy.</p>	
Objective 6.	To find the most appropriate ways to measure our environmental performance, and set appropriate targets.
<p>This will allow us to set targets which address progress towards our objectives rather than just chasing targets for their own sake.</p>	
Objective 7.	To seek to reduce our carbon footprint.
<p>This is a key way to measure the overall environmental impact of the services which we provide. Consultation: This was strongly supported, particularly if it allows us to measure the impact of transportation.</p>	
Objective 8.	To make an objective assessment of what further waste processing/disposal capacity is required and, as necessary, secure appropriate capacity.
<p>Forecasts are that we will continue to see considerable waste growth, and we need to ensure we have sufficient capacity to handle it in the best way possible. Consultation: In line with feedback, this has been expanded to include all waste streams rather than just residual (i.e. non-recycled) waste.</p>	
Objective 9.	To regularly review the LWP governance model in order to provide the best opportunity to bring closer integration and the implementation of the objectives set by the strategy.
<p>Whilst the LWP consists of a number of separate authorities, it is essential that we seek ways to work together to achieve the best outcomes for the people of Lincolnshire as a whole.</p>	
Objective 10.	To consider appropriate innovative solutions in the delivery of our waste management services.
<p>It is important not to be held back by sticking with existing practices where something new could improve things.</p>	

6.2 The challenges we face

Whilst the move from landfill to energy from waste as the main route for disposal of non-recycled waste has largely overcome the largest challenge identified in our previous Strategy, a number of key issues remain.

The landscape is uncertain as it is unclear what direction the Government's Waste and Resources Strategy, and resulting policy, will take as the UK leaves the European Union, but it seems clear that we will need to address falling recycling rates and increasing waste arisings.

6.2.1 Falling recycling rates in Lincolnshire

As indicated in Chapter 5, the Lincolnshire County Council recycling rate (which covers the LWP as a whole) has fallen in recent years from a peak of 52.9% in 2010/11 to 43.7% in 2017/18.

Whilst the overall tonnage collected from kerbside recycling bins has remained relatively stable, we have seen a rise in the percentage of that material which is **not** recyclable. In 2017/18 over a quarter couldn't be recycled, and this continues to rise still further. This includes some recyclables which had been damaged by those non-recyclable wastes – e.g. Paper made wet and dirty by food waste – a situation made worse by more stringent MRF regulation and an increasing emphasis on material quality worldwide.

6.2.2 The national and international picture

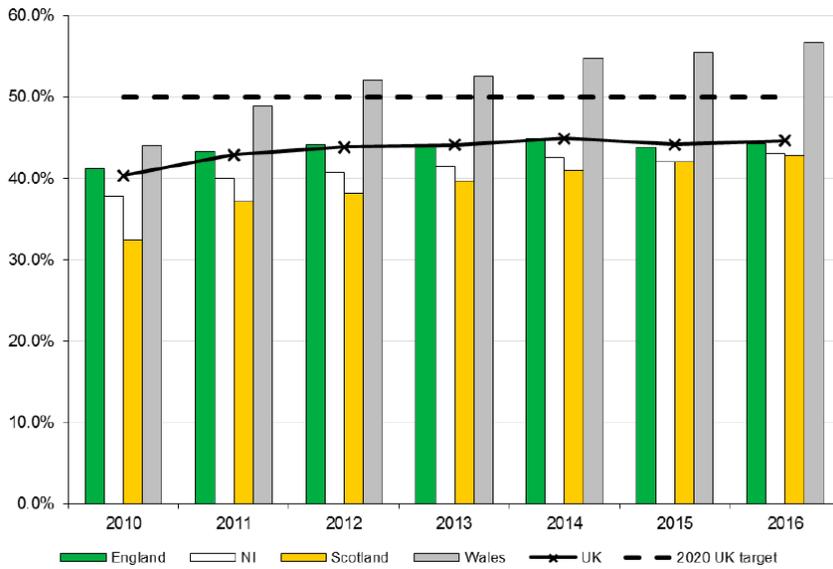
Defra statistics¹² show that the rate of recycling of waste from UK households has stalled. A small rise in 2016 followed a fall in 2015, meaning that the 2016 rate of 45.2% was very similar to that of 44.9% in 2014.

As shown in Figure 6-1, this stalling follows a number of years of growth. It is also interesting to note that the recycling rate for Wales is considerably higher than that in England, and that in Wales things operate very differently, including:

- There is a different method of financing waste management;
- All councils offer separate food waste collections; and
- Some authorities operate three or even four weekly residual waste collections.

¹² <https://www.gov.uk/government/statistics/uk-waste-data>

Figure 6-1 Defra chart showing data on recycling from UK households



This issue is made more complex by uncertainty over what recycling rate we should be seeking to achieve. Our current national target is the EU target of 50% recycling of waste from households by 2020. Beyond that, the EU Circular Economy Package sets targets rising to 65% in 2035. The interim targets are set out in section 3.1.2 of this Strategy.

Following the UK decision to exit the EU, the UK Government seem inclined to retain existing EU-related legislation, but it is unclear whether the 2035 target will apply to the UK. Furthermore, a UK-wide target is not currently binding on individual local authorities.

A further complication is that, as described in section 5.5, the UK's national performance is measured (and reported to the EU) on a different basis to the official recycling rate attributed to individual UK councils and thus to the LWP. Although the LWP has joined in lobbying for this to be rectified, there is no indication that a change is imminent.

6.2.3 Growth in waste arisings

As described in Chapter 5, each year usually sees growth in the tonnage of waste for which the LWP is responsible. There are two reasons for this increase:

- Population growth – Lincolnshire’s population grew by more than 5% between 2011 and 2017. See section 5.1 for further details.
- Weight of waste per person – Whilst this stabilised somewhat during the economic downturn, there is concern that this will now resume its historical upwards trend.

This is a particular concern given that our Energy from Waste facility is already operating at close to full capacity and, without a new processing route, any additional residual waste would have to be sent to landfill.

7 How will we get there? – Our "Forward Plan"

In order to deliver the aims and objectives to which the Partnership aspires (see earlier chapters), it is essential that work undertaken by each partner organisation is focussed on actions which will further the objectives as set out in this Strategy.

This work is summarised in an Action Plan, the initial version of which has been developed alongside the preparation of this main Strategy document and is included herewith as Appendix D. Once adopted, the Action Plan will be reviewed on a regular basis (see Chapter 8) to ensure that it remains up to date for the lifetime of the Strategy, with additional actions added as work programmes are developed.

This chapter summarises the key themes which will shape our work together over the next few years, and these will guide the ongoing development of our Action Plan. In order to ensure that the LWP's efforts are focussed in the right direction, this chapter includes a table showing the links identified between each theme and each of our strategic objectives.

Also included here is information regarding the key workstreams identified for the initial Action Plan.

7.1 Seeing the wider picture

It is crucial that each LWP partner authority is proactive in seeking to consider their actions in as broad a context as possible. This will feature a number of diverse elements including those shown below.

7.1.1 Developing links with other local authorities

Any local authority is stronger when it learns from and, where appropriate, seeks to work with other councils. We will do this by:

- Strengthening relationships within the LWP
- Working with and learning from authorities outside the LWP

7.1.2 Engaging with the commercial sector

Particularly in a time of reducing council budgets, it is important that we engage with businesses working in the waste sector in order to:

- Seek new opportunities to improve our services or save money
- Seek ways in which we could benefit by being more commercially-minded
- Be more aware of the potential value of the waste which we collect
- Help to fill any processing capacity gaps

7.1.3 Addressing any waste processing capacity gaps

We have already identified some waste streams where there may be insufficient capacity at local facilities. The largest and most pressing of these is that forecasts indicate that our growing

population are likely by 2037 to produce 54,000 tonnes per annum of residual waste above and beyond the capacity of our existing EfW facility.

In order to mitigate against this, particularly in the light of expected growth in Lincolnshire's population, we need to ensure that we:

- Make good forecasts of how much of each waste type we are likely to have
- Promote the development of infrastructure for new and existing waste streams

7.2 Balancing economic and environmental benefits

It is essential that every attempt is made to provide services which give value for money to the people of Lincolnshire, particularly due to the need for prudence with the public purse and ongoing annual reductions to Council budgets. However, it is also important where possible to maximise the positive environmental impacts of how we handle our waste.

The importance of both of these aspects is reflected in their inclusion in the Vision which the Partnership has agreed for this Strategy:

“To seek the best environmental option to provide innovative, customer-friendly waste management solutions that give value for money to Lincolnshire.”

7.2.1 Ensuring value for money

Providing the best overall value for money for the council-taxpayers of Lincolnshire may mean finding innovative ways to fairly distribute costs and savings incurred by different authorities as part of any service change.

7.2.2 Caring for the environment

This will be undertaken in a number of ways, including:

- Following the Waste Hierarchy – This is enshrined in law
- Improving the environmental impact of existing services – e.g. use of heat from the Energy from Waste facility
- Reducing our carbon footprint
- Adopting and promoting “circular economy” thinking
- Considering the use of new and innovative technology

7.2.3 Finding the balance in practice

In the light of consultation responses received, including those from partner authorities, the LWP have agreed to assess the benefits of different options by seeking "the best environmental option which can be afforded".

7.3 Reviewing what we collect and how

A key element of the implementation of this Strategy is our response to the WRAP-sponsored work to assess the various options for how each of the LWP's Waste Collection Authorities operate their collection services. The decision-making process will need to feature a variety of elements such as:

- Evaluating the business case – Do the finances stack up?
- Focusing on streams with the most economic and/or environmental value
- Identifying barriers and how to overcome them – e.g. startup costs of service changes
- Considering the introduction of new collections – e.g. food waste
- The impact on collection rounds and collection vehicles
- The disposal both of the new collections and of other streams affected by the removal of some material

7.4 Getting our messages across

It is essential that we communicate well so that we, as Councils, are not acting in isolation. This means developing plans for how to deliver key messages:

- To the users of our waste services – e.g. What to put in which bin
- To the national Government – Influencing national strategy and policy to tie in with our own
- To other stakeholders – Parish Councils, Environment Agency, etc
- To the commercial sector – To waste producers and waste businesses

Communicating with the public is particularly important, particularly in the event of any changes to services. Indeed, this ties in directly with our strategic vision by making our services more customer-friendly, and by making it as easy as possible for people to help us to protect the environment and to provide value for money.

In communicating these messages it is important that, as well as explaining what we would like the public to do, we also explain why – i.e. how it will help to achieve our strategic objectives.

Table 7-1 Linking themes with strategic objectives

Theme/Project	Obj.1	Obj.2	Obj.3	Obj.4	Obj.5	Obj.6	Obj.7	Obj.8	Obj.9	Obj.10
Seeing the wider picture										
Developing links with other local authorities – Strengthening relationships within the LWP		Y							Y	
Developing links with other local authorities – Working with and learning from authorities outside the LWP						Y		Y	Y	Y
Engaging with the commercial sector – Seek ways in which we could benefit by being more commercially-minded	Y			Y						Y
Engaging with the commercial sector – Be more aware of the potential value of the waste which we collect	Y	Y		Y						
Engaging with the commercial sector – Help to fill any processing capacity gaps			Y	Y				Y		
Addressing any waste processing capacity gaps – Make good forecasts of how much of each waste type we are likely to have	Y		Y					Y		
Addressing any waste processing capacity gaps – Promote the development of infrastructure for new waste streams	Y		Y	Y			Y	Y		
Balancing economic and environmental benefits										
Ensuring value for money	Y		Y	Y						Y
Caring for the environment – Following the Waste Hierarchy				Y			Y			
Caring for the environment – Improving the environmental impact of existing services	Y			Y	Y	Y	Y			
Caring for the environment – Reducing our carbon footprint							Y			
Caring for the environment – Adopting and promoting “circular economy” thinking	Y			Y						Y
Reviewing what we collect and how										
Evaluating the business case			Y	Y						
Focusing on streams with the most economic and/or environmental value	Y	Y		Y						
Identifying barriers and how to overcome them	Y	Y	Y		Y					Y
Considering the introduction of new collections				Y	Y		Y			
Getting our messages across										
To the Lincolnshire public					Y					
To the national government					Y	Y				
To other stakeholders – Parish Councils, Environment Agency, etc			Y		Y	Y				
To the commercial sector – To waste producers as well as waste businesses	Y	Y	Y	Y	Y			Y		Y

7.5 Key workstreams for initial Action Plan

The initial Action Plan has been developed on behalf of the LWP by an Officer Working Group including representatives from each partner council.

Six separate streams of work have been identified to enable us to begin to work towards the objectives identified in this Strategy. In the initial Action Plan, attached as Appendix D, each workstream is listed with one or more specific actions which relate to it.

Further details of each workstream, and how it relates to our objectives, are listed below.

7.5.1 Strategic Review of Kerbside Mixed Dry Recycling Collection and Disposal	
Scope:	To investigate the feasibility of ‘harmonising’ the countywide kerbside MDR mix to find the most effective balance between reducing residual waste, increasing recycling rates, reducing contamination and maximising the value of our recycle, taking into account household/population growth forecasts. In line with Consultation feedback, this workstream will also include: <ul style="list-style-type: none"> • A communications campaign to ensure that the public are well-informed about the service, and the part they can play in its success; and • A review of Household Waste Recycling Centres and how they tie in with kerbside services.
Supports:	Objectives 1,2,4,5,7,8 and 10

7.5.2 Food Waste Trial	
Scope:	A wide range of operational waste issues are being considered as part of the development of the Joint Municipal Waste Management Strategy. To assist in increasing the capacity at the Energy from Waste facility, one of these proposals is the potential for a countywide food waste collection and recycling service. It has therefore been decided to undertake a food waste trial in selective locations within South Kesteven District Council (SKDC), to cover urban, rural and semi-rural areas, totalling some 4733 properties.
Supports:	Objectives 1,2,3,4,5,7,8 and 10

7.5.3 Strategic Review of Options for Continuous Improvement for Waste Collection and Disposal Arrangements in Lincolnshire	
Scope:	To identify the most efficient and effective collection and disposal methods for managing the County’s municipal waste. This will be a “theoretical” exercise ensuring existing arrangements are NOT taken into account. All collection and disposal methods will be considered.
Supports:	Objectives 7,8,9 and 10

7.5.4 Location of additional processing/disposal sites	
Scope:	To identify high users of energy within Lincolnshire, both current and anticipated through Local Plans and other plans, so consideration can be given to investigate the opportunities for appropriate waste infrastructure and deliver a co-ordinated effective and efficient waste collection/disposal service, including for future growth.

	This will also assist in the consideration of the financial aspects through the local energy produced and ensuring that the infrastructure is environmentally friendly by reducing carbon mileage.
Supports:	Objectives 7,8 and 10

7.5.5 Choosing performance indicators appropriate to measure environmental performance	
Scope:	To identify a suite of performance indicators which give a clear way of measuring our environmental performance, including our carbon footprint. This will allow us to measure our progress towards our strategic objectives.
Supports:	Objectives 6 and 7

8 The next steps: Monitoring, implementing and reviewing the strategy

To help identify the best option for managing our waste in the future, we have begun to:

- Assess options for our waste collections; and
- Consider the disposal implications of those collection options.

However there are further considerations required to ensure the strategy can be implemented successfully to meet our shared strategic objectives.

8.1 Monitoring the strategy

In order to know how well we are meeting our strategic objectives, it is important to establish and report on appropriate measures.

The key measures which are currently reported to the Partnership include:

- Percentage of household waste sent for reuse, recycling or composting (formerly a National Indicator, NI 192) – This is particularly important as it reflects our contribution to the national recycling target.
- Total tonnage of residual (non-recycled) waste – This is important as it reflects how well we are doing in implementing the waste hierarchy, both by recycling and through waste minimisation.

As a result of our new strategic objectives, and in line with Objective 6, new measures will need to be considered in order to monitor key issues such as our combined carbon footprint. The development of a new suite of measures is included in the Action Plan to accompany this Strategy, and will help us to pursue our Vision “to seek the best environmental option to provide innovative, customer-friendly waste management solutions that give value for money to Lincolnshire.”.

In developing new measures, such as carbon emissions, it is important not to lose sight of the big picture, such as:

- Advances we have made over the last few years – e.g. Compare performance not just with current services but also with where we would be if we landfilled everything.
- Side benefits of our services – e.g. Use of the energy generated at the EfW facility.

Once a suite of performance indicators has been agreed, these will be regularly reported to the LWP, with statistical data accompanied by sufficient commentary that informed decisions can be made on any necessary changes to service provision or to future versions of the Action Plan.

8.2 Implementing the strategy

8.2.1 Funding and support

Due to council budgets reducing, and the need to adopt more sustainable waste management practices, further pressure will be placed on service budgets. While the Partnership has begun to identify ways in which our combined services might be improved, these will need to be considered pragmatically in the light of the available budget. The Partnership will also need to actively seek any funding opportunities, whether from Government or otherwise, which can help us to afford to undertake work in support of the Objectives identified in this Strategy.

8.2.2 Partnership working

To ensure the Partnership continue to improve services and develop efficiencies it is essential to work together to deliver the strategy. Working together enables the collection and disposal requirements to be coordinated to ensure that future collection service provision is provided with adequate treatment and disposal infrastructure.

In accordance with Objective 9, we are committed:

To regularly review the LWP governance model in order to provide the best opportunity to bring closer integration and the implementation of the objectives set by the strategy.

8.2.3 Implementing the strategy

The Partnership has made a commitment to implement this strategy and has recognised that significant changes are required over the next 10 years. To deliver these changes an action plan has been prepared by the Partnership which clarifies the actions and tasks required to meet the objectives as set out in the Strategy.

The delivery of tasks within the action plan will need to be monitored and reviewed annually to ensure the Partnership will deliver the targets it sets itself through this Strategy. Where significant changes occur, the action plan will be updated accordingly.

The action plan establishes how the Strategy will be delivered, considering what will be required by the Partnership in terms of:

- Action required to deliver waste minimisation and further increase recycling and composting;
- Future changes or improvements to collection services (residual waste, dry recycling, garden waste and potential food waste); and
- Investments required to deliver future residual waste treatment facilities and additional recycling infrastructure.

8.3 Reviewing the strategy

This Strategy will need to be regularly reviewed in order to ensure that our shared objectives remain appropriate, and to change them if necessary. This will, in line with government guidance, happen at least every five years, meaning that the LWP will undertake an initial review by 2023 at the latest.

This will be particularly important in the light of any changes to the operational and legislative landscape, including:

- The UK's departure from the European Union, and any changes in UK waste legislation and policy which arise from that; and
- The level of funding provided to each Authority by the UK Government.

As previously stated, the accompanying Action Plan will also be regularly reviewed to enable us to continue to meet our objectives.

Appendix A – Development of Vision & Objectives

As a joint Strategy, shared by all LWP partner authorities, an important part of the strategy development process was to ensure early involvement from all.

Two workshops were held in July 2017 at which partners had a series of discussions through which a shared Vision and Objectives were agreed. Full details of these workshops, and the output from them, are shown in the attached report.

With the addition of a 10th Objective to reflect the LWP's desire to seek innovative solutions, this Vision and Objectives were presented in the Consultation Draft of the JMWMS, and were generally well received. In response to feedback received, the agreed Objectives have been updated, although each one still retains the theme which was set out at the original workshops.



Ricardo
Energy & Environment

Lincolnshire Waste Partnership Joint Municipal Waste Management Strategy Workshops

Report for Lincolnshire Waste Partnership
Lincolnshire Waste Partnership JMWMS

ED 10614 | Issue Number 1 | Date 03/08/2017

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Lincolnshire Waste Partnership

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The Lincolnshire Waste Partnership – Joint Municipal Waste Management Strategy Workshops

Introduction

As the Lincolnshire Waste Partnership's (LWP)'s only Waste Disposal Authority (WDA), Lincolnshire County Council (LCC) has taken responsibility for the project management of the review of its current Joint Municipal Waste Management Strategy (JMWMS).

In order to ensure that the JMWMS is jointly owned by all the authorities in the LWP, the WDA arranged two workshop sessions, to which each LWP member authority was invited. These were designed to encourage input from across the LWP in formulating the Visions and Objectives of the Strategy through the capture of a balance of views from across the LWP member authorities.

The Workshops were held at the Hykeham Energy from Waste Visitor Centre.

The first Workshop, on 6th July 2017, was titled "What do we want to achieve?" and aimed to reach agreement on the Vision and broad brush Objectives for the JMWMS.

The second Workshop, on 20th July 2017, was titled "How do we achieve it?" and aimed to develop a framework for the action plan.

The Workshops were Chaired and facilitated by Ricardo Energy & Environment, to provide an independent voice, with the aim of ensuring all attendees were able to voice their opinions, concerns, experience and ambitions. A key aim of the workshops was to ensure that the JMWMS is equally informed by input from all eight LWP authorities.

Over twenty delegates from the eight authorities (Boston Borough Council, City of Lincoln Council, East Lindsey District Council, North Kesteven District Council, South Holland District Council, South Kesteven District Council, West Lindsey District Council, and Lincolnshire County Council) attended each workshop to contribute to the discussion and put forward their views. A list of the attendees at each workshop can be found at Appendix 1.

Workshop Methodology

Each workshop commenced with a briefing from the Chair outlining the overarching process of developing the Strategy, and consideration of legislative and political constraints, opportunities and other influencing factors impacting on the Strategy. Attendees were then invited to contribute to discussions regarding challenges and opportunities and their priorities for the Partnership.

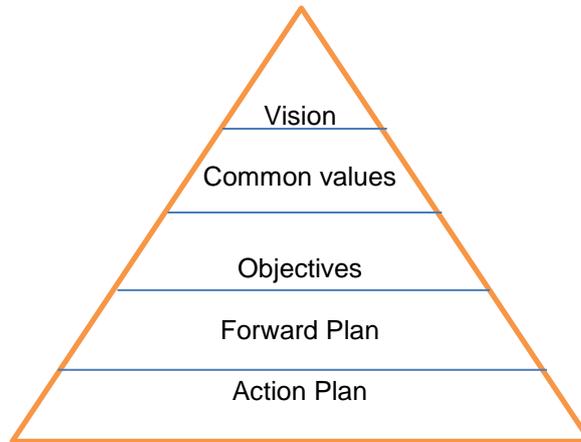
To facilitate discussion, a Scoping Paper had been prepared, setting out the broad Objectives as identified by the County Council. Additionally, information had been compiled to summarise the aims of the current (2008) Strategy, and performance indicators demonstrating performance across the original ambitions.

The Agenda for each Workshop was designed to provide enough time for a thorough analysis of the Scoping Paper, with the option of changing, adding, revising, removing or redesigning each of these elements.

The workshops utilised a combination of group discussions, break-out sessions and summary deliberations to scope the issues, challenges and opportunities, whilst identifying the key priorities for the LWP.

Summary of Outcomes

During the discussions, a general structure of elements of the Strategy began to form: this is illustrated below:



Discussions regarding each of these elements are set out in the following sections.

1. Vision

At the second workshop, the Vision for the Strategy agreed in Workshop 1 was re-presented to the group and agreed:

Vision for the Lincolnshire Joint Municipal Waste Management strategy

“To seek the best environmental option to provide innovative, customer-friendly waste management solutions that give value for money to Lincolnshire.”

2. Objectives

At the second workshop, attendees considered the revised Strategic Objectives. All comments, considerations, concerns and criticisms from Workshop 1 had been recorded, and these were used to thoroughly revise the Objectives in line with the Workshop’s overall feedback and input. Subsequently, these revised Objectives had been circulated by e-mail for further feedback. Comments were generally positive, but further comments were received, and these had been incorporated into a third iteration of each Objective where necessary. Some Objectives had been combined or removed, as they were considered actions.

Attendees at the second workshop analysed, considered and amended each Objective, until agreement was reached on the final iteration of each one. A summary of the evolution of the Objectives, from Scoping Paper to final iteration, can be found at Appendix 2.

Throughout the review of the list of Objectives, it became clear that two over-riding elements were being repeated, and were in danger of making the Objectives unnecessarily wordy and repetitive. It was thus agreed that these two over-riding values should be applied when considering any of the other Objectives.

A hierarchy was thus agreed whereby the LWP will have its vision, underneath which are the elements which describe the values which inform each of the Objectives.

All Objectives should ensure that services provided under the JMWMS represent the best possible environmental option which gives value for money for Lincolnshire residents.

The agreed Objectives will thus all be subject to these overarching approaches, which clearly tie in with the "value for money" and "environmental" aspects of the Vision.

The discussions around the common values developed a preference for ordering the Objectives to reflect the priority order of: value for money; environmental outcomes; and other Objectives.

In the light of the comments from attendees, to reflect this approach, the financial Objectives move to the top of the list, whilst the environmental Objectives follow, ordered by their position in the Waste Hierarchy. This leaves the LWP governance review as the final Objective, recognising that it is currently less of a priority as a review was done in 2016.

The revised list of Objectives in the Summary reflects the revised ordering agreed.

The draft agreed Objectives:

- 1. To improve the quality and therefore commercial value of our recycling stream**
- 2. To consider moving towards a common set of recycling materials.**
- 3. To consider the introduction of separate food waste collections**
- 4. To explore new opportunities of using all waste as a resource in accordance with the waste hierarchy.**
- 5. To contribute to the UK recycling target of 50% by 2020.**
- 6. To find the most appropriate ways to measure our environmental performance, and set appropriate targets.**
- 7. To seek to reduce our carbon footprint.**
- 8. To make an objective assessment of whether further residual waste recovery/disposal capacity is required and, if necessary, seek to secure appropriate capacity.**
- 9. To regularly review the LWP governance model in order to provide the best opportunity to bring closer integration and the implementation of the Objectives set by the Strategy.**

It was noted that further editing of the Objectives may be necessary as a result of the Strategic Environmental Assessment (SEA) and Public Consultation processes, as well as any changes in external factors between now and the adoption of the Strategy.

3. Forward Plan

Attendees at the 2nd workshop were briefed on the need to develop a Forward Plan as part of the main JMWMS document. This Plan will summarise the types of strategic action required to fulfil the agreed objectives.

Whilst discussions at both workshops largely only focussed as far down as the objectives, those discussions did identify a number of types of action required to achieve the agreed Objectives.

The list attached as Appendix 3, prepared by the County Council, was intended to be shared at the 2nd workshop, but the planned session to discuss and revise it was superseded by the need to talk about specific and urgent actions regarding one of the objectives – the introduction of food waste collections.

This list will be circulated in a format which allows for further comment and for the addition of other proposed action types for the Forward Plan.

4. Strategic Action Plan

The initial Action Plan will be a separate document developed from the JMWMS Forward Plan. This will differ from the Forward Plan in that it will:

- 1) Be more detailed – i.e. who will do what and by when.
- 2) Contain targets and activities which are "SMART" – i.e. Specific, Measurable, Achievable, Relevant and Time-based.
- 3) Cover only the first year of the Strategy's lifetime – It will be reviewed annually thereafter.

Work on the Action Plan will begin once the Forward Plan has captured the types of action which are required to meet the agreed strategic objectives.

Food Waste Collections

Having said that work on the Action Plan is to begin later, discussions planned to happen at Workshop 2 regarding actions to go into the Forward Plan were postponed in light of the urgent requirement for movement on the assessment of food waste collections, as identified by elected Members meeting together prior to Workshop 2.

Work is underway, including as part of the WRAP-sponsored assessment of collections consistency, to identify and allocate the necessary actions, including:

- Assessment of the costs to introduce collections.
- Assessment of the possible disposal savings.
- Consideration of a pilot project to begin as soon as possible.
- Information-gathering from other authorities who have introduced such collections.
- Visits to see possible vehicles for doing the collections.

This work will need to be monitored, recorded, and included in the JMWMS documentation.



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Appendix B – Consultation Feedback

A formal consultation process was undertaken from 4th April to 2nd July 2018. This appendix summarises the results of that consultation and its influence on the final version of the JMWMS.

Summary

The draft strategy was generally well received, and responses to the consultation indicated a high level of support for the overall direction of the JMWMS. Specifically, of the 147 responses to the survey:

- 89% agreed or strongly agreed with the vision we have set out
- 75% agreed or strongly agreed that the proposed objectives can achieve that vision

Many of the comments received tied in with the vision which we have set out, agreeing that the LWP should:

- Ensure value for money;
- Care for the environment; and
- Provide customer-friendly services.

Other comments suggested areas in which the JMWMS could be strengthened or revised. Examples of how these are reflected in the revised version of the JMWMS are shown below.

Feedback received	How revised JMWMS reflects this
Specific actions need to be identified to show how the LWP will work to achieve their objectives.	An initial Action Plan has been produced and is attached as Appendix D. This Action Plan will be reviewed on an annual basis to ensure it remains up to date and effective.
Better publicity is needed to ensure that people know what to put into which collections.	The Action Plan includes: <ul style="list-style-type: none"> • A review to try to simplify our collection schemes; and • A communications campaign.
Opinion was divided over whether food waste collections were a good idea.	The Action Plan includes undertaking a trial to assess the effectiveness of food waste collections. This trial, which actually began in June 2018, will enable decisions on possible wider collections to be based on real data.

Consultation process

As part of the waste strategy and SEA process there is a statutory requirement to undertake consultation. Furthermore, consultation enables the LWP to take into account the views of the public and other stakeholders in the final JMWMS.

It is recommended that the consultation period lasts for 90 days, but this is not statutory. The public were consulted on the proposed draft strategy and the draft environmental report, which presents the outcomes of the Strategic Environmental Assessment (SEA).

There are numerous consultation methods available and each authority is free to choose how their consultation is undertaken.

Consultation methods selected

The LWP chose to carry out a formal consultation between 4th April and 2nd July 2018 (90 days). The documents made available during the consultation period were:

- The full draft strategy and appendices
- Summary of the strategy
- Draft environmental report and its appendices

The consultation took the following forms:

- Publicising the consultation
- Web-based consultation documents and questionnaire
- Paper documents and questionnaire (available on request)
- Libraries and LWP council offices
- Face to face briefings for Elected Members at LWP councils

Publicising the consultation

In order to reach as wide an audience as possible, a variety of means were used to publicise the consultation, including:

- Press releases – These were taken up and published by a number of media outlets
- Social media advertisements – Facebook and Twitter
- Direct emails to key groups
 - Statutory SEA consultees (Environment Agency, Natural England & Historic England);
 - Parish Councils in Lincolnshire;
 - A variety of waste-related businesses in Lincolnshire; and
 - Neighbouring councils.

Questionnaire – Web-based approach

In the light of the aims set out in the vision – to protect the environment and provide value for money – it was decided that the focus of the consultation should be online rather than producing large numbers of paper copies.

Local residents and any other interested parties could access all consultation documents through the Recycle for Lincolnshire area of the Lincolnshire County Council website. A web-based questionnaire was provided to invite views on key topics, the benefit being that, as well as receiving comments, it provided statistics giving an indication of overall opinion. Also, a dedicated email account (wastestrategy@lincolnshire.gov.uk) was provided for other feedback and queries.

In total 147 completed questionnaires were completed, including five which were received in paper form and typed in by council staff. The results are summarised later in this appendix.

Questionnaire – Paper copies

Whilst our preferred engagement method was online, the website made it clear that we were happy to send out on request paper copies of any or all of the documents. A number of items were sent out in the post but, unfortunately, only five paper questionnaires were returned.

Questionnaire – Libraries and LWP council offices

Aware that not everyone has access to the internet, and in order to reach as wide an audience as possible, paper copies of key documents were sent out for display in public locations around the county:

- The main office of each of the eight LWP partner councils; and
- All 15 of the County Council's core public libraries.

In addition to a single reference copy of the full JMWMS and a poster advertising the consultation, each location received several copies of the following which could be taken away:

- A brief summary version of the JMWMS document – Essentially Chapter 1, including how to access the full documents and how to respond;
- The consultation response form; and
- A Freepost return envelope.

Face to face briefings for Elected Members at LWP councils

Between them, Councillors are the elected representatives of every member of the public in Lincolnshire. In order to ensure the JMWMS captures the views of the wider Membership of each Council, representatives of the LWP visited each of the eight LWP councils to give a face to face briefing, and to invite them to submit a formal consultation response. These responses are summarised later in this appendix.

Questionnaire results

The questionnaire consisted of 10 questions which, for clarity, are divided below into four sections. Several questions came as a pair with a selection list for the first part (to allow for statistical analysis) and a follow-up question asking for further information.

It was decided not to ask for any personal details so that answers could remain truly anonymous. This also avoids possible issues under Data Protection legislation as it would be difficult to justify that such information was necessary.

The following responses almost all were submitted online. The five paper copies received was typed into the online form by a member of council staff to allow them to be included in the statistical reporting.

Responder details

1. In what capacity are you responding to this survey?

We have managed to obtain the views of a significant number of Lincolnshire residents. Unfortunately we have not heard much from other groups.

	Responses	Notes
Lincolnshire Resident	126	Also received seven responses via email
County Councillor	2	The County Council also responded via formal Council submission – see later in this appendix
District Councillor	6	All seven District Councils also responded via formal Council submission – see later in this appendix
Parish/Town Councillor	5	Also received two Parish Council responses via email
Waste business employee/owner	4	Also received two responses via email
Neighbouring authority representative	0	Details sent to all neighbouring authorities. None used the survey, but two responded directly by email.
Other	4	All were formal responses from LWP partner authorities. Also received three "other" responses via email
TOTAL	147	

2. In which area do you live or are you/your organisation based?

Whilst some areas are better represented than others, we have managed to get multiple responses from every area within Lincolnshire. The two "other" responses were people who did not answer this question.

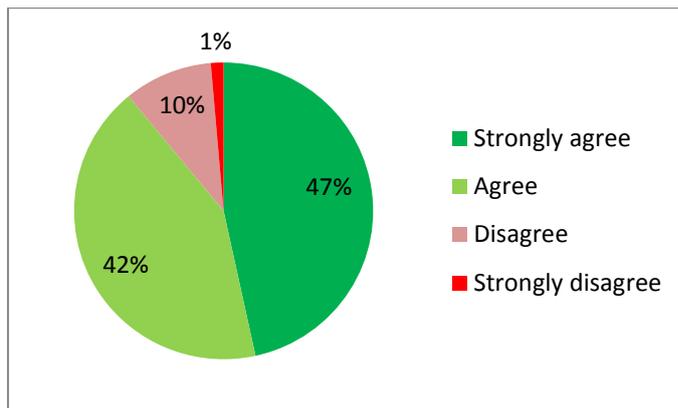


Contents of draft JMWMS

3. Do you agree or disagree with the Lincolnshire Waste Partnership's vision for this Strategy?

89% of responders agree or strongly agree with the vision as set out in the draft JMWMS:

"To seek the best environmental option to provide innovative, customer-friendly waste management solutions that give value for money to Lincolnshire".



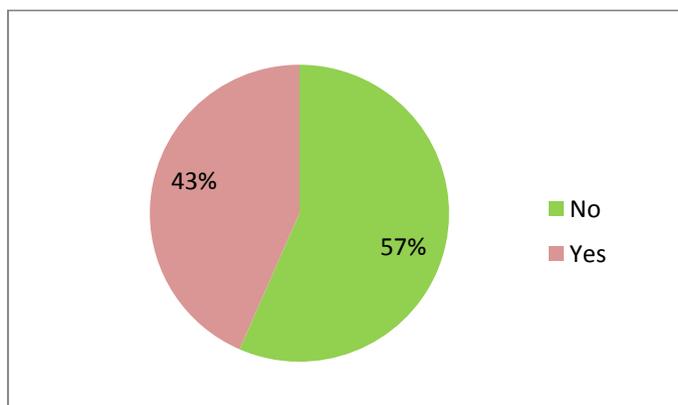
Why have you answered this way?

Concern was expressed that the vision was too long, and that balancing the contrasting elements could be used as an excuse for poor performance – e.g. 'it was innovative but too expensive' or 'it was effective but not customer friendly'. It was also suggested that the vision should mention waste minimisation.

As with other questions, comments not directly related to this question will be included in the list of "comments received" given later in this Appendix.

4. Are there any key issues, other than those we have identified, which should be driving our Waste Strategy?

43% of responders believed other issues should be considered.

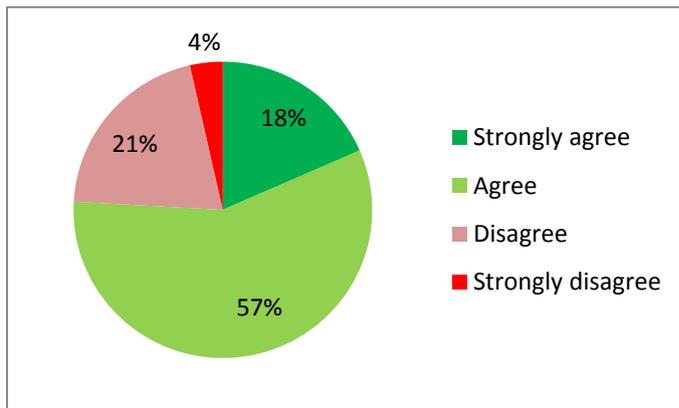


If you answered "no", then what else should we include?

Due to the wide range of suggestions, proposed additions are included in the list of "comments received" given later in this Appendix.

5. Do you agree or disagree that the objectives we have set out will enable us to meet the challenges we face and therefore achieve our vision?

75% of responders agree or strongly agree with this.



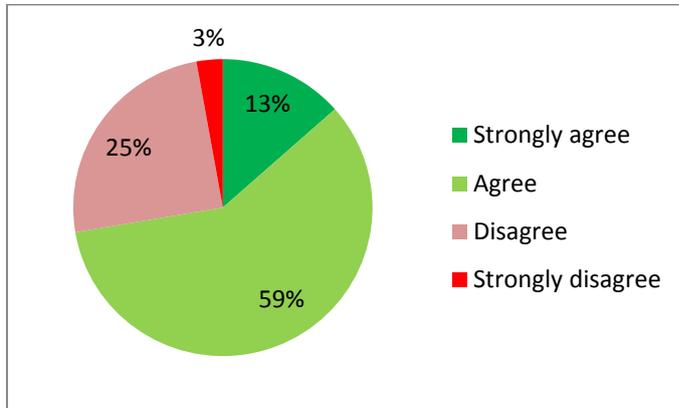
Why have you answered this way?

Those who disagreed expressed a variety of concerns and suggestions, including:

- Funding – Need to lobby central government for more funding
- Commit more – Should say what we'll do, not "consider" or "seek to"
- Food waste collections – Not convinced of the environmental or financial benefits
- Costs – Need to think long-term savings even if it means extra costs now
- Commercial waste – Need to consider this, not just household waste
- Education – Need better communications to educate the public

6. Do you agree or disagree that our Forward Plan, as described in Chapter 7, contains all the actions we need to achieve our objectives?

72% of responders agree or strongly agree with this.



Why have you answered this way?

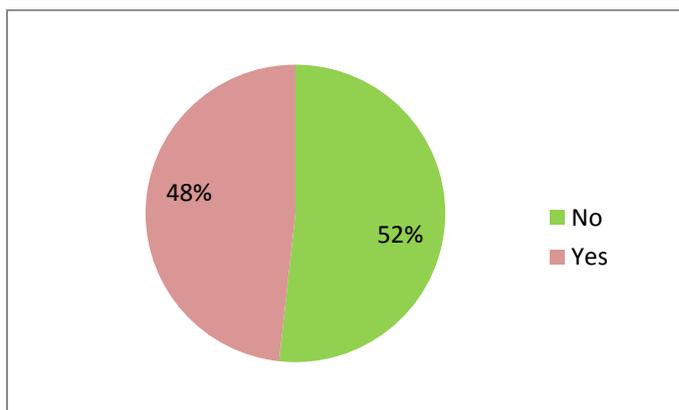
There were multiple responses along similar lines:

- We need to state a more specific list of actions
- We need to communicate better with the public

Other comments have been grouped together and included in the list of "comments received" given later in this Appendix.

7. Do you have any specific concerns about the strategy?

48% of responders have specific concerns.



If you answered "yes", please tell us what concerns you have.

Due to the wide range of concerns expressed, these are included in the list of "comments received" given later in this Appendix.

Equality issues

The Equality Act 2010 places organisations under a duty to ascertain how people with 'protected characteristics' are impacted by an organisation's activity, and how steps may be taken to mitigate or eliminate adverse impact(s).

8. Do you think the draft strategy could have a positive or negative impact on you (or someone you care for or support) due to any of the following?

	Positive Impact	No Impact	Negative Impact	Don't Know
Age	14%	47%	19%	20%
Sex (male/female)	9%	69%	6%	16%
Disability	9%	43%	21%	27%
Sexual orientation	6%	73%	2%	19%
Pregnancy and maternity	9%	55%	13%	22%
Marriage and civil partnership	8%	72%	2%	18%
Race (ethnicity)	5%	72%	4%	19%
Religion or belief	6%	73%	2%	18%
Gender reassignment	5%	73%	2%	20%

There was a general feeling that, for most people groups and particularly for future generations, the impact would be positive. However, there were three categories for which more people identified a negative impact than a positive one:

- Age
- Disability
- Pregnancy and maternity

The opportunity was given to identify other specific groups who could be impacted. The only other group suggested was residents of terraced properties, and the impact suggested has been included in the table below.

Also, some respondents expressed concern that, until the Action Plan identifies specific service changes, it is not possible to identify possible impacts.

If you have identified a potential impact, how would the proposed strategy impact you (or someone you care for or support) and how could any negative impacts be reduced?

The comments made in this section have been added to the Equality Impact Analysis which is being undertaken to accompany the JMWMS. The below summarises the responses received, including suggestion mitigation for negative impacts. These impacts, and appropriate mitigation, will be considered in putting the JMWMS into action.

NB – The impacts listed are those identified in consultation responses and, in some cases, it is not clear what the perceived impact actually is.

Negative Impact	Groups affected				Mitigation
	Age	Disability	Pregnancy and maternity	Other	
Confused by service changes	Y	Y	Y	Race (language)	Focused communications through a variety of methods
Difficulty moving heavy wheelie bins	Y	Y	Y	Sex (did not specify which)	Assisted collections
Repeated emptying of kitchen caddy	Y	Y	Y		Small kitchen caddy with liner
Possible infection from decaying food	Y	Y	Y		Lidded kitchen caddy; exterior bin; weekly collections
HWRC / bring bank access	Y	Y	Y	Sex ("parents with children and single parent families being more likely to be female")	Proactive assistance from site staff
Access to plastic recycling if kerbside service removed due to Deposit Return Scheme		Y			Consideration of alternative service if this happens
Nappies & formula milk produce extra waste			Y		Response suggested: "Promote breast-feeding and reusable nappies"
Lack of space for storing multiple bins				Residents of terraced properties	Consideration of alternative service

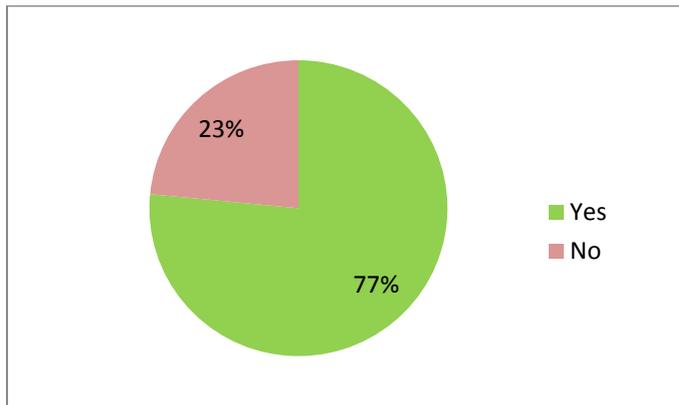
In addition to the specific negative impacts which were identified, it has also been noted that a number of other respondents also expressed, in the text of their answers to other questions, the view that age could be an issue, and that the LWP need to ensure that services are accessible to everyone.

Strategic Environmental Assessment

The remaining questions related to the Environmental Report which accompanies the JMWMS. This was prepared as part of the Strategic Environmental Assessment, a process which we are required to undertake alongside the development of the JMWMS itself.

9. Does the Environmental Report correctly identify the likely significant effects of the draft Joint Municipal Waste Management Strategy?

77% of responders said "yes".



If you answered "no", please tell us what else you think should be included.

Most of those who answered "no" said that the Environmental Report was too long and too complicated to read. Unfortunately the SEA process is prescribed by legislation, and the contents of the Environmental Report reflect that process. We have endeavoured to take the SEA results into account in writing the JMWMS.

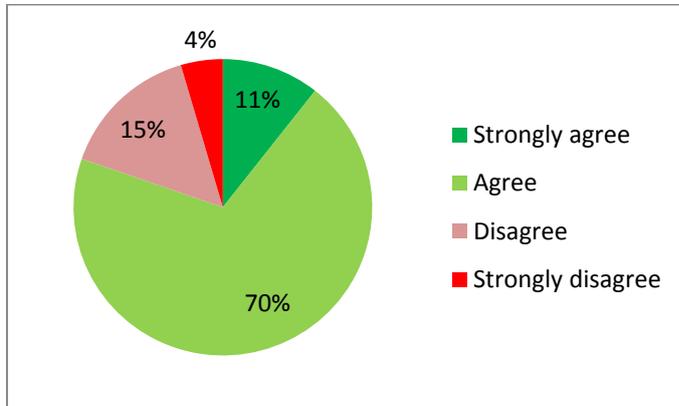
Others said that the SEA is difficult to assess without seeing the Action Plan which will accompany the JMWMS. Potential environmental impacts will indeed be considered in developing the initial and future Action Plans. This will include the location of potential new waste facilities, which was another topic raised.

One responder was concerned that there is not enough focus in the SEA on climate change and carbon emissions. This was raised in other responses with regard to the overall JMWMS, and is reflected in our objective "to seek to reduce our carbon footprint".

Other responses to this question raised concerns about the JMWMS in general, and these are included in the list of "comments received" given later in this Appendix.

10. Do you agree or disagree that the draft JMWMS has sufficiently taken account of the information provided in the Environmental Report?

81% of responders agree or strongly agree with this.



If you disagree, please tell us what else you think should be taken into account.

Those who "strongly disagree" all expressed concern over the length and complexity of the Environmental Report, as did several of those who "disagree". As already stated, this is necessary due to how the SEA process is prescribed by legislation.

Other responses to this question mirror concerns raised in response to earlier questions, and these are included in the list of "comments received" given later in this Appendix.

Comments received

Formal responses from LWP partners

As previously stated, in order to ensure the JMWMS captures the views of the wider Elected Membership of each Council, representatives of the LWP visited each of the eight LWP councils to give a face to face briefing. Each council was invited to submit a formal consultation response.

The following provides a summary of those responses.

Five responses were submitted in the form of the same questionnaire as used by the public. These are included in the statistical results shown above, and are summarised below.

3 – Do you agree or disagree with the Lincolnshire Waste Partnership's vision for this Strategy?
3 x Strongly agree (1 further partner said "strongly agree" in their non-questionnaire response) 1 x Agree 1 x Disagree – "Not specific enough"
4 – Are there any key issues, other than those we have identified, which should be driving our Waste Strategy?
2 x No 3 x Yes – Include: <ul style="list-style-type: none"> • Containing costs/maximising income • Education and regular information to the public • Wider national and global picture and circular economy • Managing expectations of increasing recycling rate whilst budgets are increasingly stretched • Waste minimisation and packaging reduction
5 – Do you agree or disagree that the objectives we have set out will enable us to meet the challenges we face and therefore achieve our vision?
1 x Strongly agree 2 x Agree 2 x Disagree – Need specific actions & targets
6 – Do you agree or disagree that our Forward Plan, as described in Chapter 7, contains all the actions we need to achieve our objectives?
3 x Agree 2 x Disagree – Need specific action plan
7 – Do you have any specific concerns about the strategy?
5 x Yes – We need a specific action plan & targets
8 – Do you think the draft strategy could have a positive or negative impact on you (or someone you care for or support) due to any of the following?
No specific impacts identified
9 – Does the Environmental Report correctly identify the likely significant effects of the draft Joint Municipal Waste Management Strategy?
2 x Yes 3 x No – Need action plan and identification of specific infrastructure first
10 – Do you agree or disagree that the draft JMWMS has sufficiently taken account of the information provided in the Environmental Report?
5 x Agree – Although may need reassessing when Action Plan is developed

Comments made by each partner, including those provided in the form of the questionnaire, are grouped together by theme below.

Overall strategy	
Multiple similar responses	<ul style="list-style-type: none"> • Strategy and actions need to be agile to react to changes • Be customer-friendly / customer satisfaction • Ensure we consider the future, not just the present • Programme in a JMWMS review • Need "circular economy" thinking
Other responses	<ul style="list-style-type: none"> • Seek innovative ideas by looking for new ideas and technologies • Include section on "lessons learned" from previous JMWMS and action plan • Need more detailed review of previous (2008) JMWMS and lessons learned • Include more national and global context • Need to reflect rising costs due to waste growth

Specific sections	
Multiple similar responses	<ul style="list-style-type: none"> • Need a specific action plan with timelines • Objectives to be more committed – "we will" rather than "consider"
Other responses	<ul style="list-style-type: none"> • Vision to say "Lincolnshire people" • Vision not specific enough • Add an objective on waste minimisation • Change Objective 8 from "residual waste" to "all waste"
Recycling collections	
Multiple similar responses	<ul style="list-style-type: none"> • Need harmonising (nationally?) • Simpler collection system/mix • Kerbside collections of batteries and WEEE
Other responses	<ul style="list-style-type: none"> • Collect glass separately • More enforcement against contamination • Consider how to handle textiles
Lobbying	
Multiple similar responses	<ul style="list-style-type: none"> • Manufacturers/government to reduce packaging
Other responses	<ul style="list-style-type: none"> • Use fewer types of plastic • Deposit Return Schemes for plastics are a good thing, so support them
Food waste	
Multiple similar responses	<ul style="list-style-type: none"> • Food waste collections a good thing • Trial data important • Food waste collections need to be backed by education campaign • Needs proper consideration of funding of separate collections
Other responses	<ul style="list-style-type: none"> • Encourage food waste minimisation
Education	
Multiple similar responses	<ul style="list-style-type: none"> • Need better engagement with the public • Promote waste hierarchy, including reduction and reuse • Need simple and consistent messages • Education through schools
Other responses	<ul style="list-style-type: none"> • How to reach "Houses in Multiple Occupation"? • Locally-targeted campaigns • Incentivise residents to recycle more • Add an objective on education • Change public perception of "landfill bin" with a better word than "residual"
Disposal & processing	
Multiple similar responses	<ul style="list-style-type: none"> • Consider using out-of-county facilities
Other responses	<ul style="list-style-type: none"> • Use anaerobic digestion for food waste and garden waste • Use/develop local sites • Consider disposal options to handle population/waste growth • Maximise energy use from new and existing EfW facilities
Funding	
Multiple similar responses	<ul style="list-style-type: none"> • Make clearer that Council funding is reducing and services need to contain costs
Other responses	<ul style="list-style-type: none"> • Ensure value for money to the public • Decide on the balance between costs and "doing the right thing environmentally"

Other	
Multiple similar responses	<ul style="list-style-type: none"> • Better partnership working (including with neighbours?) • Review of HWRC provision (including cross-border arrangements?) • Review LWP governance model • Regular monitoring and reporting of performance
Other responses	<ul style="list-style-type: none"> • Specific data needs reviewing or updating • On-street recycling bins • Healthcare waste should be NHS responsibility • Need to better understand why recycling rates are falling • Need to review equality impacts and SEA when action plan has been developed • Support commercial waste collections • Move away from a specific recycling target

Statutory Consultees

As part of the Strategic Environmental Assessment process, we are required to consult with the Environment Agency, Natural England and Historic England. None of them raised any specific concerns regarding either the draft Environmental Report or the draft JMWMS.

From others

The following summarises the comments which were submitted to the consultation. **Every** comment has been read individually but, due to the varied nature and sometimes personal nature of the individual responses, they are here summarised into themes.

Themes mentioned by 10 or more people included:

Theme	Type(s) of response
Care for the environment	<ul style="list-style-type: none"> • An important thing to include • Not enough mention of climate change and carbon reduction • Seek to recycle more
Value for money	<ul style="list-style-type: none"> • An important thing to include • Councils need to think and act more commercially • Lobby government for more funding rather than raise Council Tax
Balancing environment and cost	Opinion was divided between: <ul style="list-style-type: none"> • Take the cheapest option rather than put up Council Tax • Do the right thing environmentally regardless of cost
Include more direct and ambitious actions	<ul style="list-style-type: none"> • Draft JMWMS doesn't identify enough specific actions • Whole JMWMS needs to be more ambitious • Set clear targets
Improve communications/education	<ul style="list-style-type: none"> • What to put in which collection • Especially important if services change
Waste reduction/packaging	<ul style="list-style-type: none"> • Not enough mention of waste reduction • Lobby national government for new legislation • Take action locally

Theme	Type(s) of response
Food waste collections	Opinion was divided between: <ul style="list-style-type: none"> • They are a good thing – e.g. Better environmentally • They are a bad thing – e.g. Smell; costly to run; inconvenient
Customer friendly services	<ul style="list-style-type: none"> • Simpler recycling system • Need consistent services across the county • Ensure services are accessible to all, especially the elderly and disabled
HWRC improvements	<ul style="list-style-type: none"> • More reuse, especially by "people in need" • Improve site layout • Open more sites and for longer hours to combat flytipping • Accept extra materials – e.g. tyres; asbestos • Allow/arrange use of sites outside of county

Conclusion

The JMWMS has been reviewed and, where necessary, updated in line with the comments received through the consultation process. The majority of this list matches the above summary of public responses, as these are also broadly in line with responses from LWP partners. Where partners raised additional items, these are added at the foot of this table.

Theme	How revised JMWMS reflects this
Care for the environment	<ul style="list-style-type: none"> • Text added to back up the objective on carbon reduction • Action Plan to include assessment of carbon footprint
Value for money	<ul style="list-style-type: none"> • Already a strong focus of the draft JMWMS so no change
Balancing environment and cost	<ul style="list-style-type: none"> • Given the mixed views expressed as to which should take priority, the revised JMWMS clarifies the LWP's intention to choose the best environmental option that we can afford. Any service changes will thus need to reflect this.
Include more direct and ambitious actions	<ul style="list-style-type: none"> • Action Plan produced to accompany JMWMS
Improve communications/education	<ul style="list-style-type: none"> • Included in Action Plan
Waste reduction/packaging	<ul style="list-style-type: none"> • Text added to make more reference to this
Food waste collections	<ul style="list-style-type: none"> • Action Plan includes a trial to get better information for an informed decision
Customer friendly services	<ul style="list-style-type: none"> • Collections under review through Action Plan • Any proposed service changes will consider accessibility to all
HWRC improvements	<ul style="list-style-type: none"> • HWRC services to be reviewed
Additional items raised by LWP partners	
Reporting and review	<ul style="list-style-type: none"> • Chapter 8 has been revised to be more specific on this
Disposal and processing	<ul style="list-style-type: none"> • More information added on future options to be considered

Objective	Lincolnshire County Council (LCC) position	North Lincolnshire Council (NLC) response
Objective 1.	To improve the quality and therefore commercial value of our recycling stream.	NLC agrees that in light of current external pressures from world markets on the quality and value of recyclable materials greater emphasis has to be placed on the whole value chain starting with collections from residents. Consideration needs to be given to the local public sector reliance on third party processors and whether municipal ownership of such facilities is more in the public interest to derive the highest benefit for our residents.
Objective 2.	To consider moving towards a common set of recycling materials.	NLC agrees that a common set of recycling materials will make communications with residents easier, could derive economies of scale for collections and enable standardised reprocessing facilities which will help reduce costs and contamination.
Objective 3.	To consider the introduction of separate food waste collections.	The separate collection of food waste has different financial models for different councils due to their particular mix of urban and rural areas. NLC notes that the requirement for separate biowaste collections by 2023 in the EU Circular Economy Package will be included within the transposition into UK law by each devolved administration and awaits the detail of the legislation and any government guidance.
Objective 4.	To explore new opportunities of using all waste as a resource in accordance with the waste hierarchy.	The transposition of the EU Circular Economy Package should provide a legislative impetus to this and NLC awaits the detail of the legislation and any government guidance.
Objective 5.	To contribute to the UK recycling target of 50% by 2020.	NLC notes the higher targets included within the EU Circular Economy Package of 55% by 2025 which is included within the operational lifetime for this revised strategy. Our own strategy for achieving and increased target will be considered once the legislation transposing the EU Circular Economy Package is published.
Objective 6.	To find the most appropriate ways to measure our environmental performance, and set appropriate targets.	NLC agrees that the current methodology of measuring by weight (tonnage) does promote the collection of some recyclable materials (garden waste) over others that have a greater impact on the environment and resource sustainability (plastics) due to their respective weights. As all comparative measures of performance have to be consistent across the UK and EU it will be informative to see how this debate resolves itself particularly with regard to the higher recycling targets proposed within the EU Circular Economy Package.

Objective 7.	To seek to reduce our carbon footprint.	It is unfortunate that efforts by local councils to reduce the production of greenhouse gases by moving to alternative disposal technologies to replace landfilling were not recognised and accounted for in UK carbon measurement and performance assessment. As such our ability to positively influence our carbon footprint from a waste management perspective is limited to the transport impact of our operations which is not the greatest contributory factor. NLC recognises the difficulty that LCC will face given these issues.
Objective 8.	To make an objective assessment of whether further residual waste recovery/disposal capacity is required and, if necessary, seek to secure appropriate capacity.	NLC recognises the difficulty of making long term waste and recycling tonnage predictions given the impact of sudden events such as the credit crunch, volatile changes on world recycling markets and significant changes in the English legislative position (LATS). Business cases and assumptions that were sound and evidenced in the 2000's have been abandoned in recent years. NLC remains committed to working with LCC in considering and developing joint infrastructure assets where there is mutual benefit and to provide resilience against such events in the future.
Objective 9.	To regularly review the LWP governance model in order to provide the best opportunity to bring closer integration and the implementation of the objectives set by the strategy.	NLC recognises the challenges faced by LCC in a two tier local government structure. NLC remains committed to working with LWP in considering and developing joint infrastructure assets where there is mutual benefit and to provide resilience against such events in the future.
Objective 10.	To consider appropriate innovative solutions in the delivery of our waste management services.	NLC notes the strategic actions identified by LCC in Table 7.1 of the draft strategy and agrees that these are the best choices to underpin this objective.

The LWP notes NLC's general support for this JMWMS and will take into account the points made, particularly:

- Their support for the consideration of municipal ownership of waste facilities, along with their interest in developing joint infrastructure assets;
- Their interest in the concepts of a harmonised recycling mix and alternative measures for environmental performance; and
- The references to the updated contents of the EU Circular Economy Package, which are reflected in this revised JMWMS.

Nottinghamshire County Council

"Nottinghamshire County Council welcomes the vision and aspirations set out within the draft strategy and future opportunities to share best practice and experience amongst local authorities.

The County Council does not have any formal comments to make at this stage but would be grateful to be kept informed of progress with the strategy and the development of specific action plans in support of the strategy."

The LWP notes NCC's general support for this JMWMS. We will indeed continue to liaise with them regarding progress both with our own strategic developments and with theirs.

Appendix D – Initial Action Plan

As described throughout this JMWMS, and as requested in numerous responses to the Public Consultation, this Action Plan sets out the actions which the LWP will undertake to work towards the Objectives which have been set.

This appendix contains the initial Action Plan, including the dates by which each task will be completed. It should be noted that some of the dates listed are before the adoption of the final version of this JMWMS. That is because work is already underway on workstreams which are unlikely to change in the closing stages of the development of the Strategy.

The Action Plan will be reviewed regularly in order to ensure it remains up to date in response to:

- Whether the actions being undertaken are helping us to achieve our Objectives; and
- Any changes in legislation or other strategic drivers.

Ref	Action	Objectives Supported	Key Dates	KPI/ Targets	Expected Outcome/Update
1	Strategic Review of Kerbside Mixed Dry Recycling Collection and Disposal	1,2,4,5,7,8 and 10	<p>12th July 2018 – Initial Feedback to Lincolnshire Waste Partnership.</p> <p>End September 2018 – Initial review completed and reported to Lincolnshire Waste Partnership</p>	<p>Satisfaction with waste/recycling services by council - targets to be continuous improvement on base line performance.</p> <p>Recycling and composting rate by council- target to be agreed, but to reach a minimum of 50% by 2020.</p> <p>Reduction in baseline Mixed Dry Recycling contamination rate (27%).</p> <p>Reduction in carbon footprint from 2017/18.</p>	<p>To have a clear way forward on what is being collected and new contract in place for 2020.</p> <p>A consistent harmonised Mixed Dry Recycling mix across all Waste Collection Authorities.</p> <p>A common message on Mixed Dry Recycling that can be used by all partners and a clear communications campaign.</p> <p>A Mixed Dry Recycling contract in place flexible enough to reward commercial value of reducing contamination rates and non-target materials.</p> <p>Improved recycling rate over current baseline.</p>
1.01	Evaluation of the current volumes/weights of waste going to the Energy from Waste facility and to Materials Recovery Facilities and assessing the impact or difference on the factors above should kerbside collection waste streams be adjusted and/or harmonised.		Complete	<p>Produce a table and analysis for the factors impacting the waste streams.</p> <p>Officer Working Group to recommend to the Lincolnshire Waste Partnership what the mix should be and what is achievable.</p>	Findings to be presented to the Officer Working Group on the 8 th August 2018 with recommendations.

Ref	Action	Objectives Supported	Key Dates	KPI/ Targets	Expected Outcome/Update
1.02	Outline infrastructure and capital costs of implementing these adjustments to the Waste Collection Authorities and Waste Disposal Authority.		Complete	Full costings to be reported to Lincolnshire Waste Partnership with recommendations on the way forward.	
1.03	Assessment of the Materials Recovery Facility/Recycling market for Mixed Dry Recycling through soft market testing and direct market engagement, to identify potential suppliers to handle the Mixed Dry Recycling mix proposed and if so at what cost compared to current arrangements.		Results of soft market testing July 2018. Procurement timeline key for understanding the mix from April 2020.	What the Mixed Dry Recycling mix is going to be needs to be agreed as soon as possible before new contract to commence in 2020.	Officer Working Group to agree the mix and report to the Lincolnshire Chief Executives meeting in September 2018 and Lincolnshire Waste Partnership with the recommendations.

Ref	Action	Objectives Supported	Key Dates	KPI/ Targets	Expected Outcome/Update
1.04	Assessment of the public information and education campaign required to support effective implementation of a revised/harmonised Mixed Dry Recycling mix.		End September/ early Oct 2018 for sticker campaign to go on all bins across Lincolnshire to address the main contaminants.	<p>Satisfaction with waste/recycling services by council - targets to be continuous improvement on base line performance.</p> <p>Recycling and composting rate by council- target to be agreed, but to reach a minimum of 50% by 2020. To be revised periodically to meet national targets.</p> <p>To aid the recycling rate this is key marketing if the Mixed Dry Recycling mix changes.</p> <p>Improved recycling rate, satisfaction levels across the County remain high with residents and the message is clear.</p>	<p>Improved awareness of what can/cannot be recycled, so as to align with the strategy document and agreement on a new Mixed Dry Recycling mix.</p> <p>Greater participation in recycling/composting schemes.</p> <p>Improving satisfaction with Council services.</p> <p>Lincolnshire Waste Partnership agreed short term that stickers should be produced for across the County saying NO to the main contaminants.</p> <p>A communications campaign to go alongside the sticker end Sept to tie in with National Recycling week.</p>
1.05	Feasibility of building a Materials Recovery Facility outline cost estimates.		To be confirmed by Lincolnshire Waste Partnership.	Business case to be completed before being considered by the Lincolnshire Waste Partnership in November 2018.	Decision to be made by Partnership after the business case discussed.
1.06	Feasibility of having a dirty Materials Recovery Facility or more.		20th July 2018.	Business case to be completed before being considered by the Lincolnshire Waste Partnership.	Findings to be presented to the Officer Working Group initially on the 8 th August 2018.
1.07	Proposals for dealing with other recyclables at the kerbside such as textiles, batteries, household electrical items, batteries etc		To be confirmed	To be agreed.	To be agreed.

Ref	Action	Objectives Supported	Key Dates	KPI/ Targets	Expected Outcome/Update
1.08	To tackle contamination in our current recycling stream, between now and when the Mixed Dry Recycling contract is re-let in 2020, develop an effective, simple public communication campaign.		End Sept 2018 all bins in the County to have a sticker on the recycling bin to try and reduce contamination.	<p>To aid the recycling rate by targeting the contamination.</p> <p>The levels of contamination to be monitored monthly to see if there is a decrease following the sticker campaign.</p> <p>Communications plan required around this as also need to join up the message that is being delivered locally and Nationally.</p>	<p>Improved recycling rate, satisfaction levels across the County remain high with residents and the message is clear through communications campaign.</p> <p>Reduction to the 27% contamination rate.</p>

Ref	Action	Objectives Supported	Key Dates	KPI/ Targets	Expected Outcome/Update
1.09	Secure expert input from: <ul style="list-style-type: none"> Waste and Resources Action Programme (WRAP) Communications teams 		Procurement underway, consultants appointed end of August 2018. Inception meeting 5th September 2018. Project timeline amended to final report late 2018.	Further develop the Baseline to include predicted waste growth over 5 and 10 years.	<p>An assessment of the impact of the two stream collection methodology (separate paper/separate food) against the baseline and in 5 and 10 years could this be three stream i.e. Food, Paper / card and Cardboard and others (plastic bottles, glass containers etc).</p> <p>An assessment of the impacts of alternative 'two-tier' cost sharing options on the member authorities of the Lincolnshire Waste Partnership.</p> <p>A high-level assessment of the options available to the Waste Disposal Authority for the provision of residual treatment / disposal facilities over and above those provided by the North Hykeham Energy from Waste facility.</p> <p>A high-level assessment of the service delivery options available to the Waste Disposal Authority with a view to maximising the financial benefit that can be accrued from alternative disposal technologies (e.g anaerobic digestion of separately collected food waste) for an agreed range of household waste streams.</p>
1.10	Research what has worked elsewhere: <ul style="list-style-type: none"> Positive – i.e. What to put in? Negative – i.e. What to leave out? 		Some of this information will come from the soft market testing.		<p>Clearer understanding gained to support the Mixed Dry Recycling mix.</p> <p>Follow-up meetings being held with report to Officer Working Group in Sept 2018.</p>

Ref	Action	Objectives Supported	Key Dates	KPI/ Targets	Expected Outcome/Update
1.11	Review of the Household Waste Recycling Centres		November 2018	Review the existing arrangements across the County and look at the feasibility of more Centres if required.	From the consultation it was a theme that the public want opening hours extended at current Centres and the possibility of more across the County.
2	Food Waste Trial	1,2,3,4,5,7,8 and 10	12th Jul 18 – Initial Feedback to Lincolnshire Waste Partnership. 22nd Nov 18 – Detailed Feedback to Lincolnshire Waste Partnership	Measure number of residents in the trial. Measure the amount of waste collected and reduction in recycling contamination. Access the Mixed Dry Recycling contamination.	Inform decision making about future collection and disposal options by assessing the available options during the trial to ensure momentum is maintained, including the recent Waste and Resources Action Programme (WRAP) work. Determine the service’s impact on households’ waste and recycling habits, especially volumes of food in other waste streams. Assess the impacts of cleaning up the Mixed Dry Recycling contamination.
2.01	Trial commences in South Kesteven area.		4 th June 18	Maximise participation and understand households’ motivations for the trial. Measure the amount of food waste collected and determining if there is any reduction in the recycling contamination or quantity of residual waste presented. Determine the most effective messages and communications channels.	Clearer understanding of food waste on recyclables and weights of residual. Weekly tonnages and composition analyses being undertaken.
2.02	Initial results reported to Lincolnshire Waste Partnership.		12 th July 18	Give an update on the 1st month’s figures from the trial.	Report presented to Lincolnshire Waste Partnership. on the 12 July 2018. Completed task.

Ref	Action	Objectives Supported	Key Dates	KPI/ Targets	Expected Outcome/Update
2.03	Detailed report to Lincolnshire Waste Partnership.		22 nd November 18	Report with all of the measurements for how/if the scheme has been successful including costs and savings.	The Lincolnshire Waste Partnership to receive information regarding the success or not of the trial. If successful, defining the extent of the food waste roll-out.
2.04	Investigate expanding the trial to other areas in South Kesteven or discuss with other Districts a trial and costs for this piece of work.		Early 2019	Fully costed options to look at expanding the food waste trial either into South Kesteven or other Districts.	Meeting to be arranged in September 2018 with Lincolnshire County Council and South Kesteven.
3	Strategic Review of Options for Continuous Improvement for Waste Collection and Disposal Arrangements in Lincolnshire	7,8,9 and 10	Early 2019 – Feedback to Lincolnshire Waste Partnership & Lincolnshire Chief Executives Group	What are the benefits for this theoretically to identify an ideal solution without current restraints.	To show the most effective and financially viable way of collecting and disposal of waste throughout the County.
3.01	Initial analysis by Lincolnshire Waste Partnership and the Officer Working Group using Design Council methodology.		May 18		
3.02	Further analysis by Lincolnshire Waste Partnership and the Officer Working Group using Design Council methodology		21 st September 2018		
3.03	Interim update reported to Lincolnshire Waste Partnership & to Chief Executives Group		October 2018		

Ref	Action	Objectives Supported	Key Dates	KPI/ Targets	Expected Outcome/Update
3.04	Further update reported to Lincolnshire Waste Partnership & to Chief Executives Group		Early 2019		
4	Location of additional processing/disposal sites	7,8 and 10	November 2018 – Feedback to Lincolnshire Waste Partnership & Chief Executives Group	<p>Initial assessment of users within Lincolnshire</p> <p>Provide a map and short report on the main areas</p> <p>Report outputs to Lincolnshire Waste Partnership and obtain direction on what this information will be used for</p>	To support the feasibility of another Energy from Waste plant if required.
4.01	A review of the previous report by Element Energy on the data gathered in the consideration of energy mapping within the Greater Lincoln area.			Draft short brief for Element to look at the wider area and obtain a quote and timeline for this piece of work.	Locations to be ranked for suitable areas for a new Energy from Waste plant.
4.02	Evaluating the Lincolnshire Enterprise Partnership work around utility infrastructure with our expected waste infrastructure work.		Delivery of findings by November 2018	<p>Energy mapping work for Greater Lincolnshire Enterprise Partnership completed.</p> <p>Energy Strategy for the Greater Lincolnshire Enterprise Partnership out for consultation.</p>	Energy Strategy and Local Industrial Strategy Energy Components out for consultation.

Ref	Action	Objectives Supported	Key Dates	KPI/ Targets	Expected Outcome/Update
5	Choosing performance indicators appropriate to measure environmental performance.	7 and 6	Sept 2018	Carbon footprint baseline review. Review of existing Performance Indicators.	The need for this came through in the consultation as a need to understand the Carbon footprint baseline so that it can be monitored effectively. To produce a suite of Performance Indicators that can then be effectively produced and reported to the Lincolnshire Waste Partnership.
5.01	Evaluate the current information around carbon footprint		Sept 2018	Once the baseline has been established this the Officer Working Group can then look at targeting reduction and a communication plan.	Outcomes of the consultation was that this needs to be a priority of the Strategy therefore an understanding of the baseline and targeting reducing this is key.
5.02	Review the existing Key Performance Indicators to ensure fit for monitoring the Strategy outcomes		Sept 2018	Looking at what was previously measured and aligning new targets to the outputs of the Strategy.	Have new Key Performance Indicators that are Specific, Measurable, Attainable, Relevant and Timely.

Appendix E – Glossary of Terms & Abbreviations

Term	Abbrev.	Description
Alternate Weekly Collections	AWC	Typically, the collection of household residual wastes every other week, whilst during the intervening weeks recyclables and/or green wastes are collected.
Anaerobic Digestion	AD	A process by which microorganisms break down biodegradable material in the absence of oxygen.
Biodegradable Municipal Waste	BMW	Those elements of the municipal waste streams that will rot or degrade biologically.
Controlled Waste Regulations	CWR	UK legislation categorising waste by contents and/or source.
Department for Environment, Food & Rural Affairs	Defra	UK government department responsible for waste management (amongst other things).
Energy from Waste	EfW	Any renewable energy technology that recovers energy from waste.
Household Waste	HW	Waste from domestic properties including waste from residual refuse collections, material collected for recycling and composting, plus waste from educational establishments, nursing and residential homes and street cleansing waste.
Household Waste Recycling Centre	HWRC	A place at which the public may deposit their household waste
(Joint) Municipal Waste Management Strategy	(J)MWMS	Also referred to in this document simply as "the Strategy". It is a statutory duty for local authorities in two-tier areas to have a Joint MWMS.
Landfill Allowance Trading Scheme	LATS	An initiative by the UK government to help reduce the amount of BMW sent to landfill. Abolished in 2013.
Lincolnshire Waste Partnership	LWP	Also referred to in this document simply as "the Partnership". Brings together the public bodies within Lincolnshire responsible for collection and disposal of waste.
Local Authority Collected Waste	LACW	Any waste collected by a local authority. Formerly known as "Municipal Waste".
Minerals and Waste Local Plan	MWLP	Sets out: <ul style="list-style-type: none"> the key principles to guide the future winning and working of minerals and the form of waste management in the county; and the criteria against which planning applications for minerals and waste development will be considered.
Municipal Solid Waste	MSW	A waste type consisting of everyday items that are discarded by the public.
National Indicator	NI	One of a list of indicators used to measure local authority performance. Stopped being statutory from April 2011.

Term	Abbrev.	Description
National Planning Policy Framework	NPPF	Introduced in March 2012, sets out the Government's overarching planning policies for England
National Planning Policy for Waste	NPPW	Introduced in December 2013, sets out the national framework for planning for waste management
Office of the Deputy Prime Minister	ODPM	Former UK government department with responsibility for some aspects of waste management (amongst other things).
Putrescible waste		The component of the waste stream liable to become putrid. For example: organic matter that has the potential to decompose with the formation of malodorous substances, usually refers to vegetative, food and animal products.
Recycling Credits		Statutory payments made by the WDA to a WCA which makes its own arrangements for the recycling of waste which it has collected.
Strategic Environmental Assessment	SEA	A formal assessment of the environmental effects of a strategic document.
Technically, environmentally and economically practicable	TEEP	A formal assessment of whether an individual option can reasonably be achieved. Found in several pieces of waste legislation.
Waste Collection Authority	WCA	A local authority with the duty to collect specified wastes (including household waste). There are seven WCA's covering the LWP area: Boston Borough Council, City of Lincoln Council, East Lindsey District Council, North Kesteven District Council, South Holland District Council, South Kesteven District Council and West Lindsey District Council
Waste Disposal Authority	WDA	A local authority with the duty to operate HWRC's and to dispose of waste collected by WCA's in its area. There is one WDA covering the LWP area: Lincolnshire County Council.
Waste Planning Authority	WPA	A local authority with the duty to collect specified wastes (including household waste). There are seven WCA's covering the LWP area.
Waste Regulatory Authority	WRA	Has responsibility for ensuring compliance with waste legislation. In England this is the Environment Agency.
Waste and Resources Action Programme	WRAP	A government-sponsored organisation promoting recycling and other waste issues.



Lincolnshire County Council

JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY

Strategic Environmental Assessment
Environmental Report





TYPE OF DOCUMENT (VERSION) PUBLIC

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APPENDICES

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ABBREVIATIONS

AONB	Area of Outstanding Natural Beauty
AQMA	Air Quality Management Area
CHP	Combined Heat and Power
CO2	Carbon Dioxide
DCLG	Department for Communities and Local Government
DPD	Development Plan Document
EfW	Energy from Waste
GHG	Greenhouse Gas
GVA	Gross Value Added
ha	Hectare
HRA	Habitats Regulation Assessment
IDP	Infrastructure Development Plans
ILO	International Labour Organisations
IMD	Index of Multiple Deprivation
JMWMS	Joint Municipal Waste Management Strategy
Kt	Kiloton
LCA	Landscape Character Area
LCC	Lincolnshire County Council
LEA	Local Economic Assessment
LIGHT	Lincolnshire Green Heat Scheme
LNR	Local Nature Reserve
LSOAs	Lower Super Output Areas
LTP4	Local Transport Plan
LWP	Lincolnshire Waste Partnership
MCZ	Marine Conservation Zones
MSW	Municipal Solid Waste
Mt	Megaton
NAA	Nitrate Advisory Areas
NAQS	National Air Quality Strategy
NIA	Noise Important Areas
NNR	National Nature Reserve
NO _x	Nitrogen Oxides
NO2	Nitrogen Dioxide
NSA	Nitrate Sensitive Areas
ONS	Office of National Statistics
PM10	Particulate Matter

PPP	Plans, Policies and Programmes
PUA	Principal Urban Area
SA	Sustainability Appraisal
SAC	Special Areas of Conservation
SAM	Scheduled Monument
SEA	Strategic Environmental Assessment
SOAs	Super Output Areas
SPA	Special Protection Areas
SSSIs	Sites of Special Scientific Interest
SUDS	Sustainable Urban Drainage System
UK	United Kingdom

NON-TECHNICAL SUMMARY

INTRODUCTION

Two-tier areas such as Lincolnshire, where waste collection is the responsibility of the district, borough or city council and waste disposal is the responsibility of the county council, are required to have a joint strategy for the management of municipal waste. These waste management strategies are required to be reviewed every 5 years. Lincolnshire County Council (LCC) is a member of the Lincolnshire Waste Partnership (LWP) which is a body formed of LCC, the Environment Agency (EA) and the seven district, borough and city councils within Lincolnshire.

Strategic Environmental Assessment (SEA) is a process of undertaking an environmental assessment of plans and programmes. WSP has been commissioned by Lincolnshire County Council to undertake a SEA of the replacement Joint Municipal Waste Management Strategy (JMWMS).

This Environmental Report (including this non-technical summary) sets out the SEA of the Lincolnshire County Council JMWMS.

SEA METHODOLOGY

The approach adopted for the SEA of the JMWMS follows that set out in the Practical Guide to SEA¹ and the Planning Practice Guidance to SEA².

The key stages of the SEA process are the following:

- Stage A: Scoping
- Stage B: Assessment
- Stage C: Reporting
- Stage D: Consultation
- Stage E: Monitoring

SCOPING

Scoping involves the development of an assessment framework comprising a series of SEA Objectives, assessment criteria and indicators. This framework is developed from an understanding of environmental problems and opportunities identified through a review of existing baseline information and a review of other plans, programmes and environmental protection objectives relevant to the plan area (i.e. Lincolnshire and its neighbours) and subject matter (in this case, waste).

¹ Office of the Deputy Prime Minister (2005) A Practical Guide to the Strategic Environmental Assessment Directive [online] available at: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/7657/practicalguidesea.pdf (Accessed October 2017).

² Department for Communities and Local Government (2015) Strategic Environmental Assessment and Sustainability Appraisal [online] available at: <https://www.gov.uk/guidance/strategic-environmental-assessment-and-sustainability-appraisal>

ENVIRONMENTAL ASSESSMENT

The LWP considers that the retention of the existing JMWMS is unlikely to continue to reflect Lincolnshire's needs into the future since it would not take account of recent changes in national and local government budgets or policies and changes in the way waste services are delivered (such as with new technologies or processes).

In environmental terms, there is likely to be little difference between the two strategic options considered. There is no evidence to indicate that the current JMWMS is having negative environmental effects. That said, the existing JMWMS may not be addressing local environmental issues (which are likely to differ across the county).

The development of a new JMWMS would allow stronger provision for the uptake of new waste management technologies/processes to be made which, in general terms, could lead to an environmental benefit.

The assessment has determined that there is the following potential for environmental effects:

- The introduction of a common set of recycling materials is likely to have a significant positive effect in relation to the sustainable use of resource through effective waste management;
- Exploring the use of waste as a resource via the waste hierarchy is likely to have a significant positive effect in relation to the circular economy and the sustainable use of resource through effective waste management;
- Contributing to the UK's recycling target is likely to have a significant positive effect in relation to the circular economy; and
- Seeking to reduce carbon emissions from energy use is likely to have a significant positive effect in relation to carbon emissions.

There are also some unknown effects relating to:

- The effect of separate food waste collections on biodiversity, opportunities for recycling within residential developments, the historic environment and the Lincolnshire countryside; and
- Innovative solutions in the delivery of waste management services.

MITIGATION

There is some potential for adverse effects resulting from the JMWMS. For this reason, a set of precautionary mitigation measures are proposed. These are set out in Section 5 of the report.

MONITORING

A programme of monitoring is proposed so that unforeseen significant effects of implementation can be identified and remedial action taken. Monitoring also measures the performance of the JMWMS against environmental objectives and targets. A set of proposed monitoring indicators is set out in Chapter 5 of the report.

1 INTRODUCTION

1.1 BACKGROUND TO THE JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY

1.1.1. Lincolnshire County Council (LCC) is a member of the Lincolnshire Waste Partnership (LWP) which is a body formed of LCC, the Environment Agency (EA) and the seven districts, borough and city councils within Lincolnshire:

- Boston Borough Council;
- City of Lincoln Council;
- East Lindsey District Council;
- North Kesteven District Council;
- South Holland District Council;
- South Kesteven District Council; and
- West Lindsey District Council.

1.1.2. The Waste and Emissions Trading Act 2003 requires two-tier areas such as Lincolnshire to have a joint strategy for the management of municipal waste in place. Waste Management Strategies require a review every 5 years to ensure that they remain current³.

1.1.3. The current JMWMS for Lincolnshire was published by the LWP in June 2008 with the aim of providing information on the following:

- The current and future legal obligations that the LWP needs to meet;
- The waste management services that are currently provided;
- How the LWP plans to meet the targets by reducing the amount of waste that is produced, increasing the amount of waste that is recycled and recovered, and minimising the amount of residual waste that is landfilled; and
- How the LWP plans to implement this strategy.

1.1.4. Since 2008, Lincolnshire has made significant progress towards achieving these aims through securing a 25 year contract with FCC Environment in March 2011. This contract is for the disposal of residual Municipal Solid Waste (MSW) and constructing a 150,000 tonne per annum Energy from Waste (EfW) facility at North Hykeham in Lincoln. The EfW facility became fully operational in 2014 and waste going to landfill has dropped from 168,000 tonnes in 2009 to less than 15,000 tonnes after the site became fully operational⁴.

1.1.5. The review of the current JMWMS was put on hold when it appeared that legislation would itself be reviewed. The legislative review has not yet happened but a revised waste strategy is now necessary to address the present waste management challenges in Lincolnshire and to address its future needs. The latest Joint Municipal Waste Management Strategy (JMWMS) is currently in preparation by the LWP, led by LCC.

1.1.6. This Environmental Report summarises the results of the Strategic Environmental Assessment (SEA) for the JMWMS.

1.2 THE JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY

1.2.1. The JMWMS seeks to provide a mechanism by which joint working by the districts, borough and city councils and LCC, as well as the EA, can be achieved to deliver sustainable waste management services and establish best value waste management practices. The framework provided by the JMWMS allows the LWP to continually improve the waste services offered, minimise costs and meet challenging recycling and landfill diversion targets.

1.2.2. The LWP has the vision:

³ Defra, Guidance on Municipal Waste Management Strategies, July 2005

⁴ Lincolnshire's Energy from Waste Facility. Available at: <https://www.lincolnshire.gov.uk/recycle-for-lincolnshire/energy-from-waste/> (Accessed July 2017)

‘To seek the best environmental option to provide innovative, customer-friendly waste management solutions that give value for money to Lincolnshire’.

1.2.3. In order to work towards this vision, the LWP has also developed and agreed a set of high-level objectives which are listed in Table 1. These objectives are key drivers for the delivery of this strategy. In line with the vision, each of these objectives is to be considered in light of the LWPs shared value that:

‘All objectives should ensure that services provided under the JMWMS represent the best possible environmental option which gives value for money for Lincolnshire residents.’

Table 1 – LWP Objectives

1	To improve the quality and therefore commercial value of our recycling stream.
2	To consider moving towards a common set of recycling materials.
3	To consider the introduction of separate food waste collections.
4	To explore new opportunities of using all waste as a resource in accordance with the waste hierarchy.
5	To contribute to the UK recycling target of 50% by 2020.
6	To find the most appropriate ways to measure our environmental performance and set appropriate targets.
7	To seek to reduce our carbon footprint.
8	To make an objective assessment of whether further residual waste recovery/disposal capacity is required and, if necessary, seek to secure appropriate capacity.
9	To regularly review the LWP governance model in order to provide the best opportunity to bring closer integration and the implementation of the objectives set by the strategy.
10	To consider appropriate innovative solutions in the delivery of our waste management services.

1.3 THE SEA PROCESS

1.3.1. Strategic Environmental Assessment (SEA) is the term used to describe the application of environmental assessment to plans and programmes in accordance with European Council Directive 2001/42/EC ‘on the assessment of the effects of certain plans and programmes on the environment’ (known as the SEA Directive).⁵ The SEA Directive is enacted in England through the “Environmental Assessment of Plans and Programmes Regulations” (SI 2004/1633, known as the SEA Regulations).⁶

These Regulations introduced a requirement for an SEA to be produced for a number of statutory plans and programmes, including Waste Management Plans. Bodies such as the LWP should ensure that the SEA is an integral part of developing, and later delivering, their Local Waste Plan.

1.3.2. The overarching objective of the SEA Directive is:

“To provide for a high level of protection of the environment and to contribute to the integration of environmental considerations into the preparation and adoption of plans... with a view to promoting sustainable development, by ensuring that, in accordance with this Directive, an environmental assessment is carried out of certain plans... which are likely to have significant effects on the environment.” (Article 1)

1.3.3. The main requirements introduced by the SEA Regulations are that:

⁵. Directive 2001/42/EC [online] available at: <http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32001L0042> (Accessed October, 2017).

⁶. SI 2004 No. 1633, The Environmental Assessment of Plans and Programmes Regulations 2004 [online] available at: http://www.legislation.gov.uk/uk/si/2004/1633/pdfs/uksi_20041633_en.pdf (Accessed October, 2017).

- Consultation with statutory bodies is undertaken on the scope of the SEA;
 - The findings of the SEA are published in an Environmental Report, which sets out the significant effects of the plan;
 - Consultation is undertaken on the plan and the Environmental Report;
 - The results of consultation are taken into account in decision-making relating to the adoption of the plan; and
 - Information on how the results of the SEA have been taken into account is made available to the public.
- 1.3.4. SEA extends the evaluation to the broader policy and strategy of regional, county and district level plans. It is a systematic process that identifies and predicts the potential significant environmental effects of plans/programmes, informing the decision making process by testing different alternatives or options against environmental objectives.
- 1.3.5. This Environmental Report sets out the results of the SEA and development of the Lincolnshire JMWMS. In undertaking this SEA, we provide a systematic appraisal of the potential environmental impacts of the JMWMS and identify measures to prevent, reduce and where possible offset any significant adverse effects of implementing that strategy on the environment.
- 1.3.6. The structure and content of this report can be seen in Table 2 below.

Table 2 – Structure and Content of the Environmental Report

Section	Description
Introduction	A brief introduction to the JMWMS and the SEA process.
SEA Methodology	A description of the approach to the SEA, including how to assess the significant effects of a number of alternative options against key objectives to help develop the strategy.
Baseline and SEA Objectives	A summary of the plans and programmes relevant to the strategy; and an outline description of the environmental characteristics and issues of the study area. Listing of the SEA Objectives derived from baseline information, issues, and plans and programmes.
Assessment of Alternatives and Effects	The assessment of likely significant effects of the Strategy.
Mitigation and Monitoring Plan	A plan of how the impacts of this strategy will be reduced or removed and how to monitor the implementation of the plan, and the associated environmental implications.

2 SEA METHODOLOGY

2.1 INTRODUCTION

2.1.1. This section provides an overview of the SEA process, the stages undertaken to date and the current stage.

2.2 SEA PROCESS

2.2.1. SEA is an iterative process of gathering data and evidence, assessment of environmental effects, developing mitigation measures and making recommendations to refine plans or programmes in view of the predicted environmental effects. The effects predicted at this stage will be at a strategic level.

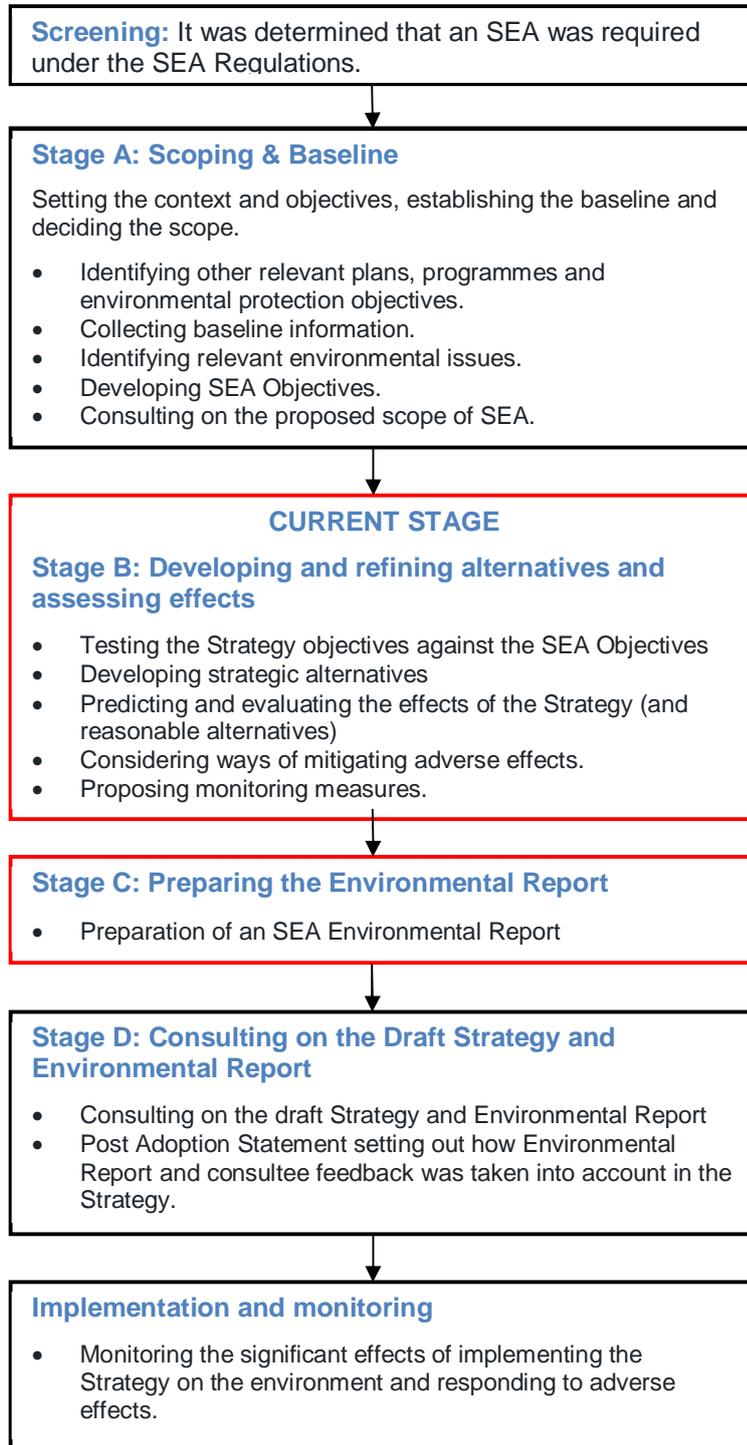
2.2.2. The approach adopted for the SEA of the JMWMS follows that set out in the Practical Guide to SEA⁷ and the Planning Practice Guidance to SEA⁸. It involves the development of an assessment framework comprising a series of SEA Objectives, assessment criteria and indicators. This framework is developed from an understanding of environmental problems and opportunities identified through a review of existing baseline information and a review of other plans, programmes and environmental protection objectives relevant to the plan area (i.e. Lincolnshire and its neighbours) and subject matter (waste management).

2.2.3. The SEA process recommended by the Practical Guide is set out in Figure 1 below. The current stage in the process is Stages B and C, which comprise developing and refining strategic alternatives, assessing environmental effects and preparation of the Environmental Report (this report).

⁷ Office of the Deputy Prime Minister (2005) A Practical Guide to the Strategic Environmental Assessment Directive [online] available at: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/7657/practicalguidesea.pdf (Accessed October 2017).

⁸ Department for Communities and Local Government (2015) Strategic Environmental Assessment and Sustainability Appraisal [online] available at: <https://www.gov.uk/guidance/strategic-environmental-assessment-and-sustainability-appraisal>

Figure 1 SEA Process and Lincolnshire JMWMS



2.3 SEA SCREENING

A 'screening' exercise was not undertaken for the JMWMS as it is mandatory requirement to conduct SEA for a waste plan under the SEA Regulations.

2.4 SEA SCOPING AND BASELINE

2.4.1. In order to determine the scope of the SEA, a number of activities have been undertaken as shown in Figure 1 above:

- Other plans and programmes were identified to establish how the Strategy interacts with wider policy framework and identify any environmental protection objectives relevant to the SEA;
- Environmental baseline data was collected and any problems identified to provide an evidence base for prediction of effects, and monitoring; and
- SEA Objectives and associated assessment criteria were developed from the information above to provide a means by which the environmental performance of the Strategy can be appraised.

2.4.2. A Scoping Report was issued for consultation in August/September 2017. Chapters 4, 5 and 6 of the Scoping Report, in addition to Appendices A and B of the report identified other relevant plans, programmes and environmental protection objectives, set out the baseline information and identify relevant environmental issues. The SEA Objectives to be used in the assessment were derived from this information. This information is summarised for ease of reference in Section 3 of this report.

2.4.3. The responses to the scoping consultation and actions taken are summarised in Appendix C of this report. Key issues are summarised below:

- The Scoping Report generally downplays the historic environment/cultural heritage. ; there are no specific schemes or development locations proposed in the JMWMS at this stage, therefore identifying scope for improvement to the historic environment and cultural heritage has been limited;
- The Scoping Report focusses on the potential impact on placement of wheelie bins in conservation areas, when there are other ways in which cultural heritage can be a receptor of harm. The baseline has been updated and assessment reflects this;
- Greater consideration needs to be given to the impact of housing growth on waste disposal capacity and infrastructure provision and on collection capacity methodologies; The baseline has updated and assessment reflects this and
- Additional policies and plans were identified, as well as additional sources or requirements for baseline information. These are now included within Appendices A and B.

2.5 DEVELOPING ALTERNATIVES AND ASSESSING EFFECTS

2.5.1. In this stage of the SEA, the JMWMS was assessed against the SEA Objectives. The assessment covered two key areas:

- The strategic alternatives considered in developing the JMWMS; and
- The proposed policies as set out in the JMWMS.

2.5.2. The SEA Objectives (and assessment criteria) are used to predict and evaluate environmental effects. Chapter 4 of this report summarises the assessment. Where significant adverse effects are predicted or there is uncertainty, measures to prevent, reduce or offset effects are identified. The significant environmental effects of the Strategy must be monitored to identify any unforeseen adverse effects and to enable appropriate remedial action. Chapter 5 of this report includes a mitigation and monitoring plan.

2.5.3. The assessment for the proposed JMWMS is presented in a table format using colour coding shown in Table 3 along with an accompanying narrative description of the assessment finding.

Table 3 – Colour coding of effect significance

Coding	Effect Significance
++	Likely significant positive effect
+	Likely positive effect
0	Negligible or no effect
-	Likely negative effect
--	Likely significant negative effect
?	The effect is uncertain
+/-	The effect is likely to be both positive and negative

2.5.4. Following the findings of the assessment, Section 5.2 of this report also includes a list of proposed mitigation and enhancement measures for any negative or positive significant effects that have been predicted.

2.6 PREPARATION OF THE ENVIRONMENTAL REPORT AND CONSULTATION

2.6.1. This Environmental Report provides the information required by the SEA Regulations and follows the stages of the SEA as described above in Section 2.2. It assesses the environmental effects of the Strategy measures and identifies measures to improve the sustainability of the Strategy as it develops.

2.6.2. Following publication, a Post Adoption Statement will be produced stating how the Environmental Report and the responses to consultation were taken into account during the preparation of the Strategy.

2.7 IMPLEMENTATION AND MONITORING

2.7.1. The Monitoring Plan set out in Chapter 5 of this Environmental Report will be used during the implementation of the Strategy to monitor both positive and negative effects.

2.8 LIMITATIONS AND ASSUMPTIONS

2.8.1. The SEA Regulations require that limitations and assumptions should be described.

2.8.2. This SEA has been based upon the information provided by LCC and the environmental information available at the time of assessment. If other strategic objectives emerge this may potentially affect the outcomes of this assessment. Therefore, it is recommended in this case that the assessment is reviewed.

2.8.3. Currently, there are no formal proposals to provide additional waste management capacity as part of the JMWMS. However, the strategy will explore whether further residual waste recovery/disposal capacity is required and, if necessary, seek to secure appropriate capacity. Therefore, due to a lack of information as to the nature, size and location of such capacity, it has been assumed that no additional capacity is being provided. If it emerges that additional capacity is required, this may affect the outcomes of the assessment and it is recommended that the assessment is reviewed. Where there is potential for impacts arising from a potential increase in capacity, this has been stated so as to inform any future updates to the JMWMS.

2.8.4. The compiled baseline data has been used to provide a ‘snapshot’ of current key issues associated with the JMWMS. Baseline data collection has been collected at a strategic level and is limited to desk-based search of publically accessible sources. There may be other potential issues that the baseline data has not captured due to the constantly changing nature of environmental data.

2.8.5. The JMWMS will apply to a 5 year plan period before a review is required to ensure that it remains current. The assessment will focus on the effects that are likely to occur during the plan period but will also seek to identify longer term effects that may occur beyond this period. It is acknowledged that longer term effects generally have a greater level of uncertainty than shorter-term, more immediate effects.

3 BASELINE AND SEA OBJECTIVES

3.1 INTRODUCTION

3.1.1. This section provides an overview of the policies, plans and environmental information used to develop the SEA Objectives and assess the potential effects of the JMWMS.

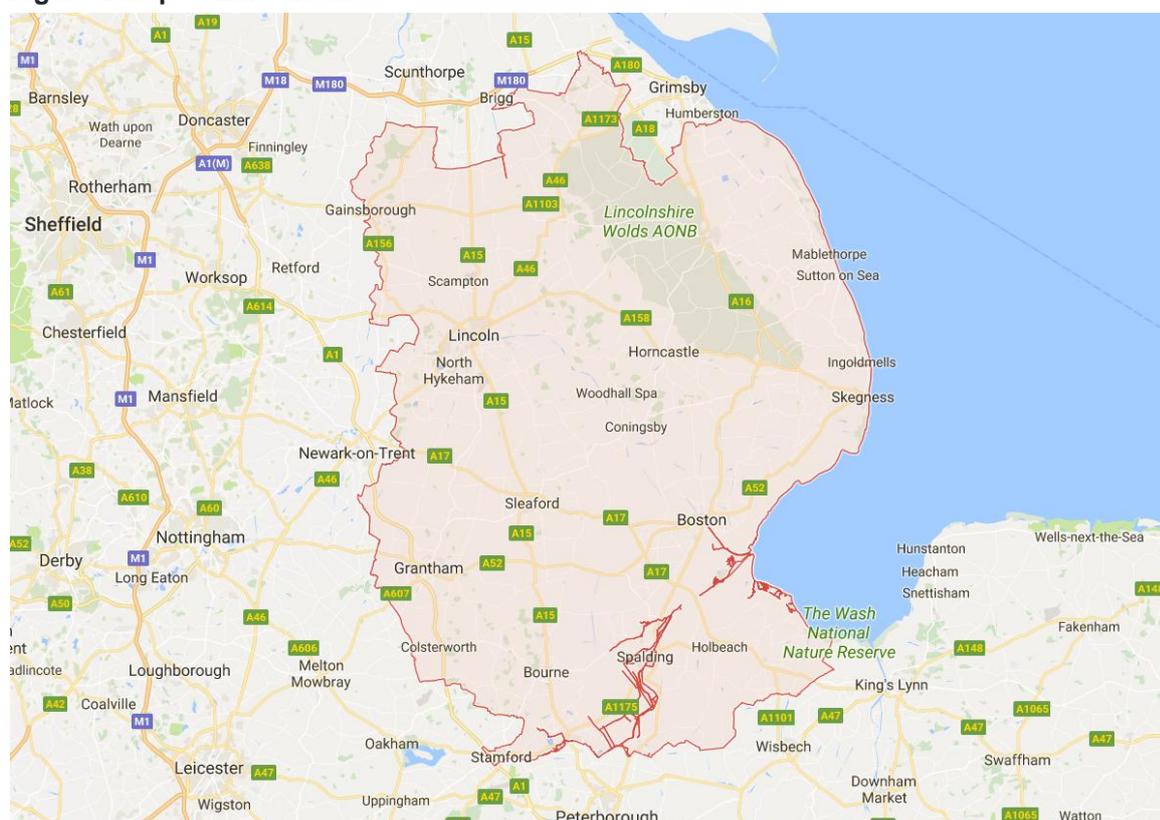
3.2 OVERVIEW OF LINCOLNSHIRE

3.2.1. The study area covers the county of Lincolnshire, incorporating the districts, borough and city councils of Boston, City of Lincoln, East Lindsey, North Kesteven, South Kesteven, South Holland and West Lindsey.

3.2.2. The county is predominantly rural and has a geographical area of 2,309 sq miles the extent of which is shown in Figure 2.⁹ The main urban area is around the City of Lincoln which is a cathedral town with a rich history dating back to Roman times. Other centres of population include Gainsborough, Louth, Mablethorpe, Skegness, Boston, Sleaford, Grantham, Stamford and Spalding.

3.2.3. Lincolnshire contains some of the country's most versatile agricultural land, a successful tourism industry and internationally important nature conservation sites.

Figure 2 Map of Lincolnshire



⁹ <https://www.google.co.uk/maps/place/Lincolnshire>

3.3 SUMMARY OF RELATED PLANS AND PROGRAMMES

3.3.1. The SEA Regulation requires that the Environmental Report includes information on the relationship of the plan or programme with other relevant plans and programmes (Regulation 12(3)). Those Plans and Programmes most relevant to the Strategy were identified in the SEA Scoping Report (WSP, August 2017). Appendix A to the Scoping Report identified a full list of plans and programmes; those most relevant locally to the strategy are summarised in Table 4 below. LCC will work with the organisations listed to ensure that the JMWMS is integrated with the plans and programmes identified in this table.

Table 4 – Summary of Relevant Plans and Programmes

Plan/Programme	Organisation	Description and Relationship with JMWMS
The Lincolnshire Minerals and Waste Local Plan – Core Strategy and Development Management Policies (Adopted June 2016)	Lincolnshire County Council	Provides the vision, objectives, spatial strategy and development management policies for minerals and waste development in Lincolnshire over the period to the end of 2031. Related to LWP Objective 8 of the JMWMS as to whether further residual waste recovery/disposal capacity is required.
Site Locations Document (Second and final) part of the Lincolnshire Minerals and Waste Local Plan) (adopted on 15th December 2017)	Lincolnshire County Council	Provides specific proposals and policies for the provision of land for mineral and waste development. Related to LWP Objective 8 of the JMWMS as to whether further residual waste recovery/disposal capacity is required.
Boston Borough Council Environmental Policy (March 2010)	Boston Borough Council	Aims to improve the environmental quality of the borough by adhering to certain commitments such as promoting sound waste management practices by minimising its own waste production. Related to LWP Objective 4 and 5 of the JMWMS as to contribute to reducing waste through exploring new opportunities to use waste as a resource and increasing recycling to reduce waste and help in meet targets.
Boston Borough Council Carbon Management Plan (Update 2014-2016)	Boston Borough Council	Provides a framework to help reduce the council's carbon footprint and generate financial savings. Related to LWP Objectives 1 and 7 of the JMWMS to improve the commercial value of LCCs recycling stream and seeking to reduce LCCs carbon footprint.
City of Lincoln: A Climate Change Strategy (2005)	City of Lincoln Council	Objectives of the Climate Change Strategy include assessing Lincoln's impact on climate change and addressing how it can make changes to reduce authority's impact on climate change. Related to LWP Objective 7 of the JMWMS to seek to reduce LCCs carbon footprint.
Low Carbon Lincoln Plan 2012 – 2020 (Draft)	City of Lincoln Council	Preparing a Low Carbon Lincoln plan to reduce Lincoln's carbon footprint and prepare for the impacts of climate change.

Plan/Programme	Organisation	Description and Relationship with JMWMS
		Related to LWP Objective 7 of the JMWMS to seek to reduce LCCs carbon footprint.
Low Carbon North Kesteven Plan 2013-2020	North Kesteven District Council	Aims to reduce the levels of carbon emissions in the North Kesteven District and prepare for the impacts of climate change. Related to LWP Objective 7 of the JMWMS to seek to reduce LCCs carbon footprint.
Central Lincolnshire Local Plan (April, 2017)	City of Lincoln Council, North Kesteven District Council and West Lindsey District Council	Comprises the combined areas of the City of Lincoln, North Kesteven and West Lindsey. Related to LWP Objective 2, 4 and 5 of the JMWMS as it aims to minimise the amount of waste generated across all sectors and increase the re-use, recycling and recovery rates of waste materials.

3.4 SUMMARY OF BASELINE CHARACTERISTICS AND ISSUES

- 3.4.1. The SEA Regulations require that the Environmental Report covers:
- Relevant aspects of the current state of the environment and the likely evolution thereof without implementation of the plan or programme;
 - The environmental characteristics of areas likely to be significantly affected; and
 - Any existing environmental problems which are relevant to the plan or programme including European sites for nature conservation.
- 3.4.2. The Scoping Report (WSP, August 2017) identified a number of environmental aspects which are particularly relevant to the Lincolnshire JMWMS and these are listed in Table 5 below. Appendix A provides further information from the Scoping Report.

Table 5 – Summary of Environmental Characteristics and Issues

Topic	Summary of Current and Future environment
Climatic factors	<p>Future climate change will potentially affect many aspects of UK weather and is predicted to result in more extreme weather events, increased temperatures and rises in the sea level which will be accompanied by economic, social and environmental impacts. The precise nature of these changes is uncertain, particularly for those extreme events, whether of short or long-duration.</p> <p>The increased coastal erosion and flooding that is likely to be associated with climate change has the potential to decrease the quality and availability of agricultural land in the region, with the potential for impacts to the economy and food supply. It is likely that some crops could no longer be grown in the area. There may be more opportunities for vineyards and for growing lavender, sweetcorn, grain maize, sunflowers and navy beans. Additionally there may be an increased potential for planting crops for energy production. These changes in crops however will also have implications for biodiversity. Additionally, climate change is likely to result in an increased threat of pests and new crop pests such as the Colorado Beetle and the European Corn Borer.</p> <p>The East Midlands and Lincolnshire area contains a number of important national transport links and ports which could be affected by climate change. Built structures</p>

Topic	Summary of Current and Future environment
	such as bridges, promenades, pylons, roads and railway lines will become more vulnerable to higher winds, flooding, storm events and changes in soil moisture. Some roads, particularly those near to the coastline and rivers will be particularly susceptible to an increased risk of flooding. Consideration will need to be given to the need to develop the capability of the carriageway to cope with excess water given the likely increase in the frequency of intense rainfall events. Railways will also be susceptible to flooding. Temperature changes also have the potential to affect roads, by causing more frequent melting of the asphalt road surface, and railways by increasing the risk of buckling on the rail tracks. Additionally, climate change has the potential to affect emergency services as a result of extreme weather events.
Air quality	Although air quality across the county is generally considered to be good there are 10 AQMAs in Lincolnshire, declared primarily as a result of pollution caused by traffic emissions. Lincoln City Council has 2 AQMAs, Boston Borough Council has 2 AQMAs and South Kesteven District Council has 6 AQMAs.
Noise	The main sources of noise in Lincolnshire are derived from transport sources, such as roads and rail. Noise action plans provide a framework to manage environmental noise and its effects. There are 94 identified NIAs in Lincolnshire, with South Kesteven district having the largest number of NIAs identified.
Biodiversity, flora and fauna	There are diverse wildlife and habitats in Lincolnshire that are highly valued locally, nationally and internationally. There is wealth of international, national and local designations for nature conservation within Lincolnshire. These include Ramsar sites, SACs, SPAs, AONBs, MCZs, SSSIs, NNRs and LNRs. The designations highlighted could be adversely affected from pollution, waste production, land take and climate change.
Geology and soils	<p>Lincolnshire's bedrocks form a simple pattern of north-south stripes at the surface. There are older Triassic rocks in the west, overlain progressively by marine Jurassic rocks and the younger Cretaceous rocks in the east. At the surface they have been subjected to weathering and erosion under a range of climates including glacial and periglacial during the last 2 million years. The superficial geology of the county is blanketed with a covering of Quaternary superficial deposits that formed within the last two million years. The Quaternary deposits includes glacial and fluvioglacial deposits along with younger Flandrian silts, peat, sands and alluvium that cover the Fenlands, the coastal plains east of the Wolds, much of the Humber coast and the Isle of Axholme.</p> <p>Lincolnshire contains a wide variety of soils including alluvium (clay, silt and sand) along coastal regions, Till (Diamicton), River Terrace deposits (Sand and Gravel), blown sand, peat, glacial sand and gravel. Lincolnshire soils vary in thickness from a few centimetres to over a metre in response to the underlying geology, location in the landscape and agricultural practices. The thinnest soils tend to occur over chalk and limestone escarpments and on valley side, with the deepest soils in the Fenlands. These soils support the important agricultural sector in Lincolnshire.</p>
Water	There are two main rivers that run through Lincolnshire. The River Witham flows through the Lincolnshire countryside, with marshy fenlands stretching out on either side. The River Witham flows from Lincoln moving east towards Bardney (west Lindsey) then south passing through Kirkstead (East Lindsey), Dogdyke (North Kesteven) and then flows into the sea at Boston. The majority of the areas in the vicinity of this river are at a high risk of flooding. The River Trent is the third longest river in the United Kingdom and a part of it forms the district boundary between Bassetlaw and West Lindsey. It runs north and then joins the River Ouse at Trent Falls to form the Humber Estuary. A majority of the areas in the vicinity of this river are at a medium risk of flooding.

Topic	Summary of Current and Future environment
	<p>The water quality of the rivers that flow within Lincolnshire is poor in comparison to other regions. This is attributed to the slow moving flows of the rivers in the Anglian region which restrict the dilution of pollutants and high nitrate loads arising from fertilizer run off and livestock slurry in agricultural areas. The public water supply within Lincolnshire from surface water sources is 21% and that from groundwater sources is 79%. Nitrate pollution is a significant concern and levels have increased in the region despite the introduction of Nitrate Sensitive Areas (NSA's) and Nitrate Advisory Areas (NAA).</p>
Population and human health	<p>The population of Lincolnshire has increased by 64,830 people in the ten year period to 2015. A breakdown of this data shows that the county continues to have an ageing population and is less diverse than other areas.</p> <p>Deprivation across Lincolnshire has worsened slightly from 2010 to 2015.</p>
Material assets	<p>There is an extensive highway network in Lincolnshire. In recent years the length of trunk roads has reduced dramatically as a result of the detrunking of several A roads. There is an increasing demand on the transport network and an increase in concern around the environmental impact of traffic.</p> <p>Waste collection and disposal results in a substantial number of lorry movements into and out of the County to waste management facilities. Regular collections are required from households and with the number of households increasing and the total amount of waste increasing; there is the potential for an impact on transport. Mineral extraction operations within the county will result in substantial lorry movements to transport materials.</p> <p>New housing and employment sites are presently being identified across the county. This has the potential to increase the amount of waste generated that would need to be disposed of appropriately. This may lead to a strain on existing waste collection measures in place currently and decrease waste disposal capacity. In this case new waste infrastructure will need to be proposed.</p> <p>Lincolnshire contains a significant amount of best and most versatile agricultural land and is a large producer of food.</p>
Cultural heritage	<p>Lincolnshire's historic landscape and built environment reflects local topography, land use and the availability of building materials, and more recently changes in social conditions and technological advances. One of the county's assets is the combination of styles and materials which represent the economic and aesthetic influences of different periods of history. This is reflected in the high historic and cultural value of the cores of Lincoln City and surrounding towns. Lincolnshire has a large amount of heritage assets including 162 Conservation Areas, 7200 Listed Buildings and 478 Scheduled Monuments across the county.</p>
Landscape	<p>The Lincolnshire Wolds Area of Outstanding Natural Beauty (AONB) is a significant feature of the Lincolnshire landscape; the AONB covers parts of East Lindsey and West Lindsey. There are 11 Landscape Character Areas (LCA) within Lincolnshire. The major urban areas within Lincolnshire are those within and around Lincoln, South Kesteven and Boston Borough. Areas closer to the coastline are recently becoming increasingly urbanised due to tourism.</p> <p>The Lincolnshire coastline has been shaped throughout history by natural processes such as changes in sea level and coastal processes are constantly shaping the coast. The effects of changes in sea level and climate change will impact greater on the coastline leading to coastal erosion.</p>

3.5 SEA OBJECTIVES

- 3.5.1. The Scoping Report also proposed a number of SEA Objectives, aligned with a series of themes. While not specifically required by the Regulations, SEA Objectives are a recognised way of considering the environmental effects of a plan or programme and comparing the effects of alternatives.
- 3.5.2. The SEA Objectives and themes for the Lincolnshire JMWMS were derived from the review of baseline information, issues, plans and policies described above. The SEA Objectives are listed in Table 6 along with potential indicators.

Table 6 – SEA Objectives

SEA OBJECTIVES	POTENTIAL INDICATORS	RESPONSIBLE AUTHORITY FOR COLLECTING INFORMATION
Climatic Factors		
1. To reduce carbon emissions from energy use.	Amount of fuel used in waste management collections per annum. Monitoring carbon emissions throughout the treatment of waste (recycling, composting, incineration, landfill)	Local Authority
2. To contribute to a circular economy through the use of waste management collection infrastructure and recycled materials.	Replacement bins that are recycled at the end of their useful life	Local Authority
Air Quality		
3. To prevent deterioration of air quality within the county and where possible make improvements.	Percentage of Euro VI engines, electric vehicles, hybrid vehicles, biogas or hydrogen fuelled vehicles operating on behalf of the local authorities in a waste management related capacity per annum Striving to meet Industrial Emissions Directive Emission Limit Values.	Local Authority
Noise		
4. To minimise the effects of noise in the identified NIAs.	Number of planning applications for new waste management infrastructure that consider the appropriateness of access through NIAs	Local Authority
Biodiversity, Flora and Fauna		
5. To maintain biodiversity in Lincolnshire.	Significant effects upon biodiversity identified during the planning consenting process for new waste management infrastructure.	Environment Agency/ Local Authority
Geology and Soils		
6. Promote the conservation and wise use of land, and protect soil quality and quantity.	Tonnes of green waste that is used as compost per annum	Local Authority
	Fly tipping incidents per annum	Environment Agency/Local Authority

	EfW facility(s) ash disposal use as a sub-base for construction material.	Local Authority
Water		
7. To protect water courses and improve the quality of water and wastewater discharges resulting from waste management activities.	Number of surface water discharge applications for new waste management infrastructure agreed by the Environment Agency.	Local Authority/ Environment Agency
Population and Human Health		
8. To encourage economic investment through waste management.	Monetary value of new waste management infrastructure developed per annum	Local Authority
9. To ensure that the growing population of Lincolnshire does not lead to an increase in the percentage of waste disposed of.	Total percentage of waste recycled and composted per annum	Environment Agency/Local Authority
	Total percentage of waste recovered per annum	Environment Agency/Local Authority
Material Assets		
10. To facilitate opportunities for recycling within residential development.	Proportion of housing scheme planning approvals where dedicated waste management storage considerations are included in the application per annum	Local Planning Authority
11. To protect agricultural resources from waste management activities	Area of agricultural land lost to new waste management infrastructure.	Local Authority
12. To encourage material re-use/waste avoidance.	Waste generated per capita per annum	Environment Agency/Local Authority
13. To ensure sustainable use of resources through effective waste management.	Amount of energy generated by the EfW (as a measure of non-combustible diversion rates) per annum	Local Authority
	Amount of heat exported from the EfW.	Local Authority
	Percentage of recyclables in residual waste per quarter (as an indicator of resources lost to less sustainable management)	Local Authority
Cultural Heritage		

14. Protect and enhance the historic environment, heritage assets and their setting (including architectural and archaeological heritage)	Number of archaeological investigations and cultural heritage setting assessments undertaken for new waste management infrastructure.	Local Authority
Landscape		
15. To protect and enhance the countryside in Lincolnshire	Area of AONB land lost to new waste management infrastructure	Local Authority

4 ASSESSMENT OF ALTERNATIVES AND EFFECTS

4.1 INTRODUCTION

4.1.1. This section presents the findings of the assessment covering two key areas:

- The strategic alternatives considered in developing the JMWMS; and
- The proposed objectives of the JMWMS.

4.1.2. Mitigation and enhancement measures for negative or positive significant effects are set out in Section 5.2.

4.2 DEVELOPING STRATEGIC OPTIONS

4.2.1. At a strategic level, two options were considered:

- Retention of the existing JMWMS; and
- Development of a new JMWMS with new objectives.

RETENTION OF THE EXISTING JMWMS

4.2.2. This option would involve retaining the current JMWMS for Lincolnshire which was published in June 2008. The current JMWMS vision is:

- To commit to sustainable development and the waste hierarchy;
- To minimise waste growth by encouraging and promoting waste prevention and reduction;
- To promote sustainable resource use through increased re-use, recycling and composting of waste;
- To maximise recovery and the use of waste as a resource;
- To reduce the amount of biodegradable waste sent to landfill each year; and
- To minimise the impacts of the final proposal.

4.2.3. Retention of the current JMWMS would reduce both cost and time of producing a new JMWMS.

DEVELOPMENT OF NEW JMWMS WITH NEW OBJECTIVES

4.2.4. This option would involve the development of a new JMWMS.

4.2.5. New objectives could seek to improve Lincolnshire's waste management services in the context of the new challenges and issues faced, taking advantage of new and emerging technologies/processes to meet the needs of the county. It could promote innovative, customer-friendly waste management solutions that give value for money. The development of a new strategy could also allow it to more specifically align with, and take account of, the differences in waste streams, opportunities and aspirations across the county.

CONCLUSION

4.2.6. The LWP considers that the retention of the existing JMWMS is unlikely to continue to reflect Lincolnshire's needs into the future since it would not take account of recent changes in national and local government budgets and policies and changes in the way waste services are delivered (such as with new technologies or processes). For example, new challenges to the management of waste in Lincolnshire include:

- Continuing to provide the best possible service at a time when local authority budgets have been greatly reduced;
- Turning around a recycling rate which has begun to fall both locally and nationally; and
- Possible changes in government policy following our departure from the European Union.

4.2.7. In environmental terms, there is likely to be little difference between the two strategic options considered. There is no evidence to indicate that the current JMWMS is having negative environmental effects. That said, the existing JMWMS is not addressing local environmental issues (which are likely to differ across the county) as fully as it could be. The development of a new JMWMS would allow more specific circumstances across different parts of the county to be considered; potentially leading to better environmental outcomes compared to if the existing JMWMS was retained.

4.2.8. Similarly, the existing JMWMS, which has been in place since 2008, may not sufficiently take into account new waste management technologies. Again, the development of a new JMWMS would allow stronger provision for the uptake of new waste management technologies/processes to be made which, in general terms, could lead to an environmental benefit.

4.3 ASSESSMENT OF JMWMS OBJECTIVES

4.3.1. The assessment of JMWMS objectives against the SEA Objectives is presented in Table 7.

Table 7 – Assessment of JMWMS

SEA Theme		Climatic Factors		Air Quality	Noise	Biodiversity, Flora and Fauna	Geology and Soils	Water	Population and Human Health		Material Assets			Cultural Heritage	Landscape	
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
SEA Objective																
Proposed JMWMS Objective																
Objective 1: Recycling Stream	To improve the quality and therefore commercial value of our recycling stream.	+	+	+	+/-	0	0	0	+	+	+	0	+	+	+	0
		<p>This objective focuses on minimising waste management costs and increasing efficiency throughout the recycling process.</p> <p>2. An improvement in the quality and therefore commercial value of LCC’s recycling stream could potentially contribute to a circular economy; improved waste management collection infrastructure would enhance the quality, variety and subsequently the marketability of waste streams. This would facilitate the use of these waste streams as resources in themselves, and the extraction of further value from them; behaviours which drive the circular economy.</p> <p>1, 3, 14. There is potential for a reduction in carbon emissions if the quality and commercial value of the recycling stream is improved through an increase in recycling rates and a decrease in disposal. This may have a positive effect on air quality through the reduction of waste vehicles required for transporting non-recyclable waste, or the amount of material sent for landfill/incineration; operations which have a negative effect on air quality. The reduction in waste collection vehicles required could also benefit cultural heritage, for example by reducing the frequency of waste collection operations in conservation areas.</p> <p>4. By increasing the efficiency in the waste collection stream, there could be a reduction in the amount of waste collections required, which could potentially lead to a reduction in noise levels in NIAs arising from waste collection and reduce noise generated at material recovery facilities. This would have a positive effect on noise levels. However, there is a possibility that the introduction of new technology or processes to improve the quality of the recycling stream could generate noise. The difference would be that the noise generated in this latter scenario would be site focussed (e.g. at</p>														

		<p>the recycling processing facility), rather than route focussed; there could therefore be more opportunities to manage noise emissions in this scenario (i.e. site specific mitigation measures).</p> <p>8. A focus on improving the recycling stream and engaging with the commercial waste sector could generate investment opportunities in waste management by realising a greater revenue stream from the material collected. Focusing on streams with the most economic and/or environmental value and investment opportunities arising from waste streams as marketable products could drive economic and employment growth. Economic benefits could also arise from cost savings achieved from an increase in efficiency and efficacy of recycling.</p> <p>9, 10, 12, 13. By striving to enhance the quality and commercial value of waste streams, there would be a knock-on effect at 'waste source', for example, domestic waste, as a key part in the 'supply chain' for these waste streams. Adopting and promoting circular economy thinking and the potential for realising value from higher quality waste streams would encourage the promotion of recycling and waste reduction behaviours amongst residents. This would incentivise ways to make recycling easier for residents such as the introduction of recycling facilities within residential developments, additional support in the re-use of materials and the avoidance of waste. A growth in population and housing could thereby be seen as an opportunity to increase the amount of marketable, revenue generating material coming out of waste management activities. A quality, reliable source of recyclable material would drive its consumption as a resource in itself. There would therefore be a positive effect on these objectives. It should be noted that there could be a conflict between objectives 12 and 13, because a drive to avoid the creation of waste in the first place would eventually deprive consumers of waste streams (e.g. EfW facilities) of their source material.</p> <p>5, 6, 7, 15. It is considered that the development of waste management infrastructure for new waste streams would be the most likely aspect of waste management strategy to affect these themes. However, currently there are no proposals for the development of new waste management sites; therefore no effect on these themes is predicted.</p>															
<p>Objective 2: Recycling Materials</p>	<p>To consider moving towards a common set of recycling materials.</p>	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="background-color: #90EE90;">+</td> <td style="background-color: #90EE90;">+</td> <td style="background-color: #90EE90;">+</td> <td style="background-color: #90EE90;">+</td> <td>0</td> <td>0</td> <td>0</td> <td style="background-color: #90EE90;">+</td> <td style="background-color: #90EE90;">+</td> <td style="background-color: #90EE90;">+</td> <td>0</td> <td style="background-color: #90EE90;">+</td> <td style="background-color: #008000;">++</td> <td>0</td> <td>0</td> </tr> </table> <p>This objective aims to have a common set of recycling materials across the county; if every Local Authority is using the same bins and waste streams, it is easier to integrate waste operations, collections and sites. This would also strengthen relationships within the LWP and promote high quality recycling.</p> <p>2. Moving towards a common set of recycling materials across the county will enable a greater collaboration on how to extract the most value from these materials as part of on-going re-use. This will further the contribution of the JMWMS to the circular economy.</p> <p>8, 10. In order to move towards a common set of recycling materials this would require some investment initially as certain Local Authorities would need to provide a revised set of bins, educate people on what materials the new bins are</p>	+	+	+	+	0	0	0	+	+	+	0	+	++	0	0
+	+	+	+	0	0	0	+	+	+	0	+	++	0	0			

		<p>for, adapt/change their waste collection vehicles/collection routes and/or waste treatment sites, and re-train collection operatives. This process would provide an opportunity to reevaluate wider provision of recycling facilities, such as the potential to facilitate opportunities for recycling within residential developments and contribute towards increasing recycling rates. Where collection vehicles are replaced, consideration to the procurement of low or zero emission vehicles should be considered.</p> <p>5, 6, 7, 11, 14, 15. It is considered that the development of new waste management infrastructure would be the most likely aspect of waste management strategy to affect these themes. However, currently there are no proposals for the development of new waste management sites; therefore no effect on these themes is predicted.</p> <p>9, 12. Having a common set of recycling materials provides an opportunity to update and educate households across the county on recycling and waste avoidance. Collaboration with local schools, youth groups, businesses and companies as part of this may encourage culture change in current and future generations with regards to recycling and waste avoidance. Combining resources across the county would provide greater opportunities for efficiencies in terms of waste collection and treatment and would enhance the capability of each LA to encourage material re-use and waste avoidance behaviours amongst the growing population.</p> <p>13. Focusing on streams with the most economic and/or environmental value and deciding on a common set of recycling materials would have a positive effect in the sustainable use of resources by creating greater efficiencies across the county in waste stream collection and management. For example, waste collection routes and waste management sites could be planned and used more strategically across the county, responding to potential avenues of re-use more holistically than is currently the case. A certain amount of investment would be required to achieve this, depending on the existing waste management arrangements in each LA, but the potential for increased efficiency and resilience in both the waste management capability of the county and the resulting waste stream supply chain is worth noting.</p> <p>1, 3, 4. A more strategic county wide approach to waste collection would contribute to more efficient use of vehicles, and lead to a reduction in vehicle emissions, both air quality and noise associated with waste collection vehicle movements.</p>															
<p>Objective 3: Food Waste Collections</p>	<p>To consider the introduction of separate food waste collections.</p>	<table border="1" data-bbox="584 1137 2009 1185"> <tr> <td>+/-</td> <td>+</td> <td>-</td> <td>-</td> <td>?</td> <td>0</td> <td>0</td> <td>+</td> <td>0</td> <td>?</td> <td>0</td> <td>0</td> <td>+</td> <td>?</td> <td>?</td> </tr> </table> <p>This objective aims to introduce the separate collection of food waste.</p> <p>1, 3, 4. Where existing vehicles, collection routes and processing facilities could not be adapted to incorporate the collection of this new waste stream, additional collection vehicles and routes would probably be required to achieve this objective. The introduction of separate food waste collections could therefore increase the amount of vehicle</p>	+/-	+	-	-	?	0	0	+	0	?	0	0	+	?	?
+/-	+	-	-	?	0	0	+	0	?	0	0	+	?	?			

		<p>movements related to waste collection and the distance they have to travel to reach a facility capable of processing the new waste stream, thus having a negative effect on climatic factors and a likely negative effect on air quality and noise. Where collection vehicles are replaced, consideration to the procurement of low or zero emission vehicles should be considered. However, by collecting food waste, there would be an associated decrease in the volume and frequency of other types of waste collections.</p> <p>2, 13. The separate collection of food waste could contribute to the circular economy by enabling the recovery and use of an additional waste resource as a product, thereby realising value from this aspect of the waste stream. It would therefore also encourage greater sustainability in use of resources. For example, the potential for the re-use of food (and other green) waste as a bio-fertiliser could have particular benefits in a county such as Lincolnshire, in which agriculture is a key part of the economy.</p> <p>8, 9, 10, 12. Investment and engagement with commercial sector would be required to facilitate the separate collection of food waste, but as the value from the waste stream is realised, this would generate further economic benefits. Similar to Objective 2 above, Local Authorities may need to distribute new bins, educate residents on what the new collections are for, adapt their existing vehicles/collection routes and waste treatment sites to accommodate the new waste stream, and re-train operatives. Where collection vehicles are replaced, the procurement of low or zero emission vehicles should be considered. As part of the implementation of this objective, there is an opportunity to increase support for recycling within residential developments, as well as educating households on waste avoidance and recycling, with a view to enhancing these behaviours, thereby offsetting the potential for an increasing population to generate waste. Collaboration with local schools, youth groups, businesses and companies as part of this may encourage culture change in current and future generations with regards to recycling and waste avoidance.</p> <p>14, 15. There is a possibility that the changes in the frequency of waste collections, and an increase in the number of bins per household, may have a visual impact on landscape/heritage areas.</p> <p>5, 6, 7, 11. It is considered that the development of waste management infrastructure for new waste streams would help fill in any processing gaps and be the most likely aspect of waste management strategy to affect these themes. However, currently there are no proposals for the development of new waste management sites; therefore no effect on these themes is predicted.</p>															
<p>Objective 4: Waste as a resource</p>	<p>To explore new opportunities of using all waste as a</p>	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="background-color: #90EE90;">+</td> <td style="background-color: #3CB371; color: white;">++</td> <td style="background-color: #90EE90;">+</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td style="background-color: #90EE90;">+</td> <td style="background-color: #90EE90;">+</td> <td style="background-color: #90EE90;">+</td> <td>0</td> <td style="background-color: #3CB371; color: white;">++</td> <td style="background-color: #90EE90;">+</td> <td>0</td> <td>0</td> </tr> </table> <p>This objective aims to achieve sustainable waste management by following the waste hierarchy: Prevention, preparing for re-use, recycling, other recovery and disposal. This objective links to Objective 3: introduction of separate food waste collection</p>	+	++	+	0	0	0	0	+	+	+	0	++	+	0	0
+	++	+	0	0	0	0	+	+	+	0	++	+	0	0			

	<p>resource in accordance with the waste hierarchy.</p>	<p>1, 2, 3. This objective will contribute to an increase in the amount of residual waste that is recycled or composted, and therefore diverted from landfill. Consideration will need to be given to sending the collated waste and recycled materials to nearby locations within each district, borough and city councils to ensure that the environmental effects of transporting do not outweigh the benefits of reducing residual waste. The objective also contributes directly to the theme on circular economy, by seeking to identify uses for and maximising value from waste materials.</p> <p>8. Using waste as a resource will generate investment, as long as there is a commercial benefit to be gained from the products arising. Careful consideration would need to be given to how this objective is realised, as it is considered that the development of waste management infrastructure for new waste streams could have a number of associated environmental effects depending on the nature and location of such development. However, currently there are no proposals for the development of new waste management sites.</p> <p>9, 10, 12, 13. The objective focuses strongly on the reuse of materials and avoidance of waste where possible. There is therefore a great deal of opportunity to positively affect these themes through education/communication on recycling and waste avoidance behaviours and provision of support/facilities for households. Collaboration with local schools, youth groups, businesses and companies as part of this may encourage culture change in current and future generations with regards to recycling and waste avoidance. The objective links well to those aspiring to increase the efficiency and efficacy of recycling across the county. Achieving this objective would also help to offset a growth in waste arising from an increasing population in the county.</p> <p>4, 5, 6, 7, 11, 14, 15. It is considered that the development of waste management infrastructure for new waste streams would be the most likely aspect of waste management strategy to affect these themes. However, currently there are no proposals for the development of new waste management sites; therefore no effect on these themes is predicted.</p>														
<p>Objective 5: Recycling Target</p>	<p>To contribute to the UK recycling target of 50% by 2020.</p>	+	++	+	0	0	0	0	+	+	+	0	+	+	0	0
		<p>This objective aims to increase the percentage of waste recycled and improve the environmental impact of existing services in order to contribute to the UK recycling targets set for 2020.</p>														

		<p>1, 2, 3. An increase in the percentage of recycled materials would lead to a corresponding decrease in the percentage of non-recyclable waste. The relative differences in required collections, vehicles and disposal are likely to lead to a positive effect on carbon emissions and air quality. This objective would also contribute to the circular economy by increasing the potential for additional value to be realised from recyclables.</p> <p>8. An increase in yield of recycled materials could generate revenue and investment from potential consumers of this material. The marketability of the waste stream would depend on their being an adequate, predictable supply.</p> <p>9, 10, 12, 13. The growing population of Lincolnshire may lead to an increase in the amount of household waste generated. This objective could help to offset this impact, by increasing the percentage of this waste that is recyclable. It provides an opportunity to promote recycling and waste avoidance to residents, as well as exploring how to enhance the performance of residential developments in terms of recycling. The objective will also drive a greater efficacy in waste management as the implementation of the strategy aligns with the national recycling target.</p> <p>4, 5, 6, 7, 11, 14, 15. It is considered that the development of waste management infrastructure for new waste streams would be the most likely aspect of the waste management strategy to affect these themes. However, currently there are no proposals for the development of new waste management sites; therefore no effect on these themes is predicted.</p>														
Objective 6: Environmental Performance	To find the most appropriate ways to measure our environmental performance and set appropriate targets.	+	+	+	+	+	+	+	+	+	+	+	+	+	+	
		<p>This objective aims to improve how the environmental performance of the waste management strategy is measured.</p> <p>The measurement of environmental performance, with a view to setting and tracking progress against appropriate targets, will facilitate the identification of areas for improvement, proposal of actions to drive positive changes, and provide evidence against which performance can be tracked. This will have a positive effect on all the themes, and will also tie into the objectives of this SEA, which should be used as a starting point in the development of these measurements/targets.</p> <p>Fulfilling this objective should ensure that the aspects measured link back to tangible environmental and waste management benefits to ensure that progress is not made for progress's sake. This may require a more strategic and holistic approach to target setting, monitoring and review than is standard practice. A feedback action should be included to make sure that the findings in relation to environmental performance have the opportunity to enable further changes to targets so support continual improvement. Working with and learning from authorities outside the LWP on measuring environmental performance and setting targets can also help achieve this objective.</p>														
		++	+	+	+	0	0	0	+	+	+	0	+	+	+	+

<p>Objective 7: Carbon Footprint</p>	<p>To seek to reduce our carbon footprint.</p>	<p>This objective aims to reduce LCC’s carbon footprint.</p> <p>1, 2, 3, 4, 14, 15. Achieving this objective would contribute directly to these themes. It is expected that this objective will be achieved in relation to the number and frequency of waste management collections made. This can be done by reducing waste collection frequency, miles driven and/or using cleaner fuels in waste collection vehicles or new electric/hybrid vehicles. These actions would lead to improvements in air quality and noise emissions associated with waste vehicle collection, as well as the potential for minor improvements in historic and landscape value. There is also the opportunity to explore the reduction of energy used at existing waste management facilities as part of this objective.</p> <p>8, 9, 10, 12, 13. The ways in which this objective could be achieved links well with other objectives around waste avoidance and increased re-use of existing waste streams. There is therefore the opportunity for this objective to have a positive effect on these themes as a result of reduction in waste and realisation of higher quantity and better quality waste streams.</p> <p>5, 6, 7, 8, 11. It is considered that the development of waste management infrastructure for new waste streams would be the most likely aspect of waste management strategy to affect these themes. However, this objective does not necessarily require the development of new waste management sites; it is more closely linked to management of existing infrastructure and processes. Therefore there will be no effect on these themes.</p>															
<p>Objective 8: Residual Waste</p>	<p>To make an objective assessment of whether further residual waste recovery/disposal capacity is required and, if necessary, seek to secure appropriate capacity.</p>	<table border="1" data-bbox="571 829 2016 877"> <tr> <td>-</td><td>-</td><td>-</td><td>-</td><td>-</td><td>-</td><td>+/-</td><td>+</td><td>-</td><td>0</td><td>-</td><td>0</td><td>0</td><td>-</td><td>-</td> </tr> </table> <p>The aim of this objective is to determine if there is a need for new waste infrastructure and what this potential infrastructure would consist of.</p> <p>1, 2, 3, 4. An alternative to a potential new facility/waste infrastructure would be to transport waste out of the county to an existing, but more distant, facility. This would contribute to increased carbon, air quality and noise emissions through highway movements in the transport of waste. However, the construction and operation of a new waste recovery/disposal facility could also lead to an increase in these emissions. This objective therefore has a negative effect on these themes.</p> <p>5, 6, 7, 11, 14, 15. The nature and location of potential new capacity would have the potential to negatively impact these themes as a result of land take, construction and operational emissions, and the addition of infrastructure into the natural, potentially rural/historic environment. Whilst existing legislation protects the water environment to a certain extent, any future development would need to take account of flood risk, both to the development and to other areas as a result of the development. Depending on the extent to which the development incorporated sustainable drainage, it could have positive or negative impacts on drainage and flood risk. It would also need to be resilient in the face of</p>	-	-	-	-	-	-	+/-	+	-	0	-	0	0	-	-
-	-	-	-	-	-	+/-	+	-	0	-	0	0	-	-			

		<p>climate change and the changes this will bring to the natural environment and conditions in which the development would operate.</p> <p>8. This objective would have a positive impact on this theme through the provision of new waste management infrastructure, which would generate investment and employment. The potential for the incorporation of innovative and bold approaches to waste management could also bring benefits. Working with and learning from authorities outside the LWP and engaging with the commercial waste sector could help in forming a solution to processing capacity gaps.</p> <p>9. Additional waste management infrastructure would be able to accommodate the demands of an increasing population, but unless the development contributed to other objectives in relation to waste avoidance or better recycling, then it would not prevent an increase in waste requiring disposal. It is therefore possible that this objective, on balance, would have no impact on this theme.</p>																
Objective 9: LWP Governance Model	To regularly review the LWP governance model in order to provide the best opportunity to bring closer integration and the implementation of the objectives set by the strategy.	0	0	0	0	0	0	0	0	+	0	+	0	+	+	0	0	<p>This objective aims to encourage and drive efficiency and action within and between the Local Authority areas.</p> <p>10, 12, 13. The use of positive engagement between the LWP and with the local community can encourage behavioural change and promote recycling initiatives, whilst also identifying and exploiting opportunities for innovative approaches towards instigating change.</p> <p>8. The efficiency drive can lead to cost savings if this is implemented correctly through effective communication with the Lincolnshire public and stakeholders.</p> <p>The collaboration between local authorities making up the partnership and working alongside and learning from authorities outside the LWP can help contribute to achieving the objectives set by this strategy. Regular reviews will enable the LWP governance model to be responsive to change, opportunities and challenges in relation to implementation of the strategy. This could provide avenues for economic investment and allow greater flexibility to respond to innovations around sustainable use of resources, waste re-use and waste avoidance.</p>
Objective 10: Innovative Solutions	To consider appropriate innovative solutions in the delivery	?	?	?	?	?	?	?	?	?	?	?	?	?	?	?	?	<p>This objective aims to encourage the use of innovations to deliver a sustainable waste management service.</p>

	<p>of our waste management services.</p>	<p>There are a number of avenues through which the objective could be fulfilled; for example, use of innovative, or emerging waste management or vehicle technology, education/communication strategies to influence or support changes in householder behaviour, adopting and promoting circular economy thinking, development and/or marketing of products from waste streams, or collaborations with waste producers/users and working with and learning from authorities outside the LWP. The implementation of these innovations could take place at a local authority or a county level, and could have varying influences over each of the themes. The consideration of innovative solutions would need to ensure value for money is achieved. The effect on all SEA themes is therefore considered to be uncertain, because of the lack of information on the potential solutions at this stage.</p>
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SUMMARY OF ASSESSMENT OF JMWMS OBJECTIVES

4.3.2. The assessment has determined that there is the following potential for environmental effects:

- The introduction of a common set of recycling materials is likely to have a significant positive effect in relation to the sustainable use of resource through effective waste management;
- Exploring the use of waste as a resource via the waste hierarchy is likely to have a significant positive effect in relation to the circular economy and the sustainable use of resource through effective waste management;
- Contributing to the UK's recycling target is likely to have a significant positive effect in relation to the circular economy;
- Seeking to reduce carbon emissions from energy use is likely to have a significant positive effect in relation to carbon emissions.

There are also some unknown effects relating to:

- The effect of separate food waste collections on biodiversity, opportunities for recycling within residential developments, the historic environment and the Lincolnshire countryside; and
- Innovative solutions in the delivery of waste management services.

4.4 ASSESSMENT OF CUMULATIVE EFFECTS

4.4.1. The SEA Directive requires that cumulative effects are considered when identifying likely significant effects. These effects arise, for instance, where several developments each have insignificant effects but together have a significant effect; or where several individual effects of the plan (e.g. noise, dust and visual) have a combined effect on an environmental receptor.

4.4.2. The approach taken has been to identify all cumulative effects in terms of:

- Their spatial extent; and
- Their temporal extent;

4.4.3. The tables above have considered how the different elements of the plan combine to affect the various environmental, social and economic elements identified in the SEA Objectives. However, it is also important to consider the effects of plan implementation combined with plans or schemes within and around Lincolnshire. The first section below assesses the potential cumulative effects of the JMWMS with other local plans. Then, the second section below describes potential for cumulative effects resulting from the JMWMS combined with other potential schemes being considered in and around the county.

4.4.4. The tables above have considered how the different elements of the plan combine to affect the various environmental, social and economic elements identified in the SEA Objectives. However, it is also important to consider the effects of plan implementation combined with plans or schemes within and around Lincolnshire. The first section below assesses the potential cumulative effects of the JMWMS with other local plans. Then, the second section below describes potential for cumulative effects resulting from the JMWMS combined with other potential schemes being considered in and around the county.

CUMULATIVE EFFECTS WITH OTHER PLANS

4.4.5. LCC has five neighbouring authorities that have produced waste management development plans and strategies. These documents have been reviewed at a high level to identify the areas where cumulative effects may rise.

The five local authorities that border Lincolnshire comprise of North Lincolnshire, Nottinghamshire, Leicestershire, Peterborough and Norfolk. Each of these local authorities have a waste management development plan or strategy in place. These are considered in Table 8 below and address the potential for cumulative impacts at a strategic, rather than a site specific level.

Table 8 – Assessment of potential cumulative effects with other Plans

Plan	Potential Cumulative Effects	Mitigation/Enhancement Measures
North Lincolnshire Council- Municipal Waste Management Strategy	<p><i>This is the waste strategy for North Lincolnshire Council from 2012-2030. Currently, the household waste produced in North Lincolnshire that is not recycled or composted is buried in the ground in a landfill site.</i></p> <p>The two strategies should be able to work together to reduce the amount of waste sent to landfill. This would manage the amount of future capacity required for waste disposal, taking into account population growth and greater efficiency of waste management.</p>	<p>None proposed.</p>
Nottinghamshire County Council Waste Core Strategy (adopted 2013)	<p><i>This core strategy is part 1 of the Nottinghamshire’s Waste Local Plan and sets out the overall approach to future waste management in Nottinghamshire and Nottingham including estimates of how much waste capacity needs to be provided up to 2031 , what types of sites are suitable and where in broad terms new or extended waste management sites should be located. Part 2 of the Waste Local Plan will consist of the Waste Sites and Policies document and is currently being put together by Nottinghamshire County Council and Nottingham City Council.</i></p> <p>As both strategies suggest the potential for additional waste management capacity, there is the potential for cumulative effects arising from landtake and development of these sites at a regional/national scale. As neighbouring administrative areas, there is potential for a strategic approach to waste management between the two; for example using or managing each other’s waste streams/products as the need arises e.g. composted material, fuel for EfW.</p>	<p>Consult with neighbouring administrative areas as to the opportunities for the use and/or management of various waste streams.</p>
Leicestershire & Leicester WASTE Development Framework (adopted October 2009)	<p><i>Core Strategy & Development Control Policies up to 2021. The Core Strategy includes a spatial vision, spatial strategy, strategic objectives and core policies which set out the key principles to guide the form of waste management development in the WDF area.</i></p> <p>As both strategies suggest the potential for additional waste management capacity, there is the potential for cumulative effects arising from landtake and development of these sites.</p>	<p>None proposed.</p>

Cambridgeshire and Peterborough Minerals and Waste Development Plan (adopted July 2011)	<p><i>The development plan highlights Cambridgeshire and Peterborough, through the sustainable community's agenda and regional spatial strategy, will be subject to a significant level of growth over the period to 2026. Will need to ensure: that the waste generated in the plan area, including the new developments, is managed in a sustainable way through a network of waste management facilities</i></p> <p>As both strategies suggest the potential for additional waste management capacity, there is the potential for cumulative effects arising from landtake and development of these sites.</p>	<p>None proposed.</p>
Norfolk Minerals and Waste Development Framework	<p><i>Sets out the spatial vision for future mineral extraction and associated development and waste management facilities in Norfolk from 2011 up to the end of 2026.</i></p> <p>As both strategies suggest the potential for additional waste management capacity, there is the potential for cumulative effects arising from landtake and development of these sites.</p>	<p>None proposed.</p>
North East Lincolnshire Municipal Waste Management Plan- Summary 2016-2019	<p><i>Provides an overview of the measures that North East Lincolnshire Council (NELC) intends to implement to build on the progress made to date on resource management and further enhance: The services provided to residents and The sustainability of the management of Local Authority Collected Waste (LACW) arising in the area</i></p>	

CUMULATIVE EFFECTS WITH OTHER SCHEMES

- 4.4.6. This section of the cumulative effects assessment considers the potential for cumulative effects resulting from the JMWMS combined with other potential schemes being considered in and around the county. Within Lincolnshire the Lincolnshire Minerals and Waste Local Plan comprises of two parts: the core strategy and development management policy document which was adopted on 1st June 2016 and sets out the key principles to guide the future winning and working of minerals and the form of waste management development in the County up to 2031; and the Site Locations document which was adopted on 15th December 2017 and includes specific proposals and policies for the provision of land for mineral and waste development.
- 4.4.7. There are policies introduced in the Lincolnshire Minerals and Waste Local Plan where some cumulative effects are considered likely. These policies are:
- Policy W1: Future requirements for new waste facilities
 - Policy W3: Spatial Strategy for New Waste Facilities
 - Policy W4: Locational Criteria for New Waste Facilities in and around main urban areas
 - Policy W5: Biological Treatment of Waste Including Anaerobic Digestion and Open-Air Composting
 - Policy W6: Landfill
 - Policy W7: Small Scale Waste Facilities
 - Policy W8: Safeguarding Waste Management Sites.
- 4.4.8. There are also policies introduced in the Site Locations document where some cumulative effects are considered likely. These policies are:
- Policy SL3: Waste Site and Area Allocations Table 9 discusses the potential for cumulative effects of these nine policies when combined with possible schemes being considered.

Table 9 – Description of cumulative effects from the JMWMS combined with potential schemes in the county

Plan/Policy	Potential Cumulative Effects	Mitigation/Enhancement Measures
<p>Policy W1: Future requirements for new waste facilities</p>	<p>This policy focuses on the County Council, through the Site Locations document, identifying locations for a range of new or extended waste management facilities within Lincolnshire where these are necessary to meet the predicted gaps for waste arisings in the county up to and including 2031.</p> <p>The introduction of new waste facilities may potentially have a negative cumulative effect on a number of aspects of the environment, such as biodiversity during land take (SEA theme 5) or disrupting watercourses and changes to flood risk (SEA theme 7). However, currently there are no proposals for the specific development of new waste management sites; therefore no cumulative effect is predicted.</p>	<p>Environmental assessment should be undertaken on an individual project level where appropriate. Depending on the nature and location of the scheme, statutory or non-statutory EIA may be required.</p>
<p>Policy SL3: Waste Site and Area Allocations</p>	<p>Future requirements for new waste facilities in order to meet capacity gaps, in accordance with Policy W1 of the Core Strategy and Development Management Policies document, will be provided through the granting of planning permission for waste uses at Vantage Park, Gonerby Moor and other allocated sites and areas where the applicant can demonstrate that the proposal is in accordance with the development plan.</p>	<p>Environmental assessment should be undertaken on an individual project level where appropriate. Depending on the nature and location of the scheme, statutory or non-statutory EIA may be required.</p>
<p>Policy W3: Spatial Strategy for New Waste Facilities</p>	<p>Proposals for new waste facilities, including extensions to existing waste facilities, will be permitted in and around the following main urban areas:</p> <ul style="list-style-type: none"> Lincoln; Boston; Grantham; Spalding; Bourne; Gainsborough; Louth; Skegness; Sleaford; and Stamford. 	<p>Environmental assessment should be undertaken on an individual project level where appropriate. Depending on the nature and location of the scheme, statutory or non-statutory EIA may be required.</p>

	<p>New waste facility schemes proposed around these urban areas may potentially have a negative cumulative impact on sensitive receptors in close proximity to these locations i.e. residents, NIAs, AQMAs, etc.</p>	
<p>Policy W4: Locational Criteria for New Waste Facilities in and around main urban areas</p>	<p>This policy states that new waste facilities will be permitted provided that they would be located on: previously developed and/or contaminated land; or existing or planned industrial/employment land and buildings; or land already in waste management use; or sites allocated in the Site Locations Document; or In the case of biological treatment the land identified in Policy W5.</p> <p>The permission criteria within this policy will potentially result in a positive cumulative effect due no new agricultural land take for waste management uses (SEA theme 11); it would also have positive cumulative effects on the protecting soil quality and quantity (SEA theme 6).</p>	<p>Any new land take required should be kept to the absolute minimum for practical operation of the scheme; where possible existing in-use land and infrastructure should be used to achieve this.</p> <p>Schemes should take opportunities to improve existing infrastructure, such as drainage, and remediate contaminated land, wherever possible.</p>
<p>Policy W5: Biological Treatment of Waste Including Anaerobic Digestion and Open-Air Composting</p>	<p>Planning permission will be granted for anaerobic digestion, open air composting, and other forms of biological treatment of waste outside of those areas specified in Policy W3 provided that proposals accord with all relevant Development Management Policies set out in the Plan;</p> <p>The provision in this policy allows for the development of sites to accommodate food/green waste, which would enable this waste stream to be managed within Lincolnshire. This avoids the requirement to transport this material outside the county, thereby reducing air quality impacts and carbon footprint from transport. However, the operation of such sites has the potential to affect air quality in different ways (dust, odour), potentially leading to cumulative effects with other types of development/operations common in Lincolnshire (agriculture).</p>	<p>Ensure proposed waste management activities or developments undertake air quality assessments as required.</p>
<p>Policy W6: Landfill</p>	<p>Planning permission will only be granted for new landfills or extensions to existing landfills (inert, non-hazardous and hazardous) provided that: it has been demonstrated that the current capacity is insufficient to manage that waste arising in Lincolnshire or its equivalent, which requires disposal to landfill in the County; and</p>	<p>Ensure waste management proposals include sustainable landscape management plans.</p>

	<p>there is a long term improvement to the local landscape and character of the area, with enhanced public access where appropriate; and the development would not cause a significant delay to the restoration of existing waste disposal sites; and the proposals accord with all relevant Development Management and Restoration Policies set out in the Plan.</p> <p>The permission criteria within this policy will potentially result in a positive cumulative effect due no new agricultural land take for waste management uses (SEA theme 11); it could have also have positive cumulative effects on the protecting landscape in the longer term (SEA theme 15).</p>	
Policy W7: Small Scale Waste Facilities	<p>Planning permission will be granted for small scale waste facilities, including small extensions to existing waste facilities, outside of those areas specified in Policy W3 provided that: there is a proven need to locate such a facility outside of the main urban areas; and the proposals accord with all relevant Development Management Policies set out in the Plan; and the facility would be well located to the arisings of the waste it would manage; and they would be located on land which constitutes previously developed and/or contaminated land, existing or planned industrial/employment land, or redundant agricultural and forestry buildings and their curtilages.</p> <p>The permission criteria within this policy will potentially result in a positive cumulative effect due no new agricultural land take for waste management uses (SEA theme 11). There could also be a positive influence on air quality (SEA them 3) as a result of co-locating waste production and management. However, the incremental development of even small scale waste facilities could have negative impacts on biodiversity, landscape, noise, geology and soils, water and cultural heritage.</p>	<p>Any new land take required should be kept to the absolute minimum for practical operation of the scheme; where possible existing in-use land and infrastructure should be used to achieve this.</p> <p>Schemes should take opportunities to improve existing infrastructure, such as drainage, and remediate contaminated land, wherever possible.</p>
Policy W8: Safeguarding Waste Management Sites	<p>The County Council will seek to safeguard existing and allocated waste management facilities from redevelopment to a non-waste use and/or the encroachment of incompatible development.</p> <p>By retaining existing waste sites, this policy facilitates the avoidance of landtake for new waste management infrastructure. This is positive for those SEA themes potentially affected most by landtake (agriculture, biodiversity etc).</p>	<p>Any new land take required should be kept to the absolute minimum for practical operation of the scheme; where possible existing in-use land and infrastructure should be used to achieve this.</p>

5 MITIGATION AND MONITORING

5.1 INTRODUCTION

- 5.1.1. The SEA Regulations require that mitigation measures are considered to prevent, reduce or offset any significant adverse effects on the environment of implementing the plan. The guidance states that mitigation measures include both proactive avoidance of adverse effects and actions taken after potential effects are identified.
- 5.1.2. Whilst there were no significant negative effects identified in the assessment, there are a number of unknown effects, as well as the potential for some significant positive effects. The measures proposed below have therefore been identified in order to ensure that positive effects and the potential for enhancement are realised.
- 5.1.3. The SEA Regulations also require that monitoring is undertaken on a plan so that the significant effects of implementation can be identified and remedial action imposed. Monitoring also provides an important measure of the performance of the JMWMS against environmental objectives and targets. Monitoring is also used to manage uncertainty, improve knowledge, enhance transparency and accountability, and to manage environmental information.

5.2 PROPOSED MITIGATION

- 5.2.1. The mitigation measures proposed in Table 10 are geared towards the effects of the proposed JMWMS objectives, which are likely to result with the implementation of the JMWMS. The proposed mitigation measures set out below, where applicable, should be considered for each individual waste action/scheme. The measures should then be incorporated into the design, construction and operational stages of the proposed schemes.

Table 10 - Proposed Mitigation Measures

	Proposed Mitigation
1	Should the development of additional waste management capacity be required, environmental assessment should be undertaken on an individual project level where appropriate. Depending on the nature and location of the scheme, statutory EIA or other environmental assessments may be required.
2	Construction should be undertaken in line with a Construction Management Plan which should include measures to manage construction traffic, reduce environmental impacts and make the most of opportunities for enhancement such as landscape and habitat planting. CMPs should also encourage the use of best practice construction methods and equipment.
3	Where changes in the provision of waste collection services are proposed, in terms of materials collected and frequency, consideration will be given to the duties of each Local Authority in relation to noise and air quality.
4	Consideration of low or zero emission vehicles, such as hybrid or electric, should be considered.
5	Schemes which involve information provision should consider whether it is possible to include information such as a) flood alerts or weather events affecting waste infrastructure to increase resilience to climate change, or b) that relating to seasonal variations in waste such as green waste during the summer, or food/packaging waste during holidays.
6	Collaboration with environmental organisations should be considered, particularly where schemes are close to areas of environmental interest e.g. designated sites, habitat, to ensure opportunities for study and conservation are explored.
7	Undertake collaboration with local schools, youth groups, businesses and companies as part of any change in waste collection services or information provision with regards to recycling and waste avoidance.

8	Ensure proposed waste management activities or developments undertake air quality assessments as required.
9	Ensure waste management proposals include sustainable landscape management plan as part of their design and operation.
10	Consult with neighbouring administrative areas as to the opportunities for the use and/or management of various waste streams.
11	Ensure SEA recommendations are linked to future waste management actions/schemes, by making use of the SEA objectives and indicators in the development of action/scheme specific monitoring.

5.3 PROPOSED MONITORING

- 5.3.1. The existing JMWMS sets out how an action plan, which will break down the actions and tasks required to meet Lincolnshire’s targets and objectives set in the strategy, will be prepared. The delivery of the tasks within the action plan will be monitored and reviewed annually to ensure the partnership would deliver the targets it sets itself through the strategy. Where significant changes occur the action plan will be updated accordingly.
- 5.3.2. The action plan will establish how the strategy will be delivered, considering what will be required by the Partnership in terms of:
- Action required to deliver waste minimisation and further increase recycling and composting,
 - Future changes or improvements to collection services (residual waste, dry recycling, garden waste and potential kitchen waste),
 - Investments required to deliver future residual waste treatment facility and additional recycling infrastructures.
- 5.3.3. SEA monitoring is related more to the significant or uncertain environmental effects of the JMWMS. The proposed monitoring programme is set out in Table 11.

Table 11 – Proposed monitoring indicators

SEA Theme	Potential Indicators	Proposed Monitoring Indicators
Climatic Factors		
1. To reduce carbon emissions from energy use.	Amount of fuel used in waste management collections per annum.	Amount and type of fuel used in waste management collections per annum.
2. To contribute to a circular economy through the use of waste management collection infrastructure and recycled materials.	Replacement bins that are recycled at the end of their useful life	Replacement bins that are recycled at the end of their useful life
Air Quality		
3. To prevent deterioration of air quality within the county and where possible make improvements.	Percentage of Euro VI engines, electric vehicles, hybrid vehicles, biogas or hydrogen fuelled vehicles operating on behalf of the local authorities in a waste management related capacity per annum	Percentage of Euro VI engines, electric vehicles, hybrid vehicles, biogas or hydrogen fuelled vehicles operating on behalf of the local authorities in a waste management related capacity per annum
Noise		

SEA Theme	Potential Indicators	Proposed Monitoring Indicators
4. To minimise the effects of noise in the identified NIAs.	Number of planning applications for new waste management infrastructure that consider the appropriateness of access through NIAs	Number of planning applications for new waste management infrastructure that consider the appropriateness of access through NIAs
Biodiversity, Flora and Fauna		
5. To maintain biodiversity in Lincolnshire	Significant effects upon biodiversity identified during the planning consenting process for new waste management infrastructure.	Area of greenfield land lost to new waste management uses per annum Uptake of biodiversity net positive initiatives at new and existing waste management sites
Geology and Soils		
6. Promote the conservation and wise use of land, and protect soil quality and quantity.	Tonnes of green waste that is used as compost per annum	Tonnes of green waste that is used as compost per annum
	Fly tipping incidents per annum	Fly tipping incidents per annum
Water		
7. To protect water courses and improve the quality of water and wastewater discharges resulting from waste management activities.	Number of surface water discharge applications for new waste management infrastructure agreed by the Environment Agency.	Number of surface water discharge applications for new waste management infrastructure agreed by the Environment Agency.
Population and Human Health		
8. To encourage economic investment through waste management	Monetary value of new waste management infrastructure developed per annum	Monetary value of new waste management infrastructure developed per annum
9. To ensure that the growing population of Lincolnshire does not lead to an increase in the percentage of waste disposed of.	Total percentage of waste recycled and composted per annum	Total percentage of waste recycled and composted per annum
	Total percentage of waste recovered per annum	Total percentage of waste recovered per annum
Material Assets		
10. To facilitate opportunities for recycling within residential development.	Proportion of housing scheme planning approvals where dedicated waste management storage considerations are included in the application per annum	Proportion of housing scheme planning approvals where dedicated waste management storage considerations are included in the application per annum
11. To protect agricultural resources from waste management activities	Area of agricultural land lost to waste management uses per annum	Area of agricultural land lost to waste management uses per annum

SEA Theme	Potential Indicators	Proposed Monitoring Indicators
12. To encourage material re-use/waste avoidance.	Waste generated per capita per annum	Waste generated per capita per annum
13. To ensure sustainable use of resources through effective waste management.	Amount of energy generated by the EfW (as a measure of non-combustible diversion rates) per annum	Amount of energy generated by the EfW (as a measure of non-combustible diversion rates) per annum
	Amount of heat exported from the EfW.	Amount of heat exported from the EfW.
	Percentage of recyclables in residual waste per month (as an indicator of resources lost to less sustainable management)	Percentage of recyclables in residual waste per month (as an indicator of resources lost to less sustainable management)
Cultural Heritage		
14. Protect and enhance the historic environment, heritage assets and their setting (including architectural and archaeological heritage)	Number of archaeological investigations and cultural heritage setting assessments undertaken for new waste management infrastructure.	Number of archaeological investigations and cultural heritage setting assessments undertaken for new waste management infrastructure.
Landscape		
15. To protect and enhance the countryside in Lincolnshire	The quality of Landscape character areas, Area of Green Belt land and Area designated as AONB	Area of landscape character area, green belt or AONB designation lost to waste management uses per annum

Equality Impact Analysis to enable informed decisions

The purpose of this document is to:-

- I. help decision makers fulfil their duties under the Equality Act 2010 and
- II. for you to evidence the positive and adverse impacts of the proposed change on people with protected characteristics and ways to mitigate or eliminate any adverse impacts.

Using this form

This form must be updated and reviewed as your evidence on a proposal for a project/service change/policy/commissioning of a service or decommissioning of a service evolves taking into account any consultation feedback, significant changes to the proposals and data to support impacts of proposed changes. The key findings of the most up to date version of the Equality Impact Analysis must be explained in the report to the decision maker and the Equality Impact Analysis must be attached to the decision making report.

****Please make sure you read the information below so that you understand what is required under the Equality Act 2010****

Equality Act 2010

The Equality Act 2010 applies to both our workforce and our customers. Under the Equality Act 2010, decision makers are under a personal duty, to have due (that is proportionate) regard to the need to protect and promote the interests of persons with protected characteristics.

Protected characteristics

The protected characteristics under the Act are: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

Section 149 of the Equality Act 2010

Section 149 requires a public authority to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by/or under the Act
- Advance equality of opportunity between persons who share relevant protected characteristics and persons who do not share those characteristics
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The purpose of Section 149 is to get decision makers to consider the impact their decisions may or will have on those with protected characteristics and by evidencing the impacts on people with protected characteristics decision makers should be able to demonstrate 'due regard'.

Decision makers duty under the Act

Having had careful regard to the Equality Impact Analysis, and also the consultation responses, decision makers are under a personal duty to have due regard to the need to protect and promote the interests of persons with protected characteristics (see above) and to:-

- (i) consider and analyse how the decision is likely to affect those with protected characteristics, in practical terms,
- (ii) remove any unlawful discrimination, harassment, victimisation and other prohibited conduct,
- (iii) consider whether practical steps should be taken to mitigate or avoid any adverse consequences that the decision is likely to have, for persons with protected characteristics and, indeed, to consider whether the decision should not be taken at all, in the interests of persons with protected characteristics,
- (iv) consider whether steps should be taken to advance equality, foster good relations and generally promote the interests of persons with protected characteristics, either by varying the recommended decision or by taking some other decision.

Conducting an Impact Analysis

The Equality Impact Analysis is a process to identify the impact or likely impact a project, proposed service change, commissioning, decommissioning or policy will have on people with protected characteristics listed above. It should be considered at the beginning of the decision making process.

The Lead Officer responsibility

This is the person writing the report for the decision maker. It is the responsibility of the Lead Officer to make sure that the Equality Impact Analysis is robust and proportionate to the decision being taken.

Summary of findings

You must provide a clear and concise summary of the key findings of this Equality Impact Analysis in the decision making report and attach this Equality Impact Analysis to the report.

Impact – definition

An impact is an intentional or unintentional lasting consequence or significant change to people's lives brought about by an action or series of actions.

How much detail to include?

The Equality Impact Analysis should be proportionate to the impact of proposed change. In deciding this asking simple questions “Who might be affected by this decision?” “Which protected characteristics might be affected?” and “How might they be affected?” will help you consider the extent to which you already have evidence, information and data, and where there are gaps that you will need to explore. Ensure the source and date of any existing data is referenced.

You must consider both obvious and any less obvious impacts. Engaging with people with the protected characteristics will help you to identify less obvious impacts as these groups share their perspectives with you.

A given proposal may have a positive impact on one or more protected characteristics and have an adverse impact on others. You must capture these differences in this form to help decision makers to arrive at a view as to where the balance of advantage or disadvantage lies. If an adverse impact is unavoidable then it must be clearly justified and recorded as such, with an explanation as to why no steps can be taken to avoid the impact. Consequences must be included.

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Proposals for more than one option If more than one option is being proposed you must ensure that the Equality Impact Analysis covers all options. Depending on the circumstances, it may be more appropriate to complete an Equality Impact Analysis for each option.

The information you provide in this form must be sufficient to allow the decision maker to fulfil their role as above. You must include the latest version of the Equality Impact Analysis with the report to the decision maker. Please be aware that the information in this form must be able to stand up to legal challenge.

Background Information

Title of the policy / project / service being considered	Joint Municipal Waste Management Strategy for Lincolnshire	Person / people completing analysis	Matthew Michell Senior Commissioning Officer (Waste)
Service Area	Planning Services	Lead Officer	Neil McBride Planning Manager
Who is the decision maker?	Each individual LWP member authority	How was the Equality Impact Analysis undertaken?	Desk top exercise initially. Now includes feedback from stakeholder consultation which specifically asked about impacts on protected characteristics.
Date of meeting when decision will be made	Click here to enter a date.	Version control	V1.3
Is this proposed change to an existing policy/service/project or is it new?	Existing policy/service/project	LCC directly delivered, commissioned, re-commissioned or de-commissioned?	Commissioned
Describe the proposed change	Revision of the Joint Municipal Waste Management Strategy which sets out the Lincolnshire Waste Partnership's strategic vision for waste management services.		

Evidencing the impacts

In this section you will explain the difference that proposed changes are likely to make on people with protected characteristics. To help you do this first consider the impacts the proposed changes may have on people without protected characteristics before then considering the impacts the proposed changes may have on people with protected characteristics.

You must evidence here who will benefit and how they will benefit. If there are no benefits that you can identify please state 'No perceived benefit' under the relevant protected characteristic. You can add sub categories under the protected characteristics to make clear the impacts. For example under Age you may have considered the impact on 0-5 year olds or people aged 65 and over, under Race you may have considered Eastern European migrants, under Sex you may have considered specific impacts on men.

Data to support impacts of proposed changes

When considering the equality impact of a decision it is important to know who the people are that will be affected by any change.

Population data and the Joint Strategic Needs Assessment

The Lincolnshire Research Observatory (LRO) holds a range of population data by the protected characteristics. This can help put a decision into context. Visit the LRO website and its population theme page by following this link: <http://www.research-lincs.org.uk> If you cannot find what you are looking for, or need more information, please contact the LRO team. You will also find information about the Joint Strategic Needs Assessment on the LRO website.

Workforce profiles

You can obtain information by many of the protected characteristics for the Council's workforce and comparisons with the labour market on the [Council's website](#). As of 1st April 2015, managers can obtain workforce profile data by the protected characteristics for their specific areas using Agresso.

Positive impacts

The proposed change may have the following positive impacts on persons with protected characteristics – If no positive impact, please state 'no positive impact'.

Age	14% of consultation responses identified a positive impact, including: <ul style="list-style-type: none"> - Environmental benefits good for future generations - Service improvements could improve accessibility for those with mobility issues, both at kerbside and at Household Waste Recycling Centres
Disability	9% of consultation responses identified a positive impact, including: <ul style="list-style-type: none"> - Service changes could improve accessibility for those with mobility issues, both at kerbside and at Household Waste Recycling Centres
Gender reassignment	no positive impact
Marriage and civil partnership	no positive impact
Pregnancy and maternity	9% of consultation responses identified a positive impact, including: <ul style="list-style-type: none"> - Service changes could improve accessibility for those with mobility issues, both at kerbside and at Household Waste Recycling Centres
Race	no positive impact
Religion or belief	no positive impact

Sex	no positive impact
Sexual orientation	no positive impact

If you have identified positive impacts for other groups not specifically covered by the protected characteristics in the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.

Many consultation responses identified that the environmental benefits of the JMWMS would be good for everyone. For most groups more responses identified a positive impact than a negative one.

Adverse/negative impacts

You must evidence how people with protected characteristics will be adversely impacted and any proposed mitigation to reduce or eliminate adverse impacts. An adverse impact causes disadvantage or exclusion. If such an impact is identified please state how, as far as possible, it is justified; eliminated; minimised or counter balanced by other measures.

If there are no adverse impacts that you can identify please state 'No perceived adverse impact' under the relevant protected characteristic.

Negative impacts of the proposed change and practical steps to mitigate or avoid any adverse consequences on people with protected characteristics are detailed below. If you have not identified any mitigating action to reduce an adverse impact please state 'No mitigating action identified'.

Age	19% of consultation responses identified a negative impact, including: <ul style="list-style-type: none">- May be confused by service changes. Mitigation = Focussed communications through a variety of methods for all- May have difficulty moving heavy wheelie bins. Mitigation = Assisted collections available- May have difficulty with repeated emptying of kitchen food caddy. Mitigation = kitchen caddy is very small with liner making it easy to remove- Possible infection from decaying food waste. Mitigation = Lidded kitchen caddy; exterior bin; weekly collections- Difficult to access Household Waste Recycling Centres or bring banks. Mitigation = Proactive assistance from site staff
Disability	21% of consultation responses identified a negative impact, including: <ul style="list-style-type: none">- May be confused by service changes. Mitigation = Focussed communications through a variety of methods for all- May have difficulty moving heavy wheelie bins. Mitigation = Assisted collections available- May have difficulty with repeated emptying of kitchen food caddy. Mitigation = kitchen caddy is very small with liner making it easy to remove- Possible infection from decaying food waste. Mitigation = Lidded kitchen caddy; exterior bin; weekly collections- Difficult to access HWRC's or bring banks. Mitigation = Proactive assistance from site staff is already available- Access to plastic recycling if kerbside service removed due to Deposit Return Scheme. Mitigation = Consideration of alternative service if this happens

Gender reassignment	No perceived adverse impact
Marriage and civil partnership	No perceived adverse impact
Pregnancy and maternity	<p>13% of consultation responses identified a negative impact, including:</p> <ul style="list-style-type: none"> - May be confused by service changes (a consultation response suggested this). Mitigation = Focussed communications through a variety of methods for all - May have difficulty moving heavy wheelie bins. Mitigation = Assisted collections available - May have difficulty with repeated emptying of kitchen food caddy. Mitigation = kitchen caddy is very small with liner making it easy to remove - Possible infection from decaying food waste. Mitigation = Lidded kitchen caddy; exterior bin; weekly collections - Difficult to access HWRC's or bring banks. Mitigation = Proactive assistance from site staff - Nappies & formula milk produce extra waste. Mitigation = partners continue to promote breast-feeding to those who are able and reusable nappies
Race	<p>4% of consultation responses identified a negative impact, including:</p> <ul style="list-style-type: none"> - May be confused by service changes (where English is not first language). Mitigation = Focussed communications through a variety of methods
Religion or belief	No perceived adverse impact
Sex	<p>6% of consultation responses identified a negative impact, including:</p> <ul style="list-style-type: none"> - May have difficulty moving heavy wheelie bins (a consultation response suggested this). Mitigation = Assisted collections available - Difficult to access HWRC's or bring banks ("parents with children and single parent families being more likely to be female"). Mitigation = Proactive assistance from site staff

Sexual orientation	No perceived adverse impact
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If you have identified negative impacts for other groups not specifically covered by the protected characteristics under the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.

Residents of terraced properties - Lack of space for storing multiple bins. Mitigation = Consideration of alternative service

Stakeholders

Stake holders are people or groups who may be directly affected (primary stakeholders) and indirectly affected (secondary stakeholders)

You must evidence here who you involved in gathering your evidence about benefits, adverse impacts and practical steps to mitigate or avoid any adverse consequences. You must be confident that any engagement was meaningful. The Community engagement team can help you to do this and you can contact them at consultation@lincolnshire.gov.uk

State clearly what (if any) consultation or engagement activity took place by stating who you involved when compiling this EIA under the protected characteristics. Include organisations you invited and organisations who attended, the date(s) they were involved and method of involvement i.e. Equality Impact Analysis workshop/email/telephone conversation/meeting/consultation. State clearly the objectives of the EIA consultation and findings from the EIA consultation under each of the protected characteristics. If you have not covered any of the protected characteristics please state the reasons why they were not consulted/engaged.

Objective(s) of the EIA consultation/engagement activity

The questionnaire for the consultation on the overall contents of the JMWMS included a question asking respondents to identify any impacts as a result of protected characteristics.

Who was involved in the EIA consultation/engagement activity? Detail any findings identified by the protected characteristic

Age	Positive and negative impacts have been updated following consultation. Almost one fifth of consultation respondents identified a negative impact, a slightly smaller number identified benefits. These are listed in the impacts sections above.
Disability	Over 20% of consultation respondents identified potential negative impacts, which is representative of the estimated population in the county. All matters have been reviewed and mitigation identified in the impacts sections above.
Gender reassignment	
Marriage and civil partnership	
Pregnancy and maternity	Matters raised during consultation have been noted, alongside their mitigation, in the impacts section above.
Race	A representative four percent of respondents identified issues and mitigation is in place, as identified above.
Religion or belief	

Sex	A small number of consultation respondents identified issues relating to gender and have mitigations in place.
Sexual orientation	
Are you confident that everyone who should have been involved in producing this version of the Equality Impact Analysis has been involved in a meaningful way? The purpose is to make sure you have got the perspective of all the protected characteristics.	Yes. Because of data protection concerns (asking so many detailed questions might have led to the unintentional identification of some respondents), the JMWMS consultation survey did not ask people for personal information. However, the consultation on the overall contents of the JMWMS allowed anyone with an interest in our waste services to identify any impacts on those with protected characteristics.
Once the changes have been implemented how will you undertake evaluation of the benefits and how effective the actions to reduce adverse impacts have been?	Any impacts identified through the survey were assessed and are summarised in this EIA. This EIA will be reviewed in Summer 2019, around 6 months after the anticipated adoption of the JMWMS..

Further Details

Are you handling personal data?	<p>No</p> <p>If yes, please give details.</p>
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Actions required	Action	Lead officer	Timescale
Include any actions identified in this analysis for on-going monitoring of impacts.	Review around 6 months after the anticipated adoption of the JMWMS..	Neil McBride LCC Planning Manager	Summer 2019
Signed off by		Date	06/11/2018

Open Report on behalf of David Coleman, Chief Legal Officer and Monitoring Officer

Report to:	County Council
Date:	14 December 2018
Subject:	Interim Arrangements relating to the role of Chief Executive and Head of Paid Service

Summary:

This Report seeks approval for changes to the Council's designated Head of Paid Service and Returning Officer and changes to the Constitution to transfer delegations from the post of Chief Executive to the Executive Director of Children's Services

Recommendation(s):

That the Council with immediate effect:-

1. Designates the Executive Director of Children's Services as the Council's Head of Paid Service;
2. Appoints Debbie Barnes, the Executive Director of Children's Services as the Returning Officer for County Council elections; and
3. Approves the amendments to the Constitution attached at Appendix A

1. Background

On 26 November 2018, it was announced that Keith Ireland was leaving the employment of the Council as the Council's Chief Executive and Head of Paid Service.

The position of Chief Executive is a post within the Council's officer structure. This is not a position that the Council is under any obligation to have or immediately to recruit to. The post of Chief Executive may therefore remain vacant until a permanent replacement chief executive is appointed.

The role of Head of Paid Service is not a separate post within the structure. The Council has a statutory obligation under section 4 of the Local Government and Housing Act 1989 to designate one of its officers as the Head of Paid Service. At present the post of Chief Executive is designated as also being the Council's Head of Paid Service. The role of the Head of Paid Service is to determine the size,

structure and organisation of the officer paid service and to manage that paid service including taking responsibility for the employment rights and responsibilities of the Council including recruitment and dismissal.

Therefore although the post of Chief Executive can remain vacant the Council must, in the absence of a Chief Executive, take steps to designate one of its other officers as the Head of Paid Service. It is proposed that Debbie Barnes, the Executive Director of Children's Services is designated as the Head of Paid Service with immediate effect.

Section 35 of the Representation of the People Act 1983 requires the Council to appoint one of its officers as the Returning Officer for County Council elections including by-elections. At its meeting on 11 May 2018 the Council appointed Keith Ireland, the Chief Executive, as the Returning Officer for County Council by-elections.

This decision now needs to be revisited and it is proposed that Debbie Barnes, Executive Director of Children's Services is appointed as Returning Officer for County Council elections.

The County Council's Constitution contains a number of provisions that relate to the designation of the Head of Paid Service and there are a number of Constitutional delegations, processes and procedures that are exercisable or require action to be taken by the Chief Executive. As a result of the Council's decision on 14 September 2018, these include all those delegations previously exercised by the Executive Director for Environment and Economy.

Whilst the Chief Executive post remains vacant it is necessary to ensure the smooth operation of the Council's business that these delegations and actions are allocated to other Chief Officers.

Appendix A therefore sets out a number of amendments to the Constitution to give effect to such re-allocations. The main substantive change is in Part 3 of the Constitution. The general strategic management delegations allocated in the Constitution to the Chief Executive have been allocated to the Executive Director of Children's Services to support her designation as the Head of Paid Service together with all those delegations previously transferred to the Chief Executive from the Executive Director for Environment and Economy. Some of the Proper Officer provisions have also been amended to reflect the fact that the Executive Director for Environment and Economy is no longer the Monitoring Officer.

The Constitution allows for Chief Officers to authorise in writing any other named Officer or Officers of the Council, either generally or specifically for the purpose, to exercise any or all of the powers authorised to be exercised by them. Chief Officers remain accountable for any action or decisions taken under such authority.

In order to make the presentation of the changes manageable Appendix A consists only of the pages to which amendments have been made and those surrounding pages that are reasonably necessary to understand the context of the changes.

The recommendations in this Report are proposed to ensure the continued smooth running of the Council and to comply with the Council's legal obligations. It is intended that any new permanent Chief Executive will also be the Head of Paid Service and Returning Officer.

At that point a further report will be brought to Council to give effect to any changes.

2. Legal Issues:

Equality Act 2010

Under section 149 of the Equality Act 2010, the Council must, in the exercise of its functions, have due regard to the need to:

- * Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
- * Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- * Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation

Having due regard to the need to advance equality of opportunity involves having due regard, in particular, to the need to:

- * Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic
- * Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it
- * Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to tackle prejudice, and promote understanding

Compliance with the duties in section 149 may involve treating some persons more favourably than others

The duty cannot be delegated and must be discharged by the decision-maker. To discharge the statutory duty the decision-maker must analyse all the relevant material with the specific statutory obligations in mind. If a risk of adverse impact is identified consideration must be given to measures to avoid that impact as part of the decision making process

There are not considered to be any equalities implications of the recommendations set out in the Report.

Joint Strategic Needs Analysis (JSNA) and the Joint Health and Wellbeing Strategy (JHWS)

The Council must have regard to the Joint Strategic Needs Assessment (JSNA) and the Joint Health & Well Being Strategy (JHWS) in coming to a decision

There are not considered to be any JSNA or JHWS implications of the recommendations set out in the Report.

Crime and Disorder

Under section 17 of the Crime and Disorder Act 1998, the Council must exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances in its area and re-offending in its area

There are not considered to be any crime and disorder implications of the recommendations set out in the Report.

3. Conclusion

This Report sets out proposals to ensure compliance with the Council's legal obligations in terms of designating one of its officers to the statutory post of Head of Paid Service and appointing one of its officers as Returning Officer as well as changes to delegations to ensure the continued smooth operation of the Council's business.

4. Legal Comments:

The Council is required to designate one of its officers as Head of Paid Service. The Council must also appoint one of its officers as Returning Officer.

This Report enables the Council to comply with these legal obligations.

The decisions set out in the recommendations are all reserved to the full Council and are within the remit of the full Council

5. Resource Comments:

The proposals within this report can be met from within the existing budgets of the Council.

6. Consultation

a) Has Local Member Been Consulted?

N/A

b) Has Executive Councillor Been Consulted?

N/A

c) Scrutiny Comments

The proposals in the Report have not been considered by a Scrutiny Committee

d) Have Risks and Impact Analysis been carried out?

Yes

e) Risks and Impact Analysis

See the body of the Report

7. Appendices

These are listed below and attached at the back of the report

Appendix A	Amendments to the Constitution
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8. Background Papers

The following Background Papers within the meaning of section 100D of the Local Government Act 1972 were used in the preparation of this Report

Description of document	Where it can be found
Council report - Designation of Monitoring Officer and changes to officer delegations – 14 September 2018	Democratic Services; Council's website
Council report - Appointment to the Post of Chief Executive – 11 May 2018	Democratic Services; Council's website
Council's Constitution	Democratic Services; Council's website

This report was written by David Coleman, Chief Legal Officer, who can be contacted on 01522 552134 or david.coleman@lincolnshire.gov.uk.

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Part 2

ARTICLES OF THE CONSTITUTION

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ARTICLE 9 – OFFICERS

9.01 Engagement of Staff

(a) **General**

The Council through its Head of Paid Service may engage such staff (referred to as Officers) as it considers necessary to carry out its functions.

The recruitment selection and dismissal of employees will comply with the Officer Employment Procedure Rules, Officer Employment Protocol and Councillor Role in Part 4 of this Constitution.

The Council will from time to time determine and publicise a description of the overall departmental structure of the Council showing the management structure. This is set out at Part 7 of this Constitution.

(b) **Chief Officers.**

All Chief Officers will:

- contribute to the corporate management of the County Council;
- represent and promote the County Council as a Local Authority concerned to secure high quality services in line with the Council's Business Plan for the people of Lincolnshire;
- develop partnership working.

The persons engaged to fill the following posts will be designated Chief Officers:

Post	Functions and areas of responsibility
Chief Executive	<ul style="list-style-type: none"> • Overall corporate management • Overall operational responsibility (including overall management responsibility for all Officers) • Strategic development and performance of the organisation • Provision of professional advice to all parties in the decision making process • Together with the Monitoring Officer, responsibility for a system of record keeping for all the Council's decisions • Representing the Council on partnership and external bodies (as required by statute or the Council)
Executive Director of Children's Services	<ul style="list-style-type: none"> • Education • Children's Safeguarding • Early years • Children with Disabilities • Families • Support for Children with SEN • School Support Services • Regulated Services (Children Looked After, secure unit, residential homes, respite homes. adoption and fostering) • People Services (HR) • Youth Offending Services

<p>Executive Director for Environment & Economy</p>	<ul style="list-style-type: none"> • Economy (including commissioning of heritage services) • Lead Local Flood Authority • Environmental Protection and Wellbeing • Transport, Highways & Traffic Management • Waste Management • Spatial Planning • Legal Services Lincolnshire • Democratic Services • Community Development • Libraries and Heritage • Information Management and Technology • Communications • Senior Information Risk Owner
<p>Executive Director of Finance and Public Protection</p>	<ul style="list-style-type: none"> • Fire & Rescue • Safer Communities (Including Civil Protection and Trading Standards) • Business Support • Emergency Planning • Corporate Audit & Risk Assurance • Property • Finance • Registrar and Coroners • Business planning and equalities • Procurement and Commissioning Support • Management and development of the Council's strategic contract with Serco
<p>Executive Director of Adult Care and Community Wellbeing</p>	<ul style="list-style-type: none"> • Support to Hospitals • Independent Living • Learning Disabilities • Mental Health • Carers • Adults Safeguarding • Older People/Physical Disability • Health and Wellbeing

- (c) **Statutory Officers** - Head of Paid Service, Monitoring Officer and Section 151 Officer

The Council will designate the following posts as Statutory Officers:

Post	Designation
Chief Executive	Head of Paid Service under section 4 of the Local Government and Housing Act 1989
Chief Legal Officer	Monitoring Officer under section 5 of the Local Government and Housing Act 1989
Executive Director Finance and Public Protection	Chief Finance Officer with responsibility for the administration of the financial affairs of the Council under section 151 of the Local Government Act 1972
Executive Director of Children's Services	Director of Children's Services under section 18 of the Children Act 2004 <u>Head of Paid Service under section 4 of the Local Government and Housing Act 1989</u>
Executive Director of Adult Care and Community Wellbeing	Director of Adult Social Services under Section 6 of the Local Authorities and Social Services Act 1970
Executive Director for Environment & Economy	Traffic Manager under section 17 of the Traffic Management Act 2004
Head of Democratic Services	Scrutiny Officer under section 9FB of the Local Government Act 2000

The statutory post of Director of Public Health under Section 73A of the National Health Service Act 2006 shall be fulfilled by the Director of Public Health, being a post line managed by the Executive Director of Adult Care and Community Wellbeing with direct responsibility to the Head of Paid Service in relation to fulfilment of the statutory role of Director of Public Health.

The Head of Paid Service, Monitoring Officer and Chief Finance Officer have functions set out in 9.02 – 9.04 below.

- (d) **Structure**

The Council will publicise a description of the overall departmental structure of the Council showing the management structure and

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deployment of Officers. This is set out at Part 7 of this Constitution.

9.02 Functions of the Head of Paid Service

(a) Discharge of functions by the Council

The Head of Paid Service will report to full Council on the manner in which the discharge of the Council's functions is co-ordinated, the number and grade of Officers required for the discharge of functions and the organisation of Officers.

(b) Restrictions on functions

The Head of Paid Service may not be the Monitoring Officer but may hold the post of s151 Officer, if a qualified accountant.

9.03 Functions of the Monitoring Officer

(a) Maintaining the Constitution

The Monitoring Officer will maintain an up-to-date version of the Constitution and will ensure that it is widely available for consultation by Councillors, Officers and the public.

(b) Ensuring lawfulness and fairness of decision making

After consulting with the Head of Paid Service and Section 151 Officer, the Monitoring Officer will report to the full Council or to the Executive in relation to an Executive function if he or she considers that any proposal, decision or omission would give rise to unlawfulness or if any decision or omission has given rise to maladministration. Such a report will have the effect of stopping the proposal or decision being implemented until the report has been considered.

(c) Standards

The Monitoring Officer will contribute to the promotion and maintenance of high standards of conduct through provision of support to the Audit Committee. The Monitoring Officer will process complaints about breaches of the code of conduct in accordance with the local arrangements. The Monitoring Officer will consider applications in relating to the granting of dispensations in relation to disclosable pecuniary interests

(d) Proper Officer for access to information

The Monitoring Officer will ensure that Executive decisions, together with the reasons for those decisions and relevant Officer reports and

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background papers are made publicly available as soon as possible.

(e) **Advising whether Executive decisions are within the Budget and Policy Framework**

The Monitoring Officer will advise whether decisions of the Executive are in accordance with the Budget and Policy Framework.

(f) **Providing advice**

The Monitoring Officer will provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and Budget and Policy Framework issues to all Councillors.

(g) **Restrictions on posts**

The Monitoring Officer cannot be the Chief Finance Officer or the Head of Paid Service.

9.04 Functions of the Chief Finance Officer

(a) **Ensuring lawfulness and financial prudence of decision making**

After consulting with the Monitoring Officer, the Chief Finance Officer will report to the full Council or to the Executive in relation to an Executive function and the Council's external auditor if he or she considers that any proposal, decision or course of action will involve incurring unlawful expenditure, or is unlawful and is likely to cause a loss or deficiency or if the Council is about to enter an item of account unlawfully.

(b) **Administration of financial affairs**

The Chief Finance Officer will have responsibility for the administration of the financial affairs of the Council and ensure maintenance of an efficient and effective internal audit function.

(c) **Contributing to corporate management**

The Chief Finance Officer will contribute to the corporate management of the Council, in particular through the provision of professional financial advice.

(d) **Providing advice**

The Chief Finance Officer will provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and Budget and Policy Framework issues to all Councillors and will support and advise Councillors and Officers in their respective

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roles.

(e) **Give financial information**

The Chief Finance Officer will provide financial information to the media, members of the public and the community.

9.05 Duty to provide sufficient resources to the Monitoring Officer and Section 151 Officer

The Council will provide the Monitoring Officer and Section 151 Officer with such Officers, accommodation and other resources as are in their opinion sufficient to allow their duties to be performed in accordance with the provisions of the Local Government and Housing Act 1989 and the Local Government Finance Act 1988.

9.06 Other Statutory Posts

The Council is also required to appoint a Statutory Scrutiny Officer. This enables the Council to comply with its obligation under Section 9FB of the Local Government Act 2000 as inserted by Section 21 of the Localism Act 2011.

The Council is also required under Section 17 of the Traffic Management Act 2004 to appoint a Traffic Manager.

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Part 3

RESPONSIBILITY FOR FUNCTIONS

C SPECIFIC POWERS OF THE CHIEF EXECUTIVE, CHIEF OFFICERS AND OTHER OFFICERS

CHIEF EXECUTIVE

- ~~1. To act as the Head of Paid Service in pursuance of the Local Government and Housing Act 1989. To have overall Corporate Management and operational responsibility (including overall management responsibility for all staff).~~
- ~~2. To grant or refuse permission for the display of the Coat of Arms and/or badge of the County.~~
- ~~3. To fix fees for copies of documents and extracts of documents requested by the public under the provisions of the Local Government (Access to Information) Act 1985 and Freedom of Information Act 2000.~~
- ~~4. To exercise the functions of the Council under charities legislation.~~
- ~~5. To appoint Councillors to Committees and Panels and Sub-Committees and Sub-Panels in accordance with the wishes of Group Leaders, Deputy Group Leaders and Group Whips in accordance with Rule 5 of the Council Procedure Rules in Part 4 of this Constitution and the duty arising under Section 16 of the Local Government and Housing Act 1989.~~
- ~~6. To progress the strategic development of the Council.~~
- ~~7. On appointment, to undertake all the functions of the Returning Officer.~~
- ~~8. To undertake appropriate and necessary action when vacancy in office occurs.~~

Democratic Services

- ~~1. To manage support for the Leader and Chairman's Office.~~
- ~~2. To operate Members' Allowances in line with the resolution of the County Council on this matter.~~

Complaints

- ~~1. To act as the complaints manager under Regulation 22 of the NHS Bodies and Local Authorities (Partnership Arrangements, Care Trusts, Public Health and Local Healthwatch) Regulations 2012 and to make arrangements for dealing with complaints under Regulation 21 of the said Regulations.~~

Highways, Construction and Maintenance

- ~~1. To act as Engineer in Civil Engineering Contracts where the County Council, Highways Agency, or Lincolnshire's Partners are the Employer.~~
- ~~2. To take the role of Employer in Civil Engineering Contracts where the County Council is the employer in respect of:

 - ~~(i) deduction of liquidated damages;~~
 - ~~(ii) other matters within the limits imposed by the Financial Regulations.~~~~
- ~~3. To accept appointments to prepare and supervise civil engineering works on behalf of the Highways Agency and other public bodies, private individuals,~~

firms and other bodies.
4. To provide and maintain cattle grids, fences, boundary posts and road footway lighting systems.
5. To carry out minor maintenance activities under the Highways Act 1980 and the Countryside Act 1968 and make decisions on related payments, land exchanges, gifts, rents, speed regulations and similar accommodations.
6. To determine, after consultation with the local Councillor and Chairman and Vice-Chairman of the Planning and Regulation Committee, applications for pedestrian crossings falling within defined criteria.
7. To object to other authorities' formal traffic proposals where they adversely affect highways in Lincolnshire.
8. To convert lengths of footway into combined footway and cycle tracks, subject to no objections being received.
9. To make changes to the Road Hierarchy.
10. To submit proposals for road classification, re-classification or re-numbering, to the Government Office for the East Midlands.
11. To incur capital expenditure on highway improvement and maintenance schemes subject to:
(i) a maximum scheme cost of £100,000, additional expenditure to be contained within the approved total Highways Capital Programme;
(ii) prior consultation with the Executive Director of Finance and Public Protection and the appropriate Executive Councillor.
12. In connection with the New Roads and Street Works Act 1991 and any other relevant enabling legislation:
(a) to approve the declaration of an existing highway to be a new street;
(b) to settle payments to be made by owners of new buildings in respect of street works;
(c) to make up, vary the width of and adopt after the execution of street works.
13. Following consultation as appropriate, to designate County roads as protected Streets and/or Streets with Special Engineering Difficulty under the New Roads and Street Works Act 1991, and to withdraw such designations as appropriate.
14. To agree with, and for exercise by, the Secretary of State certain functions of the Council in respect of highways affected by the construction, etc, of a trunk road.
15. To comment to the Highways Agency on their proposed Orders, except where formal objection is to be made.
16. Following consultation with the appropriate Executive Councillor, to determine future percentage rates and/or thresholds at which the development road fee could be reduced for certain developments.
17. To carry out the statutory requirements acting on behalf of Lincolnshire County Council as the Enforcement Authority for all aspects of Civil Parking Enforcement and appeals processes as specified in the Traffic Management Act 2004 part 6, the Road Traffic and Regulation Act 1984, the Road Traffic Act 1991, Civil Enforcement of Parking Contraventions (England) General Regulations 2007 and Civil Enforcement of Parking Contraventions (England) Representations and Appeals Regulations 2007.

Management of Highways
1. To advertise proposals for Road Traffic Regulation Orders and to pursue and progress proposals for the stopping-up of highways which are in accordance with Council policy and which, at preliminary consultation stage, are supported by the Chief Constable and the relevant local Council, and to confirm orders to which no objections are received.
2. To advertise and consult concurrently on all Traffic Regulation Order proposals other than those relating to speed limits.
3. Following consultation with the appropriate Executive Councillor, to proceed to public advertising and consultation of speed limit proposals where the Executive Director considers that appropriate.
4. To make representations to the Highways Agency on draft orders for the stopping-up or diversions of Highways to enable development to be carried out in accordance with planning permission.
5. Under any legislation relating to the functions administered by the Executive Director for Environment & Economy:
(i) to serve or display notices;
(ii) to grant or refuse consents, approvals, licences, authorisations and permissions;
(iii) to impose requirements;
(iv) to exercise any powers preliminary to or subsequent upon (i) to (iii).
Note: Powers under 5(ii) above in respect of the siting of tables and chairs on highways and in pedestrian areas within the highway, are subject to the Planning and Regulation Committee considering adverse comments and objections.
6. To make temporary orders regulating traffic and diverting highways.
7. To assert and protect the rights of the public on highways including the removal of anything that represents an obstruction, nuisance, danger or interference to any highway.
8. To make observations and lodge formal objections to District Councils in respect of Public Path Orders proposed to be made by them under sections 26, 118 and 119 of the Highways Act 1980 or section 257 of the Town and Country Planning Act 1990.
9. To make and to authorise the making of Orders under the following statutory provisions:
(i) Highways Act 1980, Section 25 (creation of footpaths, bridleways and restricted byways by agreement).
(ii) Highways Act 1980, Section 26 (creation of footpaths, bridleways and restricted byways by order).
(iii) Highways Act 1980, Section 118 (extinguishment of footpaths and bridleways and restricted byways).
(iv) Highways Act 1980, Section 118A (power to make a rail crossing extinguishment order).
(v) Highways Act 1980, Section 118B (power to make special extinguishment orders).
(vi) Highways Act 1980, Section 119 (diversion of footpaths and bridleways).
(vii) Highways Act 1980, Section 119A (power to make a rail crossing diversion order).
(viii) Highways Act 1980, Section 119B (power to make special diversion order).

(ix) Highways Act 1980, Section 135 (power to authorise and make a Diversion Order allowing for the temporary disturbance of a footpath, bridleway or restricted byway).
(x) Highways Act 1980, Section 132 (power to remove items painted, inscribed or affixed to the surface of or tree structure or works on or in the highway).
(xi) Highways Act 1980, Section 134(6) (power to enforce provisions regarding inter alia ploughing).
(xii) Highways Act 1980, Section 134(8) (power to grant an extension).
(xiii) Highways Act 1980, Section 137A (power to enforce the provisions in relation to interference by crops).
(xiv) Highways Act 1980, Section 143 (power to remove structures from highways and to recover costs from the person having control or possession of the structure).
(xv) Highways Act 1980, Section 145 (power to enforce minimum widths for gates across highways).
(xvi) Highways Act 1980, Section 154 (power to require removal of overhanging trees or shrubs).
(xvii) Highways Act 1980, Section 164 (power to require removal of barbed wire).
(xviii) Highways Act 1980, Section 297 (power to require information as to ownership of land).
(xix) Highways Act 1980, Section 300 (right to use appliances and vehicles on footpaths, bridleways and restricted byways).
(xx) Highways Act 1980, Schedule 12A (power to carry out works in relation to interference with highways).
(xxi) Cycle Tracks Act 1984, Section 3 (power to designate footpath as cycle path).
(xxii) Housing Act 1981, Section 294 (power to extinguish public right of way over land acquired for clearance).
(xxiii) Countryside and Rights of Way Act 2000, Section 35 (power to enter into agreements with respect to means of access).
(xxiv) Countryside and Rights of Way Act 2000, Section 37 (power to provide access in absence of agreement).
(xxv) Wildlife and Countryside Act 1981, Section 57A (power to prepare map and statement by way of consolidation of Definitive Map and Statement).
(xxvi) Town and Country Planning Act 1990, Section 257 (stopping up and diversion of footpaths and bridleways).
(xxvii) Town and Country Planning Act 1980, Section 258 (power to extinguish public rights of way over land held for planning purposes).
(xxviii) Town and Country Planning Act 1990, Section 261 (temporary stopping up of footpaths and bridleways for mineral workings).
and, where appropriate, in the event of no objections being made or any objections made being withdrawn, to confirm the same.
10. To enter into agreements in respect of permissive (or concessionary) paths.
11. To take prosecution action under National Parks and Access to the Countryside Act 1949, Section 57 and to serve notices, to take appropriate default action and/or prosecution action and reclaim full costs under the Highways Act 1980 as amended.
12. Power to act in accordance with any court order made under Section 130B of the Highways Act 1980 including any application to the Court to vary or

appeal any order made.
13. To make and authorise the making of Modification Orders to keep the Definitive Map and Statement up-to-date in respect of changes resulting from the events specified in sections 53 and 54 of the Wildlife and Countryside Act 1981 and to determine the relevant date for such Orders pursuant to Section 56(3) of the 1982 Act and in the event of no objections being made or objections being made and being withdrawn, to confirm the same. On the receipt of an objection to submit the Order to the Secretary of State.
14. To make and, where appropriate, waive charges in respect of Public Path Orders.
15. Power to make an application to the Magistrates' Court to authorise the stopping up or diversion of a highway under Section 116 of the Highways Act 1980.
16. For the purpose of assessing priority for Public Rights of Way maintenance, to set, upgrade and downgrade Public Rights of Way within priorities determined.
17. To nominate members of the public to carry out site inspections in relation to non-statutory stages in the implementation of the Highways Act 1980 as amended and the Wildlife and Countryside Act 1981.
18. Power to make byelaws as respects access to land under Countryside and Rights of Way Act 2000, Section 17.
19. Power to appoint wardens as respects access to land under the Countryside and Rights of Way Act 2000, Section 18.
20. Power to erect and maintain notices as respects access to land under the Countryside and Rights of Way Act 2000, Section 19.
21. Power to apply to the Magistrates' Court for an Order to remove an obstruction to access under the Countryside and Rights of Way Act 2000, Section 39.
22. Duty to establish Local Access Forum including power to establish new forums withdraw from joint forums and merge forums and to publish annual Local Access Forum Report under the Countryside and Rights of Way Act 2000, Section 94 and statutory regulations.
23. To act as Traffic Manager as referred to in the Traffic Management Act 2004 generally through authorisation to the Assistant Director for Highways and Traffic.
Spatial Planning, Conservation and Environment
1. To make grants towards landscape schemes.
2. To maintain the Historic Environment Record.
3. To take the appropriate action in respect of certain functions of the County Council as local planning authority (after consultation with the Chairmen of the appropriate Committees where considered necessary), those functions being:
• Tree Preservations Orders and Trees in Conservation Areas;
• Forestry Commission Matters;
• Regulation 3 of the Town and Country Planning General Regulations 1992;
• Plan Briefs and Similar Documents;
• Certificate of Lawfulness of Existing Use or Development (CLEUD)

(Planning and Compensation Act 1991 (S.191));
<ul style="list-style-type: none"> • Certificate of Lawfulness and Proposed Use or Development (CLOPUD) (Planning and Compensation Act 1991 (S.192)); • Planning applications affecting the interests of the County.
4. To initiate appropriate enforcement action in respect of development carried out without the grant of planning permission or in breach of a condition of planning permission. Also, to take such actions as may be considered appropriate including, if necessary, the issue of enforcement and/or stop-notices under the Town and Country Planning Act 1990 as amended by Planning and Compulsory Purchase Act 2004.
5. To approve matters reserved by a condition of any planning permission in respect of County Council, waste or minerals development.
6. To issue any Direction pursuant to any requirement under Article 7 of the Town and Country Planning (General Permitted Development) Order 1995.
7. To issue any Opinion or Direction pursuant to the Town and Country Planning (Environmental Assessment and Permitted Development) Regulations 1999.
8. To issue Certificates of Conformity/Non-Conformity in respect of local plans under Section 46 of the Town and Country Planning Act 1990.
9. To prescribe improvement building frontage and sight lines.
10. To make grants in respect of Historic Buildings and premises included in Enhancement Schemes.
11. To make observations and recommendations on behalf of the Council as highway authority in reply to consultation by district planning authorities on planning applications of the description in paragraphs (f), (g) and (h) of the table to article 18(1) of the Town and Country Planning General Development Order 1988.
12. To enter into agreements under section 278 of the Highways Act 1980 relative to highway improvement works provided the costs of the works are secured by the agreement and to execute the works.
13. To adopt highways.
14. To comment to the Department for Transport on applications made to Department for grants under S.36 of the Transport Act 1981.
15. To approve all applications for planning permission (including the determination of schemes of conditions submitted under the Environmental Act 1995 Minerals Review), for Hazardous Substances Consent, Listed Building Consents and Conservation Area Consents except where:- <ul style="list-style-type: none"> • Those applications and proposals in accordance with the Development Plan where objections are raised by other local authorities; • Those applications which are Environmental Impact Assessment applications; • Those which are recommended for refusal; • All applications where more than 3 individual representations from separate properties raising planning related objections are received; • Those involving a departure from the Local Plan; and • Those which have been referred to Committee by a Local Member.
16. To negotiate section 106 agreements in connection with planning applications relating to applications dealt with by district councils concerning infrastructure which the County Council would be responsible for providing.

17. To act under any powers or duties under legislation imposed on the County Council with respect to flood risk management.
Transport Services
1. To enter into agreements providing for subsidies of public passenger transport services under Section 88 of the Transport Act 1985.
2. To make grants to provide, maintain or improve any passenger carrying vehicles, equipment or facilities provided for the purpose of facilitating travel by disabled persons under Section 106 of the Transport Act 1985.
3. To enter into agreements with local bus operators to make quality bus partnerships, quality contract schemes or ticketing schemes under the Transport Act 2000.
4. To enter into agreements with local bus operators for non-statutory quality bus partnerships.
5. To enter into agreements providing for the supply of passenger transport services including those for: <ul style="list-style-type: none"> • mainstream education pupils; • special educational needs pupils; • social services clients.
6. To make grants to Parish Councils for improvement of bus shelters.
7. To enter into agreements for car contract hire scheme for employees of the Authority fleet services and contract hire arrangements for Specialist vehicles.
8. To take such decisions on the withdrawal of local bus services to remain within budget, subject to consultation with the appropriate Executive Councillor.
Other
1. To determine, following consultation with the appropriate Executive Councillor and Overview and Scrutiny Committee or Panel and the Executive Director of Finance & Public Protection, where there is an immediate threat to a site, requests to the County Council for support towards habitat and environmental site acquisitions.
Economic Development
1. To make grants and loans within a framework approved by the Council including <ul style="list-style-type: none"> (a) Lincolnshire Loan Fund for Business Development (b) Lincolnshire Community Business Development Finance Initiative and (c) Specific initiatives to support rural communities
2. To develop sites and premises for economic development purposes <ul style="list-style-type: none"> (a) to procure services in accordance with the regulations and established policies and principles of Lincolnshire County Council (b) to work together with public and private sector partners to bring forward new capital projects (c) to agree the sale and letting of sites within the economic development portfolio
3. To deliver the tourism policy and function for Lincolnshire County Council and to manage any contracts for the delivery of tourism services
4. To ensure that external funding programmes are delivered in accordance with the guidelines set out in offer letters.
5. To implement capital projects which will bring about an improvement in the

economic wellbeing of the County and its population
6. To lead an integrated policy and service delivery operation.
Community Assets and Resilience
1. To promote community engagement and development.
2. To make grants within a framework approved by the Council including:
(a) Towards the cost of establishing, promoting or holding music, dance, arts or other cultural events and activities, as well as Lincolnshire Communities within the overall policies of the Council
(b) To support the provision made by voluntary and other organisations where there are educational benefits to the people of Lincolnshire;
3. After consultation with the appropriate Executive Councillor, to approve use of Lincoln Castle for charity events and to determine financial arrangements.
4. To exercise the functions of the Council as library authority and in relation to museums and art galleries under the Public Libraries and Museums Act 1964, and as archive authority under the Local Government Act 1972, s 224 and the Public Records Act 1958 and 1967 and other enabling legislation.
Information Management and Technology
1. To develop the Corporate IT Policy including digital channel shift and provide general advice thereon.
2. To operate and deliver IT infrastructure, services, systems and software.
3. To ensure arrangements are in place across the Council for the effective and secure management of data in accordance with the Council's Data Protection obligations.
4. To undertake a research function on behalf of Lincolnshire County Council and provide information and analysis of the census.
Communications
1. To provide corporate communications functions.

EXECUTIVE DIRECTOR OF FINANCE AND PUBLIC PROTECTION

1. To undertake all money market transactions associated with the cash flow functions of the Council including the raising and repayment of all loans within the limits determined by the Council from time to time.
2. To authorise the payment of statutory pensions and allowances, gratuities and compensation.
3. To make ex-gratia payments for loss or damage to property and to settle claims where there is no legal liability up to the authorised limit of £1,000.
4. To pay national pay awards.
5. To effect appropriate insurance cover in respect of Members and Officers of the Council appointed in an official capacity to represent the interests of the Council on the Boards of Limited Companies.
6. To make loans and advances to outside bodies in accordance with the policies and limits determined by the Council. Details of current policies are shown in Annex A.
7. To undertake or arrange for all necessary transactions associated with the management of the assets of the Pension Fund.

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8. Subject to subsequent report to the Overview and Scrutiny Management Board, to authorise an increase in the target area budget of that Committee to fund any shortfall in expenditure necessary towards the realisation of a capital receipt and which cannot be capitalised.
9. To determine a current maximum annual rental for contract hire cars under the modified contract hire car scheme for the Chief Executive, Executive Directors, Director, Heads of Function and other qualifying Officers of the Council.
10. To act as Chief Finance Officer in pursuance of the Local Government Finance Act 1988.
11. In connection with the estate management of the County Council's land and premises, in consultation with the local Councillor:
(a) to acquire land and premises;
(b) to dispose of land and premises surplus to requirement;
(c) to dispose of surplus County Farms land and property surplus to requirements subject to discount, in accordance with the County Farms Management Plan and policies approved by the Executive and following consultation with the appropriate Executive Councillor;
(d) to accept and grant leases of land and premises and such other rights over land and premises as may be deemed necessary or appropriate;
(e) to manage and let County Farms holdings as may be deemed necessary or appropriate in accordance with the Management Plan approved by the Executive following consultation with the appropriate Overview and Scrutiny Committee or Panel and (except in cases where the Council's seal must be affixed thereto) to sign agreements to give effect to such acquisitions, disposals, acceptances, grants or lettings, provided that the form of any such agreement has been approved by the Solicitor(s) to the Council.
12. To seek permission for any development referred to in regulation 3 of the Town and Country Planning General Regulations 1992.
13. To determine and serve notices under the terms of any agreement for the use of land or premises.
14. To undertake the role of Travellers Liaison Officer in consultation with other Directorates in matters of illegal camping and site provision.
15. To agree appropriate means of securing external representation on the Pension Committee, in consultation with relevant external bodies.
16. To maintain an adequate and effective internal audit service.
17. To effect all insurance cover in respect of County Council activities and responsibilities, including making appropriate arrangements for the investigation and settlement of claims.
18. To approve allocations from the corporate contingency revenue budget in consultation with the Executive Councillor with responsibility for finance and any other appropriate Executive Councillors.
19. To arrange appropriate banking and related services on behalf of the Council including opening and closing bank accounts.
20. To exercise the function of the Council in relation to the use of badges for display on disabled persons' motor vehicles.

21. To develop the Council's corporate business plan.
22. To advise the Council on its Equality and Diversity obligations.
23. To manage and develop the Council's Strategic contract with Serco.
24. To deliver the Council's corporate procurement function including the shared service with the Districts.
25. Provide commercial advice and support to Commissioners.
Fire and Rescue Service
1. To make appropriate arrangements for dealing with matters relating to the discipline and dismissal of uniformed Fire Officers pursuant to the relevant legislation
2. To reduce retaining fees in cases in which attendance is required only during limited periods, and in cases of failure to attend for training, fires and other duties.
3. To review from time to time risk categories and pre-determined attendances.
4. To waive or make nominal charges in respect of special services.
5. To approve or refuse applications from members of the Lincolnshire Fire and Rescue Service ("the Service") to engage in outside employment.
6. To measure the provision of water for firefighting purposes.
7. To make, vary or revoke reinforcement schemes and other arrangements with other Fire and Rescue Authorities for the discharge of the Council's functions as Fire and Rescue Authority.
8. To be directly responsible to the relevant Executive Councillor acting on behalf of the Council in its capacity as Fire and Rescue Authority for the Service as maintained under the Fire and Rescue Service Act 2004 having regard to the Fire and Rescue National Framework.
9. Powers to issue, amend or replace safety certificates (whether general or special) for sports grounds under the Safety of Sports Grounds Act 1975.
10. Power to issue, cancel, amend or replace safety certificates for regulated stands at sports grounds under Part III of the Fire Safety and Safety of Places of Sport Act 1987.
11. Power to enter into an agreement under Section 39 of the Fire and Rescue Services Act 2004 with a water undertaker for securing that an adequate supply of water will be available for use in the event of fire.
12. Power to enter into an agreement under Section 41 of the Fire and Rescue Services Act 2004 (a) to secure the use of water under the control of a person other than a water undertaker; (b) to improve access to any such water; or (c) to lay and maintain pipes and to carry out other works in connection with the use of such water.
13. Power to authorise in writing named employees to carry out those actions provided for in sections 44 (Powers of fire-fighters etc in an emergency etc), 45 (Obtaining information and investigating fires) and 46 (Supplementary powers) of the Fire and Rescue Services Act 2004.
14. Power, in consultation with the Chief Legal Officer, to prosecute: (i) those offences falling under the following provisions of the Fire and

<p>Rescue Services Act 2004 namely:</p> <ul style="list-style-type: none"> • Section 40 (water undertaker's failure to comply with request regarding emergency supply of water); • Section 42 (improper use of, or damage to, a fire hydrant); • Section 43 (failure to give notice of intended works to a fire hydrant); • Section 44 (obstruction of or interference with officers exercising Section 44 powers); • Section 46 (obstruction of officers exercising section 45 powers or failure to provide information in response to exercise of section 46 powers); and • Section 49 (false alarms of fire); and <p>(ii) the various offences falling within the provisions of Article 32 of the Regulatory Reform (Fire Safety) Order 2005.</p>
15. To appoint in writing a named Inspector or Inspectors for the purpose of enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005.
16. Power to issue and serve an alterations notice pursuant to Article 29 of the Regulatory Reform (Fire Safety) Order 2005.
17. Power to issue and serve an enforcement notice pursuant to Article 30 of the Regulatory Reform (Fire Safety) Order 2005.
18. Power to issue and serve a prohibition notice pursuant to Article 31 of the Regulatory Reform (Fire Safety) Order 2005.
19. Power to issue Petroleum Storage Certificates pursuant to the Petroleum (Consolidation) Regulations 2014.
20. Power to register 'keepers of petrol' pursuant to the Petroleum (Consolidation) Regulations 2014.
21. Power to enforce regulations 5 (access marking), 6 (location marking) and 7 (signs to be kept clean) pursuant to the Dangerous Substances (Notification and Marking Sites) Regulations 1990 (NAMOS).
22. Power to issue 'Assured Advice' and guidance after demonstration of compliance by the regulated person as set out in 15(4)(b) of the Regulatory Enforcement and Sanctions Act 2008.
23. Power to provide local authorities with advice in accordance with Section 27 of the Regulatory Enforcement and Sanctions Act 2008.
Civil Protection
1. To implement any legislation pertinent to Emergency Planning.
2. To act in pursuance of all statutory and other powers relating to services for which the Service is responsible.
3. To implement the Control of Major Accident Hazard Regulations 1999.
Crime and Disorder
1. To lead the County Councils efforts to fulfil its obligations and duties under Sections 5 and 6 of the Crime and Disorder Act 1998 (as amended and extended by Schedule 9 of the Police and Justice Act 2006) by actively engaging as a County Council and Fire Authority at all levels in the Community Safety Partnerships of Lincolnshire.
2. To establish and lead the county-wide Community Safety Board. To develop and implement the County Community Safety Agreement

<p>encompassing the priorities for Lincolnshire, as required by the Police and Justice Act 2006.</p>
<p>3. To lead the County Council's efforts to embed the principles of Section 17 of the Crime and Disorder Act 1998 in every aspect of policy development, budget setting and service delivery in line with the statutory duty that the Act imposes.</p>
<p>4. To drive the County Council's commitment to sharing information with partners as allowed by Section 115 of the Crime and Disorder Act 1998.</p>
<p>Safer Communities Service – Trading Standards</p>
<p>1. Without prejudice to General Powers, to exercise the functions and duties of the Council as local weights and measures authority, food authority, in connection with legislation relating to standards of trade in the county and for the purposes of the enforcement of animal health and welfare legislation, community safety legislation and licensing functions as part of which, for the correct discharge of these functions, the following direct delegations are made:</p>
<p>Head of Safer Communities</p>
<p>1. To institute/and or appear on behalf of the County Council in any legal proceedings including any preliminary or ancillary applications in the relevant Court or tribunal for the prosecution of offences or institution of civil action and the criminal or civil enforcement and administration of legislation relevant to standards of trade, community safety, food and animal health and welfare, licensing or other functions from time to time conferred upon trading standards or weights and measures authorities by legislation and which the County has either a statutory duty or power to enforce or considers it expedient to enforce for the promotion or protection of the inhabitants of the county by virtue of Section 222 of the Local Government Act 1972.</p>
<p>2. To initiate restraint and/or confiscation proceedings under the Proceeds of Crime Act 2002 or any subsequent related or replacement legislation before the Criminal Courts and to enter into memoranda of understanding with the Police Authority Financial Investigation Units for the purpose of taking such proceedings.</p>
<p>3. Responsibility to ensure that the duties associated with Section 72(1) (a) of the Weights and Measures Act 1985 is discharged within the service.</p>
<p>4. To issue notices with the effect of requiring the marking of, requiring warnings to be issued in respect of, suspending the supply of, requiring the withdrawal from the market of and requiring the recall from the market of products as provided for under legislation which is enforced by the County Council and is relevant to standards of trade, community safety, food and animal health and welfare, or licensing functions or other functions from time to time conferred upon trading standards or weights and measures authorities by legislation.</p>
<p>5. To act as Inspector/authorised officer or other enforcing officer role as provided in, and to inspect enter and investigate for the purposes of enforcement of, legislation which is enforced by the County Council and is relevant to standards of trade, community safety, food and</p>

<p>animal health and welfare, or licensing functions or other functions from time to time conferred upon trading standards or weights and measures authorities by legislation and to authorise in writing officers to act in these capacities.</p>
<p>6. To appoint public analysts and agricultural analysts for the County Council for the purposes of the Food Act 1984, the Food Safety Act 1990 and the Agriculture Act 1970 or other functions from time to time conferred upon trading standards or weights and measures authorities by legislation.</p>
<p>7. To nominate in writing Officers for the purposes of enforcing the Food and Environment Protection Act 1985.</p>
<p>8. To enter into appropriate arrangements with other enforcement authorities for the purpose of the enforcement of any legislation which is enforced by the County Council and is relevant to standards of trade, community safety, food, animal health and welfare and licensing functions or other functions from time to time conferred upon trading standards or weights and measures authorities by legislation.</p>
<p>9. To appoint suitable persons under the Health and Safety at Work etc Act 1974 for the purposes of enforcing the Explosives Acts 1875 to 1976 and subsequent legislation made under the Health and Safety at Work etc Act 1974 and otherwise in respect of the regulation of explosives including the Explosives Regulations 2014 and subsequent amendments.</p>
<p>10. To initiate appeals against the decisions of the relevant Court where, in the Head of Safer Communities professional opinion, it is proper so to do.</p>
<p>11. To initiate and co-ordinate all activities necessary for the Council to discharge its responsibilities under the Animal Health Act 1981 in order to prevent, control or deal with an outbreak of rabies or other animal disease in the county.</p>
<p>12. To conduct hearings and to give assent or otherwise under the Explosives Act 1875 to 1976 and subsequent legislation made under the Health and Safety at Work etc Act 1974 and otherwise in respect of the regulation of explosives including the Explosives Regulations 2014 and subsequent amendments in relations to applications for the establishment of new factories or magazines.</p>
<p>13. To discharge the functions of the County Council as a responsible authority under the licensing Act 2003 or any subsequent related or replacement legislation and to appoint other officers of the authority to do so.</p>
<p>Service Manager – Safer Communities</p>
<p>1. In the absence of the Head of Safer Communities, the Service Managers Safer Communities are authorised to exercise the powers delegated to the Head of Safer Communities under 1, 2, 4, 7, 8, 9, 11, 12 and 13 above.</p>
<p>Duly Appointed Officers</p>
<p>1. At all times the duly appointed Officers of the service are, for the</p>

<p>purpose of enforcing the relevant legislation, authorised to exercise the powers delegated to the Head of Safer Communities under 1, 2 and 4 above after having, in each case, obtained the permission of the Head of Safer Communities, or, in his absence, a Service Manager – Safer Communities.</p>
<p>Registration and Celebratory Services</p>
<p>1. In respect of the Registration Service:</p>
<p>(a) to approve payments to Registrars, Deputy Registrars of Births, Deaths and Marriages in circumstances justifying payments in excess of the normal allowances to registrars for their services;</p>
<p>(b) to arrange for premises to be leased for the use of Registrars of Births, Deaths and marriages at rents approved by the Chief Property Officer;</p>
<p>(c) to issue a licence for the approval of premises for the solemnisation of marriages under the marriage Act 1994 and civil partnerships under Civil Partnership Act 2004;</p>
<p>(d) to issue certificates and arrange citizenship ceremonies under British Nationality Act 1981.</p>
<p>2. To undertake the statutory role of "Proper Officer", ensuring that Registration of Births, Deaths and marriages service is provided in Lincolnshire, including the licensing of approved premises for the solemnisation of marriages, civil partnerships and citizenship ceremonies.</p>

ANNEX A

<p>LOANS AND ADVANCES TO OUTSIDE BODIES</p>
<p>In the event that an organisation from outside the County Council seeks temporary funding from the Council which is repayable to the Council and is for a short period of time, the following rules apply:</p>
<p>1. Where:</p>
<p>(i) the need for the money is related to an established County Council Policy or initiative; and</p>
<p>(ii) the money is expected to be recovered within a 6 month period;</p>
<p>then:</p>
<p>(a) Where the money is less than £20,000 Executive Director of Finance and Public Protection shall have the power to approve such cases;</p>
<p>(b) Where the money lent is greater than £20,000 but less than £50,000, the Executive Director of Finance and Public Protection shall have the power to approve such cases but shall report such instances in writing to the Executive Councillor responsible for finance.</p>
<p>(c) Where the money lent is £50,000 or more, then the Executive Director of Finance and Public Protection shall consult with the appropriate Executive Councillors before approving and shall report the arrangements made to the first available meeting of the Overview and Scrutiny Management Board.</p>
<p>2. In all cases it is expected that interest at appropriate market rates would be charged. There may, however, be instances where an interest charge would be inappropriate. In that case Executive Director of Finance and Public Protection be given the power to waive the interest element where in his opinion it would be inappropriate. Where</p>

the interest involved is significant (over £10,000) then such waiver would be after consultation with the appropriate Executive Councillor responsible for finance.

EXECUTIVE DIRECTOR OF CHILDREN'S SERVICES

To act as Director of Children's Services in accordance with Section 18 Children Act 2004 and in particular in relation to the following functions:-

Education

1. To make grants within a framework approved by the Council including:
 - (a) for the establishment, maintenance, staffing or equipment of youth clubs and groups;
 - (b) to support the provision made by voluntary and other organisations where there are educational benefits to the people of Lincolnshire;
2. To make, suspend and reinstate grants and pay tuition or ancillary fees and/or grants to, or in respect of:
 - (a) students attending establishments of higher or further education or taking other approved courses of education and/or training and to authorise transfer between courses;
 - (b) pupils attending boarding schools and independent or direct grant schools and schools not maintained or assisted by the County Council;
 - (c) maintenance, uniform or free school meals;
 - (d) other young people of particular merit.
3. To authorise the attendance of pupils and teachers on courses or activities outside of school.
4. To discharge the statutory duties of the County Council as schools admission authority and to arrange for the admission and allocation of pupils to schools and in the case of grant-maintained schools to direct the admission of a pupil to such schools.
5. To exercise the functions of the Council in relation to home to school and college transport, school attendance, the employment of children and young persons, cleanliness of pupils and the ascertainment of need and provision for special educational treatment.
6. To appoint lay Members and Local Authority Members to School Admission Appeal Committees, under Section 43 and Schedule 33 of the Education Act 1996.
7. To approve, in circumstances which the Executive Director considers to be exceptional, any change to the admission policy of County and Controlled schools, excluding any change which would constitute a change in character of the school.
8. To make all necessary arrangements to implement the approved Scheme for the Local Management of Schools.
9. To make minor alterations to the "designated areas" associated with County primary and secondary schools.

10. To make all appropriate arrangements to secure the assessment of any pupil's special educational needs as may be required under the terms of the Education Acts.
11. In relation to schools identified as "needing special measures" consequent upon OFSTED inspections to submit to the Secretary of State and HM Chief Inspector, the comments of the County Council as the local education authority on governors' action plans together with a statement of action which the County Council intends to take.
12. Following consultation with the relevant Committee, to issue warning notices under the School Standards and Framework Act 1998, and to appoint such additional governors as seen fit following a governing body's failure to comply with the terms of the notice issued by the Authority.
13. To set the yearly indicative targets for permanent exclusions and unauthorised absence from schools for Lincolnshire, to be included in the Education Development Plan.
14. To take and implement decisions and to exercise statutory powers relating to the health and welfare or school attendance of individual children, and to take all steps in any related statutory process.
Services for Children in Need
1. To exercise the functions of the Council in relation to:
(a) adoption and fostering
(b) admission to all forms of accommodation including secure accommodation;
(c) promotion of the welfare, protection, supervision, care and after care of children and young persons;
(d) Children in need.
2. To act as guarantor in the matter of hire purchase agreements on behalf of children in care.
3. To make grants or incur expenditure:
(a) to prevent or diminish the need to bring children into care or to keep them in care;
(b) in respect of rent and damage guarantees;
(c) to provide any child or young person in care with such equipment considered necessary for their well-being;
(d) in respect of any child or young person in care participating in a holiday either through a school or with foster parents;
(e) in respect of special clothing grants to children in care;
(f) in respect of extra grants to children for special purposes;
(g) in respect of payments to children formerly in care;
(h) in respect of adoption allowances;
(i) in respect of playgroups (Capital and Revenue);
(j) in respect of children in need.
4. To pay enhanced boarding out allowances in exceptional circumstances.
5. To take decisions in respect of the Council's functions acting as Accountable Body in connection with Sure Start.
6. To take decisions in the exercise of the power to licence the employment of children.
7. To approve variations of fees so far as they have been agreed by the "Examining Authority" and for which the Council have accepted

responsibility for children, young persons or adults attending or residing in establishments not maintained or assisted by the Council and to approve alterations in charges for the maintenance of such residents.
8. To authorise payment for maintenance of people for whom the Council is financially responsible in homes provided by other local authorities and bodies.
9. To approve, following consultation with the appropriate Executive Councillor, the appointment of replacement visiting members of Social Services establishments.
10. To approve agreements and contracts with or grants to voluntary organisations in undertaking the functions of Children's Social Services and the services for which the Director is responsible.
People Management
1. To be responsible for Human Resources and Organisational Development.
Youth Offending
1. To exercise the functions of the County Council in relation to the Youth Offending Service.
<u>Democratic Services</u>
<u>1 To manage support for the Leader and Chairman's Office.</u>
<u>2 To operate Members' Allowances in line with the resolution of the County Council on this matter.</u>
<u>Complaints</u>
<u>1 To act as the complaints manager under Regulation 22 of the NHS Bodies and Local Authorities (Partnership Arrangements, Care Trusts, Public Health and Local Healthwatch) Regulations 2012 and to make arrangements for dealing with complaints under Regulation 21 of the said Regulations.</u>
<u>Highways, Construction and Maintenance</u>
<u>1 To act as Engineer in Civil Engineering Contracts where the County Council, Highways Agency, or Lincolnshire's Partners are the Employer.</u>
<u>2 To take the role of Employer in Civil Engineering Contracts where the County Council is the employer in respect of:</u>
<u>(i) deduction of liquidated damages;</u>
<u>(ii) other matters within the limits imposed by the Financial Regulations.</u>
<u>3 To accept appointments to prepare and supervise civil engineering works on behalf of the Highways Agency and other public bodies, private individuals, firms and other bodies.</u>
<u>4 To provide and maintain cattle grids, fences, boundary posts and road footway lighting systems.</u>
<u>5 To carry out minor maintenance activities under the Highways Act 1980 and the Countryside Act 1968 and make decisions on related payments, land exchanges, gifts, rents, speed regulations and similar accommodations.</u>
<u>6 To determine, after consultation with the local Councillor and Chairman and Vice-Chairman of the Planning and Regulation Committee, applications for pedestrian crossings falling within defined criteria.</u>
<u>7 To object to other authorities' formal traffic proposals where they adversely affect highways in Lincolnshire.</u>

<u>8 To convert lengths of footway into combined footway and cycle tracks, subject to no objections being received.</u>
<u>9 To make changes to the Road Hierarchy.</u>
<u>10 To submit proposals for road classification, re-classification or re-numbering, to the Government Office for the East Midlands.</u>
<u>11 To incur capital expenditure on highway improvement and maintenance schemes subject to:</u>
<u>(i) a maximum scheme cost of £100,000, additional expenditure to be contained within the approved total Highways Capital Programme;</u>
<u>(ii) prior consultation with the Executive Director of Finance and Public Protection and the appropriate Executive Councillor.</u>
<u>12 In connection with the New Roads and Street Works Act 1991 and any other relevant enabling legislation:</u>
<u>(i) to approve the declaration of an existing highway to be a new street;</u>
<u>(ii) to settle payments to be made by owners of new buildings in respect of street works;</u>
<u>(iii) to make up, vary the width of and adopt after the execution of street works.</u>
<u>13 Following consultation as appropriate, to designate County roads as protected Streets and/or Streets with Special Engineering Difficulty under the New Roads and Street Works Act 1991, and to withdraw such designations as appropriate.</u>
<u>14 To agree with, and for exercise by, the Secretary of State certain functions of the Council in respect of highways affected by the construction, etc, of a trunk road.</u>
<u>15 To comment to the Highways Agency on their proposed Orders, except where formal objection is to be made.</u>
<u>16 Following consultation with the appropriate Executive Councillor, to determine future percentage rates and/or thresholds at which the development road fee could be reduced for certain developments.</u>
<u>17 To carry out the statutory requirements acting on behalf of Lincolnshire County Council as the Enforcement Authority for all aspects of Civil Parking Enforcement and appeals processes as specified in the Traffic Management Act 2004 part 6, the Road Traffic and Regulation Act 1984, the Road Traffic Act 1991, Civil Enforcement of Parking Contraventions (England) General Regulations 2007 and Civil Enforcement of Parking Contraventions (England) Representations and Appeals Regulations 2007.</u>
Management of Highways
<u>1 To advertise proposals for Road Traffic Regulation Orders and to pursue and progress proposals for the stopping-up of highways which are in accordance with Council policy and which, at preliminary consultation stage, are supported by the Chief Constable and the relevant local Council, and to confirm orders to which no objections are received.</u>
<u>2 To advertise and consult concurrently on all Traffic Regulation Order proposals other than those relating to speed limits.</u>
<u>3 Following consultation with the appropriate Executive Councillor, to proceed to public advertising and consultation of speed limit proposals</u>

<u>where the Executive Director considers that appropriate.</u>
<u>4 To make representations to the Highways Agency on draft orders for the stopping-up or diversions of Highways to enable development to be carried out in accordance with planning permission.</u>
<u>5 Under any legislation relating to the functions administered by the Executive Director for Environment & Economy:</u>
<u>(i) to serve or display notices;</u>
<u>(ii) to grant or refuse consents, approvals, licences, authorisations and permissions;</u>
<u>(iii) to impose requirements;</u>
<u>(iv) to exercise any powers preliminary to or subsequent upon (i) to (iii).</u>
<u>Note: Powers under 5(ii) above in respect of the siting of tables and chairs on highways and in pedestrian areas within the highway, are subject to the Planning and Regulation Committee considering adverse comments and objections.</u>
<u>6 To make temporary orders regulating traffic and diverting highways.</u>
<u>7 To assert and protect the rights of the public on highways including the removal of anything that represents an obstruction, nuisance, danger or interference to any highway.</u>
<u>8 To make observations and lodge formal objections to District Councils in respect of Public Path Orders proposed to be made by them under sections 26, 118 and 119 of the Highways Act 1980 or section 257 of the Town and Country Planning Act 1990.</u>
<u>9 To make and to authorise the making of Orders under the following statutory provisions:</u>
<u>(i) Highways Act 1980, Section 25 (creation of footpaths, bridleways and restricted byways by agreement).</u>
<u>(ii) Highways Act 1980, Section 26 (creation of footpaths, bridleways and restricted byways by order).</u>
<u>(iii) Highways Act 1980, Section 118 (extinguishment of footpaths and bridleways and restricted byways).</u>
<u>(iv) Highways Act 1980, Section 118A (power to make a rail crossing extinguishment order).</u>
<u>(v) Highways Act 1980, Section 118B (power to make special extinguishment orders).</u>
<u>(vi) Highways Act 1980, Section 119 (diversion of footpaths and bridleways).</u>
<u>(vii) Highways Act 1980, Section 119A (power to make a rail crossing diversion order).</u>
<u>(viii) Highways Act 1980, Section 119B (power to make special diversion order).</u>
<u>(ix) Highways Act 1980, Section 135 (power to authorise and make a Diversion Order allowing for the temporary disturbance of a footpath, bridleway or restricted byway).</u>
<u>(x) Highways Act 1980, Section 132 (power to remove items painted, inscribed or affixed to the surface of or tree structure or works on or in the highway).</u>
<u>(xi) Highways Act 1980, Section 134(6) (power to enforce provisions</u>

<u>regarding inter alia ploughing).</u>
<u>(xii) Highways Act 1980, Section 134(8) (power to grant an extension).</u>
<u>(xiii) Highways Act 1980, Section 137A (power to enforce the provisions in relation to interference by crops).</u>
<u>(xiv) Highways Act 1980, Section 143 (power to remove structures from highways and to recover costs from the person having control or possession of the structure).</u>
<u>(xv) Highways Act 1980, Section 145 (power to enforce minimum widths for gates across highways).</u>
<u>(xvi) Highways Act 1980, Section 154 (power to require removal of overhanging trees or shrubs).</u>
<u>(xvii) Highways Act 1980, Section 164 (power to require removal of barbed wire).</u>
<u>(XVIII) Highways Act 1980, Section 297 (power to require information as to ownership of land).</u>
<u>(xvix) Highways Act 1980, Section 300 (right to use appliances and vehicles on footpaths, bridleways and restricted byways).</u>
<u>(xx) Highways Act 1980, Schedule 12A (power to carry out works in relation to interference with highways).</u>
<u>(xxi) Cycle Tracks Act 1984, Section 3 (power to designate footpath as cycle path).</u>
<u>(xxii) Housing Act 1981, Section 294 (power to extinguish public right of way over land acquired for clearance).</u>
<u>(xxiii) Countryside and Rights of Way Act 2000, Section 35 (power to enter into agreements with respect to means of access).</u>
<u>(xxiv) Countryside and Rights of Way Act 2000, Section 37 (power to provide access in absence of agreement).</u>
<u>(xxv) Wildlife and Countryside Act 1981, Section 57A (power to prepare map and statement by way of consolidation of Definitive Map and Statement).</u>
<u>(xxvi) Town and Country Planning Act 1990, Section 257 (stopping up and diversion of footpaths and bridleways).</u>
<u>(xxvii) Town and Country Planning Act 1980, Section 258 (power to extinguish public rights of way over land held for planning purposes).</u>
<u>(xxviii) Town and Country Planning Act 1990, Section 261 (temporary stopping up of footpaths and bridleways for mineral workings).</u>
<u>and, where appropriate, in the event of no objections being made or any objections made being withdrawn, to confirm the same.</u>
<u>10 To enter into agreements in respect of permissive (or concessionary) paths.</u>
<u>11 To take prosecution action under National Parks and Access to the Countryside Act 1949, Section 57 and to serve notices, to take appropriate default action and/or prosecution action and reclaim full costs under the Highways Act 1980 as amended.</u>
<u>12 Power to act in accordance with any court order made under Section 130B of the Highways Act 1980 including any application to the Court to vary or appeal any order made.</u>
<u>13 To make and authorise the making of Modification Orders to keep the Definitive Map and Statement up-to-date in respect of changes resulting</u>

<p><u>from the events specified in sections 53 and 54 of the Wildlife and Countryside Act 1981 and to determine the relevant date for such Orders pursuant to Section 56(3) of the 1982 Act and in the event of no objections being made or objections being made and being withdrawn, to confirm the same. On the receipt of an objection to submit the Order to the Secretary of State.</u></p>
<p><u>14 To make and, where appropriate, waive charges in respect of Public Path Orders.</u></p>
<p><u>15 Power to make an application to the Magistrates' Court to authorise the stopping up or diversion of a highway under Section 116 of the Highways Act 1980.</u></p>
<p><u>16 For the purpose of assessing priority for Public Rights of Way maintenance, to set, upgrade and downgrade Public Rights of Way within priorities determined.</u></p>
<p><u>17 To nominate members of the public to carry out site inspections in relation to non-statutory stages in the implementation of the Highways Act 1980 as amended and the Wildlife and Countryside Act 1981.</u></p>
<p><u>18 Power to make byelaws as respects access to land under Countryside and Rights of Way Act 2000, Section 17.</u></p>
<p><u>19 Power to appoint wardens as respects access to land under the Countryside and Rights of Way Act 2000, Section 18.</u></p>
<p><u>20 Power to erect and maintain notices as respects access to land under the Countryside and Rights of Way Act 2000, Section 19.</u></p>
<p><u>21 Power to apply to the Magistrates' Court for an Order to remove an obstruction to access under the Countryside and Rights of Way Act 2000, Section 39.</u></p>
<p><u>22 Duty to establish Local Access Forum including power to establish new forums withdraw from joint forums and merge forums and to publish annual Local Access Forum Report under the Countryside and Rights of Way Act 2000, Section 94 and statutory regulations.</u></p>
<p><u>23 To act as Traffic Manager as referred to in the Traffic Management Act 2004 generally through authorisation to the Assistant Director for Highways and Traffic.</u></p>
<p><u>Spatial Planning, Conservation and Environment</u></p>
<p><u>1 To make grants towards landscape schemes.</u></p>
<p><u>2 To maintain the Historic Environment Record.</u></p>
<p><u>3 To take the appropriate action in respect of certain functions of the County Council as local planning authority (after consultation with the Chairmen of the appropriate Committees where considered necessary), those functions being:</u></p>
<ul style="list-style-type: none"> <u>• Tree Preservations Orders and Trees in Conservation Areas;</u>
<ul style="list-style-type: none"> <u>• Forestry Commission Matters;</u>
<ul style="list-style-type: none"> <u>• Regulation 3 of the Town and Country Planning General Regulations 1992;</u>
<ul style="list-style-type: none"> <u>• Plan Briefs and Similar Documents;</u>
<ul style="list-style-type: none"> <u>• Certificate of Lawfulness of Existing Use or Development (CLEUD) (Planning and Compensation Act 1991 (S.191));</u>
<ul style="list-style-type: none"> <u>• Certificate of Lawfulness and Proposed Use or Development</u>

(CLOPUD) (Planning and Compensation Act 1991 (S.192));
<ul style="list-style-type: none"> • <u>Planning applications affecting the interests of the County.</u>
<u>4 To initiate appropriate enforcement action in respect of development carried out without the grant of planning permission or in breach of a condition of planning permission. Also, to take such actions as may be considered appropriate including, if necessary, the issue of enforcement and/or stop-notices under the Town and Country Planning Act 1990 as amended by Planning and Compulsory Purchase Act 2004.</u>
<u>5 To approve matters reserved by a condition of any planning permission in respect of County Council, waste or minerals development.</u>
<u>6 To issue any Direction pursuant to any requirement under Article 7 of the Town and Country Planning (General Permitted Development) Order 1995.</u>
<u>7 To issue any Opinion or Direction pursuant to the Town and Country Planning (Environmental Assessment and Permitted Development) Regulations 1999.</u>
<u>8 To issue Certificates of Conformity/Non-Conformity in respect of local plans under Section 46 of the Town and Country Planning Act 1990.</u>
<u>9 To prescribe improvement building frontage and sight lines.</u>
<u>10 To make grants in respect of Historic Buildings and premises included in Enhancement Schemes.</u>
<u>11 To make observations and recommendations on behalf of the Council as highway authority in reply to consultation by district planning authorities on planning applications of the description in paragraphs (f), (g) and (h) of the table to article 18(1) of the Town and Country Planning General Development Order 1988.</u>
<u>12 To enter into agreements under section 278 of the Highways Act 1980 relative to highway improvement works provided the costs of the works are secured by the agreement and to execute the works.</u>
<u>13 To adopt highways.</u>
<u>14 To comment to the Department for Transport on applications made to Department for grants under S.36 of the Transport Act 1981.</u>
<u>15 To approve all applications for planning permission (including the determination of schemes of conditions submitted under the Environmental Act 1995 Minerals Review), for Hazardous Substances Consent, Listed Building Consents and Conservation Area Consents except where:-</u> <ul style="list-style-type: none"> • <u>Those applications and proposals in accordance with the Development Plan where objections are raised by other local authorities;</u> • <u>Those applications which are Environmental Impact Assessment applications;</u> • <u>Those which are recommended for refusal;</u> • <u>All applications where more than 3 individual representations from separate properties raising planning related objections are received;</u> • <u>Those involving a departure from the Local Plan; and</u> • <u>Those which have been referred to Committee by a Local Member.</u>
<u>16 To negotiate section 106 agreements in connection with planning</u>

<u>applications relating to applications dealt with by district councils concerning infrastructure which the County Council would be responsible for providing.</u>
<u>17 To act under any powers or duties under legislation imposed on the County Council with respect to flood risk management.</u>
Transport Services
<u>1 To enter into agreements providing for subsidies of public passenger transport services under Section 88 of the Transport Act 1985.</u>
<u>2 To make grants to provide, maintain or improve any passenger carrying vehicles, equipment or facilities provided for the purpose of facilitating travel by disabled persons under Section 106 of the Transport Act 1985.</u>
<u>3 To enter into agreements with local bus operators to make quality bus partnerships, quality contract schemes or ticketing schemes under the Transport Act 2000.</u>
<u>4 To enter into agreements with local bus operators for non-statutory quality bus partnerships.</u>
<u>5 To enter into agreements providing for the supply of passenger transport services including those for:</u> <ul style="list-style-type: none"> <u>• mainstream education pupils;</u> <u>• special educational needs pupils;</u> <u>• social services clients.</u>
<u>6 To make grants to Parish Councils for improvement of bus shelters.</u>
<u>7 To enter into agreements for car contract hire scheme for employees of the Authority fleet services and contract hire arrangements for Specialist vehicles.</u>
<u>8 To take such decisions on the withdrawal of local bus services to remain within budget, subject to consultation with the appropriate Executive Councillor.</u>
Other
<u>1 To determine, following consultation with the appropriate Executive Councillor and Overview and Scrutiny Committee or Panel and the Executive Director of Finance & Public Protection, where there is an immediate threat to a site, requests to the County Council for support towards habitat and environmental site acquisitions.</u>
Economic Development
<u>1 To make grants and loans within a framework approved by the Council including</u> <ul style="list-style-type: none"> <u>(a) Lincolnshire Loan Fund for Business Development</u> <u>(b) Lincolnshire Community Business Development Finance Initiative</u> <u>and</u> <u>(c) Specific initiatives to support rural communities</u>
<u>2 To develop sites and premises for economic development purposes</u> <ul style="list-style-type: none"> <u>(a) to procure services in accordance with the regulations and established policies and principles of Lincolnshire County Council</u> <u>(b) to work together with public and private sector partners to bring forward new capital projects</u> <u>(c) to agree the sale and letting of sites within the economic development portfolio</u>
<u>3 To deliver the tourism policy and function for Lincolnshire County Council</u>

<u>and to manage any contracts for the delivery of tourism services</u>
<u>4 To ensure that external funding programmes are delivered in accordance with the guidelines set out in offer letters.</u>
<u>5 To implement capital projects which will bring about an improvement in the economic wellbeing of the County and its population</u>
<u>6 To lead an integrated policy and service delivery operation.</u>
<u>Community Assets and Resilience</u>
<u>1 To promote community engagement and development.</u>
<u>2 To make grants within a framework approved by the Council including:</u>
<u>(a) Towards the cost of establishing, promoting or holding music, dance, arts or other cultural events and activities, as well as Lincolnshire Communities within the overall policies of the Council</u>
<u>(b) To support the provision made by voluntary and other organisations where there are educational benefits to the people of Lincolnshire;</u>
<u>3 After consultation with the appropriate Executive Councillor, to approve use of Lincoln Castle for charity events and to determine financial arrangements.</u>
<u>4 To exercise the functions of the Council as library authority and in relation to museums and art galleries under the Public Libraries and Museums Act 1964, and as archive authority under the Local Government Act 1972, s 224 and the Public Records Act 1958 and 1967 and other enabling legislation.</u>
<u>Information Management and Technology</u>
<u>1 To develop the Corporate IT Policy including digital channel shift and provide general advice thereon.</u>
<u>2 To operate and deliver IT infrastructure, services, systems and software.</u>
<u>3 To ensure arrangements are in place across the Council for the effective and secure management of data in accordance with the Council's Data Protection obligations.</u>
<u>4 To undertake a research function on behalf of Lincolnshire County Council and provide information and analysis of the census.</u>
<u>Communications</u>
<u>1 To provide corporate communications functions.</u>
<u>General</u>
<u>1 To act as the Head of Paid Service in pursuance of the Local Government and Housing Act 1989. To have overall Corporate Management and operational responsibility (including overall management responsibility for all staff).</u>
<u>2 To grant or refuse permission for the display of the Coat of Arms and/or badge of the County.</u>
<u>3 To fix fees for copies of documents and extracts of documents requested by the public under the provisions of the Local Government (Access to Information) Act 1985 and Freedom of Information Act 2000.</u>
<u>4 To exercise the functions of the Council under charities legislation.</u>
<u>5 To appoint Councillors to Committees and Panels and Sub-Committees and Sub-Panels in accordance with the wishes of Group Leaders, Deputy Group Leaders and Group Whips in accordance with Rule 5 of the Council Procedure Rules in Part 4 of this Constitution and the duty arising under Section 16 of the Local Government and Housing Act 1989.</u>

<u>6 To progress the strategic development of the Council.</u>
<u>7 On appointment, to undertake all the functions of the Returning Officer.</u>
<u>8 To undertake appropriate and necessary action when vacancy in office occurs.</u>

EXECUTIVE DIRECTOR OF ADULT CARE AND COMMUNITY WELLBEING

Services for Adults and Older People

1. To accept Guardianship applications under Section 8 of the Mental Health Act 1983
2. To consent under Section 8(4) of the Mental Health Act 1983 to any amendment of any Guardianship application which has been accepted or any medical recommendation.
3. To designate Approved Social Workers as Officers for the purposes of the Mental Health Act 1983.
4. To maintain registers of sensory impaired and disabled persons.
5. To approve the disposal of assets belonging to deceased residents to persons entitled to them after payment of proper claims on account of funeral expenses and sums due to the Council.
6. To incur expenditure either directly or via provision of
(a) equipment to persons permanently and substantially disabled;
(b) for special purposes, e.g. recreational, educational and social facilities;
(c) of adaptations to property occupied by persons permanently and substantially disabled.
7. To approve augmentation for a person on a Blind Homemaker Scheme.
8. To authorise the admissions and payment of purchases of all forms of residential, day and domiciliary care.
9. To approve variations of fees so far as they have been agreed by the "Examining Authority" and for which the Council have accepted responsibility for children, young persons or adults attending or residing in establishments not maintained or assisted by the Council and to approve alterations in charges for the maintenance of such residents.
10. To authorise payment for maintenance of people for whom the Council is financially responsible in homes provided by other local authorities and bodies.
11. To approve expenditure incurred in the protection of movable property or persons and to recover such expenditure where applicable.
12. To make assessment of contributions by persons provided with services and to approve variation of assessed charges to avoid hardship.
13. To add additional persons to the list of Independent Chairmen of the Complaints Review Panel established under the National Health Service and Community Care Act 1990.
14. To approve, following consultation with the appropriate Executive Councillor, the appointment of replacement visiting members of Social Services establishments.
15. To approve agreements and contracts with or grants to voluntary organisations in undertaking the functions of Social Services Directorate and

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the services for which the Director is responsible.
16. To authorise under the provisions of the Human Tissue Act 1961 (where the Council is in lawful possession of the body) the removal of parts of the body of a deceased resident in accordance with the wish expressed by the resident during his/her lifetime.
17. To exercise the functions of the Council in relation to adult safeguarding and in particular to
(i) Maintain a clear organisational and operational focus on safeguarding vulnerable adults
(ii) Ensure that relevant statutory requirements and other national standards are met
(iii) Encourage a culture of vigilance against the possibility of adult abuse
(iv) Ensure all services within the remit of the post remain focused appropriately on safeguarding adults; and
(v) Promote equality of opportunity and eliminate discrimination in respect of adult care services
Services in relation to Community Wellbeing
1. To support delivery of strategic and supported housing.
2. To promote general health and wellbeing.
3. To exercise the functions of the County Council in relation to the Drug and Alcohol Action Team.
4. To contribute to the development of the Joint Strategic Needs Assessment.
5. To administer the Health and Wellbeing Fund.
6. To facilitate the Health and Wellbeing Board.
Director of Public Health
1. To act as Director of Public Health in accordance with Section 73A of the National Health Services Act 2006 and to carry out the functions as set out in that section and Regulations thereunder.
2. To produce the Annual Health Report.
3. To carry out and publish health needs and health impact assessments.

CHIEF LEGAL OFFICER

1. To act as solicitor to the Council for any purposes and subject to consultation with such of the Executive, Executive Councillor, Committee or Chief Officer as may be appropriate, to exercise discretion whether to issue or defend proceedings on behalf of the County Council in any Court or Tribunal or before any other body with jurisdiction, including arbitration or adjudication, to enter into mediation or other alternative dispute resolution processes or otherwise to settle claims disputes and proceedings and to take such other actions as are appropriate for the solicitor to the Council and which are necessary to protect, maintain and fulfil the interests, rights and duties of the Council.
2. To act as Monitoring Officer under Section 5 of the Local Government and Housing Act 1989. As Monitoring Officer to consider applications for dispensations in respect of disclosable pecuniary interests.

“PROPER OFFICER” PROVISION

1a Each of the Officers of the Council mentioned in column 1 is the Proper Officer of the Council in relation to the provisions of the Local Government Act 1972 specified against the Officers title in column 2.

<u>Column 1</u> <u>Proper Officer</u>	<u>Column 2</u> <u>Section of</u> <u>1972 Act</u>	<u>Column 3</u> <u>Proper Officers’</u> <u>Functions</u>
Head of Paid Service	83(1) to (4)	Witness and receipt of declarations of acceptance of office.
Head of Paid Service	84	Receipt of declaration of resignation of office.
Head of Paid Service	88(2)	Convening of meeting of Council to fill casual vacancy in the office of the Chairman.
Head of Paid Service	89(1)(b)	Receipt of notice of casual vacancy from two local government electors.
Head of Paid Service	S100B	Determination of which reports or parts of reports should not be disclosed on the grounds that they include exempt information which is likely to be considered private.
Head of Paid Service	S100C	Minuting of meetings and preparing where necessary a written summary of such part of meetings at which the public are not present.
Head of Paid Service	S100F	Determination of which documents should not be disclosed to an elected Member on the grounds that they disclose confidential or exempt information.
Designated Corporate Officer	S100D	Preparation of list of background papers for reports.

<u>Column 1</u> <u>Proper Officer</u>	<u>Column 2</u> <u>Section of</u> <u>1972 Act</u>	<u>Column 3</u> <u>Proper Officers'</u> <u>Functions</u>
Executive Director of Finance and Public Protection	115(2)	Receipt of money due from Officers.
Executive Director of Finance and Public Protection	146(1)(a) and (b)	Declarations and certificates with regard to securities.
Executive Director for Environment & Economy	191	Functions with respect to ordnance survey.
Head of Paid Service	210(6) and (7)	Charity functions of holders of offices with existing Authorities transferred to holders of equivalent office with new Authorities or, if there is no such office, to Proper Officers.
Executive Director for Environment & Economy <u>Monitoring Officer</u>	225(1)	Deposit of documents.
Executive Director for Environment & Economy <u>Monitoring Officer</u>	229(5)	Certification of photographic copies of documents.
Executive Director for Environment & Economy <u>Monitoring Officer</u>	234(1) and (2)	Authentication of documents.
Executive Director for Environment & Economy <u>Monitoring Officer</u>	236(10)	To send copies of byelaws to each District Council in the county.
Executive Director for Environment & Economy <u>Monitoring Officer</u>	238	Certification of byelaws.
Head of Paid Service	Schedule 12	Signature of summonses to

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<u>Column 1</u> <u>Proper Officer</u>	<u>Column 2</u> <u>Section of</u> <u>1972 Act</u>	<u>Column 3</u> <u>Proper Officers'</u> <u>Functions</u>
	Para 4(2)(b)	Council meetings.
Head of Paid Service	Schedule 12 Para 4(3)	Receipt of notices regarding address to which summons to meetings is to be sent.
Executive Director for Environment & Economy	Schedule 16 Para 28	Receipt of deposit of lists of protected buildings (Section 54(4) of the Town and Country Planning Act 1971).
Executive Director of Finance an Public Protection	Schedule 29 Para 41	Exercise of functions under Sections 9(1) and (2), 13(2)(h) and (3)(b) and 20(b) of Registration Services Act 1953 and any Regulations or Scheme made thereunder.

1b Each of the Officers mentioned in Column 1 is the Proper Officer of the Council in relation to the provisions specified against the Officers title in Column 2.

<u>Column 1</u> <u>Proper Officer</u>	<u>Column 2</u>	<u>Column 3</u> <u>Proper Officers'</u> <u>Functions</u>
Executive Director for Environment & Economy Monitoring Officer	Local Government Act 2000 S81	Keeping record of disclosures of pecuniary interest under Section 94, and of notices under Section 96(1).
Executive Director for Environment & Economy Monitoring Officer	Local Government Act 2000 S81	Receipt of record of interest.
Executive Director for Environment & Economy Monitoring Officer	S41(1) and (3) of the Local Government (Miscellaneous Provisions) Act 1976	Certification of resolutions and minutes, etc, for evidential purposes.
Executive Director for Environment & Economy Monitoring Officer	S59 of the Highways Act 1980	Certification of extra-ordinary expenses.
Executive Director for Environment & Economy Monitoring Officer	S321 of the Highways Act 1980	Authentication of documents.
Executive Director for Environment & Economy	S295(1) of the Highways Act 1980	Service of notice requiring removal of materials in any street.
Executive Director for Environment & Economy	Schedule 9 Para 4 of the Highways Act 1980	Prescribing Improvement Lines or Building Lines.
Head of Paid Service	S15 and S16 Local Government and Housing Act 1989	For the purposes of the Local Government (Committee & Political Groups) Regulations 1990.
Executive Director for Environment & Economy Monitoring Officer	S18 of the Local Government and Housing Act 1989	For the purposes of the Members' Allowance Scheme.
Monitoring Officer	S19(1)(a) of the Local	Receipt of notice of Councillors'

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	Government and Housing Act 1989	interests.
Executive Director for Environment & Economy <u>Monitoring Officer</u>	S321 of the Local Government and Housing Act 1989	Deposit of lists of posts politically restricted by virtue of remuneration.
Statutory Scrutiny Officer	S31 of the Local Democracy, Economic and Construction Act 2009	Promotion of Overview and Scrutiny

2. Each of the Officers mentioned in Column 1 is the Proper Officer of the Council in relation to any reference in any legislation (other than the Local Government Act 1972) to the corresponding Officer of a Council (whether specified or not) mentioned in Column 2 which by virtue of any provision of the said Act or of any Order made thereunder is to be construed as a reference to the Proper Officer of the Council.

Column 1

Column 2

Head of Paid Service

Clerk of the Council or Town Clerk of a Borough

Executive Director of Finance and Public Protection

Treasurer of a Council

Executive Director for Environment & Economy

County Surveyor or Surveyor of a Council

Executive Director of Finance and Public Protection

Clerk to the Fire Authority

3. The Officers mentioned in Column 2 are to act as Proper Officers of the Council in relation to the matters assigned to the corresponding Officer mentioned in Column 1 in the event of that Officer being absent or otherwise unable to act as Proper Officer.

Column 1

Column 2

Head of Paid Service

Such of the Executive Directors, as may be nominated by the Head of Paid Service

Executive Director of Finance and Public Protection

Assistant Director (Finance and Resources)

Executive Director for

Assistant Director

4. The Executive Director of Finance and Public Protection is to have responsibility for the proper administration of the Council's financial affairs in accordance with S151 Local Government Act 1972. The Executive Director of Finance and Public Protection may elect to delegate the day to day responsibilities to the Assistant Director Finance and Resources.
5. The Executive Director of Finance and Public Protection is, under the nomination at 4 above, the Officer responsible under S114 of the Local Government (Finance) Act 1988. Executive Director of Finance and Public Protection may elect to delegate the day to day responsibilities to the Assistant Director Finance and Resources.