



County Offices
Newland
Lincoln
LN1 1YL

14 October 2019

Environment and Economy Scrutiny Committee

A meeting of the Environment and Economy Scrutiny Committee will be held on **Tuesday, 22 October 2019 at 10.00 am in Committee Room One, County Offices, Newland, Lincoln LN1 1YL** for the transaction of the business set out on the attached Agenda.

Yours sincerely

A handwritten signature in cursive script that reads 'DBarnes'.

Debbie Barnes OBE
Head of Paid Service

Membership of the Environment and Economy Scrutiny Committee (11 Members of the Council)

Councillors Mrs W Bowkett (Chairman), C R Oxby (Vice-Chairman), Mrs A M Austin, G E Cullen, M A Griggs, A G Hagues, C Matthews, Mrs E J Sneath, H Spratt, C L Strange and Dr M E Thompson

**ENVIRONMENT AND ECONOMY SCRUTINY COMMITTEE AGENDA
TUESDAY, 22 OCTOBER 2019**

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declarations of Members' Interests	
3	Minutes of the previous meeting of the Environment and Economy Scrutiny Committee held on 10 September 2019	5 - 12
4	Announcements by the Chairman, Executive Councillors and Lead Officers	
5	Huttoft Boat Shed Visitor Centre <i>(To receive a report by Ian Walker, Special Projects Officer, in connection with the delivery of the Boat Shed Visitor Centre and Café. This decision is due to be considered by the Executive Councillor for Commercial and Environmental Management on the 25 October 2019. The views of the Committee will be reported to the Executive Councillor as part of his consideration of this item)</i>	13 - 52
6	County Mixed Dry Recyclables Procurement <i>(To receive a report by John Coates, Head of Waste, which invites the Committee to consider a report regarding the strategy behind and the procurement of a new mixed dry recycling (MDR) contract commencing in 2020. This decision is due to be considered by the Executive on the 05 November 2019 and the views of this Committee will be reported to the Executive as part of the consideration of this item)</i>	53 - 54
7	Lincoln BIG Business Improvement District (BID) Update <i>(To receive a report by Samantha Harrison, Interim Head of Economic Development, in connection with a review of the progress towards the Lincolnshire Local Industrial Strategy)</i>	55 - 82
8	Greater Lincolnshire Local Industrial Strategy <i>(To receive a report by Ruth Carver, LEP Chief Executive, which requests members to note and comment on the direction and focus of the Local Industrial Strategy ahead of drafting and co-production with central Government)</i>	83 - 124
9	Greater Lincolnshire Vision for Growth 2050 <i>(To receive a report by Phil Hughes, Strategic Planning Manager, which articulates the ambitions and priorities for the area to 2050. This vision will help to get capital funding from the Government well into the future to ensure the vision becomes a reality)</i>	125 - 130

10 Environment and Economy Scrutiny Committee Work Programme

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(To receive a report from Daniel Steel, Scrutiny Officer, which invites the Committee to consider and comment on its work programme)

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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.

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www.lincolnshire.gov.uk/committeerecords



**ENVIRONMENT AND ECONOMY
SCRUTINY COMMITTEE
10 SEPTEMBER 2019**

PRESENT: COUNCILLOR MRS W BOWKETT (CHAIRMAN)

Councillors C R Oxby (Vice-Chairman), Mrs A M Austin, G E Cullen, M A Griggs, A G Hagues, Mrs E J Sneath, C L Strange and Dr M E Thompson

Executive Councillor C J Davie for Economy and Place attended the meeting as an observer

Officers in attendance:-

Steve Blagg (Democratic Services Officer), Andy Brooks (Commissioning Manager (Regeneration Programme)), Justin Brown (Assistant Director Growth), John Coates (Head of Waste), Matthew Harrison (Senior Commissioning Officer - Flood Risk), David Hickman (Head of Environment), Clare Hughes (Principal Commissioning Officer (LEP)), Daniel Steel (Scrutiny Officer) and Simon Wright (Principal Officer (Regeneration))

24 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillors C Matthews and H Spratt.

25 DECLARATIONS OF MEMBERS' INTERESTS

No declarations of interests were made at this stage of the meeting.

26 MINUTES OF THE PREVIOUS MEETING OF THE ENVIRONMENT AND ECONOMY SCRUTINY COMMITTEE HELD ON 9 JULY 2019

RESOLVED

That the minutes of the previous meeting held on 9 July 2019, be approved as a correct record and signed by the Chairman.

27 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS AND LEAD OFFICERS

Executive Councillor C J Davie made the following announcements:-

- Reflecting on the tourism season he stated that every time that he had attended the North Sea Observatory during the summer it was busy, often with queues for the good quality food that was served there. This showed that there was a clear demand for quality premises and quality food and drink. More people were

visiting high quality venues between October and March than during the summer months. He stated that he had spoken to local businesses on the east coast and they had informed him that the summer coastal tourism season had fallen between 15% and 25%.

- The budget's emphasis on the importance of investment in local authorities and in our towns was starting to be properly understood again in Whitehall. Part of the Council's job was to make sure that the commitments made by the Chancellor last week brought a benefit to Lincolnshire, to our businesses and our communities.
- The local labour market was due to be discussed on today's agenda. There were some great career opportunities for young, and not so young, people in our county. The Government's commitment to extra funding for the Further Education sector would help to provide the training that was necessary for people to take advantage of those opportunities.
- One of the many big announcements made by the Government over the past couple of weeks was funding for towns. Holbeach, Grantham, Lincoln, Skegness and Mablethorpe were all in line for substantial government grants if they produced strong bids. There was the opportunity to attract more than £100m to the county, so he would be working with the staff teams and colleagues in the LEP, district councils and in the business community to make sure that as much of these grants could be drawn down as possible. The Government had recognised that places like Lincolnshire needed investment and we would be ready to use that investment effectively.
- The presentation on Lincolnshire's creative industries would be very useful. We needed to make sure that communities within the county had good quality communications infrastructure in place to make the most of the opportunities associated with the creative industries. This was something the Council had been working on through the rural broadband initiative. It was important to recognise the creative industries sector as one which reached into all communities. Many successful creative businesses ran from very small villages. The creative industry liked to collaborate and so creative hubs were a good way of encouraging collaboration. With that in mind, I am delighted that we were a partner with private businesses in the new creative hub that had opened in Thomas Parker House, Lincoln.
- The East Midlands Property Awards took place this week and it was good to see that a wide range of Lincolnshire businesses were being represented at the awards. Next week I would be speaking at a Team Lincolnshire event in Boston where we would be showcasing investment opportunities in their PE21 initiative. Finally, in mid-October we had the Team Lincolnshire in London event which had already sold out, it was well supported by Lincolnshire based investors and their clients who hopefully would see the benefit of investing in Lincolnshire.
- Despite the uncertainty around Westminster at the moment there were plenty of opportunities and strengths for us to build on here in Lincolnshire in the coming months.

In response to a question about the effects of Brexit, Executive Councillor C J Davie stated that the uncertainty caused needed to be resolved as soon as possible as businesses wanted certainty before investment could take place. The public was

demanding that Parliament resolved Brexit as the matter had been debated too long already. He had every confidence that the UK would prosper outside of the EU and Brexit would provide some excellent opportunities.

28 REVIEWING THE DRAFT LINCOLNSHIRE FLOOD RISK & WATER MANAGEMENT STRATEGY

The Committee considered a report on the draft Joint Lincolnshire Flood Risk and Water Management Strategy 2019-2050 and was asked to review and comment on the Strategy and highlight any additional guidance to officers in advance of formal adoption by the Council.

Officers stated that the Strategy was intended to provide the Council and its partners in the Lincolnshire Flood Risk and Water Management Partnership with a means of outlining their collective aspirations for water risk, water management and future water supply resilience, along with additional economic and social benefits that could be achieved for the county.

Officers stated that the Strategy had been out to public consultation and the timeline was outlined for future consideration of the Strategy. Officers stated that Defra's policy was awaited and that this would be considered when it was published.

Comments by members and the responses of officers included:-

- The role of the Environment Agency and whether it had carried out its responsibilities in connection with the River Steeping. Officers stated that all stakeholders had been involved to deliver specific flood risk maintenance works and a management group was examining future management and resilience of the River Steeping catchment.
- The increased protection of agricultural land was welcomed. Officers stated that there was a need to emphasise this issue as water was important in supporting agriculture and tourism.
- An enquiry was made in connection with funding for Sustainable Urban Drainage Systems (SuDS). Officers stated that guidance for SuDS was still being prepared.
- SuDS required more maintenance. Local authorities and water companies did not always have the necessary funding for maintenance. Officers agreed that SuDS were not a panacea but were part of a range of options available. Proposals for SuDS to be maintained at a national level were being investigated.
- Parish Councils in the Ancholme Valley were concerned about the clearance of water courses and the role of Internal Drainage Boards in the past in ensuring that these water courses were maintained had been important and welcomed. Officers stated that the management of water courses had been highlighted following the recent flooding in Wainfleet. The Public Sector Cooperation Agreement between the Internal Drainage Boards and the Environment Agency was important in this respect and discussions on this matter were taking place with the Environment Agency.

RESOLVED

That the comments made by members in connection with the Strategy be noted and considered by officers in advance of formal adoption by the County Council.

**29 BUSINESS CENTRES AND ECONOMIC DEVELOPMENT PORTFOLIO-
STRATEGY REVIEW, POLICY AND PROCEDURES**

Consideration was given to a report which sought the views of the Committee on whether the criteria currently used to manage the Council's business centres and economic development portfolio was still appropriate. Officers stated that Council's Regeneration Team was to manage the portfolio in such a way that it could support economic prosperity and job growth across Lincolnshire whilst at the same time maximising the net income generated from the portfolio.

Comments by members and the responses of officers included:-

- The number of void units on the Gainsborough Business site was higher. Officers stated that location was a factor together with supply and demand. Flexibility in the implementation of the procedures for letting was required and promotional events were being arranged to attract business.
- It was difficult for a new business to show if it was viable and an example was provided. Officers stated that the commercial viability of new businesses was assessed. A flexible approach was taken for storage applications in the event of low demand. Priority would always be given to those businesses which created employment.
- Officers stated that in those cases where a tenant had failed to maintain a unit there was a need to ensure that the unit was ready to be re-let. Officers stated there was a need to be flexible in the relocation of businesses and hence the need to use the guidelines set out in appendix A of the report.
- Officers stated that they were investigating the use of letting agents to deal with void units.
- Officers were also working with West Lindsey District Council on land for development adding that land had already been sold in Gainsborough for commercial purposes.
- Officers stated that they were examining a new commercial development adjacent to the Eventus building.
- Were free rent periods given to new businesses? Officers stated that rent free periods were negotiated on a case by case basis.
- Were larger premises offered to current tenants? Officers stated that discussions took place with tenants and advice was given about business advisers to contact.

RESOLVED

- (a) That the comments by members be noted.

- (b) That the principles described in the report to allow the Council to effectively manage the portfolio and meet the twin objectives of supporting business growth and maximising rental income, be supported.
- (c) That the proposal for new tenancies to be granted for a maximum of five years, unless there are exceptional business reasons to extend this period, be supported.
- (d) That the current guidance on the use of business centre and industrial units which provides the required objective of maintaining an appropriate tenant mix and a suitable mix of premises for start-up businesses, be supported.

30 CREATIVE INDUSTRIES RESEARCH PROJECT

The Committee received a presentation by Tom Fleming, Creative Consultancy and We Made That and Sukhy Johal, University of Lincoln, in connection with the Creative Lincolnshire research project. The aim of the project was to support the growth of the creative economy across greater Lincolnshire Local Enterprise Partnership area including the county and the unitary authorities of North East Lincolnshire and North Lincolnshire. The importance of the creative industries was highlighted including its value to the local economy, the replacement of empty retail units on the high Street and the opportunities provided in rural areas. The creative industry sector was not as well established in rural areas compared to urban areas but was growing in Lincolnshire.

Comments by members and the responses by presenters and officers included: –

- The creative economy was welcomed especially in view of the reduction of retail sector on the high street.
- The title of the project needed to reflect the whole of Lincolnshire. The presenters accepted this comment and that the links between the various hubs and the rest of Lincolnshire should be acknowledged.
- Connectivity and communication needed to be improved in the Boston area and many Boston residents did not appreciate how much heritage was in their area. The presenters stated that Lincoln University together with the Arts Council was developing a programme to help Boston celebrate the Mayflower anniversary in 2020. Investment by Freshlincs, the Environment Agency and the Arts Council to provide a major programme of arts work was also being investigated.
- Lincolnshire was a sparsely populated and rural county and government funding for public transport was essential.

The Executive Councillor stated that he supported the creative economy and emphasised the importance of ensuring that the IT infrastructure was in place.

The Chairman thanked the presenters for their presentation adding that Lincolnshire needed to take the initiative on the project.

RESOLVED

That the presentation be welcomed, the comments by members be noted and considered in the research programme.

31 LINCOLNSHIRE UTILITY STRATEGY-NEXT STEPS

The Committee considered a report in connection with the progress of the Lincolnshire Utility Strategy. Officers stated that progress against each of the elements detailed in the strategy was good. The effect of zero carbon and reductions in the use of energy were highlighted and these were now considered in all new developments.

Comments by members and the responses of officers included:-

- Packaging was an issue in some supermarkets. Officers explained how industry was tackling this issue including a levy paid into a fund to reduce the use of packaging. More was being done by industry to address the issue of hard to recycle packaging rather than send it abroad. Bottle deposit schemes were being developed and while there was an up-front charge this could be claimed back. The Government was also examining the location of recycling facilities to where people lived to prevent people having to travel long distances.
- Officers stated that the issue of packaging would be raised at the Food Conference. It was noted that North Kesteven District Council had introduced new procedures for the collection of clean paper and cardboard.
- Officers stated that supermarkets reacted to consumer demand. It was important for the County Council to provide the appropriate recycling facilities for customers.

RESOLVED

- (a) That the performance against each of the elements of the strategy as summarised in paragraphs 3.1 and 3.6, of the report, be noted.
- (b) That officers produce a clear methodology for prioritising different aspects within the strategy as detailed in paragraph 4.5 of the report.
- (c) That utilities, sustainability and packaging be raised at a meeting of the Lincolnshire Enterprise Partnership's Food Board and a conference be held on the issues at a suitable time.

32 GREATER LINCOLNSHIRE'S EUROPEAN REGIONAL DEVELOPMENT PROGRAMME (ERDF)

Consideration was given to a report in connection with the European Regional Development Programme (ERDF) bids that were currently being developed by the Council. Officers stated that the bidding process was guaranteed irrespective of Brexit. Officers stated that the bids had been based on priorities, followed on from consideration by members and the necessity to provide match funding in the Council's budget.

RESOLVED

That proposed bids for ERDF funding as detailed in the report be supported.

33 ANALYSIS OF THE LOCAL LABOUR MARKET

Consideration was given to a report in connection with an analysis of the local labour market following a request to the Local Enterprise Partnerships by the Department for Education (DfE) to generate a high quality analysis of the local labour market. The first initial findings of the analysis were detailed in the report.

Comments by members and the responses of officers included:-

- The report was welcomed.
- There was a need to recognise the lower cost of living in Lincolnshire. However, it was noted that rents were higher in Boston and required more cheaper rented housing. Officers stated that while the cost of living was lower in Lincolnshire the comments made in connection with Boston needed to be considered in the analysis.
- The provision of more social housing from private developers had proved to be difficult. Officers stated that there was a need to consider how housing was promoted for young people.
- Officers stated that they needed to examine what was preventing people from getting employment.
- It was suggested that state benefits affected a person's resolve to get employment as their income was changed and that this should be investigated. Officers agreed to investigate this matter and report back to the Committee.
- More training was required in the basic skills. Officers stated that additional training in basic skills was being examined.
- More advice on where people should go to receive training was required.
- Sole traders were too small to take on people for training purposes.

RESOLVED

That the report and the comments made by members on the analysis currently underway be noted.

34 ENVIRONMENT AND ECONOMY SCRUTINY COMMITTEE WORK PROGRAMME

The Committee considered and reviewed its Work Programme.

RESOLVED

That the Committee's Work Programme be noted.

The meeting closed at 12.40 pm

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Open Report on behalf of Andy Gutherson, Executive Director - Place

Report to:	Environment and Economy Scrutiny Committee
Date:	22 October 2019
Subject:	Huttoft Boat Shed Visitor Centre

Summary:

This item invites the Environment and Economy Scrutiny Committee to consider a report regarding the Huttoft Boat Shed Visitor Centre.

This decision is due to be considered by the Executive Councillor for Commercial and Environmental Management on the 25 October 2019. The views of the Scrutiny Committee will be reported to the Executive Councillor as part of his consideration of this item.

Actions Required:

- (1) To consider the attached decision report and to determine whether the Committee supports the recommendations to the Executive Councillor for Commercial and Environmental Management.
- (2) To agree any additional comments to be passed to the Executive Councillor for Commercial and Environmental Management in relation to the Huttoft Boat Shed Visitor Centre.

1. Background

The full Executive Councillor report is attached at Appendix 1 to this report.

2. Conclusion

Following consideration of the report, the Environment and Economy Scrutiny Committee is requested to consider whether it supports the recommendations in the Appendix 1 and whether it wishes to make any additional comments to the Executive Councillor for Commercial and Environmental Management.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

Yes

b) Risks and Impact Analysis

Kier have undertaken a risk analysis. This is included in the Feasibility Report (Appendix A) attached to Appendix 1.

4. Appendices

These are listed below and attached at the back of the report	
Appendix 1	I018558 - Huttoft Boat Shed Visitor Centre

5. Background Papers

This report was written by Peter Fender, who can be contacted on 01522 550604 or peter.fender@lincolnshire.gov.uk.

Open Report on behalf of Andy Gutherson, Executive Director – Place

Report to:	Councillor E J Poll, Executive Councillor: Commercial and Environmental Management
Date:	25 October 2019
Subject:	Huttoft Boat Shed Visitor Centre
Decision Reference:	I018558
Key decision?	No

Summary:

This project will add another quality tourist facility to the Lincolnshire Coast, building on the success of the North Sea Observatory and the Gibraltar Point Visitor Centre.

Funded by the County Council and the GLLEP the building at Huttoft will replace an existing redundant boat shed, owned by the County Council.

The new building will contain a high quality cafe, a rooftop viewing deck (protected by a glass balustrade) and an external ground level deck for hosting larger pop-up food and other events. The building will benefit from floor to ceiling windows (protected when not in use by shutters) giving views inland to the Wolds and North to Sandilands and Sutton On Sea.

The project will include the refurbishment of the existing public toilets, an external shower for beach users and connecting the site to main services for the first time.

The site will be let, at a commercial rent, to a new commercial operator, who will be responsible for maintaining the building and the toilets.

The planning application has been submitted. Subject to receiving planning permission works should start on site early in 2020 and the building open to the public in June 2020.

Recommendation(s):

That the Executive Councillor :-

- 1) Approves the delivery of the Huttoft Boat Shed Cafe Visitor Centre Project.
- 2) Approves in principle the procurement and award of a contract for the

Project subject to prior formal documented termination of the occupational arrangements granted to East Lindsey District Council for the existing public conveniences.

- 3) Approves in principle the granting of a lease on commercial terms, including rent, to a commercial operator, of the new building to be constructed and forming the new cafe and subject to formal termination of the occupational arrangement in respect of the current public toilets which exists in favour of East Lindsey District Council, including the public toilets planned for refurbishment.
- 4) Authorise the Executive Director of Place to agree the final form and approve the entering into of all arrangements and contracts necessary to secure the construction and completion of the Project.
- 5) Authorise the Executive Director of Place to agree the final form of terms for the termination of the existing occupational arrangement with East Lindsey District Council and for the new cafe lease to be granted.

Alternatives Considered:

- | | |
|----|--|
| 1. | Do nothing: Without Lincolnshire County Council (and GLLEP) intervention the existing boat shed building would remain empty, without the prospect of an alternative use that would benefit the area. |
|----|--|

Reasons for Recommendation:

Recent projects on the Lincolnshire Coast have helped overcome negative perceptions of the coast encouraging new businesses and new development.

The Huttoft Boat Shed Cafe project will build on this positive momentum, encouraging more people to visit and extend the season that they visit.

Lincolnshire County Council's financial contribution to this project will unlock a £240,000 capital grant from the GLLEP, which will ensure that the quality of the building delivered matches that of the Gibraltar Point Visitor Centre and the North Sea Observatory.

1. Background

Evidence for need

In 2016 the Greater Lincolnshire Nature Partnership (GLNP) identified major challenges in progressing initiatives to grow coastal nature tourism. There is a perception of the coast being a series of resorts catering for the mass market. There is also a lack of infrastructure for tourism, particularly good quality accommodation and eating places compared to competitors such as North Norfolk.

Opportunity

The GLNP estimated the current value of nature based tourism and leisure activity to GL could be as much as £325 million, of which £51 million is associated with holidays and day trips where engaging with wildlife is the primary purpose.

The GLNP identified a need to create flagships for further development work to act as 'clusters' to create additional critical mass in terms of marketing the destination.

This project at Huttoft looks at adding a new coastal 'flagship'. It will build on the success of other successful projects recently completed by LCC, the new Gibraltar Point visitor centre and the North Sea Observatory at Chapel St Leonards. These schemes have received a number of design awards, have improved the food and information offer on the coast, attract over 150,000 visitors a year, and have raised the bar in what visitor expect when they visit the coast.

It will be in a prime position bring together a wide range of existing coastal activities and promote new ones. Including :- organised walks and beach/sea safaris; sea dipping; whale, seal and dolphin watching events; beach cleaning & events raising the awareness of plastic pollution; promoting the new National Coastal Footpath. It will also host satellite art exhibitions and activities in conjunction with the North Sea Observatory Gallery

Location

Huttoft lies within the Lincolnshire Coastal Country Park. A narrow road connects the main coast road to the car park on Huttoft Terrace. The Terrace is popular with visitors who can park and enjoy an uninterrupted view of the sea.

Next to the dunes is a building, owned by LCC, originally used by a boat club to house a tractor. The club disbanded some years ago and the building is no longer used.

LCC have been looking at alternative uses for the site. Given the need for additional tourist facilities and the success of other coastal projects it is proposed to replace it with a building incorporating a café, visitor facilities and public toilets.

Building design

The building is designed to be no larger than the footprint of the existing building (a requirement of the Environment Agency). So to maximise its potential it will have a rooftop viewing deck and a second ground level timber deck on the landward side. The internal layout has been designed to reflect lessons learnt from other recently completed projects. So room for tables and chairs will be maximised and there will be a foyer to protect customers from the elements when the doors are in operation. To maximise the space inside the building the project will include the refurbishment of the existing public toilets next door (currently owned by ELDC) and then incorporating these within the project.

There will be floor to ceiling windows facing West (to the Wolds) and North (to Sutton on Sea). These will be protected by shutters when the building is not open.

The existing building is not connected to mains electricity. So the project includes linking the building to the nearest electric supply, 1000m away on the main road.

Local issues

Sand removal – Most issues caused by sand blowing from the beach effect the parking terrace not the area around the proposed café and the removal of sand from the parking terrace will be unaffected by this project.

Terrace car parking charging – the project does not prevent any future change to charging for visitors using the terrace. The new electric supply will also future proof the site should parking meters etc. need to be installed in the future.

Anti-social behaviour on the terrace – during the consultation on the project the parish council and local members have said that anti-social behaviour on the terrace has decreased in recent years. But having a new building in this location should help to deter anti-social behaviour in the area.

There have been Byelaws in place to assist in regulating activities at the terrace car park which byelaws were confirmed by the Secretary of State 24th September 2013.

Project delivery and timetable

The project will be delivered by LCC. The delivery timeline is :-

Planning process	October 2019 planning decision
Main Contract procurement process	complete mid October 2019
Contract awarded	mid November 2019
Construction on site	early January to mid June 2020
Open to the public	mid June 2020

Project costs and funding

Revenue costs

£8,000	Feasibility
£2,000	Site surveys
£10,000	Total

Revenue funding

£4,000	Greater Lincolnshire LEP (awarded in July 2019)
£6,000	Lincolnshire County Council
£10,000	Total

Capital costs

£5,000	Remove existing boat shed
£3,000	Refurbish existing toilet block
£67,000	Connect to nearest mains electric supply (1000m) and other services
£325,000	Main build including sub structure, piling, external decking etc
£3,000	Bin store

£60,000	Professional and design fees
£17,000	Additional items, furniture (internal/external), interpretation, signage.
£480,000	Total

Capital funding

£240,000	Greater Lincolnshire LEP (awarded in May 2019)
£240,000	Lincolnshire County Council (Coastal Country Park budget)
£480,000	Total

Future ownership and maintenance

The building will remain in LCC's ownership. It will be run by a commercial operator, creating new jobs and a new SME. The tenant will be charged a commercial rent and be expected to maintain the building and public toilets.

This new business will be encouraged to provide seasonal food, sourced locally. They will also employ permanent, part-time, seasonal and voluntary staff from the local area and support numerous other smaller local companies.

Basis of ownership

The site of the proposed café and existing public toilets and parking terrace were acquired on a freehold basis by Lincolnshire County Council's predecessor authority (Lindsey County Council) as a result of the Sandhill's Act 1932. Following local government reorganisation in 1974 Lincolnshire County Council became the successor in title to Lindsey County Council and therefore became freehold owner of the land the subject of this Project. This ownership is nonetheless still subject to the requirements of the 1932 Sandhills Act.

One consequence of the land being subject to the Sandhills Act 1932 is the deeming of what is defined as "Controlled Sandhills" as open space. Where this is the case the Council may not take any decision on a proposed disposal (including for example a lease to an organisation as proposed for the completed facility the subject of this Project) without first complying with the open space advertisement obligations in section 123 (2A) of the Local Government Act 1972. The required advert notifies intention to dispose and indicates an address for communication of objections. Any objections received must be considered by the Council before any decision as to a proposed disposal is taken.

However, "Controlled Sandhills", by definition, do not include certain buildings which are permitted to be built by the County Council by virtue of Section 34(1) of the Sandhills Act 1932 on Sandhills land which is within the ownership of the County Council. This includes amongst other things ".....shops lavatories.....and other erections and conveniences. The Sandhills Act provides that the County Council may then let any part or parts of such buildings. The County Council would propose to construct the café in reliance on that provision in the Sandhills Act.

A further provision in the Sandhills Act 1932 (Section 13) enables the County Council to grant licence to other parties to erect and maintain certain structures on such parts of the Controlled Sandhills insofar as such land is in the ownership of

the County Council. Records demonstrate that the County Council of Lincoln parts of Lindsey (predecessor in title to Lincolnshire County Council) granted a licence to The Spilsby Rural District Council (predecessor in title to East Lindsey District Council ("ELDC")) dated 10th November 1966, to enable ELDC to retain and maintain the existing public conveniences. It is this documented occupation arrangement which requires formal termination if the County Council is to include the public conveniences in the Project the subject of this Report.

In the event the Council proposes to create a disposal eg. a lease of land, which is the subject of the open space purpose and vesting, for example the terrace car park area, that would require prior compliance with the open space disposal advertising requirements detailed above.

Local Nature Reserve – Lincolnshire Coastal Country Park

The Project site is situated within the Lincolnshire Coastal Country Park between Chapel St Leonards and Sandilands which extends to 58.75 ha. The Coastal Country Park includes beach, sand dunes and wetland habitats. It also contains several coastal access points with car parking, public toilets and an all ability track. The North Sea Observatory lies at the southern end and the England Coast Path runs its length.

The Coastal Country Park was declared as a Local Nature Reserve pursuant to Section 19 of the National Parks and Access to the Countryside Act 1949. That status imports responsibilities for management and the management plan accompanying the formal declaration as a Local Nature Reserve ("LNR") contains a full description of the sites value for people and wildlife and details how it will be cared for over the coming years.

In pursuing this Project the requirements and values of the said LNR management plan must be respected and preserved.

State Aid

The potential for the Project to give rise to State Aid has been considered. However, because the lease to an operator of the building will be at market rent any such operator will not derive a competitive advantage from its occupation of the building and State Aid will not therefore arise.

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 schemes design will comply with all national design standards including the relevant requirements and guidance in relation to accessibility.

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

This scheme contributes to the JHWS by creating an opportunity for a new business and will create employment opportunities.

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 direct implications for crime and disorder however adding a new building in this location should have a positive effect on deterring anti-social behaviour in the area.

3. Conclusion

Other coastal projects recently completed show that if the facilities are good enough, you can attract people to visit the Lincolnshire Coast any time of the year. They have helped overcome negative perceptions of the Lincolnshire Coast and can help other businesses see the potential of investing on the coast.

The new Huttoft Boat Shed Cafe builds on the progress already made towards the sort of critical mass needed to make a significant impact.

4. Legal Comments:

The legal issues applicable are rehearsed at length in this Report and provided action is consistent with matters pointed out Lincolnshire County Council has the power to make the decision the subject of the recommendations.

Provided it is within the budget the recommendations are, subject as indicated, lawful and within the remit of the Executive Councillor for Commercial and Environmental Management.

5. Resource Comments:

The financial implications are set out clearly within the report. The total revenue and capital costs are shown along with the funding sources. Proceeding with the scheme will unlock £0.240m of external grant funding and provide a boost to tourism and the local economy.

No on-going revenue costs are anticipated, as the agreement with the tenant will cover the running costs of the building and toilets. Any additional costs that LCC may have (not covered by the terms of the lease) should be covered by the rent that LCC receive.

6. Consultation

a) Has Local Member Been Consulted?

Yes

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The Environment and Economy Scrutiny Committee meeting on 9 July 2019 resolved that the 'Committee support and welcome the project' and that the 'Committee endorse that the Executive Councillor approve the development of the project in line with the project delivery timetable'.

This decision will be further considered by the Environment and Economy Scrutiny Committee at its meeting on 22 October 2019 and the comments of the Committee will be reported to the Executive Councillor: Commercial and Environmental Management prior to him taking a decision.

d) Have Risks and Impact Analysis been carried out?

Yes

e) Risks and Impact Analysis

Kier have undertaken a risk analysis. This is included in the Feasibility Report attached to this report, Chapter 8, page 17.

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Feasibility Report

8. Background Papers

Document title	Where the document can be viewed
Report to Environment and Economy Scrutiny Committee 9th July 2019	http://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=548&MId=5358&Ver=4

This report was written by Peter Fender, who can be contacted on 01522 550604 or peter.fender@lincolnshire.gov.uk.

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HUTTOFT BANK—BOAT HOUSE CAFE

FEASIBILITY REPORT

Revision P03

Page 25



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Document Control Sheet

Project Title	Huttoft Bank Boat Cafe
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Report Title	Feasibility Report
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Issue	Status	Author	Date	Checked	Date	Authorised	Date
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P03	S2	JT	29/04/2019	RL	29/04/2019	PS	29/04/2019

Disclaimer

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Executive Summary

Chapter One

1.0 Executive Summary

A multidisciplinary team from Kier Business Services were engaged to carry out this Feasibility Report looking at the possible construction of a new café at Huttoft Bank.

The Surveys and Investigations section contains details of existing services records. Further reports that would be required to accompany a Planning Application would include a Flood Risk assessment and Ecological Assessment. Planners and the Environment Agency would need to be satisfied that any proposal would not impact on the existing dunes and flood defences.

It is suggested that a topographical survey, geo-environmental site investigation, drainage condition survey and permeability testing would be required to inform any further design works. In addition it is suggested that a Refurbishment and Demolition Asbestos survey should be carried out on the existing boat house.

The report reviews existing site issues and provides details of the proposed design solution.

The building is required to sit within the confines of the existing boat shed footprint, as a result this study has been restricted to one option, it will be single storey with a roof terrace.

Steel frame and traditional methods of construction were considered but dismissed due to cost reasons and it is anticipated that the building will be of modular construction.

A new 3 phase electricity supply will be installed.

The Estimated cost for the scheme based on BCIS rates and budget price from modular building provider, excluding vat, is £462,716#

Meridian figure given - refer to Chapter 7 for percentage range



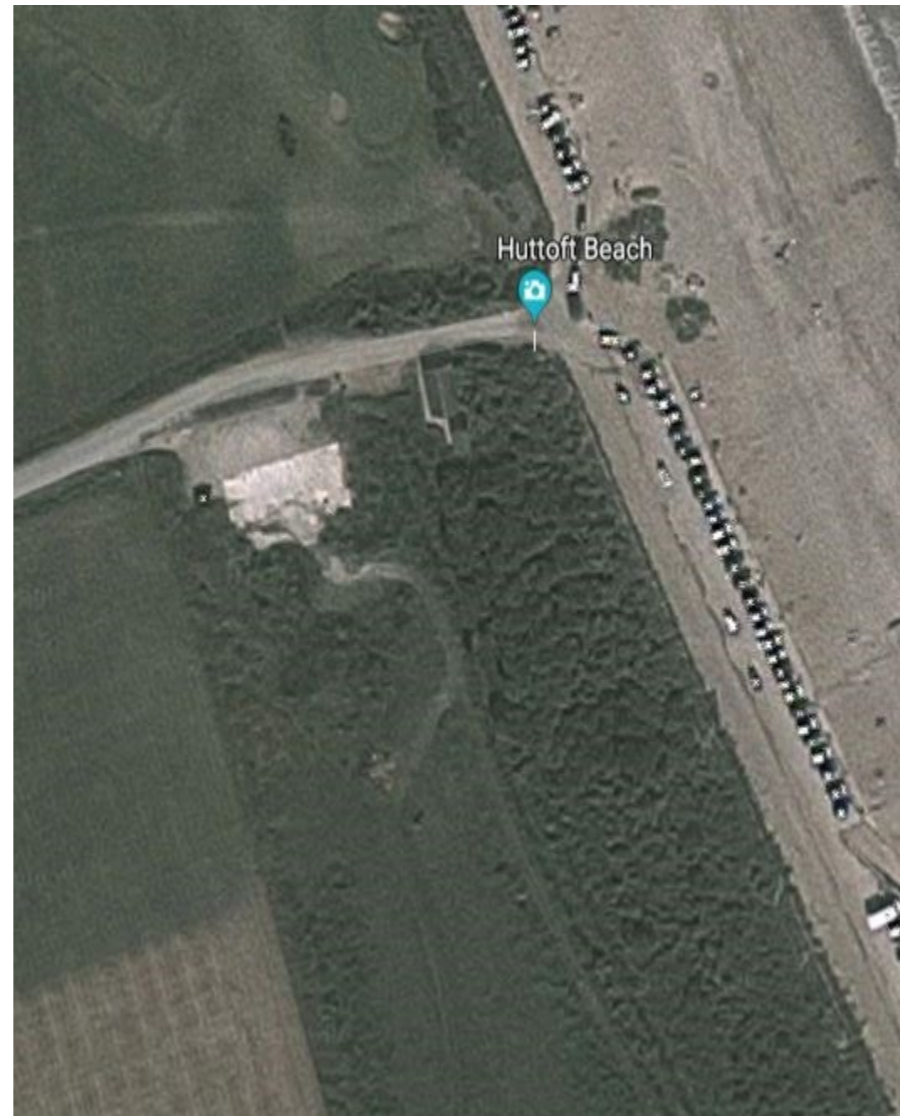
2.0 Introduction

This feasibility study for Huttoft Bank Boat Cafe has been undertaken by Kier Business Services in order to review all aspects of the potential project. An analysis of the existing site has been carried out to look at aspects such as site constraints, existing and future service provision and environmental factors.

The project brief from LCC has provided the basis for the building design with comment and input from each of the disciplines contained in their individual reports.

The proposed café is required by the Environment Agency to sit on the footprint of the existing boat house building to avoid any further impact on the existing dunes.

It is envisaged that this comprehensive assessment and feasibility study will enable the client to understand the constraints and opportunities of the existing site and the proposed new building. This report will subsequently provide a solid basis on which to move forwards with the detailed design stage of the project.



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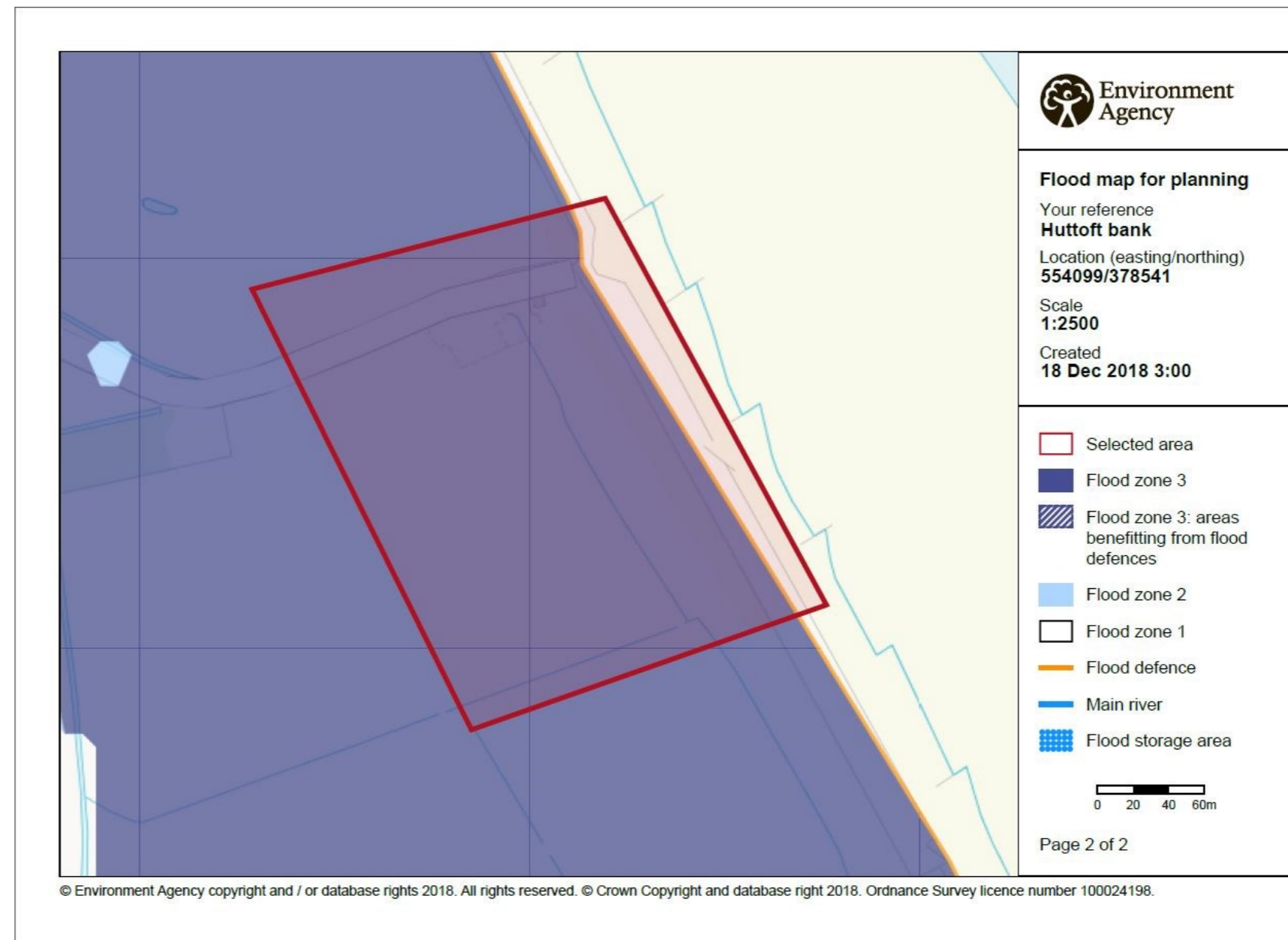
Introduction

Chapter Two

3.0 Surveys and Investigations

3.1 Flood Risk.

Information from the Environment Agency suggests that the site lies in a Flood Zone 3 and is therefore at high risk of flooding. A flood risk assessment will be required to accompany the planning application.



Flood Risk Map

3.2 Utilities Records

3.2.1 Water & Sewerage.

Anglian Water show existing connections to mains water supplies, there are no sewerage provisions to the site and so it is assumed the use of a septic tank will be required.

3.2.2 Gas.

There is no gas on the site.

3.2.3 Electricity.

There is no electricity on the site but supplies are available on Sea Lane.

3.2.4 BT.

A BT line on poles runs across the site.

3.2.5 Virgin Media.

There does not currently appear to be a Virgin Media connection in the area.

3.3 Building Control & Planning.

The site falls under the administration of East Lindsey District Council.

Lincolnshire County Council Planning Officers have been consulted for initial feedback relating to the scheme, preliminary feedback appears to be positive.

The Planners have recommended early consultation with ELDC, Huttoft Parish Council, Local County Councillor, Highways, Lincolnshire Wildlife Trust and Environment Agency.

Preliminary discussions with building control have raised no concerns, particularly with regard to the use of neighbouring toilet facilities.

3.4 Highways & Footpaths.

The site is accessed via Sea Lane which is an un-classified road without public footpaths.



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3.5 Topographical & Underground Services Survey

Given the high-level nature of this Feasibility Study, topographical and underground services surveys are excluded at this time. However, moving forwards, it is critical that these surveys should be undertaken at the earliest opportunity beyond feasibility. In particular it would be critical to receive survey and legal information relating to the site boundary in order to establish the exact distance between the west wall of the building and the site boundary.

3.6 Archaeology.

Lincolnshire County Council's Historic Environment Team and Heritage Lincolnshire were approached with regards to the proposals, both report that there are no archaeological implications on the site.

3.7 Ecology.

If the scheme is to progress to Planning Application Stage, the Planning team have informed us that an ecological assessment would be required as it is part of the Coastal Conservation area, a Local Wildlife site.

3.8 Arboriculture.

There are no trees within the existing site that would be affected by the proposed works.

3.9 Site Investigation.

It is suggested within the CSE report that an additional geo-environmental site investigation may be required to inform any future design development. This will also be required to ensure the site is free from any un-exploded ordinance.

3.10 Drainage Survey.

Details of existing below ground drainage surveys, SuDS and ground water are referred to in the Civil and Structural report in Section 5. It is suggested that a drainage condition survey and permeability testing should be carried out if the design progresses beyond feasibility stage.

3.11 Condition Survey.

A condition survey is not available for the boat house building but given its age and appearance it is anticipated to be in poor condition.

3.12 Asbestos Survey.

An Asbestos Survey is not available and so a R and D asbestos survey will be required prior to commencement of any work on site.

4.0 Architectural Report

4.1 Site Context

The Land was acquired under Section 58 powers of the Lindsey County Council (Sand hills) Act 1932. It is part of the Coastal Conservation Area which spans the East coast. Purchase of a stretch of sand hills, beach with former Coastguard Station and Rocket House (both of which were subsequently sold) - also Pt Os 227 & Pt Os 270, being a plot adjacent to Roman Bank, together with vehicular rights of way over two roads off Roman Bank 07/04/1937. See also Huttoft Mogg's Eye/Marsh Yard Car Park (UPRN E2495), which also comprised part of this acquisition. The toilets on the Car Terrace site belong to ELDC, whose responsibility it is to maintain. This site is covered by a wider area of land which has now been selected as a Local Wildlife Site (LWS). These are areas that stand out as being of particular value for wildlife, and which are recognised within the planning system.

The site is part of the Coastal Conservation Area and falls within **Lincolnshire Coastal Country Park** is located between Sandilands and Chapel St Leonard's, covering approximately five miles of coastline and up to 22 square miles of coastal hinterland. The area comprises working farmland, established nature reserves (reed beds and wetlands) and coastal dunes, providing accessible natural greenspace for residents and visitors. The partnership, led by Lincolnshire County Council, is working to link together existing wildlife sites by creating new nature reserves with wetland, reed bed and grazing marsh habitats, along with creating new access routes and supporting the development of a year round tourist destination.

4.2 Site Issues

The site is bounded by the beach access to the north, dunes to the east, public toilet access to the south and a drainage dyke to the west.

Sand gathers around the north-east corner and so the wall to this corner will have to act as a retaining wall.

Any development is restricted to the footprint of existing boathouse to avoid any impact on the dunes and it may be necessary to apply for an Environmental Permit due to the proximity to the sea defence.



Aerial Location Plan

Imagery@2018 Google

4.3 Building Brief

The brief for the new building was to include:

- Café - Kitchen, internal fit out to be confirmed.
- Seating area internal - circa 10-20 covers, subject to available area.
- Break out decking areas.
- WCs - existing WC block - to be refurbished.

4.4 Layout

The building will sit within the confines of the existing boat shed footprint, it will be single storey with a roof terrace. The internal layout has been developed in conjunction with the client to maximise the useable café space and hence no toilets have been included, instead, the customers and staff will use the existing adjacent toilet facilities which will be refurbished.

4.5 Construction

The building is required to be flood resistant and resilient.

Steel frame and traditional methods of construction were considered but dismissed due to cost reasons and it is anticipated that the building will be of modular construction.

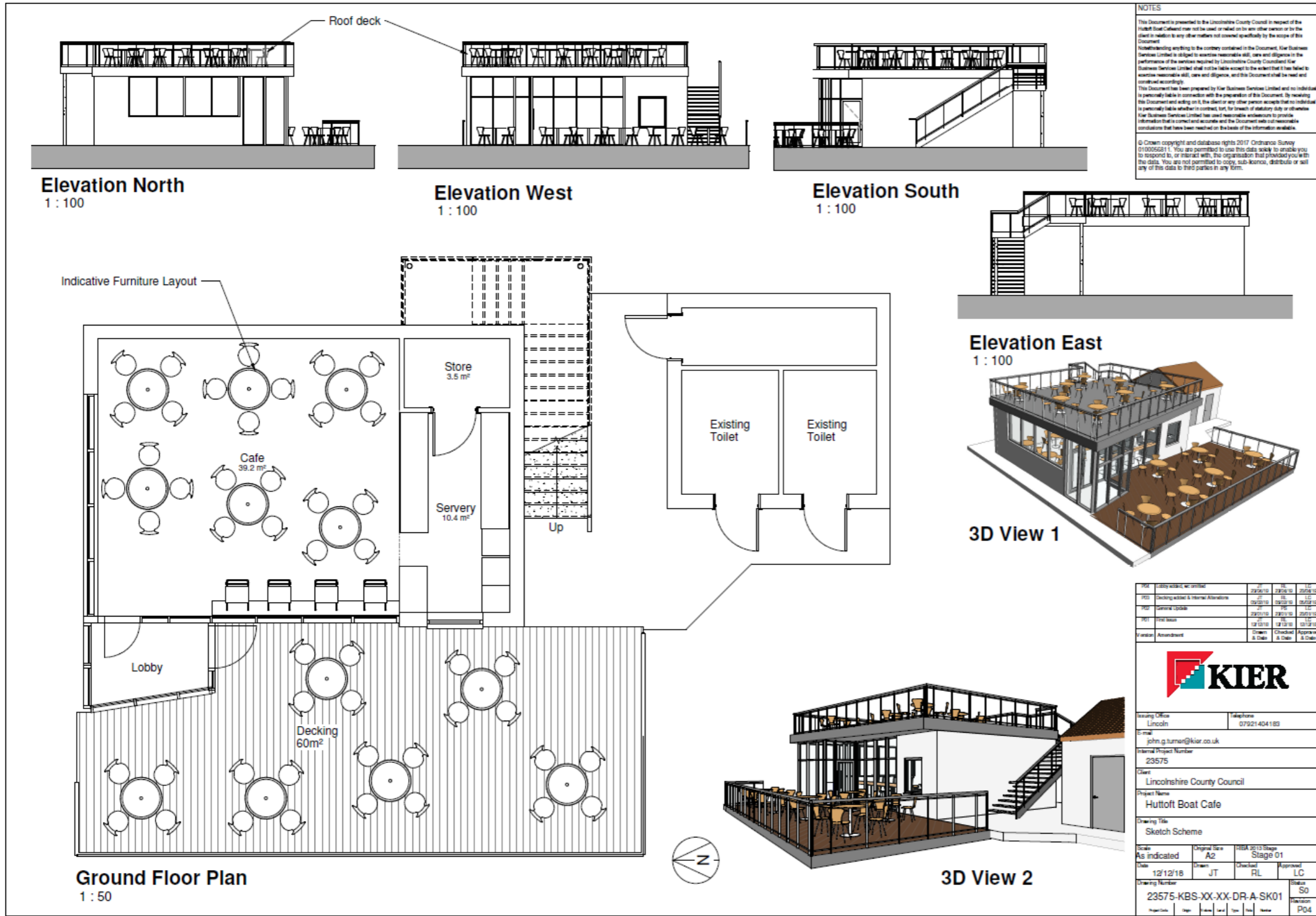
We have approached Springfield Mobile Limited of Unit 2, 12 Abbotsfield Road, St.Helens, Merseyside, WA9 4HU who have advised on the feasibility of the unit and provided a budget price for the supply and installation of a modular building which is incorporated into the breakdown in chapter 7.

4.6 External works

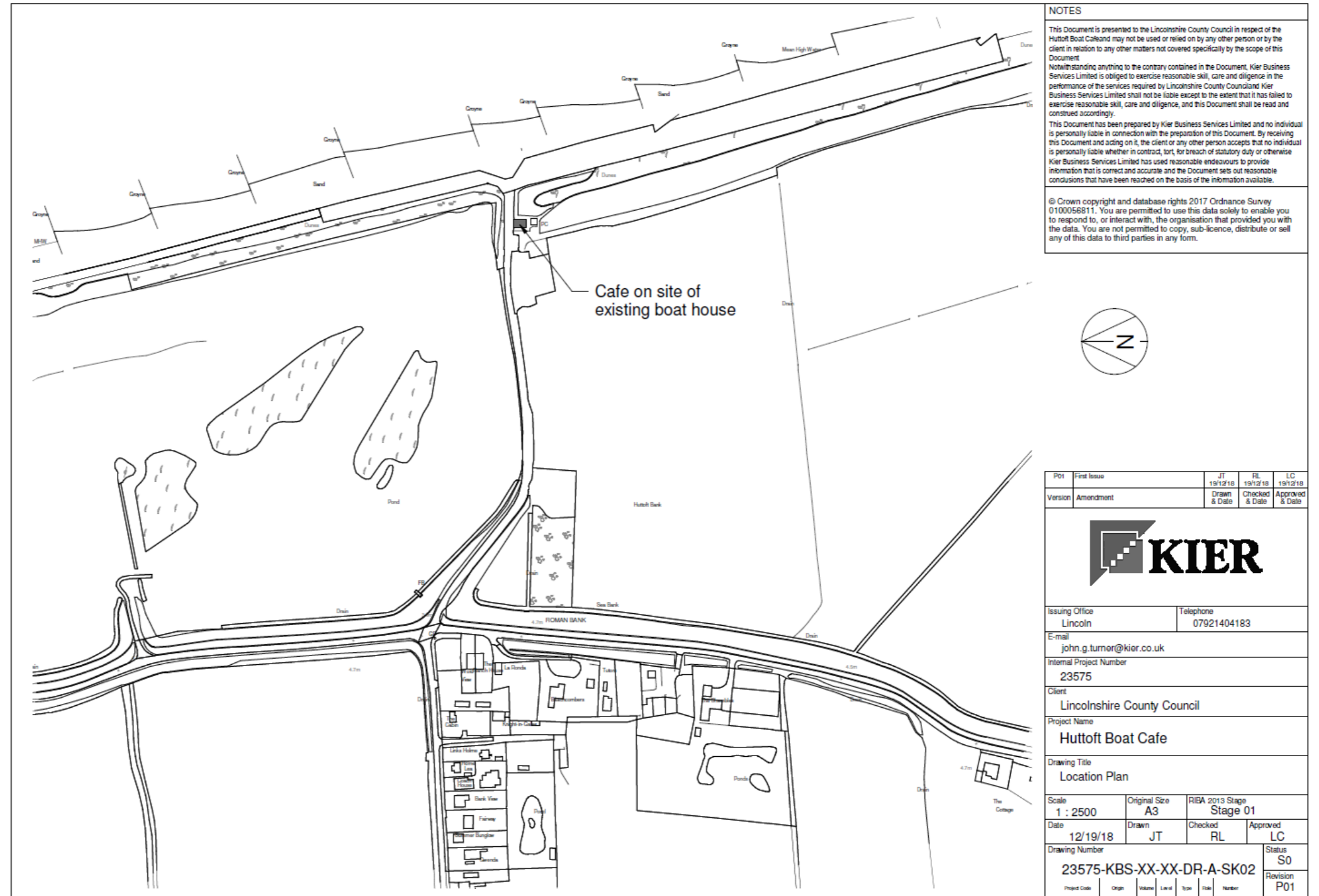
External deck has been included at this stage but further investigation is required as we are awaiting feedback from Lindsey Marsh Internal Drainage board.

4.8 Sketch Scheme

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4.9 Location Plan



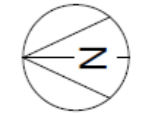
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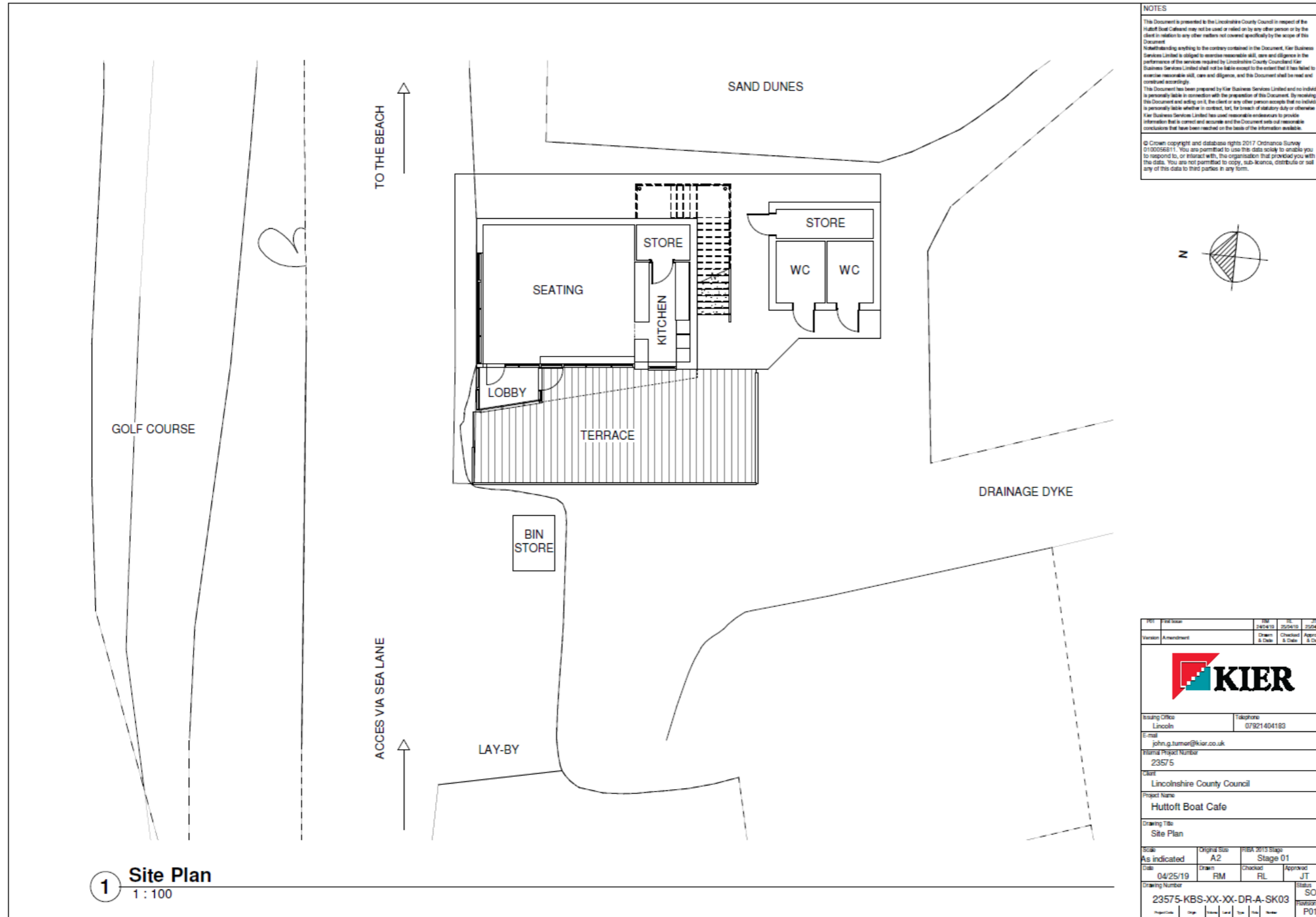


P01	First Issue	JT	RL	LC
Version	Amendment	19/12/18	19/12/18	19/12/18
		Drawn & Date	Checked & Date	Approved & Date
Issuing Office Lincoln		Telephone 07921404183		
E-mail john.g.turner@kier.co.uk				
Internal Project Number 23575				
Client Lincolnshire County Council				
Project Name Huttoft Boat Cafe				
Drawing Title Location Plan				
Scale 1 : 2500	Original Size A3	RIBA 2013 Stage Stage 01		
Date 12/19/18	Drawn JT	Checked RL	Approved LC	
Drawing Number 23575-KBS-XX-XX-DR-A-SK02				Status S0
Project Code Origin Volume Level Type Role Number				Revision P01

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4.10 Site Plan



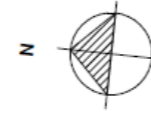
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1	Issue 1	2	Issue 2	3
Version	Amendment	Drawn & Date	Checked & Date	Approved & Date
Issuing Office Lincoln		Telephone 07921404183		
E-mail john.g.hammer@kier.co.uk				
Internal Project Number 23575				
Client Lincolnshire County Council				
Project Name Huttoft Boat Cafe				
Drawing Title Site Plan				
Scale	Original Size	RIBA 2013 Stage		
As indicated	A2	Stage 01		
Date	Drawn	Checked	Approved	
04/25/19	RM	RL	JT	
Drawing Number 23575-KBS-XX-XX-DR-A-SK03				Status SO Revision P01
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5.0 Civil and Structural Engineers Report

Huttoft Bank Boat Café, Sea Lane, Huttoft, Alford,
Lincolnshire LN13 9RR

Introduction

The existing structure is a precast concrete building, approx. 8m x 5m on plan, with a duopitch corrugated asbestos-cement sheet roof, large metal framed doors to the north elevation and boarded up windows to the south and west elevations. A detached, more modern, public toilet building is located within 10m to the south of the building and a small layby and car park to the west.

The existing building is located immediately behind a large sand bank and attracts a build-up of windblown sand deposits against its east elevation.

The existing building is proposed to be demolished and replaced with a modern single storey replacement on the same footprint with an accessible roof deck area for public viewing.

A refurbishment and demolition asbestos survey will be required.

Site History

Historic mapping from 1888 shows the beach access road as an extension from Sea Lane at the junction with Roman Bank Road (later renamed Sea Bank between 1907 and 1951).

The building and Public Conveniences buildings first appear on the 1968 mapping, as does the indication of land drainage ditches to the south of Sea Lane and the formation of Sealands Golf Course to the north.

The current site layout appears to represent that shown on the most recent historic mapping, dating from around 1971, however it is assumed that the public toilet building has been replaced or refurbished to a more modern construction in recent years due to its present day appearance.

Surrounding Area

The surrounding area to the building and public toilets is remote, with Sealands Golf Course to the north, Huttoft Beach to the east and open grassland to the south. To the

west, Whitehorse Farm and residential dwellings with gardens are located to the south of Sea Lane, beyond Roman Bank/Sea Bank.

A topographical survey and services trace will need to be carried out to inform proposed site levels and identify any buried services/obstructions.

An ecology/habitat survey will need to be carried out to advice of any restrictions regarding local wildlife, flora and fauna.

Geology

The British Geological Survey (BGS) online historic borehole data was unavailable at the time of writing.

Reference to the site investigation report for the recent Chapel Point North Sea Observatory, approx. 6km to the south of this site, indicates the likelihood of loose sands, silts and clays. For the North Sea Observatory project, screw piles were utilised due to the variable ground conditions.

A full geo-environmental site investigation will need to be carried out for the Café area in order to investigate the geology, hydrology, contamination and ground gases etc.

Radon

Publicly available mapping data indicates that the site is not located in a radon potential area.

Flood Risk

The site is in a Flood Zone 3, which is land assessed as having a 1 in 100 or greater annual probability of river flooding (>1%), or a 1 in 200 or greater annual probability of flooding from the sea (>0.5%) in any year. A Flood Risk Assessment will be required as part of a planning application.

The site is high risk of flooding from the sea. The proposed drainage, building construction and floor levels will need to be carefully considered to take account of this.

Drainage

The existing public toilets are understood to be served by a septic tank. Surface water discharge from the existing Café, public toilets, Sea Lane and car parking provision is currently unknown and may simply drain to ground if there is no highway drainage provision at present.

Foul water disposal from the new Café building will need to be discharged to a septic tank.

6.0 CDM Report

CDM Report

Chapter Six

6.1 General

The Construction (Design and Management) Regulations 2015 (CDM 2015) were introduced under the Health and Safety at Work Act 1974, and they apply to all construction projects carried out in Great Britain.

CDM 2015 aims to ensure that no-one is harmed during the work, and that the accommodation is safe to use and maintain whilst providing good value. CDM 2015 promotes effective planning which will also help ensure that the construction work is well managed with fewer unexpected costs and problems.

In order to achieve the above CDM 2015 places various legal duties on the key parties involved in the project namely; the client, the designers and the contractors. Further details on the specific duties can be provided on request.

The CDM 2015 will apply to the proposed project. The client must therefore ensure they comply with their duties under the Regulations including the written appointment of a Principal Designer and a Principal Contractor.

6.2 Site Location & Existing Structures

The land is part of the Coastal Conservation Area which spans the East coast. LCC Purchased a stretch of Sandhill's, beach with former Coastguard Station and Rocket House.

The existing Huttoft Bank Boat House is a precast concrete building, approx. 8m x 5m on plan, with a duopitch corrugated asbestos-cement sheet roof, large metal framed doors to the north elevation and boarded up windows to the south and west elevations. A detached, more modern, public toilet building is located within 10m to the south of the Café and a small layby and car park to the west.

Historic mapping from 1888 shows the beach access road as an extension from Sea Lane at the junction with Roman Bank Road (later renamed Sea Bank between 1907 and 1951).

The Boat House and Public Conveniences buildings first appear on the 1968 mapping, as does the indication of land drainage ditches to the south of Sea Lane and the formation of Sealands Golf Course to the north.

The current site layout appears to represent that shown on the most recent historic mapping, dating from around 1971, however it is assumed that the public toilet building has been replaced or refurbished to a more modern construction in recent years due to its present day appearance.

6.3 Existing Site Access

Access onto the site is via a beach drive (Known as Huttoft Bank) which is a relatively narrow roadway off Roman Bank a fairly busy trunk road following the coast from Skegness. The access road gives access to the Beach Terrace Carpark & Café,, with Sealands Golf Course to the north, Huttoft Beach to the east and open grassland to the south. To the west, Whitehorse Farm and residential dwellings with gardens are located to the south of Sea Lane, beyond Roman Bank/Sea Bank.



Fig 1 showing Huttoft Bank access Road

6.4 Contractor Site Access

The proposed extension is to be on the footprint of the existing building, Contractors access will be the same as the current access down Huttoft Bank.



Fig 2 Showing Boat House & Cafe

6.5 Segregation

It is anticipated that segregation of the construction works will be by 2m high anti climb herras fencing, this will be around the perimeter of the building and site compound.

6.6 Services

A Linesearch 'before u dig' enquiry LSBUD Ref: 14422433 indicates that there are no mains electricity, gas, potable water or sewers along Sea Lane to the east of Roman Bank/Sea Bank.

BT mapping indicates a supply along Sea Lane to the east of Roman Bank/Sea Bank.

Anglian Water records show water in Roman Bank but not in Huttoft Bank.

Anglian Water records show no drainage assets around the site; however it is understood that there is some form of sewage treatment plant on site.

Western Power service drawings show no assets around the site.

Cadent Gas record drawings show no assets in the area.

Virgin Media records drawings show no assets in and around the site.

It is recommended that a GPRS Survey is undertaken to ascertain any unknown services and underground obstructions within the curtilage of the site .

6.7 Ground Conditions

The Structural section of the feasibility covers the ground conditions and a full geo-environmental site investigation will be required.

6.8 Asbestos

The whole of the boathouse roof is a duopitch corrugated asbestos-cement sheet roof an R&D Asbestos survey will be required.

6.9 Demolition / Temporary Works

The proposed works include the full demolition of the existing building a written method statement will be required prior to demolition.

Any temporary works required in association with the construction of the new structure must be designed, installed and inspected by a competent qualified person.

6.10 Fire Strategy / Emergency Access

The proposed buildings travel distance is under 18 metre's therefore a fire exit is not required however there is a pair of double doors out of cafe .

6.11 Welfare

The client must be satisfied suitable welfare provisions are provided in accordance with Schedule 2 of the CDM 2015. It is anticipated that the Principal Contractor will be required to provide adequate welfare provision as part of their site setup.

6.12 Access and Maintenance

In developing the design consideration needs to be given to future access/maintenance of the structure.

6.13 Unexploded Ordnance

Publicly available mapping data indicates that Skegness was a Luftwaffe target 15km to the south and Mablethorpe indicated as an 'Other' target 6km to the north. It must be also noted that one of the buildings was historically called the Rocket store these were primarily emergency maroons.

It would be recommended that a UXO survey be carried out at the next project phase which may be referenced within the site investigation Phase 1 desk study.

7.0 QS Report

QS Report

Chapter Seven

Order of Cost Estimate Summary



Project: HUTTOFT BEACH CAFÉ
Reference: BOAT CAFÉ - MODULAR OPTION
Date: 29/04/2019

Building works estimate			£	355,956	
Main contractor's preliminaries estimate	included		£	-	
Sub-total			£	355,956	
Main contractor's overheads and profits estimate	included		£	-	
Works cost estimate			£	355,956	
Other development/project costs estimate			£	-	
Base cost estimate			£	355,956	
BCIS Tender Price Index	326	1Q 2019			
Risk allowances estimate					
(a) Design development risks estimate		5.00%	£	17,798	
(b) Construction risks estimate		5.00%	£	17,798	
(c) Employer change risks estimate	not included	0.00%	£	-	
(d) Employer other risks estimate	not included	0.00%	£	-	
			£	35,596	£ 35,596
Construction cost estimate (excluding inflation)			£	391,552	
Tender inflation estimate		0.61 %	£	391,552	£ 2,402
BCIS Tender Index	328	2Q 2019			
Construction cost estimate (excluding construction inflation)			£	393,954	
Construction inflation estimate		2.13 %	£	393,954	£ 8,408
BCIS Tender Index	335	4Q 2019			
Construction cost estimate (excluding inflation)			£	402,361	
Project/design team fees estimate	15%		£	60,354	
Total Project Estimate including Fees			£	462,716	
Total Project Estimate including Fees less 10%	-10%		£	416,444	
Total Project Estimate including Fees plus 10%	10%		£	508,987	
VAT Assessment					Excluded

Assumptions & Qualifications

Project: HUTTOFT BEACH CAFÉ
Reference: BOAT CAFÉ - MODULAR OPTION
Date: 29/04/2019

Exclusions

- 1 VAT excluded.
- 2 No allowance for phasing
- 3 Excludes risk allowances from risk register
- 4 No allowance for ICT hardware, servers, Interactive Whiteboards and computers
- 5 No allowance for external works incl. car parking
- 6 No allowance for using roof deck as a sitting area
- 7 No allowance for installing a new drainage system
- 8 No allowance for gas supplies to the site
- 9 No Allowance have been made for external works
- 10 No inflation calculation included as no proposed works programme in place

Assumptions and Qualifications

- 1 Based on Kier sketch drawing dated 12/12/18 - Proposed General Arrangement, 23575-KBS-XX-XXDR-A-SK01
- 2 Assumes work carried out during normal working hours.
- 3 Included allowance for utility services upgrade (subject to survey).
- 4 Allowance for localised drainage works included
- 5 Based on BCIS Rates, rates from Spons Price Book and in-house past projects
NB Rate reflects BCIS forecast as shown on summary. It should be noted that following the triggering of Article 50 (Brexit), the current situation is causing uncertainty within the marketplace generally, therefore we would advise an estimated accuracy range of plus or minus 10%.
- 6
- 7 Design development risk allowances have been included.
- 8 Construction risk allowances have been included.

Estimate prepared by: S.Supiya

Checked by: F. Ngulube MRICS





County Offices
Newland
Lincoln
LN1 1YL

Huttoft Boat Café Preliminary Spend Profile	
Month	Spend
Apr-19	7,185.00
May	
June	5,000.00
July	5,000.00
Aug	5,000.00
Sept	5,000.00
Oct	1,844.00
Nov	1,844.00
Dec	1,843.00
Jan-20	105,000.00
Feb	105,000.00
March	105,000.00
Apr	105,000.00
May	
June	
July	
Aug	
Sept	
Oct	
Nov	
Dec	
Jan-21	
Feb	
March	
Apr	10,000.00
Total	462,716.00



8.0 Risk Register

A Risk Register has been put together by the Project Manager is this is set out on the following pages to outline the possible risks that may be encountered during the project, their probability , impact and potential related costs.

Risk Register

Chapter Eight

This Project Risk Log | Closed/Mitigated Risks | Risk snapshots for this project | Risks for all projects | My Risks

Tick here to include completed risks in the table Tick here to exclude risks with suppressed risk status

Probability : Impact : Select Category :

[Click here to search](#)

Sel	Ref	Date raised	Raised by	Last updated	Risk	Probability	Impact	Status	Owner	Cost	Score	Standard	Previous Snapshot
<input type="checkbox"/>	1	19 Dec 2018	John Turner input on 19 Dec 2018		Project fails to get planning approval Category : Strategic & Commercial	Possible	Critical	Live Risk Status	John Turner	£0.00 <i>£0.00</i>	6		
<input type="checkbox"/>	2	19 Dec 2018	John Turner input on 19 Dec 2018	19 Dec 2018	Project fails to get approval from the Environment Agency Category : Strategic & Commercial	Possible	Critical	Live Risk Status	John Turner	£0.00 <i>£0.00</i>	6		
<input type="checkbox"/>	3	19 Dec 2018	John Turner input on 19 Dec 2018	29 Apr 2019	Electricity supply not available to too costly Category : Economic/Financial	Possible	Major	Live Risk Status	John Turner	£30,000.00 <i>£18,900.00</i>	5		
<input type="checkbox"/>	4	19 Dec 2018	John Turner input on 19 Dec 2018	29 Apr 2019	In-adequate foul water drainage Category : Economic/Financial	Possible	Major	Live Risk Status	John Turner	£20,000.00 <i>£12,600.00</i>	5		
<input type="checkbox"/>	5	19 Dec 2018	John Turner input on 19 Dec 2018	29 Apr 2019	Un- exploded ordinance on site Category : Economic/Financial	Hardly Ever	Major	Live Risk Status	John Turner	£10,000.00 <i>£5,000.00</i>	4		

Preliminary Programme

Chapter 9

9.1 Programme Commentary

9.2 Introduction

This commentary is based on the preliminary programme included in this report. The proposed dates form the basis for discussion and agreement with LCC and will define the scheduling principles / assumptions to be adopted henceforth for planning purposes.

9.3 Current Position

This report is the completion of Preparation & Brief (RIBA 1).

9.4 Funding

The project funding is yet to be confirmed.

9.5 Planning Application

The planning application is scheduled for submission in August 2019 with a decision anticipated in October 2019.

9.6 Surveys

The following surveys will need to be undertaken:

Below ground utilities desk top.

Drainage (CCTV) survey.

GPRS (utilities) and UXO survey.

Site Investigation.

Topographical Survey.

Ecological Survey.

Asbestos Refurbishment and Demolition Survey.

Surveys are scheduled to commence in February 2019. Procurement of surveys will comply with LCC Corporate Property Procurement & Tendering Policy Handbook.

9.7 Preparation and Brief (RIBA 1)

The Preparation and Brief stage, Outline Feasibility, RIBA 1, completed in April 2019.

9.8 Developed Design (RIBA 2/3)

RIBA 2/3 commences in June 2019 and is planned for completion and sign off in August 2019, following which a planning application will be submitted subject to receipt of all necessary supporting documentation.

9.9 Technical Design (RIBA 4)

RIBA 4 commences in August 2019 with expected completion September 2019 however the Technical Design will be progressing at risk as the Planning Application decision will not have been reached at this point (decision anticipated October 2019). Written acknowledgment will be required from LCC to proceed at risk.

9.10 Contractor Procurement

Contractor procurement will be via a traditional tender process assuming a 4 week tender period. The Principal Contractor will be appointed once RIBA stage 4 has been completed.

It is intended that a preferred contractor will be appointed in November 2019.

9.11 Implementation

Construction works are scheduled for commencement in September 2019 following a 6 week mobilisation period and the lead-in periods for ordering materials. Works on site will extend for 16 weeks with practical completion anticipated in April 2020. The 12 month Maintenance Period will follow concluding in April 2021.

9.12 Critical path

The high level critical path is identified as follows:

Outline feasibility.

Surveys.

Stage 3 report.

Developed design.

Planning and consent.

Technical design.

Contractor procurement.

Mobilisation.

Construction.

10.0 Conclusions

An analysis of the site was carried out in terms of environmental factors such as flood risk, although the site is deemed to be in high risk of flooding, damage could be mitigated by the use of flood resistant and resilient materials. An ecology survey is required as the site is part of the coastal conservation area. Archaeological teams have reported that there is to be low risk of finds on the site. A Site Investigation survey and a drainage survey are required and therefore these remain potential risk items. The main risk factors for the project are failure to obtain planning or Environment Agency approval, early consultation has taken place and will be ongoing throughout the design process.

The building would be of modular construction.

A new three phase electricity supply would be installed. It is anticipated that this will terminate in the store in the existing toilet block where a new meter would be installed.

A supply would then be taken to the modular unit to serve electric heating, lighting and small power in the cafe. Mechanical ventilation would be required to the kitchen.

The timetable for completion of the project based on preliminary programme is anticipated as April 2020, subject to review and critical path items.

The Estimated cost for the scheme based on BCIS rates and budget price from modular building provider, excluding vat, is £462,716#

Meridian figure given - refer to Chapter 7 for percentage range

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C	Western Power Supply Record	30
D	BT Records Map	31

Appendices

Chapter 11



Appendix A1—Anglian Water Supply Record



(c) Crown copyright and database rights 2018 Ordnance Survey 100022432 Date: 14/12/18 Scale: 1:9269 Map Centre: 553765,378640 Data updated: 04/09/18 Clean Water Plan A4

This plan is provided by Anglian Water pursuant to its obligations under the Water Industry Act 1991 sections 196 or 199. It must be used in conjunction with any search results attached. The information on this plan is based on data currently recorded but position must be regarded as approximate. Service pipes, private sewers and drains are generally not shown. Users of this map are strongly advised to commission their own survey of the area shown on the plan before carrying out any works. The actual position of all apparatus MUST be established by trial holes. No liability whatsoever, including liability for negligence, is accepted by Anglian Water for any error or inaccuracy or omission, including the failure to accurately record, or record at all, the location of any water main, discharge pipe, sewer or disposal main or any item of apparatus. This information is valid for the date printed. This plan is produced by Anglian Water Services Limited (c) Crown copyright and database rights 2018 Ordnance Survey 100022432. This map is to be used for the purposes of viewing the location of Anglian Water plant only. Any other uses of the map data or further copies is not permitted. This notice is not intended to exclude or restrict liability for death or personal injury resulting from negligence.

Potable Water		Fitting	
Raw Water		Hydrant	
Decommissioned Water			

yvonne.paul@kier.co.uk



Appendix A2—Anglian Water Sewerage Record

Page 47



(c) Crown copyright and database rights 2018 Ordnance Survey 100022432 Date: 14/12/18 Scale: 1:9269 Map Centre: 553765,378640 Data updated: 04/09/18 Wastewater Plan A4

This plan is provided by Anglian Water pursuant to its obligations under the Water Industry Act 1991 sections 196 or 199. It must be used in conjunction with any search results attached. The information on this plan is based on data currently recorded but position must be regarded as approximate. Service pipes, private sewers and drains are generally not shown. Users of this map are strongly advised to commission their own survey of the area shown on the plan before carrying out any works. The actual position of all apparatus MUST be established by trial holes. No liability whatsoever, including liability for negligence, is accepted by Anglian Water for any error or inaccuracy or omission, including the failure to accurately record, or record at all, the location of any water main, discharge pipe, sewer or disposal main or any item of apparatus. This information is valid for the date printed. This plan is produced by Anglian Water Services Limited (c) Crown copyright and database rights 2018 Ordnance Survey 100022432. This map is to be used for the purposes of viewing the location of Anglian Water plant only. Any other uses of the map data or further copies is not permitted. This notice is not intended to exclude or restrict liability for death or personal injury resulting from negligence.

Foul Sewer	— — — — —	Outfall*	⊖	Sewage Treatment Works	□
Surface Sewer	— — — — —	Inlet*	⊕	Public Pumping Station	●
Combined Sewer	— — — — —	Manhole*	●	Decommissioned Pumping Station	●
Final Effluent	— — — — —				
Rising Main*	— — — — —				
Private Sewer*	— — — — —				
Decommissioned Sewer*	— — — — —				

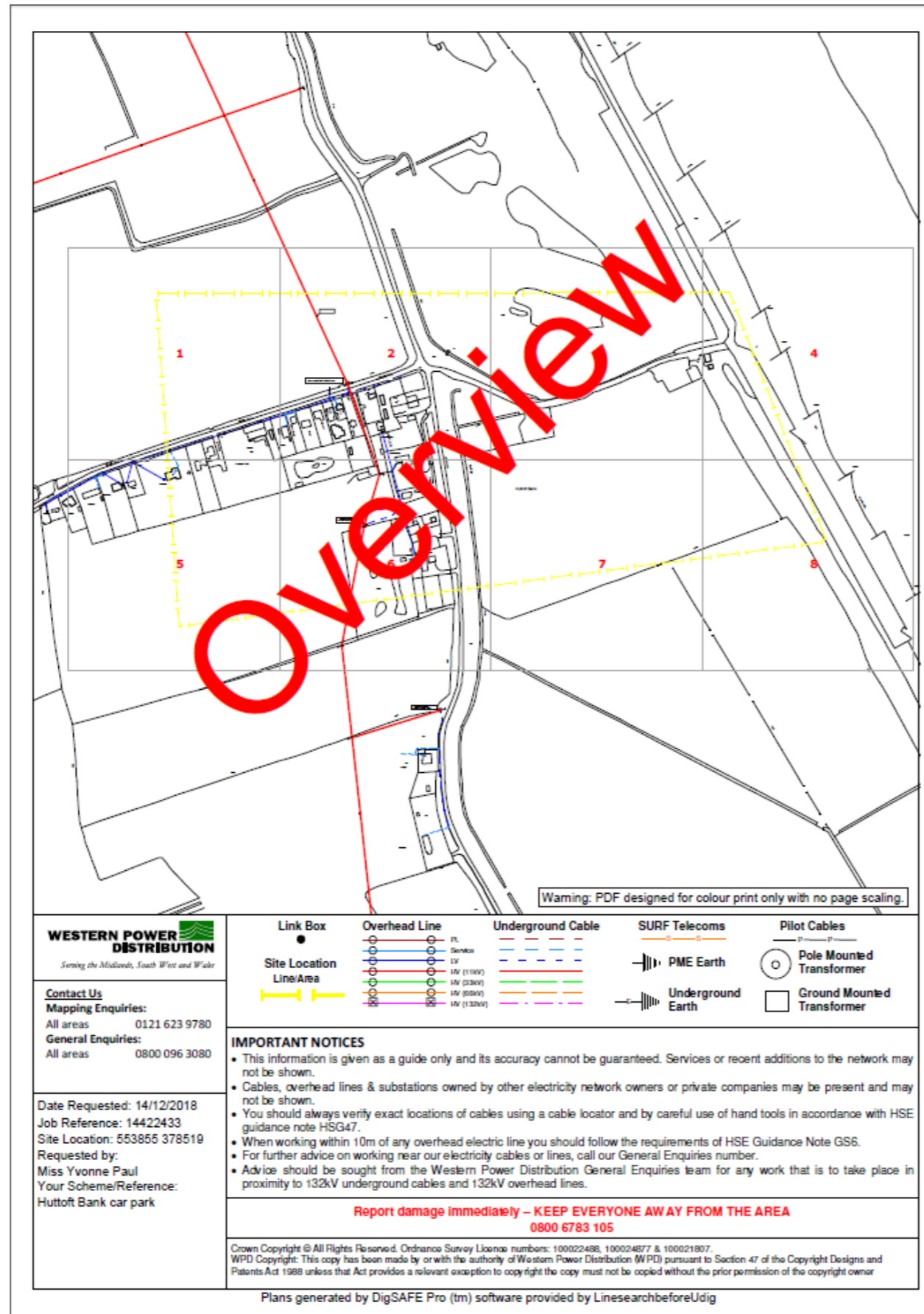
*(Colour denotes effluent type)

yvonne.paul@kier.co.uk



Appendix C

Western Power Supply Record



Appendix D—BT Records Map

Maps by email Plant Information Reply



IMPORTANT WARNING

Information regarding the location of BT apparatus is given for your assistance and is intended for general guidance only. No guarantee is given of its accuracy. It should not be relied upon in the event of excavations or other works being made near to BT apparatus which may exist at various depths and may deviate from the marked route.



openreach

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email cbyd@openreach.co.uk

ADVANCE NOTICE REQUIRED
(Office hours: Monday - Friday 08.00 to 17.00)
www.openreach.co.uk/cbyd

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KEY TO BT SYMBOLS

	Planned	Live	Change Of State	+	Hatchings	
			Split Coupling	X	Built	
PCP			Duct Tee	▲	Planned	
Pole			Building		Inferred	
Box			Kiosk		Duct	
Manhole			Other proposed plant is shown using dashed lines. BT Symbols not listed above may be disregarded. Existing BT Plant may not be recorded. Information valid at time of preparation. Maps are only valid for 90 days after the date of publication.			
Cabinet						
	Pending Add	In Place	Pending Remove	Not In Use		
Power Cable						
Power Duct				N/A		

BT Ref : ODE11354L

Map Reference : (centre) TF5379978592

Easting/Northing : (centre) 553799,378592

Issued : 14/12/2018 11:35:36

WARNING: IF PLANNED WORKS FALL INSIDE HATCHED AREA IT IS ESSENTIAL BEFORE PROCEEDING THAT YOU CONTACT THE NATIONAL NOTICE HANDLING CENTRE. PLEASE SEND E-MAIL TO: nnhc@openreach.co.uk





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Design and Business Services
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0151 600 5000
KBSL@Kier.co.uk



www.kier.co.uk



Open Report on behalf of Andy Gutherson, Executive Director - Place

Report to:	Environment and Economy Scrutiny Committee
Date:	22 October 2019
Subject:	County Mixed Dry Recyclables Procurement

Summary:

This item invites the Environment and Economy Scrutiny Committee to consider a report regarding the strategy behind and the procurement of a new mixed dry recycling (MDR) contract commencing in 2020.

This decision is due to be considered by the Executive on the 05 November 2019. The views of the Scrutiny Committee will be reported to the Executive as part of the consideration of this item.

Actions Required:

- (1) To consider the attached decision report and to determine whether the Committee supports the recommendations to the Executive.
- (2) To agree any additional comments to be passed to the Executive in relation to the procurement of a new mixed dry recycling (MDR) contract.

1. Background

The full Executive report will be attached at Appendix 1 to this report, however the full report is marked as *'to follow'* at the time of publication (14/10/2019).

2. Conclusion

Following consideration of the report, the Environment and Economy Scrutiny Committee is requested to consider whether it supports the recommendations in Appendix 1 and whether it wishes to make any additional comments to the Executive.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

Yes

b) Risks and Impact Analysis

See Appendix 1

4. Appendices

These are listed below and attached at the back of the report	
Appendix 1	I018884 - County Mixed Dry Recyclables Procurement – To Follow

5. Background Papers

No Background Papers within the meaning of section 100D of the Local Government Act 1972 were used in the preparation of this Report

This report was written by John Coates, Head of Waste, who can be contacted on 01522 843272 or john.coates@lincolnshire.gov.uk.

Open Report on behalf of Andy Gutherson, Executive Director - Place

Report to:	Environment and Economic Scrutiny Committee
Date:	22 October 2019
Subject:	Lincoln BIG Business Improvement District (BID) Update

Summary:

This report provides an update on the Lincoln Business Improvement Group's (BIG) activity to date and further information about the upcoming vote and timelines. Should they gain majority support from businesses in the next Business Improvement District (BID) Ballot, it also outlines their priorities for Lincoln BIG going forward.

Lincoln BIG is a business-led, independent not-for-profit organisation, governed by a board of directors drawn from City Centre stakeholders that represent the business sectors within the Business Improvement District (BID) area. As a co-opted member Councillor Colin Davie, Executive Councillor for Economy and Place currently sits on the Board on behalf of Lincolnshire County Council.

All businesses with a rateable value of £6000 or more pay the BID levy which is collected by the City of Lincoln City Council and governed by a Service Level Agreement between Lincoln BIG and the City of Lincoln Council. Currently there are 852 business ratepayers who receive a BID levy which brings in a levy total of £403,890. Lincolnshire County Council across their 8 city centre sites pay a total levy charge of £19,197.50. These sites include The Judge's Lodgings, The Collection Museum, Crown House, 4 Lindum Road, Usher Art Gallery, County Offices, Lancaster House and The Archives.

Every five years, levy payers are invited to vote for the continuation of Lincoln BIG for the next five years (2020-2025). All business rate payers in the BID boundary with a rateable value of £6,000 or more are eligible to vote on the proposals. The BID is about additionality. It does not replace local authority or police services but has to provide additional resource and activities to benefit the area for example: additional to those statutory and discretionary services provided by payment of Business Rates. The next BID Ballot will take place during October-November 2019 to which Lincolnshire County Council is eligible to vote.

Actions Required:

The members of the Environment and Economic Scrutiny Committee are invited to consider and comment on the report and recommend their continued support for the continuation of the Business Improvement District (BID) for the next five years (2020-2025) through Lincoln BIG.

1. Background

In 2005, 2009 and 2014, Lincoln city centre businesses voted to support the creation and continuation of a Business Improvement District (BID) and implement the proposals set out in the Lincoln BIG Business Plan. On Wednesday, 9th October 2019 ballot papers will be sent out to eligible voters to once again support the continuation of the BID. The deadline for voting is 5 pm on Wednesday, 6th November 2019 with the ballot result revealed at the AGM on Wednesday, 6th November 2019 at Home, Park Street, Lincoln.

During 2018/19 Lincoln BIG have delivered, commissioned and supported over 300 events in the city including Lincoln by the Sea, The RAF100 Weekend and Lincoln Fashion Week 2019 to name but a few. Lincoln BIG manages the Visitor Information Centre for the City of Lincoln Council with 2018/19 seeing a record number of visitors through the door and also supports Visit Lincoln.

The levy funding also helps Lincoln BIG support a number of initiatives to make the city more accessible for workers including the Access Opportunities Fund which gives levy payers and their employees reduced car parking permits. Together with Lincolnshire County Council, City of Lincoln Council and Stagecoach; Lincoln BIG operates the City's only Park and Ride Scheme which is now in its third year with an increase of 20% in passenger numbers over the past year. The Access Lincoln project has also provided residents, commuters and visitors with more travel choices.

They have been active in supporting the retail sector delivering initiatives such as the Pumpkin Trail, Love Lincoln, the Ale Trail and the 'Shopwatch' scheme which levy payers are entitled to free membership. The street management programme works hard in removing graffiti, painting street furniture, weeding and removing fly posters to raise the standards of the appearance of the city centre. In addition, there is the Evening Economy Management Programme with schemes such as two professionally managed Pub Watch schemes and an Evening Economy Strategy Group which meets quarterly to help manage the multi-million pound evening economy. Lincoln BIG also supports Lincoln in Bloom by contributing towards the summer floral displays and Christmas decorations.

Lincoln BIG have outlined their key priorities in their Business Plan for 2020-2015. This has been drawn up through extensive consultation with businesses and stakeholders. The Business Plan outlines three priorities, each with five key focus areas which are:

1) **Welcome**

Focus activity around delivering a coordinated and effective approach to ensure Lincoln offers a well-managed, welcoming and safe city centre.

- a. Warden Service
- b. Street Management Service
- c. Night Time / Evening Economy
- d. Security & Safety
- e. Street Dressing

2) **Experience**

Focus on creating a world class experience for all who visit.

- a. Events
- b. Animating the City
- c. Vibrant High Street Experience
- d. Public Spaces Strategy
- e. Tourism Projects

3) **Value**

Represent value for money and use the collective voice of levy payers and partners within the city.

- a. BIG Bus and Car Park Deals
- b. Partnership Working
- c. Access
- d. Park & Ride
- e. Promotional Activity

Lincoln BIG will measure their success by an annual customer and business survey, undertaking PR, media coverage and social media reach, performance reports to the Board, Annual Report through the AGM, Quarterly review meeting with key investors, communicating with businesses through email bulletins, drop in sessions etc, increased footfall and visitors to the city centre, number of businesses actively engaged in Lincoln BIG activity and projects and increased levels of sales activity and productivity in the city centre.

2. Conclusion

Lincoln BIG aims to put Lincoln on the map as a retail and tourist destination and improve the experience of the city centre in Lincoln for those who live, work, invest and visit. Through their programme of events, initiatives and schemes they not only make the city centre more attractive to locals including businesses but attract new visitors to Lincolnshire. With the offer from the University growing at a fast pace bringing more students and their families to the area the offer through the BID is more important than ever in driving forward Lincoln's economy.

All the additional activities delivered through Lincoln BIG would not be possible and would not happen without the continued support of the businesses that pay the 1% levy. Their services offer value for money. Should the BID Ballot in November 2019 fail to gain majority support from businesses, Lincoln BIG will continue their

full range of services until December 2019 and then wind up activities based on contractual, staff and financial considerations. With Lincoln BIG ceasing to operate from June 2020.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

No

b) Risks and Impact Analysis

N/A

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Lincoln BIG Business Plan 2020-25
Appendix B	Lincoln BIG Annual Report 2018/19

5. Background Papers

This report was written by Samantha Harrison, who can be contacted on 01522 550576 or samanthal.harrison@gov.uk.



Lincoln BIG

Business Improvement Group

Making Lincoln City Centre a great place

Business Plan

2020-25

www.lincolnbig.co.uk

Introduction from Ursula



Lincoln BIG plays an important role in a city which has fast-gained a reputation as THE place to live, work, visit – and run a successful business

I'm proud to be able to say that, for more than a decade, there has been no let-up in Lincoln's power to act as a magnet for major investment.

That trend continues to see millions of pounds being ploughed into the retail, service, higher education and tourism sectors, extra money being spent on our impressive historic venues and the arrival of more exciting high-growth companies.

Outside and local investment has been supported by important infrastructure changes too, including the completion of the city's East-West Link Road and Lincoln's smart new Transport Hub, with its state-of-the-art bus station and adjacent multi-storey car park.

A dramatic renaissance is underway in The Cornhill Quarter, where Lincolnshire Co-op is investing £70 million in a phased scheme that has attracted new names in shopping and leisure. Now the city's exciting Everyman Cinema is taking shape.

Lincoln BIG sits at the heart of this changing scene, providing sterling support designed to help businesses to succeed in the face of changes which are driving footfall and opportunities to attract more customers, despite nationally led commentaries about the state of the High Street. I think Lincoln definitely stands out from the crowd!

Over the past five years, Lincoln BIG has supported businesses in many ways, including through its security group and Pubwatch services, radio scheme, street cleaning initiatives, travel schemes for city employees, management of the night-time economy and vibrant events.

Our levy payers have benefited from all these services and more. Now, ahead of our five-yearly rebalot, I am delighted to commend our 2020-2025 Business Plan to you.

I hope it will encourage you to VOTE YES in our Autumn ballot – giving BIG a mandate to serve you for another five-year term.

To get the "green light" we need more than 50 per cent of our levy payers to say YES – and that the YES votes must represent at least 50 per cent of the Rateable Value of the businesses and organisations casting votes.

Business owners and managers who have not had time to sit down and look at the real cost of their own levy, and what they get in exchange, might be surprised. Why not sit down with a cuppa and read more about Lincoln BIG.

It costs a small independent the price of one cup of coffee and a national retailer seven cups of coffee a week. We think you are worth it. We hope you do too!

Ursula Lidbetter OBE
Chairman

Introduction from Sarah



Lincoln BIG is committed to giving its levy payers first class support and great value for money.

Our Business Plan for 2020-2025 has focused on three key priorities. This has been a fascinating exercise and required me to reflect on our achievements to date and devise clear priorities for the next five years.

I hope you will find Lincoln BIG's plan exciting, interesting and persuasive. It is based on what you have told us and in-house research from my staff and our Board of Directors.

When you start listing everything, it is amazing how much we have done already but, in today's fast-moving business environment, we knew it was vital to come up with strong priorities for the future – even though we will be working even harder to give levy payers the best value for their money.

We decided on just three priorities. The good news is – they are wide-ranging enough to help all our levy payers and we've already made a head start on delivering them! We are also confident that they complement the needs of our ever-evolving city.

1. Welcome

It's vital that Lincoln is bright and welcoming. We have increased our team of street wardens to three people and we've a volunteer on board too. They are continually out and about, giving street furniture a lick of paint, popping to see levy payers, putting our Gumbuster machine 'Chewy Chew' and street "hoover" to work and signposting visitors too.

2. Experience

We know locals and visitors love Lincoln's fabulous mix of events and attractions. We have pledged to put extra polish on those we organise ourselves, as well as to support those led by others. We will also work with partners to deliver new quality events.

3. Value

We have more than 800 levy payers. They range from retailers to service businesses to educational establishments and charities. Naturally, they have varying needs. We will introduce new initiatives to help drive customers to our levy payers and we will ensure appropriate business support is provided where required.

We will also continue to run our popular Bus and Car Parking pass scheme.

Our Chairman, Ursula Lidbetter has explained how each levy payer will pay anything from the price of one cup to seven cups of coffee a week for our service if you say YES and vote us back in later this year.

Like Ursula, I hope you feel that we offer you a really great deal and that you will be encouraged to vote YES in our re-ballot and give us a further five years in office – simply because you believe you are worth it!

As we move closer to that vote – which closes on Wednesday 6 November – please keep in touch with the latest news from Lincoln BIG by checking our website news, newsletters and our social media channels. Please call us on 01522 842704 if you have any further questions.

Sarah Loftus
Chief Executive

MAKING A DIFFERENCE IN LINCOLN, NOW AND FOR THE FUTURE



Priorities for the BIG 2025

We propose to focus on three priorities over the next five years with five key focus areas

1. Welcome

The key priority for Lincoln BIG is to focus activity around delivering a coordinated and effective approach to ensure Lincoln offers a well-managed, welcoming and safe city centre.

You want a safer, cleaner, well managed and welcoming city centre. You want an excellent Warden service that focuses on removing graffiti, maintaining public spaces, street furniture and signage. You want a BIG that ensures pride in the environment, delivering initiatives and projects that create a clean, bright and amazing city environment and landscape. You want a city free from anti-social behaviour, that is well connected and safe to use at all times of night or day.

WHAT WE WILL DELIVER IF YOU VOTE YES:

Warden Service

We will employ wardens who will protect and maintain your streets, working closely with City of Lincoln Council, Lincolnshire Police and other key partners. We will ensure street cleaning is undertaken to a high standard.

Street Management Service

We will work closely with City of Lincoln Council, Lincolnshire County Council, Lincolnshire Police and other agencies to reduce the level of begging and anti-social behaviour in the city centre. We will develop and support initiatives to disrupt anti-social hotspots occurring. We will work with business owners, public bodies to reduce the number of vacant properties.

Night Time / Evening Economy

We will continue to run the two successful Pubwatch Schemes, support Lincoln Street Pastors, develop the radio scheme and initiatives such as Ask Angela and the Drinks Detective Kits.

Security & Safety

We will grow and strengthen our Security Group, improve communication and target resources to reduce shop theft, anti-social behaviour, begging and illegal activity in the city centre. We will continue to lobby others to ensure they meet their responsibilities.

Street Dressing

We will continue to develop initiatives which enhance and improve the public realm. We will dress the streets with interesting art and culture that creates a stunning environment for people to enjoy. Our streets will be the envy of other cities showcasing floral displays, Christmas decorations, cultural points of interest, colourful displays and creative spaces.

Actions for delivery 2020 - 2021

- Manage and maintain our Warden service.
- Respond to business' requests to target hotspot areas for cleaning using our gum removal machine and vacuum and for graffiti removal.
- Deliver four community clean-up projects.
- Deliver and manage Lincoln in Bloom project.
- Increase the number of venues involved in the Ask Angela Campaign and increase membership of our Security Group by 10%.

2. Experience

The second key priority for Lincoln BIG will be to focus on creating a world class experience for all who visit.

We will make Lincoln a destination of first choice to visit, live and work in. We would continue to deliver and support high quality events, animate the city with a focus on delivering cultural, independent themed activities, celebrating Lincoln's history and modern future. Lincoln BIG would continue to create trails which entertain and encourage footfall in the city. As well as working in partnership to develop a high street that bucks the trend and keeps a strong, diverse retail sector in Lincoln.



WHAT WE WILL DELIVER IF YOU VOTE YES:

Events

We will deliver quality events/festivals unique to Lincoln each year, working closely with our partners. We will grow these events to have a regional and national importance e.g. Steampunk, 1940s Weekend, Lincoln Fashion Week, Lincoln by the Sea and Frequency Digital Arts Festival.

Animating the City

We will coordinate a year long events calendar plan on behalf of partners, bringing together a festival of events. We will animate the city – a place where everyone will want to spend time each weekend – Lincoln becomes recognised as the animated, alive city for its residents, workers and visitors 'Something will always be happening in Lincoln'.

Vibrant High Street Experience

We will continue to work with retailers to create unique shopping and High Street experiences. We will ensure Lincoln is a destination shopping experience. We will develop new initiatives and projects with the Healthy High Streets group to ensure Lincoln bucks the trend.

Public Spaces Strategy

We will manage our public spaces, creating a series of events to bring our public spaces life, to ensure they are well used, well managed and protected. We will do this by working with others to target resources to ensure they are spaces of interest and quality.

Tourism Projects

We will work with partners to ensure our visitors have a quality experience in the city centre. We will ensure signage and wayfinders enable people to navigate around the city easily. We will promote our events and activity to visitors, residents and workers through our social media and working with other organisations such as Visit Lincoln, City of Lincoln Council, Lincolnshire County Council, Bailgate Independent, CityX and Lincolnshire Echo. We will develop and deliver tourism products that complement our partner's events, eg Lincoln Castle, Lincoln Cathedral, Lincoln Drill Hall, New Theatre Royal and University of Lincoln to maximise opportunities and resources.

Actions for delivery 2020 - 2021

- Deliver five quality events.
- Deliver a sculpture trail and manage existing seasonal trails in the city.
- Develop tourism projects with our partners.
- Develop five High Street experiences.
- Develop a public spaces plan with landowners.

3. Value

Our third priority is to represent value for money and use the collective voice of levy payers and partners within the city.

This will ensure Lincoln city centre remains competitive, sustainable and people will want to remain and come to Lincoln. This would include supporting initiatives that make a real difference to people's experience of working in the city, e.g. Bus and Car Parking permits, cycling schemes. Lincoln BIG will support and develop loyalty schemes, training schemes and encourage inter-trading and collaborations between businesses within the city centre. The coordinated voice for businesses on key issues, be business led, business controlled and business funded to ensure the BIG meets the needs of levy payers and employees.



WHAT WE WILL DELIVER IF YOU VOTE YES:

BIG Bus and Car Park Deals

We will continue to deliver the BIG Bus and Car Park deals for levy payers and their employees.

Partnership Working

We will host, manage and develop joint initiatives and cost saving exercises which will encourage inter-trade and collaborations, e.g. buy local initiatives and increase BID levy benefits between BID levy payers.

We will develop specific campaigns to professional services in Lincoln city centre to raise their profile locally and regionally.

We will seek out grants to support business growth. We will work with Colleges and Universities to develop training schemes for businesses – funded and unfunded.

Access

We will be the strategic voice for businesses to ensure access to the city centre.

Park & Ride

We will continue to manage the service with a subsidy from City of Lincoln Council, Lincolnshire County Council and Stagecoach East Midlands while needed.

Promotional Activity

We will work with stakeholders to promote Lincoln's uniqueness, identity and culture. We will do this through developing appropriate campaigns.

Actions for delivery 2020 - 2021

- Increase take-up of the BIG Bus and Car Park passes by 5%.
- Forty businesses to receive up to 12 hours of targeted support under the Collaboration4Growth programme.
- Enable businesses to access the Collaboration4Growth programme.
- Manage and promote the Park & Ride service.
- Work with Partners to promote Lincoln's uniqueness through three campaigns.

Proposed annual budget

	Levy		Other Income Generation	Total Budget
	£403,890		£613,564	
Priority One Welcome	£161,556	40%	£81,573	£243,129
Priority Two Experience	£161,556	40%	£100,000	£261,556
Priority Three Value	£80,778	20%	£431,991*	£512,769
			Total	£1,017,454

This proposed budget will change if the need arises and will be reviewed annually. * Primarily income from bus and car deals.

Rateable Value	Average Annual Amount per Business	Average Weekly Amount per Business
£6,000-£9,999	£94	£1.82
£10,000-£19,999	£141	£2.73
£20,000-£49,999	£316	£6.02
£50,000-£99,999	£706	£13.51
£100,000 and above	£2,694	£51.66

It doesn't cost much per week:

Small Independent



Independent Retailer



National Retailer

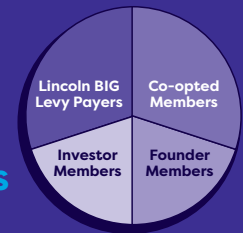


Large National Retailer



THE EQUIVALENT IN CUPS OF COFFEE...

Meet the Board of Directors



Lincoln BIG is a not-for-profit organisation limited by guarantee with a Board of Directors representing businesses from within the BID area.

Founder Members

Ursula Lidbetter OBE
Lincolnshire Chamber of Commerce
Suzanne Sampson
Lincolnshire Chamber of Commerce
Councillor Richard Metcalfe
City of Lincoln Council
Councillor Donald Nannestad
City of Lincoln Council

Lincoln BIG Levy Payers

Carl Jacklin Agathas
Mark Hollingworth Flowers by Suzanne
John O' Donoghue Home / Craft / Old Curiosity Shop
Mark Brewer Imp Travel
Stan Matthews Thompson & Richardson (Lincoln) Limited
Ian Robinson White Hart Hotel

Investor Members

Freddie Chambers Lindum Group
David Lewis Siemens
Dave Skepper Stagecoach East Midlands
Valerie Johnson St Marks Shopping Centre

Co-opted Members

John Latham University of Lincoln
Elly Sample University of Lincoln
William Harrison Lincoln Cathedral
Councillor Colin Davie Lincolnshire County Council
Gemma Skaley Lincoln College
Stewart Brinn Lincolnshire Police

Company Secretary

Michael Squirrel Wilkin Chapman LLP

The Directors of the BID represent businesses in the BID area. Some Board members are elected, with others nominated to ensure expertise and representation.

The Board will continue to meet every three months with responsibility for governance matters such as financial arrangements, contractual obligations, human resources, standards, performance and compliance.

Where representative changes, they will be replaced in November 2019 at the AGM.

The BID Rules - If you Vote yes

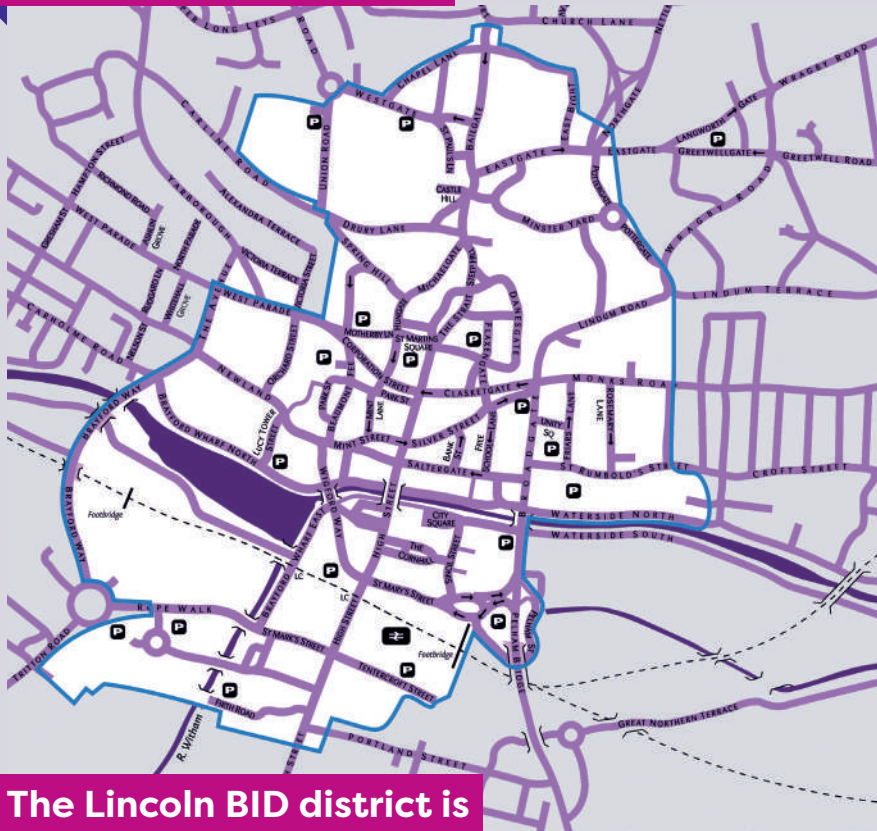
- The BID levy will be collected by the City of Lincoln Council as previous years, based on the legislation for non-domestic rates. This will be governed by a Service Level Agreement between Lincoln BIG and the City of Lincoln Council.
- To keep the current levy rate at 1% based on the 2017 rateable value, this will bring in a BID levy of approximately £403,890.
- The levy threshold should remain at £6,000. The initial list indicates that there are 852 business ratepayers who will receive a BID levy.
- Inflation to the BID levy will be applied based on the Retail Price Index (RPI) at the beginning of May each year.
- Unoccupied premises will be charged the full levy with the exception of properties left empty due to administration or liquidation.
- New premises constructed during the term to pay a levy based on the rateable value at the time of occupation.
- Where property is split or merged, the levy will be based on the new rateable values issued at the time of the change.
- Managed shopping centres already provide some of the services proposed in the BID Business Plan. However, businesses will benefit from the events, environmental and access improvements and footfall. In recognition of this, a levy of 0.5% will be applied to tenants of managed shopping centres.
- Educational institutions will be charged the full 1% levy. They have much to gain from Lincoln BIG through improved city centre ambience to attract students and conferences.
- Charity shops benefit from marketing, proved retail ambience and free security group membership. Charity shops will be charged at 0.5% of the BID levy.
- It is anticipated that owners of the managed shopping centres will continue to make additional contributions through the Investor membership of Lincoln BIG.

How will we measure our success?

- Customer and business surveys x 1 per year.
- PR and media coverage and social media reach.
- Performance reports to the Board.
- Annual Report with an Annual General Meeting (AGM).
- Quarterly review meeting with key investors.
- Communicate with businesses throughout the year by email bulletins, social media, drop-in sessions, door to door visits.
- Number of businesses actively engaged in Lincoln BIG activity and projects.
- Increased footfall and visitors to the city centre.
- Increased levels of sales activity and productivity in the city centre.

— LET'S CONTINUE
TO SHAPE OUR
CITY TOGETHER

What is a BID & BID Area?



The Lincoln BID district is

- A Business Improvement District (BID) which is a defined geographical area within Lincoln City where the businesses have voted to invest collectively to improve their trading environment.
- The lifetime of the BID is covered by National Regulations and is set at no more than five years.
- A not-for-profit company which is set up and run by the businesses in the area and is responsible for ensuring that the aims and objectives of the BID Proposal are delivered.
- The BID is about additionality. It does not replace local authority or police services but has to provide additional resource and activities to benefit the area.

Ballot timeline

Issue of final Lincoln BIG Business Plan for 2020-2025

Week commencing
Monday 2 September 2019

NOTICE OF BALLOT

Tuesday 24 September 2019

BALLOT PAPERS POSTED

Wednesday 9 October 2019

NAME OF PERSON NOMINATED TO VOTE IN THE ABSENCE OF ORIGINAL VOTER

By 5pm on Monday 28 October 2019

LOST BALLOT PAPERS POSTED

Thursday 31 October 2019

CANCELLATION OF PERSON NOMINATED TO VOTE IN THE ABSENCE OF ORIGINAL VOTER

By 5pm on Friday 1 November 2019

CLOSE OF BALLOT

5pm on Wednesday 6 November 2019

DECLARATION OF RESULT

6pm on Wednesday 6 November at Home, Park Street

A photograph of the Lincoln Big sculpture, a large, abstract, metallic structure with two main curved arms that resemble a stylized 'B'. The sculpture is set against a blue sky with white clouds. In the background, a red brick building with a classical facade is visible, featuring the word 'UNIVERSITY' on its upper part. A large, lush green weeping willow tree is in the foreground on the left, partially obscuring the view of the building. A canal or river is visible in the bottom right corner, reflecting the sky and the building.

LINCOLN BIG IS MAKING
LINCOLN A GREAT PLACE
TO VISIT BY SUPPORTING
THE VISITOR ECONOMY

Exit strategy

IF THERE IS A NO VOTE THE FOLLOWING SERVICES WOULD STOP BY JUNE 2020

Should the BID Ballot in November fail to gain majority support from businesses, we will wind up the activities of Lincoln BIG, based on contractual, staff and financial considerations – in that order. We will aim to do this in a way which will minimise disruption to our levy payers.

- We will continue our full range of services until December 2019.
- No new schemes will be developed and no renewals or new applications for car parking and bus deals will be accepted from November 2019.
- Park & Ride Service will be terminated in February 2020.
- In March 2020 our events programme will cease, and our car parking and bus deals terminated, websites will close and security group services cease, Evening Economy management programmes will be terminated, and our administration of trader group meetings cease, the Lincoln in Bloom will terminate and the Radio Link Scheme close down.
- Fashion Week, 1940s, Christmas events, Street food Festivals etc will not take place in 2020.
- Loyal Free App will cease in June 2020.
- June 2020 – Lincoln BIG will cease to operate, the City Centre Wardens will terminate and the Lincoln BIG office close.
- Any remaining assets of Lincoln BIG will be passed to another organisation at the discretion of the Lincoln BIG Board.
- The 2020 trail will be completed by September 2020 by negotiation with our Charity Partner.



BIG benefits

Access to advice

Through our network of contacts we can help steer you in the right direction on almost any subject affecting business in Lincoln city centre.

Bailgate Area Guild

We support the Guild to discuss matters of concern to independent retailers.

BIG Bus Deal

We offer a low cost inner and outer season ticket for Stagecoach services to and from Lincoln city centre.

Brayford Business Forum

We facilitate this quarterly Forum meeting to promote events and improving tourism and trade along the waterfront.

Business Support

We manage a range of business support activity including training and grants through our European funded project.

Buskers

We monitor the activity of buskers to ensure they comply with an agreed code of conduct.

Campaigns

We support campaigns within the city centre, for the benefit of local businesses.

Car Park Deal

We offer low cost part-time and full-time season permits in selected City of Lincoln Council car parks.

Christmas Trees

We provide Christmas trees for hire and provide low cost brackets.

City Celebrations

We manage events to celebrate the city's historical and current events.

City Spaces hire

We support organisations to book public space for an event or promotion.

City Talk

We provide a free e-newsletter to all levy payers.

Cornhill Quarter Traders

We support this meeting on a regular basis to discuss concerns, ideas and events within the area.

Cycle Racks and Pumps

We provide temporary cycle racks and pumps for the city.

Development of Trails

We develop and run trails to animate and attract visitors into the city centre.

Digital Screens

We manage a number of digital screens within the city centre for partners to advertise their events.

Electricity for events

We can provide pop-up units and a quiet running generator for business use.

Event Facilitation

We can help with road closure notices, safety plans for people wanting to hold events in the city centre.

Events and Displays

We hold an entertainment license for city spaces and can book an area for you.

Exclusion Scheme

We manage prolific offenders and excluded from all retail premises.

Free Security Group membership

We manage a secure website, business crime intelligence and quarterly meetings to help reduce crime.

Graffiti Removal

Our Wardens offer a free graffiti removal service from city centre buildings.

Healthy High Streets Group

We manage a regular meeting of businesses to discuss issues in and around the High Street.

Intervention Team

We work with City of Lincoln Council and Partners to ensure the city centre is free from beggars and the homeless.

Lincoln In Bloom

We subsidise summer hanging baskets, flags and Christmas trees as well as provide planters and barrier planters.

Lincoln Street Pastor Scheme

We actively support the Lincoln Street Pastors Scheme whose volunteers help vulnerable people at night.

Loyalty Free App

We offer a free loyalty app for levy paying businesses to use to encourage return customers.

Markets

We coordinate a range of markets for the city centre.

Marquees and Stall Logistics

We offer on loan of a range of gazebos, stalls and stands.

Park & Ride

We manage the service with Stagecoach East Midlands, Lincolnshire County Council and City of Lincoln Council to run from Waitrose to Lincoln Central Bus Station.

Pedlars

We monitor people with pedlar's certificates to ensure they adhere to the rules.

Publicity Support

Extra publicity opportunities for member news stores including City Talk free of charge.

Pubwatch Schemes

We administer Lincoln's two Pubwatch Schemes (Uphill and City Centre).

Radio Leasing Scheme

We manage and maintain a radio scheme which links with the Police and CCTV.

Sharps

We deliver for the city a free safe removal and disposal of sharps via our Warden service.

Street Banners

We have many locations around the city centre for banners to advertise events.

Tour Bus

We manage the Tour Lincoln open-top bus service.

Training Courses

We work with training partners to provide free statutory courses including Fire Safety, Health & Safety and First Aid.

Wardens

We have three wardens who patrol the city centre in uniform six days a week.

A thriving night time economy

MAKING A DIFFERENCE IN LINCOLN, NOW AND FOR THE FUTURE



Inspiring events & displays



Varied market scene



BIG Bus Deal



In bloom



City celebrations



Getting involved

If you are interested in any of the projects or activities detailed in this Business Plan and you would like more detail or to get involved then please contact us.

Sarah Loftus, Chief Executive
sarahloftus@lincolnbig.co.uk

Sharon Stone, Office
& Corporate Projects Manager
sharon.stone@lincolnbig.co.uk

Richard Baxter, Operations Manager
richardbaxter@lincolnbig.co.uk

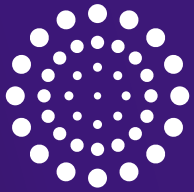
Marion Cooney, Security
& Evening Economy Manager
marion.cooney@lincolnbig.co.uk



T: 01522 545233 E: info@lincolnbig.co.uk

lincolnbig.co.uk

Lincoln BIG | 3-5 St Swithins Square | Lincoln | LN2 1HA



Lincoln BIG
Business Improvement Group

Making Lincoln City Centre a great place

Annual Report 2018/19

www.lincolnbig.co.uk



This report covers Lincoln BIG's activities from 1 July 2018 to 30 June 2019

Chairman's Report

Lincoln BIG is at the heart of the business community in a city whose star is certainly on the rise!

Lincoln continues to out perform many other destinations across the UK, with no let-up in its power to attract the attention of major investors, as it grows in prominence as a great place to live, work, learn and visit.

The impact of multi-million pound investments can be seen in all areas, from the Cornhill Quarter to St Marks Retail Park, the University of Lincoln Campus and the Cathedral Quarter, where work is currently underway on the £12 million Cathedral Connected Scheme.

The Business Improvement Group supports hundreds of levy payers in numerous ways and aims to make a visible difference



to city businesses working against this changing backdrop, at a time when people are continuing to worry about the uncertain state of the High Street.

During 2018/19 we supported businesses by delivering in the region of 300 events – an example is last year's RAF 100 celebrations incorporating our 1940s Weekend which attracted 50,000 people.

We also provided Park & Ride and Access Schemes – for workers, shoppers and visitors; an evening economy programme with two PubWatch Schemes, have our own Street Wardens, a Floral Scheme, and much more.

I remain positive about our city going forwards. We hear lots of stories about the death of the High Street, but we have already proved that is wrong.

It is true that there are negatives in some places. But I'm pleased to say that so many people who come to Lincoln ask us what is going on. They are intrigued to know why Lincoln is so vibrant.

Even on a rainy day we still see hoards of people in the High Street going about their business. Whilst some shops have closed a lot of new businesses have rushed to bring their names to the city over the past few months.

Ursula Lidbetter OBE
Chairman

Chief Executive's Report

I was thrilled to be appointed Lincoln BIG's Chief Executive last September and eager to build on the great work done by my predecessor Matt Corrigan.

I arrived ready for the challenge and committed to doing my best for an organisation with the responsibility for making a real difference to hundreds of levy payers working in the retail, office, education and other sectors.

But bags of enthusiasm was not all I brought with me. I also had a BIG shopping list! I wanted to know every last detail about BIG's role, get to know what my team members did, understand the diversity of our levy payers, meet our partner organisations and get a clearer view of the BID's finances.

There seemed to be so many priorities, but I was determined that there would be no let-up in our ongoing support for businesses. Setting-up regular face-to-face meetings with staff and partners and putting a strong working structure into place, has really helped.



I have been impressed by the breadth of BIG's work in making Lincoln more welcoming, staging hundreds of events, driving forward the Park & Ride operation and the ongoing delivery of the £350,000 Access Lincoln contract, which encourages people to choose active and sustainable ways of travelling to work.

Our free Security Group has gone from strength to strength with 204 businesses using our shop radio scheme. We sit at the heart of two lively Pubwatch Groups, have supported free drinks testing in Lincoln Bars and support Lincoln Street Pastors – to ensure a safer evening economy.

Did you know your Wardens returned nearly £500 worth of stolen goods back to businesses each month and also removed nearly 7 miles worth of graffiti a year from our streets.

I recently surveyed our levy payers, asking what they know about BIG, whether they are happy with our support, where they would like to see improvements and their priorities for the future.

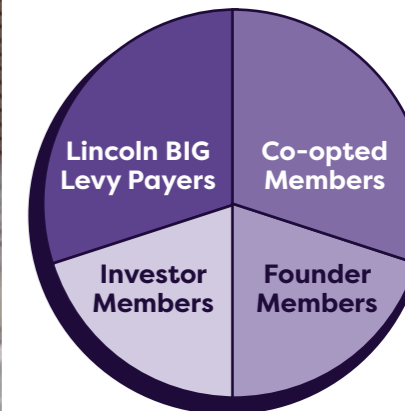
That has helped me to define three strong priorities as Lincoln BIG moves towards its fourth Re-ballot this Autumn:

- Clean, Eco-Savvy City
- Inspiring Experiences
- Strong Voice for Businesses

Even better – we have already started to deliver these. Lincoln BIG introduced its Gumbuster machine, 'Chewy Chew', to start blitzing unsightly discarded chewing gum from the city's streets and produced 'No Chewy On My Shoe' chewing gum papers, encouraging responsible disposal of gum.

We have appointed our third City Centre Warden and launched an exciting digital loyalty scheme with the announcement of the LoyalFree App – it has already been taken-up by more than 50 businesses.

Sarah Loftus
Chief Executive



Founder Members

- Ursula Lidbetter OBE**
Lincolnshire Chamber of Commerce
- Suzanne Sampson**
Lincolnshire Chamber of Commerce
- Councillor Richard Metcalfe**
City of Lincoln Council
- Councillor Donald Nannestad**
City of Lincoln Council

Lincoln BIG Levy Payers

- Carl Jacklin**
Agathas
- Mark Hollingworth**
Flowers by Suzanne
- John O' Donoghue**
Home / Craft / Old Curiosity Shop
- Mark Brewer**
Imp Travel
- Stan Matthews**
Thompson & Richardson (Lincoln) Limited
- Ian Robinson**
White Hart Hotel

Investor Members

- Freddie Chambers**
Lindum Group
- David Lewis**
Siemens
- Dave Skepper**
Stagecoach East Midlands
- Valerie Johnson**
St Marks Shopping Centre

Co-opted Members

- John Latham**
University of Lincoln
- Elly Sample**
University of Lincoln
- William Harrison**
Lincoln Cathedral
- Councillor Colin Davie**
Lincolnshire County Council
- Gemma Skaley**
Lincoln College
- Stewart Brinn**
Lincolnshire Police

Company Secretary

- Michael Squirrel**
Wilkin Chapman LLP

Lincoln BIG Board

Lincoln Business Improvement Group (Lincoln BIG) is a Company Limited by Guarantee, which is controlled by a Board of 20 Directors representing a range of stakeholders in the city centre.

It trades on the same basis as any small business, paying VAT and making Companies House returns. However, Lincoln BIG does not distribute profit but re-invests any surplus into delivering the Lincoln BIG Business Plan, with the aim of improving Lincoln city centre.



About Lincoln BIG

In 2005, 2009 and 2014, Lincoln city centre businesses voted to support the creation and continuation of a Business Improvement District (BID) and implement the proposals set out in the Lincoln BIG Business Plan.

The Business Plan proposals are funded through a levy on business rates on all properties with a rateable value of over £6,000 located in the BID area. The levy is set at 1% of the 2010 rateable values plus an annual inflation increase.

Our aim

Our area of Lincoln city centre covers the historic Cathedral Quarter, the High Street, Cultural Quarter, St Marks Shopping Centre and Brayford Waterfront, together with the University of Lincoln campus to the west and Lincoln College campus to the east.

The Lincoln Business Improvement Group (Lincoln BIG) aims to put Lincoln on the map as a retail and tourist destination and improve the experience of the city centre in Lincoln for those who live, work, invest and visit.

Our philosophy is simple. If the city centre is clean, bright and welcoming with lots of activity and events taking place then more people will visit. When they do visit they will stay longer.

Our work also ensures that the city centre is a great place in which to operate a business, and a better working environment for staff.



A dynamic partnership

We work closely with a wide range of public and private sector stakeholders plus both voluntary and community organisations to create a single business voice. Local area representation is provided through the Bailgate Area Guild, Brayford Business Forum, the Healthy High Street Group and Cornhill Quarter Traders.

Each of these groups has its own agenda and programme of activity supported by Lincoln BIG.

We also carry out local consultations and support ad hoc groups where issues affect businesses.

“**Business led, business controlled, business funded**”

Our Highlights for 2018-19

We have delivered, commissioned and supported over 300 events in the city this year. These events have created a lively street scene and encouraged thousands of people to visit and enjoy Lincoln’s city centre.

- **Lincoln by the Sea**, our very own city centre beach, created a summer attraction for kids. We brought a smile to over 5,000 families using the facility over the July and August period.
- **The RAF100 Weekend**, which incorporated the annual 1940s Weekend with the walking and cycling trails bringing regional and international visitors to the city.
- **We worked closely with retailers to deliver Lincoln Fashion Week 2019.** This was made up of 16 separate events and attracted thousands of shoppers to the city. The finale was extra special this year as we held it in the Cathedral.

“**Great Events and a Great Place to Visit**”

- Other events which were a great success included **Lincoln Loves Valentines, Christmas Lantern and Reindeer Parade.**
- **Lincoln BIG manages the Visitor Information Centre for the City of Lincoln Council**, this year we received a record number of visitors through our door! The most random question was ‘What type of cloud formation is in the sky today please?’ And who would have believed the top two items that have been sold this year are postcards and fridge magnets.
- **Lincoln BIG also supports Visit Lincoln.** This support gives bid levy payers a local listing and the promotion of Lincoln BIG events and activities on the visitlincoln.com website. This year our events saw 49,000 unique visitors and 57,000 page views.

“**We aim to create a lively festive city centre offering a range of attractions for residents and visitors and to provide a quality visitor management service**”





Lincoln BIG Access

An Accessible City

With the support of your levy funding we carry out a number of initiatives to make the city more accessible for workers in the city centre.

Our established Access Opportunities Fund purchases car park permits and bus passes in bulk resulting in you, our levy payers and your employees being able to purchase the passes at a lower rate. This collective purchasing means on average a BID levy employee saves £30 a month! To date we have 365 people taking advantage of our car parking passes and 326 for our bus passes.

We teamed up with Lincolnshire County Council, City of Lincoln Council and Stagecoach to operate the City's only Park & Ride Scheme and we are now in our third year. We have seen a 20% increase in passenger numbers over the past year.

Our Access Lincoln project is in its final year as funding from Lincolnshire County Council and Department of Transport comes to an end. We have put the funding to great use this year by providing residents, commuters and visitors with more travel choices.

We have run lots of fun events including adult cycle training, business travel plans, lunchtime leg stretches, Dr Bike. We have been able to put temporary cycle racks in the centre and also provided the city with new bicycle pumps!

If your business would like to increase the number of people travelling by foot, bicycle or public transport, and want to develop transport schemes to help people travel to work, please contact us.



“ We develop creative solutions to improve access to the city centre for workers, shoppers and visitors ”

“

Promoting Lincoln as a great shopping destination ”



Great Shopping

Lincoln has a great mix of both national and independent retailers and we are helping it become an even more important retail destination in the region!

Through the BID levy we have been able to deliver the pumpkin trail, Love Lincoln, shop window dressing competition and Ale Trail.

Due to popular demand we have purchased a new App for BID levy payers to use. This loyalty app helps businesses promote their offers to entice shoppers to keep coming back for more. The app is also a local guide giving vital tourist information and shows our events and attractions. In the first two months, the App has received 2,646 redemptions of offers for levy businesses, 5,706 profile views and 1,080 users.

We know trading conditions are challenging but by working together we are making Lincoln a destination of choice.



Safe and Secure

Lincoln BIG levy payers are entitled to free membership of our Security Group.

This includes membership of the 'Shopwatch' scheme, quarterly intelligence meetings, Intranet access, loss prevention and radio training and a civil recovery scheme. There is also an encrypted radio scheme available to businesses for £3.84 a week.

The Security Group is going from strength to strength this year with the majority of our retailers being members. There are now 204 radios in the city centre enabling shops and businesses to alert fellow traders if they spot a known or new shoplifter, swiftly nipping potential criminal acts in the bud.

This year we responded to businesses raising concerns regarding the growing homelessness and begging issues in the city. We teamed up with the City of Lincoln Council, Lincolnshire Police and Addaction to create an intervention team. The primary objective of the team is to help people into support and off the streets. Only where this fails is enforcement action taken for any who are committing anti-social behaviour (ASB).

“

We deliver a comprehensive package of initiatives to try to ensure a safe and crime free environment in Lincoln city centre ”





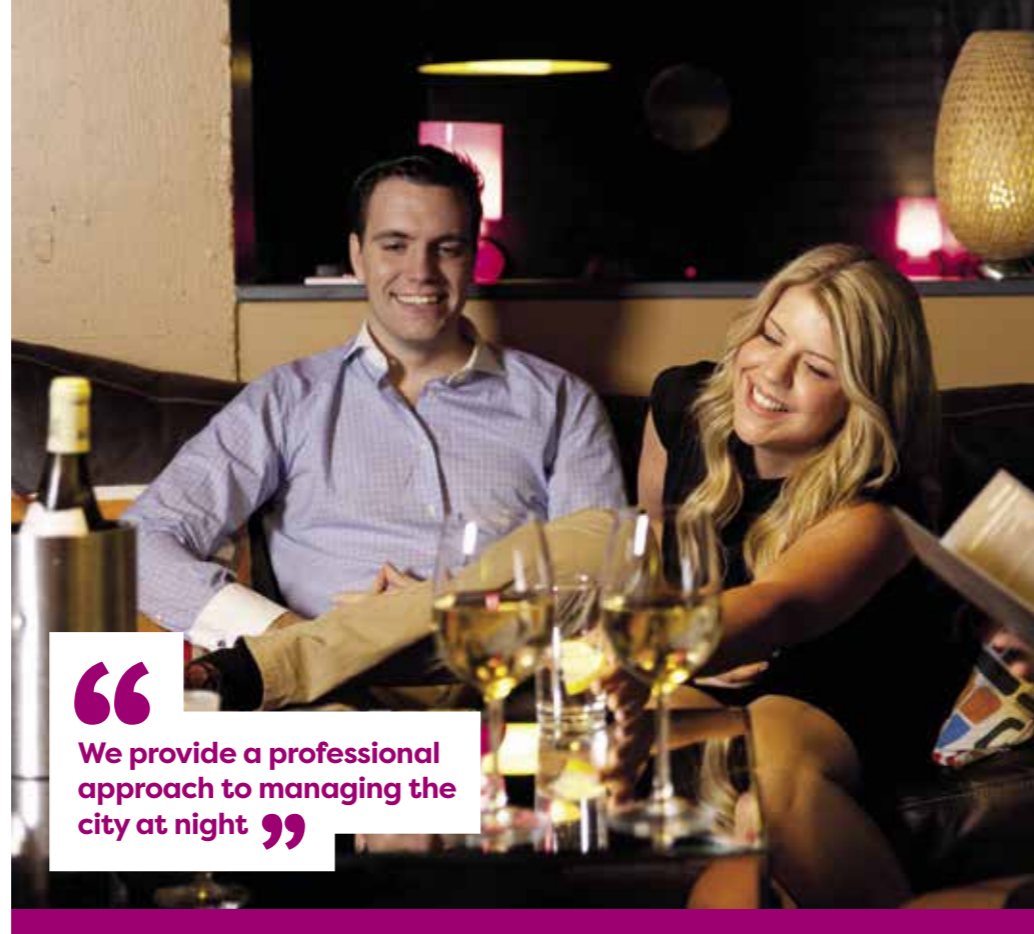
Lincoln BIG
Evening Economy
Management

A Great Night Out

Our Evening Economy Management programme brings together partners with an interest in the evening economy and co-ordinates a range of initiatives to ensure a safe, vibrant and accessible city at night.

Key initiatives include two professionally managed Pub Watch schemes which now extend to cover almost all licensed premises in the city centre and support for the Lincoln Street Pastors initiative.

An Evening Economy Strategy Group meets quarterly to help manage the multi-million pound evening economy in a fast-developing city, which continually attracts new investors. Representatives attend from the police, its licensing team, City of Lincoln Council's Housing and Anti-Social Behaviour teams and the two Pubwatch groups.



“ We provide a professional approach to managing the city at night ”



#NoMore and Ask Angela Campaign

The campaign was launched in September 2017 and still continues to run in the city to raise awareness of the issues around consent, sexual assault and rape in Lincolnshire. This campaign was led by Lincolnshire County Council and Lincolnshire Police. Lincoln pubs, bars and clubs continue to support #NOMore and the Ask for Angela scheme. Venues have posters within their buildings to promote the scheme, and many have the additional window stickers too.

Lincoln bars offer free drinks testing for safer nights out

The 'Drink Detective' scheme of which offers to test drinks for the presence of drugs as part of the measures introduced to help keep people safe when they are on a night out in the city, continues to be successful. Currently the scheme has 10 venues using the narcotic-testing kits, with the remaining venues coming on board during 2019.

Lincoln Street Pastors

Lincoln's Street Pastors and Prayer Pastors support the city's night-time economy every Saturday and the last Friday of the month between 10.30 pm and 3.30 am the next morning. The Street Pastors talk and listen to people whilst they are out. They carry flip-flops, water bottles and space blankets to help vulnerable people on their night out.

Over the past year, the Street Pastors have given out:

- 182 pairs of flip-flops
- 372 bottles of water
- 100 space blankets
- 194 people accompanied to safety.

Clean, Bright and Welcoming

Our street management programme seeks to make a difference to people's experience of the city by raising the standards of the appearance and maintenance of the city centre.

This year alone your wardens have removed graffiti from Barclays Bank, Usher Gardens, West Parade, Clasketgate, Lucy Tower Street to name but a few, painted street furniture, weeded and removed stickers and fly posters. We have also delivered community clean-ups with Wilkos as part of the 'Keep Britain Tidy' campaign.

This year we also purchased our Gumbusting machine 'Chewy Chew' to clean-up the streets. The streets of the city have become, in parts, unsightly with discarded gum. To reinforce the work of cleaning the streets handy gum disposal papers carrying the message "no chewy on my shoe!" are available from retailers to encourage people to bin their gum instead of dropping it on the pavements.

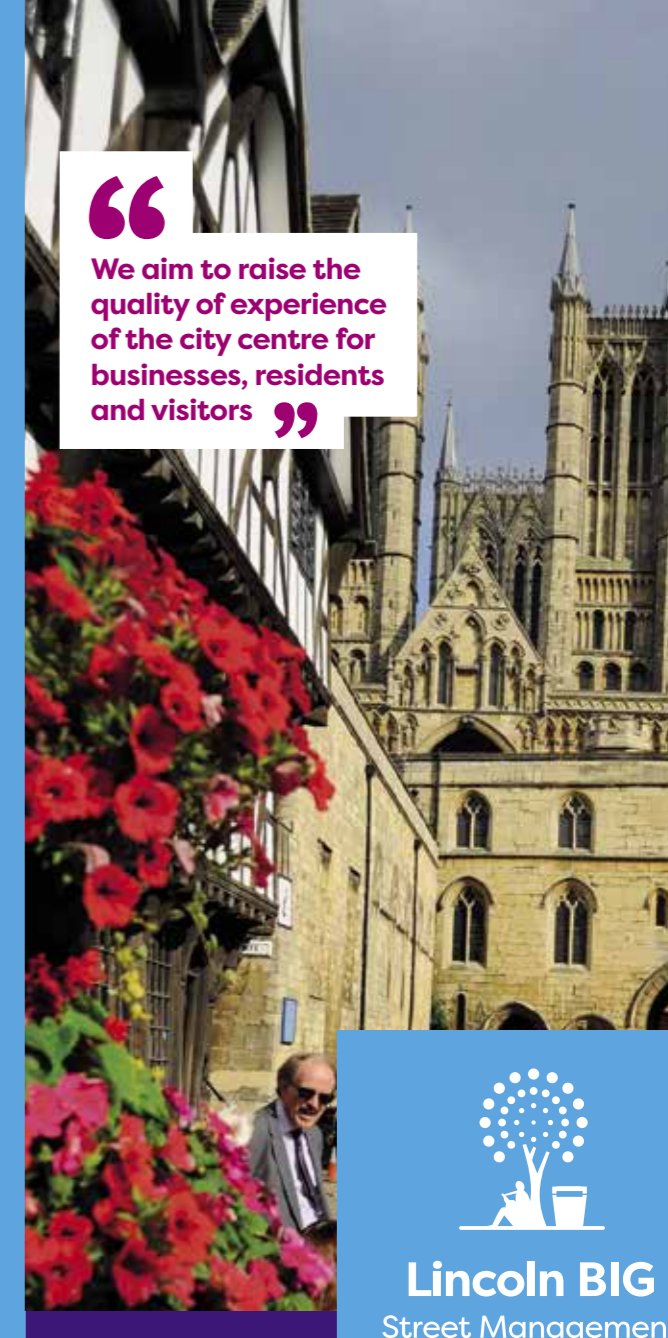
Lincoln refuses to stand still. The city is attracting more and more shoppers and visitors, who want to experience our great mix of shopping, superb events and leisure activities. This means people are increasingly spending more time in the city. We want to ensure they like what they see and that their experience is not marred by dirty pavements. With so much money being spent on city regeneration projects, we also want newly-paved areas to stay looking good.

Watch out for our Wardens as they progress around the city's streets putting the gum machine to work and ensure the streets are safe, clean and welcoming.

City of Lincoln Council, through a Ministry of Housing, Communities and Local Government grant, awarded monies to Lincoln BIG to enable more street furniture to be painted, the removal of graffiti and cigarette butts, deep cleaning of the areas and investment of some new waste bins.

“

We aim to raise the quality of experience of the city centre for businesses, residents and visitors ”



Lincoln BIG
Street Management

Lincoln in Bloom

Lincoln BIG provides the summer floral displays and Christmas decorations. We invested over £50,000 along with St Marks Shopping Centre, the City of Lincoln Council and Continental Landscapes to make Lincoln attractive.

This year saw 111 hanging baskets, 226 flags and 151 Christmas trees being displayed to enhance our beautiful city.

“

Lincoln in Bloom and Street Dressing aims to bring seasonal colour and interest to the city centre ”



COLLABORATION 4 GROWTH

We are pleased to announce this year that we have received approval from the Ministry of Housing, Communities and Local Government for our application for a three-year extension to the successful ERDF-funded Collaboration 4 Growth (C4G) project.

It has been designed to provide business support and grants for small to medium-sized businesses in the Lincoln, North Kesteven and West Lindsey areas. The project will continue to be delivered by Lincoln BIG in partnership with Lincolnshire Chamber of Commerce.

In the year 2018/19 the outputs of the C4G scheme are:

	Anticipated to June 2019	Total Target for July-June
Number of Enterprises Receiving Support	76	106
Number of Enterprises Receiving Grants	28	31
Number of Enterprises Receiving Non-Financial Support	48	72
Employment Increase in Support Enterprises	9.1	1



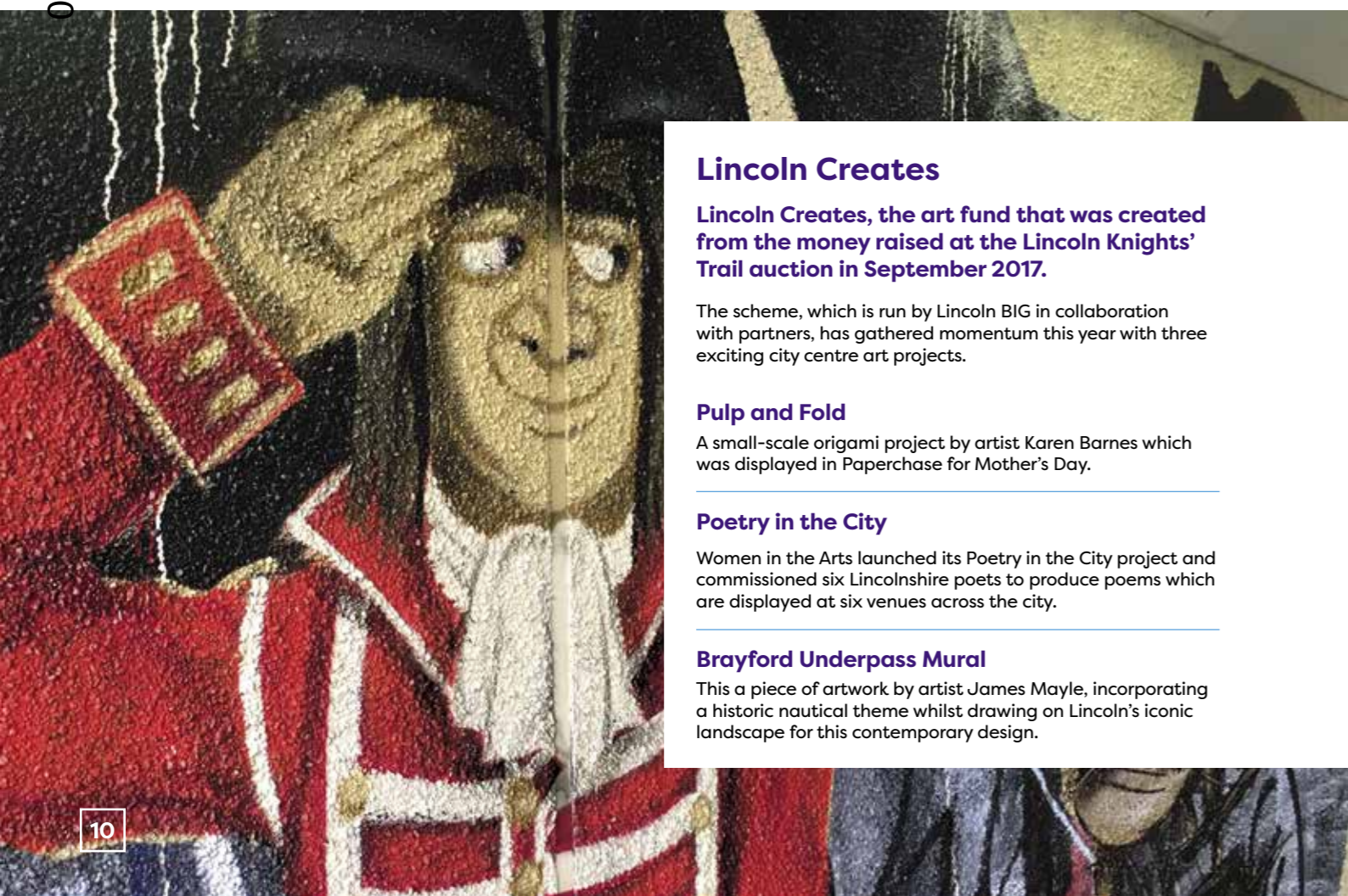
Financial Summary

1. Our accounting period is 1 July to 30 June. Our final Audited Accounts will be published in October 2019 and will be presented at our AGM on Wednesday 6 November 2019.
2. The accounts include our overheads, which are apportioned to individual projects.
3. Approximately one third of our funding comes through the BID levy, one third from grants and voluntary donations and the remaining third from our own trading activities such as market stall rentals, security services and marketing.

July 2018 – June 2019

INCOME	£
BID Levy	395,583
Investor Membership	61,500
Projects	486,141
Radio Scheme	26,000
Access Scheme	343,033
Other Operating Income	584,684
	<u>1,896,941</u>
EXPENDITURE	£
Safety & Strategy	43,698
In Bloom	74,981
Events	185,997
Evening Economy	44,004
Access	377,346
Street Management	94,499
Visitor Information	447,720
Projects	458,841
Central and Administration	195,634
	<u>1,922,720</u>
BALANCE*	<u>(25,779)</u>

*The overspend indicated in the Financial Summary was approved by the Board of Directors.



Lincoln Creates

Lincoln Creates, the art fund that was created from the money raised at the Lincoln Knights' Trail auction in September 2017.

The scheme, which is run by Lincoln BIG in collaboration with partners, has gathered momentum this year with three exciting city centre art projects.

Pulp and Fold

A small-scale origami project by artist Karen Barnes which was displayed in Paperchase for Mother's Day.

Poetry in the City

Women in the Arts launched its Poetry in the City project and commissioned six Lincolnshire poets to produce poems which are displayed at six venues across the city.

Brayford Underpass Mural

This a piece of artwork by artist James Mayle, incorporating a historic nautical theme whilst drawing on Lincoln's iconic landscape for this contemporary design.

Look out for our Renewal Ballot proposal in July

which outlines our plans for the next Business Plan 2020-2025 following our consultations with you, our levy payers, earlier this year.

If you have any ideas or suggestions of what you would like us to do please let us know by emailing admin@lincolnbig.co.uk

Our Investor Members

As well as our levy payers, a number of organisations make voluntary financial contributions towards the work of Lincoln BIG.



Lincoln BIG
Business Improvement Group

COLLABORATION
4 GROWTH



If you'd like to find out more about any of Lincoln BIG's activities or ways you can get involved, please contact us:

T: 01522 545233 E: info@lincolnbig.co.uk

lincolnbig.co.uk

Lincoln BIG | 3-5 St Swithins Square | Lincoln | LN2 1HA

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Open Report on behalf of Andy Gutherson, Executive Director - Place

Report to:	Environment and Economy Scrutiny Committee
Date:	22 October 2019
Subject:	Greater Lincolnshire Local Industrial Strategy

Summary:

Local Industrial Strategies are being developed across the UK with the aim of addressing issues affecting low productivity (in terms of business efficiency) and regional disparities to create growth and improve living standards across the country.

A central aim of the strategy is to put our area in a strong position for the future. It is a long-term strategy to support our growing business sectors. This means taking account of how the economy will evolve in the future, and how trends such as technological change, globalisation and demographic change are likely to impact on our economy.

Greater Lincolnshire LEP, along side central Government, public, private and third sector stakeholders have been developing the work on a Local Industrial Strategy over the last 18 months and are now in an advanced stage in relation to the production of the strategy.

Actions Required:

Members of the Environment and Economy Scrutiny Committee are invited to:

- 1) Review the development of the strategy currently underway by Greater Lincolnshire LEP at the request of central Government.
- 2) Highlight any additional comments on the direction and focus of the Local Industrial Strategy ahead of drafting and co-production with central Government.

1. Background

In November 2017, the Government released a white paper titled "Industrial Strategy: building a Britain fit for the future." This paper set out the Government's long term plan for boosting productivity and earning power of people in the UK. As part of this, Local Enterprise Partnerships (LEPs) across the country were asked to develop their own local industrial strategies alongside Government.

Government has stated that agreeing a LIS will be a necessary condition for Mayoral Combined Authorities and Local Enterprise Partnerships to draw down any future Local Growth Funding including the new UK Shared Prosperity Fund, which is being developed to replace European Structural Investment Funds (ESIF) once we exit the EU.

The aim is that LIS's should help all places to:

- **Increase productivity and realise their potential:** Building on well evidenced and distinctive strengths aligned with the national Industrial Strategy
- **Set out the spatial impacts of national and local policy across cities, towns and rural areas:** Informing priorities and choices and demonstrating how they will allow all communities to contribute to, and benefit from, economic prosperity.

In order to do this our LIS will need to:

- a. **Be distinctive:** Identify distinctive and specific local strengths and weaknesses.
- b. **Align with the national strategy:** Identify priorities across the five pillars of productivity: Ideas, People, Infrastructure, Business Environment and Places and connect into relevant Grand Challenges as set out by Government.
- c. **Take a partnership approach:** Bring together public and private local actors that are brought into a set of shared ambitions.
- d. **Be targeted:** It should not be exhaustive but should identify a strategic course, supported by complimentary policies and actions. There should be a clear rationale as to why proposed interventions will make a difference for specific problems.
- e. **Future proof the economy:** Take account of how the economy will evolve by 2050 – for example, how global trends such as technological change and industrial digitalisation, Brexit, globalisation and demographic change are impacting on the local economy.
- f. **Focus on improving living standards:** As well as economic growth, it is not just about more jobs but more high quality jobs and better pay.
- g. **Evaluate and evolve:** Set out clear plans to evaluate progress and feed this back into ongoing development and enhancement of interventions.
- h. **Seek competitive advantage:** Position Greater Lincolnshire as a demonstrator in areas of key competence aiming for first to market status in crossover points between sectors/industries and technology.

The strategy must be heavily based in evidence therefore the LEP has produced an extensive evidence base on which to base the Local Industrial Strategy, which is due to be published later in the year.

The LEP has been working with private, public and third sector stakeholders and Government departments over the past 18 months to work through the focus and

direction of the strategy. This included a public call for evidence on our LIS Framework in January 2019, MP round table meetings with business and numerous stakeholder sessions.

The current priorities and highlights from the evidence are included in the slide pack within the appendix to this report.

2. Conclusion

As a result of the above work, Greater Lincolnshire LEP is currently in the process of drafting a Local Industrial Strategy, which will be co-produced with Government. Due to the requirement of Government co-production and sign-off it is unclear when the Local Industrial Strategy will be published, but Government have stated that all Local Industrial Strategies will be in place by March 2020.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

No

b) Risks and Impact Analysis

N/A

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Greater Lincolnshire LEP Local Industrial Strategy Emerging Storyboard

5. Background Papers

This report was written by Ruth Carver, who can be contacted on 01522 550515 or ruth.carver@lincolnshire.gov.uk.

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LOCAL INDUSTRIAL STRATEGY EMERGING STORYBOARD

E&E SCRUTINY COMMITTEE

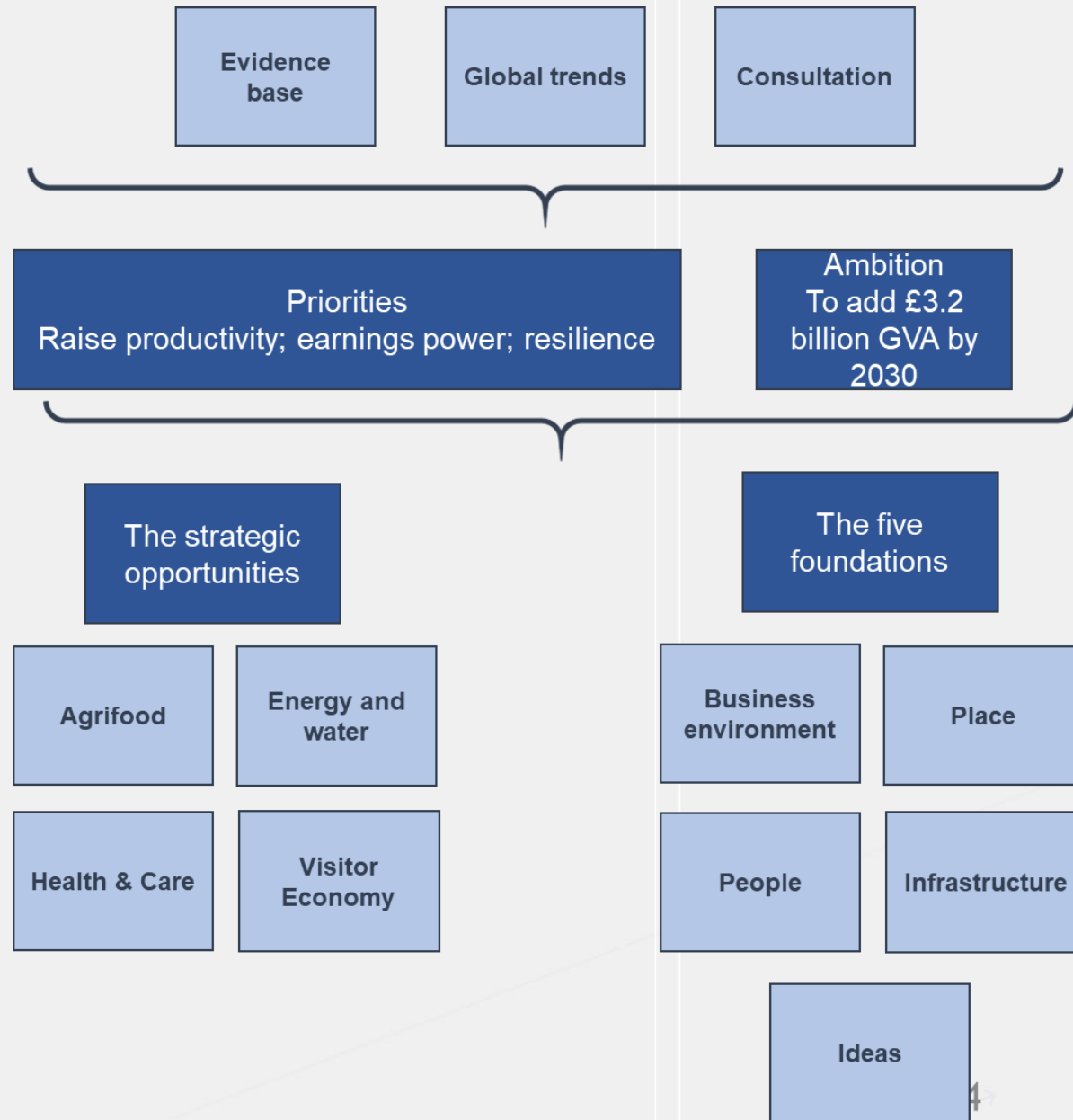
GREATER LINCOLNSHIRE

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GREATER LINCOLNSHIRE LIS STORYBOARD

- The storyboard is helping to guide the development of the local industrial strategy. It outlines the emerging potential content, helping capture developing policy areas and enabling an in-depth conversation on strategic priorities and interventions across Greater Lincolnshire.
- The LIS will bring together an ambitious plan for Greater Lincolnshire, co-developed jointly with Government. This will draw on the distinctive specialisms of Greater Lincolnshire and the broad local response to the five foundations and will contain the four broad sections outlined here, plus a section on delivery and monitoring
- Consultation and dialogue began with the evolving opportunities framework and has been informed by a detailed evidence base. Data, facts and figures are being drawn together using existing Greater Lincolnshire work and Metro Dynamics analysis
- The LIS will also contain maps to develop a detailed understanding of place in the strategy and local case studies

LIS ON A PAGE



SECTION ONE

INTRODUCCION, PRIORITIES AND PLACE



A FOCUS ON PLACES

This is a dispersed economy, made up of a distinctive city, market towns, rural, coastal, industrial and urban areas

We will use the LIS to raise the profile of our places and look to maximise the gains for all of our places, recognising that not every place will benefit in the same way and at the same time

We will include a section upfront which describes our local economies - the strengths, opportunities and challenges in each

We will use the strategic opportunities to focus on our distinctive elements and competitive advantage

We will use the five foundations to focus on broad ranging responses which will support, for example:

- All parts of the business base to be more resilient and productive
- All residents to reach their potential in Greater Lincolnshire
- All places to be deliver inclusive growth and housing

SECTION TWO

THE EVIDENCE



THE GREATER LINCOLNSHIRE ECONOMY

- **This is a £20.7bn economy with low productivity and wages** - the LIS can capitalise on opportunities and address challenges
- **Productivity is falling and failing to recover to 2007 levels** - People here work more hours and wages are lower. Since 2015 the situation appears to have been deteriorating.
- **The population is growing but ageing** - over 22% of the population is aged 65+ and the area has slightly slower population growth (3.4%) than the UK average (3.7%). Some areas like NE Lincs are seeing far slower population growth - even population decline - whereas some urban areas like Boston are adding population.
- **If our economy was performing at the national average this would add almost £9bn each year:** This extra £9bn would represent a 45% increase in the size of the economy - a fundamental transformation.

WITH AREAS OF DEPRIVATION CLUSTERED MAINLY IN THE EAST AND COASTAL AREAS

- **The western areas consistently perform best** - Central areas and those to the West contain a greater proportion of the LEPs major settlements and demonstrate better performance across a number of indicators. Lincoln, Grantham, and Scunthorpe are all in the West and host large employment centres (although this is not a uniform picture)
- **Lincoln has performed well** - business growth has been particularly strong in Lincoln at 20% between 2013-2018. There is a young population and growth in innovation assets, including investment by the University of Lincoln.
- **There is skills inequality** - with approximately a 47% difference between the East and West in terms of NVQ 4 qualifications. Over 30% of residents in the East from Mablethorpe to Skegness have no or low qualifications.
- **Pockets of low income and deprivation in the East** - the lowest salaries are clustered eastward in towns such as Skegness, Grimsby, and Mablethorpe. These towns are among the 10% most deprived in the country. These areas are also experiencing population decline.
- **Poor connectivity out to the East** - this is a large LEP geography with limited public transport networks (poor rail infrastructure in East Lindsey) and investment required in new transport and digital infrastructure.

WHAT'S DRIVING THE GREATER LINCOLNSHIRE ECONOMY - THE DISTINCTIVE SPECIALISMS

- **Manufacturing** - the largest sector at £4bn GVA. Its contribution to GVA has declined by 6% over the past twenty years, although this has steadied. Home to 2,370 businesses, including a diverse range of companies including Lincat, Dynex and Siemens and 3 high value manufacturing centres. Manufacturing's contribution to GVA is over twice that of the UK average.
- **Energy** - specialised in offshore wind, anaerobic digestion plants, engineering activities and related technical consultancy, with £2bn worth of projects in offshore wind completed or in construction close to the Humber estuary. At least 35 anaerobic digestion plants, with capacity for more. Plans to increase offshore wind capacity by 2030 could accrue £60bn of investment. The Race Bank Wind Farm has the 6th largest capacity of any offshore wind farm in the world.
- **Agrifood** - High job growth in Crop and Animal Production, Food and Beverage Service Activities, and Manufacture of Food Products, accounting for 43% of new jobs created. Agrifood is gaining in concentration between 2012-17. The sector is driving national innovation, for example 'Lincoln Agri Robotics', The Agrifood centre of Excellence, Three Food Enterprise Zones and Lincoln Institute for Agrifood Technology - which is the UK's largest centre for food chain automation and robotics.

AND OTHER SECTORS HAVE POTENTIAL TO GROW

- **Some issues reflect UK challenges around low productivity sectors** - two of the most unproductive sectors are retail & hospitality and public services. These sectors make the second and third largest contributions to GLLEP's GVA respectively and have the highest levels of employment with 50% of GLLEP jobs. By focusing on elements of these we can look to increase wages and productivity in these large, unproductive sectors:
 - **Health and Care** - already a large employer (62,000 jobs) and set to grow as the population ages. Specific challenges around the large geography, but opportunities to lead national innovation, starting with the National Centre for Rural Health and Care, tasked with shaping health and care provision in rural communities. Opportunities exist for collaboration with the Uni of Lincoln's School of Pharmacy.
- **Visitor Economy** - the area is home to a heritage city, 50 miles of coastline and coastal towns, and the Lincolnshire Wolds AONB. Recent investment includes £22m investment in Lincoln Castle, the International Bomber Command Centre and North Sea Observatory. Strong job growth in the accommodation sector with over 2,000 new jobs created and in some areas this is a major share of employment. Potential to maximise benefits from Tourism Sector Deal.

SECTION THREE

THE STRATEGIC OPPORTUNITIES



THESE ARE DISTINCTIVE TO THE GREATER LINCOLNSHIRE ECONOMY, AND EACH HAS A BOLD AMBITION

Energy and water: We will create a rural innovation testbed for energy generation, storage and distribution, ensuring that we maximise the local benefits of the energy cluster by adopting new whole system thinking to deliver medium sized energy operations and water and waste management.

Agri-food: Greater Lincolnshire will increase the international competitiveness of its agri-food sector by championing automation and resource efficiency to benefit its food chain. The core challenge is to deliver international competitiveness through productivity gains.

Health and care: We will develop new models of care for a dispersed and ageing economy, building a cluster of local businesses to support active ageing and rural healthcare

Visitor economy: We will grow an annualised tourism sector and promote Greater Lincolnshire as a leading UK tourist destination, building on recent investments and upgrades. The focus will be to develop the country's first LEP wide tourism zone bid on skills, innovation, & governance.

Defence Sector: We will develop a defence business park and harness the talent of the defence sector employees.

LEP PRIORITY SECTORS

The priority sectors demonstrate our most unique qualities and competitive edge;

- Agri-food
- Manufacturing
- Visitor Economy
- Energy & Water
- Ports & Logistics
- Health & Care
- Defence

GRIMSBY
PRODUCES ENOUGH WIND ENERGY TO SUPPLY...

1/4 OF ANNUAL POWER NEEDS OF MORE THAN 14 MILLION HOMES

CUTTING CARBON EMISSIONS BY **25 MILLION TONNES A YEAR.**

This infographic features a background of wind turbines against a sunset sky. The text is arranged in three sections: a top section with a title and subtitle, a middle section with a large fraction and descriptive text, and a bottom section with a bold claim about carbon emissions.

LINCOLNSHIRE FEEDS THE UK

GROWING 25% OF ENGLAND'S VEGETABLES

PROCESSING 70% OF ITS FISH

as a result, is a strategically important component of national food security

This infographic has a green background with a subtle pattern of vegetables. The text is centered and uses a mix of bold and regular fonts to highlight key statistics and the strategic importance of the sector.

CARTWRIGHT GROUP LTD PURCHASED 26 ARCE SITE IN BELTON

EXPANDING THEIR MANUFACTURE TRAILERS & COMMERCIAL VEHICLE BODIES THAT ARE SUPPLIED TO SOME OF THE UK'S BIGGEST COMPANIES INCLUDING ARGOS, ROYAL MAIL AND ASDA.

This infographic has a dark blue background. It features a white icon of a truck and trailer. The text is white and arranged in a clear, hierarchical layout, starting with the company name and site details, followed by a description of their expansion.

CATHEDRAL CONNECTED

A HIGH PROFILE, MULTI-MILLION-POUND TRANSFORMATIONAL PROJECT WHICH WILL BRING ECONOMIC AND SOCIAL BENEFITS TO LINCOLNSHIRE.

This infographic has a light blue background. It features a photograph of a large, historic cathedral building. The text is white and positioned over the image, highlighting the scale and potential benefits of the project.

THE FIRST PURPOSE-BUILT ENGINEERING SCHOOL IN THE UK FOR 25 YEARS

Opened by the University of Lincoln in collaboration with Siemens plc

This infographic has a dark blue background. It features a photograph of a modern, multi-story building with large windows. The text is white and positioned in the lower half of the image, celebrating a significant milestone in engineering education.

SECTION FOUR

THE FIVE FOUNDATIONS OF PRODUCTIVITY



IDEAS



IDEAS

CAPITALISING ON OPPORTUNITY

- **A highly concentrated innovating business base** - 80% of total R&D investment occurs in businesses. Of this 80%, the majority of R&D investment is undertaken by a small selection of innovative firms.
- **Innovate UK grants have risen since 2004** - Funding allocations to Greater Lincolnshire have increased over time, and beginning in 2010 have increased rapidly. The sectors which attract the most funding are Manufacturing (32.8% of total) and Ageing Society, Health & Nutrition (31.1% of total).
- **Success in commercialising new ideas** - GLLEP ranks 14th among LEPs for sales of innovative products and services
- **Innovation activity in priority sectors** - GLLEP exceeds UK averages for grants offered by Innovate UK in Food Supply, Materials & Manufacturing, and Sustainability; and receives twice as much funding as the national average in Life Sciences.
- **Innovation assets clustered around Lincoln** - Lincoln is the hub for innovative activity, with five of GLLEP's top ten innovative organisations (by value of Innovate UK funding) located in the city.
- **Strong and growing university** - the University of Lincoln is now ranked in the top 50 UK universities, and has received 27% (£7.8m) of all Innovate UK funding allocated to GLLEP since 2004. The University of Lincoln ranks 3rd in total funding allocations of East Midlands academic institutions
- **The data may mask recent success** - 2015 is the latest data release available, but there has been a substantial increase innovative activity since then

IDEAS

WHAT ARE THE POTENTIAL ISSUES?

SUPPORTING MORE R&D AND ENTREPRENEURSHIP

- **R&D may be concentrated in a few businesses** - although GLLEP has a number of businesses actively involved in R&D, there is a long tail of businesses for whom it does not appear to be a current priority
- **R&D spend overall is low** - R&D spend per inhabitant in Lincolnshire is 21% of the East Midlands average and 18% of the UK average.
- **Very limited government sector R&D occurs** - per inhabitant, Government Sector R&D expenditure makes up less than 1% of the total for Lincolnshire, compared to 3.5% across the East Midlands and 6.5% across the UK
- **Heavy reliance on anchor institutions to drive innovation** - The University of Lincoln and a few other businesses drive GLLEP's innovation. Over-reliance on a small group of institutions leaves GLLEP exposed to risks, should some of these institutions move out of the area or stop making innovation a priority.

IDEAS

SO WHAT WILL WE FOCUS ON?

Strategic opportunities

- **Energy and water:** Support replicable local energy generation: anaerobic digestion, biomass, waste to energy; Develop and Enabling Framework & Organisation to support innovation & SME involvement
- **Agrifood:** strengthen role of NCFM and LIAT through partnerships with businesses in FEZ to enhance innovation; promote the adoption of technologies through existing projects such as COTEMACO Interreg
- **Health and care:** Develop Lincolnshire as an international centre for innovation for rural H&C solutions. Partner with the East Midlands AHSN and NCRHC to realise this vision; Develop a pharmaceuticals network based around the science & innovation park to look at digital health - focus on virtual care networks to address spatial inequalities in deployment.

Cross cutting interventions across the Across GL

- Develop “innovation champions” to ensure strong, connected leadership
- Greater Lincolnshire Innovation Programme to address gaps and provide pipeline of impactful activities for SME’s
- Create an innovation community with a hub & spoke model to link across the region
- Develop new research centres (energy and water) by working with LAs and Universities
- Become a “living lab” and testbed for developing solutions in strategic opportunity areas
- Develop new programmes to support innovation leadership particularly for SMEs
- Maximise the value of the Defence & Security sector

PEOPLE



PEOPLE

CAPITALISING ON OPPORTUNITY

- **High concentrations of young people in urban areas** - There are typically a higher proportion of young residents living in towns. The highest proportion of 20-34 year olds reside in Lincoln, with some areas within Lincoln district having between 30-50% of the population comprising 20-34 year olds. Other towns like Scunthorpe, Boston and Grimsby have proportions between 20-30%. Lincoln's student population is roughly 16,000, 1/3 of which are international students.
- **High levels of employment and economic activity** - GLLEP's 4.6% unemployment rate is comparable to the national average (4.3%) and the East Midlands unemployment rate (4.6%). In Lincoln, there is high job availability with almost 1 job available per person of working age in the city.
- **More residents as top managers and professionals, but large disparities** - Over a quarter of GLLEP residents are in top managerial roles with an encouraging 3% increase in the share of top managers & professions to current levels of 26.4% in 2018. However, there are strong disparities between the local authorities, with North East Lincolnshire's top managerial occupation shares at only 13.2%, half the GLLEP average.
- **Higher level skills are growing, but still underperforming** - Between 2008 and 2018 there was an 8% increase in the share of those with NVQ Level 4. Rutland has a more qualified population with the highest share of those with NVQ 4 and above (43.8%). 27% of GLLEP's 20-29 year olds have NVQ 4+ qualifications. This is higher than the share in New Anglia (25.7%) but lower than the East Midlands (34.6%) and UK share (39.6%).

PEOPLE

WHAT ARE THE POTENTIAL ISSUES?

THE FUTURE WORKFORCE AND INCLUSIVE GROWTH

- **Replacement demand deficit and lack of young talent** - the area has an older age profile and struggles to attract and retain young people. A major challenge for the area is to find suitably qualified and resilient residents to fill 200,000 projected job vacancies by 2022. Despite this, over the past five years GLLEP has had a higher than average level of youth unemployment.
- **There is a mismatch between the skills employers require and skills individuals can offer** - Over 20% of GLLEP job vacancies are due to skills shortages. Machine operative vacancies account for nearly one third (29%), and labour-intensive jobs account for 35% of skills shortage.
- **There is an oversupply of lower level and under supply of higher level skills** - 126,000 additional jobs will require NVQ Level 4 or higher by 2022. Not enough of GLLEP's workforce currently possess skills to this level.
- **Not all jobs in the region are equal** - 32% of employees are paid below the real living wage. Except for Rutland, GLLEP's local authorities all have a higher percentage of workers earning below the real living wage than the UK (22.8%).
- **Health barriers to employment for some residents** - over one third of workers in North and North East Lincolnshire are economically inactive due to illness. This is higher than the UK average (24.8%) and East Midlands average (27.2%).

PEOPLE

SO WHAT WILL WE FOCUS ON?

Strategic opportunities

- **Energy and water:** Target digital and engineering skills by developing a revised Education and Training Needs Assessment & Deliver Plan for HE and FE
- **Agrifood:** upskilling the industry through apprenticeships with NCFM in Holbeach (largest provider of food chain skills in the UK)
- **Health and care:** Address workforce challenges (e.g skills and retention) through promoting alternative career pathways and making Lincolnshire an attractive place to work; Align activities of LEP Employment & Skills Board with NHS Lincolnshire Workforce Action Board
- **Visitor economy:** Upskilling front line workers to create value added roles

Cross cutting interventions across the whole region

- Continue to develop links between businesses and schools through the Enterprise Adviser Network and our 'Give an Hour' campaign
- Successfully roll out the new Institute of Technology across the LEP area
- Engage with the new National Retraining Scheme for adults when it is rolled out across England in 2020
- Ensure that EU funds for skills and training are supporting residents across the whole LEP area
- Work with Government to maximise the effectiveness of the Apprenticeship Levy and T Levels
- Use our existing networks to understand and communicate employers real skills needs. It is not enough to say that we will upskill our young people and our residents.
- Support young people to develop the digital skills they need

PEOPLE...continued

SO WHAT WILL WE FOCUS ON?

CROSS CUTTING INTERVENTIONS....CONT

- Ensure that adults are not digitally excluded by working with Government to develop Digital Partnerships in our market towns
- Raise awareness of DWP's Fuller working lives agenda
- Find ways to support SMEs recruitment and workforce development

INFRASTRUCTURE



INFRASTRUCTURE

CAPITALISING ON OPPORTUNITY

- **An important UK location for trade and agriculture** - more Grade 1 agricultural land than any other LEP in England, producing and processing 12% of the UK's food supply. 75% of the UK's population are within a four hour transit time.
- **Enhanced connectivity** - through the A46 and A15, investment in the East coast mainline and South Humber line, and Humber Airport. The A46 presents large growth prospects; businesses along the Midlands portion of the A46 have economic output that comprises 9% of the English economy, which is projected to grow by 35% 2015-2030. The population along the road is to increase by 400,000.
- **Access to the Midlands' only ports** - including the largest port by tonnage, meaning good links to trade
- **A strategic approach to transport upgrades and investment** - including in excess of £52m LGF funding and focusing on upgrading road infrastructure. Plans to further improve flood defenses with £17.4m spent on flood defenses in Wrangle, Louth, Horncastle and Stamp End.
- **Air quality is improving** - Over the last six years, local authorities across Greater Lincolnshire have revoked 8 AQMAs, mainly in relation to poor air quality caused by industrial and road transport sources, reflecting the better air quality across the LEP.

INFRASTRUCTURE

WHAT ARE THE POTENTIAL ISSUES?

GEOGRAPHY AND CONNECTIVITY CAN BE BARRIERS

- **One of the large LEP areas, on the Eastern side of the country** - connectivity both within the LEP and outwards to other parts of the country is frequently poor.
- **Poor connectivity, with a reliance on roads** - existing rail infrastructure doesn't cover a large enough area. Large areas of East Lindsey do not have access to a rail station. The bus services which do exist are limited and infrequent. A-roads connect the east coast to larger settlements in the west but journey times are in excess of an hour. Poor connectivity in the east is likely contributing to poor employment and social outcomes for people.
- **Digital** - large variations across the area in ultrafast broadband with an evident east-west divide. While major settlements (predominantly in the west of GLLEP) have good and consistent access to these speeds, coastal and rural towns have lesser access. Many out-of-town areas only have access to medium broadband speeds (10-30Mbit/s) - this is insufficient for commercial properties.
- **Flood risks** - Flood risk is particularly pronounced along the coast and in the south east, as well as along the LEP's border with the D2N2 LEP, as this border follows the River Trent. Towns which may be particularly susceptible to flooding include Boston, Spalding, Brigg, and settlements along the coast.

INFRASTRUCTURE

SO WHAT WILL WE FOCUS ON?

Strategic opportunities

- **Energy and water / Agrifood:**
Continue to work with Water Resources East and implement a Water Management Plan to promote resource efficiency, including food-chain resource efficiency and innovation

Cross cutting interventions across the whole region

- Greater Lincolnshire wide strategic planning approach to meeting our housing and transport needs - support from Government
- Innovation in infrastructure Delivery
- Digital broadband connectivity programme - focus on take up
- 5G rural pilots
- Work with the Humber to grow the ports
- Work with partners and HMG to make the Greater Lincolnshire ports a free trade area
- Natural capital approaches to flood defences with Water Resources East

BUSINESS ENVIRONMENT



BUSINESS ENVIRONMENT

CAPITALISING ON OPPORTUNITY

- **Positive business growth rates in priority sectors** - with new business growth faster than the UK average in agrifood and ports and logistics.
- **Manufacturing forms a foundation for business** - manufacturing accounts for a 20% share of GLLEP's GVA, which is double manufacturing's share of GVA for the UK as a whole
- **Good rates of business survival** - 358 businesses per capita with survival and scale up rates in line with regional comparators.
- **A broad business base, not over-reliant on large companies** - GLLEP's distribution of employment is weighted heavily towards micro, small and medium size businesses, which account for 64.1% of employment in GLLEP. Of all LEPs, only Cornwall and Isles of Scilly (72%) and Cumbria (65.1%) have a larger share of employment contained in 'medium' or smaller sized businesses. For GLLEP, 24.4% of people are employed in micro businesses, 20.8% in small businesses, 18.9% in medium-sized businesses, and 35.8% in large businesses.
- **Investment is coming into the region** - Siemens, Northrup Gunman, and the University of Lincoln have all invested in new facilities in the area.
- **Trade occurs with a number of countries and across a variety of categories** - Chemicals, Machinery and Transport, and Food and Live Animals are the largest categories. Two thirds of exports are bound for EU countries.

BUSINESS ENVIRONMENT

WHAT ARE THE POTENTIAL ISSUES?

NET REDUCTION IN BUSINESS COUNT

- **High profile potential business relocations / closures** - A reduction in the number of major businesses (such as potential closures of British Steel, Novartis) operating in the area is likely to have negative flow on effects on the rest of the business base which are part of their supply chains.
- **Lower than expected levels of new business start-ups** - This potentially means less opportunity for scale ups and frontier firms, and to expand the business base more generally.
- Positive business growth rates in priority sectors, however a **negative net business birth rate** overall
- **Risk from Brexit** - 62.9% (£1,831m) of exports from GLLEP are destined for EU countries. Food processing is anticipated to have the largest trade impacts of any sector, while the exposure of the visitor economy to Brexit is likely to be highest in terms of the implications for the sector's workforce.
- **Regional disparities in business performance** - Although the contracting business environment is being felt throughout GLLEP, in 2017 it was most pronounced in Lincolnshire, where there were 275 fewer businesses in 2017 than 2016, and North East Lincolnshire, where there were 160 fewer businesses in 2017 than 2016.
- **Declining manufacturing sector** - the value of the manufacturing sector has declined by 6% in real terms since 1998, although the rate of decline has stabilised recently. Manufacturing businesses and employment tend to be concentrated in places throughout GLLEP, meaning those places are disproportionately impacted by manufacturing's decline.

BUSINESS ENVIRONMENT

SO WHAT WILL WE FOCUS ON?

Strategic opportunities

- **Energy and water:** Improve open data availability for energy to support digitisation and adapt to future business models
- **Agrifood:** build on existing Hunan Lincolnshire partnership agreement to support bilateral trade & knowledge exchange with China
- **Health and care:** Increase the capability and involvement of the Voluntary & Community Sector to support deployment of H&C solutions as part of a Business Development Strategy; Partner with the NHS to develop planned interventions & preventive H&C solutions particularly in areas of greatest need
- **Visitor economy:** Focus on digital adoption in SMEs for marketing and productivity

Cross cutting interventions across the whole region

- Continue to deliver Growth hub activity across Greater Lincolnshire - focus on business resilience and productivity support
- £7m Made Smarter proposal with D2N2 to support manufacturing
- Enhanced programme to support rapid growth Scale Up businesses
- Consider development of an internationalisation strategy - increase exports, inward investment etc - linking to Midlands Engine internationalisation strategy
- Digitisation of businesses through Growth Hub programmes e.g. Digital Business Support programme
- Defence sector programme to strengthen supply chains
- Investor development programme targeted at businesses in strategic opportunity areas

PLACE



PLACE

CAPITALISING ON OPPORTUNITY

- **Slow growing and ageing population** - leading to potential issues around workforce availability. GLLEP has an older population with a higher than average proportion of over 65s and a lower than average proportion of residents in younger age groups. This has implications for the productivity and financial sustainability of the LEP area.
- **Housing demand** - delivery is not keeping pace with demand, and need to ensure good mix of housing to attract and retain young people. Also risks around flooding in many places.
- **Growing resilient towns** - futureproofing the towns across the area, such as Boston, Scunthorpe and Gainsborough
- **Attracting and retaining talent** - the area does see positive levels of inward migration overall but younger people are leaving and those moving in are predominantly the 35-49s and 50-64s. North East Lincolnshire observed the largest net outmigration of 20-29s in 2018 (1,600). Also potential to increase commuting.
- **Rural challenges** - around demographics and infrastructure in particular. In some places less than 10% of the population are aged between 20 and 34; some locations have limited energy supply (no access to the grid); and low levels of connectivity (broadband, public transport and roads).
- **Spatial inequalities** - the east is more rural than the west of the LEP as its built-up areas are fewer and constitute a smaller square footage. Rural residents have more limited access to local amenities and public services. There are fewer career opportunities in the smaller urban areas in the east, and many are in lower paid, lower productivity industries due to the poor transport infrastructure connecting rural areas. Although we have observed the existence of this east-west divide, there are also pockets of deprivation in west parts of the LEP (particularly within Lincoln and Gainsborough) and areas of success in the east (particularly within Boston).

PLACE

WHAT ARE THE POTENTIAL ISSUES?

CONCERNS AROUND DEMOGRAPHICS AND INEQUALITY

- **Slow growing and ageing population** - leading to potential issues around workforce availability. GLLEP has an older population with a higher than average proportion of over 65s and a lower than average proportion of residents in younger age groups. This has implications for the productivity and financial sustainability of the LEP area.
- **Housing demand** - delivery is not keeping pace with demand, and need to ensure good mix of housing to attract and retain young people. Also risks around flooding in many places.
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PLACE

SO WHAT WILL WE FOCUS ON?

Strategic opportunities

- **Agrifood:** promoting further clustering of businesses through its 3 FEZ and providing more commercial spaces
- **Visitor economy:** Create a destination marketing offer linking coast, city, countryside: AONB; coast; wolds; Viking way; heritage city

Cross cutting interventions across the whole region

- HIF bids for Grantham and St. George's Barracks
- Develop new approaches to housing & planning to respond to local need around flooding, young and older residents
- Developing local place based responses to spatial focused opportunities and challenges in GLLEP (eg coastal / city / south bank / West)
- Enhance the role of town centres, market towns and high streets as hubs using Stronger Towns fund as catalyst and supporting towns not already identified
- Future proofing local areas through digital linkages e.g. Connected rural villages
- Develop a new creative hub through the Cultural Development fund
- Reducing spatial inequalities by utilising Coastal Communities Alliance to develop opportunities in coastal areas

NEXT STEPS

AND TIMETABLE



NEXT STEPS

- Drafting started on full LIS
- Final expert panel to review LIS content
- Submit first draft for comment at the end of October

Open Report on behalf of Andy Gutherson, Executive Director – Place

Report to:	Environment and Economy Scrutiny Committee
Date:	22 October 2019
Subject:	Greater Lincolnshire Vision for Growth 2050

Summary:

This report provides a summary of the Greater Lincolnshire Vision for Growth 2050 which articulates the ambitions and priorities for the area. This will inform the proposal to Government for capital funding well into the future to ensure the vision becomes a reality.

The key elements running throughout the area-wide and locally specific aspects of the Vision can be summarised as:

- Renewed economic rationale linked to food security
- Significant improvements in Gross Value Added (GVA) from the 2019 baseline
- Relative and absolute improvement in Gross Domestic Product (GDP)
- Balanced region (within region and in relation to West Midlands)
- Technical and intellectual innovation
- Renowned environment and lifestyle
- Diverse visitor economy less reliant on traditional coastal approach
- Ground breaking intergrated approach to managing water and mitigating/driving adaptivemeasures in design and technological change
- World leading food processing and production, using and actively developing robotics and water efficiency techniques
- Good housing accessible to all and supporting a flexible and skilled workforce.
- Investment in or the replacement of existing low quality housing

Actions Required:

Members of the Environment and Economy Scrutiny Committee are invited to consider and scrutinise the work being undertaken on the Greater Lincolnshire Vision for Growth 2050, and highlight any additional comments for consideration.

1. Background

The Greater Lincolnshire Local Authorities and Greater Lincolnshire LEP have been working together for the past 18 months to develop a growth proposition called 'Greater Lincolnshire 2050 – Planning for Growth'. It is the intention to present this to Government in the autumn of 2019. This document is one of three documents forming the Planning for Growth work. The three documents are;

- Greater Lincolnshire 2050 Vision (this report)
- Strategic Infrastructure Delivery Plan (rolling plan identifying the strategic infrastructure priorities for Greater Lincolnshire)
- Growth Proposition

At the 28 June 2019 Leaders meeting the Greater Lincolnshire Vision was approved for the purposes of one to one discussions with each local authority, the Greater Lincolnshire LEP and selected delivery partners. Meetings have been held with all 10 local authorities. Detailed comments made during these meetings have been incorporated in the Greater Lincolnshire Vision document. Local Partnerships has also met with a number of delivery partners including Highways England, Network Rail, Anglian Water, and Humber LEP.

It is intended that the Greater Lincolnshire Vision 2050 will enable Greater Lincolnshire to clearly express and then accelerate the delivery of its ambitions (including those contained in the Greater Lincolnshire SEP and emerging Local Industrial Strategy)

Priorities

Ambition to create – space to grow... is the image used to encapsulate the thinking behind the Vision. The document is largely written in the future tense and offers a bold and striking description of a successful economy and high quality environment. The priorities to be delivered by 2050 are:

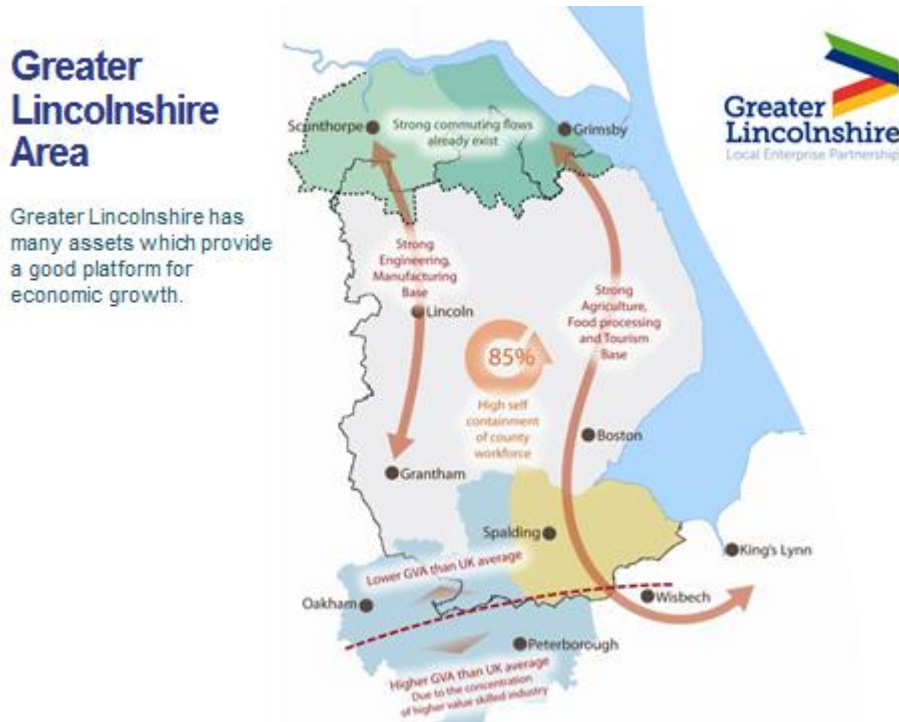
- a) The improvement of our strategic road network and the improvement of rail services and connections
- b) The improvement of Broadband and digital communications for all communities
- c) The creation of a resilient area providing coastal protection, sustainable water and energy supply and food security
- d) The delivery of a resilient utilities plan – supporting growth and the prospering economy
- e) Skills education and health services enabling our population to benefit from growth and change.

Growth will be centred on our network of key towns and growth corridors. Our infrastructure priorities are aligned and supported by the investment plans of the Highway Authorities, Network Rail and Highways England.

The following corridors and locations form the spatial strategy illustrated in the Growth Vision:

- Growth centred on Greater Lincolnshire’s network of towns. Lincoln and the other towns supporting housing and economic growth (Scunthorpe, Grimsby, Gainsborough, Grantham, Spalding and Boston).
- Support for key sectors across Lincolnshire - using Enterprise Zones and Food Enterprise Zones to support growth
- Key transport corridors will be prioritised linking Lincolnshire’s economy to its markets and ports and providing improved access;
 - Road - A1, A16, A158, A15, A52, A17, A46 and A47
 - Rail Corridors
- Utilities and communication infrastructure needs to be improved across the whole area

There is a natural physical, historic, social, and economic geography to Greater Lincolnshire, which provides a basic critical mass enabling service delivery across the area. There are also corridors where the people and goods are more concentrated. These are set out in the diagram below.



Objectives

Our objectives for Greater Lincolnshire in 2050 are:

- a) To increase the wealth (absolute as well as per capita) of Greater Lincolnshire by growing the economy and providing the right number and type of homes to support our economy and meet our housing need.

This objective requires actions relating to place making, planning and delivery, investment and productivity, skills and training

- b) To improve the quality of life across Greater Lincolnshire, promoting wealth creation and growth from which everyone benefits

This objective requires actions relating to environmental protection, place making, infrastructure and investment, education, skills and training, health.

- c) To create a healthier society with a more engaged population

This objective requires actions relating to health and care, place making, environmental protection, education, skills and training

- d) To ensure that Greater Lincolnshire, its economy, population and environment is resilient to potential threats, including climate change, and can benefit from future economic and technological opportunities.

This objective requires actions relating to infrastructure and investment, place making and environmental protection.

Visualising Greater Lincolnshire in 2050

Listed below are highlights of what the Vision would look like on the ground:

- Greater Lincolnshire has built over 100,000 new homes to high quality specifications, with properties having the latest technology that minimises their environmental footprint.
- The area has based its economy around its world leading food production and advanced manufacturing sectors. We will have taken advantage of emerging sectors and technology
- Greater Lincolnshire will have worked with the Environment Agency, Anglian Water and Water Resources East and have implemented a water management strategy. The strategy will give commercial and domestic property developers the confidence to invest because flood risks are manageable, and which gives businesses access to a sustainable and resilient supply of water which aids their products and systems.
- The rural environment has ceased to be seen as an impediment to distribution and service delivery, but is used in a positive way to generate local energy solutions- reducing inefficient energy use, generating power without detrimentally affecting our communities, and storing power to maintain a reliable supply.
- The importance of the agriculture and food sector, coupled with the ports means that logistics remains a strong sector for Greater Lincolnshire, supported by improved communications infrastructure on the A17 and A15 corridors, along with easier east-west access along the coastal highway.
- The over 75 population has grown by 50% between 2019 and 2032, and further again to 2050, presenting serious challenges to the traditionally structured service mechanisms. This has been partly compensated for by

the increased resilience of networks of local centres, as well as the growth of care sector as a specialism across Greater Lincolnshire.

- Greater Lincolnshire projects a distinctive sense of place and articulates a unique contribution to the UK as a whole. This drives interest, investment and a sense of Greater Lincolnshire as an important part of the UK that makes the country culturally and economically richer.

2. Conclusion

The Vision offers an optimistic and ambitious version of Greater Lincolnshire's future prospects. The challenges in delivering this outcome are considerable when set against current funding uncertainties. However, this proposal offers the opportunity for local authorities to work together constructively for the greater good and propel Greater Lincolnshire onto the national stage by allowing it to showcase the undervalued assets and resources it possesses. This makes a difference to the UK by:

- Safeguarding the UK's food security
- Acting as a trading gateway to Europe and the wider world
- Driving innovation in the UK's cutting edge technological sectors
- Driving the changeover to a zero-carbon economy and the Governments 2050 target.
- Providing high quality leisure and recreational opportunities to people throughout the Midlands and South Yorkshire

3. Consultation

a) Have Risks and Impact Analysis been carried out?

No

b) Risks and Impact Analysis

N/A

4. Background Papers

This report was written by Phil Hughes, who can be contacted on 01522 554806 or phil.hughes@lincolnshire.gov.uk.

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Open Report on behalf of Andrew Crookham, Executive Director of Resources

Report to:	Environment and Economy Scrutiny Committee
Date:	22 October 2019
Subject:	Environment and Economy Scrutiny Committee Work Programme

Summary:

This item enables the Committee to consider and comment on the content of its work programme for the coming year to ensure that scrutiny activity is focused where it can be of greatest benefit. The work programme will be reviewed at each meeting of the Committee to ensure that its contents are still relevant and will add value to the work of the Council and partners.

Members are encouraged to highlight items that could be included for consideration in the work programme.

Actions Required:

Members of the Committee are invited to review, consider and comment on the work programme as set out in this report and highlight for discussion any additional scrutiny activity which could be included for consideration in the work programme.

1. Background

Overview and Scrutiny should be positive, constructive, independent, fair and open. The scrutiny process should be challenging, as its aim is to identify areas for improvement. Scrutiny activity should be targeted, focused and timely and include issues of corporate and local importance, where scrutiny activity can influence and add value.

All members of overview and scrutiny committees are encouraged to bring forward important items of community interest to the committee whilst recognising that not all items will be taken up depending on available resource.

Members are encouraged to highlight items that could be included for consideration in the work programme.

2. Work Programme

22 OCTOBER 2019 – 10.00am		
Item	Contributor	Purpose
Huttoft Coastal Tourism Facility	Peter Fender, Special Projects Officer	PRE-DECISION SCRUTINY Executive Councillor: 25 October 2019
Mixed Dry Recyclables (MDR) contract	John Coates, Head of Waste	PRE-DECISION SCRUTINY Executive 5 November 2019
Greater Lincolnshire Local Industrial Strategy	Ruth Commissioning (LEP) Carver, Manager	Review of the progress towards the Lincolnshire Local Industrial Strategy.
Greater Lincolnshire Vision for Growth 2050	Phil Hughes, Strategic Planning Manager	Policy Development
Lincoln BIG 2020-25 Business Plan	Samantha Harrison, Interim Head of Economic Development	an update on the Lincoln Business Improvement Group (BIG) and the continuation of Lincoln BIG for the next five years (2020-2025)

26 NOVEMBER 2019 – 10.00am		
Item	Contributor	Purpose
Joint Lincolnshire Flood Risk and Drainage Management Strategy	Matthew Harrison, Senior Commissioning Officer – Flood Risk	PRE-DECISION SCRUTINY
UK Shared Prosperity Fund	Susannah Lewis, Principal Commissioning Officer Funding	
Team Lincolnshire Update	Jill McCarthy, Investment Team Manager	
The impact for Lincolnshire of proposals in the Resources & Waste Strategy	John Coates, Head of Waste	
Market Deeping Grow-on Business Space	Amanda Bond, Special Projects Officer	

14 JANUARY 2020 – 10.00am		
Item	Contributor	Purpose
Revenue and Capital Budget Proposals 2020/21	Keith Noyland, Head of Finance – Communities	PRE-DECISION SCRUTINY
Charging for Planning Services	Neil McBride, Head of Planning Ian George, Historic Places Manager	
Commissioning of Adult Skills and Family Learning Update	Thea Croxall, Principal Commissioning Officer (Learning)	Update report on the current progress of the Adult Skills and Family Learning programme.

For more information about the work of the Environment and Economy Scrutiny Committee please contact Daniel Steel, Scrutiny Officer on 01522 552102 or by e-mail at daniel.steel@lincolnshire.gov.uk

3. Conclusion

Members of the Committee are invited to review and comment on the work programme and highlight any additional scrutiny activity which could be included for consideration in the work programme.

4. Consultation

a) Have Risks and Impact Analysis been carried out?

Not Applicable

b) Risks and Impact Analysis

Not Applicable

5. Appendices

These are listed below and attached at the back of the report	
Appendix A	Forward Plan of Decisions relating to the Environment and Economy Scrutiny Committee

6. 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 Daniel Steel, Scrutiny Officer, who can be contacted on 01522 552102 or by e-mail at daniel.steel@lincolnshire.gov.uk

Forward Plan of Decisions relating to the Environment and Economy Scrutiny Committee

DEC REF	MATTERS FOR DECISION	DATE OF DECISION	DECISION MAKER	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	DOCUMENTS TO BE SUBMITTED FOR DECISION	HOW AND WHEN TO COMMENT PRIOR TO THE DECISION BEING TAKEN	RESPONSIBLE PORTFOLIO HOLDER AND CHIEF OFFICER	KEY DECISION YES/NO	DIVISIONS AFFECTED
I018558	Huttoft Boat Shed Visitor Centre	25 October 2019	Executive Councillor: Commercial and Environmental Management	Environment and Economy Scrutiny Committee	Report	Special Projects Officer Tel: 01522 550604 Email: peter.fender@lincolnshire.gov.uk	Executive Councillor: Commercial and Environmental Management and Executive Director - Place	No	Alford and Sutton
I018884 New!	County Mixed Dry Recyclables Procurement	5 November 2019	Executive	Environment and Economy Scrutiny Committee	Report	Senior Commercial and Procurement Officer Tel: 01522 553643 Email: ben.crow@lincolnshire.gov.uk	Executive Councillor: Commercial and Environmental Management and Executive Director - Place	Yes	All Divisions
I018630	Draft Joint Lincolnshire Flood Risk & Water Management Strategy 2019-2050	3 December 2019	Executive	Flood and Water Management Scrutiny Committee; Environment and Economy Scrutiny Committee; Departmental Leadership Team; Corporate Leadership Team; Executive Councillor for Economy & Place; Executive Councillor for Commercial & Environmental Management; Lincolnshire Flood Risk & Water Management Group; Lincolnshire Flood Risk & Water Management Strategy Group; Greater Lincolnshire Leaders & Chief Executives' Group; Public and Stakeholder Consultation	Report	Head of Environment Tel: 01522 554809 Email: david.hickman@lincolnshire.gov.uk	Executive Councillor: Commercial and Environmental Management and Executive Director - Place	Yes	All Divisions