



County Offices
Newland
Lincoln
LN1 1YL

5 July 2021

Environment and Economy Scrutiny Committee

A meeting of the Environment and Economy Scrutiny Committee will be held on **Tuesday, 13 July 2021 at 10.00 am in the Council Chamber, County Offices, Newland, Lincoln LN1 1YL** for the transaction of the business set out on the attached Agenda.

Yours sincerely

A handwritten signature in black ink that reads 'Debbie Barnes'.

Debbie Barnes OBE
Chief Executive

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

Councillors R Wootten (Chairman), M A Griggs (Vice-Chairman), A J Baxter, M D Boles, I D Carrington, I G Fleetwood, A G Hagues, Mrs J E Killey, A P Maughan, G J Taylor and L Wootten

ENVIRONMENT AND ECONOMY SCRUTINY COMMITTEE AGENDA
TUESDAY, 13 JULY 2021

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declarations of Members' Interests	
3	Minutes of the previous meeting held on 16 February 2021	7 - 16
4	Announcements by the Chairman, Executive Councillors and Lead Officers	
5	Market Deeping Grow-On Business Space <i>(To consider a report from Mick King, Head of Economic Infrastructure, Growth and Amanda Bond - Special Projects Officer, which is the subject of a decision by the Executive Councillor – Economy and Place and the Leader of the Council between 6 April and 16 July 2021. The views of the Committee will be reported to them as part of their consideration of this item)</i>	To Follow
6	Service Level Performance Reporting Against the Performance Framework 2020 - 2021 - Quarter 4 <i>(To consider an update report from Samantha Harrison, Head of Economic Development, David Hickman, Head of Environment, and Mike Reed, Head of Waste, on the Service Level Performance Reporting against the Performance Framework 2020-2021 – Quarter 4 for Economy, Flooding and Waste)</i>	17 - 38
7	The Impact of Covid-19 on Lincolnshire's High Streets <i>(To consider a report from Vanessa Strange, Head of Infrastructure Investment, on the Impact of Covid-19 on Lincolnshire's High Streets)</i>	39 - 42
8	Lincolnshire Extensive Urban Survey - Progress Report <i>(To consider a progress report from Ian George, Historic Places Manager and Nicola Grayson, Extensive Urban Survey Project Officer, on the Lincolnshire Extensive Urban Survey)</i>	43 - 46
9	Tourism Commission Update <i>(To consider a report from Mary Powell, Tourism Manager, on a Tourism Commission Update)</i>	47 - 60
10	Household Waste Recycling Centre Operation <i>(To consider a report from Mike Reed, Head of Waste, on the Household Waste Recycling Centre Operation which is the subject of an Executive Councillor decision between 19 - 23 July 2021. The views of the Committee will be reported to the Executive Councillor for Waste and Trading Standards as part of their consideration of this item)</i>	61 - 78

- 11 Construction of the Hub Building, South Lincolnshire Food Enterprise Zone** 79 - 108
(To consider a report from Mick King, Head of Economic Infrastructure, Growth and Simon Wright, Principal Officer – Regeneration Economic Infrastructure, on the South Lincolnshire Food Enterprise Zone which is being presented to the Leader of the Council (Executive Councillor for Resources, Communications and Commissioning) and the Executive Councillor for Economic Development, Environment and Planning between 15 and 23 July 2021. The views of the Committee will be reported to them as part of their consideration of this item)
- 12 Proposals for Scrutiny Reviews** 109 - 118
(To consider a report from Kiara Chatziioannou, Scrutiny Officer, which invites the Committee to make suggestions for in-depth Scrutiny Reviews, for consideration and decision by the Overview and Scrutiny Management Board on 30 September 2021)
- 13 Environment and Economy Scrutiny Committee Work Programme** 119 - 126
(To receive a report by Kiara Chatziioannou, Scrutiny Officer, which enables the Committee to comment on the content of its work programme for the coming year to ensure that scrutiny activity is focussed where it can be of greatest benefit)

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

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

Contact details set out above.

Please note: This meeting will be broadcast live on the internet and access can be sought by accessing [Agenda for Environment and Economy Scrutiny Committee on Tuesday, 13th July, 2021, 10.00 am \(modern.gov.co.uk\)](#)

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**ENVIRONMENT AND ECONOMY
SCRUTINY COMMITTEE
16 FEBRUARY 2021**

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, C Matthews, E J Sneath, H Spratt and Dr M E Thompson

Councillors: C J Davie, M J Hill OBE, E Poll and D McNally attended the meeting as observers

Officers in attendance:-

Amanda Bond (Special Projects Officer), Justin Brown (Assistant Director Growth), John Coates (Head of Service - Waste), Simon Evans (Health Scrutiny Officer), Nick Harrison (Democratic Services Officer), Samantha L Harrison (Head of Economic Development), David Hickman (Head of Environment), Lindsay Hill Pritchard (Principal Commissioning Officer), Nicole Hilton (Assistant Director - Communities), Karen Seal (Principal Officer for Place and Investment), Vanessa Strange (Head of Infrastructure Investment) and Nigel West (Head of Democratic Services and Statutory Scrutiny Officer)

53 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

An apology was received from Councillor T Bridges.

54 DECLARATIONS OF MEMBERS' INTERESTS

Councillor C Matthews and Councillor G E Cullen declared an interest in agenda item 5 (minute 57) Business Support Programme and reported that they would leave the meeting for consideration of this item.

55 MINUTES OF THE PREVIOUS MEETING HELD ON 12 JANUARY 2021

RESOLVED: That the minutes of the meeting held on 12 January 2021 be approved as a correct record and signed by the Chairman.

56 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS AND LEAD OFFICERS

Councillor C J Davie, Executive Councillor for Economy and Place reported that the current lockdown meant that the country remained in unprecedented times. Although, the statistics showed some growth for GDP in December 2020. Lincolnshire County Council continued to offer vital support to the many businesses in the County across sectors and also to prepare them for a buoyant future. The meeting today would

discuss the extraordinary £12million package of support that had been developed to assist businesses.

Many of the UK leading economists were talking very positively about the future including references to the UK economy as a "coiled spring" ready to release large amounts of "pent-up financial energy". The Council was determined that local businesses were going to be well positioned to maximise those opportunities. He recognised the Committee continued to support work across local sectors – the excellent work being done around the agriculture sector for example and he looked forward to bringing a report from the Tourism Commission very shortly. The Committee had long recognised the importance of businesses, of all scales, in the County and those who worked in them. During this electoral cycle the Committee had highlighted work on the skills agenda – producing future talent and adding new skills to our current workforce. Employment and skills was now a corporate priority too.

Enabling businesses to connect, collaborate and promote the County was central to the work of Team Lincolnshire and he was pleased to see that the Committee would be discussing the business plan. He acknowledged how valuable Team Lincolnshire was to its members and the new opportunities that had been created. He highlighted an upcoming event which he would be introducing and which Team Lincolnshire were promoting: the South Lincolnshire FEZ launch event on 17th March 2020. Judith Batchelar Brand Director at Sainsburys would be one of the speakers at the event, along with wider pre event promotion by Sir John Peace – Chair of Midlands Engine.

Developing physical spaces for business to expand into was another key part of the jigsaw and Committee at the meeting would be hearing how the team were building spaces fit for modern working practices. Blending physical workspace with digital demands.

Movement of goods and people was also critical to local businesses. He reported that he was pleased to see that the committee would today be helping to shape the Local Transport Plan. With an increased focus on supporting sectors, place and the environment, it strongly aligned with many of the discussions had at this Committee and connects across to the Green Masterplan.

He recognised that the Committee had actively followed and contributed to the debate around the Environment Bill, which, although delayed to the next session of Parliament had not been lost, and would be going forward as a continuation of the process so far. The Council would continue to collaborate with a range of stakeholders to improve the environment in Lincolnshire – in particular to champion the Nature Recovery Networks across the county, a great opportunity to build on and strengthen our longstanding partnership with the Greater Lincolnshire Nature Partnership as well as with other partners.

57 BUSINESS SUPPORT PROGRAMME

Consideration was given to a report from the Assistant Director (Growth), on the creation of a £12M business support budget in response to the economic challenges presented by Covid-19. The report would be presented to the Leader of the Council

ENVIRONMENT AND ECONOMY SCRUTINY COMMITTEE
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(Executive Councillor: Resources and Communications) between 19 – 26 February 2021 for approval. The views of the Committee would be reported to the Leader as part of his consideration of this item.

On 19 February 2021 the Council meeting would be invited to allocate funding to create a new Support for Businesses Reserve of £12m for the purpose of implementing schemes for supporting Lincolnshire businesses. Subject to Council approval for the creation of the reserve, the business support budget would be a direct response to the financial challenges presented by Covid-19, and it would be used to support businesses who had received no help from other government schemes as well as being used to provide a platform for other businesses to respond to the economic emergency created by the pandemic and enable them to adapt to the changing environment and grow once restrictions were lifted.

It was reported that the Council already provided a lot of support to businesses, but that Covid-19 had exposed some gaps, for example, businesses who had not received government support. Following the Committee meeting some draft criteria would be published on the Council website so that businesses could prepare for the application round opened in the week beginning 22 February 2021. The aim of the Executive was to make quick payments to businesses in difficulty, but that aim for a quick payment would increase risk of misuse of funding and so a risk management process had been developed accordingly. It was noted that between 1000 and 2000 local businesses had been unable to attract a government grant.

The Committee considered the report, and during the discussion the following comments were noted:-

- The report was supported and officers were congratulated on the report.
- It was stated that the County Council were in a position to assist businesses financially at this time due to its good financial management of its resources.
- It was thought that this type of scheme and rapid roll out was a good example of devolution benefiting local communities.
- There were some concerns that High Street banks no longer seemed to be interested in lending in the long term to businesses to sustain their forward planning.
- It was hoped that the programme would help create and protect some jobs.
- It was noted that there could be risks with a quick roll out. However, this would to be balanced against the need of local businesses, many of whom had limited cash reserves. The Council would be entering into a pilot scheme with the National Fraud Initiative which would add a further check to the process.
- It was thought that obtaining evidence to support an application such as obtaining three quotes quickly may be difficult in the current Covid-19 pandemic. It was confirmed that other sources of evidence would be used such as bank statements, invoices, receipts, cancelled orders, bookings etc.
- A communications plan had been developed to publicise the programme as widely and quickly as possible.

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16 FEBRUARY 2021**

- Liaison with District Councils was taking place regarding the coordination of grant payments as it was noted that District Councils had been administering the national scheme on behalf of the Government.
- It was confirmed that businesses must have been in existence since 20 December 2020 to qualify for consideration.
- Where businesses agreed to the sharing of information, it could be passed to Councillors on both local grant awards and refusals. Local councillors also offered to provide advice about some of the businesses and the applicants if that would help officers to take decisions.
- The first payments from the programme were expected to be paid from mid-March.

RESOLVED:

- 1) That the recommendations to the Leader of the Council (Executive Councillor: Resources and Communications) outlined above and in the report be supported;
- 2) That the comments of the Committee as outlined above be passed on to the Leader of the Council (Executive Councillor: Resources and Communications) for his consideration.

(Councillors G E Cullen and C Matthews re-joined the meeting following consideration of this item. Councillors C J Davie, M J Hill OBE and E Poll gave their apologies and left the meeting at this point)

58 TATTERSHALL HOUSEHOLD WASTE RECYCLING CENTRE

(Councillor A Hagues joined the meeting at this point)

Consideration was given to a report from the Head of Service (Waste), on the Tattershall Household Waste Recycling Centre which was the subject of an Executive Councillor decision between 24 and 26 February 2021. The views of the Committee would be reported to the Executive Councillor as part of his consideration of this item.

The Report sought approval to proceed with a project to deliver a new Household Waste Recycling Centre (HWRC) at Tattershall. The facility would replace an existing privately owned HWRC at Kirkby. The report recommended that the construction of the Household Waste Recycling Centre at Tattershall be approved and a delegation for the approval of final proposals for the operation of the facility and the finalisation of all contractual documentation.

The report outlined a business case for the recommendation as well as budget, funding and procurement information. It was reported that proceeding with the construction of a new HWRC would maintain the service in the Horncastle area and meet the requirements of the Council's existing policy on HWRC provision.

Members considered the report, and during the discussion the following comments were noted:-

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16 FEBRUARY 2021

- The access road to the site required some maintenance and this matter had been passed to the Highways Department for consideration.
- If the proposal was not approved it was thought that there would possibly be an increase in 'fly-tipping' in the area.
- Designs of recycling facilities in other local authority areas had been reviewed as part of the project.
- The Committee also welcomed the timetable for the implementation of the scheme.

RESOLVED:

- 1) That the recommendations to the Executive Councillor for Commercial and Environmental Management, outlined above and in the report be supported;
- 2) That the comments of the Committee as outlined above be passed on to the Executive Councillor for Commercial and Environmental Management for his consideration.

59 MARKET DEEPING GROW-ON BUSINESS SPACE

Consideration was given to a report from the Special Projects Officer, Economic Infrastructure, on a Market Deeping Business Space project, which was the subject of a Leader of the Council and an Executive Councillor for Economy and Place decision between 19 March to 30 April 2021. The views of the Committee would be reported to the Leader and the Executive Councillor as part of their consideration of this item.

In May 2019 in consultation with the Executive Councillor for Economy and Place and the Environment and Economy Scrutiny Committee, the Economic Infrastructure Team began to pursue a project to deliver around 10,000sq ft of 'grow on' space provision in the Deepings area, by leveraging external funding sources to match the County Council's allocation. Two separate solutions were then sought which, for different reasons, were ultimately not deliverable. To mitigate this, a shorter term project had been developed for delivery in 2021, as part of a revised strategy. The report sought approval from the Executive Councillor for Economy and Place for the principle of proceeding to provide "Grow On" space in the Deepings area through alterations to the Eventus Business Centre in Market Deeping. It also sought approval from the Leader of the Council for the capital scheme business case. The outline estimate for delivering the project was in the region of £875,000 - £975,000.

The report outlined the previous development work, provided a breakdown of the costs and highlighted the benefits of the proposal which included:- an increase of over 2,000sq ft of lettable space; new opportunities for flexible and collaborative working for existing tenants and local businesses; improved layout, accessibility, safety and operability for tenants, visitors and staff; increased income generated from new lettable space; and efficiency savings resulting from upgrades to ageing equipment/fittings where appropriate.

Members considered the report, and during the discussion the following comments were noted:-

- The general principle pre Covid-19 was to encourage growing businesses to move on within three years.
- It was felt that the facility was well run; however the original rationale and benefits of locating the Reception on the first floor were not apparent. A question was raised regarding whether sufficient parking provision had been considered for the future. It was noted that the Council encouraged environmental sustainability and the use of other modes of transport, with features such as cycle parking and showers already being available on site. A small number of additional parking spaces had been included in the planning application for future implementation, although it was expected that some blended working patterns post Covid-19 would continue and could have an effect on the number of spaces required.
- Eco-friendly upgrades would be considered where possible.

RESOLVED:

- 1) That the recommendations to the Leader of the Council and an Executive Councillor for Economy and Place, outlined above and in the report be supported;
- 2) That the comments of the Committee as outlined above be passed on to the Leader of the Council and an Executive Councillor for Economy and Place for their consideration.

60 LINCOLNSHIRE PROPERTY FLOOD RESILIENCE ASSISTANCE PROJECT

Consideration was given to a report from the Head of Environment on a Lincolnshire Property Flood Resilience Assistance Project, which was the subject of an Executive Councillor decision between 22 and 26 February. The views of the Committee would be reported to the Executive Councillor, Economy and Place, as part of his consideration of this item.

Lincolnshire County Council, in its role as Lead Local Flood Authority, was developing a project to allow individual householders that found themselves at risk of flooding to benefit from financial support for property flood resilience measures. These measures were designed to protect their property from flooding or, where this was impractical, to speed recovery from a flood event.

The report sought approval in principle for proceeding with a county-wide Property Flood Resilience Assistance Project as set out in the report; and the delegation to the Executive Director for Place, in consultation with the Executive Councillor for Economy and Place, for the taking of all decisions necessary to give effect to the project, up to and including the award of a contract for the works.

Initially it would be a 12 month trial project designed to protect up to 30 properties at significant risk of surface water flooding. Funding for the trial was expected to be on a matched basis using the resources already budgeted for in the Council's 2021/22 Capital Programme, subject to approval by the County Council on 19 February 2021,

to attract external funding. The report outlined the detail of the funding and how it would be applied.

Tender documents were being prepared for issue to seek bidders for delivery of the Property Flood Resilience (PFR) assistance scheme. This would involve expenditure of up to £100,000 of Lincolnshire County Council capital funds at this stage which would cover the 12 month trial period. A progress report would be provided to Executive in September 2021. It was anticipated that the tender documents would be ready for issue in early March 2021, with a target start date of 1 April 2021. The scheme would be based on invitations and dialogue with local communities was expected.

The Committee expressed their support for the trial project. It was explained to the Committee that applications for schemes would be invited, and this would thus generate dialogue with local communities on the content of schemes.

RESOLVED:

- 1) That the recommendations to the Executive Councillor for Economy and Place, outlined above and in the report be supported;
- 2) That the comments of the Committee as outlined above be passed on to the Executive Councillor for Economy and Place for their consideration.

61 THE FIFTH LOCAL TRANSPORT PLAN (LTP V)

Consideration was given to a report from the Head of Infrastructure Investment, on the emerging concepts for Lincolnshire County Council's Fifth Local Transport Plan and an overview of the work being undertaken and the themes being considered. The Committee were invited to consider the development of the Local Transport Plan and provide input to help shape the document's development.

The production of a Local Transport Plan was a statutory requirement, under the Local Transport Act 2008, for local authorities where the long term policy structure for local transport delivery would be set out, including a set of scheme priorities and a vision connecting across the area's wider policy backdrop. The Plan would become one of the crucial strategic documents for Lincolnshire and would sit alongside: Greater Lincolnshire's Local Industrial Strategy, the Economic Recovery Plan, Greater Lincolnshire's Planning for Growth agenda, Lincolnshire County Council's corporate plan, the Green Master Plan.

The document would address transport modes such as walking and cycling to freight and infrastructure, from roads to ports to cycle paths and would look at the rail and local bus services. The report suggested that the fundamental challenge for the future transport network would be how to balance the demand for clean growth and improved connectivity with an increasingly congested transport system that was, in many places, at capacity. The aim was to ensure that the existing infrastructure was used to its maximum efficiency through key strategic infrastructure investments and a significant mode shift from the private car to public transport and active forms of travel.

Members considered the report, and during the discussion the following comments were noted:-

- It was noted that many of Lincolnshire's rural country roads were too narrow for cycle paths.
- It was acknowledged that e-charging facilities for electric vehicles and linked up cycle routes would help drive the visitor economy in the coastal and rural areas of the County.
- The importance of having a strategic overview of cycle networks was stressed with the aim of ensuring linked up cycle networks where possible. Examples of disparate and randomly positioned cycle routes in the Eagle and Hykeham West Ward were highlighted for review.
- The benefits of building a bridge at Gibraltar Point to link the Lincolnshire Coast Path were outlined.
- It was noted that some parts of the Witham Path between Boston and Lincoln required maintenance.
- Including an area on trains for bike and pram storage may encourage more visitors to the coast.

RESOLVED: That the report be received.

62 TEAM LINCOLNSHIRE INVESTMENT STRATEGY

Consideration was given to a report from the Principal Officer for Place and Investment, which set out the future direction of the Team Lincolnshire (TL) Ambassador Programme through a new two year Business Plan that outlined the strategic objectives, aims and outcomes clearly linked to the investment priorities of Lincolnshire County Council and the Greater Lincolnshire Local Enterprise Partnership (GLLEP).

The Team Lincolnshire (TL) Ambassador Programme had been formally launched in 2017 as a public/private sector programme created to promote Greater Lincolnshire as a place to live, work, learn and invest. Lincolnshire County Council and the GLLEP recognised the value of the knowledge and expertise that the TL members had and how this, together with their ambassadorial role, had an important part to play in Lincolnshire's growth.

The Investment Strategy for Team Lincolnshire was a two year business plan (2020 – 2022) which had been developed with a Steering Group. It set out the future direction through five strategic objectives which aligned with both Lincolnshire County Council's and the GLLEP's ambitions for growth and investment: To attract and achieve business investment into the construction sector both commercial and residential in Greater Lincolnshire; to demonstrate that investors were welcome by providing them with a comprehensive soft landing package; to attract and achieve business investment into the office relocation sector in Greater Lincolnshire; to attract and achieve business investment into the food manufacturing sector, including automation and robotics in Greater Lincolnshire; to attract investment that benefited all.

The report also outlined examples of the activities, key performance indicators and programme of work that would contribute to achieving the objectives within the Business Plan.

The Committee welcomed the report and recognised the good work which had been undertaken in difficult circumstances of the Covid-19 pandemic.

RESOLVED: That the Team Lincolnshire Investment Strategy as outlined in the report be endorsed.

63 SERVICE LEVEL PERFORMANCE REPORTING AGAINST THE
PERFORMANCE FRAMEWORK 2020 - 2021 - QUARTER 3

Consideration was given to an update report from the Head of Economic Development, the Head of Environment and the Head of Service – Waste, on the Service Level Performance Reporting against the Performance Framework 2020-2021 – Quarter 3 for Economy, Flooding and Waste. The report was presented to the Committee by the Head of Infrastructure Investment.

The Committee acknowledged the impact the Covid-19 pandemic had on achieving targets and, in particular, its effect on recycling.

RESOLVED: That the report be noted.

64 ENVIRONMENT AND ECONOMY SCRUTINY COMMITTEE WORK
PROGRAMME

The Committee received a report from the Scrutiny Officer, which enabled the Committee to comment on the content of its work programme for the coming year to ensure that scrutiny activity was focussed where it could be of greatest benefit.

Review on agriculture and support to farmers working group

The Chairman reported that at the last meeting of the Committee on the 12 January 2021, there was reference to a potential scrutiny review on agriculture and how farmers could be better supported. However, with the elections on the 6 May, there would not be enough time for a scrutiny panel to complete an in depth review on this topic. The Chairman therefore reported that she would like to set up a working group instead to identify some areas for further investigation to help inform the scoping for a possible scrutiny review. This scoping would then be presented to the Overview and Scrutiny Management Board after the elections for its consideration, and to determine whether a scrutiny panel would undertake a review on agriculture and support to farmers. She anticipated the working group would only need to meet once or twice in March to discuss this.

Committee support

The Chairman thanked the Vice –Chairman and all officers and committee members for their support this session.

10

ENVIRONMENT AND ECONOMY SCRUTINY COMMITTEE

16 FEBRUARY 2021

RESOLVED:

- 1) That the work programme be approved;
- 2) That it be recorded that Councillors A Austin, W Bowkett, A Hagues, C Matthews and R Oxby put their names forward for the Review on agriculture and support to farmers working group.

The meeting closed at 12.02 pm

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

Report to:	Environment and Economy Scrutiny Committee
Date:	13 July 2021
Subject:	Service Level Performance Reporting against the Performance Framework 2020-2021 - Quarter 4

Summary:

This report sets out the performance of the Tier 2 Service Level Performance measures for 2020/21 Quarter 4 for Economy, Flooding and Waste which are within the remit of the Environment and Economy Scrutiny Committee.

Actions Required:

The Environment and Economy Scrutiny Committee is invited to consider and comment on the details of the performance contained in the report and recommend any changes or actions to the relevant Executive Councillor.

1. Background

Economy Performance Measures

The targets measure the number of businesses supported, the number of adults gaining qualifications and the amount of external funding attracted to Lincolnshire. Progress has been very good to date. The Growth department has been innovative and resourceful and changed the mode of delivery to a virtual model very quickly; this alongside the government grants has greatly supported our learners and business community.

Businesses Supported

A total of 704 businesses were supported during Q4 resulting in a total of 1,868 for 2020/21, exceeding the target of 805. The Growth Hub provided a range of vital business support services including advice, Covid-19, EU Transition and Resilience and Peer Network support programmes and financial grants to help 628 businesses. For the ambassadorial programme, Team Lincolnshire, supported 72 businesses through their Virtual Coffee Clubs, webinars and virtual Foreign Direct Investor Programme. A further

four (4) businesses across our property portfolio were helped with a variety of lease, rent and other support options.

Qualifications Achieved

The number of qualifications achieved during Q4 was 540, bringing the total to 1,206 of 2020/21, exceeding the target of 1000. Effective partnership working saw new delivery methods introduced with 34% of all qualifications delivered through online/distance learning. Of the qualifications delivered in classrooms, 20% were delivered in Lincoln, 14% in Skegness/Mablethorpe and 10% in Gainsborough. 2020/21 provision continued to be aimed at targeted learners with 47% of qualifications achieved by male learners and 33% by learners with no, or low levels of prior attainment.

External Funding Attracted

The total external funding attracted to Lincolnshire for 2020/21 is £22,278,724, exceeding the target of £21,391,735, and includes £9,946,860 received in Q4. The quarterly breakdown is: £1,471,660 received through eight (8) European Agricultural Fund for Rural Development (EAFRD) projects (four Food Processing, three Business Development and one Tourism Infrastructure); £1,814,551 from European Regional Development Fund (ERDF) for the Business Lincolnshire Sustainable Growth programme; £292,768 from Business, Energy and Industrial Strategy (BEIS) funding for Peer Networks Phase 1 and £6,367,881 was secured through the Getting Building Fund secured by the Lincolnshire Enterprise Partnership (LEP) for Lincolnshire.

Flooding Performance Measures

The Flooding Performance Measures for 2020/21 set a target of 50 properties protected from flooding. This was achieved. In all, 53 properties were protected from flooding, largely as a result of the completion of the County Council-led community flood alleviation scheme at Digby (43 properties). There were further individual properties protected elsewhere as a result of the County Council's Property Flood Resilience pilot project (six properties) together with other properties benefitting from minor works in which Lincolnshire County Council was a funding partner.

Waste Performance Measures

The targets measure the recycling performance across Lincolnshire. Recyclable materials are collected either by the districts from households or by Lincolnshire County Council (LCC) when residents visit the recycling centres. Our performance has followed the national trend as regards the effects of Covid restrictions with national and local lockdowns. More waste and recycling have been collected from households and less from the recycling centres as residents spend more time at home. Data on the graphs is shown as a forecast until the Government approve our statistical returns for the full year.

The recycling rate at our recycling centres for Q4 is 74.93% which is slightly below the 75% target. This continues the steady decline of the first three quarters and the reasons

cannot be identified as the recycling centres are still operating under a certain amount of control brought about by covid restrictions. The total tonnages collected for the year at recycling centres are well below the previous years' figures.

The amount of recycled material collected at kerbside in Q4 has continued to increase which may demonstrate a change in public awareness and behaviour but may also be a factor of the recycling centres still operating under restrictions.

The 40.27% overall recycling rate for Q4 is still lower than expected and may reflect the restrictions which apply at recycling centres. It may also be due to seasonal issues as green waste collected for the year is 66,302 tonnes compared to 73,460 from the previous year.

2. Conclusion

Members of the Environment and Economy Scrutiny Committee are invited to review and comment on the performance information for Quarter 4 and highlight any recommendations or further actions for consideration.

3. Consultation

a) Risks and Impact Analysis

Not applicable.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Economy Performance Measures
Appendix B	Flooding Performance Measures
Appendix C	Waste Performance Measures

5. Background Papers

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

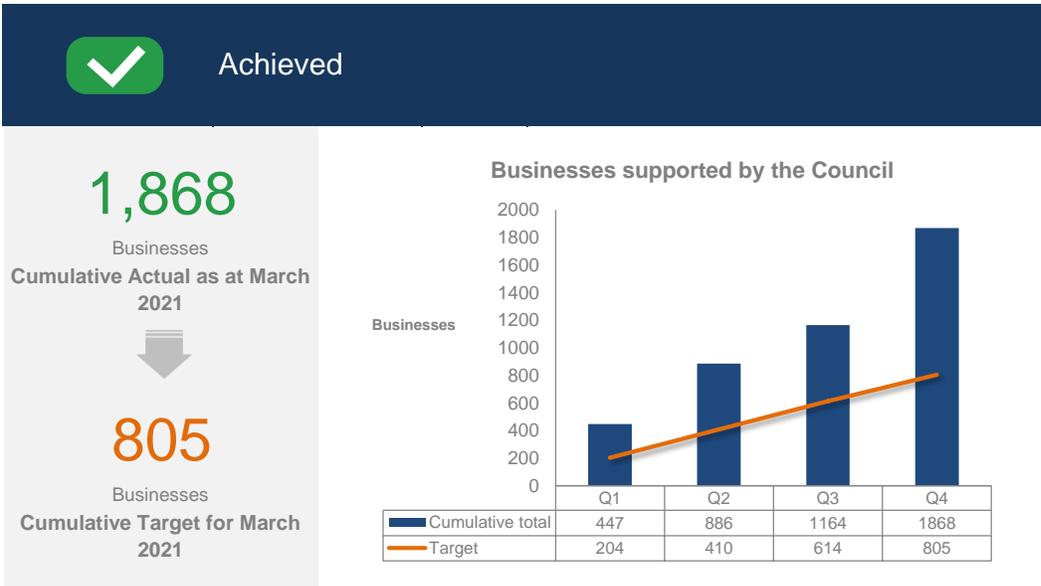
This report was written by

- Samantha Harrison, who can be contacted on 01522 550576 or samanthal.harrison@lincolnshire.gov.uk;
- David Hickman, who can be contacted on 01522 554809 or david.hickman@lincolnshire.gov.uk; and
- Mike Reed, who can be contacted on 01522 52396 or mike.reed@lincolnshire.gov.uk.

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Businesses supported by the Council

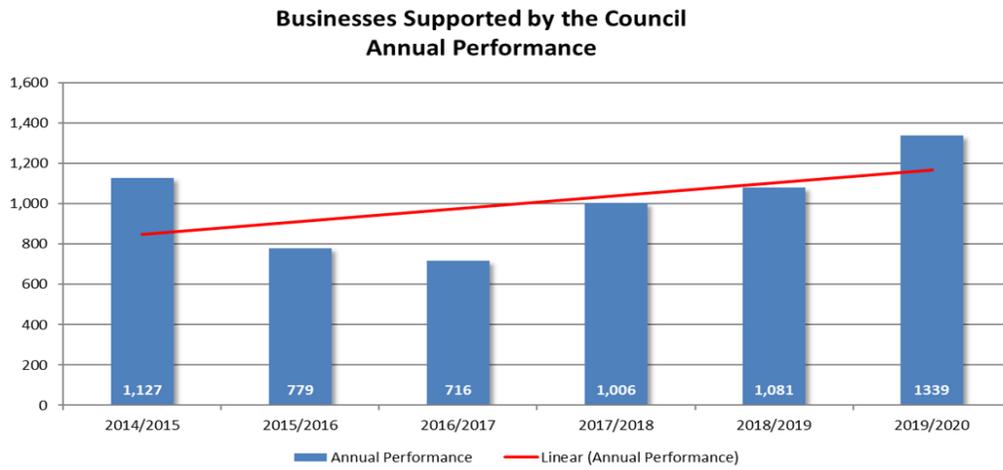
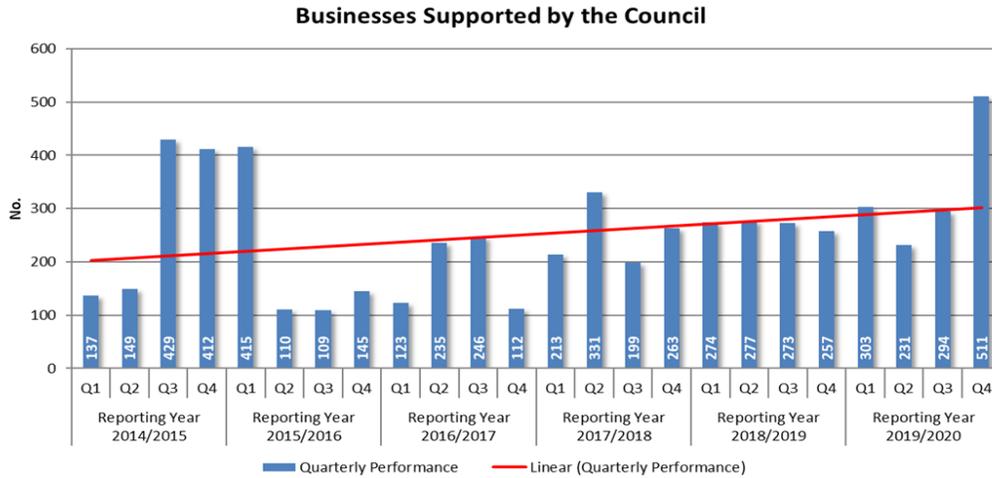
Number of businesses who receive direct support and advice from services the Council commission. The council commissions a series of programmes which help business leaders to grow their business. The businesses who receive support will grow, creating jobs and other opportunities (e.g. supply chain). A higher number of businesses supported by the Council indicates a better performance.



About the latest performance

A total of 704 businesses were supported during Q4 resulting in a total of 1,868 for 2020/21, exceeding the target of 805. The Growth Hub continued to provide a range of vital business support services including providing advisory support, enabling grants and virtual workshops and events which saw 628 businesses supported. Further examples of the Growth Hub support include 212 businesses take part in Peer networks and 34 businesses attend the Greater Lincolnshire Manufacturing Network Industry 4.0 event on 09/02/21. The latter highlighted the tremendous industrial growth and opportunities for innovation in the manufacturing sector. Other support provided was from Team Lincolnshire (TL), who supported 72 businesses in Q4 through their Virtual Coffee Clubs. TL webinars also supported the wider TL business plan objectives and the South Lincolnshire Food Enterprise Zone (FEZ). Foreign Direct Investor Programme support meetings took place to support businesses on Covid-19 and leaving the EU. Finally a further 4 businesses across our Property Portfolio were helped with a variety of lease, rent and other support options.

Further details



About the target

Targets are based on previous years actuals. However, dependent on individual business needs, the level and type of support that businesses demand and seek during the course of a year may vary which will affect the performance of this measure

About the target range

The target range for this measure allows for a +/- 5% fluctuation against the target

About benchmarking

This measure is local to Lincolnshire and therefore is not benchmarked against any other area.

Qualifications achieved by adults

Number of qualifications achieved (skills programmes, vocational training programmes, adult and community learning) through programmes supported by the council. The council commissions a series of training schemes which help individuals to gain skills. These training schemes are focused on the skills that employers need. Employers can understand an individual's skill level by the qualifications that they hold, hence the reason that we count the number of qualifications achieved.

A higher number of qualifications achieved indicates a better performance.

Although this measure is reported on a quarterly basis, the data that is published spans two academic years, 2019/20 and 2020/21



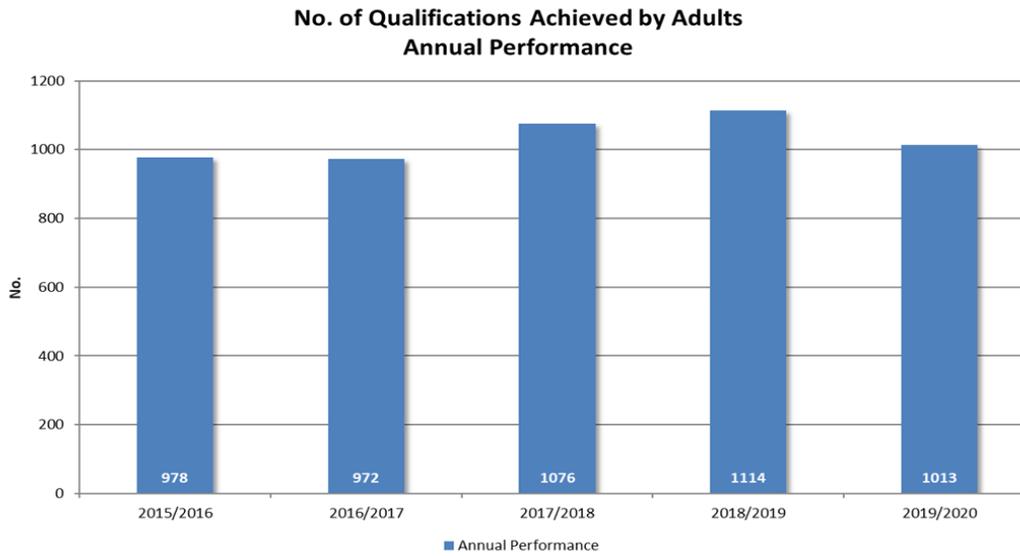
About the latest performance

The number of qualifications achieved by adults in 2020/21 was 1,206 of which 540 were achieved in Q4. This means that the target of 1,000 was exceeded by 20% despite the negative impact that Covid 19 had on the ability to deliver learning as originally planned.

Supported by effective partnership working, both LCC and contracted providers were able to adapt their programmes and introduce new delivery methods that ensured a wide range of qualifications could be delivered across Lincolnshire. The introduction of online/distance learning was particularly effective with 34% of all qualifications delivered through that route. Of the qualifications delivered in classroom settings, 20% were delivered in Lincoln, 14% were delivered in Skegness/Mablethorpe, and 10% in Gainsborough. Throughout 2020/21 provision continued to be aimed at targeted learners with the effect that 47% of qualifications were achieved by male learners and 33% by learners with no, or low levels of prior attainment.

With a continued focus on supporting employability, the range of qualifications achieved in 2020/21 include 97 GCSE's or functional skills in English or maths as well as a further 46 English Speakers of Other Languages (ESOL) qualifications. In support of Lincolnshire's priority employment sectors, 185 qualifications related to construction, 62 to hospitality and 69 to accountancy and business administration. In relation to the wider care sector, 480 qualifications were achieved covering a range of subjects including health and safety, first aid in the workplace, paediatric first aid, mental health awareness and counselling.

Further details



About the target

Although qualification based courses will commence place during the Autumn Term (Q3), most of the actual results will not be received until January i.e. (Q4) at the earliest. Most qualifications are achieved in the Summer Term (Q1 and Q2), with the bulk being achieved at the end of the academic year (Q2). Qualifications achieved in Q3 include Summer Term resits and late results for the previous academic year.

About the target range

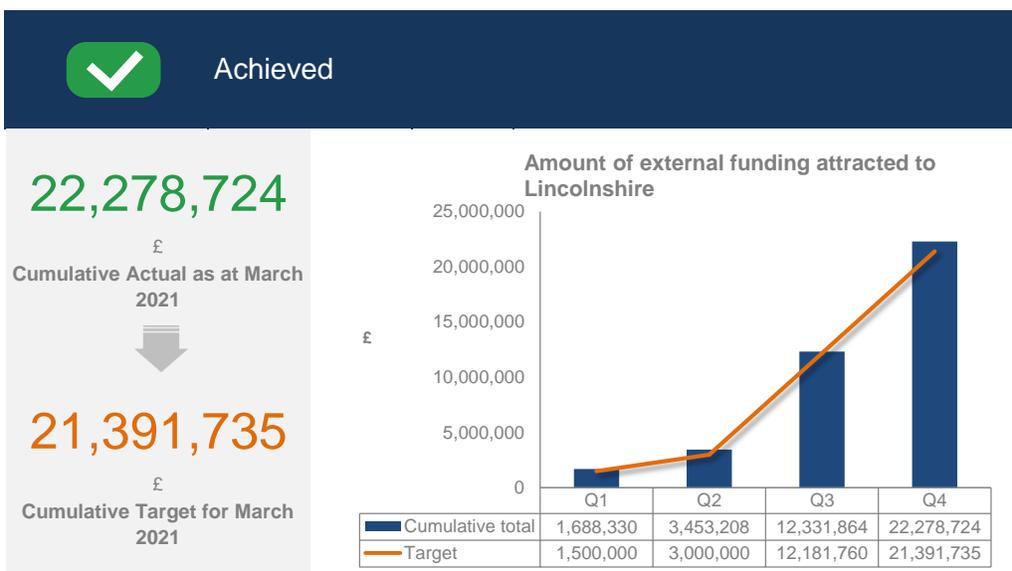
The target range for this measure allows for a +/- 5% fluctuation against the target

About benchmarking

This measure is local to Lincolnshire and therefore is not benchmarked against any other area.

Amount of external funding attracted to Lincolnshire

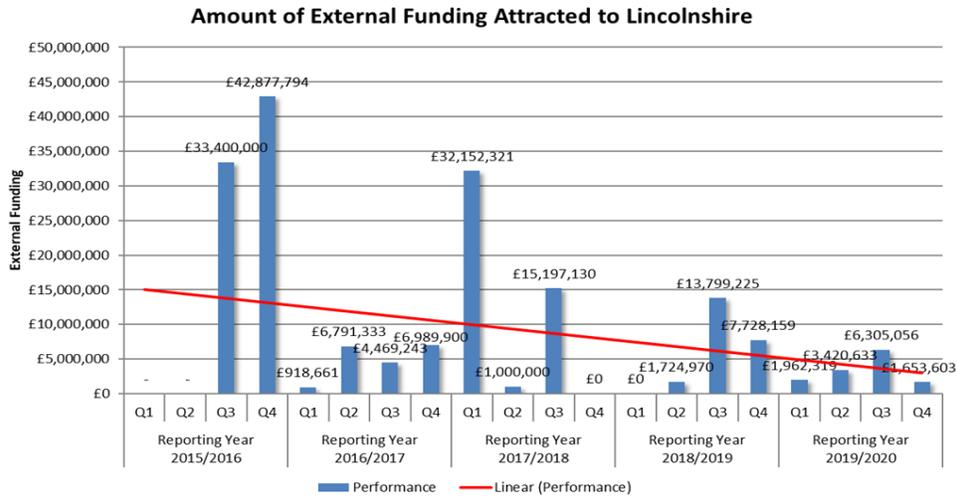
Amount of external funding attracted to Lincolnshire (including Greater Lincolnshire Local Enterprise Partnership and European Union funding programmes) by the council. A higher amount of external funding indicates a better performance.



About the latest performance

The total external funding attracted to Lincolnshire for 2020/21 is £22,278,724, exceeding the target of £21,391,735, and includes £9,946,860 received in Q4. The quarterly breakdown is; £1,471,660 received through 8 European Agricultural Fund for Rural Development (EAFRD) projects: 4 Food Processing (£999,704), 3 Business Development (£390,596) and 1 Tourism Infrastructure (£81,360); £1,814,551 from European Regional Development Fund (ERDF) Business Lincolnshire Sustainable Business Growth 2 (BLSBG2) project accrued for April 2020 to March 2021; £292,768 from Business Energy and Industrial Strategy (BEIS) funding for Peer networks phase 1 and £6,367,881 was secured through the Getting Building Fund secured by the LEP for Lincolnshire.

Further details



About the target

The target set is based on external funding bids submitted that are anticipated to be approved throughout the reporting year.

About the target range

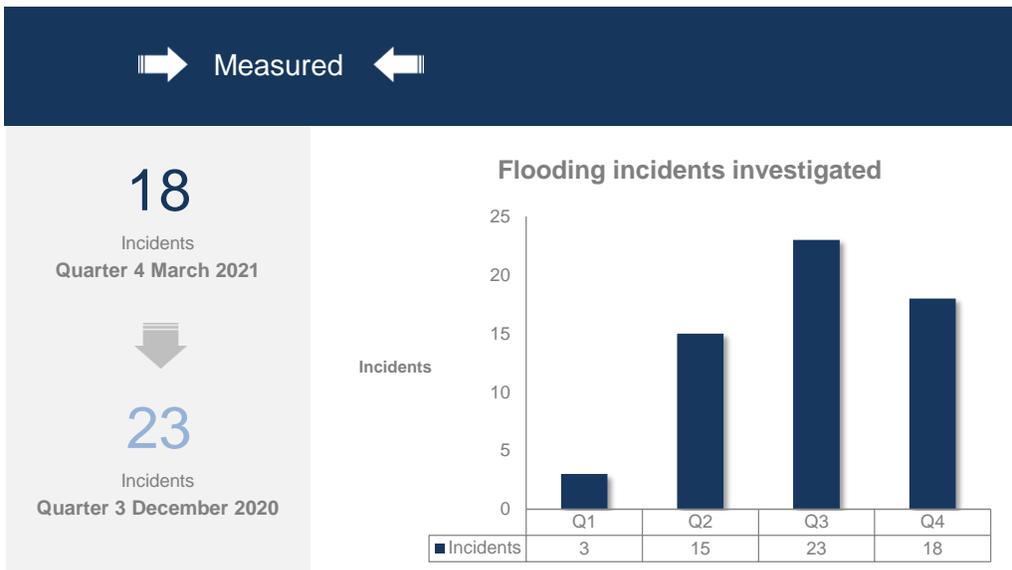
The target range for this measure allows for a +/- 5% fluctuation against the target.

About benchmarking

This measure is local to Lincolnshire and therefore is not benchmarked against any other area.

Flooding incidents investigated

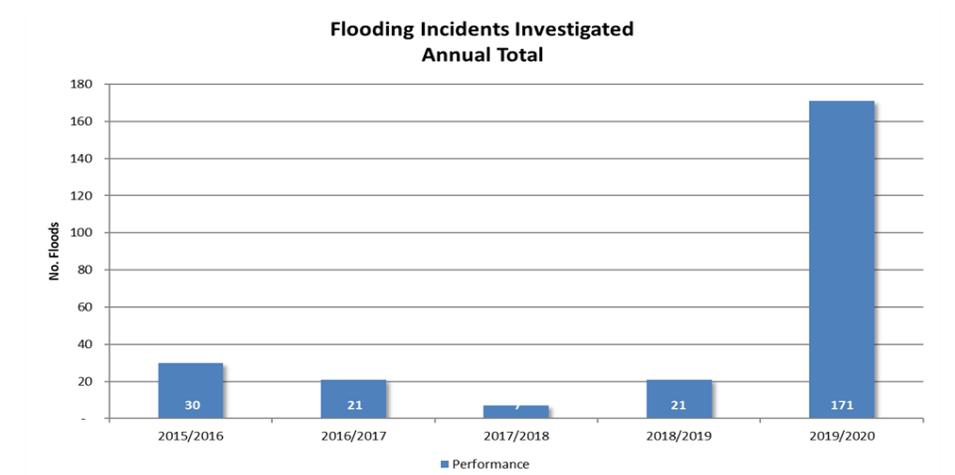
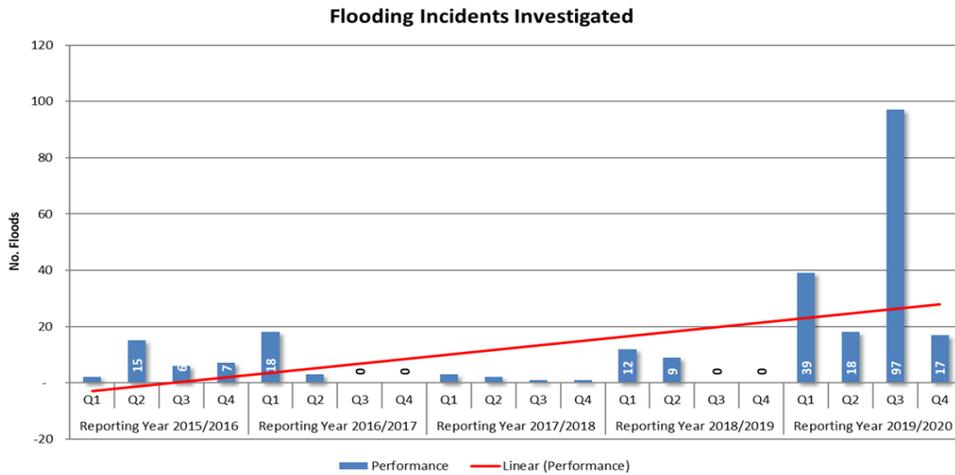
This measure is calculated on the basis of the number of formal investigations undertaken by the County Council under section 19 of the Flood and Water Management Act 2010. Lincolnshire County Council has interpreted a flooding incident to be any in which one or more domestic properties are flooded internally; the strategic highway network is significantly affected; there is significant impact on farmland or there is a significant impact on the community e.g. schools or commercial property



About the latest performance

There have been 18 S.19 flood investigations started in Quarter 4 affecting 23 individual properties. This compares with 23 S.19 flood investigations in the previous Quarter. This brings the total for 2020/21 to 59 S.19 flood investigations. In comparison there were 171 S.19 flood investigations during the 2019/20 reporting period.

Further details



About the target

This measure is reported to provide context. It is not appropriate to set a target for this measure.

About the target range

A target range is not applicable as this is a contextual measure.

About benchmarking

This measure is local to Lincolnshire as each Local Flood Authority (Unitary and County Councils) defines a flood incident as they consider appropriate and therefore is not benchmarked against any other area.

Properties protected from flooding

It is estimated that in Lincolnshire there are about 28,000 properties which have either been flooded in the past or are thought to be at risk from surface water flooding.

As outlined in the Lincolnshire Joint Flood Risk Management Strategy, in accordance with its duty to undertake improvement works to protect communities, the County Council as Lead Local Flood Authority has developed an ongoing programme of surface water flood risk management schemes. A higher number of properties protected from flooding indicates a better performance.



Achieved

53

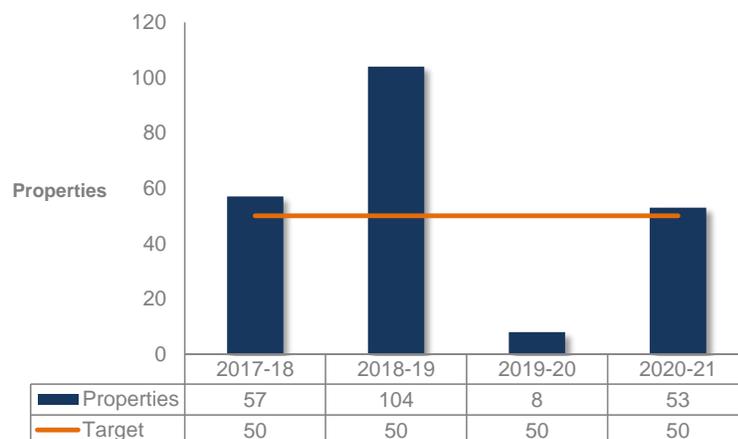
Properties
Actual 2020/2021



50

Properties
Target for 2020/2021

Properties protected from flooding



Further details

Please see the main graphic for all available data relating to this measure.

About the target

The target for 2020/21 is to reduce the flood risk to 50 homes by carrying out flood alleviation works.

About the target range

There is a range in the target of +/- 10 properties. The reason for this is that the schemes in the future programme protect a range of properties, and as the programme is rolled out over the years there will be a consequent variation in the total number of properties protected. Other aspects which might influence the target include significant flood events and economic factors.

About benchmarking

The target is local to Lincolnshire and is not therefore bench marked against other Lead Local Flood Authorities.

Recycling at County Council owned Household Waste Recycling Centres

This measure excludes all sites which are not owned by Lincolnshire County Council as the Council has limited control and influence over what streams are recycled.

Performance includes some estimates where actual figures are not yet available. Officially approved data is available four months after the end of the Quarter to which it applies.

A higher percentage of recycling indicates a better performance.



Not achieved

74.93

%

Quarter 4 March 2021

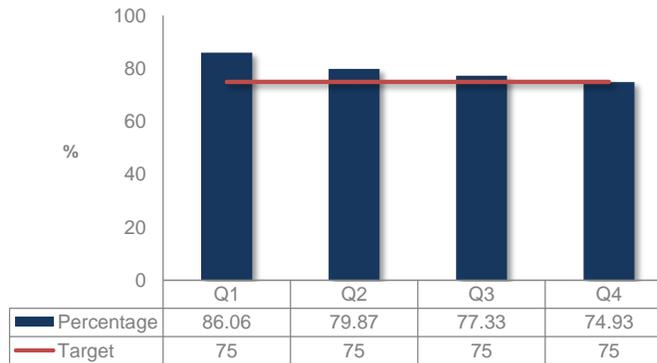


75

%

Target for March 2021

Recycling at County Council owned Household Waste Recycling Centres

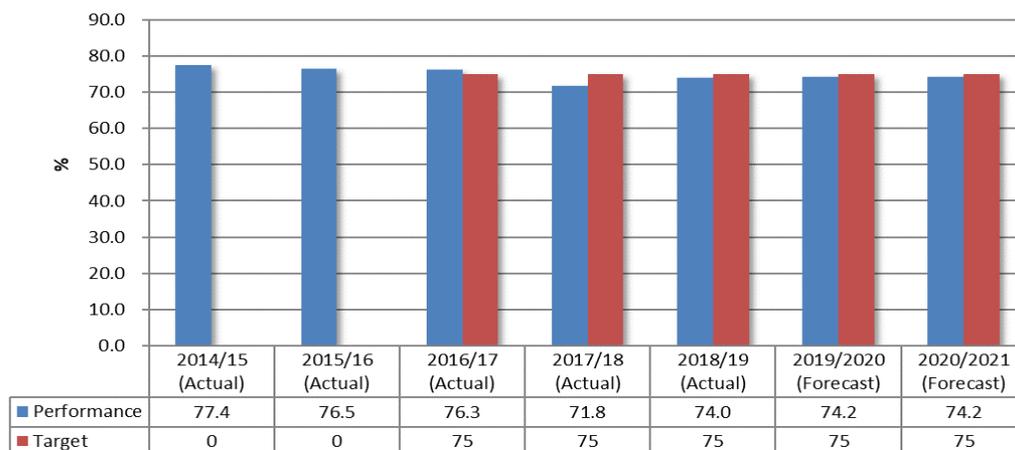


About the latest performance

We saw reduced tonnages across the Household Waste Recycling Centre network. We implemented a Click and Tip booking system to enable the public to book a slot at the recycling centres to take their waste.

Further details

Recycling at County Council owned Household Waste Recycling Centres



About the target

The annual target of 75% represents a sustaining of our previous high performance.

About the target range

No target range has been set for this measure.

About benchmarking

Availability of data for other authorities is limited as this has never been an official National Indicator.

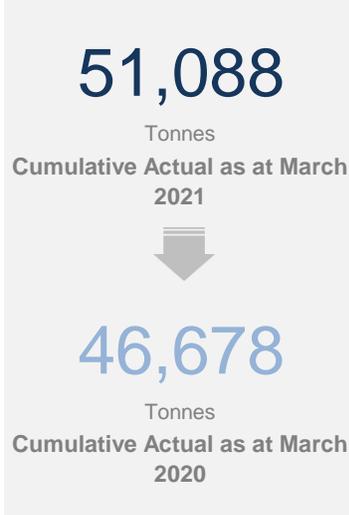
Tonnage of recycling material collected at the kerbside

The tonnage of recycling material collected at the kerbside depends on how much is presented by the public in kerbside recycling collections and on how much of that material has to be excluded due to it being non-recyclable. This measure excludes waste that has been 'rejected' so that we can see how much recyclable material was collected.

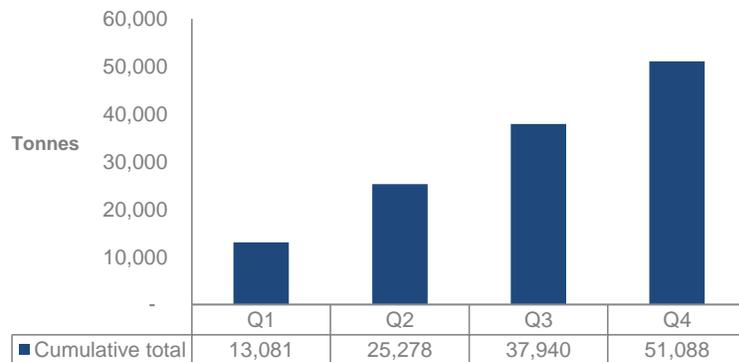
Performance includes some estimates where actual figures are not yet available. Officially approved data is available four months after the end of the Quarter to which it applies.

A higher tonnage of recycling material collected at the kerbside indicates a better performance.

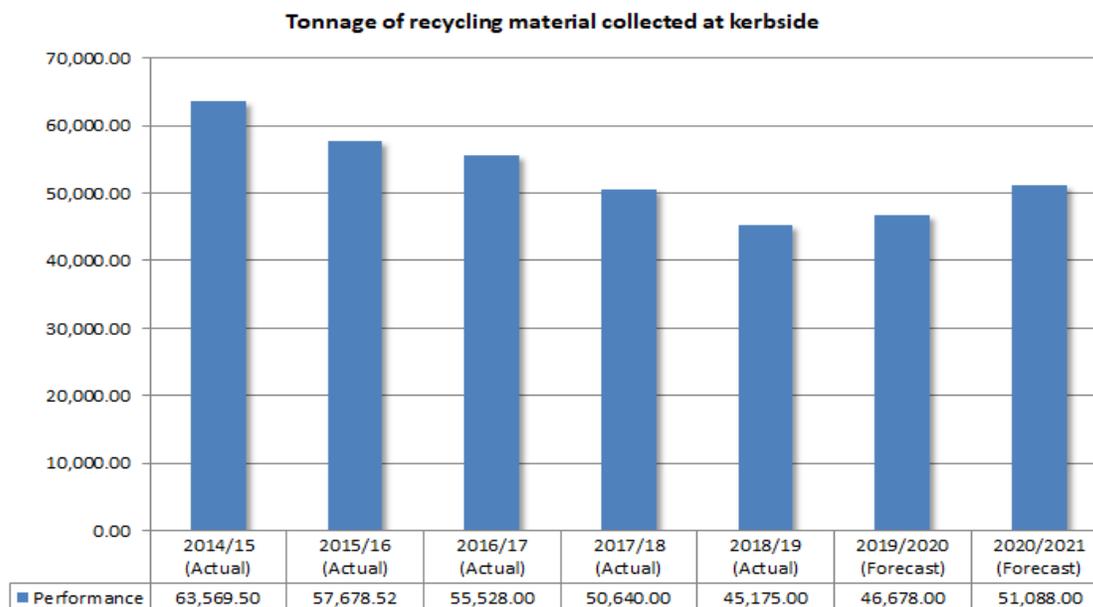
Measured



Tonnage of recycling material collected at the kerbside



Further details



About the target

This measure is included for context and so it is not appropriate to set a target for this measure.

About the target range

A target range is not applicable to this measure

About benchmarking

As tonnage collected depends on the size of a Local Authority, comparisons with other councils is not meaningful.

Household waste recycled

The percentage of waste collected by either the County or District Councils which was reused, recycled or composted.

Performance includes some estimates where actual figures are not yet available. Officially approved data is available four months after the end of the Quarter to which it applies. A higher percentage of household waste recycled indicates a better performance.

The measure is dependent on growing conditions as it includes green waste collected and presented at HWRC's, which is why performance is generally expected to be higher in the summer months (Quarter 1 and 2).



Not achieved

40.27

% recycled
Quarter 4 March 2021



55

% recycled
Target for March 2021

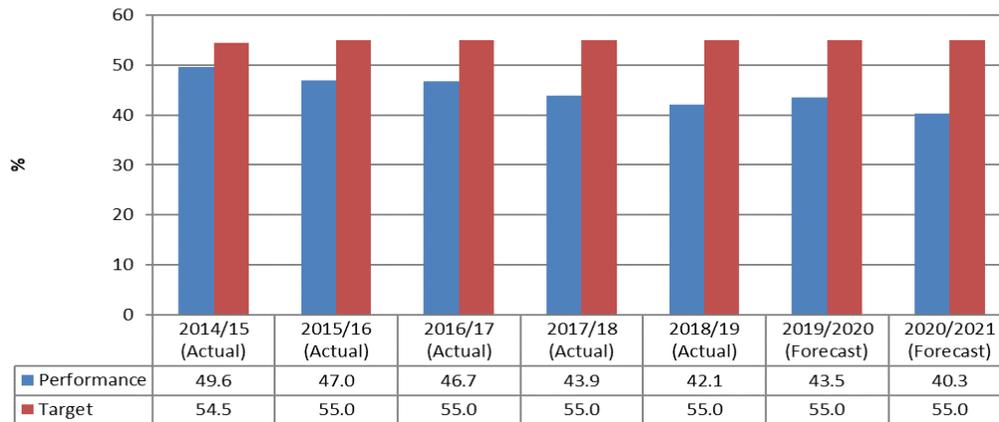
Household waste recycled



About the latest performance

There has been more waste collected from kerbside and households but the contamination rate has remained around 30%. There is a reduced tonnage being presented at HWRC sites.

Percentage Recycled of Household Waste Collected (Annual Total)



About the target

The annual target of 55% was set as a long-term aspiration in our Joint Municipal Waste Management Strategy (2008).

About the target range

Given the number of separate figures which go into this calculation, a target range of +/- 0.5 percentage points allows for small fluctuations to remain on target.

About benchmarking

As a part of the recently-adopted Joint Municipal Waste Management Strategy the Lincolnshire Waste Partnership is committed to the development of a number of Key Performance Indicators in addition to the performance indicators already being reported. These additional measures include the level of contamination in the recycling, the overall carbon footprint of waste operations and a measure of public satisfaction with the services being received, and it is recommended that benchmarking be pursued once these have been adopted.

Green waste composted

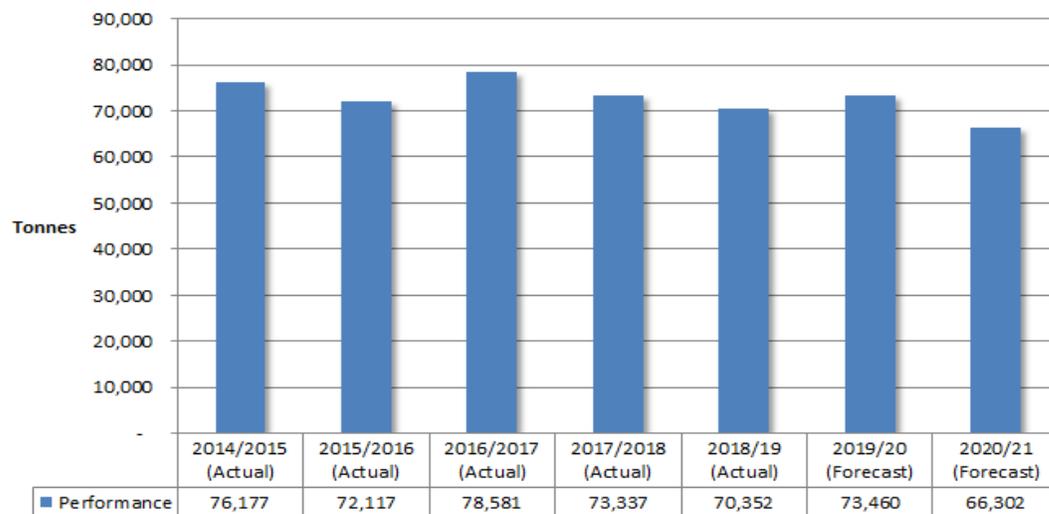
The tonnage of green waste collected by either the County or District Councils which was sent for composting. Performance includes some estimates where actual figures are not yet available. Officially approved data is available four months after the end of the Quarter to which it applies. A higher tonnage of green waste composted indicates a better performance.

This is a contextual measure only and is depended on growing conditions and take up of the Waste Collection Authorities (WCA) service which all WCAs charge for and have recently amended the pricing structure for the service this year.



Further details

Green waste sent for composting



About the target

No target has been set, as this is measured for reference purposes.

About the target range

A target range is not applicable as this is a contextual measure.

About benchmarking

As tonnage of waste composted depends on the size of a Local Authority, comparisons with other councils is not meaningful.



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

Report to:	Environment and Economy Scrutiny Committee
Date:	13 July 2021
Subject:	The Impact of Covid-19 on Lincolnshire's High Streets

Summary:

Our towns have evolved over centuries, developing as places to shop, work, visit, relax and interact. Their histories have shaped their identities and communities have developed around them. The current pandemic has exacerbated the trajectory of change previously identified. The dramatic move to home working, increase in internet shopping and home deliveries has removed our dependence on our town centres at a pace more revolutionary than evolutionary, yet the need for community remains.

This paper provides some context for the current changes, and highlights some of the work happening across the public sector, considers briefly what the Council's ability to affect change might be, and in particular the proposal to use publicly owned buildings and land to increase footfall, including by providing "hubs" in town centres.

Actions Required:

The Environment and Economy Scrutiny Committee is requested to:

- (1) consider the international, national and local trends affecting Lincolnshire's High Streets.
- (2) consider the questions in the paper and debate what could form a helpful High Street review, building on the 2019 review.
- (3) share thoughts and ideas to help shape the development of hub provision in Lincolnshire, and the future funding landscape such as the UK Shared Prosperity Fund.

1. Background

The Environment and Economy Scrutiny Committee has previously considered the challenges facing Lincolnshire's High Streets, including an informal review of town centres in 2019.

The economic shock of the pandemic has exacerbated a number of trends that were identified at that time and leaves a number of questions to be considered, in particular the function and form of our High Streets and the role of the public sector.

- **It is estimated that the pandemic has accelerated the trend of decline by 5 years**
- **Real and perceived lack of opportunities lead to increased outward migration to larger urban areas**
- **The continued rise in "clicks over bricks" as people continue to choose to shop online**

Left unchecked, there is a risk that our High Streets will lose their purpose and become increasingly unappealing places to spend time. Functions are evolving and not all our places will or should look the same.



It should be noted that there are a number of investments that are currently taking place that could have a positive impact on our towns and the city.

Investment through the levelling up agenda:

- Towns Funding – funding committed to Skegness, Mablethorpe, Boston and Lincoln.
- Levelling Up Fund – bids have been submitted for the A16 by LCC, but submissions for Gainsborough, market towns in the Wolds, Boston and Lincoln all have regeneration themes.
- UK Community Renewal Fund – a revenue funding stream that includes investment in projects that will contribute to the High Street.

The above funding applications all look to develop High Streets to be places where people want to spend time to "dwell". Recognising that a successful High Street must be supported to evolve, to include other aspects, in addition to retail. The solutions will need to be multiple and will involve a range of stakeholders, including the public sector.

Lincolnshire County Council's Library service is responsible for 15 core libraries and 34 community library hubs, all of which operate the 'People's Network' which provides free public access to computers and the internet. All sites offer printing facilities and free Wi-Fi that can also be accessed via customer's own devices. Most libraries have study spaces, casual seating and room hire options available to customers, including small businesses.

Additionally, the Council's Growth team has begun to develop projects focussed on creating multi use spaces, digital hubs and drop in workspaces across the county. Together these provide a provision for businesses and individuals and provide footfall on the High Streets.

Survey and evaluation work is being undertaken to identify publicly owned buildings and other assets across market towns which could be repurposed to deliver similar objectives. The initial investigation found 179 sites across 11 towns. This is in the process of being refined.

From a place to drop into work, to a digital hub:

Many people are now seeking a place to drop into to work and to meet – perhaps for half a day. Digital hubs are physical spaces with access to superfast broadband alongside community and business focussed services. They provide digital connectivity, support the development of digital skills, and encourage the use of emergent digital technologies.

Questions for consideration

1. What is the experience of members of their local towns following the pandemic?
2. Are businesses in your divisions working differently following the pandemic?

2. Conclusion

This report sets out the emerging response to the impact of the pandemic on Lincolnshire's High Streets.

Digital Hubs are potentially part of the jigsaw, alongside other elements such as urban living and an increase in leisure use.

3. Consultation

a) Risks and Impact Analysis

None

4. 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 Vanessa Strange, Head of Infrastructure Investment, who can be contacted on 01522 8 43346 or, by e-mail at vanessa.strange@lincolnshire.gov.uk.



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

Report to:	Environment and Economy Scrutiny Committee
Date:	13 July 2021
Subject:	Lincolnshire Extensive Urban Survey – Progress Report

Summary:

This report will set out the background to this project, which is being funded by Historic England, the government's advisor on the historic environment. The project is producing a report for each of the thirty historic towns of Greater Lincolnshire and forms part of a national programme. We shall explain the progress to date and how the challenges of the pandemic have been met to drive the project forward.

Actions Required:

The Committee is required to:

1. note the progress being made on the project and the impact that the Covid-19 pandemic has had;
2. consider ways in which the information being gathered can be used to further benefit the economic and social well-being of the people who live and work in Lincolnshire's towns; and
3. explore ways in which the project can be integrated into future planning for improvements in the viability and attractiveness of Lincolnshire's historic towns.

1. Background

This paper sets out the progress on this project first introduced to the committee on 26 February 2019. The project is part of a national suite of projects being funded by Historic England to better understand the character of the country's historic places. While we have laws, which can be used to protect our most important buildings, monuments and landscapes it is often the unique and locally distinctive features of places which mean the most to local residents. Such features may have no protection but form the backdrop to everyday life for everyone and all too often are taken for granted.

This project is part of the national programme of Extensive Urban Surveys (EUS) promoted and funded by Historic England. The Lincolnshire survey covers a total of 30 towns and the

main aim of the project is to increase our understanding of the historical development of each town and to identify how the history of each place can be read in how the town looks today. The survey will cover the towns of the historic county of Lincolnshire, so we are working in partnership with colleagues from North Lincolnshire (NLC) and North East Lincolnshire (NELC).

The towns will be evaluated to assess their historic character and identify the nature and extent of surviving heritage assets whether as standing structures, below ground archaeological deposits or in the surviving historic town plan. The towns of Lincolnshire vary greatly in their origins. Some towns date back to the Roman period (Caistor, Horncastle) while at the other extreme are towns which result from industrialisation (Scunthorpe) or the growth in the leisure sector (Skegness, Woodhall Spa). The towns are as diverse as the internationally acknowledged beauty represented by Stamford to the post-war suburban growth of North Hykeham.

The results will be held as part of the Lincolnshire Historic Environment Record (HER) and the HERs of NLC and NELC both in a database and spatially in a Geographic Information System (computerised mapping). The principal outputs will be an Historic Character Assessment report for each town. Due to limited resources these will not be available in hard copy form but will be made available digitally through the project's bespoke website (www.lincsabout.town) and will be archived with the Archaeology Data Service (ADS).

The project outputs will be used to support and inform a variety of planning policies from national objectives as reflected in the NPPF to the local policies of respective local planning authorities. This improved evidence base will assist the local authorities of the historic county of Lincolnshire and their partners in planning for the care of the county's historic urban settlements, protecting historic character and promoting sympathetic regeneration at a time of intense development pressure.

We have set about characterising the environment of the towns of Lincolnshire, one town at a time. Great progress is being made and we are getting really good cooperation from partners across the county. We shall explain what has been achieved so far.

Inevitably the pandemic has had an impact upon the delivery of aspects of the project. With resources such as the County Archives and Local Studies Libraries being inaccessible for large parts of the last year progress has been slowed. The pandemic has also hugely impacted the amount and type of community engagement we have been able to do.

2. Conclusion

The Lincolnshire Extensive Urban Survey is a model for how rapid characterisation exercises should be done. The work is attracting attention across the country and is contributing to new developments in the way such projects are approached. Despite the huge challenges presented to us by the last year we shall demonstrate that the project is proving a great success and will be delivered within its original projected budget. Despite the scaling back of community engagement activities we are still managing to speak to local people and involve them in the project.

3. Consultation

a) Risks and Impact Analysis

None.

4. 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 Ian George who can be contacted on 01522 54838 or by e-mail at ian.george@lincolnshire.gov.uk.

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

Report to:	Environment and Economy Scrutiny Committee
Date:	13 July 2021
Subject:	Tourism Commission Update

Summary:

The Tourism Commission was set up by the county council to take a strategic role in supporting and shaping the future of the industry within Greater Lincolnshire. It met six times and by February 2021 had produced a series of recommendations for future work that are now in delivery. Government, in June produced its own recovery plan. Their aims have a good fit with the recommendations put forward by the Tourism Commission.

Actions Required:

That the Committee notes the report and agrees to receive regular updates on the progress on delivery of the recommendations.

1. Background

Throughout the COVID period as well as supporting businesses, planning work for the future of tourism in Greater Lincolnshire has been ongoing. Our work was based on the themes of the Tourism Sector Deal published by government in 2019 which we felt offered the most joined up approach to the sector than has been seen for many years. A series of roundtables tables and consultation events were held, and we jointly developed a Greater Lincolnshire Tourism Action Plan. However, there was and continues to be an enormous amount of disruption, change within tourism sector, as a result the council has taken a strategic leadership role to support and shape the future industry offer with Greater Lincolnshire by setting up a Tourism Commission with local industry leaders in September 2020, chaired by Cllr Davie. The commission met six times and has produced a series of recommendations for future work. We are now in the delivery phase of our recovery planning.

Update

The county council set up a Tourism Commission in September 2020 to make recommendations for the future of tourism in Greater Lincolnshire, both short term and

long term. Commissioners represented all areas of our visitor economy and met six times between September and February 2021. It produced a series of recommendations under the headings of Investment, Product Development, Marketing and Skills. The Tourism Commission Recommendations are attached, some are already in delivery, some at planning stage or awaiting potential funding.

The Tourism Commission Phase 2 will now meet three times a year, June, October and February to monitor progress on the delivery of its recommendations. The county council has allocated £500k of new recovery money to deliver the recommendations, although this doesn't preclude the gaining of additional funds from other sources to aid delivery. The Tourism Manager will report on delivery progress at the meeting.

DCMS recently published its Tourism Recovery Plan on 11 June 2021. It recognises the economic importance of the sector but also that it has been one of those hit hardest through COVID. There are some changes from the original Tourism Sector Deal, but the key themes are all still there and all our work during lockdown has not been wasted and the activities tie in with the Tourism Commission recommendations.

National Support

Through its Tourism Recovery Plan government is determined to help the UK's world class tourism sector recover as quickly as possible with a full return to pre-COVID numbers by 2023.

Specifically, the aim is to:

- Recover domestic overnight trip volume and spend to 2019 levels by the end of 2022, and inbound visitor numbers and spend by the end of 2023
- Ensure that the sector's recovery benefits every nation and region, with visitors staying longer, growing accommodation occupancy rates in the off-season and high levels of investment in tourism products and transport infrastructure
- Build back better with a more innovative and resilient industry, maximising the potential for technology and data to enhance the visitor experience and employing more UK nationals in year-round quality jobs.
- Ensure the tourism sector contributes to the enhancement and conservation of the country's cultural, natural and historic heritage, minimises damage to the environment and is inclusive and accessible to all
- Return the UK swiftly to its pre-pandemic position as a leading European destination for hosting business events.

These aims have a good fit with the recommendations put forward by the GLR Tourism Commission and endorses our approach of using the government's Tourism Sector Deal as our framework. The possibility of applying for Tourism Zone status is no longer on the table but much of what Tourism Zones aimed to address – such as improving digital skills, place-making, and seasonality – can now be accomplished with the significant levels of funding outlined in the Recovery Plan, such as the new Help to Grow: Digital scheme, the Community Renewal Fund, and the Levelling-Up Fund.

2. Conclusion

Much work has been put in place in Greater Lincolnshire during the past year to prepare for the recovery phase. The work done locally has good fit with the government's Tourism Sector Deal approach. New recovery funding put in place by the county council will help to deliver the Tourism Commission recommendations and further external funds will be applied for.

3. Consultation

The Tourism Commissioners included businesses across Greater Lincolnshire representing all the different elements of the Visitor Economy. The county council's tourism officer meets once a week with all the tourism officers in Greater Lincolnshire and Rutland and the Tourism Commission and Tourism Action Plan have been discussed within that forum. The Tourism Action Plan was widely consulted on across the visitor economy sector using business forums (pre-lockdown) and subsequently through webinars.

a) Risks and Impact Analysis

N/A

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Tourism Commission Recommendations

5. 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 Mary Powell who can be contacted on 01986 805018 or by e-mail at Mary.powell@lincolnshire.gov.uk.

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TOURISM COMMISSION

Final Recommendations

The Tourism Commission was established for the purpose of making recommendations for an ambitious and sustainable tourism sector in Greater Lincolnshire and Rutland which grows, increases in value, and provides jobs, investment, and quality.

By the end of 2025 the Greater Lincolnshire and Rutland visitor economy will be:

A well-known, thriving and attractive destination

Well on its way to flying the 'Green Tourism' flag

Future focussed, adapting to a continually changing audience

Developing a joined up 'New products' selection

Showcasing the quality and sustainability of our region

Taking online bookings for holidays and attractions, embracing digital opportunity

Working hard to attract large scale Investments to continually improve the offer

Creating highly qualified and highly motivated employees

A warm welcome. A place to tell your friends about. A place to come back to.

These recommendations are intended to help the tourism economy of Greater Lincolnshire and Rutland both step up following the end of lockdown and then with more ambitious long term actions.

Tourism is Greater Lincolnshire and Rutland's third biggest industry and worth £2.49bn in 2019. Needless to say the sector has been decimated by the lockdowns and at March 2021 it is unclear on how many businesses will survive through the Government's four step plan to ease lockdown.

The sector had already embraced the Government's thinking around the Tourism Sector Deal and a Tourism Action Plan has been produced after extensive consultation with the industry and based on its key themes of Investment, Product Development, Marketing and Skills. If the opportunity comes up to apply for Tourism Zone status then Greater Lincolnshire and Rutland has every intention of doing so and has been 'putting its house in order' in readiness.

Although there is great concern over business survival rates, the intention moving forward is to see the 'new normal' as a great opportunity. Of how we take the sector forward, creating a tourist industry that embraces quality, bookability and sustainability; that invests in its considerable but undeveloped 'outdoor' offer year round and invests in its staff, who will see tourism as a worthwhile career.

Recovery planning has been divided up into short and long term. Businesses need to recover and to earn money, so that short term (18 months) is all about ensuring that we regain profile and business. The long term is about an ambitious re-investment in every element of the sector to create the right platform for growth. As the economy re-opens, through research and data capture we will need to establish whether visitors aspirations for their holidays has changed temporarily or permanently.

The largely private sector Tourism Commission has met virtually six times between September 2020 and February 2021. At each meeting it has taken a different theme, using the Tourism Sector Deal as its framework and covering marketing, investment, product development and skills.

The commission has not sought to create a new tourism strategy for the area, this exists in the form of the Tourism Action Plan. Instead it has remained focused on specific issues and ambitious in the response that it recommends. Chaired by Councillor Colin Davie, portfolio holder for Economy and Place (which includes the visitor economy) at Lincolnshire County Council, with Vice-chairman Chris Baron from Butlins. Other Commissioners represented all sectors and all sizes of businesses across Greater Lincolnshire and Rutland.

In essence a holiday in Greater Lincolnshire and Rutland will be easy and quick to book; we will present ourselves as an inspiring destination that offers great experiences. The welcome is warm and the customer service across the sector is consistent. There is quality in the places to stay, the places to visit and all the spaces in-between.

At the first Commission meeting a Key Line of Enquiry was established for each theme.



1. MARKETING

Key Line of Enquiry:

Who are Greater Lincolnshire and Rutland's visitors of 2025, and how do we make sure they know how great the area is?

The commission felt that Lincolnshire is too little known. Research confirms this, no negative perceptions fortunately, but just 'no knowledge'. The Non-Visitor research confirms that Greater Lincolnshire and Rutland often has the products that potential visitors want, they are just oblivious that we have them. The Commission were keen to stress that customer perceptions will change in the coming years and it is important that both our promotional messages and our technology changes to meet customer interests.

www.visitlincolnshire.com is undergoing a complete redevelopment with some £70k plus investment to date. The Tourism Commission felt that the new website (launch Easter 2021) is critical to marketing; everything will lead from and to it. Its aim is to both Inspire and Inform. It will use the latest technology being responsive on mobile and computer and quick to navigate. It will include online bookability and enable CRM more effectively.

Immediate and Long term vision

Short term: By Easter 2021 the redeveloped www.visitlincolnshire.com website will have been re-launched, providing a high quality digital presence for the area to rival those of other tourism hotspots. It is designed as a platform for growth and to showcase the quality, breadth and depth of our offer to both our residents and visitors. It is the platform that is needed to match the messaging, everything leads from it and to it.

Long term: And by Easter 2025 www.visitlincolnshire.com's reach will go to all of its target markets across the UK and to those foreign markets that will be most interested in Lincolnshire's tourism product. Our marketing campaign and website will be self-financing because it achieves real benefit for operators in the visitor economy, and online bookability will be smooth, intuitive, and the means of booking of choice.

SHORT TERM COMMITMENT	LONG TERM COMMITMENT
<p>During 2021 a major campaign will run nationally, targeted at our main market of over-45s and the family market encouraging them to visit Greater Lincolnshire and Rutland. During 2021 and 2022 further product and packaging will be developed and campaigns run that will attract new markets and strengthen existing ones.</p> <p>Raise the awareness of Greater Lincolnshire and Rutland. It is recommended that investment is made in a major social media and PR campaign (including ground handling service) to give a big push to the launch of www.visitlincolnshire.com</p> <p>Knowledge of the Greater Lincolnshire and Rutland visitor offer by our residents could be much better. It is recommended that an On Your Doorstep campaign with a call to action to move the customer journey along is established. Quality of life feeds into this strategy; we would create a vision and tell the engaging stories. As Covid-19 restrictions become clearer, this campaign can be further developed for regional and national audiences.</p> <p>It is felt that we were behind the leaders in terms of our use of technology. Website and social media require a regular supply of video and it is recommended that a programme of video filming throughout the year to cover seasonality and product strengths is commissioned. This will give us a stock of video that we own and can be edited and re-edited according to need.</p> <p>The importance of the Greater Lincolnshire and Rutland cycling and walking offer amongst all our target markets was important but also under-developed. It is recommended that the website includes branded Cycling and Walking product that is easy to access, geared up businesses and packaged.</p>	<p>Marketing campaigns should continue year on year with no return to the former stop/start, allowing the creation of a continual budget commitment from authorities and businesses alike.</p> <p>Using all available data to make sure that we understand what our visitors want, ensuring that we continue to cater to the changing markets of 2025 and beyond.</p> <p>Continue to invest in the website so that it continues to inspire, has new experiences and product being developed.</p> <p>Continually research the newest available technology for use within the industry, to help keep us on a level or ahead of the rest of the Country, and use this to create an advantage within any marketing campaigns.</p> <p>Improve and expand on the cycling offer, making Greater Lincolnshire and Rutland a prime cycling destination for national and international visitors.</p>
WHAT DOES SUCCESS LOOK LIKE?	
<ul style="list-style-type: none"> • Change in perception, richness of proposition, and reciprocal work with other Lincolnshire providers to broaden the appeal and the richness of Greater Lincolnshire and Rutland. • Moving to fully digital. 	



2. INVESTMENT

Key Line of Enquiry:

What new products will be most attractive to the visitors of 2025, and how will we attract the right finance to create them?

The commission felt that the quality of the Greater Lincolnshire and Rutland product wasn't always good enough and that it needed more packaging. The quality of the existing and new attractions and accommodation; and the quality of the surroundings – roads, paths, public space, beaches, parking, and broadband are all critical to positive experiences.

The commission advised that Greater Lincolnshire and Rutland needed a major new attraction, although it is recognised that this can take 5-10 years. Bearing in mind that the visitor economy is Greater Lincolnshire and Rutland's third most important industry it was felt that the planning system needed to understand quality tourism and the demand for it. Investment in new products should look at working on what people know to be good about the area e.g. food, farming, environment, aviation heritage. The Commission underlined the importance of maintenance of the existing product and investment in Events and Festivals- particularly family friendly ones. They felt the need to differentiate between what is essentially Greater Lincolnshire and Rutland (sparsely populated and deeply rural) and what is unacceptable (poor quality).

The commission recognised The Great Outdoors as a strength of the area –but challenged whether we make enough of it, whether our environment and sustainability credentials are as good as we claim. Also recognised that boutique hotels should be encouraged, the need to upgrade and enhance existing hotels and whether we have product that appeals to teenagers and millennials.

Immediate and Long term vision

Short Term: By autumn 2021 businesses in Greater Lincolnshire and Rutland's tourism sector will have been provided with advice and development to enable them to contribute to our ambition of increasing green tourism in the county; a green tourism action plan will set out the steps that strategic bodies will take to support that ambition.

Long term: By 2025 the sector will be on its way to be becoming a 'Green Tourism' destination. Plans will be well developed for a large scale investment, with public and private sector working together to make it happen.

SHORT TERM COMMITMENT	LONG TERM COMMITMENT
<p>Recognition that consumers are increasingly interested in environmental measures. The commission recommended that we should produce a Green Tourism toolkit to help business leaders to make the most of their environmental credentials. A reward and recognition package would follow.</p> <p>The recommendation that economic development agencies make direct contact with new and/or improved visitor attractions, providing them with access to a range of business support products including through improved product knowledge and communication.</p> <p>There should be engagement with the planning authorities on the importance of tourism to Greater Lincolnshire and Rutland and its changing needs, particularly when current provision no longer meets the needs of 21st century visitors. It is recommended that there is a debate with local planning authorities about whether we allocate land in local plans for major tourism investment?</p> <p>The commission wanted to provide opportunities for new businesses to come forward.</p>	<p>Put together a compelling investor case for the sector, demonstrating what a fantastic location Greater Lincolnshire and Rutland is and the wider offer.</p> <p>Work with Team Lincolnshire to promote opportunities for investment in the sector. Our assets that could be exploited include former military bases, stately homes with plans for investment, and countryside and nature parks. We will prepare investment propositions for each of these and target potential investors about these propositions.</p> <p>Create a soft landing to help investors, including: support in finding suitable sites and premises, funding support and advice, access to sector specialists, planning support and advice on skills and recruitment.</p>
WHAT DOES SUCCESS LOOK LIKE?	
<ul style="list-style-type: none"> • Greater Lincolnshire and Rutland has a year round offer of quality attractions and accommodation. • Business start-ups are encouraged. • Greater Lincolnshire and Rutland puts across a sense of being ready for and welcoming to visitors. • Greater Lincolnshire and Rutland working towards carbon neutral. 	



3. PRODUCT DEVELOPMENT

Key Line of Enquiry:

What aspects of Greater Lincolnshire and Rutland's current visitor offer are the ones that visitors most enjoy, and how can we future proof them for 2025?

Does Greater Lincolnshire and Rutland have enough bookable product that is digitally available? Cycling England, Explorer's Road, US Connections and England Originals have all developed bookable product which works well, but this is just a small part of Greater Lincolnshire and Rutland's tourism offer. The commission recognised that the great outdoors and family coast were our strengths –weaknesses around the offer particularly for teenagers and millennial's.

The commission felt there was not enough product knowledge within the sector. The commission recognised the speed of generational change and consumer requirements, hence the importance of bookability and sustainability. Importance of understanding the offer and what visitors of 2025 will expect – wellness/relaxation; multi-generational; design that works for all such as families or women only groups.

Immediate and Long term vision

Short Term: A digital transformation programme will be delivered so that Greater Lincolnshire and Rutland's tourism sector rivals the most digitally advanced areas in the country by late 2022. Digital technology will be used both to increase business productivity and to package up our products to meet changing customer interests –we will establish a packaged approach to green tourism, cycling, walking – and the great outdoors, niche retail, short breaks for millennials and aviation heritage.

Long Term: 2025 will see Greater Lincolnshire Rutland ahead of the game in terms of their digital culture within the sector, with offers for the changing visitor market. We will have great experiences for everyone, while constantly improving and moving with visitor needs and requirements.

SHORT TERM COMMITMENT	LONG TERM COMMITMENT
<p>Digital transformation is needed. Investment in digital training, including workshops stressing the importance of online bookability should be delivered. A benchmark should be set for what a good digital tourism business looks like and this should be promoted.</p> <p>The commission recognised The Great Outdoors as a strength of the area -but challenged about whether we make enough of it, whether our environment and sustainability credentials are as good as we claim. The commission recommended more packaging of products -slicker and bigger than has been done before. All ages, wellbeing, treats and experiences and rooted in Greater Lincolnshire and Rutland's strength of The Great Outdoors.</p> <p>It is recommended that greater effort should be put into ensuring that the areas businesses have got good product knowledge and that there is good communication across the sector.</p> <p>It is recommended that annual surveys are conducted so that policy makers and tourism operators understand through research what visitors want in a post-Covid-19 world.</p>	<p>We continue to invest in the Great outdoors to ensure the quality of the offer to include off-road cycle paths, widely available cycle storage and businesses geared up with appropriate facilities</p> <p>Wilder Witham from Doddington Hall to Hill Holt Wood would be the largest Nature Recovery project in the East Midlands and an exemplar of nature based tourism including glamping, sustainable transport and cycle safaris.</p> <p>We should be both ambitious and imaginative in our thinking at both the small and large scale. From converting public loos to cycle storage, to establishing a major attraction which features its own nature reserve and is cycle friendly both on site and in terms of its accessibility.</p>
WHAT DOES SUCCESS LOOK LIKE?	
<ul style="list-style-type: none"> • High proportion of businesses signed up to TXGB or other online booking platforms. • Experiences packaged and readily available. 	



4. SKILLS

Key Line of Enquiry:

How can we fill every vacancy in greater Lincolnshire and Rutland's visitor economy with a motivated individual who has the right skills for the job?

At every meeting the Commission discussed skills, competence, knowledge and employment. People are at the centre of every holiday experience, but tourism development doesn't have skills as a major priority and the tourism sector is perceived as a Cinderella industry and no positive aspirations as a career. Hiring people is a skill particularly if we want people who are motivated and at the top of their game. It is recommended that skills and employment are put at the heart of this commission's recommendations and indeed put at the heart of every tourism strategy.

Immediate and Long term vision

Short Term: A recruitment hub will be established by spring 2022, enabling employers in the visitor economy to recruit into hard to fill posts. Potential employees will understand the career opportunities that are available in greater Lincolnshire and Rutland's visitor economy because of the advice, guidance, and career path information that will be produced about the sector. Skills and employment will be a resourced priority in the area's tourism strategies.

Long Term: Greater Lincolnshire and Rutland will have a highly skilled, highly motivated workforce, providing opportunity to all those already within or looking to move into the sector. A range of opportunities to retrain, but with a strong message that it is important to be satisfied and happy with the role whatever the skills set is. Every role within the sector is important.

SHORT TERM COMMITMENT	LONG TERM COMMITMENT
<p>The commission identified two distinct issues -recruitment and training. The commission recommended that a clear plan is established to fill vacancies in the areas of staff shortage. This will include the establishment of an online recruitment hub and the suggestion that recruitment master-classes are run for the sector.</p> <p>There is concern about the negative perception of the sector amongst students and that teaching about tourism often did not use local examples. It is recommended that there is substantially more engagement with schools and colleges about careers in tourism. Encourage those working in the sector to talk about their career paths.</p> <p>In order to drive up interest in tourism careers, the commission recommends that high quality education/training in tourism -potentially through a core new training facility which adds value to existing provision.</p> <p>It is recommended that leadership skills in businesses should not be forgotten and that we should aim to improve enterprise and skills at all levels. It was recommended that current business advice programmes for the sector are expanded to meet a wider cohort of businesses.</p>	<p>Work with training providers to attract commercial and government money for new, high quality facilities for the visitor economy.</p> <p>Lead a campaign amongst schools, colleges and job centres to promote careers in the visitor economy, highlighting the variety of roles and opportunities available.</p> <p>Businesses are doing their part to promote what a vast sector Visitor Economy is and the opportunities it brings, to ensure that the negative perception of a Cinderella industry is a thing of the past.</p> <p>Both the public and private sector will be working closely with recruitment agencies</p>
<p>WHAT DOES SUCCESS LOOK LIKE?</p>	
<ul style="list-style-type: none"> • Greater Lincolnshire and Rutland is noted for its friendly and professional service. • Staff are appointed on full time contracts because business is now year round. 	



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

Report to:	Environment and Economy Scrutiny Committee
Date:	13 July 2021
Subject:	Household Waste Recycling Centre Operation

Summary:

This item invites the Environment and Economy Scrutiny Committee to consider a report regarding the Household Waste Recycling Centre Operation.

This decision is due to be considered by the Executive Councillor for Waste and Trading Standards on the 13 July 2021. The views of the Scrutiny Committee will be reported to the Executive Councillor for Waste and Trading Standards as part of his consideration of this item.

Actions Required:

That the Environment and Economy Scrutiny Committee:

- 1) considers the attached report and determines whether the Committee supports the recommendations to the Executive Councillor for Waste and Trading Standards as set out in the report.
- 2) agrees any additional comments to be passed on to the Executive Councillor for Waste and Trading Standards in relation to this item.

1. Background

The Executive Councillor for Waste and Trading Standards is due to consider the Household Waste Recycling Centre Operation on 13 July 2021. The full report to the Executive Councillor for Waste and Trading Standards is attached at Appendix 1 to this report.

2. Conclusion

Following consideration of the attached report, the Committee is requested to consider whether it supports the recommendations in the report and whether it wishes to make any additional comments to the Executive Councillor for Waste and Trading Standards. Comments from the Committee will be reported to the Executive Councillor for Waste and Trading Standards.

3. Consultation

The Committee is being consulted on the proposed decision of the Executive Councillor for Waste and Trading Standards on 13 July 2021.

4. Appendices

These are listed below and attached at the back of the report	
Appendix 1	Report to the Executive Councillor for Waste and Trading Standards on Household Waste Recycling Centre Operation.

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 Mike Reed, who can be contacted on 07557 169890 or mike.reed@lincolnshire.gov.uk.

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

Report to:	Councillor D McNally, Executive Councillor for Waste and Trading Standards
Date:	19 - 23 July 2021
Subject:	Household Waste Recycling Centre Operation
Decision Reference:	I022474
Key decision?	No

Summary:

This Report seeks a decision from the Executive Councillor about the future operation of the Household Waste Recycling Centres (HWRCs).

Recommendation(s):

That the Executive Councillor

1. subject to the removal of Covid-19 social distancing guidance, approves the removal of the HWRC booking system to allow residents to have uncontrolled access to the HWRCs; and
2. approves the continuation of a registration system to be used for residents with vans and trailers; and
3. delegates to the Executive Director – Place in consultation with the Executive Councillor for Waste and Trading Standards authority to determine the final form of and make changes to the detailed arrangements of 1) and 2) to address any operational concerns.

Alternatives Considered:

1.	Keep the booking system.
2.	Have a combined system which includes bookings during certain periods.
3	Not to introduce a registration system

Reasons for Recommendation:

To increase accessibility to HWRCs and maximise the amount of material which can be recycled. The registration system for vans and trailers should remain in place to continue to deter trade waste.

1. Background

The booking system at HWRCs was introduced to allow government guidelines on social distancing to be applied during the Covid-19 pandemic and is discussed in the Executive Report titled "Household Waste Recycling Centre Operation" (Appendix A).

This report reflects the proposed lifting of government guidelines on social distancing and discusses the need for a booking system for HWRC operations in future.

The three operations which are considered are:

- Keep the in the booking system
- Stop the booking system and revert to a historical model
- Have a system where there is a mixture of the two systems.

Keep the Booking System

The merits of the system have been discussed in detail in the previous report however the need to limit numbers will not exist once social distancing rules are lifted. There may be a public perception that the "click and tip" system has served its purpose and may not be required once society returns to a level of normality.

The main issue which is raising concern is the limitation on number of resident bookings which can be accepted. Each site has a limitation on the number of slots which are available on the JADU IT platform and the system is near its maximum capacity. There are many anecdotal reports that some members of the public cannot book a slot and the number of slots cannot be increased. The JADU platform will need investment, resources and time to develop including extra licences purchased for the Customer Service Centre to operate.

There have also been occasional periods where the booking system has failed in the last 12 months and HWRCs have had to function with an open door policy for such days.

Stop the Booking System

Access to HWRCs was uncontrolled for many years prior to the introduction of the booking system and there has always been a suspicion that trades people were using the sites to dispose of commercial waste at tax payers' expense. Under the booking system, the amount of material accepted at HWRCs during the Covid-19 restrictions was 24,558 tonnes for the year, compared to 71,450 tonnes in the previous year. The two periods are not directly comparable as the opening hours are not exactly the same and

there have been restrictions on types of material accepted, however it is still a significant decrease.

The reduction of 46,892 tonnes may be due to many factors but the most obvious factor may be that trade waste has been deterred during this recent period. The booking system requires the public to register online and any trailers and vans have to obtain a permit prior to access. There is an assumption that trade waste was previously deposited at HWRCs in vans or trailers, as opposed to family cars and therefore it may be that the permit requirement has stopped commercial users from accessing sites.

There is no recorded evidence to support this assumption, however the site contractors have reported that the number of vans and trailers has been considerably reduced during the restricted period. Therefore it is proposed that a registration system for vans and trailers can still be kept, whereby those category of users have to register in advance and be allocated a specific number of permits (for example 12) to be used throughout the year at the resident's discretion. This allows access at any time but does place a reasonable amount of restrictions on the number of visits.

The site contractors have stated that they have the capacity to receive more residents on site under the booking system and have requested the number of slots to be increased. However this is not currently possible due to the limitations of JADU in its current format.

There is also an issue with the number of 'no-shows' at HWRCs after bookings have been made. This currently runs at around 12-15% and represents an inefficient burden on the service when the greater demand of frustrated residents could be satisfied.

In terms of timescale for when the booking system could be stopped, it is proposed that the system be changed once operational details are agreed with the site contractors and social distancing restrictions are lifted. Relaxation of social distancing guidelines may create an expectation that the restrictions will be lifted and therefore this option would help to prevent any confusion and conflict if a communications message can be released well in advance.

Combined System

There are concerns that completely removing the booking system will incur a sudden influx of residents which could become unmanageable at peak periods. The consequence being, that sites may have to be closed on safety grounds. This has occasionally occurred at certain HWRCs such as Spalding and Lincoln, possibly once or twice a year. A method of preventing this could be to have the booking system operating on the weekend. However the system would still need staff management on a weekend. There would also be inevitable confusion for the public causing conflict to arise on site. This combined approach is not therefore recommended but could be considered in future if issues repeatedly arise at particular HWRCs.

Costs

The amount of material accepted at HWRCs during the Covid-19 restrictions and booking system is 24,558 tonnes compared to 71,450 tonnes in the previous year and presented a cost saving. The reduction of 46,892 tonnes may be due to many factors but the most obvious reason may be that trade waste has not been presented during this period due to the registration requirement.

The current cost of processing "click and tip" calls through the Customer Service Centre (CSC) is known to be around £8,000 per month and the cost of staff time estimated at £1,000 per month.

If the booking system is kept then the JADU software will need developing to enable more booking slots to be made available that would have a cost of £5,000 with more staff time to be included which cannot be quantified at this point.

Complaints

There are still a high proportion of complaints from the public which are identified in the previous report pertaining to the continued use of the booking system. There is also a great deal of interest in the local media as to when the system will be removed. Some complaints state that fly-tipping is a consequence of the booking system, however there is no evidence to connect the two issues but the public perception still continues.

Regional Approach

A quick survey of neighbouring authorities shows that there is a mix of approaches as to whether sites should operate with a booking system or with unrestricted access. This may reflect the fact that social distancing guidelines are still in place and pressure seems to be mounting in the media nationally to remove such systems. However one issue that appears to be consistent is the requirement to have the public registered in advance to deter out of boundary visitors and trade waste.

2. Legal Issues:

Equality Act 2010

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

Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act.

Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.

Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

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

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

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

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

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

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

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

An Equality Impact Assessment has not been carried out. However the recommendation to make changes is not considered to have a detrimental impact on people with protected characteristics as steps are put in place at the HWRCs to ensure that they can be used without consideration of protected characteristics especially by older people and people with a disability who may have disproportionately greater difficulty accessing and using the centres.

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 obligation has been considered and the proposals in this report are considered to impact positively on health and wellbeing as appropriate disposal of waste impacts positively on the environment and on health.

Crime and Disorder

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

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

3. Conclusion

As the country emerges from Covid-19 lockdown a decision is required on the future operation of the HWRC sites including the booking system which was introduced as a means of managing safety at the Council's HWRC sites during the pandemic.

This report sets out the issues relating to the sites and particularly the system and its future and invites the Executive Councillor to approve that the booking system be stopped subject to operational changes being agreed and social distancing restrictions are lifted.

4. Legal Comments:

The Council has the power to pursue the recommendations.

The decision is consistent with the Policy Framework and within the remit of the Executive Councillor.

5. Resource Comments:

Although the implementation of a booking system is only one of the factors that contributed to the reduced volume of waste being presented at HWRCs, its removal is likely to result in increased volumes and consequently increased haulage and processing costs in excess of the saving in administration arrangements.

The Waste service's approved 2021/22 revenue budget for the operation of HWRCs is however based on pre-pandemic arrangements and it is therefore expected that operating costs following a return to less controlled access to the sites, will still be contained within that budget.

6. Consultation

a) Has Local Member Been Consulted?

No

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The Report will be considered by the Environment and Economy Scrutiny Committee on 13 July 2021 and the comments of the Committee will be reported to the Executive Councillor

d) Risks and Impact Analysis

See the body of the Report

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Executive Report titled "Household Waste Recycling Centre Operation"

8. 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 Mike Reed, who can be contacted on 07557 169890 or mike.reed@lincolnshire.gov.uk.

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

Report to:	Executive
Date:	02 June 2021
Subject:	Household Waste Recycling Centres
Decision Reference:	n/a
Key decision?	n/a

Summary:

This Report seeks to inform the Executive about the use of a booking system at Household Waste Recycling Centres (HWRCs) introduced in response to the Covid-19 pandemic and to provide comments prior to a decision as to whether the system should remain in future.

Recommendation(s):

That the Executive considers the issues and provides guidance on any future changes to the operation of Household Waste Recycling Centres to be considered by the Executive Councillor for Waste and Trading Standards.

Alternatives Considered:

1.	NA
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Reasons for Recommendation:

To establish the future aspirations of the Executive in relation to HWRC operation.

1. Background

The government lockdown in March 2020 and associated restrictions on essential travel due to the Covid pandemic had a consequence of HWRCs closing. Guidance on what services could operate was ambiguous and clarity was eventually received in May to provide confidence that HWRCs could be safely re-opened under social distancing rules. In the following weeks LCC worked closely with the site contractors, container haulage company and material end processors to establish how the HWRCs could become operational again. The three main issues which were discussed were:

1. How to manage the number of people on site at any one time, to ensure social distancing.
2. How to enable the site containers to be supervised and managed to enable social distancing whilst preventing contamination of material bins and containers.
3. How to guarantee the material could be processed once removed from HWRCs as the rules on the handling of waste was unclear.

Once issues 2 and 3 were satisfied regarding the handling of waste, it was agreed that a booking system would be the best method of controlling residents' access to sites. It requires visitors to book online or via the telephone in advance and provides access during a 15 minute booking slot. Additionally, the booking system provided a record of who had been on site and the ability for contractors to plan for and manage the flow of waste onsite.

Other restrictions were initially introduced to assist with site management, namely:

- A restriction on waste types on specific days. This was later gradually removed as sites became more manageable and material end processors re-opened business, thus enabling public complaints on waste acceptance to be addressed.
- Vans and trailers limited with a permit required to allow a maximum of 12 visits per year. This was introduced in an effort to deter trade waste and also restrict unloading times.

It should be noted that the HWRC booking system was only ever intended to be a temporary measure and has been regularly reviewed and refined throughout this challenging period. Nationally, there has been little consistency by Local Authorities. A minority remained open throughout, some remained closed for a much more substantial period, most, introduced a booking system of some form.

Costs

The HWRCs were closed for approximately 6 weeks during April/May 2021 so the opening hours are not completely comparable, however there is a significant reduction in the total amount of material delivered during the period of the booking system. The table below shows the total HWRC material and kerbside collected material for the last 2 years as a comparison:

	HWRC (tonnes)	Kerbside (tonnes)	Total (tonnes)
2019/20	71,450	275,778	347,228
2020/21	24,558	294,405	318,963

There is a significant decrease of 46,892 tonnes through the HWRCs with an increase of 18,627 in kerbside material and overall there is a decrease of 28,265 tonnes (8%).

During the same period, fly-tipping has increased from 881 tonnes to 1,277 tonnes.

There are several possible reasons for this reduction in HWRC waste which could include:

- People may not have been visiting HWRCs due to Covid concerns with more material remaining in the kerbside stream.
- Trade waste may not be presented due to the need to register on the booking system. Trade waste was always a problem under the previous system but was very difficult to enforce as visits could be unregistered. Local waste managers have reported significant increases in trade waste business from the private sector whilst the booking system has been operating.
- The public may be producing less waste during the pandemic. Due to fewer purchases.
- The public may be hiring skips to dispose of material. Waste management businesses are reporting a significant increase in skip hire and general increase in business from the public.

This reduction in waste presented has the effect of reducing the haulage and disposal cost which is estimated to be circa £900k. However it must be borne in mind that this did not include a 6 week closure period, however the cost saving is still significant.

Creating the HWRC booking system has been resource intensive, including several teams, working together to constantly refine and develop the process to be as simple as possible. It has not been possible to easily quantify this resource cost, however it has, at times, required almost daily attention and the staff time required in future maintenance of the booking system is estimated to be at least 8 hours every week. Additionally, there have been associated costs within the CSC, processing of complaints, digital team (Jadu) and Waste Management Team.

Complaints

The number of complaints received in 2020/21 was 282 compared to 5 for the whole of 2019/20 (Appendix A). The breakdown of complaints are as follows:

- Booking system 58%
- Staff conduct 22%
- Waste type restrictions 14%
- Permit requirement 6%

It is acknowledged that prior to the changes introduced within the Service as a direct result of Covid-19 measures, Waste traditionally experienced a very low number of complaints. Since the booking system became operational there have been over 600,000 bookings in a 14 month period with 96% of transactions being self-service on-line. Complaint numbers are a considerable increase, however there are many examples of visitors expressing a positive opinion of the booking system. Anecdotally, many have stated that visits are faster and in a less stressful environment where the public have appreciated the "safety" assured to them onsite. Queuing does not occur outside of the

sites as was previously experienced during peak hours. Some sites have previously had to be closed when queues back onto the public highway have created a safety hazard. It should be noted that the large majority of complaints that have been in relation to the booking system were directly related to the decision to limit waste types to different days. This position, whilst reviewed regularly, remained in place and once lifted, was universally welcomed by residents.

In a recent small survey of 4 HWRCs, 50 people were asked for an opinion of whether they preferred the booking system or the previous uncontrolled system. 87% stated that they preferred the booking system.

Fly-Tipping

There has been an increase in fly-tipping from 881 tonnes to 1,277 tonnes but this is insignificant compared to the 46,892 tonnes decrease in HWRC material. However there is still a perception that the initial closure of the HWRCs and re-opening under restrictions has led to an increase in fly-tipping incidents. This assumes that residents who don't want to make a booking will act illegally and is difficult to imagine that law abiding residents will act in that way. In any event it is a theory which is difficult to prove unless more fly-tippers are caught. There has been an increase in industrial scale fly-tipping where bulk trucks have disposed of material on remote country roads and this type of material would not be appropriate for acceptance at HWRCs.

It must be noted that there are still complaints from residents that fly-tipping is caused by HWRC restrictions, but fly-tipping has always been a problem even when HWRCs allowed unrestricted access. If there is a return to the old system, fly-tipping will probably still be an issue. It should also be noted that there is more of a concerted approach to addressing fly-tipping with all stake holders and there is a clear drive to increase penalties for such offences on a national level.

National Approach

Many other authorities have introduced booking systems are looking to continue with its usage on a permanent basis. The benefits are that it allows a safer environment for disposal. It also requires residents to be more mindful of how they dispose of material as they have to plan visits to stick to the time restrictions. Site plans have now been produced and are available online to show locations of the different waste containers to enable residents to better plan their visits. This whole approach should help with our ambition of having material separated correctly to increase recycling rates and reduce contamination which should ultimately obtain a better price from material end processors.

Future Consequences

If there is a return to the uncontrolled access to sites there could be a backlash from the public who currently support the booking system. Some of the early complaints about the closure and restrictions may have been justified but as the sites have lifted some waste acceptance restrictions and simplified the booking system complaints may be subsiding. It was only as recent as March 2021 when we allowed all waste on all days.

A return to unrestricted access may increase queues at sites during peak periods and sites may have to be closed as they have been in the past. This has not happened once under the booking system.

There may also be an increase in trade waste if controls are lifted and we unwittingly dispose of commercial material which should not be part of the municipal waste stream at tax payers' expense.

Contractors Feedback

The external contractors who staff and manage the sites are in support of the booking system for the reasons stated in this report. They have also confirmed that the sites have fewer health and safety issues. For several years there have been an increase in reported health and safety issues at HWRCs by our internal audit team and the Health and Safety Executive. The contractors are also reporting fewer visitors from out of county as the booking system requires an address check for Lincolnshire residents.

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 Council's Equality Act duties will be taken into account in any final decision as to the future of the HWRC booking system. Overall it is considered that the booking system may benefit people with limited mobility as it reduces the number of people on site at any one time. Uncontrolled access may be of benefit for groups for whom English is not a first language as it eliminates the requirement to book.

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

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

The JSNA and JHWS will be considered in any future decision on the future operation of the HWRC sites

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.

Crime and disorder matters will be considered in any future decision on the future operation of the HWRC sites. Relevant to this will be an assessment of the impact of the booking system on fly tipping.

3. Conclusion

As the country emerges from Covid-19 lockdown a decision is required on the future operation of the HWRC sites including the booking system which was introduced as a means of managing safety at the Council's HWRC sites during the pandemic.

This Report sets out the issues relating to the sites and particularly the system and its future and invites the Executive to comment on the issues in order to inform a future decision by the Executive Councillor for Waste and Trading Standards

4. Legal Comments:

The Report sets out the issues relating to the operation of and the booking system for Household Waste Recycling Centres and invites comments from the Executive to inform a future decision by the Executive Councillor for Waste and Trading Standards.

The Report does not in itself call for a decision from the Executive.

The Council has a statutory duty under section 51 of the Environmental Protection Act 1990 to provide places at which persons resident in its area can deposit their household waste. It is for the Council to determine how best to manage and operate the sites provided.

5. Resource Comments:

It is difficult to isolate the increase in on-going costs caused by the current booking system with many of them representing opportunity cost rather than additional resource requirement. However, the current cost of processing "click and tip" calls through the Customer Service Centre (CSC) is known to be around £8,000 per month and the cost of staff time estimated at £1,000 per month. Although the implementation of a booking system is likely to be only one of the factors that has contributed to the reduced volume of waste being presented at HWRCs, the estimated saving in haulage and processing costs of £900,000 p.a far exceeds the on-going cost of the booking arrangements.

6. Consultation

a) Has Local Member Been Consulted?

No

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The Report has not been considered by a Scrutiny Committee

d) Risks and Impact Analysis

NA

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	HWRC Annual Complaints

8. 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 Mike Reed, who can be contacted on 07557 169890 or mike.reed@lincolnshire.gov.uk.



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

Report to:	Environment and Economy Scrutiny Committee
Date:	13 July 2021
Subject:	Construction of the Hub Building, South Lincolnshire Food Enterprise Zone

Summary:

This item invites the Environment and Economy Scrutiny Committee to consider a report regarding the Construction of the Hub Building, South Lincolnshire Food Enterprise Zone.

This decision is due to be considered by the Leader of the Council (Executive Councillor for Resources, Communications and Commissioning) and the Executive Councillor for Economic Development, Environment and Planning between 15 and 23 July 2021. The views of the Scrutiny Committee will be reported to the Leader of the Council (Executive Councillor for Resources, Communications and Commissioning) and the Executive Councillor for Economic Development, Environment and Planning as part of their consideration of this item.

Actions Required:

That the Environment and Economy Scrutiny Committee:

1. considers the attached report and determines whether the Committee supports the recommendations to the Leader of the Council (Executive Councillor for Resources, Communications and Commissioning) and the Executive Councillor for Economic Development, Environment and Planning as set out in the report.
2. agrees any additional comments to be passed on to the Leader of the Council (Executive Councillor for Resources, Communications and Commissioning) and the Executive Councillor for Economic Development, Environment and Planning in relation to this item.

1. Background

The Leader of the Council (Executive Councillor for Resources, Communications and Commissioning) and the Executive Councillor for Economic Development, Environment and Planning are due to consider the Construction of the Hub Building, South Lincolnshire

Food Enterprise Zone between 15 and 23 July 2021. The full report to the Leader of the Council (Executive Councillor for Resources, Communications and Commissioning) and the Executive Councillor for Economic Development, Environment and Planning is attached at Appendix 1 to this report.

2. Conclusion

Following consideration of the attached report, the Committee is requested to consider whether it supports the recommendations in the report and whether it wishes to make any additional comments to the Leader of the Council (Executive Councillor for Resources, Communications and Commissioning) and the Executive Councillor for Economic Development, Environment and Planning. Comments from the Committee will be reported to the Leader of the Council (Executive Councillor for Resources, Communications and Commissioning) and the Executive Councillor for Economic Development, Environment and Planning.

3. Consultation

The Committee is being consulted on the proposed decision of the Leader of the Council (Executive Councillor for Resources, Communications and Commissioning) and the Executive Councillor for Economic Development, Environment and Planning between 15 and 23 July 2021.

4. Appendices

These are listed below and attached at the back of the report	
Appendix 1	Report to the Leader of the Council (Executive Councillor for Resources, Communications and Commissioning) and the Executive Councillor for Economic Development, Environment and Planning on Construction of the Hub Building, South Lincolnshire Food Enterprise Zone.

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 Mick King, who can be contacted on 07917 504883 or mick.king@lincolnshire.gov.uk.

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

Report to:	Councillor M J Hill OBE, Leader of the Council and Executive Councillor for Resources, Communications and Commissioning
Date:	Councillor C J Davie, Executive Councillor for Economic Development, Environment and Planning
Subject:	15 - 23 July 2021
Decision Reference:	Construction of the Hub Building, South Lincolnshire Food Enterprise Zone
Key decision?	I022403
	Yes

Summary:

The purpose of this report is to seek formal approval for the construction of a managed workspace building (the Hub) on the Council owned Plot 12 of the South Lincolnshire Food Enterprise Zone in order to provide a range of business space for new and small agri-tech businesses, and approval for the scheme appraisal for the construction.

Recommendation(s):

1. That the Executive Councillor for Economic Development, Environment and Planning approves the further development of the South Lincolnshire Food Enterprise Zone through the construction and management by the Council of a managed workspace building (the Hub Building) on the Council owned Plot 12.
2. That the Leader of the Council
 - a. approves the capital business scheme appraisal for the construction of the Hub Building; and
 - b. approves the entering into of a contract for the main construction works.

Alternatives Considered:

Do not construct the Hub Building - The Council's involvement would continue to be

restricted to servicing the land and selling it on. However, the future success of the SLFEZ would be at risk as a result of a lack of managed work space and support services to encourage business growth and innovation.

Reasons for Recommendation:

The construction and operation of the Hub building will provide a mixture of small workshop, office and collaboration space designed to encourage and support new and small enterprises in the Agri-tech sector. The building will be strategically important to ensure the future success of the South Lincolnshire Food Enterprise Zone by providing this space and becoming a focal point for all the occupiers and visitors to the Food Enterprise Zone.

1. Background

Context

Approval for the development of the South Lincolnshire Food Enterprise Zone (SLFEZ) was given by the Executive on 7 February 2017

At that time the proposal for Phase I of the SLFEZ was for LCC with support from the Greater Lincolnshire Local Enterprise Partnership (GLLEP) to deliver estate service roads which would provide access to 12 development plots and secure necessary utility infrastructure to support their subsequent development. This has been achieved.

The SLFEZ will offer a high quality business environment to support the continued growth of the agri-tech sector in south Lincolnshire. The scheme already includes the University of Lincoln's Food Centre of Excellence building, and there is a high level of interest in the development plots on Phase I that have been created as a result of the Council's enabling infrastructure works including highway improvements on the A17 and A151, provision of services and construction of estate roads.

The Hub building

To move to the next step in the delivery of the SLFEZ requires going beyond the servicing work and site sales approach previously approved for Phase 1.

Wide ranging consultation with industry representatives as part of the SLFEZ Visioning work carried out in 2019/20 identified strong demand and a strategic need for a "Hub" building to be constructed on Phase I of the SLFEZ which will provide high quality business and collaboration space for small and start-up businesses working in the food supply chain and related sectors..

The SLFEZ will create business growth opportunities for the agri-food sector and its associated supply chain of businesses located in South Holland and the wider region. Within this scheme, the construction of the Hub building will help to unlock large scale economic growth in the rural area of Holbeach and across south east Lincolnshire by providing new, purpose built office and workshop space for new, start-up, businesses and

small enterprises, creating a suitable environment for these businesses to become established.

Plot 12 has been chosen for the construction of the building due to the site's prominence and central location within the wider scheme (including the 11.39 hectare phase II). This site is owned by LCC and planning consent for the construction of the building was obtained in February 2021.

The Hub will provide a mix of office and workshop space available to lease on market terms and be operated by the County Council. Its operation, and the services provided from the building, will align with the provision of other support to new businesses the Council offers in skills, business growth and innovation. The operation of the Hub will follow a similar model to other successful managed work spaces operated by the Council such as the Eventus Business Centre in Market Deeping and it is expected that there will be economies of scale as result of sharing management and support arrangements.

The Hub will include space for small and medium sized enterprises, business support facilities and space for networking, collaboration and potentially conference and catering facilities. The building will be instrumental in the creation of a "community" within the SLFEZ and will be built to a high design and energy efficiency standard as it is important that the building will set the design standard expected for future development on the SLFEZ.

The Business Case for the Hub is attached at Appendix A.

More detail of the hub building is attached in Appendices B, C and D.

Status

Initial site enabling works started in April 2021 but approval is awaited to enter into the main works contract. Completion of the scheme is expected in March 2022. Ground investigation work was previously carried out on the subject site and no significantly adverse findings were identified. The design and construction of the Hub is being undertaken in such a way to allow for later extension and addition to the building as the SLFEZ grows and the need for additional support space and ancillary accommodation increases.

Finance

£5.174million has been identified for the construction of a 1,422 sq. m Hub building following the success of a recent "Getting Building Fund" bid which awarded £6.368million to the Council for SLFEZ development. This will meet the full capital cost of constructing the Hub building and the Council will not be required to make a capital contribution to this aspect of the project.

The mix of office space and workshops will be let at market rents and on "easy in, easy out" lease terms, in line with the Council's other managed workspaces, and therefore there will be no subsidy control (formerly 'State Aid') implications. Day to day

management of the building will be undertaken by a shared Business Centre Manager as this will ameliorate management costs.

Further details of the operating costs and income projections are contained in the Business Case at Appendix A.

Strategic fit

The draft Greater Lincolnshire Local Enterprise Partnership (GLLEP) Local Industrial Strategy (LIS) produced in November 2019 recognises that the further growth of the agri-food sector from its already strong base is a major opportunity for Greater Lincolnshire. The SLFEZ will play a major role to develop more efficient food production methods that will serve a growing global population. The Hub building will meet the objectives of the five pillars of productivity (Ideas, People, Infrastructure, Business Environment and Place) identified in the draft strategy by creating high quality business space and ancillary facilities suitable for new and small companies. The scheme will:

- focus on innovation in the food supply chain and associated sectors
- create space for a high degree of collaboration and sharing of ideas etc.
- address the skills agenda by providing an increased number and wider range of high skilled jobs
- provide training and up skilling opportunities for the local population
- complement related activity on two other similar schemes in Greater Lincolnshire; North East Lincolnshire FEZ and Central Lincolnshire FEZ.

The Hub has a range of target beneficiaries including "start-up" businesses and small to medium sized enterprises. On adjacent sites within the SLFEZ the private sector delivery of additional larger units for growing businesses to relocate will be facilitated, thus creating a clear pathway for new and growing businesses to establish themselves, provide important employment opportunities, especially for higher skilled jobs, and facilitate the exchange of ideas and cutting edge technologies for the food manufacturing sector.

Justification

Land and property values in South Lincolnshire are relatively low compared with the rest of the UK and this can inhibit development, especially when exceptional or abnormal development costs are incurred. The cost of providing utility infrastructure and the highway improvements required to serve the SLFEZ site have had an adverse impact on the viability of developing the land. Private sector developers also continue to face difficulties in securing development finance to fund schemes following the economic downturn, which continues to have a significant negative impact on investor confidence in all but the strongest locations or sectors.

As a result, public sector investment is required to "pump prime" the scheme by providing start up space and enabling infrastructure in order to ensure the long term success of the SLFEZ.

Market uncertainty and the reluctance of the private sector to undertake speculative development schemes is also severely impacted by uncertainty following the

implementation of Brexit and also following the impact of the coronavirus on the global economy.

As a result of all these factors, the private sector would be reluctant to bring forward development of the Hub building. However, public sector intervention can show that occupier demand for small, "start-up" commercial facilities does exist and with some initial "pump priming" the private sector will have the confidence to proceed with subsequent phases of the scheme. With this investment, the SLFEZ will be well positioned once the economy is in recovery.

Options analysis

The following options have also been considered and discounted:

- Do nothing (business as usual) – Should the public sector decide to no longer lead the development of the SLFEZ it is expected that the scheme would in effect be "moth balled" and no development activity would be possible as the scheme is not considered viable without major public sector investment. The impact of Brexit and the coronavirus pandemic further strengthens opinion that the scheme would not progress if left to the private sector to develop unaided.
- Do minimum – without additional funding stakeholders would be able to carry out only a limited range of mainly promotional and marketing type activities and the development of the SLFEZ would take much longer to come forward. Construction of the Hub building and land assembly would not be possible.
- Intermediate Development – It is conceivable that some, small scale, public sector funding could be made available in the medium term however this would not allow the scheme to develop at the pace needed to meet demand and unlock future job growth in the time scale desired. For example, the construction of the Hub building and land assembly would be deferred for many years.

Preferred Option – The Getting Building Fund award will allow the project to go ahead within the timeframe desired in order to bring forward commercial development on the SLFEZ. Without this funding, the cost of constructing the Hub building, land assembly and further on-site infrastructure will have a significant, negative impact on the viability of the SLFEZ and it will be unattractive to developers in the medium term.

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 Equality Act duty has been taken into account but there are not considered to be any adverse impacts on people with a protected characteristic. In particular the FEZ will be designed and managed in such a way that it is accessible to all regardless of protected characteristics.

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

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

The FEZ will contribute to the economic wellbeing of the county and provide important support to the Agri-tech industry which is a key employer within the county.

Crime and Disorder

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

The section 17 matters have been considered but there are not considered to be any implications arising out of this Report.

3. Conclusion

Public investment in the development of a Hub building at the SLFEZ will deliver high quality business and collaboration space for small and start-up businesses working in the food supply chain and related sectors.

This will provide the catalyst for the creation of a high quality business environment to support the continued growth and long-term prosperity of the agri-tech sector in south Lincolnshire by driving significant levels of private investment.

4. Legal Comments:

The Council has the power to construct and manage the Hub building as proposed in the Report.

The subsidy control implications are set out in the Report.

The decision to construct and manage the Hub building as part of the ongoing development of the SLFEZ is within the remit of the Executive Councillor for Economic Development, Environment and Planning.

The decision to approve the scheme business case and entering into of the main works agreement is within the remit of the Leader of the Council.

Both decisions are consistent with the Policy Framework.

5. Resource Comments:

As detailed in the body of the report, construction of the hub building is wholly funded from the Getting Building Funding that has been awarded to the Council. Approval of the recommendations therefore do not require any further capital investment from the Council's own resources beyond that already committed to the South Lincolnshire (Holbeach) Food Enterprise Zone scheme included in the approved Capital Programme. Draft revenue projections for the operation of the Hub show the break-even point to be where the occupancy level is around 55%, which is expected to be achieved during the second year of operation.

6. Consultation

a) Has Local Member Been Consulted?

No

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

This report will be considered by the Environment and Economy Scrutiny Committee at its meeting on 13 July 2021 and the comments of the Committee will be reported to the decision makers

d) Risks and Impact Analysis

The provision of business and collaboration space at the South Lincolnshire Food Enterprise Zone is a vital component to the success of the scheme as it will provide facilities for new and small businesses working in the Agri-tech sector and encourage innovation and enterprise.

7. Appendices

These are listed below and attached at the back of the report		
Appendix Ai-	Aii	Business Case
Appendix B		Site Plan
Appendix C		Artists Impression of the Hub
Appendix Di-	Diii	Plans showing the internal layout of the Hub

8. Background Papers

The following Background Papers within s100D of the Local Government Act 1972 were used in the preparation of the Report

Background Paper	Where it can be viewed
Report to Executive 7 February 2017 - South Lincolnshire Food Enterprise Zone and Peppermint Junction Improvements, Holbeach	Democratic Services
Executive Summary of 2020 Vision Document	Economic Infrastructure Services

This report was written by Mick King, who can be contacted on 07917 504883 or mick.king@lincolnshire.gov.uk

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Capital Scheme Business Case

Project Name: South Lincolnshire Food Enterprise Zone – Hub Building

Prepared By	Sponsor
Mick King, Head of Economic Infrastructure	Andy Gutherson, Executive Director, Place

Version History		
Version	Date	Description of change
v1.0	14/6/21	Document creation
V1.1	23/6/21	Final draft

Distribution		
Name	Service Area	Comments
Andy Gutherson	Executive Director, Place	Agreement in principle given to approve the signing of the Main Works Agreement, subject to the necessary political approvals being in place
James Drury	Executive Director, Commercial	Advice given on the approvals required and the routes to request these
David Colman	Chief Legal Officer	Advice given on the approvals required, the routes to request these, and the key considerations to include
Keith Noyland	Head of Finance (Communities)	Clarification of the precise figures in the Getting Building Fund award inserted into text

- *Extra rows can be inserted if required;*
- *This document must be sent to and approved by the relevant Head of Finance who may be involved.*
- *If you have been sent this document for comment, please enter your remarks to support or oppose this proposal.*

Executive Summary

Provide a brief summary of the report, including feedback from all relevant teams,

Executive Summary
<p>Public investment in the next phase of the development of the South Lincolnshire Food Enterprise Zone (SLFEZ) will facilitate the creation of a high quality business environment to support the continued growth and long-term prosperity of the agri-tech sector in south Lincolnshire, by driving significant levels of private investment. Work will include the construction of a new "Hub" building which will provide high quality business and collaboration space for small and start-up businesses working in the food supply chain and related sectors.</p> <p>The project also includes the construction of a further 220m of site access road and the joint acquisition with South Holland District Council (SHDC) of an additional c.11.39 hectare of land for the future development of Phase II of the SLFEZ. Both these elements were completed between March and May 2021.</p> <p>The SLFEZ has benefited from the adoption of a Local Development Order (LDO) by SHDC in November 2018 which simplifies planning arrangements for the site, including the planning application process.</p>

Wide ranging consultation with industry representatives as part of the SLFEZ Visioning work carried out in winter 2019/20 identified strong demand and a strategic need for a "Hub" building to be constructed on Phase I of the SLFEZ. Plot 12 has been chosen for the construction of the building due to the site's prominence and central location within the scheme (including the 11.39 hectare phase II). the site is owned by the County Council and planning consent for the construction of the building was granted in February 2021.

The Hub will be operated by the public sector in order to align with the provision of other support it can offer in skills, business and innovation and because it may not be a viable stand alone scheme, especially in the initial years, for the private sector to offer. The operation of the Hub will follow a similar model to other successful managed work spaces operated by the Council such as the Eventus Business Centre in Market Deeping, and provide a mix of office and workshop space available to lease on market terms.

The Hub will include space for small and medium sized enterprises, business support facilities and space for networking, collaboration and potentially conference and catering facilities. The building will be instrumental in the creation of a "community" within the SLFEZ which was identified in the Vision for the SLFEZ. The Hub will be built to a high design and energy efficiency standard as it is important that the building will set the design standard expected for future development on the SLFEZ.

The build programme shows work on site starting in April 2021 with completion of the scheme in March 2022. The design and construction of the Hub is being undertaken in such a way to allow for later extension and addition to the building as the SLFEZ grows and the need for additional support space and ancillary accommodation increases.

The Strategic Case

Why are we doing this, and how does it meet our strategic objectives?

i) Economic Impact

The SLFEZ will create business growth opportunities for the agri-food sector and its associated supply chain of businesses located in South Holland and the wider region. The construction of the Hub building is one element of a programme of investment that will unlock large scale economic growth in the rural area of Holbeach and across south east Lincolnshire. The Hub will provide new, purpose built office and workshop space to accommodate new start-up businesses and small enterprises, creating a suitable environment for these businesses to become established. This space will be let at market rents and on "easy in, easy out" lease terms, in line with the Council's other managed workspaces, and therefore there will be no subsidy control (formerly 'state aid' implications). Day to day management of the building will be undertaken by the Eventus Centre Manager as this will ameliorate the management costs.

ii) Delivery of Greater Lincolnshire Local Enterprise Partnership Priorities (incl. Strategic Economic Plan and emerging Greater Lincolnshire Local Industrial Strategy)

The Greater Lincolnshire Local Enterprise Partnership (GLLEP) Strategic Economic Plan (SEP) recognises that economic success is vital in this important area of south east Lincolnshire. The Council must deliver the potential of this sector and unlock growth which will be achieved only with appropriate investment to allow the immediate development of sites and premises for the agri-food sector.

The draft GLLEP Local Industrial Strategy (LIS) produced in November 2019 recognises that the further growth of the agri-food sector from its already strong base is a major opportunity for Greater Lincolnshire. The SLFEZ will play a major role to develop more efficient food production methods that will serve a

growing global population. The Hub building will meet the objectives of the five pillars of productivity (Ideas, People, Infrastructure, Business Environment and Place) identified in the draft strategy by creating high quality business space and ancillary facilities suitable for new and small companies. The scheme will:

- focus on innovation in the food supply chain and associated sectors
- create space for a high degree of collaboration and sharing of ideas etc
- address the skills agenda by providing an increased number and wider range of high skilled jobs
- provide training and up skilling opportunities for the local population
- complement related activity on two other similar schemes in Greater Lincolnshire; North East Lincolnshire FEZ and Central Lincolnshire FEZ.

There is capacity for significant housing and employment growth around Holbeach and land adjacent to the A17/A151 junction has previously been identified to the north west of the town as suitable for the provision of high quality employment space and residential units. However, it was recognised that this land would be unlikely to come forward for development in the foreseeable future without significant public sector investment in order to meet the high cost of infrastructure provision, which is currently a significant barrier to development.

The scheme has a range of target beneficiaries including "start-up" businesses and small to medium sized enterprises. On adjacent sites within the SLFEZ we will facilitate the private sector delivery of additional larger units for growing businesses to relocate, thus creating a clear pathway for new and growing businesses to establish themselves, provide important employment opportunities, especially for higher skilled jobs, and facilitate the exchange of ideas and cutting edge technologies for the food manufacturing sector.

Wide ranging consultation with industry representatives as part of the SLFEZ Visioning work carried out in 2019/20 identified strong demand and a strategic need for a "Hub" building to be constructed on Phase I of the SLFEZ. Plot 12 has been chosen for the construction of the building due to the site's prominence and central location within the scheme.

The Hub will be operated by the public sector in order to align with the provision of other support in skills, business and innovation and because it may not be a viable stand alone scheme, especially in the initial years. The Hub will comprise space for small and medium sized enterprises, business support facilities and space for networking, collaboration and potentially conference and catering facilities. The building will be instrumental in the creation of a "community" within the FEZ which was identified in the Vision for the FEZ. The Hub has been designed to a high design and energy efficiency standard as we recognise that the building will set the design standard expected for future development on the SLFEZ.

The Hub will be located immediately adjacent to the existing University of Lincoln (UoL) Food Centre of Excellence, an important "anchor occupier", and will benefit by creating links with the occupiers of this site.

iii) Status

Access to the SLFEZ has already been unlocked following completion of a new, four arm roundabout constructed on the A151 as part of the Peppermint Junction A17/A151 improvement scheme and the construction of site service roads. Lincolnshire County Council has led work with all the major utility providers to provide services to the site, which will facilitate the development of Phase I. Briefly, these utility works comprise the following:

Utility	Specification	Expected Completion
Power	275kVA to UoL Only.	Complete

	1.7MVA overhead line upgrade	Started late Spring 2021 Complete Winter 2021
Water	Onsite works for UoL and Phase 1a Onsite works for Phase 1b Offsite upgrade works for potable water	Complete Ongoing Complete
Foul	Foul pipes in highway of Phase 1a Foul pipes in highway for Phase 1b Foul Pumping Station for all of SLFEZ	Complete Ongoing Complete
Gas	Installed for UoL, IoT and Phase 1a To be installed on Phase 1b	Complete Ongoing
ICT	Openreach Fibre FTTC To be installed on Phase 1b	Complete Ongoing

Land and property values in South Lincolnshire are relatively low compared with the rest of the UK and this can inhibit development, especially when exceptional or abnormal development costs are incurred. The cost of providing utility infrastructure and the highway improvements required to serve the SLFEZ site have had an adverse impact on the viability of developing the land. As a result, public sector investment is required to "pump prime" the scheme by providing start up space and enabling infrastructure in order to ensure the long term success of the SLFEZ.

The build programme for the Hub building shows work on site starting in April 2021 with completion of the scheme in March 2022. Ground investigation work was previously carried out on the subject site and no significantly adverse findings were reported. The design and construction of the Hub is being undertaken in such a way to allow for later extension and addition to the building as the SLFEZ grows and the need for additional support space and ancillary accommodation increases.

i) Finance

Following the success of a recent "Getting Building Fund" bid, which awarded £6.368million to the Council for SLFEZ development, the capital funding awarded is being used to construct a further 220m of site service road as well as the construction the 1,422 sq. m "Hub" building, which will be at the heart of the future success of the FEZ.

£5.174million from the "Getting Building Fund" award has been identified for the construction of the Hub building. This will meet the full capital cost of constructing the Hub building and the Council will not be required to make a capital contribution to this aspect of the project.

Value for Money

What are the options and which provides the optimum benefits and value for money?

Market intelligence shows that the private sector is often unwilling to undertake commercial development at the present time because rental and freehold values are too low to support the cost of development. This situation is exacerbated when abnormal or exceptional development costs are encountered. For example, the cost of decontaminating brownfield land or, in this case, the cost of servicing and providing utility and road infrastructure and the anticipated cost of providing pile

foundations.

Private sector developers also continue to face difficulties in securing development finance to fund schemes following the economic downturn, which continues to have a significant negative impact on investor confidence in all but the strongest locations or sectors.

Market uncertainty and the reluctance of the private sector to undertake speculative development schemes is also severely impacted by uncertainty following the implementation of Brexit and also following the impact of the coronavirus on the global economy.

As a result of all these factors, the private sector would be reluctant to bring forward development of the Hub building. However, public sector intervention can show that occupier demand for small, "start-up" commercial facilities does exist and with some initial "pump priming" the private sector will have the confidence to proceed with subsequent phases of the scheme. With this investment, the SLFEZ will be well positioned once the economy is in recovery.

Following the successful bid for "Getting Britain Building" funding, the full capital cost of constructing the Hub building will be met by this fund and LCC will not be required to make a capital contribution.

The following options have also been considered and discounted:

- Do nothing (business as usual) – Should the public sector decide to no longer lead the development of the SLFEZ it is expected that the scheme would in effect be "moth balled" and no development activity would be possible as the scheme is not considered viable without major public sector investment. The impact of Brexit and the coronavirus pandemic further strengthens opinion that the scheme would not progress if left to the private sector to develop unaided.
- Do minimum – without additional funding stakeholders would be able to carry out only a limited range of mainly promotional and marketing type activities and the development of the SLFEZ would take much longer to come forward. Construction of the Hub building and land assembly would not be possible.
- Intermediate Development – It is conceivable that some, small scale, public sector funding could be made available in the medium term however this would not allow the scheme to develop at the pace needed to meet demand and unlock future job growth in the time scale desired. For example, the construction of the Hub building and land assembly would be deferred for many years.

Preferred Option – The Getting Building Fundaward will allow the project to go ahead within the timeframe desired in order to bring forward commercial development on the SLFEZ. Without this funding, the cost of constructing the Hub building, land assembly and further on-site infrastructure will have a significant, negative impact on the viability of the SLFEZ and it will be unattractive to developers in the medium term.

Procurement

How will this be procured?

Due to the time constraints imposed by the funding requirements, a two stage process has been followed, first for the Architect and then for the Building Contractor.

The basis for both stages has been scored on both price and quality. Four organisations were invited for interview, who were then subsequently scored on relevant questions to the scheme. An appointment was

subsequently made with collaboration between the Architect and Building Contractor to discuss practicalities of design.

Financial Section

This will be in a spreadsheet format – the spreadsheet is a separate document which will form Appendix 1 to this document.

Project Delivery and Risk

Consider the level of complexity in both implementation and on-going management and operation and be clear about this.

Implementation

Government funding has been secured via the Getting Building fund and the Contract signed by the Executive Director of Place.

The scheme has been suitably resourced by members of the Economic Infrastructure Team. Technical expertise has been procured through the SCAPE framework with the appointment of Gleeds Cost Management.

Core Architects were appointed to design the Hub building and wide ranging consultation with Stakeholders was carried out in order to ensure a suitable building specification and mix of space. Subsequently a Building Contractor was appointed, and the Architect practice novated to the Building Contractor at a relevant point.

Planning permission was secured for the building in February 2021.

The building is being constructed on Phase I of the SLFEZ on Lincolnshire County Council owned land.

The Council has underwritten materials that the Contractor / supply chain require that are on long lead in times.

A live Risk register is in operation with monthly progress meetings and fortnightly visual progress inspection on site.

On-going management and operation

The financial projections for the on-going management and operation of the Hub building have been based on the operating model for the Eventus business centre in Market Deeping, which the Council has been successfully managing since its launch 11 years ago.

The manager of Eventus will also manage the Hub, as this will ameliorate the management costs.

The projections, attached as at *Appendix 1*, show that after a planned deficit of c.£43,000 in year 1, the Hub is forecast to make a modest surplus in year 2, rising to an average surplus of c.£55,000 thereafter.

Risks

Covid 19

- The UK is still in a Coronavirus pandemic – possible effect on all persons involved directly or indirectly

- Ability to source labour and materials - having a knock on effect on delivery timescales.
- Risk of further local / national lockdowns – impact on labour, materials and delivery

"Getting Building Fund" Contract

- Missed delivery time – Contractual delivery time is by 31st March 2022 including payments. Advanced payments towards to the end of the scheme may need to be considered.

Materials supply

- Competing with other Government funding initiatives, national infrastructure priorities, such as HS2, and the implementation of leaving the European Union has put pressure on the UK's own raw materials, materials supply and long lead in times being imported from other countries.
- The Council has underwritten materials, where required, that the Contractor deemed a risk of procuring whilst being outside of the Main Works Agreement (MWA).

On-going management and operation

- Inaccurate financial modelling – could result in on-going financial losses to the Council

Main Works Agreement (MWA) not signed

- Legal Services Lincolnshire (LSL) advised the Client team on week commencing 31st May 2021 that a further LCC approval was required to construct the Hub building. The Client team believed that the authority delegated in Executive Decision Notice I012769 (item 7) of 7th February 2017 covered the delivery of this building, but have been advised that it does not.
- This subsequently stopped the MWA from being signed, and exposing the Council to construction contractual risk – this risk remains until such time as the relevant approval is given and the MWA can be signed.

Officers Recommendations/Summary

It is recommended that approval is given to undertake the construction of the Hub building and the subsequent signing of the Main Works Agreement between the Council and the building Contractor.

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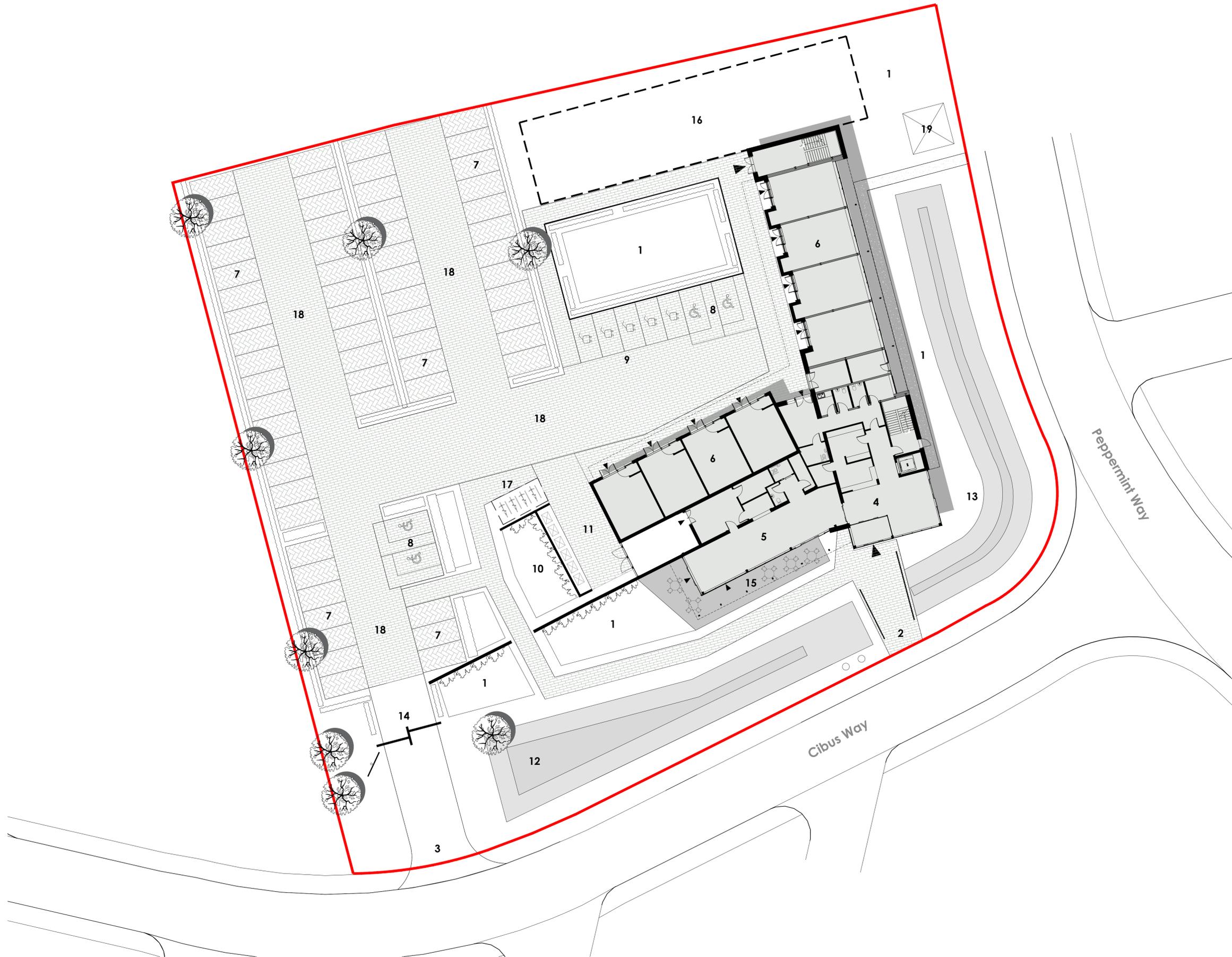
* Refer to separate drawing for landscape design and drainage design

Scale 1:200
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KEY

- ① Landscaping
- ② Pedestrian access
- ③ Vehicle access (Tarmac)
- ④ Reception
- ⑤ Cafe
- ⑥ Workshops
- ⑦ Carparking (Block paving A)
- ⑧ Accessible parking
- ⑨ Car Charging
- ⑩ Kitchen garden
- ⑪ Service yard
- ⑫ Ecological feature
- ⑬ Existing swale
- ⑭ Security barrier
- ⑮ External seating
- ⑯ Future extension
- ⑰ Cycles
- ⑱ Access road (Block paving B)
- ⑲ Sub station



Revisions

— 03.mm.yyyy Comments

Project
Hub Building South Lincolnshire
Food Enterprise Zone

Client
Lincolnshire CC

Drawing
Planning Site Layout
1:200 @ A1

Date
12.10.2020

core+
architects

www.core-architects.co.uk

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Project
South Lincolnshire Food
Enterprise Zone (FEZ),
Peppermint Park, Cibus Way,
Holbeach, PE12 7FH

Client
Lincolnshire County Council

Drawing
GA - Ground Floor Layout

A1 @ 1 : 100

Date
November 2020

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FEASIBILITY

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Project
South Lincolnshire Food
Enterprise Zone (FEZ),
Peppermint Park, Cibus Way,
Holbeach, PE12 7FH

Client
Lincolnshire County Council

Drawing
GA - First Floor Layout

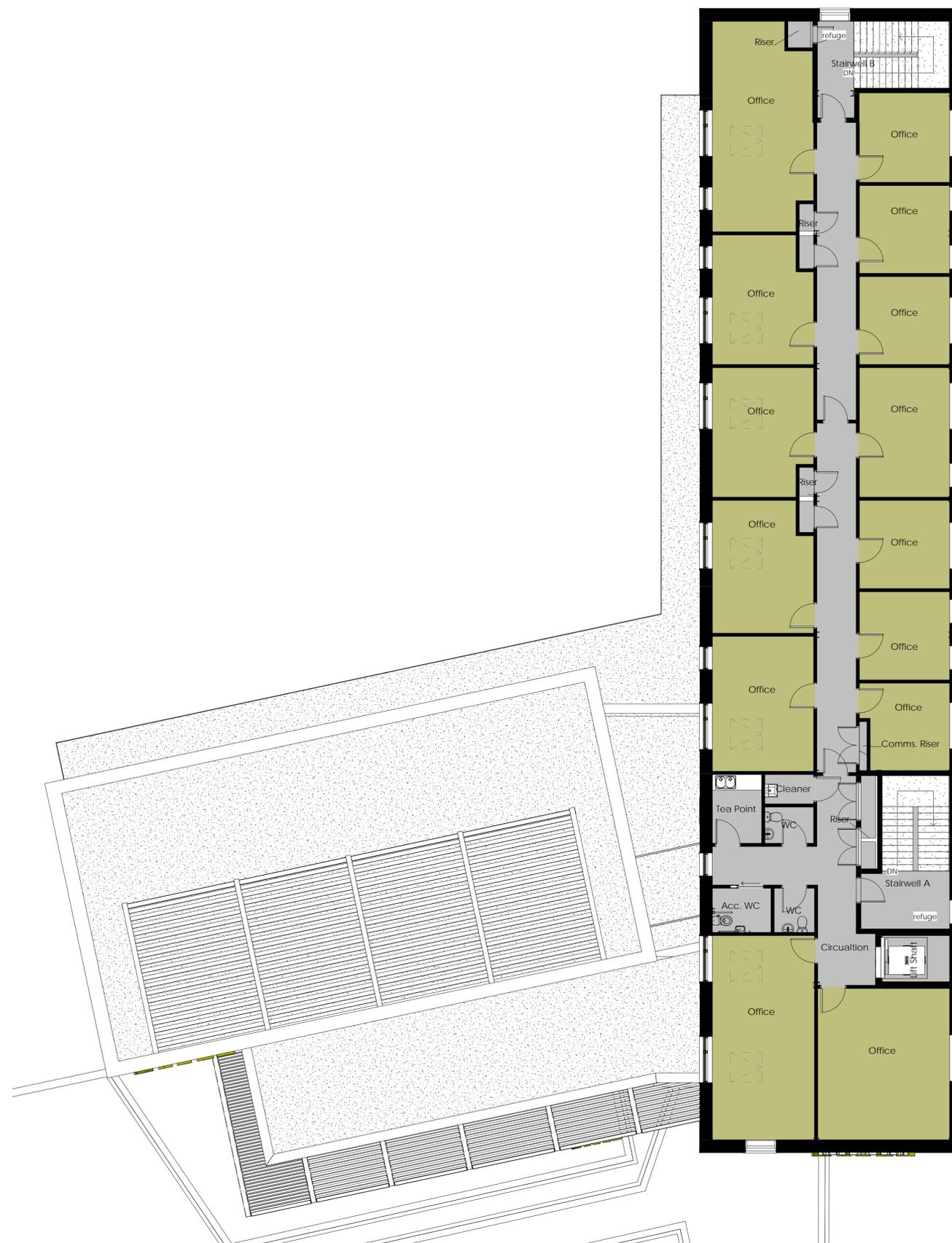
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Project
South Lincolnshire Food
Enterprise Zone (FEZ),
Peppermint Park, Cibus Way,
Holbeach, PE12 7FH

Client
Lincolnshire County Council

Drawing
GA - Second Floor Layout

A1 @ 1 : 100

Date
November 2020

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

Report to:	Environment and Economy Scrutiny Committee
Date:	13 July 2021
Subject:	Proposals for Scrutiny Reviews

Summary:

On 17 June 2021, the Overview and Scrutiny Management Board agreed to request that each overview and scrutiny committee identify potential topics for in-depth scrutiny reviews, which would be undertaken by the two Scrutiny Panels, taking into account the prioritisation toolkit. The Overview and Scrutiny Management Board would consider all the suggestions at its meeting on 30 September 2021, with a view to making a decision on which reviews would be approved.

This Committee is requested to consider whether it would wish to make any suggestions to the Overview and Scrutiny Management Board.

Actions Required:

To consider whether to make any suggestions for in-depth scrutiny reviews, for consideration and decision by to the Overview and Scrutiny Management Board on 30 September 2021.

1. Background

One of the essential roles of overview and scrutiny is to carry out in-depth reviews where the outcomes can clearly influence and improve policy and service delivery for the people of Lincolnshire. In accordance with the Council's constitution, this role is undertaken by the two scrutiny panels, Scrutiny Panel A and Scrutiny Panel B.

These two scrutiny panels provide an opportunity for scrutiny councillors to consider a particular topic in great detail, for example by engaging with a range of individuals in less formal settings, which is not always possible in the formal setting of a committee meeting. Based on the evidence received, a report is compiled, with the panel making recommendations for possible improvement.

Scrutiny Panel A and Scrutiny Panel B will conduct each review in accordance with the following principles:

- Scrutiny panels should aim to collect a broad range of evidence on the particular review, interviewing interested parties, and engaging local communities, where this is feasible.
- Scrutiny panels should focus on developing realistic recommendations for improvement in relation to the topic under review.
- Scrutiny panels will submit their draft reports to the relevant overview and scrutiny committee for consideration, approval and onward referral as appropriate.

Scrutiny Panel A and Scrutiny Panel B will undertake in-depth scrutiny reviews in accordance with the terms of reference and timetable determined for each review by the Overview and Scrutiny Management Board.

Identifying Potential Scrutiny Review Topics

A Scrutiny Panel should only be set up when a suitable topic for a scrutiny review is identified by the Overview and Scrutiny Management Board using the Prioritisation Toolkit.

Suggestions for scrutiny reviews may come from a variety of sources such as the scrutiny committees, other non-Executive Councillors, Executive Councillors, and senior officers.

When considering a potential topic for a scrutiny review, it is important that the Board ensures that the potential scrutiny review will not be duplicating any review work that is being undertaken by officers or external partners.

The remit for the potential scrutiny review should be focused and not too broad, so that an in-depth review can be completed within a set timescale and will lead to achievable outcomes.

Role of Overview and Scrutiny Management Board

The Overview and Scrutiny Management Board is responsible for making decisions whether a scrutiny panel is merited, and in so doing the Board applies the guidance in the prioritisation toolkit attached at Appendix A.

Once a potential topic for a scrutiny review has been identified by the Overview and Scrutiny Management Board and assigned to a scrutiny panel, the terms of reference will be drafted by the Scrutiny Panel and submitted to the Overview and Scrutiny Management Board, if they have not already been approved by the Board. This does not prevent the panel from undertaking initial work on its topic.

Composition of Scrutiny Panels

Each scrutiny panel may comprise up to eight members including its chairman and vice chairman, who were appointed by the County Council on 21 May. The remaining members of each panel are appointed for each particular review, and there is an aim to make the membership politically inclusive. All non-executive councillors are eligible, with nominations for membership being sought from the leader of each political group.

Role of Overview and Scrutiny Committees – Approval of Final Report

As stated above, when each scrutiny panel completes each review, its draft report is submitted to the relevant overview and scrutiny committee for consideration and approval. Following its approval, the final report, including any recommendations, is submitted to the relevant decision-making body, which in most instances would be the Executive for matters relating to the County Council's executive functions. The relevant scrutiny committee is responsible for receiving the response to the review and for any future monitoring of recommendations.

Potential Topics for Scrutiny Reviews

In February 2021, the Environment and Economy Scrutiny Committee identified support to farmers as a potential topic for a scrutiny review. The Committee established a working group, which met in March 2021, to identify some key lines of enquiry for a potential scrutiny review. These have been incorporated into a proposed terms of reference for a scrutiny review on Lincolnshire Agricultural Sector Support.

The Overview and Scrutiny Management Board considered the proposed terms of reference at its meeting on 17 June 2021. There were mixed views expressed about whether a review of Lincolnshire Agricultural Sector Support would be a good idea at this moment in time, especially in the light of the uncertainty surrounding the outcome and content of the proposed Agricultural Bill currently going through Parliament. In addition, it was noted that it was not clear from the proposed terms of reference that mental health, which had been an area of particular concern raised by the working group, was included in the proposed review.

The proposed terms of reference have been amended to reflect the comments of the Board and are attached at Appendix B for the Committee's consideration prior to being re-submitted to the Board at its meeting on 30 September 2021.

Another potential topic that falls within the remit of this Committee which the Board considered at its meeting on 17 June 2021 was in relation to Town Centre Improvements. Any potential scrutiny review would consider what opportunities exist for the revitalisation of town centres around the county. This potential topic will also be re-submitted to the Board on 30 September 2021, and the Committee is invited to provide its views on this topic for the Board's consideration in September.

Separately, the Chairman of the Environment and Economy Scrutiny Committee has identified that it could be valuable to establish a greater understanding of automation in industry and its impact on the labour market. This could either be a scrutiny review in the longer term or a theme which runs through the work of the scrutiny committee.

2. Conclusion

Following the decision by the Overview and Scrutiny Management Board on 17 June 2021, this Committee is being requested to identify any potential topics for in-depth scrutiny reviews to be undertaken by the scrutiny panels, with the Committee's suggestions being reported to the Board on 30 September 2021. In so doing the Committee is requested to be mindful of the prioritisation toolkit attached at Appendix A.

3. Consultation

a) Risks and Impact Analysis

Not Applicable

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Scrutiny Prioritisation - Prioritisation Toolkit
Appendix B	Proposed Terms of Reference for Lincolnshire Agricultural Sector Support Scrutiny Review

5. 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 Nigel West, Head of Democratic Services and Statutory Scrutiny Officer, who can be contacted on 01522 552840 or by e-mail at nigel.west@lincolnshire.gov.uk.

Scrutiny Prioritisation

Prioritisation is a key tool for successful scrutiny. Selecting the right topics where scrutiny can add value is essential for scrutiny to be a positive influence on the work of the Council. Scrutiny committees must be selective about what they look at and need to work effectively with limited resources. Scrutiny activity should be targeted, focused and timely and include issues of corporate and local importance, where scrutiny activity can influence and add value.

The questions below are a guide to help members and officers consider and identify key areas of scrutiny activity for consideration.

Will Scrutiny input add value?

- Is there a clear objective for scrutinising the topic?
- What are the identifiable benefits to residents and the council?
- Is there evidence to support the need for scrutiny?
- What is the likelihood of achieving a desired outcome?
- Is the topic strategic and significant rather than relating to an individual complaint?
- Are there adequate resources to ensure scrutiny activity is done well?

Is the topic a concern to local residents?

- Does the topic have a potential impact for one or more section(s) of the local population?
- Has the issue been identified by Members through surgeries and other contact with constituents?
- Is there user dissatisfaction with service (e.g., increased level of complaints)?
- Has the topic been covered in the local media or social media?

Is it a Council or partner priority area?

- Does the topic relate to council corporate priority areas?
- Is there a high level of budgetary commitment to the service/policy area?
- Is it a poor performing service (evidence from performance indicators /benchmarking)?

Are there relevant external factors relating to the issue?

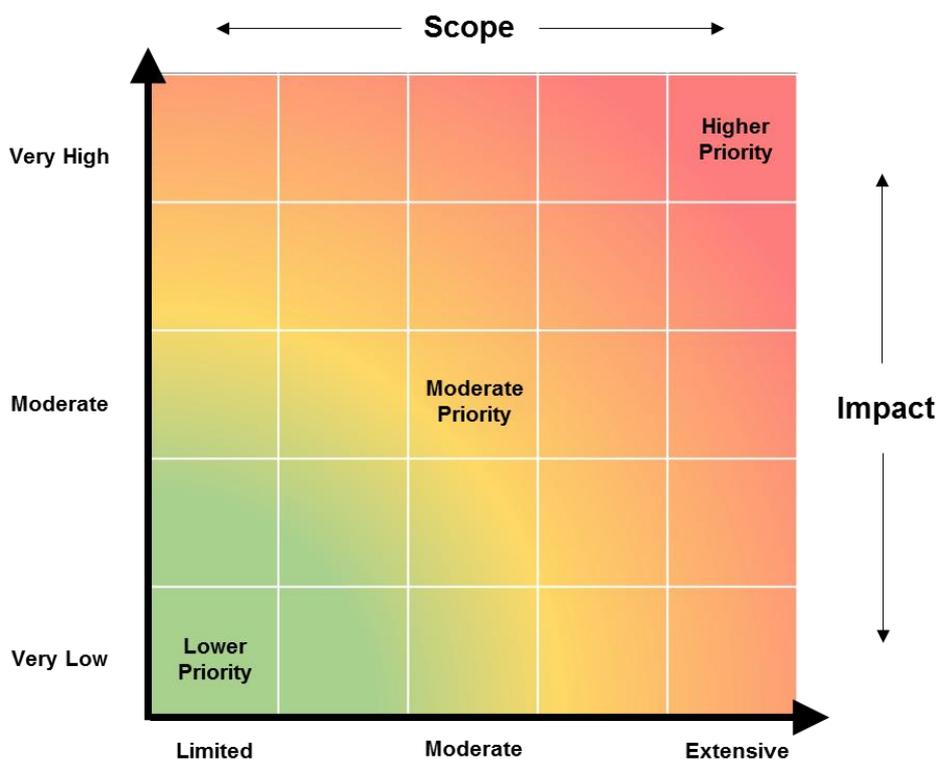
- Central government priority area.
- New government guidance or legislation.
- Issues raised by an internal or external audit or from formal inspections, etc.
- Key reports or new evidence provided by external organisations.

Criteria for not considering topics

- There is no scope for scrutiny to add value/make a difference or have a clear impact.
- New legislation or guidance is expected within the next year.
- The issue is being examined elsewhere - e.g., by the Executive, working group, officer group or other body.
- The objective of scrutiny involvement cannot be achieved in the specified timescale required.

Prioritisation Matrix

The prioritisation matrix shown below is a framework to aid in prioritising a number of scrutiny options or topics. Each topic should be assessed in terms of the impact it would have and the overall scope of the activity.

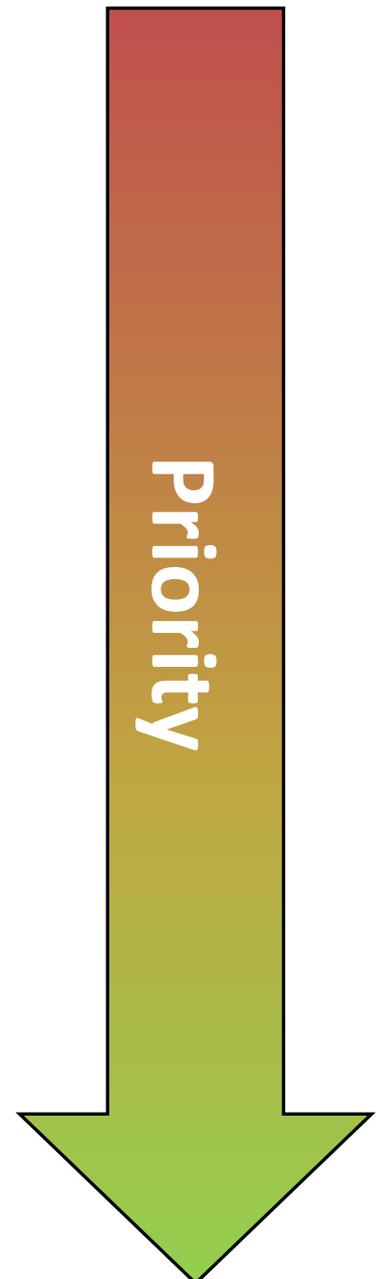
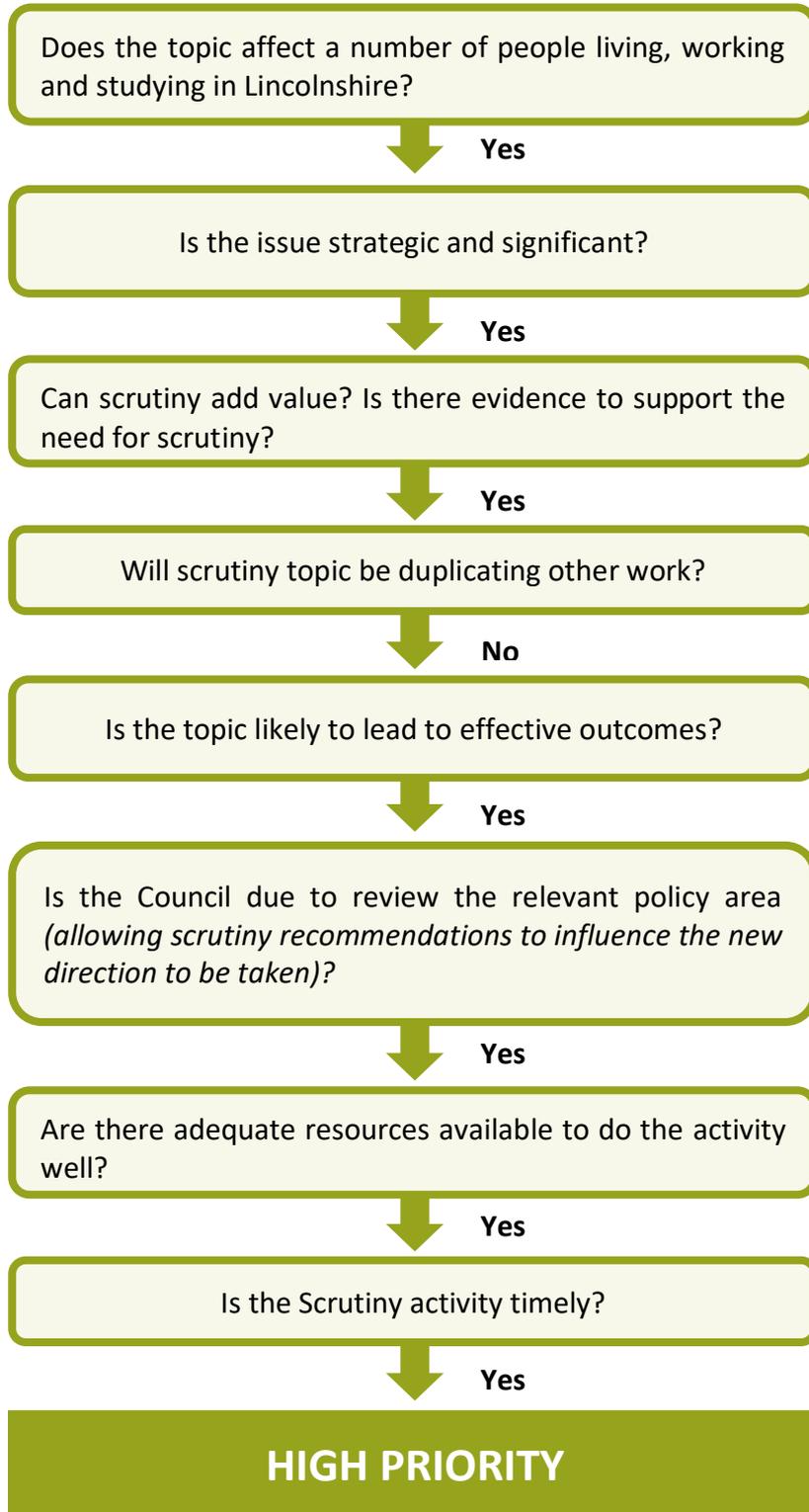


When considering the scope and impact of a Scrutiny item it is important to consider the following areas:

- People / Communities
- Assets / Property
- Financial
- Environmental
- Reputation
- Likelihood of Impact
- Resource Required
- Cost Effectiveness

Prioritisation tool

The prioritisation tool below can be used in deciding on whether an issue would warrant being considered by Scrutiny or the subject of a Scrutiny Review.



Proposed Terms of Reference for *Lincolnshire Agricultural Sector Support Scrutiny Review*

Purpose of the Review

To review the impact of the introduction of the Agriculture Act 2020 on Lincolnshire farmers regarding new approaches to farm payments and land management, producing “public goods” and improving fairness in the agricultural supply chain and on the operation of agricultural markets.

To consider how Lincolnshire County Council may develop its leadership and support to the agricultural sector in Lincolnshire.

Terms of Reference

- (1) To examine ways of developing support to meet the unmet needs of the agricultural sector in Lincolnshire, including mental health and any hardships arising from the Covid-19 pandemic and the EU Transition.
- (2) To examine and review what skills and training provision is required for agricultural businesses, as well as to seek ways to disseminate best practice amongst these.
- (3) To consider ways of supporting/encouraging farms ‘Going Green’ (i.e., incentives for environmental improvements, reducing CO2 emissions etc.) in line with the Lincolnshire Green Masterplan.

Benefits of the Review

This review will help to identify how Lincolnshire County Council can support one of the most important sectors in the county. Benefits of this review include:

- (1) Enhancing the Council’s leadership role in terms of engaging with farmers on a wide variety of topics, such as retirement, changing careers, diversification, alternative land use, tackling red tape, benefits of small farms joining together, succession planning and adapting to changes.
- (2) To identify if there is a need for a Lincolnshire agricultural masterplan, to build upon the environmental role of Lincolnshire farms, to sit in parallel with the Lincolnshire Green Masterplan.
- (3) To review ways of reducing the carbon footprint of Lincolnshire farms and encourage farm owners to ‘Go Green’ in line with the Lincolnshire Green Masterplan.
- (4) The identification of key skills and training required and how these can be delivered in partnership with key stakeholders.
- (5) Identification and dissemination of best practice and success stories as well as setting benchmarking examples.
- (6) Identification of gaps in support for the farming industry could be used for lobbying the government.

Exclusions from Review

This review will focus on the agricultural sector and the support available to Lincolnshire farmers. All other types of businesses outside the agricultural sector will be excluded from the review.

Completion Dates

Environment and Economy Scrutiny Committee – 12 April 2022

Executive – 7 June 2022

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Open Report on behalf of Andrew Crookham, Executive Director - Resources	
Report to:	Environment and Economy Scrutiny Committee
Date:	13 July 2021
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.

Actions Required:

Members of the Committee are invited to review the work programme and highlight 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

13 July 2021		
Item		Contributor
1.	Market Deeping Grow-On Business Space <i>(Executive Decision – Between 6 Apr 2021 and 16 Jul 2021 and County Council Decision 17th September 2021)</i>	Mick King, Head of Economic Infrastructure, Growth Amanda Bond- Special Projects Officer
2.	Service Level Performance Reporting Against the Performance Framework 2020 - 2021 – Quarter 4: <ul style="list-style-type: none"> • Economy • Flooding • Waste 	Samantha Harrison, Head of Economic Development David Hickman, Head of Environment Mike Reed, Head of Waste
3.	Impact of Covid-19 on the High Streets	Vanessa Strange, Head of Infrastructure Investment
4.	Lincolnshire Extensive Urban Survey – Progress Report	Ian George, Historic Places Manager Nicola Grayson, Extensive Urban Survey Project Officer
5.	Tourism Commission Update	Mary Powell, Tourism Manager
6.	Options paper – Removal of HWRC booking system	Mike Reed, Head of Waste and/or Rachel Stamp, Waste Partnership & Projects Manager
7.	Proposals for Scrutiny Reviews	Nigel West, Head of Democratic Services and Statutory Scrutiny Officer
8.	South Lincolnshire Food Enterprise Zone [EXEMPT, pre-decision scrutiny] [Executive decision between 15 th – 23 rd July 2021]	Mick King, Head of Economic Infrastructure, Growth Simon Wright, Principal Officer – Regeneration Economic Infrastructure
Briefing Papers (by email)		
	Options paper – Litter & Fly-tipping Initiative	Mike Reed, Head of Waste and/or Rachel Stamp, Waste Partnership & Projects Manager

14 September 2021		
Item		Contributor
1.	Service Level Performance Reporting Against the Performance Framework 2021 - 2022 – Quarter 1:	Samantha Harrison, Head of Economic Development David Hickman, Head of Environment

14 September 2021

Item		Contributor
	<ul style="list-style-type: none"> • Economy • Flooding • Waste 	Mike Reed, Head of Waste
2.	Developing a Climate Change Partnership for Lincolnshire	Dan Clayton, Sustainability Manager
3.	Internationalisation Strategy	Samantha Harrison, Head of Economic Development
4.	Employment & Skills Audit and Action Plan	Samantha Harrison, Head of Economic Development
5.	Promoting tree planting in Lincolnshire	Dan Clayton, Sustainability Manager
6.	Historic Places Team Strategy	Ian George, Historic Places Manager
7.	County Farms	Sarah Wells, Business Manager - Corporate Property
8.	Lincolnshire Rural Support Network	Vanessa Strange, Head of Infrastructure Investment Sarah Wells, Business Manager - Corporate Property
9.	English Coastal Path	Chris Miller, Team Leader - Countryside Services
10.	Green Masterplan Progress	Dan Clayton, Sustainability Manager - Environment
11.	Communities Renewal Fund (if successful)	Dan Clayton, Sustainability Manager - Environment
12.	Memorandum of Understanding with Districts on incident response and provision of temporary resilience measures	Paul Brookes, Flood Risk Manager – Environment

19 October 2021		
Item		Contributor
1.	Development Fund – Drainage Investigations & Flood Repairs – Update	Matthew Harrison, Senior Commissioning Officer – Flood Risk
2.	Local Transport Plan	Vanessa Strange, Head of Infrastructure Investment Andrew Thomas, Principal Accessibility Planning Officer
3.	GL Plan for Growth - Mid Term Economic Recovery Group	Ruth Carver, LEP Chief Executive Justin Brown, Assistant Director – Growth
4.	Coastal Country Park – Progress	Chris Miller, Team Leader - Countryside Services
5.	Overview of LCC sites – Snipe Dales; Mareham Pastures; Gibraltar Point	Chris Miller, Team Leader - Countryside Services
6.	Verge Biomass	Dan Clayton, Sustainability Manager - Environment
7.	Riparian Watercourses joint work	Paul Brookes, Flood Risk Manager – Environment
8.	Humber and East Coast Strategies	David Hickman, Head of Environment

30 November 2021		
Item		Contributor
1.	Service Level Performance Reporting Against the Performance Framework 2021 - 2022 – Quarter 2: <ul style="list-style-type: none"> • Economy • Flooding • Waste 	Samantha Harrison, Head of Economic Development David Hickman, Head of Environment Mike Reed, Head of Waste
2.	Area of Outstanding Natural Beauty Update	Chris Miller, Team Leader - Countryside Services
3.	Tree Strategy	Dan Clayton, Sustainability Manager - Environment
4.	Resilience Innovation Programme Progress	Matthew Harrison, Senior Commissioning Officer - Flood Risk - Place
5.	Scopwick Project	Paul Brookes, Flood Risk Manager – Environment

30 November 2021		
Item		Contributor
6.	The Levelling Up Agenda for Lincolnshire	Vanessa Strange, Head of Infrastructure Investment

18 January 2022		
Item		Contributor
1.	Revenue and Capital Budget Proposals 2021/22 <i>(Executive Decision – 1 February 2022 and County Council Decision 18 February 2022)</i>	Keith Noyland, Head of Finance, Communities
2.	Carbon Reporting Tool	Dan Clayton, Sustainability Manager - Environment
3.	Property Flood Resilience Trial	Paul Brookes, Flood Risk Manager – Environment

22 February 2022		
Item		Contributor
1.	Service Level Performance Reporting Against the Performance Framework 2021 - 2022 – Quarter 3: <ul style="list-style-type: none"> • Economy • Flooding • Waste 	Samantha Harrison, Head of Economic Development David Hickman, Head of Environment Nicole Hilton, Mike Reed and Rachel Stamp are the Waste Management Team
2.	Carbon Management Tool	Dan Clayton, Sustainability Manager - Environment
3.	Greater Lincolnshire Nature Partnership presentation	Dan Clayton, Sustainability Manager - Environment

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) Risks and Impact Analysis

N/A

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.

7. Items to be Programmed

- Review of Land Sales Policy – Regeneration
- Skegness Business Park
- Planning White Paper
- Green Technology Grant
- Coastal Car Park Strategy
- Updating the Lincolnshire Minerals and Waste Local Plan: Issues and Options [early 2022] - Adrian Winkley, Minerals and Waste Policy and Compliance Manager
- Sustainable Transport [12 April 2022] - Dan Clayton, Sustainability Manager - Environment
- Joint presentation on Local Transport Plan focusing on the Green Agenda [12 April 2022] - Dan Clayton, Sustainability Manager - Environment
- Study Visit to Donna Nook or Gibraltar Point [24 May 2022] - Chris Miller, Team Leader - Countryside Services
- Property Green Agenda – potential guest presentation facilitated by Sustainability [24 May 2022] - Chris Miller, Team Leader - Countryside Services
- Common Works and Capital Programme – Paul Brookes, Flood Risk Manager – Environment
- Major national policy initiatives – Paul Brookes, Flood Risk Manager – Environment
- Natural Flood Management – Paul Brookes, Flood Risk Manager – Environment

This report was written by Kiara Chatziioannou, Scrutiny Officer, who can be contacted on 07500 571868 or by e-mail at kiara.chatziioannou@lincolnshire.gov.uk.

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

MATTERS FOR DECISION	DATE OF DECISION	DECISION MAKER	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	HOW AND WHEN TO COMMENT PRIOR TO THE DECISION BEING TAKEN	KEY DECISION YES/NO	DIVISIONS AFFECTED
Market Deeping Grow-On Business Space I021845	Between 6 Apr 2021 and 16 Jul 2021	Executive Councillor: Economy and Place Leader of the Council (Executive Councillor: Resources and Communications)	Environment and Economy Scrutiny Committee; Elected Member for Deepings East; Eventus Business Centre staff and tenants	Amanda Bond, Special Projects Officer Tel: 07717 447112 E-mail: amanda.bond@lincolnshire.gov.uk	Yes	NA
South Lincolnshire Food Enterprise Zone [EXEMPT]	15 and 23 July 2021	Executive		Mick King, Head of Economic Infrastructure, Tel: 01522 843345 E-mail: mick.king@lincolnshire.gov.uk	Yes	

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