



County Offices
Newland
Lincoln
LN1 1YL

8 February 2021

In accordance with the powers granted by the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 this will be a virtual meeting.

Environment and Economy Scrutiny Committee

A meeting of the Environment and Economy Scrutiny Committee will be held on **Tuesday, 16 February 2021 at 10.00 am as a Virtual - Online Meeting via Microsoft Teams** for the transaction of the business set out on the attached Agenda.

Access to the meeting is as follows:

Members of the Environment and Economy Scrutiny Committee and officers of the County Council supporting the meeting will access the meeting via Microsoft Teams.

Members of the public and the press may access the meeting via the following link: <https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=548&MId=6079&Ver=4> where a live feed will be made available on the day of the meeting.

Yours sincerely

A handwritten signature in cursive script that reads 'Debbie Barnes'.

Debbie Barnes OBE
Chief Executive

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

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

**ENVIRONMENT AND ECONOMY SCRUTINY COMMITTEE AGENDA
TUESDAY, 16 FEBRUARY 2021**

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declarations of Members' Interests	
3	Minutes of the previous meeting held on 12 January 2021	5 - 14
4	Announcements by the Chairman, Executive Councillors and Lead Officers	
5	Business Support Programme <i>(To consider a report from Justin Brown, Assistant Director (Growth), on the creation of a £12M business support budget in response to the economic challenges presented by Covid-19. The report will be presented to the Leader of the Council (Executive Councillor: Resources and Communications) between 19 – 26 February 2021. The views of the Committee will be reported to the Leader as part of his consideration of this item)</i>	To Follow
6	Tattershall Household Waste Recycling Centre <i>(To consider a report from Mike Reed, Delivery & Transformation Manager (Waste), on the Tattershall Household Waste Recycling Centre which is the subject of an Executive Councillor decision between 24 and 26 February 2021. The views of the Committee will be reported to the Executive Councillor as part of his consideration of this item)</i>	15 - 28
7	Market Deeping Grow-on Business Space <i>(To consider a report from Amanda Bond, Special Projects Officer, Economic Infrastructure, on a Market Deeping Business Space project, which is the subject of a Leader and an Executive Councillor decision between 19 March to 30 April 2021. The views of the Committee will be reported to the Leader and the Executive Councillor as part of their consideration of this item)</i>	29 - 40
8	Lincolnshire Property Flood Resilience Assistance Project <i>(To consider a report from David Hickman, Head of Environment and Paul Brookes, Flood Risk Manager, on a Lincolnshire Property Flood Resilience Assistance Project, which is the subject of an Executive Councillor decision between 22 and 26 February. The views of the Committee will be reported to the Executive Councillor, Economy and Place, as part of his consideration of this item)</i>	41 - 50
9	The Fifth Local Transport Plan (LTP V) <i>(To consider a report from Vanessa Strange - Head of Infrastructure Investment, on the Lincolnshire County Council's Fifth Local Transport Plan (LTP V))</i>	51 - 54

- 10 Team Lincolnshire Investment Strategy** 55 - 78
(To consider a report from Karen Seal, Principal Officer for Place and Investment, which sets out the future direction of the Team Lincolnshire Ambassador Programme through a new 2 year Business Plan that outlines the strategic objectives, aims and outcomes clearly linked to the investment priorities of Lincolnshire County Council and the Greater Lincolnshire Local Enterprise Partnership)
- 11 Service Level Performance Reporting Against the Performance Framework 2020 - 2021 - Quarter 3** 79 - 98
(To consider an update report from Samantha Harrison, Head of Economic Development, David Hickman, Head of Environment, and John Coates, Head of Service – Waste, on the Service Level Performance Reporting against the Performance Framework 2020-2021 – Quarter 3 for Economy, Flooding and Waste)
- 12 Environment and Economy Scrutiny Committee Work Programme** 99 - 102
(To receive a report from the 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)

Democratic Services Officer Contact Details

Name: **Nick Harrison**

E Mail Address nicholas.harrison@lincolnshire.gov.uk

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.

All papers for council meetings are available on:

<https://www.lincolnshire.gov.uk/council-business/search-committee-records>



**ENVIRONMENT AND ECONOMY
SCRUTINY COMMITTEE
12 JANUARY 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 and Dr M E Thompson

Councillors C J Davie, D McNally and E J Poll, attended the meeting as observers

Officers in attendance:-

Becky Allen (Communications) (Strategic Communications Lead), John Coates (Head of Waste), Ian George (Historic Places Team Manager), Matthew Harrison (Senior Commissioning Officer - Flood Risk), Nick Harrison (Democratic Services Officer), David Hickman (Head of Environment), Nicole Hilton (Assistant Director - Communities), Tracy Johnson (Senior Scrutiny Officer), Neil McBride (Head of Planning), Keith Noyland (Head of Finance - Communities), Vanessa O'Brien (Sustainability Officer), Vanessa Strange (Head of Infrastructure Investment), Sarah Wells (Business Manager, Corporate Property Team), Adrian Winkley (Minerals and Waste Policy and Compliance Manager), Steve Golightly (Senior Sustainability Officer) and Ellen Massey (Sustainability Officer)

41 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillor Mrs E J Sneath and Councillor H Spratt.

42 DECLARATIONS OF MEMBERS' INTERESTS

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

43 MINUTES OF THE PREVIOUS MEETING HELD ON 24 NOVEMBER 2020

RESOLVED: The minutes of the meeting held on 24 November 2020 be approved as a correct record and signed by the Chairman.

44 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS AND LEAD OFFICERS

Councillor C J Davie, Executive Councillor for Economy and Place reported that since the last meeting of the Committee the Chancellor had announced a new series of grants totalling £4.6 billion for UK businesses in the retail, hospitality and leisure sectors to support and protect jobs during the third national lockdown. Businesses in the three sectors would be able to claim a one-off grant worth up to £9,000. There

would also be a £594 million discretionary fund made available to support other impacted businesses, in addition to a further £1.1 billion for local authorities and Local Restriction Support Grants worth up to £3,000 a month. The Growth Hub would continue to be a bed rock of support for the business community providing support through grants and advice.

Across the County, small business tenants, which totalled around 200, in our business centres and industrial units were being supported. The offer of a three-month suspension of rent collection from April to June 2020 was designed to support their cash flow as the effect of the initial, national lockdown and other restrictions came into force from March. All but a handful of tenants had taken up the offer, and many had said what a huge benefit and peace of mind it provided in those days and weeks of uncertainty. Phased repayment plans had been put in place over the remainder of the year to continue to reduce the pressure on their cash flow.

He reported that the Tourism Commission had now had four out of its scheduled six meetings and had covered investment, product development and marketing so far. Its final report with recommendations would be produced in late February. Plans were underway to commission new research to understand how we might best support the digital business skills across the visitor economy. Similar proactive examples included the work with the Local Enterprise Partnerships to identify key pipeline infrastructure projects that would also form part of the county's Strategic Infrastructure Delivery Plan and plans being made for the Levelling Up Fund.

He reported that work continued to make strong progress on the South Lincolnshire Food Enterprise Zone north west of Holbeach. Following the award in August of £6.4m from the Government's Getting Building Fund, which was focused on Covid-19 recovery, the Council was moving at an unprecedented pace with the delivery of a Cluster Hub building on phase 1 of the scheme. This would provide a high quality business and collaboration space for small and start-up businesses working in the agri-tech sector and related businesses in the food supply chain, and would be the flagship of the development. Further access roads to open up additional plots on Phase 1, and the preparations for Phase 2, in partnership with South Holland District Council, were also underway, and due for completion by the end of the year. The University of Lincoln's national Food Centre of Excellence was on track for completion in February. Agents had been appointed to promote the development, and the launch of the new branding – South Lincolnshire Food Enterprise Zone, at the heart of the UK Food Valley – would take place in early February.

He expressed his support for the committee who would be leading the way with the agricultural to look at the future of farming through a scrutiny panel which was being set up.

45 REVENUE AND CAPITAL BUDGET PROPOSALS 2021/22

Consideration was given to a report from the Head of Finance – Communities, on Revenue and Capital Budget Proposals 2021/22, which would be presented to the Executive on 2 February 2021. The views of the Committee would be reported to the Executive as part of its consideration of this item.

This report outlined the budget proposals for the next financial year 2021/22. The Provisional Local Government Finance Settlement for 2021/22 had not been issued at the time of writing the report, and the budget proposals for 2021/22 were therefore estimated at this stage. This report specifically looked at the budget implications for the Council's Environment and Economy services. The coronavirus pandemic had impacted significantly in the 2020/21 financial year, on both Council services and the local economy, and central Government had provided grant funding to cover the Council's costs and losses arising directly from the pandemic. It was assumed that where direct impacts carry on into 2021/22 these would continue to be funded by Government grant.

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

- The Committee was pleased to see that the Government was still providing the Council with grants during the Covid-19 pandemic.
- It was recognised that costs had increased due to the pandemic and would have to increase to reflect the rise in the National Living Wage from April 2021.
- In relation to the separated paper and card recycling scheme, this was now being rolled out across the county. Based on the returns from the trial, it was expected that it would eventually generate an income to the Council after taking into account the costs to the Council. The separated collections would therefore have both environmental and financial benefits in the long term.

RESOLVED:

1. That the budget proposals be noted;
2. That a summary of the above comments be passed on to the Executive as part of its consideration of the final budget proposals.

46 REVIEW OF THE LINCOLNSHIRE MINERALS AND WASTE LOCAL PLAN

Consideration was given to a report from the Minerals and Waste Policy and Compliance Manager, Planning and the Head of Planning, on a Review of the Lincolnshire Minerals and Waste Local Plan, which would be presented to the Executive on 2 February 2021. The views of the Committee would be reported to the Executive as part of its consideration of the item. Members were reminded that an amended Appendix A to the report had been circulated to them and published on 7 January 2021.

A provisional review of the Lincolnshire Minerals and Waste Local Plan (LMWLP) had recently been undertaken by officers in accordance with the statutory procedure ("the Review") (Appendix A of the report). This had concluded that the following policies were not fully effective and should be updated: Policy M1 (Recycled and secondary aggregates), Policy M4 (Proposals for sand and gravel extraction), Policy M5 (Limestone), Policy M11 (Safeguarding of Mineral Resources), Policy M13 (Associated Industrial Development), Policy W1 (Future requirements for new waste facilities), Policy W3 (Spatial strategy for new waste facilities), Policy W4 (Locational

criteria for new waste facilities in and around main urban areas, Policy W6 (Landfill), Policy W7 (Small scale waste facilities), Policy SL3 (Waste site and area allocations). The report also proposed that other policies would benefit from being updated in order to: improve the clarity and focus of the policies; ensure greater consistency between the policies; allow any subsequent changes to legislation/national policy to be incorporated into the updated plan; ensure account was taken of any new social, economic and environmental priorities (including those arising from the pandemic) and enable greater public involvement in the process.

Subject to the Executive's endorsement of the Review, the approval of the full County Council would be sought to update the LMWLP. Work on the update would primarily be undertaken by the in-house Minerals and Waste Policy Team, but with some supporting documents prepared by external consultants. The process would be carried out in accordance with the programme set out in the proposed Lincolnshire Minerals and Waste Development Scheme (Appendix B of the report) involving a number of stages - each requiring public consultation.

The report recommended that the Executive endorse the Review of the Lincolnshire Minerals and Waste Local Plan (Appendix A) and recommend to the full County Council that the whole Lincolnshire Minerals and Waste Local Plan was updated in accordance with the programme set out in the proposed Lincolnshire Minerals and Waste Development Scheme (Appendix B of the report) and that the Executive authorise the Head of Planning Services to make any minor amendments to the Review of the Lincolnshire Minerals and Waste Local Plan (Appendix A of the report) and the Lincolnshire Minerals and Waste Development Scheme (Appendix B of the report) before they were considered by the full County Council, which may be necessary to allow them to be published on the County Council's website.

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

- The County Council had objected to the Draft Nottinghamshire Minerals Local Plan due to the low level of provision made for sand and gravel, which was based on past sales. Nottinghamshire's past sales had been suppressed due to sites being mothballed, and sand and gravel had instead been imported from Lincolnshire sites. There were therefore implications and concerns for Lincolnshire from the proposed levels, as these might result in the need for additional quarries in Lincolnshire to meet the shortfalls in Nottinghamshire.
- There had been a move away from landfill sites in Lincolnshire, with most household waste now taken to the Energy from Waste site, and it was expected that there would be even less reliance on landfill sites in the future. Any proposals for waste sites would be subject to public consultation. Councillor E Poll advised that only about 5000 tonnes of household waste went to landfill each year which could not be disposed of by other means.
- There were specific sites allocated in the current plan for sand and gravel extraction as operators had submitted sites during the preparation of the plan for consideration. However, there was little interest from the waste industry in identifying waste sites and only one specific site had been allocated.

- Policy W5 had not been identified as needing to be updated but would be reviewed with all the other policies. Concerns were raised about the inconsistency of policy W5 which meant some planning applications would be considered by the relevant district council and others by the County Council depending on the origin of the waste. It was suggested that it would be more consistent to have one council deal with planning applications in relation to policy W5.

RESOLVED:

1. That the recommendations to the Executive outlined above and in the report be supported;
2. That the comments of the Committee as outlined above be passed on to the Executive for its consideration.

47 LINCOLNSHIRE COUNTY COUNCIL'S GREEN MASTERPLAN

Consideration was given to a report from the Head of Environment, on Lincolnshire County Council's Green Masterplan, which would be presented to the Executive on 2 February 2021 for approval. The views of the Committee would be reported to the Executive as part of its consideration of this item. The reports recommendation was that the Draft Green Masterplan be presented to the Executive for approval. The Head of Environment took the Committee through the online version of the Green Masterplan as the final version would be electronic rather than in paper form. He paid tribute to his colleagues in the Sustainability Team who had made a significant and valued contribution in the production of the Plan and driven it forward.

The Council had committed to achieving net carbon neutrality by 2050, in line with current national targets. The Green Masterplan provided a framework for achieving that ambition, as well as co-ordinating action across the County Council and with partner organisations. Without an approved Masterplan the Council was less likely to achieve the target it had set.

In response to the developing national agenda, local authorities had been working through national networks such as ADEPT and Solace to develop common approaches to key elements of the sustainability agenda. Principally these were:- Growing the zero and low carbon economy; Retrofitting homes and buildings; Decarbonising transport; Planning to deliver zero carbon development that protects and enhanced nature; Reducing waste and encouraging sustainable consumption; Restoring nature for all; Developing local authority funding, governance and accounting systems that were fit for purpose.

The Green Masterplan was designed to articulate the Council's own future actions to reduce its emissions, and also to provide a coordinating framework that would engage partners in the Council's approach, while supporting them to achieve their own ambitions. The Plan was integrated within the corporate transformation programme.

Key areas for delivery in the next few years included: 20% further reduction in carbon emissions from LCC's operations by 2023 (from 2018 baseline); Emissions of carbon from street lighting across Lincolnshire reduced by over 1,000 tonnes a year by 2024; Increased on-site generation of low carbon electricity through provision of solar panels on Highways depots and through refurbishment of assets such as Orchard House; Longer term decarbonisation of transport; Further reductions in LCC staff travel costs and mileage; Promotion of tree and habitat provision across Lincolnshire, working with the Local Nature Partnership to deliver the Nature Strategy for Greater Lincolnshire; Supporting partner organisations to achieve their ambitions for sustainable operations; Developing a suite of adaptation measures, such as improved resilience to flood risk and the impacts of climate change; Strengthening the role of sustainability in the Council's decision-making processes during 2021-22.

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

- The Sustainability team was congratulated on the document, which contained a lot of practical information and was dynamic.
- While the drive for electric vehicles was supported, one important issue would be selecting the alternative energy source to power large lorries over long distances. Alternative methods of fuel were available, such as bioethanol, but there was a need to modernise technology to run on alternative fuels. A trial had been conducted with Stagecoach buses to run on gas, but the biggest issue identified was refuelling. It was expected that a wide range of solutions and technology would be required for sustainable travel over a broad timeframe.
- Plastic free communities were being established nationally and also across Lincolnshire, where leaders within a local community were invited to lead and work with local communities and businesses to reduce plastic waste. There was growing public pressure to reduce plastic waste and companies would in future become 100% responsible for their waste which should result in a further reduction in plastic waste.

RESOLVED: That the recommendation to the Executive on the Draft Green Masterplan be supported and the comments from the Committee as outlined above be passed onto the Executive for its consideration.

48 DEVELOPMENT FUND - DRAINAGE INVESTIGATIONS AND FLOOD REPAIRS

Consideration was given to a report from the Senior Commissioning Officer - Flood Risk - Place, on the Development Fund – Drainage Investigations and Flood Repairs, which would be presented to the Executive on 2 February 2021. The views of the Committee would be reported to the Executive as part of its consideration of this item.

Funding to the value of £2.2 million (capital £2m, revenue £200k) had been made available to address drainage and flooding issues in Lincolnshire. A programme of work had been developed between the Floods Team and Highways with overall

ENVIRONMENT AND ECONOMY SCRUTINY COMMITTEE
12 JANUARY 2021

spend and delivery to be completed by March 2022. A governance structure had been established to facilitate the delivery of the works programme with update and progress reports to be made throughout the duration of the programme.

The Executive was requested to approve the Development Fund - Drainage Investigations and Flood Repairs Governance Structure attached in Appendix A of the report and the Programme of Works attached in Appendix B of the report; and delegate to the Executive Director – Place, in consultation with the Executive Councillor for Highways, Transport and IT, and the Executive Councillor for Economy and Place, the authority to take decisions to proceed with individual schemes and the terms of entering into any contractual documents to give effect to the schemes.

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

- There would be one project team drawing in staff from Highways and the Floods Team to co-ordinate the programme of work. A Programme Delivery Board would be coordinating delivery of the projects and reporting into senior managers and project sponsors.
- The programme of work was welcomed, particularly as there were a number of schemes listed that would address long standing issues in communities. The Committee was pleased to see that these schemes would finally happen and that there was a good spread across the county. It was now important to get these schemes completed as soon as possible.
- Additional schemes to replace the current schemes, once completed, would be dependent on funding in the future. The Council would continue to bid for funding for work in the future and it was recognised that obtaining funding would be more challenging in the future, particularly as a result of the economic circumstances arising from the pandemic.

RESOLVED:

1. That the recommendations to the Executive as outlined above be supported;
2. That the comments from the Committee as outlined above be passed on to the Executive for its consideration.

49 COUNTY FARMS

Consideration was given to an update report from the Business Manager - Corporate Property, on the County Farms Estate in terms of current challenges, the Agriculture Act and future strategy.

It was noted that the Covid-19 pandemic had caused some disruption to markets, such as for prime beef and chipping potatoes, but the economic impact for most arable farmers was relatively limited. The Council's primary concern was for the welfare of the tenants and the potential social impact of the lockdown measures and the isolation that this could bring to people already living in some relatively remote locations. Regular contact processes with tenants was put in place and contact details of Savills, Lincolnshire Rural Support Network (LRSN), and the Royal

Agricultural Benevolent Institution (RABI) were widely shared and encouraged as support networks.

The report made reference to the extreme weather experienced in Lincolnshire last year in particular record rainfall which had an economic impact on farming. Also noted was the action carried out to support tenants which included: The Royal Agricultural Benevolent Institution (RABI) had attended the annual tenants meeting on 27 February 2020. Invitations had been sent to all tenants and all contact details included; RABI details had been included within the annual newsletter to all tenants (February 2020); Emails sent to tenants on 17 March 2020 with team contact details and details of RABI and LRSN. Email sent to tenants on 29 June 2020 confirming contact details, reiterating RABI/LRSN's details, and sharing a link to Covid-19 Business Support; Email sent in October with link to the Farmworker App, with all contact details for Savills and RABI/LRSN. In respect of financial support and the potential difficulties in meeting rental demands, tenants had been encouraged to make contact as soon as possible in order that support and payment plans can be agreed.

Following the Agriculture Bill receiving Royal Assent in November 2020, DEFRA had produced its Transition Plan 2021-24, providing some clarity on plans for post Brexit farm support in England. The report highlighted information on the impact on direct payments. It was reported that DEFRA intended to run a Lump Sum Exit Scheme in 2022. This would allow farmers who wished to exit the industry to take their remaining transition period Direct Payments as a capitalised lump sum. The Lump Sum Exit Scheme was intended to assist farmers who were thinking about retiring whilst creating opportunities for new entrants into the farming sector.

(Councillor C J Davie gave his apologies for the remainder of the meeting and left at this point)

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

- There was no list for those people expressing an interest in entering into farming.
- It was noted that there were no plans to increase rents next year. Rents were considered on an individual basis every three years. Members had some concerns that rental increases would make it difficult for farmers already finding it difficult to manage with the challenges of the pandemic, Brexit and the recent bad weather. It was suggested that the Council should endeavour to retain existing tenants and continue to provide support where possible.
- The Committee asked if ways to encourage young people to enter farming could be considered.
- That a further update on County Farms be submitted to the Committee in six months' time.
- The Chairman suggested that the Business Manager - Corporate Property should be part of the scrutiny panel being set up to look at farming.

RESOLVED: That the report be noted and a further update on County Farms be submitted to the Committee in six months' time.

50 HISTORIC PLACES TEAM STRATEGY

Consideration was given to a report from the Historic Places Manager, on an Historic Places Team Strategy. The Historic Places Team moved to Planning Services in 2019 following a Directorate review. The team ran the county's Historic Environment Record and uses the information held to promote the sustainable management of the historic environment. The Team provided advice on archaeology and the historic environment to local planning authorities and recovers the cost of providing this service. In order to promote a wider understanding of the county's rich heritage the team run a number of projects and was currently being funded by Historic England to produce an Extensive Urban Survey – a study of the thirty most historic towns in the historic County of Lincolnshire. The team also hosted the County's Finds Liaison Officer, a post part-funded by the British Museum as part of the national Portable Antiquities Scheme. In the context of an ever-increasing emphasis being placed on the role heritage can play in the economy, in health and well-being, and in education, it was considered essential to set out the key objectives the team would work to. This provided the opportunity to align the team's objectives with the County Council's Corporate Plan and to respond to national policy contexts.

The strategy set out how Lincolnshire County Council (LCC), through the work of its Historic Places Team and Planning Services, would work with partners to manage change in the County's historic environment and work to ensure the vision for the County's rich historic environment was realised through developing strong partnerships and by working with local people. A final draft of the Strategy, following amendment in the light of any comments made at the meeting, would be submitted to the Committee at its meeting due to be held on 13 July 2021, for immediate implementation upon full endorsement.

(Councillor M Griggs gave his apologies for the remainder of the meeting and left at this point)

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

- The report was welcomed and supported.
- There had been an impact on visitors to heritage and visitor sites in the County due to the Covid pandemic but Lincoln had fared well when compared to the statistics on visitor numbers to sites in other parts of the country. Particular reference was made to the comparatively large numbers who had visited Lincoln Castle and museums. It was noted that the Battle of Britain Memorial Flight had been significantly oversubscribed.
- A suggestion was made that encouragement should be given for the public to connect with Lincoln Heritage Forum.
- It was thought that community led heritage initiatives would have a greater longevity than those which were Council led.

RESOLVED: That the report be noted and the comments as outlined above be included in the final draft to be presented to the Committee in six months' time.

51 SERVICE LEVEL PERFORMANCE REPORTING AGAINST THE
PERFORMANCE FRAMEWORK 2020-2021 - QUARTERS 1 AND 2

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 - Quarters 1 and 2 for Economy, Flooding and Waste. The report was presented to the Committee by the Head of Infrastructure Investment.

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

- Members welcomed the report and the good performance under difficult circumstances especially with regards to the pandemic and flooding caused by the exceptional weather last year.
- There had been some challenges meeting the household recycling target. Reference was made to the peaks associated with the Covid lockdowns where the public were at home more and had more packages delivered. Also more households had taken the opportunity to have a clear out. All recycling sites were currently open and measures had been taken to protect staff and visitors.
- The recycling curb side glass collection in East Lindsey sometimes caused a number of issues with broken glass being left on the curb and road.

RESOLVED: That the report be noted.

52 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.

Councillor Dr M Thompson notified the Committee of an interesting link to The Institute for Sustainable Food at the University of Sheffield which he would pass on to Democratic Services so that they could email members.

RESOLVED: That the work programme be approved.

The meeting closed at 11.57 am

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

Report to:	Environment and Economy Scrutiny Committee
Date:	16 February 2021
Subject:	Tattershall Household Waste Recycling Centre

Summary:

This report invites the Environment and Economy Scrutiny Committee to consider a report on the Tattershall Household Waste Recycling Centre, which will be presented to the Executive Councillor for Commercial and Environmental Management for a decision between 24 and 26 February 2021. The views of the Committee will be reported to the Executive Councillor as part of his consideration of this item.

Actions Required:

The Committee is invited to: -

- 1) Consider the attached report and determine whether it supports the recommendations to the Executive Councillor as set out in the report.
- 2) Agree any additional comments to be passed onto the Executive Councillor in relation to this item.

1. Background

Between 24 and 26 February 2021 the Executive Councillor for Commercial and Environmental Management is due to consider a report on the Tattershall Household Waste Recycling Centre, which is attached as 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. Comments from the Committee will be reported to the Executive Councillor.

3. Consultation

This Committee is being consulted on the proposed decision of the Executive Councillor for Commercial and Environmental Management between 24 and 26 February 2021.

4. Appendices

These are listed below and attached at the back of the report	
Appendix 1	Report to the Executive Councillor for Commercial and Environmental Management on the Tattershall Household Waste Recycling Centre

5. Background Papers

No background papers, as defined in the Local Government Act 1972, were relied upon to a material extent in writing 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 E J Poll, Executive Councillor: Commercial and Environmental Management
Date:	Between 24 - 26 February 2021
Subject:	Tattershall Household Waste Recycling Centre
Decision Reference:	I021494
Key decision?	Yes

Summary:

This Report seeks approval to proceed with a project to deliver a new Household Waste Recycling Centre (HWRC) at Tattershall. This facility will replace an existing privately owned HWRC at Kirkby on Bain which is due to be closed in 2021.

Recommendation(s):

That the Executive Councillor for Commercial and Environmental Management:-

- 1) approves the construction of a Household Waste Recycling Centre at Tattershall; and
- 2) delegates to the Executive Director for Place, in consultation with the Executive Councillor for Commercial and Environmental Management, authority to approve final proposals for the operation of the facility and to determine the final form of and to approve the entering into of all contractual documentation necessary for the construction and operation of the Household Waste Recycling Centre.

Alternatives Considered:

- | | |
|----|--|
| 1. | Allow the existing privately owned HWRC at Kirkby on Bain (KoB) to close and not provide a replacement facility. This could save the authority £1.95m in capital expenditure and over £400k per year in operating costs but would leave the residents of the Horncastle area without a HWRC service. |
|----|--|

Reasons for Recommendation:

Proceeding with the construction of a new HWRC will maintain the service in the Horncastle area and meet the requirements of our existing policy on HWRC provision.

1. Background

As a Waste Disposal Authority (WDA) under the Environmental Protection Act 1990, Lincolnshire County Council (LCC) has a statutory duty to provide "places" such as Household Waste Recycling Centres (HWRCs) or bring banks for residents to deposit their household waste.

Although the statutory provision does not mandate any particular number of such facilities, Lincolnshire County Council has a long established policy to provide a HWRC within a 12 mile radius for 95% of Lincolnshire's residents. There are 11 HWRCs in Lincolnshire; 10 are owned by Lincolnshire County Council, with KoB being the only privately owned facility.

The current HWRC at KoB is owned and operated by FCC Environment and is due to close in 2021. The site is located adjacent to a landfill and FCC has served notice that they are decommissioning the site. For many years the service at KoB has been secured through procurement whereby FCC was the only tenderer. The contract for the service expired in 2020 and we have an agreement with FCC that they maintain the service at previous tendered rates until the end of 2021. There are no other such facilities in the area and therefore the decision to have an informal agreement was made to ensure the service until another facility could be provided.

The Council must decide whether to re-provide a HWRC in the Horncastle area to replace the KoB site.

Proceeding with the construction of a new HWRC will maintain the service in the Horncastle area and meet the requirements of the Council's existing policy on HWRC provision.

The HWRC service is highly valued by the public and this has been demonstrated by the changes which were brought about due to the Covid-19 pandemic which caused a significant increase in complaints. If a site is not provided, residents of the Horncastle area will have to travel further distance to dispose of their household waste, which will increase damage to the environment through longer car journeys. This would also increase pressure at the nearest HWRCs such as Market Rasen, Lincoln and Sleaford.

Business Case

Feasibility work has been carried out using internal resources to consider the provision of a new HWRC in the Horncastle area. The estimated build costs, based on older projects (adjusted for inflation) are as follows:

Consultancy Surveys (incl Noise, Ecology, Topographical)	£30,000
Utility Connections	£70,000
Construction	£1,590,000
Equipment (incl 4 Compactors & containers)	£260,000
Land	£0
Total	£1,950,000

This estimate includes a contingency for unforeseen risks during construction.

The total annual cost of operating similar sized sites including utilities, rates, licences, insurance, staffing and maintenance are shown as follows:

	Bourne (£)	Gainsborough (£)	Market Rasen (£)	Sleaford (£)
COST	138,000	192,000	195,000	135,000

The Revenue cost of the existing FCC contract is £425k per year which is already allocated in the Waste Revenue budget. To operate a new HWRC has a projected annual cost of between £138k and £192k, assuming the same cost as comparable sites. The largest and most variable element of costs is for the staffing and management and this is provided by external contractors. The 11 sites we own are operated by three external operators and contracts are due to expire in 2023. However it must be noted that these tender prices were obtained where multiple Lots of sites were priced for and allowed economies of scale. A stand-alone tender for a single site may not be as attractive and therefore prices may increase.

Therefore to build a new HWRC at the preferred location and externally operated, could provide an estimated Revenue saving of £233k to £287k per annum, assuming the operating cost ranges above.

An alternative operating model would be to have LCC staff on site. If 5 FTEs are employed at an annual staff cost of £170k, an estimated Revenue saving of £208k could be made.

However it must be noted that these estimated savings are dependent on assumptions about staff TUPE costs and tender rates for an external contractor, which cannot be established at this point.

Site Identification

A search for sites highlighted two possible locations in the Horncastle area. A feasibility study and a cost comparison were carried out and as a result the recommended location is a closed landfill site at Tattershall Lagoons which is already in LCC ownership. The site is currently fenced off and gated and is an on-going maintenance liability, the cost of which is minimal. This property has limited use and no value as the ground is heavily contaminated. However the contaminated material should not increase construction costs as excavations will be kept to a minimum by constructing on top of the contaminated material. This will reduce the cost of disposal of contaminated earth which would ordinarily have

to go to a hazardous landfill site. Where material is extracted for deeper drainage infrastructure, that material will be retained on site in the form of earth bunds. These bunds will help to mitigate any noise pollution in the most sensitive areas and could be used instead of solid wooden fencing.

The second site which was considered, but is not recommended, is part of the County Farms portfolio adjacent to Horncastle Industrial Estate. Discussions with the Property and Economic Development teams indicates that there are plans to develop and market the land for private sale and the plot which could otherwise be developed as a HWRC would have a projected value of £250k.

Budget and Funding

The provision of a HWRC service in the Horncastle area is currently met from the Waste Revenue budget and pays for the existing FCC Kirkby on Bain service contract of £425k per year. This would be used to operate and maintain the proposed site at Tattershall.

The £2m Capital required to construct the proposed HWRC is allocated in the Waste Capital budget.

Resources

A Project Delivery Officer has been recruited who has experience of delivering projects such as this and can act as the designer and project manager for the delivery of the HWRC. Retaining this role in-house will minimise project costs, as employing external consultants to deliver a HWRC would cost approximately £190k in design fees. This in-house approach will also enable value engineering to be performed throughout the project delivery to better control the budget.

Programme

The attached programme timeline (Appendix A) shows that if a planning submission is made in March, construction could start in June 2021 and the HWRC could be completed in November 2021.

Contractor Procurement

The project is planned to be delivered through the SCAPE Framework which has been used to deliver previous waste facilities. This delivery model enables a contractor to be involved in the project throughout the whole development, thus reducing risks and costs. It is a collaborative, open book approach which enables full transparency on costs during the construction phase.

Operation

There are two operating models which can be used; we can procure the services of an external contractor to provide staff, or we can provide LCC staff. The existing staff from the KoB HWRC will be subject to TUPE regulations and this will affect both of the possible staffing models above. No decision is being sought on the

preferred method of operation at this point as further investigation is required as to what those existing staff costs are.

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 as the recommendation to proceed with the project should maintain the status quo of the current service provision. If an alternative option of not providing a HWRC in this area was followed, there could be a detrimental impact on people with certain protected characteristics such as age and disability who may have disproportionately greater difficulty travelling to a HWRC located further from the area.

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 and Wellbeing Strategy (JHWS) in coming to a decision.

Consideration has been given to the JSNA and the JHWS, and the provision is considered to contribute to health and wellbeing both in terms of providing a controlled environment for the disposal of waste enabling higher recycling performance and in terms of preventing longer journeys to dispose of waste which together with a beneficial impact on fly-tipping is good for the environment.

Crime and Disorder

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

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

3. Conclusion

Proceeding with the project to construct a HWRC at Tattershall will maintain the service in the Horncastle area and meet the requirements of LCC's policy on HWRC provision. Failure to do so could create significant reputational damage for the authority with the public and partners. It could also have a detrimental impact on the environment.

4. Legal Comments:

The Council has the power to construct and operate a HWRC as proposed which contributes to its compliance with s 51 of the Environmental Protection Act 1990.

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

5. Resource Comments:

The works proposed in this report form part of the replacement programme for Household Waste Recycling Centres, budgeted for in the Council's ten year Capital Programme approved as part of the 2020/21 budget.

The budget implications are considered in the body of the report and following completion, the new facility is expected to yield a revenue budget saving of between £0.208m and £0.287m per annum depending on the future operating model.

6. Consultation

a) Has Local Member Been Consulted?

Yes

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The Environment and Economy Scrutiny Committee is due to consider this report on 16 February 2021. Any comments of the Committee will be reported to the Executive Councillor.

d) Risks and Impact Analysis

N/A

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Tatterhall HWRC - Draft Programme
Appendix B	Tattershall HWRC - Location Plan

8. Background Papers

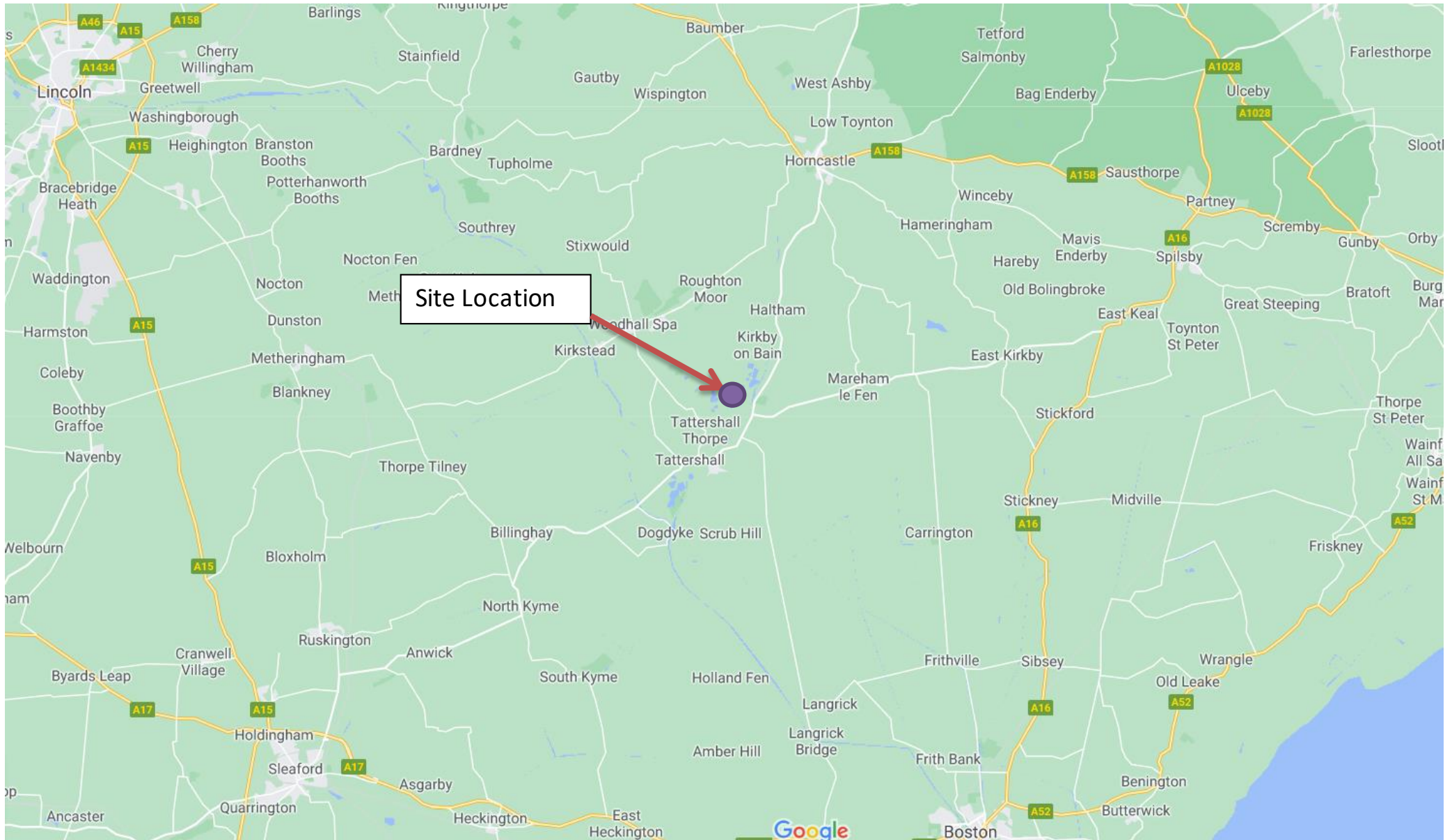
No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Mike Reed, who can be contacted on 07557 169890 or mike.reed@lincolnshire.gov.uk.

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Appendix B - Tattershall Household Waste Recycling Centre Location Plan







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

Report to:	Environment and Economy Scrutiny Committee
Date:	16 February 2021
Subject:	Market Deeping Grow-On Business Space

Summary:

This report invites the Environment and Economy Scrutiny Committee to consider a report on the Market Deeping Grow-On Business Space, which will be presented to the Executive Councillor for Economy and Place and the Leader of the Council for a decision between 19 March 2021 and 30 April 2021. The views of the Committee will be reported to the Executive Councillor and the Leader of the Council as part of their consideration of this item.

Actions Required:

The Committee is invited to: -

- 1) Consider the attached report and determine whether it supports the recommendations to the Executive Councillor and the Leader of the Council as set out in the report.
- 2) Agree any additional comments to be passed onto the Executive Councillor and the Leader of the Council in relation to this item.

1. Background

Between 19 March 2021 and 30 April 2021, the Executive Councillor for Economy and Place and the Leader of the Council are due to consider a report on the Market Deeping Grow-On Business Space, which is attached as 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 and the Leader of the Council. Comments from the Committee will be reported to the Executive Councillor and the Leader of the Council.

3. Consultation

This Committee is being consulted on the proposed decision of the Executive Councillor for Economy and Place and the Leader of the Council between 19 March 2021 and 30 April 2021.

4. Appendices

These are listed below and attached at the back of the report	
Appendix 1	Report to the Executive Councillor for Economy and Place and the Leader of the Council on the Market Deeping Grow-On Business Space

5. Background Papers

No background papers, as defined in the Local Government Act 1972, were relied upon to a material extent in writing this report.

This report was written by Amanda Bond, who can be contacted on 07717 447112 or Amanda.Bond@lincolnshire.gov.uk.

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

Report to:	Councillor C J Davie, Executive Councillor: Economy and Place Councillor M J Hill, OBE, Leader of the Council (Executive Councillor: Resources and Communications)
Date:	Between 19 March 2021 and 30 April 2021
Subject:	Market Deeping Grow-On Business Space
Decision Reference:	I021845
Key decision?	Yes

Summary:

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 has been developed for delivery in 2021, as part of a revised strategy.

This Report seeks 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 seeks approval from the Leader of the Council for the capital scheme business case.

Recommendation(s):

That the Executive Councillor for Economy and Place:-

- 1) approves in principle the development of Grown On business space in the Deepings area through alterations to the Eventus Business Centre in Market Deeping; and

- 2) delegates to the Executive Director for Place, in consultation with the Executive Councillor for Economy and Place, authority to approve the final form of and the entering into of all contract documentation to give effect to the above decision.

That the Leader of the Council (Executive Councillor for Resources and Communications) approves the scheme business case for the development.

Alternatives Considered:

1.	A 'new build' solution was developed to meet the last ever call for ERDF funding; however, several complex, critical aspects could not be resolved within the required timescale and consequently MHCLG declined to fund the project.
2.	The possibility of utilising existing commercial premises in the Deepings area was explored in some depth with a third party. As the pandemic situation unfolded, all of the analysis and professional advice suggested the market was too uncertain and posed an unacceptable level of revenue risk to deliver significant additional provision on the scale and terms which the solution would have involved.
3.	Do nothing: Should this project not proceed there will continue to be a shortage of grow on space opportunities in the Deepings area.

Reasons for Recommendation:

In the context of the pandemic, the Economic Infrastructure Team has sought to assess the current market, and has revised the strategy accordingly in order to best respond to the needs of the business community.

1. Background

Update on Previous Development Work

In May 2019 the Economic Infrastructure Team, in consultation with the Executive Councillor for Economy and Place and the Environment and Economy Scrutiny Committee, began to pursue a project to deliver around 10,000sq ft of 'grow on' space provision in the Deepings area, using external funding sources to match the Lincolnshire County Council (LCC) financial allocation of £1.5m.

The following solutions were then sought:

- **Proposal 1 (September 2019 - March 2020):** A 'new build' solution was developed to accelerated timescales, to meet the last ever call for ERDF funding by the Ministry of Housing, Communities and Local Government (MHCLG). A preferred location, in third party ownership, was identified to ensure a 'soft landing' for growing small and medium-sized enterprises (SMEs)

to operate more independently, whilst accessing support from Eventus Business Centre if needed.

Outcome: The Outline Business Case was successful; however, several complex, critical aspects could not be resolved within the required timescale and consequently MHCLG declined to fund the project.

- **Proposal 2 (October 2019 - August 2020):** In parallel with the above, confidential discussions and exploratory work took place with a third party around the possibility of utilising existing commercial premises in the Deepings area.

Outcome: As the pandemic situation unfolded the external professional advice taken, together with the team's own analysis, suggested the market was too uncertain to deliver provision on the scale and terms which the solution would have involved. Whilst the proposal would potentially cost less than the new build initially, it would carry a significant revenue risk in the early years. Furthermore, there was concern that in the shorter term, additional office provision was likely to compromise the viability of Eventus Business Centre, with the outcome potentially being two part-occupied facilities.

Revised Strategy

To mitigate the above challenges and provide support measures for the local business community, an Action Plan was agreed by the Economic Development Capital Programme Board in September 2020.

Shorter term measures for delivery in 2021 - generating positive outcomes by utilising an asset already owned by Lincolnshire County Council by:

- Optimising Eventus Business Centre to better accommodate current anticipated grow-on space need (drawn from recent analysis).

Longer term ambitions for delivery from 2022 onwards - planning for growth when the market is more settled and requirements are more certain by:

- Preparing for additional grow on provision from 2022 – reviewing previously considered solutions and exploring any new opportunities;
- Considering alternative delivery models if appropriate (such as Joint Ventures etc.)

Outline of Measures for 2021 (Optimisation of Eventus Business Centre)

'Eventus Business Centre optimisation' has explored ways to optimise the use of the building whilst providing new opportunities.

The main aims are to:

- increase lettable space overall (assisting both growing businesses and newer ones);

- introduce new agile / 'co-working' space (with emphasis on safe and social distancing);
- provide for safer and more user-friendly management of the building; and
- implement Mechanical and Electrical (M&E) improvements/upgrades (where appropriate).

The anticipated benefits/outcomes are:

- 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.

There is wide recognition that Eventus Business Centre successfully meets the needs of start-ups/SMEs and its design provides a prestigious setting. Ten years of operation, however, presents the opportunity to review what is working well and what could work better for both tenants and staff; it also enables consideration of outdated or ageing elements which are now in need of replacement.

Having considered the current layout and use of each floor, a number of changes have been identified to achieve these aims, as outlined below.

The project would see the:

- First floor reception services move to the ground floor lobby area, creating a more welcoming and accessible arrival for visitors and tenants, whilst assisting building management;
- Two conference suites reduced to one and relocated to the ground floor, to increase accessibility and proximity to the new reception space and reflect anticipated patterns of use;
- Vacated first floor reception area/conference rooms converted to suites (where a tenant with significant unmet growth needs is expected to take a large proportion of the space);
- Introduction of 'agile' work space (described below) in underutilised communal areas - assisting Eventus tenants who perhaps have fluctuating staff numbers or work patterns, and encouraging existing and new Virtual Tenants to make use of the new facilities;
- Removal of the existing external staircase which leads to the first floor reception, enabling us to address some long-standing issues (and will also bring prominence to the frontage of our on-site Oasis Café facility, which is currently obscured from the rest of the estate by the existing staircase structure); and
- Installation of a new external, enclosed fire escape at the north end of the building which extends to all floors, optimising the available exit points at that end of the building.

New agile / 'co-working' space

The team has identified some communal space that could be used more effectively going forward. The proposal is to introduce some flexible working space using purpose-designed office equipment and procedures, whilst retaining an element of 'break out' space.

The work space is aimed at:

- assisting Eventus tenants who perhaps have fluctuating staff numbers or work patterns, and maybe need extra space on an occasional rather than permanent basis. Equally, staff may sometimes require some 'quiet' work space away from their own room; and
- providing sole traders/start-ups/micro-businesses with occasional work space in a professional and collaborative environment. This would effectively be a refreshed offer of the existing Virtual Tenancy service.

The detailed arrangements have yet to be defined, but the principle is that each work station is bookable to help us to manage who uses the space and maintain all-important safety/security measures. Whilst the pandemic situation is constantly changing, we will take an approach that follows Covid-secure principles, meaning that the types of furniture and how they are set out provide an appropriate density and can be reviewed in future.

Tenant Engagement

The team is continuing to work with the Centre's tenants, who have been accommodating and widely receptive to the proposals. Feedback received on specific aspects is shaping the finer detail of the project.

Promotion

The refreshed 'offer' available to businesses through delivering the above changes would be promoted using updated marketing material (digital/electronic format) and using appropriate channels available through the wider Economic Development team's network.

Timescales

The team is in process of project design and planning. Subject to a firmer programme being developed but based on planning consent for some aspects of the work, the team is expecting to be able to start in May and complete in September 2021.

Delivery Route and Estimated Project Cost

Under the Scape Regional Construction Framework (Lot 2), Lindum Group Ltd has been commissioned through a Delivery Agreement up to and including RIBA Stage 4 (Technical Design) to enable detailed design work, surveys and planning application work etc. to be completed.

The outline estimate for delivering the project is in the region of £875,000 - £975,000. At present this is a range assembled by the Economic Infrastructure Team to capture all of the anticipated project activity and to reflect that design details are not yet finalised; furthermore, costs will then be subject to market testing.

The market tested project costs are due to be available in mid/late March.

This financial information will be updated in the light of detailed pricing received prior to the final decision being taken.

Breakdown of current estimated costs

Project Activity	Actual cost
Scape Delivery Agreement (RIBA Stage 4) Includes: consultants fees (Architect, Structural Engineer, M&E consultant, Building Control, Fire Engineer etc.); site surveys (Services, WAC testing etc.); pre-construction charge (%)	£83,300
Project Activity	Estimated cost
Professional fees for construction phase Includes: client contract administrator; specialist services	£60,000
Construction phase costs Preliminaries (site establishment, running costs, items required for handover and shutdown of the contract); contractors risk; construction fee charge (%)	£120,000
Internal reconfiguration works: Includes: constructing new reception services and new offices in the vacated space; alterations to existing suites for new purposes; agile work stations; furniture; IT equipment/hardware; M&E, security, fire safety, signage alterations; contingency	£460,000
External alterations and improvements Includes: demolition of existing first floor staircase; erection of enclosed fire escape structure tied into the existing building at all floors; replacement store for site café outdoor seating; signage; furniture	£200,000
Estimated Total	£923,300

Subject to the final decision, the Scape Regional Construction Framework enables Lindum Group Ltd to be commissioned through a Delivery Agreement to RIBA Stages 5 and 6 (Construction and Completion).

Estimated Income/Savings

The additional annual income (when fully occupied) from the increased lettable space is estimated as £45,750 per annum. This would increase the total income from lettings (when fully occupied) from £323,000 to £368,750 per annum, in addition to income from conference room hire, storage room rental, virtual tenancies, etc.

The payback period for the alterations would be 20 years based upon the above cost estimate, and a return on capital investment of 5%.

The annual income from conferencing is expected to remain predominantly unchanged, with a larger facility replacing two current suites which are infrequently in use at the same time. Initially however, given current circumstances, the proposed suite is likely to be utilised for socially distanced meetings rather than full or half-day event bookings.

Anticipated efficiency savings include the avoidance of need for cherry picker hire to periodically access the roof of the business centre (provision for access is proposed via the external, enclosed fire escape) and potentially energy usage resulting from upgraded fittings not yet assessed and quantified.

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 considered and there are not considered to be any adverse impacts on people with a protected characteristic from the proposal in this Report. The facilities will be available to any applicant regardless of protected characteristic and the building will meet all current standards for accessibility.

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

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

The JSNA and JHWS have been considered and there are not considered to be any direct impacts from the proposal. Indirectly the proposal contributes to the strength of the economy in the area and therefore employment opportunities.

Crime and Disorder

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

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

3. Conclusion

The proposed changes to Eventus Business Centre will better meet current and forecast market demand, which has been significantly impacted by the pandemic, and represent a more appropriate use of public funds in this context.

They will bring many benefits: we will increase lettable space and consequently income by over 2,000 sq ft; improve safety, accessibility and operability of the

centre for all; create new opportunities for agile working for local and tenant businesses; and upgrade ageing systems and features where appropriate.

The revised strategy for the longer term will be developed with the experience of current events and how they continue to shape the way businesses operate.

4. Legal Comments:

The Council has the power to pursue the proposal in the Report. The decision is consistent with the Policy Framework.

The decision to proceed with the development is within the remit of the Executive Councillor for Economy and Place.

The approval of the scheme business case is within the remit of the Leader of the Council as the relevant Executive Councillor with responsibility for Finance.

5. Resource Comments:

The capital costs and potential impacts on revenue budgets are considered in the body of the report. Funding for the proposed project is available from within the Economic Development - Business Unit Development programme included in the Council's approved capital programme.

6. Consultation

a) Has Local Member Been Consulted?

Yes

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The Environment and Economy Scrutiny Committee is due to consider this report on 16 February 2021. Any comments of the Committee will be reported to the Executive Councillor and the Leader of the Council.

d) Risks and Impact Analysis

See the body of the Report.

7. Background Papers

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

This report was written by Amanda Bond, who can be contacted on 07717 447112 or Amanda.Bond@lincolnshire.gov.uk.

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

Report to:	Environment and Economy Scrutiny Committee
Date:	16 February 2021
Subject:	Lincolnshire Property Flood Resilience Assistance Project

Summary:

This report invites the Environment and Economy Scrutiny Committee to consider a report on the Lincolnshire Property Flood Resilience Assistance Project, which will be presented to the Executive Councillor for Economy and Place for a decision between 22 and 26 February 2021. The views of the Committee will be reported to the Executive Councillor as part of his consideration of this item.

Actions Required:

The Committee is invited to: -

- 1) Consider the attached report and determine whether it supports the recommendations to the Executive Councillor as set out in the report.
- 2) Agree any additional comments to be passed onto the Executive Councillor in relation to this item.

1. Background

Between 22 and 26 February 2021 the Executive Councillor for Economy and Place is due to consider a report on the Lincolnshire Property Flood Resilience Assistance Project, which is attached as 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. Comments from the Committee will be reported to the Executive Councillor.

3. Consultation

This Committee is being consulted on the proposed decision of the Executive Councillor for Economy and Place between 22 and 26 February 2021.

4. Appendices

These are listed below and attached at the back of the report	
Appendix 1	Report to the Executive Councillor for Economy and Place on the Lincolnshire Property Flood Resilience Assistance Project

5. Background Papers

No background papers, as defined in the Local Government Act 1972, were relied upon to a material extent in writing this report.

This report was written by Paul Brookes, who can be contacted on 07787836877 or paul.brookes@lincolnshire.gov.uk.

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

Report to:	Councillor C J Davie, Executive Councillor: Economy and Place
Date:	Between 22 and 26 February 2021
Subject:	Lincolnshire Property Flood Resilience Assistance Project
Decision Reference:	I021844
Key decision?	No

Summary:

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

This report seeks approval for proceeding with a county-wide Property Flood Resilience Assistance Project.

Recommendation(s):

That the Executive Councillor for Economy and Place:

1. approves in principle proceeding with the County-wide Property Flood Resilience Assistance Project as set out in this report; and
2. delegates to the Executive Director for Place in consultation with the Executive Councillor for Economy and Place the taking of all decisions necessary to give effect to the project up to and including the award of a contract for the works.

Alternatives Considered:

Not progressing with the Property Flood Resilience Project. While the Authority would continue to meet its duties in accordance with the Flood and Water Management Act 2010 through delivering other capital flood alleviation schemes to protect communities, a significant number of individual or isolated properties will remain at significant risk of surface water flooding.

Reasons for Recommendation:

To facilitate the County Council as Lead Local Flood Authority to carry out flood risk mitigation works as part of its duties to manage local flood risk.

1. Background

Lincolnshire County Council (LCC) is the Lead Local Flood Authority for Lincolnshire, with a duty to manage local flood risk – primarily from surface water. This duty includes the requirement to investigate incidents of flooding, regardless of their source. In 2019 alone, following a series of severe storms between June and November, 153 flood investigations were commenced affecting at least 350 properties. Based on recent costs, each flood investigation costs around £7,700 to complete. A further 230 properties were recorded as 'near misses' in 2019. This proposal seeks to add an additional means of managing flood risk so that these costs can be kept under control and reduced further in future.

The nature of surface water flooding, together with the topography of Lincolnshire, means that in many cases individual properties, or small groups of properties are affected, rather than entire communities. These more dispersed flooding incidents often cannot be managed cost effectively by a traditional flood risk management scheme, although left alone the risk will remain, as will the future liability on the County Council to continue to investigate any future flooding incidents.

In response to this, nationally the concept of property flood resilience is increasingly considered an effective tool to be deployed by flood risk management authorities. The new National Flood and Coastal Erosion Management Strategy promotes its use as one among several approaches that can be used by the public sector, while there are also examples of flood risk schemes that have been successfully delivered where property flood resilience is a key component to manage locations where a more traditional approach cannot be justified economically. The Horncastle river defence scheme is a good example of this mixed approach.

As such, the proposal presented in this report seeks to add property flood resilience to the approaches that we already use, deploying it where it is most cost-effective and geographically and financially appropriate. In essence, it would act as an additional tool to achieve the Council's existing capital programme and its duties, responsibilities and commitments as laid out in the Joint Lincolnshire Flood Risk and Water Management Strategy. For this reason, property flood resilience is proposed as a project within the current flood risk capital programme of £1.2m per annum. It will contribute to LCC's flood risk protection performance indicators by an additional 30 high risk properties protected per year, and delivers both local and national flood risk management strategic outputs. It will also be subject to strict, prioritised qualification criteria.

It is recognised that the implementation of property flood resilience is untested as a stand-alone initiative in Lincolnshire, and it is important to demonstrate that outcomes can be achieved in terms of effectively protecting property in a way that

provides value for money to Lincolnshire and at a realistic cost to residents. In order to test the initiative, a proposal to implement the property flood resilience assistance project on a trial basis has been discussed with the Executive Councillor for Economy and Place, who has indicated his support for a 12 month trial period.

As a result tender documents are being prepared for issue to seek bidders for delivery of the Property Flood Resilience (PFR) assistance scheme. This will involve expenditure of up to £100,000 of LCC capital funds at this stage which will cover the 12 month trial period. A progress report will be provided to Executive in September 2021.

It is anticipated that the tender documents will be ready for issue in early March 2021, with a target start date of 1 April 2021. It is envisaged that approval for awarding the contract will be given by way of a non-key Chief Officer decision by the Executive Director for Place in consultation with the Executive Councillor for Economy and Place.

The objective of the trial will be to protect up to 30 properties at significant risk of surface water flooding. Funding for the trial is 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. Up to £5,000 of financial support per property for the supply and installation of property flood resilience measures will be funded through a combination of DEFRA Flood Defence Grant in Aid and Regional Flood and Coastal Committee Local Levy funding, with the costs of the pre- and post-installation surveys (estimated at no more than £2,000 per property) being funded by LCC. The estimated total contract value will be no more than £250,000 over 12 months.

The willingness of applicants to take responsibility for the total cost of the PFR measures to be installed, making "top-up" financial contributions (where the cost of installing PFR measures is over £5,000) to protect their property, is one of the qualifying criteria, along with being at significant risk of flooding (a greater than 3.3% annual probability of surface water flooding). In terms of cost effectiveness, the current proposal is to seek a typical benefit / cost ratio of 5 to 1, which would equate to roughly £33,500 of damages avoided per property.

All payments of financial assistance by the Council will be made directly to the supplier of the flood resilience measures rather than the householder; this will minimise the administration of the scheme but also manage the risk of funding not being applied to the specified purpose.

By working with community flood leads to pro-actively protect high risk properties, communities and individuals both obtain greater knowledge about local flood risk and are better prepared for flooding. This means that there are considerable potential cost savings to the authority in terms of a reduction in the need for emergency responses, the Council's duty to undertake flood investigations, and improvements in community health and wellbeing, as well as an accelerated

reduction in the overall numbers of properties at significant risk of surface water flooding across the county.

Finally, there is also an opportunity to align the proposal with the emerging priorities in the Council's Green Masterplan, proactively supporting communities to better adapt to future conditions and contributing to the Council's long term commitments towards the environment and the economy.

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 implementation of the PFR service will not result in differential impacts on people with protected characteristics.

A full Equality Impact Assessment is not required in this instance as PFR does not discriminate against protected characteristics. While one of the objectives of the PFR project is to help those less able to help themselves, assessments of the suitability of PFR measures are objective and based on scientifically-derived technical principles.

Applicants will have the opportunity to withdraw their application at any time before the PFR measures are installed.

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 and Wellbeing Strategy (JHWS) in coming to a decision.

By reducing the probability and consequences of flooding, the proposed PFR project will have a positive impact on the health and wellbeing of individuals.

The impacts of flooding on health and wellbeing are well understood. Literature and new work carried out with Public Health England data sets by the Environment Agency proves that there are higher rates of anxiety, depression and post-traumatic stress disorder (PTSD) after a flood has occurred. The costs associated with these illnesses include the treatment costs and the loss of employment. Co-morbidity (suffering from more than one condition at the same time) and the proportion of those seeking treatment have also been taken into account in producing cost figures.

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 direct impacts from the proposed project.

3. Conclusion

The PFR project provides an opportunity to deliver excellent value-for-money flood protection to residents of Lincolnshire who might not otherwise have the ability to protect their property. As well as this direct benefit, residents so protected may be able to benefit from lower insurance premiums. In addition, the outputs of the project will contribute to local and national targets.

Furthermore, by being proactive and including those properties where there have been 'near misses', assistance and support can be given to individuals and communities to prepare for flooding before it happens.

4. Legal Comments:

The Council has the power to pursue the proposed project.

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

5. Resource Comments:

As noted in the body of the report, funding of the proposed project is expected to be on a matched basis using the resources already budgeted for in the Council's approved 2020/21 Capital Programme to attract external contributions such as DEFRA-funded Flood Defence Grant in Aid.

The outputs of the project are scalable should it be necessary in order to mitigate the Council's exposure if external funding contributions are not secured.

All payments of financial assistance by the Council will be made directly to the supplier of the flood resilience measures rather than the householder, this will minimise the administration of the scheme but also help mitigate the risk of funding not being applied to the specified purpose.

6. Consultation

a) Has Local Member Been Consulted?

N/A – this is a County-wide initiative.

b) Has Executive Councillor Been Consulted?

Yes.

c) Scrutiny Comments

The Environment and Economy Scrutiny Committee is due to consider this report on 16 February 2021. Any comments of the Committee will be reported to the Executive Councillor.

d) Risks and Impact Analysis

See the body of the Report.

7. Background Papers

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

This report was written by Paul Brookes, who can be contacted on 07787836877 or paul.brookes@lincolnshire.gov.uk.

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

Report to:	Environment and Economy Scrutiny Committee
Date:	16 February 2021
Subject:	The Fifth Local Transport Plan (LTP V)

Summary:

This report provides a progress update for Lincolnshire County Council's Fifth Local Transport Plan (LTP V). Ideas and thoughts from members of the Committee are welcomed as part of the shaping of the work.

Actions Required:

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

1. consider the development of the Local Transport Plan.
2. share thoughts and ideas to help shape the document's development.
3. receive a further report as the plan is being finalised.

1. Background

Work has begun on a new Local Transport Plan (LTP) for Lincolnshire. A statutory requirement under the Local Transport Act 2008, the document will establish the policy structure for local transport delivery going forward.

A report came to the Committee in November 2020 describing the process, the audience for the LTP and its purpose. This report provides an update on some of the areas of work currently being undertaken, the emerging themes and the engagement process.

Emerging themes and priorities

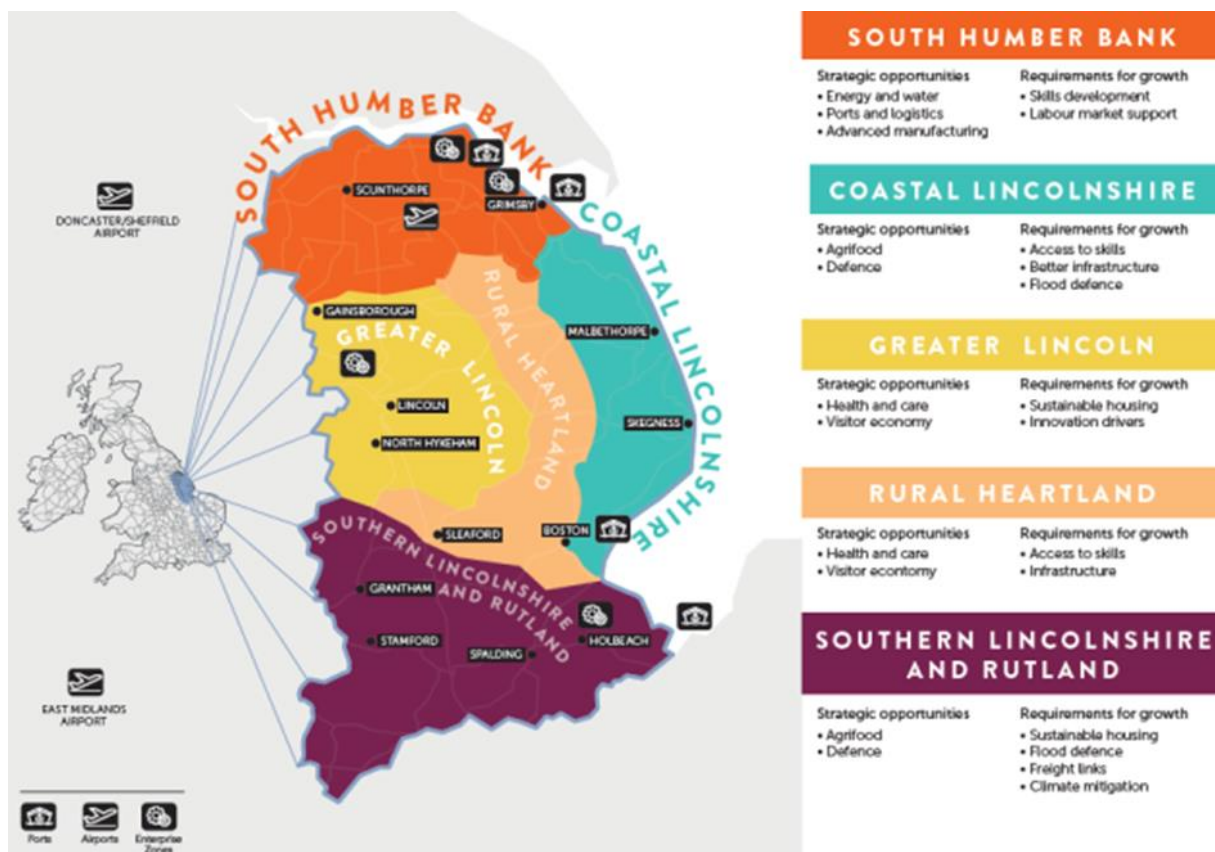
There will be a number of complementary supporting documents to LTP V including strategies for different **modes**: rail, bus and walking in addition to the cycling strategy that came to the Committee in the Autumn. This will provide the depth and detail needed and will provide space to look at alternative scenarios, particularly for public transport, where there is so much uncertainty.

For example, the rail industry is facing three significant challenges:-

- **The Williams Rail Review** – this review was established in September 2018 to look at the structure of the whole rail industry and the way passenger rail services are delivered.
- **Covid-19** – currently services are operating reduced timetables and carrying much lower patronage due to Covid-19.
- **Spend on rail** - the Government has taken a long-term mind-set on rail. If this continues the Government will not reduce service specification or the quantum of services in the medium or longer term.

The **environment** will be a very strong theme too. The document is being written to complement the Green Masterplan – expanding thinking around decarbonisation for example. An alternative fuel strategy is also being produced which will contain a roadmap for decarbonisation in Lincolnshire.

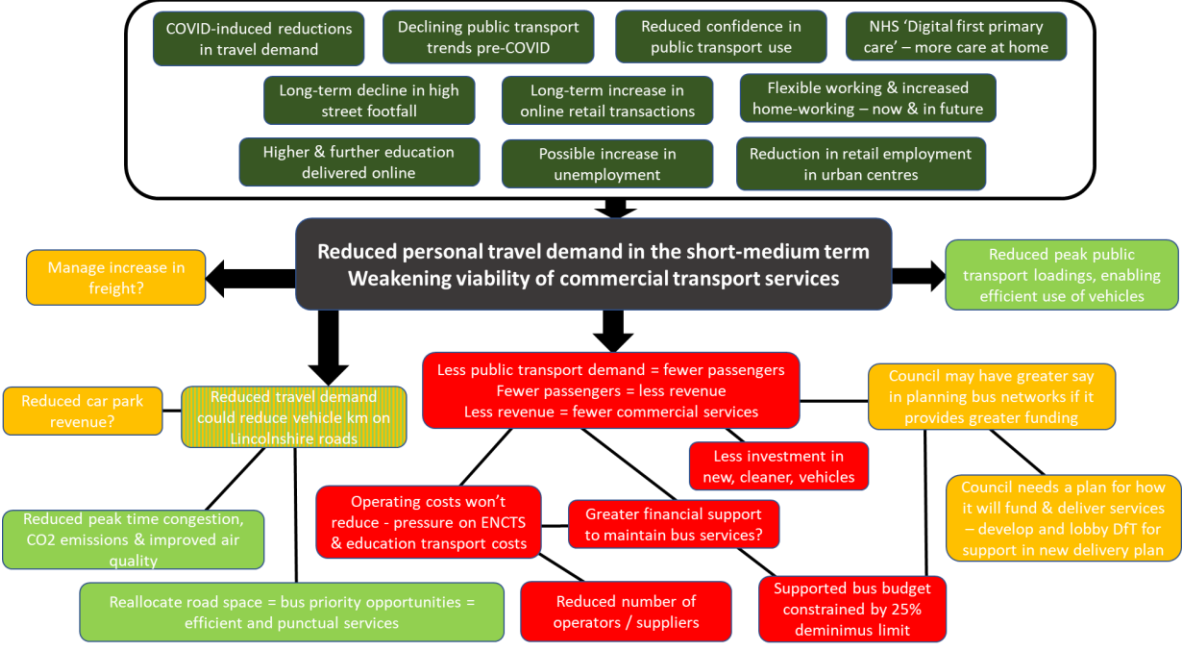
Using a **place** based approach we intend to be able to articulate the scale of Lincolnshire's ambition to outside audiences too, for example, Midlands Connect and the Department for Transport.



Much of this ambition will connect to the support for the post Covid-19 economic recovery. This includes improving opportunities through good connectivity, both within Lincolnshire and externally, to the strategic road and rail network. LTP V provides an opportunity to support **sectors** and support positive **growth** in Lincolnshire, for example, by supporting the Agri-food sector and the Food Valley, with a focus on freight, data and connectivity to the strategic road network and ports; and maximising the opportunities for cycling and walking holidays with the

visitor economy, working closely with the Tourism Action Plan and Tourism Commission.

The impact of **Covid-19** on the way that we live and work will influence the final document. The illustration below attempts to capture some of the impacts on the transport network.



Engagement

As the team begins to draft the document we are attending a variety of meetings to share the thinking so far and of course to talk to those involved about their thoughts and ideas too. This includes attending the local transport boards; scrutiny committees; meeting with partner organisations and holding workshops.

Questions for consideration

1. Do you think that the balance of proposed themes is right? Are there any that you would recommend prioritising over others?
2. How is Covid-19 changing how people move now and in the longer term in your divisions?

2. Conclusion

This report sets out the emerging themes for the Fifth Local Transport Plan and the engagement work being undertaken. The report seeks support from members for the approach with a further report to be presented to the Committee as a draft document emerges.

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 by e-mail at vanessa.strange@lincolnshire.gov.uk



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

Report to:	Environment and Economy Scrutiny Committee
Date:	16 February 2021
Subject:	Team Lincolnshire Investment Strategy

Summary:

This report and the attached presentation sets out the future direction of the Team Lincolnshire Ambassador Programme through a new two year Business Plan that outlines the strategic objectives, aims and outcomes clearly linked to the investment priorities of Lincolnshire County Council (LCC) and the Greater Lincolnshire Local Enterprise Partnership (GLLEP).

Actions Required:

The Environment and Economy Scrutiny Committee is invited to

1. review and comment on the contents of this report; and
2. endorse the Team Lincolnshire Investment Strategy attached to this report.

1. Background

The Team Lincolnshire (TL) Ambassador Programme was formally launched in 2017 as a public/private sector programme created to promote Greater Lincolnshire as a place to live, work, learn and invest. LCC and the GLLEP recognise the value of the knowledge and expertise that the TL members bring and how this, together with their ambassadorial role, has an important part to play in Lincolnshire's growth; this is more important than ever as we go through the recovery phase of the Covid-19 pandemic.

Team Lincolnshire Update

Early in the pandemic, a new awareness campaign was launched called #TeamLincolnshireCares (TLC). This was a rally call for all members to come together and support not only each other but the wider community through:

- **Weekly Informal Virtual TLC Coffee Clubs** - Hosted by a TL ambassador providing practical advice and support on subjects such as Covid-19 in the Construction Industry, Employment Law or Mental Health Awareness. They have proved very popular and have now undertaken over 40 sessions.
- **Formal Monthly Joint Webinars with Business Lincolnshire** – Open to the wider business community providing critical intelligence regarding working in a Covid-19 environment and subject areas to stimulate regrowth such as Finance for Investment and Recovery, The Challenges and Opportunities of Modern Methods of Construction, Lincoln Town Deal Opportunities and Food Production in the Digital Age. A total of 10 webinars have taken place to date.
- **Social Media** – Increased presence on Twitter and LinkedIn (Twitter @TeamLincs, LinkedIn Team Lincolnshire) to get the key messages and rally calls out to not only members but to potential investors and developers.
- **Good News Stories/Case Studies** – These include TL members who have worked together to drive forward investment and development within our region and support each other through the pandemic.

TL membership continues to grow as the ambassadors continue to spread the positive messages about Greater Lincolnshire. Even through Covid-19 new members continue to join with current membership at 123. The annual subscription is £350. Due to the pandemic a payment holiday was instituted and in July 2020 the Environment and Economy Scrutiny Committee recommended a 75% reduction in membership fees for the 2020/2021 year of £87.50.

Team Lincolnshire's Future Focus

The Investment Strategy for TL is a two year business plan (2020 – 2022) which has been developed with the TL Steering Group. It sets out the future direction through five strategic objectives which align with both LCC'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 are 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 benefits all.

The Strategy outlines how TL will deliver the strategic objectives, what the drivers for success are and the key performance indicators. This enables us to monitor the success of TL in a way we have never been able to before. The Strategy is all encompassing including all areas of Greater Lincolnshire with a particular focus on attracting new membership within North Lincolnshire, North East Lincolnshire and Rutland areas, including gaining representatives from these areas on the TL Steering Group.

Examples of the activities and programme of work that will contribute to achieving the objectives within the Business Plan include but are not limited to:

- Attending the Midlands Forum for Growth Virtual three day Conference in November 2020 promoting the wider investment opportunities across the region including presenting on the high potential opportunity (HPO) at Europarc III and South Lincolnshire Food Enterprise Zones (FEZs) and promoting the Town Deals through a panel on "Regeneration of the High Streets".
- Providing the revenue funds to support the delivery of the HPO workstream.
- Commissioning a consultant to undertake a study to understand the sectors that are currently the most mobile and how we can attract these to our region.
- Attending the Fresh Produce Consortium (FPC) Food Conference to promote the region's automation and robotics offer, including the FEZ sites.
- Developing sector propositions in order to promote the region to new inward investors, land new investments and create jobs.
- Holding focussed events on promoting the Town Deals and the opportunities that arise from them.
- Showcasing Greater Lincolnshire's investment offer through a series of Midlands Insider webinars and published articles.
- Holding focussed investment briefings on key drivers such as Green Construction, the Future of the Housing Market (MMC), Promoting Lincolnshire's Opportunities for Investment and Expansion, and Place Marketing.
- Attendance at international events such as MIPIM, Agritechnica – choosing the right event to promote the opportunities within the region.
- Holding events focussed to include all areas of the region including: "Top 10 things to market to the renewable sector", decarbonisation, Freeports, and promote St George's Barracks master plan opportunities.

Significant progress has already been made and the key performance indicators (KPIs) are being monitored on a monthly basis to measure the success of Team Lincolnshire and ensure the objectives are being met.

Team Lincolnshire Progress

As at December 2020, the following progress had been made:

Business to business collaboration is at the heart of what Team Lincolnshire is all about - recently Team Lincolnshire Ambassador's Pygott & Crone has supported Wingman Ltd to source a new Lincolnshire based dedicated office space at Long Bennington helping them expand and grow.

In November, we heard the fantastic news that our ambassador, West Lindsey District Council, has entered a new partnership with national housebuilder, Keepmoat Homes, to deliver 454 new homes at their Gainsborough Sustainable Urban Extension. This scheme marks the first investment by Keepmoat within our region and shows how our ambassadors can have direct involvement in the development of key investment sites.

Twenty one jobs have been created through the foreign direct investment key account management programme including 16 FTE jobs created at Lincoln's SAGA Robotics who are growing at a fast pace with their research and development (R&D) within the agri-tech industry. SAGA Robotics has been actively involved with showcasing our region's potential to future investors and recently was a guest speaker on Team Lincolnshire's Midlands Insider "Food production in the digital age".

There has also been lots of activity from our ambassadors on social media promoting our region and attracting new members including Micronclean and Invisio Ltd.

A significant amount of work is currently taking place around developing Sector Value Propositions to attract new inward investment into sectors such as Food, Energy/Low Carbon and Advanced Manufacturing; work is continuing to promote our South Lincolnshire Food Enterprise Zone to potential innovative agri-tech businesses and our ambassadors are playing a pivotal role in taking this forward with Core Architects working on the design of the Cluster Hub building and Pygott & Crone being the marketing agent for the site.

Key Performance Indicators as at December 2020:

No.	Measure	Target	Actual as at Dec 20
1	Measure the number of business to business opportunities derived from members collaborating together	40	2
2	Team Lincolnshire to have a presence within the South Lincolnshire Food Enterprise Zone	1	0
3	Influence and facilitate 2 investment opportunities within the South Lincs Food Enterprise Zone	2	0
4	Direct involvement in influencing and/or developing investment sites both commercial and residential within the region	1	2
5	Support the creation of 200 new jobs	200	21
6a	Maintain a minimum Team Lincolnshire membership	Min 100	122
6b	Increase Team Lincolnshire membership	20	22
7	Team Lincolnshire member satisfaction with the Ambassador Programme	Min 95%	Available March 21
8	Investor satisfaction with the information and support provided to aid their investment decision within Lincolnshire	Min 90%	Available March 21
9	Number of TLC Coffee Clubs Held (1 a week)	1 a week	38
10	Number of TL Webinars Held (1 a month)	1 a month	8

2. Conclusion

The Environment and Economy Scrutiny Committee is invited to review the contents of this report and endorse the Investment Strategy for Team Lincolnshire to deliver the strategic objectives outlined.

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	Investment Strategy for Greater Lincolnshire - 2 Year Plan – 2020-2022 Annual 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 Karen Seal, Principal Officer for Place & Investment, who can be contacted on 07770 435606 or by e-mail at Karen.seal@lincolnshire.gov.uk.

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Investment Strategy for Greater Lincolnshire

*2 Year Plan – 2020-2022
Annual Review*



Objective

- To attract and achieve business investment into the construction sector both commercial and residential in Greater Lincolnshire

Our Assets

- Town Deal Funding allocations: Lincoln, Grantham, Skegness, Mablethorpe, Boston , Holbeach, Scunthorpe, Grimsby
- Major housing allocation in Local Plans: Gainsborough, Sleaford, Lincoln E and W, Grantham Southern, Spalding W, Boston Quadrant
- Market Towns/rural areas as desirable locations post Covid
- Largest Enterprise Zone in the country

Priorities For 2020-2022

- Seek external investment in Town Deal Fund action plans
- Explain opportunities for specific sites to current and new partners
- Work with current and new partners to make sites viable – with a focus on Modern Methods of Construction, utilities
- Provide material for businesses to articulate Lincolnshire’s quality of life to potential residents and employees

“In construction we see big wheels turning slowly and it would be great if your strategy could pull County Council, District Councils, Hospitals and Health/CCG’s, GLLEP, InvestSK, Regen teams, town centre and high street grant fund chasers together into a unified and coordinated body, and a Lincolnshire centric strategy”.

“construction is supposed to be a great driver to economic recovery”.

“Lincolnshire has a lot of unspoilt market towns with independent traders – their High Streets are not just generic like the rest of the country”.



"With agriculture at the core of our business, it made sense for us to locate our UK offices in the heart of Lincolnshire. The county provides an abundance of employee talent and the kind of transport infrastructure that supports our global operations".

"Lincolnshire has 2 Food Enterprise Zones and councils which are very supportive of food sector growth, allowing fast planning applications. It has many development sites and big supply of existing food chain premises with room for expansion".

"This HPO is anticipated to benefit the whole of the food processing sector with the innovation and growth of robotics and automation it will help future proof the labour supply and provide world-class technology that will attract other investors to the area."

Objective

- To attract investment that benefits all

Our Aim

- To increase investment in Greater Lincolnshire that brings new money into all parts of the county
- To provide opportunities for business-to-business investment contact that leads to contracts being won by Lincolnshire businesses

**Priorities For
2020-2022**

- To align Greater Lincolnshire's investment messages so that potential investors gain a coherent understanding of why an investment in Lincolnshire will be successful
- To provide opportunities for Lincolnshire's business ambassadors to meet decision makers and to shape policies

"Our housing market is affordable and diverse, but the market buoyant and I particularly think we can make a sound retirement offer to encourage retirement villages and investors. Housing and health are intrinsically linked to meet local needs and that of the market, greater collaboration in this area will inevitably pay dividends across the GLR area".

"you have to sell the whole package and GLR has a great offer".

Objective

- To attract and achieve business investment into the office relocation sector in Greater Lincolnshire

Our Assets

- North, South, and West accessibility of Lincoln, Grantham, and Stamford
- High number of "town fringe" office developments with parking

**Priorities For
2020-2022**

- Build strategic relationship with government relocation agency
- Raise the profile of Lincolnshire's office facilities to intermediaries and mobile businesses in areas under cost pressure eg Nottingham, Peterborough, Sheffield

"We have space, we have high quality living environments which are – despite the lack of motorways – reasonably well connected and central within the UK. We have an affordable, high quality of life to offer investors and incomers. In short, we have a lot to offer but it is largely unknown"

"How we work, how we travel and how we plan our public realm will all be under scrutiny and I am sure adaptation".

Objective

- To demonstrate that investors are welcome by providing them with a comprehensive soft landing package

Our Aim

- To show investors that the public and private sector will welcome them
- To have a package of support and information immediately available for investors which includes showcasing the region's assets e.g. NCFM, CATCH, Modal, ORE Catapult, Off-shore wind O&M, Decarbonisation and Carbon Capture Schemes, UK & European Leading Region for Automation & Robotics and Digitalisation

**Priorities For
2020-2022**

- To establish a team approach so that any potential investor meets the best private and public sector advocates – and to grow that team
- To increase the skills of all public sector investment opportunities so that they can liaise effectively with potential investors
- To prepare funders, training organisations, utility providers so that they are immediately responsive to potential investors

"Lincolnshire needs to promote who/what/where we are louder than many other counties".

"Our geography is not well known and most Londoners could not point to our county on a map or realise how quickly they can get here".

Ongoing work to help develop objectives for Future Years

- Engaging with N & NE Lincolnshire – Humber Estuary and Offshore Wind – open up dialogue with investors / colleagues/ key stakeholders
- Engaging with Rutland – Understanding the investment drivers and the geography of the area
- Capturing the full Greater Lincolnshire complement of assets in order to deliver strong propositions to new inward investors including: Off-shore wind O&M, ambitions for manufacturing off-shore, Petrochemical industry, Decarbonisation and Carbon Capture Schemes, Home to the largest agri-food robotics research team in Europe and the UK's first 'robotic farm' development
- Increasing the profile of Team Lincolnshire and membership within the new LEP geography boundaries
- Tailor 2020-2022 events around the N, NE Lincs and Rutland - E.g organise TL webinar with CATCH "Top 10 things to market to the renewable sector", Decarbonisation, Freeports, promote St George's Barracks master plan opportunities, ambitions for manufacturing offshore

Team Lincolnshire - Work Programme Summary

	Advise	Champion	Deliver
Achieve the government's "High Potential Opportunity" status for the South Lincolnshire FEZ at Holbeach		X	
Promote our assets as a location for mobile Dutch and Chinese food technology businesses	X		
Seek investment in speculative units from UK based investors			X
Seek external investment in Town Fund action plans			X
Explain opportunities for specific sites to current and new partners			X
Work with current and new partners to make sites viable –with a focus on Modern Methods of Construction, utilities and sustainability			X
Provide material for businesses to articulate Lincolnshire's quality of life to potential residents and employees	X		

Team Lincolnshire - Work Programme Summary

	Advise	Champion	Deliver
Build strategic relationship with government relocation agency		X	
Raise the profile of Lincolnshire's office facilities to intermediaries and mobile businesses in areas under cost pressure e.g. Nottingham, Peterborough, Sheffield			X
To establish a team approach so that any potential investor meets the best private and public sector advocates – and to grow that team			X
To increase the skills of all public sector investment opportunities so that they can liaise effectively with potential investors			X
To prepare funders, training organisations, utility providers so that they are immediately responsive to potential investors	X		
To align Greater Lincolnshire's investment messages so that potential investors gain a coherent understanding of why an investment in Lincolnshire will be successful	X		
To provide opportunities for Lincolnshire's business ambassadors to meet decision makers and to shape policies			X

Our Values

- All one team, with LCC as a member and facilitator
- Always act with integrity and honesty, and place respect and trust at the forefront
- Collective working to achieve better joint outcomes
- Be pragmatic and cooperative rather than adversarial
- Build the Greater Lincolnshire economy proactively – first explore opportunities with other Team Lincs members
- Support others without expecting personal gain
- Positively promote Greater Lincolnshire as a place to grow, build, explore and develop.

How we will Achieve our Objectives

- *Shared ambition*
- *Collaborative working*
- *Added value*
- *Advocacy*
- *Amplification*

How will TL deliver the objectives for 2020/22

By promoting the FEZ and connecting potential investors, industry supply chains, to the key stakeholders.

By holding showcase briefings and producing promotional collateral on the HPO of the food sector across the region - showcasing South Lincolnshire FEZ at Holbeach

By promoting Lincolnshire's offer and being a true ambassador for the region utilising tools such as Promote Lincolnshire and material produced through the joint DMO partnership

By holding events focussed on promoting the Town Deal offers

By making key introductions between current / new investors & developers and key stakeholders

By being connected with key organisations and bodies such as Midlands Engine, Homes England, Utility Companies, DIT, DIO etc

By holding focussed investment briefings on key drivers such as Green Construction, the Future of the Housing Market (MMC), Promoting Lincolnshire's Opportunities for Investment & Expansion, Place Marketing

How will TL deliver the objectives for 2020/22

By being part of a workshop to help shape and understand the relationship between local businesses and Lincolnshire County Council's Procurement processes with an aim to find out how SMEs could interact better with local public procurement.

Map Team Lincolnshire members skillset, knowledge and connections that can be applied to help delivery of the strategy

Identify Team Lincolnshire members willing to take on a high profile ambassadorial role getting involved in Ministerial Round Tables, FAM Visits and Investment Meetings.

Understanding what opportunities there are to promote investment messages and analyse which external forums are most appropriate e.g. MIPIM, Midlands Forum 4 Growth, Agritechnica.

Team Lincolnshire members sharing best practice and new ways of thinking in relation to residential/commercial/international investment with LCC's Growth Department.

DIT / Team Lincolnshire members sharing best practice with the Place & Investment Team in order to develop strong investment propositions.

Proposed Strategic Objectives for 2022/24

- Renewables / Energy
- Carbon Reduction
- Visitor Economy
- Health & Care
- Digital Technology

Please Note: Events taking place during 2020-2022 will cover a range of topics and sectors, such as those above, but the measures will align to the Strategic Objectives.

Drivers for Success



Key Performance Indicators



Measure

Measure the number of business to business opportunities derived from members collaborating together – Achieve 40



Team Lincolnshire to have a presence within the S Lincs Food Enterprise Zone – skills, knowledge, business connections, hot desking



Influence and facilitate 2 investment opportunities within the S Lincs Food Enterprise Zone



Direct involvement in influencing and/or developing investment sites both commercial and residential with in the region



Support the creation of 200* new jobs **Mindful of the current economic situation*



Increase Team Lincolnshire membership – Maintain a minimum of 100, but seek to attract 20 new members *(Targeting North, North East Lincs & Rutland)*



Team Lincolnshire member satisfaction with the Ambassador Programme - linked to the application of their skills, knowledge and expertise to support the delivery of the Investment Strategy – Minimum 95%



Investor satisfaction with the information and support provided to aid their investment decision within Lincolnshire – Minimum 90%



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

Report to:	Environment and Economy Scrutiny Committee
Date:	16 February 2021
Subject:	Service Level Performance Reporting against the Performance Framework 2020-2021 - Quarter 3

Summary:

This report sets out the performance of the Tier 2 Service Level Performance measures for 2020/21 Quarter 3 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 very 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 278 businesses were supported during Quarter 3 resulting in 1164 being supported so far in 2020/21. The Growth Hub continues to provide a range of vital business support services which has supported 210 businesses in Quarter 3. Team Lincolnshire (TL) supported 61 businesses through their Virtual Coffee Clubs, TL business plan webinars and virtual Foreign Direct Investment (FDI) support meetings for business on Covid-19 and leaving the EU. A further seven 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 Quarter 3 was 253 bringing the total so far in 2020/21 to 666. This is below the expected target of 750 and is a direct result of challenges faced during Covid-19. In response to the pandemic, learning programmes continue to be adapted with 39% of qualifications achieved in Quarter 3 being delivered by e-learning. The remaining 61% were delivered in various locations across Lincolnshire including 16% in the Lincoln Area and 19% within Skegness/Mablethorpe. 35% of learners that achieved qualifications in Quarter 3 had no or low levels of prior qualification.

External Funding Attracted

To date, in 2020/21 a total of £12,331,864 has been received which includes £8,878,656 received in Quarter 3 and is broken down as follows. £1,773,707 was received through three European Regional Development Fund (ERDF) projects: LORIC 2.0; Greater Lincolnshire Digital Grant Programme and the Greater Lincolnshire Productivity Hubs. £6,548,931 was received from the Department for Business, Energy and Industrial Strategy from which £6,367,881 supported the construction of the South Lincolnshire Food Enterprise Zone (FEZ) Hub building and construction of service roads, and £181,050 on Growth Hub EU transition funding. Finally, LEADER grants of £556,018 were awarded.

Flooding Performance Measures

Flood performance measures are reported annually, so will be provided in the following quarter. The contextual measures provided, however, offer a clear picture of the annual variation that can be expected in weather events across the county, with 2019 remaining conspicuous for the severity of impacts experienced across the county. To date, the third quarter of 2020-21 has seen a higher number of investigations than the previous two quarters, reflecting surface water events experienced in mid and late December 2020.

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 Coronavirus with national and local lockdowns. More waste and recycling has 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 the first three quarters is above the target albeit reduced from our Quarter 2 position, as actual data for Quarter 3 replaces predicted data. We use actual data for the remaining quarters from the previous year for our predictions. Similarly the recycling rate from all sources

across Lincolnshire has dipped slightly from our Quarter 2 position. The 55% target is long standing from 2008 and applies to the performance of the districts and LCC combined. Historically it is the target most affected by the weather's influence on garden waste tonnages, although this year Coronavirus is the biggest factor.

2. Conclusion

Members of the Environment and Economy Scrutiny Committee are invited to review and comment on the performance information for Quarter 3 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 07919 045257 or David.Hickman@lincolnshire.gov.uk; and
- John Coates, who can be contacted on 07557 214149 or John.Coates@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.

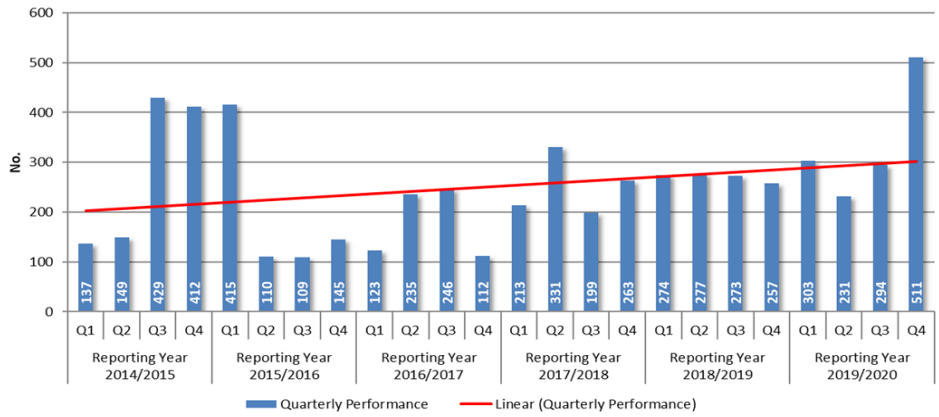


About the latest performance

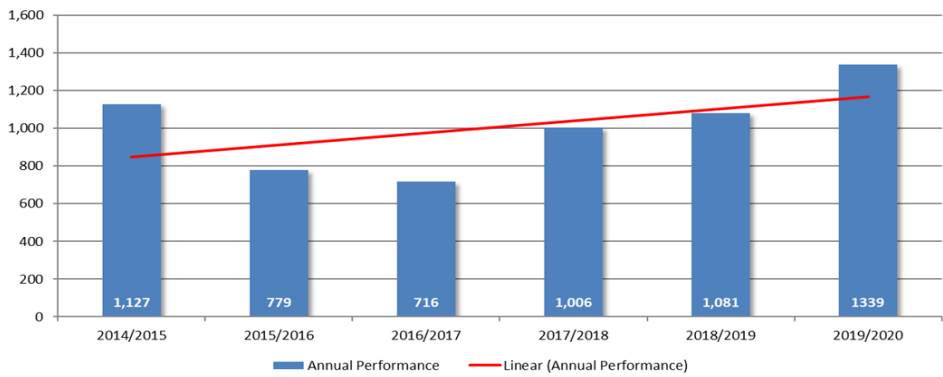
A total of 278 businesses were supported during Q3 resulting in 1164 being supported so far in 2020/21. The Growth Hub continues to provide a range of vital business support services which has supported 210 businesses in quarter 3. Team Lincolnshire (TL) supported 61 businesses through their Virtual Coffee Clubs, TL business plan webinars and virtual Foreign Direct Investment support meetings for business on Covid-19 and leaving the EU. A further 7 businesses across our property portfolio were helped with a variety of lease, rent and other support options.

Further details

Businesses Supported by the Council



**Businesses Supported by the Council
Annual Performance**



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.

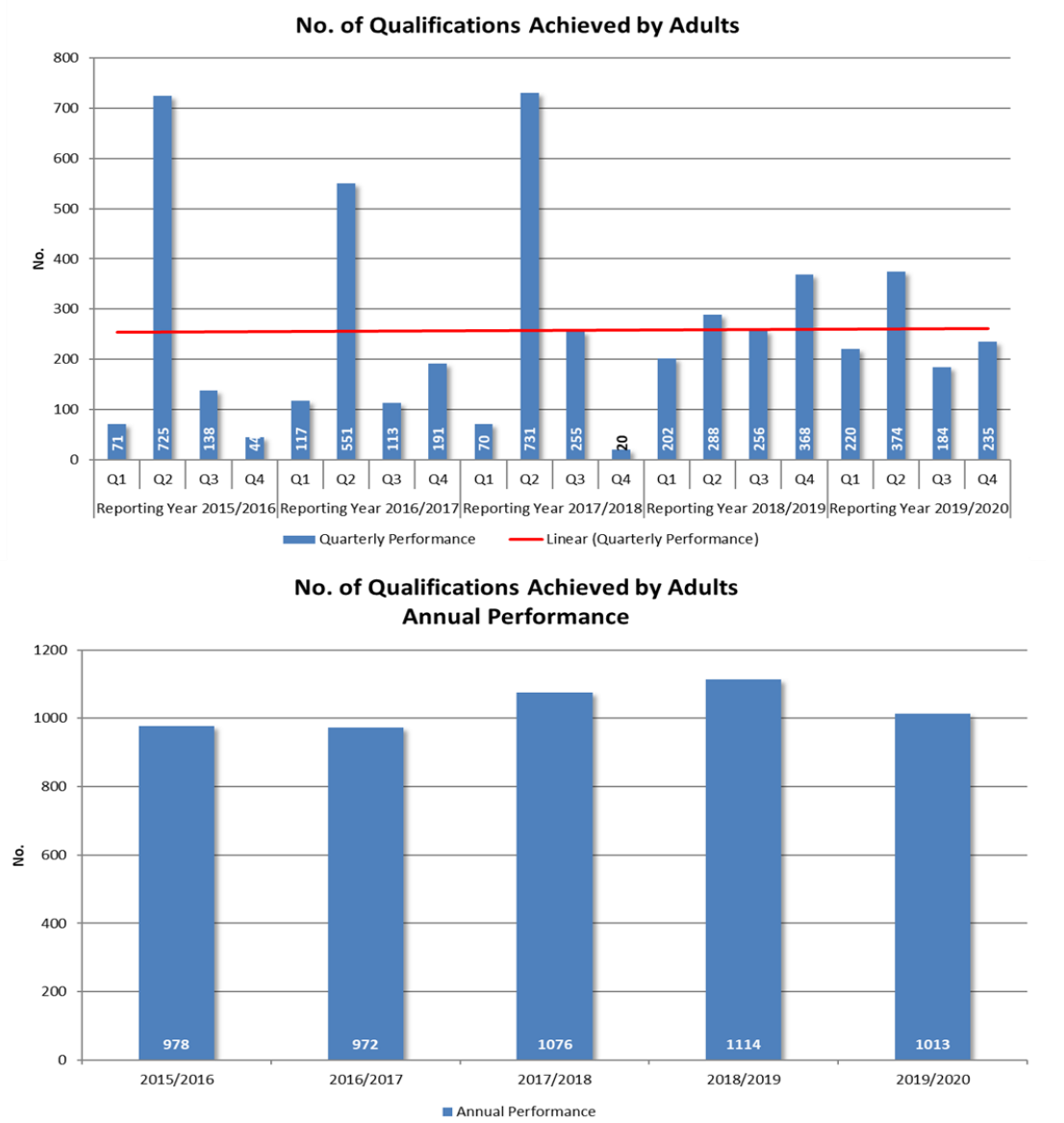
Although this measure is reported on a quarterly basis, the data that is published spans two academic years, 2019/20 and 2020/21



About the latest performance

The number of qualifications achieved during quarter 3 was 253 bringing the total so far in 2020/21 to 666. This is below the expected target of 750 and is a direct result of challenges faced during Covid-19. In response to the pandemic, learning programmes continue to be adapted with 39% of qualifications achieved in quarter 3 being delivered by e-learning. The remaining 61% were delivered in various locations across Lincolnshire including 16% in the Lincoln Area and 19% within Skegness/Mablethorpe. 35% of learners that achieved qualifications in quarter 3 had no or low levels of prior qualification.

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

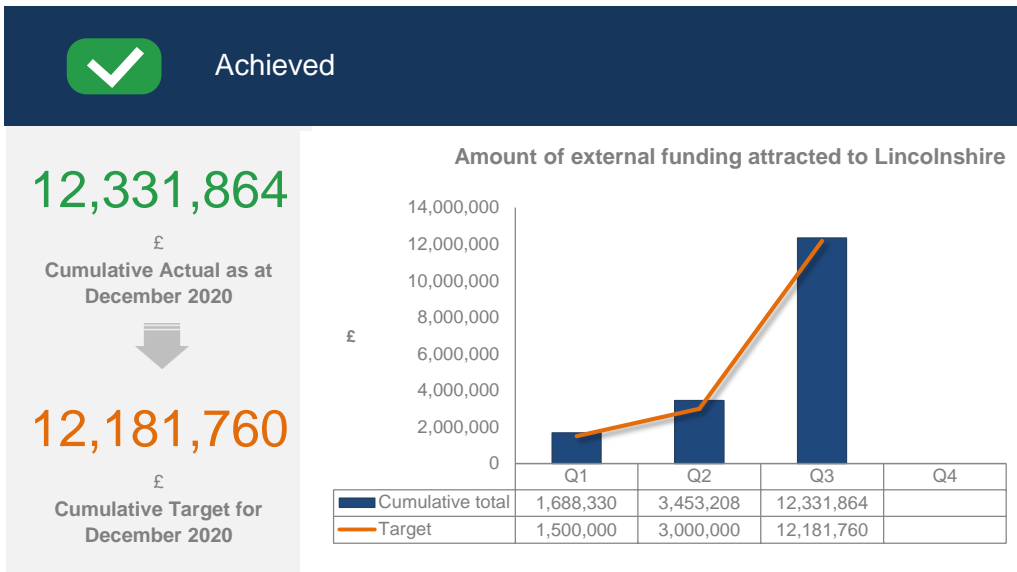
The target range for this measure allows for a +/- 5% fluctuation against the target

About benchmarking

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

Amount of external funding attracted to Lincolnshire

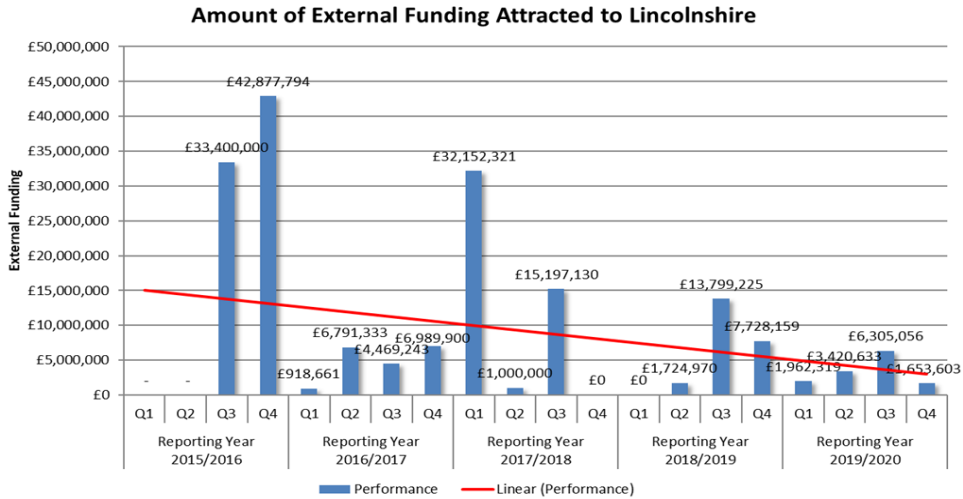
Amount of external funding attracted to Lincolnshire (including Greater Lincolnshire Local Enterprise Partnership and European Union funding programmes) by the council. A higher amount of external funding indicates a better performance.



About the latest performance

To date in 2020/21 a total of £12,331,864 has been received which includes £8,878,656 received in quarter 3 and is broken down as follows. £1,773,707 was received through 3 European Regional Development Fund (ERDF) projects: LORIC 2.0; Greater Lincolnshire Digital Grant Programme and the Greater Lincolnshire Productivity Hubs. £6,548,931 was received from the Department for Business, Energy and Industrial Strategy from which £6,367,881 supported the construction of the South Lincolnshire (FEZ) Hub building and construction of service roads, and £181,050 on Growth Hub EU transition funding. Finally, LEADER grants of £556,018 were awarded.

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

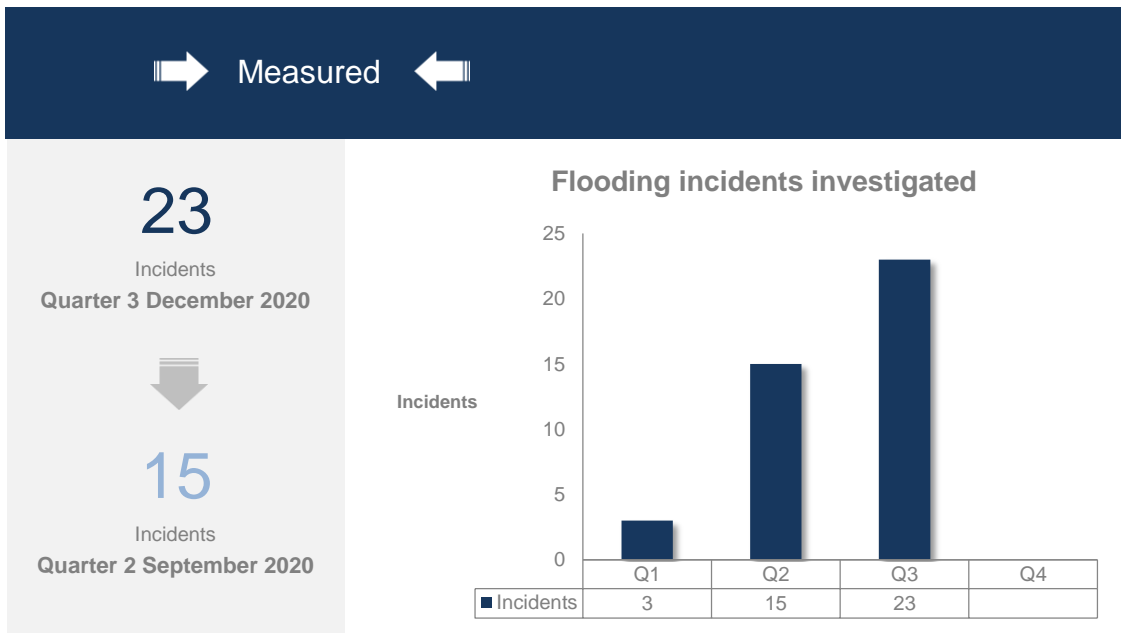
The target range for this measure allows for a +/- 5% fluctuation against the target.

About benchmarking

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

Flooding incidents investigated

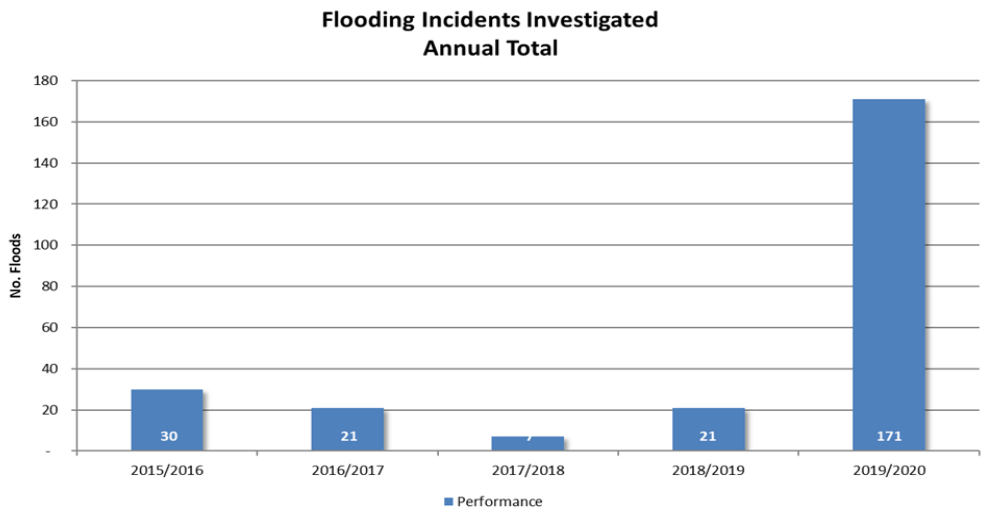
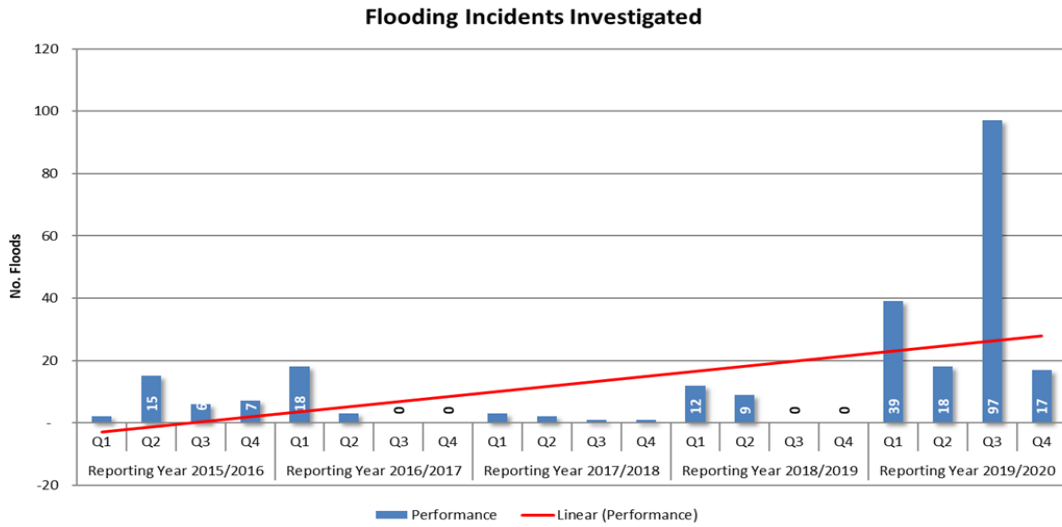
This measure is calculated on the basis of the number of formal investigations undertaken by the County Council under section 19 of the Flood and Water Management Act 2010. Lincolnshire County Council has interpreted a flooding incident to be any in which one or more domestic properties are flooded internally; 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

All 23 flood investigations commenced following prolonged wet weather in mid-December. This compares with 97 investigations commenced in the same period last year, which included two severe storms.

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.

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.



Achieved

77.33

%

Quarter 3 December 2020

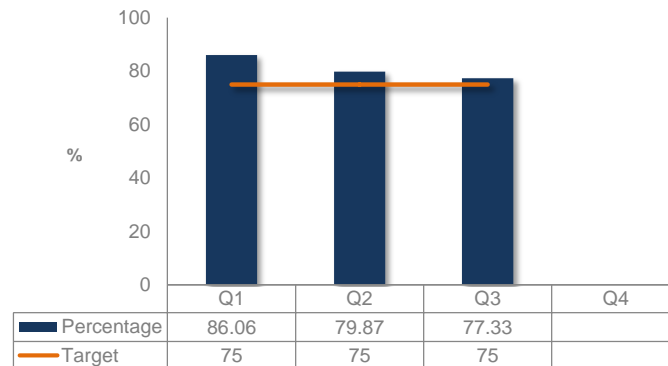


75

%

Target for December 2020

Recycling at County Council owned Household Waste Recycling Centres

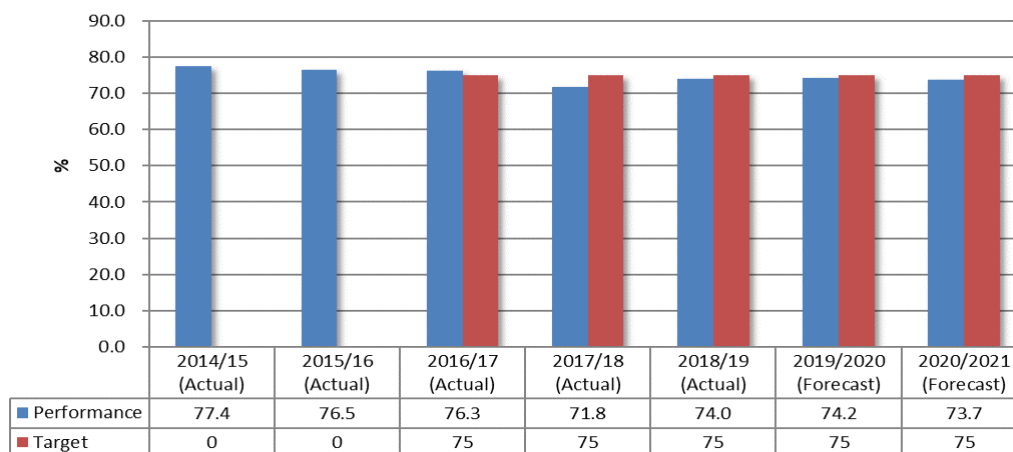


About the latest performance

We are seeing reduced tonnages across the Household waste recycling centre network. We implemented a Click and Tip booking system from May 2020, for the sites to enable the public to book a slot at the recycling centres to take their waste. The year end forecast is based on Q1, Q2 & Q3 20/21 and Q4 19/20. The year end forecast is subject to change.

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.

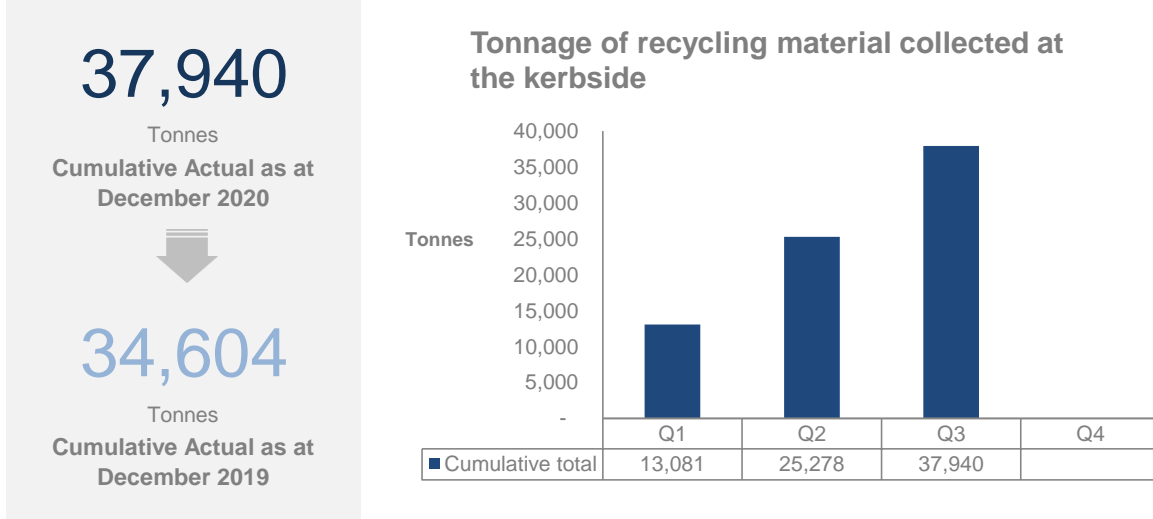
Tonnage of recycling material collected at the kerbside

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.

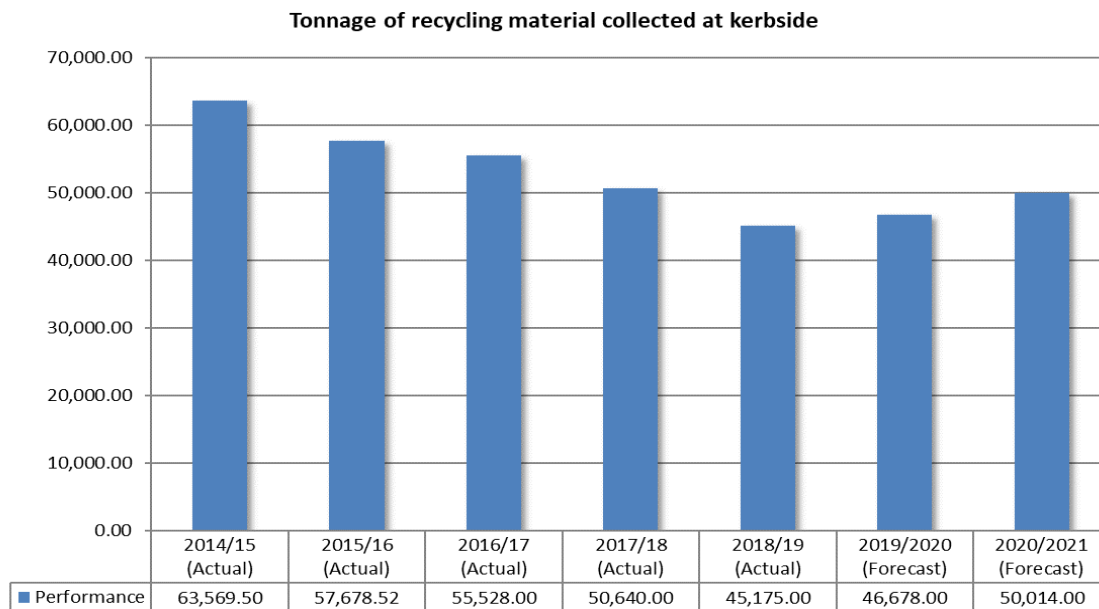
Measured



About the latest performance

There has been an increase in waste collected from households. Year end forecast figures based on Q1, Q2 & Q3 20/21 and Q4 from 19/20.

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.

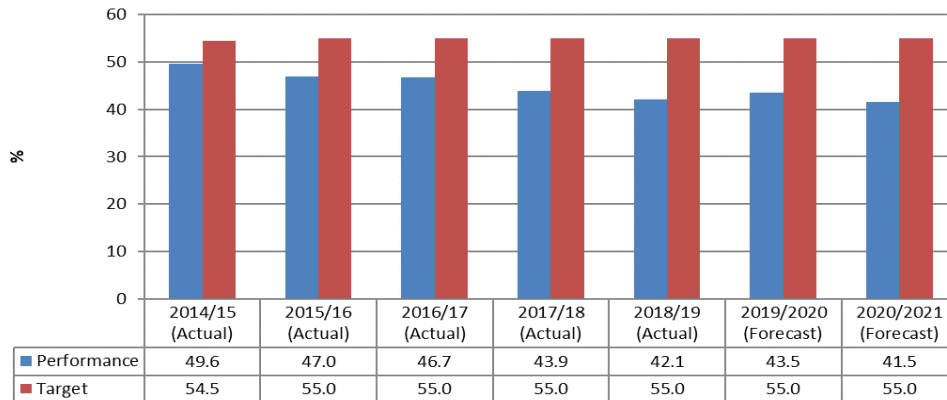
The measure is dependent on growing conditions as it includes green waste collected and presented at HWRC's, which is why performance is generally expected to be higher in the summer months (Quarter 1 and 2).



About the latest performance

There has been more waste collected from households but the contamination rate has remained around 30%. There is a reduced tonnage being presented at the HWRC sites and our composting levels are down slightly on last year. The Year End Forecast is based on 20/21 Q1, Q2 & Q3 and 19/20 Q4 to project forwards. These are subject to change as the impacts of Covid are better understood.

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.

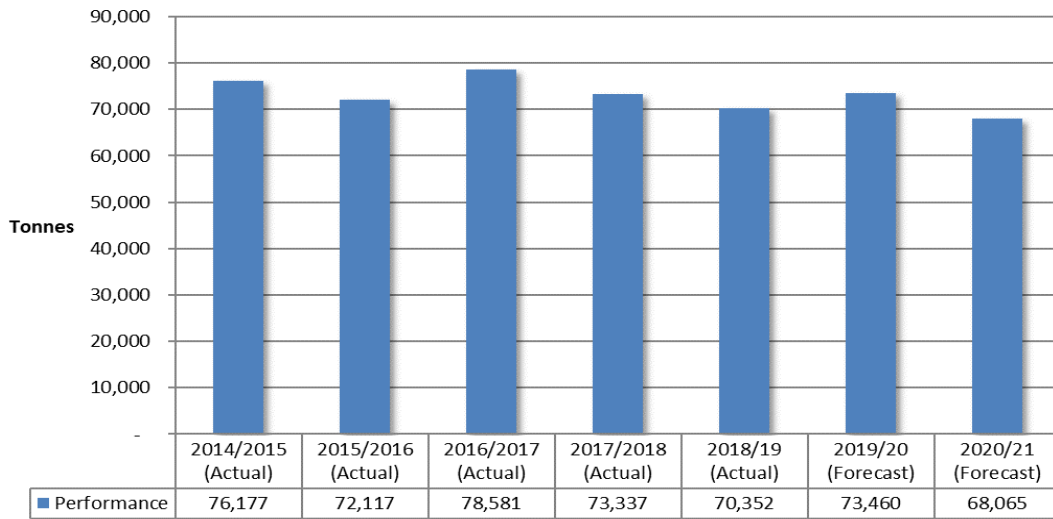


About the latest performance

Year end forecast figures based on Q1, Q2 & Q3 20/21 and Q4 from 19/20.

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 Andrew Crookham, Executive Director - Resources

Report to:	Environment and Economy Scrutiny Committee
Date:	16 February 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 which is reviewed at each meeting of the Committee.

Actions Required:

The Committee is invited to review the work programme and highlight any additional scrutiny activity which could be included for consideration in the work programme.

1. Background

The Committee is encouraged to highlight items that could be included for consideration in the work programme, which is set out below.

16 February 2021	
Item	Contributor
1 Business Support Programme <i>(Leader decision between 19 and 26 February 2021)</i>	Justin Brown, Assistant Director - Growth
2 Tattershall Household Waste Recycling Centre <i>(Executive Councillor decision between 24 and 26 February 2021)</i>	Mike Reed, Delivery & Transformation Manager (Waste)
3 Market Deeping Grow-On Business Space <i>(Leader and Executive Councillor decision between 19 March to 30 April 2021)</i>	Amanda Bond, Special Projects Officer, Economic Infrastructure
4 Lincolnshire Property Flood Resilience Assistance Project <i>(Executive Councillor decision between 22 - 26 February 2021)</i>	David Hickman, Head of Environment Paul Brookes, Flood Risk Manager

16 February 2021		
	Item	Contributor
5	The Fifth Local Transport Plan (LTP V)	Vanessa Strange, Head of Infrastructure Investment
6	Team Lincolnshire Investment Strategy	Karen Seal, Principal Officer for Place & Investment
7	Service Level Performance Reporting Against the Performance Framework 2020 - 2021 – Quarter 3: <ul style="list-style-type: none"> • Economy • Flooding • Waste 	Samantha Harrison, Head of Economic Development David Hickman, Head of Environment John Coates, Head of Waste

6 April 2021		
	Item	Contributor
No items currently listed.		

22 June 2021		
	Item	Contributor
1	Introduction to Service Areas Reporting to Environment and Economy Scrutiny Committee	Justin Brown, Assistant Director – Growth Nicole Hilton, Assistant Director - Communities

13 July 2021		
	Item	Contributor
1	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 John Coates, Head of Waste
2	County Farms	Sarah Wells, Business Manager - Corporate Property
3	Lincolnshire Rural Support Network	Vanessa Strange, Head of Infrastructure Investment Sarah Wells, Business Manager - Corporate Property
4	Impact of Covid-19 on the High Streets	Vanessa Strange, Head of Infrastructure Investment

13 July 2021		
Item		Contributor
5	Internationalisation Strategy	Samantha Harrison, Head of Economic Development
6	Historic Places Team Strategy	Ian George, Historic Places Manager
7	Extensive Urban Survey	Ian George, Historic Places Manager Nicola Grayson, Extensive Urban Survey Project Officer
8	Employment & Skills Audit and Action Plan	Samantha Harrison, Head of Economic Development

14 September 2021		
Item		Contributor
1	Service Level Performance Reporting Against the Performance Framework 2020 - 2021 – Quarter 1: <ul style="list-style-type: none"> • Economy • Flooding • Waste 	Samantha Harrison, Head of Economic Development David Hickman, Head of Environment John Coates, Head of Waste

Items to be Programmed

- Review of Land Sales Policy - Regeneration
- Skegness Business Park
- Planning White Paper
- Green Technology Grant
- Tree Planting
- Coastal Car Park Strategy

This report was written by Tracy Johnson, Senior Scrutiny Officer, who can be contacted on tracy.johnson@lincolnshire.gov.uk

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