



County Offices
Newland
Lincoln
LN1 1YL

21 November 2022

Environment and Economy Scrutiny Committee

A meeting of the Environment and Economy Scrutiny Committee will be held on **Tuesday, 29 November 2022 at 10.00 am in the Council Chamber, County Offices, Newland, Lincoln LN1 1YL** for the transaction of the business set out on the attached Agenda.

Yours sincerely

A handwritten signature in 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 I D Carrington (Chairman), M A Griggs (Vice-Chairman), A J Baxter, M D Boles, I G Fleetwood, A G Hagues, Mrs J E Killey, H Spratt, G J Taylor, L Wootten and R Wootten

**ENVIRONMENT AND ECONOMY SCRUTINY COMMITTEE AGENDA
TUESDAY, 29 NOVEMBER 2022**

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declarations of Members' Interests	
3	Minutes of the reconvened meeting (13/09/2022) held on 25 October 2022	5 - 8
4	Minutes of the previous meeting held on 25 October 2022	9 - 16
5	Announcements by the Chairman, Executive Councillors and Lead Officers	
6	Inward Investment Strategic Plan for Team Lincolnshire <i>(To receive a report from Samantha Harrison, Head of Economic Development, and Karen Seal, Principal Place and Investment Officer, which enables the Committee to review and comment on the achievements of the initial 2020-2022 Inward Investment Strategic Plan and investment objectives set out in the new two-year 2023-2025 Strategic Plan for Team Lincolnshire)</i>	17 - 28
7	Service Level Performance against the Corporate Performance Framework 2022-23 Quarter 2 <i>(To receive a report from Samantha Harrison, Head of Economic Development, Chris Miller, Head of Environment, and Mike Reed, Head of Waste, which sets out the performance of the Tier 2 Service Level Performance measures for 2022-2023 Quarter 2 for Economy, Flooding and Waste which are within the remit of the Environment and Economy Scrutiny Committee)</i>	29 - 36
8	Economic Infrastructure Portfolio - Lettings Strategy <i>(To receive a report from Simon Wright, Regeneration and Portfolio Manager, and Kelly Owbridge-Tasker, Portfolio Team Leader, Economic Infrastructure, which enables the Committee to review and comment on updates to the Council's Lettings Strategy)</i>	37 - 60
9	Update and Review of Planning Service's Pre-application Advice Service <i>(To receive a report from Neil McBride, Head of Planning, which provides the Committee with an update and overview of Planning Service's pre-application advice service since its introduction in May 2021)</i>	61 - 72

- 10 Greater Lincolnshire and Rutland Infrastructure Framework** 73 - 102
(To receive a report from Vanessa Strange, Head of Infrastructure Investment, which sets out a framework to guide future strategic infrastructure investments in Greater Lincolnshire and Rutland and invites Members to review and debate the proposed approach in the context of achieving sustainable and inclusive growth for the area)
- 11 Environment and Economy Scrutiny Committee Work Programme** 103 - 108
(To receive a report by Kiara Chatziioannou, Scrutiny Officer, which enables the Committee to comment on the content of its work programme for the coming year to ensure that scrutiny activity is focussed where it can be of greatest benefit)

<u>Democratic Services Officer Contact Details</u>	
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E Mail Address	thomas.crofts@lincolnshire.gov.uk
<p>Please note: for more information about any of the following please contact the Democratic Services Officer responsible for servicing this meeting</p> <ul style="list-style-type: none"> • Business of the meeting • Any special arrangements • Copies of reports <p>Contact details set out above.</p> <p>Please note: This meeting will be broadcast live on the internet and access can be sought by accessing Agenda for Environment and Economy Scrutiny Committee on Tuesday, 29th November, 2022, 10.00 am (moderngov.co.uk)</p> <p>All papers for council meetings are available on: https://www.lincolnshire.gov.uk/council-business/search-committee-records</p>	



**ENVIRONMENT AND ECONOMY SCRUTINY
COMMITTEE
25 OCTOBER 2022**

PRESENT: COUNCILLOR I D CARRINGTON (CHAIRMAN)

Councillors A J Baxter, M D Boles, I G Fleetwood, A G Hagues, G J Taylor and L Wootten

Councillors T Dyer, C Davie and D McNally , attended the meeting as observers

Officers in attendance:-

Chris Miller (Head of Environment), Daniel Larkin (Policy Advisor), Johanna Rhoades (Project Officer – Utilities), Justin Brown (Assistant Director Growth), Kiara Chatziioannou (Scrutiny Officer), Matthew Harrison (Flood and Water Manager), Matthew Michell (Waste Strategy Manager), Mick King (Head of Economic Infrastructure), Samantha Harrison (Head of Economic Development) and Thomas Crofts (Democratic Services Officer)

1 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillors M Griggs, J Killey and R Wootten.

It was reported that, under Regulation 13 of the Local Government Committee and Political Groups Regulation 1990, Councillor H Marfleet replaced Councillor H Spratt for this meeting.

2 DECLARATIONS OF MEMBERS' INTERESTS

There were no declarations of interest at this point in proceedings.

3 MINUTES OF THE PREVIOUS MEETING HELD ON 12 JULY 2022

RESOLVED:

That the minutes of the meeting held on 12 July 2022 be confirmed and signed by the Chairman as a correct record.

4 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS AND LEAD OFFICERS

In order to efficiently transact business from this reconvened meeting and the subsequent scheduled meeting, it was proposed and seconded that:

1. In relation to Item 4 - Announcements by the Chairman, Executive Councillor and Lead Officers consideration be given to announcements and updates as part of the agenda for 25 October 2022 (meeting starting at 10:15).
2. The Committee be briefed on Item 5 - Household Waste Recycling Centres (HWRCs) Reception Facilities Dynamic Purchasing System (DPS) and on the relevant decision considered by the Executive Councillor for Waste and Trading Standards, published on 22 September 2022, as part of the agenda for 24 October 2022.
3. The Committee approves that Item 6 - Sutton Bridge Place Making - Scheme Overview is rolled to a future meeting agenda, in light of further information to be considered and incorporated in the report by lead Officers. The date will be confirmed through an updated version of this Committee's Work Programme.
4. Item 7 - Service Level Performance Reporting against the Performance Framework 2022-2023 - Quarter 1, be considered as part of the agenda for 25 October 2022.
5. Item 8 - Coastal Car Park Strategy be considered as part of the agenda for 25 October 2022.
6. The Committee approves that Item 9 - Planning Reform and Levelling Up and Regeneration Bill is rolled to a future meeting agenda, in light of further information to be considered and incorporated in the report by lead Officers. The date will be confirmed through an updated version of this Committee's Work Programme.
7. In relation to Item 10 - Theddlethorpe Gas terminal: update which was an information only item is also taken as such, as part of the agenda for 25 October 2022.
8. In relation to Item 11 - Work Programme consideration be given to an updated report as part of the agenda for 25 October 2022.

RESOLVED

1. That in relation to Item 4 - Announcements by the Chairman, Executive Councillor and Lead Officers consideration be given to announcements and updates as part of the agenda for 25 October 2022 (meeting starting at 10:15).
2. That the Committee be briefed on Item 5 - Household Waste Recycling Centres (HWRCs) Reception Facilities Dynamic Purchasing System (DPS) and on the relevant decision considered by the Executive Councillor for Waste and Trading Standards, published on 22 September 2022, as part of the agenda for 24 October 2022.
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5. That Item 8 - Coastal Car Park Strategy be considered as part of the agenda for 25 October 2022.
6. That the Committee approves that Item 9 - Planning Reform and Levelling Up and Regeneration Bill is rolled to a future meeting agenda, in light of further information to be considered and incorporated in the report by lead Officers. The date will be confirmed through an updated version of this Committee's Work Programme.

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8. That in relation to Item 11 - Work Programme consideration be given to an updated report as part of the agenda for 25 October 2022.

5 RE-PROCUREMENT OF THE HOUSEHOLD WASTE RECYCLING CENTRES (HWRCs)
RECEPTION FACILITIES DYNAMIC PURCHASING SYSTEM (DPS)

This item was deferred to the next meeting.

6 SUTTON BRIDGE PLACE MAKING - SCHEME OVERVIEW

This item was deferred to a future meeting.

7 SERVICE LEVEL PERFORMANCE REPORTING AGAINST THE PERFORMANCE
FRAMEWORK 2022-2023 - QUARTER 1

This item was deferred to the next meeting.

8 COASTAL CAR PARK STRATEGY

This item was deferred to the next meeting.

9 PLANNING REFORM AND LEVELLING UP AND REGENERATION BILL (LURB)

This item was deferred to a future meeting.

10 THEDDLETHORPE GAS TERMINAL: UPDATE

This item was deferred to the next meeting for information only.

The meeting closed at 10.08 am

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**ENVIRONMENT AND ECONOMY SCRUTINY
COMMITTEE
25 OCTOBER 2022**

PRESENT: COUNCILLOR I D CARRINGTON (CHAIRMAN)

Councillors A J Baxter, M D Boles, I G Fleetwood, A G Hagues, G J Taylor, L Wootten and C E H Marfleet

Councillors C Davie, T Dyer, M Hill, C Matthews and D McNally also attended the meeting

Officers in attendance:-

Chris Miller (Head of Environment), Daniel Larkin (Policy Advisor), Johanna Rhoades (Project Officer – Utilities), Justin Brown (Assistant Director Growth), Kiara Chatziioannou (Scrutiny Officer), Matthew Harrison (Flood and Water Manager), Matthew Michell (Waste Strategy Manager), Mick King (Head of Economic Infrastructure), Samantha Harrison (Head of Economic Development) and Thomas Crofts (Democratic Services Officer)

1 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillors M Griggs, J Killey and R Wootten.

It was reported that, under Regulation 13 of the Local Government Committee and Political Groups Regulation 1990, Councillor H Marfleet replaced Councillor H Spratt for this meeting.

2 DECLARATIONS OF MEMBERS' INTERESTS

There were no declarations of interest at this point in proceedings.

3 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS AND LEAD OFFICERS

The Chairman welcomed the Committee, as well as Councillor Martin Hill, the Leader of the Council and Councillor Colin Matthews, who were in attendance in relation to Item 6: Coastal Country Parks.

Councillor Davie, Executive Councillor for Economic Development, Environment and Planning, made the following announcements:

- Expressions of interest for two potential enterprise zones were put forward for Clay Lake in Spalding and the Holbeach Food Enterprise Zone, and Spittlegate in Grantham

- The 'Create Growth Programme' was announced in partnership with Leicestershire, Derbyshire and the University of Lincoln
- The 'Mosaic Connect' programme was launched to use digital sector skills to support industry challenges
- The Department of Education had approved Lincolnshire's 'Multiply Investment' plan, which aimed to tackle numeracy skills problems encountered by employers, and 19 local suppliers had registered
- Lincolnshire's International Trade Strategy was to be formally launched on National Export Week on 31st October 2022, and £177,000 was added to the grant available for businesses wanting to export
- The Department for Environment Food and Rural Affairs had awarded Lincolnshire £283,387 for the Woodland Creation Acceleration Fund
- 6 plots were now sold and 3 built out on South Lincolnshire Food Enterprise Zone in Holbeach
- The formulation of an ad hoc informal committee was to be created consisting of Members representing coastal areas
- Lincolnshire County Council won the 'Best Programme of Business Support During Covid' at the National Federation of Small Business Awards
- Supporting Councillor Thomas Dyer announced the public consultation was going out for Outer Dowsing Offshore Wind Farm beginning on Thursday 1st November 2022

4 RE-PROCUREMENT OF THE HOUSEHOLD WASTE RECYCLING CENTRES (HWRCs)
RECEPTION FACILITIES DYNAMIC PURCHASING SYSTEM (DPS)

Mike Reed, Head of Waste presented a report outlining that the previous service of HWRCs and DPS had been maintained. The decision was taken by the Executive Councillor for Waste and Trading Standards and was published on 22nd September 2022.

Members noted the report, and it was considered that:

- The contract will remain flexible, and assurance was given that waste can be relocated to other more environmentally sustainable locations
- Performance would be maintained following re-procurement
- Robust reporting mechanisms and tracking ensured recyclable materials in Lincolnshire stayed in surrounding areas when possible
- When the waste is passed onto external contractors it can't be guaranteed that they ensure waste stays in the United Kingdom

Resolved:

That the report and comments be noted

5 SERVICE LEVEL PERFORMANCE REPORTING AGAINST THE PERFORMANCE
FRAMEWORK 2022-2023 - QUARTER 1

Justin Brown, Assistant Director for Places, Chris Miller, Head of Environment, and Matthew Michell, Waste Strategy Manager presented reports on the performance of the Tier 2 Service Level Performance measures for 2022-2023 Quarter 1 for Economy, Flooding and Waste which are within the remit of the Environment and Economy Scrutiny Committee.

It was reported that:

Economy

- 327 business were supported by the Council against a target of 372, and confidence was maintained that the end of year target would be reached
- 133 businesses were supported by The Business Lincolnshire Growth Hub
- New programmes for creative and tech business launching in Quarter 2 have been well received
- 185 businesses were supported by Place and Investment Team services
- Team Lincolnshire represented the county at 2 Business Expos, and delivered an Industry Insight Tour of Lincoln Medical School at the University of Lincoln to attract new investors
- £3,59,894 external funding was received, exceeding the quarterly target of £3,494,410

Flood

- Section 19 investigations were undertaken for 2 residential properties and 1 commercial property in this quarter
- 47 confirmed section 19 investigations will be required due to storm events in late August 2022, primarily impacting properties and road infrastructures

Waste

- Recycling at Household Waste Recycling Centres (HWRCs) was anticipated to be below target because there is less green waste composted in winter
- The overall recycling rate had decreased since the Covid-19 pandemic, which indicated a change in public behaviour
- Average kilogram of waste collected per household had fallen since the pandemic

Members noted the report, and it was considered that:

Flood

- To examine 'near misses' of flood damage in the same way as section 19s would be financially inefficient, as each investigation cost £5000
- Unanticipated late August flooding had led to a performance review of the response. The outcome of the report would be given at the Flood and Water Management Scrutiny Committee
- The future impact of climate change on flooding was acknowledged
- It was not practical to expend the influencing role of section 19 investigations to include enforcing powers

Waste

- Further in-depth data concerning the type and volume of recycled materials would be collected and circulated to the committee
- Food waste recycling had been withdrawn in South Kesteven which was anticipated to effect statistics
- Behavioural changes towards waste and recycling had been observed nationwide following the Covid-19 pandemic. Nationally, there had been no increase in the amount of recycle produced, but trends differed across localities
- The National Association of Waste Disposal Officers (NAWDO) have collated data relating to the practical implications of dealing with the pandemic
- The Waste Strategy Manager had attended national meetings concerning Environmental Permitting Regulations (EPR), and was awaiting a response from central government in relation to potential funding for County and District Councils to formulate a response to these consequences of Covid-19
- Forecast figures indicating good performance of HWRCs would be circulated to the committee
- The Waste Manager was in communication with heat network delivery in BIS (check) to explore the possibility of reusing thermal energy which is created by household waste to landfill
- A quarter of material that people had recycled cannot be reused, which carried an avoidable cost.
- The communications team was working on circulating Information regarding suitable recyclable materials in a clear and accessible way for residents, however it was acknowledged the content of this information would be under the remit of the district councils alongside the Waste Partnership.

Resolved

- 1) That the Committee endorse the report and is satisfied with the performance achieved to-date.
- 2) That the Committee's comments be passed on to the relevant Executive portfolio holding Councillors for consideration as recorded.

6 COASTAL COUNTRY PARKS - PARKING STRATEGY

Chris Miller, Head of Environment, delivered a report on the development and revision of the car parking strategy on the East Coast and within the Coastal Country Park of the six (6) County owned car parks:

1. Huttoft Car Terrace
2. Marsh Yard & Moggs Eye
3. Anderby Creek
4. Wolla Bank, and
5. Chapel Six Marshes

It was reported that:

- Off-street parking orders were introduced to regulate against litter, waste and congestion experienced at these locations
- Charges were implemented for parking at certain times, and penalty charge notices were issued for contraventions
- A permit scheme was being introduced for visitors, and potentially residents following feedback from local groups
- Following complaints regarding the 'pay by phone' system, it was recommended that payment machines be installed at Huttoft and Anderby Creek

Members noted the report, and the following was considered:

- Money raised by parking charges could be used to reinvest in provisions to attract visitors, which would stimulate the local economy
- There was a significant opportunity to attract motorhome tourism to Lincolnshire coasts and towns

The Chair suggested a working group be established to explore further how to attract more tourism, particularly motorhome owners, to Lincolnshire.

Resolved

- 1) That the Committee endorse the report and recommendations on alterations to be made as listed in the report
- 2) That a working group be established, which was to:
 - a) Consider whether more could be done to encourage motorhome tourism in the county
 - b) Welcome nominations from all Members
 - c) Report to the Environment & Economy Scrutiny Committee

7 LINCOLNSHIRE RESERVOIR - POSITION PAPER

Matthew Harrison, Flood Manager, presented a report on the non-statutory consultation that has commenced by Anglian Water on a proposed new reservoir in Lincolnshire. The report provided an overview of the plans and consultation exercise in advance of a response being provided by Lincolnshire County Council.

It was reported that:

- The proposed location for the reservoir was southeast of Sleaford, near to Billingbrough, Swaton, Scredington, and Helpringham.
- The reservoir would be a National Significant Infrastructure Project (NSIP) with the potential to be a strategic asset for the county

- In line with the Planning Act 2008, an ongoing, multi-phased consultation process was occurring between the Council, stakeholders and resident to shape plans and reduce impact on communities

During consideration of the report, the following comments were raised:

- Pragmatically, the reservoir would be able to accommodate the United Kingdom's growing population
- As a statutory consultee, Lincolnshire County Council would hold Anglican Water to account throughout the process in delivering strategic benefits for the county
- Anglican Water should maintain an awareness of how the reservoir's development could impact local highways infrastructure, and ensure necessary steps are taken to protect against potential damage
- Anglican Water should consistently involve and consider the local communities that would be most impacted by the reservoir's development. These residents should be provided with a compensation package
- Consideration needed to be made regarding the potential height and visibility of the reservoir banks

Resolved

1. That the Committee endorse the report.
2. That the Committee's comments be taken under consideration by officers in shaping their contribution to the consultation.

8 ENERGY FOR GROWTH (UTILITIES PROVISION IN GREATER LINCOLNSHIRE)

Mick King, Head of Economic Infrastructure, delivered a report providing an overview of the utilities work programme being delivered by the Economic Infrastructure Team within the Growth Service Area.

The work programme was for the lead Officer to oversee and deliver in the short, medium, and long term, and focused on issues that Greater Lincolnshire faced currently. The work programme comprised of four overarching themes:

1. Intelligence
2. Place; specific sites and areas
3. Problem-Solving
4. Breaking through communication barriers

It was reported that:

- There was a work programme for each theme to prioritise focus on relevant activities
- The tasks and activities undertaken by the lead Officer would expand in the future
- Current priorities included:

- Energy option analysis for Greater Lincolnshire Commission
- South Lincolnshire Food Enterprise Zone: Phases 2&3 Power Constraints
- Review of energy related NSIP applications
- Programme of meetings with utility network providers

During consideration of the report, the following was considered:

- The impact of potential infrastructure projects on local communities needed to be the main consideration.
- Consideration should be given to prevent damage to roads and highways that infrastructure projects potentially can cause.
- Lincolnshire's natural landscapes should be conserved against applications that involve a great deal of observable industrialisation.
- Energy-providing NSIPs should use a variety of other sources as well as hydrogen
- The language in the report should be reviewed to ensure it enables members and the public to engage with it.

Resolved:

1. That the Committee support the report and list of activities undertaken by lead officers
2. That the Committee's comments be passed on to the lead officer and relevant Executive Councillor portfolio holders for consideration.

9 ENVIRONMENT AND ECONOMY SCRUTINY COMMITTEE WORK PROGRAMME

Consideration was given to a report by Kiara Chatziioannou, Scrutiny Officer, which invited the Committee to consider and comment on the content of its own work programme for the year to ensure that scrutiny activity is focused where it can be of greatest benefit.

Resolved:

That the work programme be approved

10 THEDDLETHORPE GAS TERMINAL: UPDATE

It was noted that this item was for information only.

The meeting closed at 12.30 pm

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

Report to:	Environment and Economy Scrutiny Committee
Date:	29 November 2022
Subject:	Inward Investment Strategic Plan for Team Lincolnshire

Summary:

The Inward Investment Strategic Plan has been developed in consultation with the Team Lincolnshire (TL) Steering Group, which consists of public and private sector members who are united in helping Lincolnshire to prosper.

This report and the attached presentation review the current 2020/2022 Plan which comes to an end in December 2022 and set out the future direction for the next two (2) years 2023-2025, outlining the new strategic aims and objectives which are aligned with the investment priorities of Lincolnshire County Council (LCC) and the Greater Lincolnshire Local Enterprise Partnership (GLLEP).

Actions Required:

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

- (1) Review and comment on the achievements of the initial 2020-2022 Inward Investment Strategic Plan; and,
- (2) To consider and endorse the proposed investment objectives set out in the new two-year 2023-2025 Strategic Plan for Team Lincolnshire.

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 post pandemic and in the current changing economic environment. The TL members unite in promoting Greater Lincolnshire, attracting investment and encouraging sustainable growth.

2. Review of 2020 – 2022 Strategic Plan

The five objectives set for the 2020/22 were as follows:

- 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

Over the 2 year period the ambassador programme has seen a growth from 109 to 147 members – made up of businesses from a cross section of sectors, sizes and geographical locations. A wealth of activities have taken place to support ambassadors through Covid and beyond including 79 Team Lincolnshire Cares Coffee Clubs held digitally, webinars updating them on topics such as modern methods of construction and the investment opportunities within our Town Deals and attendance at physical events such as MIPIM and UKREiif to fly the flag for Lincolnshire and attract new inward investment.

A new Team Lincolnshire website was launched in October 2021 giving the region an opportunity to promote the assets for both investor and business support through TL and our key stakeholders such as Lincolnshire County Council, Greater Lincolnshire LEP, Business Lincolnshire Growth Hub, Universities and Colleges. This has been supported with a marketing campaign through social media platforms LinkedIn and Twitter to promote our County and drive investment.

Team Lincolnshire members were instrumental in developing five sector investment propositions including Agrifood, Low Carbon Energy & industry, Logistics, AEM and Defence & Security with future propositions in Visitor Economy, Film Locations, Health & Lifesciences and Digital Technology coming in the new business plan period. These have been invaluable in the discussions with inward investors to showcase the strengths and opportunities we have in these sectors compared to elsewhere in the UK and World.

We have supported 102 inward investment enquiries over the 2 years and TL has helped to land investments such as Global Berry glasshouse soft fruit producer in Nocton which created over 300 jobs. We have facilitated and influenced 13 investment opportunities on the South Lincolnshire Food Enterprise Zone – launching the FEZ through a webinar to over 500 attendees and proactively targeted investors taking them on site visits to secure potential investment.

The Plan is evaluated and monitored through a set of KPIs. The KPIs for 2020/22 are below:

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Measure	Target	Actual (Sept 22)
Business to business opportunities GREEN	40	460
TL presence within the South Lincs Food Enterprise Zone AMBER	1	2
Influence and facilitate 2 investment opportunities within the South Lincs Food Enterprise Zone GREEN	2	13
Direct involvement in influencing and/or developing investment sites both commercial and residential within the region GREEN	1	96
Support the creation of 200* new jobs GREEN <i>*Mindful of the current economic situation</i>	200	331
Increase TL membership – Maintain a minimum of 100 GREEN <i>*22/23 as at Aug 2022</i>	100	20/21 = 121 21/22 = 142 22/23 = 147
Seek to attract 20 new members GREEN <i>(Targeting North, North East Lincs & Rutland – 4 new members 22/23)</i> <i>*22/23 as at Sept 2022</i>	20	20/21 = 32 21/22 = 26 22/23* = 24
TL member satisfaction with the Ambassador Programme AMBER	95%+	20/21 = 93% 21/22 = 82%
Investor satisfaction with the information and support provided to aid their investment decision within Lincs GREEN	90%+	21/22 = 100%

TL is also monitored through the TL Steering Group, made up of members of TL across the public and private sectors. A TL Ambassador Survey is also conducted at the end of each membership year. The results of the survey are utilised to shape the programme in the year ahead and are published publicly.

3. Future Focus – Strategic Plan for 2023 - 2025

The 2023/2025 Strategic Plan harnesses the progress made over the previous 2 years in areas such as the agrifood sector. It also embraces new investment opportunities and will continue to encourage inward investment and growth of the businesses already located in the County; putting “Place” at the heart of everything we do. The new five objectives are:

- To capitalise on “Place” assets to encourage inward investment, business growth and destination marketing.
- To continue to attract and achieve business investment into the agrifood sector aligning with UK Food Valley ambitions.
- To capitalise on East Midlands Airport and the Humber Freeport designations to support trade, investment & supply chain opportunities.
- To promote opportunities to investors on their journey to net zero.

- To support the defence sector to grow and establish recognised Regional Defence & Security Cluster (RDSC) status.

The priority aims for each objective are set out in Appendix A.

Team Lincolnshire ambassadors feel passionate about skills, sustainability, health and wellbeing and digitalization; therefore, these themes will be woven throughout the work undertaken over the next business plan period.

The KPIs to monitor and evaluate the progress made against the new objectives have been reviewed. New KPIs have been established and KPI targets have been stretched utilising 2020/22 data as a benchmark. Please refer to Appendix A (KPIs – 2023/25).

4. Conclusion

The Environment and Scrutiny Committee are invited to review and endorse the proposed investment objectives set out in the two-year Team Lincolnshire Inward Investment Strategic Plan for 2023/2025.

5. Consultation

a) Risks and Impact Analysis

N/A

6. Appendices

These are listed below and attached at the back of the report	
Appendix A	TL Business Plan Objectives 2023/25 Final Version Scrutiny Nov 22

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 Karen Seal, Principal Officer for Place & Investment, who can be contacted on 07770 435606 or karen.seal@lincolnshire.gov.uk.

Business Plan Strategic Objectives

2023-2025

To continue to attract and achieve business investment into the agrifood sector aligning with UK Food Valley ambitions

To capitalise on East Midlands Airport and the Humber Freeport designations to support trade, investment & supply chain opportunities

To capitalise on “Place” assets to encourage inward investment, business growth and destination marketing

To promote opportunities to investors on their journey to net zero

To support the defence sector to grow and establish recognised Regional Defence & Security Cluster (RDSC) status

Common threads through all objectives:

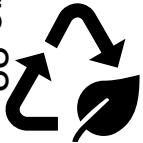


Skills

TL Definition:

Team Lincolnshire will promote the opportunities of the region to attract new recruits to the area and work with Colleges & Universities to upskill and retain those already located here.

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Sustainability

Team Lincolnshire will promote sustainability and champion ambassadors to do business without negatively impacting the environment, community or society as a whole.



Health & Wellbeing

Team Lincolnshire will provide a supportive community; share good practice on health & wellbeing and promote the sector to support inward investment.



Digital

Team Lincolnshire will support the digitalization agenda utilising a range of technologies to attract our different audiences and provide opportunities to businesses on digital transformation.

To capitalise on
“Place” assets to
encourage
inward
investment,
business growth
and destination
marketing

Priorities for 2023-25
Our Aims



- Team Lincolnshire “Together We Are Greater”
- Capitalise on Place as an investment tool
- Communicate, champion and promote all that is great about Greater Lincolnshire
- Help to inform future investors about the wider opportunities linked to live, work, learn and invest
- Review and find information to support the investment opportunities
- Harvesting the merits of Greater Lincolnshire and showcase to investors

To continue to attract and achieve business Investment into the agrifood sector aligning with UK Food Valley ambitions

Priorities for 2023-25
Our Aims



- National and international recognition that Greater Lincolnshire is the heart of the UK Food Valley
- Align to UK Food Valley ambitions:
 - Focus on low carbon food chains
 - Focus on productivity by adopting digital and automation technology
 - Focus on naturally healthy food and protein transition
- Build stronger relationships with industry bodies related to the food sector
- Promote our role as industry/world leaders for food manufacturing and automation in food processing
- Work with the UK Food Valley team to promote the opportunities for low carbon food chains, technologies, processing and distribution
- Promote the South Lincolnshire FEZ for agri-tech innovation businesses
- Lobbying support to unlock utility and infrastructure challenges

To capitalise on East Midlands Airport and the Humber Freeport designations to support trade, investment & supply chain opportunities

Priorities for 2023-25
Our Aims



- Promote the High Potential Opportunity for the Humber Freeport to international investors as Britain's global gateway
- Ensure future investors understand the opportunities in relation to the Custom Zone and Tax regulation benefits resulting from the Freeport status
- Utilise the tax zone opportunities to attract new businesses and stimulate new investment
- Work with local partners and Government to attract Investment Zone(s) status for Greater Lincolnshire

To promote opportunities to investors on their journey to net zero

Priorities for 2023-25
Our Aims



- Promote the industrial decarbonisation agenda
- Support businesses to increase their sustainability and achieve net zero status
- Promote our clean, green, energy region
- Learn from businesses achieving net zero and educate others
- Raise awareness of the financial, commercial, technical, supply chain opportunity support for businesses
- Promote the opportunities related to the circular economy

To support the defence sector to grow and establish recognised Regional Defence & Security Cluster (RDSC) status

Priorities for 2023-25
Our Aims



- Showcase the opportunities in relation to the defence & security industry presence within Greater Lincolnshire
- Support the development and growth of the Greater Lincolnshire Defence & Security Network
- Support in attracting new inward investment as a result of the Defence & Security Investment Proposition

KPIs – 2023/25

Measure	Target
Business to business opportunities	450
Influence and facilitate a further 2 investment opportunities within the South Lincs Food Enterprise Zone	2
Attract and support 5 new inward investments into the region (utilising the sector investment propositions)	5
Direct involvement in influencing and/or developing investment sites both commercial and residential within the region	100
Support the creation of 350* new jobs <i>*Mindful of the current economic situation</i>	350
Increase TL membership – Maintain a minimum of 120	120
Attract 5 new members from North, North East Lincs & Rutland	5
TL member satisfaction with the Ambassador Programme	95%+
Investor satisfaction with the information and support provided to aid their investment decision within Lincs	90%+

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

Report to:	Environment and Economy Scrutiny Committee
Date:	29 November 2022
Subject:	Service Level Performance against the Corporate Performance Framework 2022-23 Quarter 2

Summary:

This report summarises the Service Level Performance against the Success Framework 2022-23 for quarter 2. All performance that can be reported in quarter 2 is included in this report.

Lincolnshire County Council (LCC) are undergoing a large system wide Business Intelligence Transformational Change Programme. Part of the Transformation Programme is to fully utilise Microsoft Power BI as a Business Intelligence platform across the organisation.

The Corporate Performance Team (CPT) are a significant driver of this delivery covering all operational and statutory reporting requirements for LCC. CPT have developed a new Power BI dashboard which with effect from Quarter 2 the Service Level Performance will be displayed, replacing the Lincolnshire Research Observatory (LRO).




Full service-level reporting to all Scrutiny Committees can be found here [Service level performance data](#).

Actions Required:

The Environment and Economy Scrutiny Committee is invited to consider and comment on the Environment and Economy Service Level Performance achieved for 2022- 23 Quarter 2.

1. Background

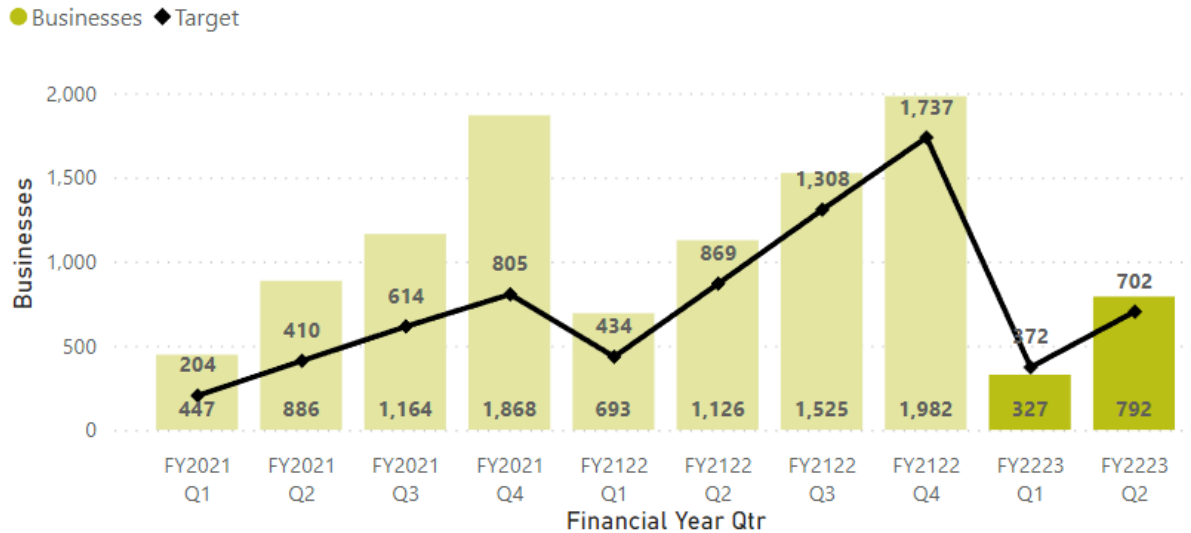
This report details the Service Level Performance measures for the Environment and Economy Scrutiny Committee that can be reported in Quarter 2.

- 3 measures that exceeded their target 
- 2 measures that achieved their target 
- 2 measures did not meet their target 
- 1 measure that does not have a target (contextual)

1.1 Economy

1.1.1 Measures that exceeded their target

PI 69 – Businesses supported by the Council ☆



During Q2 465 businesses were supported bringing the total for the year to date to 792, above the quarter target of 702.

The Business Lincolnshire Growth Hub has supported 130 businesses in Q2 and a further 9 grants have been paid during the quarter with many more in the pipeline to be paid to beneficiaries before the end of the project next year. There has been an extension to our European funded programme until the of June 2023, which means that we can continue to provide generalist and specialist advisory support, business development programmes and implementation grants to businesses. To date the 'Next Level' Scale Up programme has been very well received as have the Pub Diversification, Manufacturing Transformation and Supply Chain Support programmes.

New programmes due to start in Q3 include the new Made Smarter East Midlands and two new programmes specifically targeted at the Creative Digital and Tech sector – The Department for Digital, Culture, Media & Sport (DCMS) funded Create Growth and Momentum a programme for the digital and tech sector. Results from these will be reflected as the year progresses. The Growth Hub continues to be on track to reach the full year target.

Through the Place and Investment Team services, via Inward Investment support, Team Lincolnshire and the account management of foreign owned businesses, we have seen further significant growth in relation to the number of investment opportunities, resulting in an additional 320 businesses being supported during Q2. Support has been given via business engagement through event delivery and supporting the Team Lincolnshire ambassadors in their growth ambitions. Team Lincolnshire flew the flag for the region at three events - Getting Your Business to Net Zero, Leading a Food Revolution and the

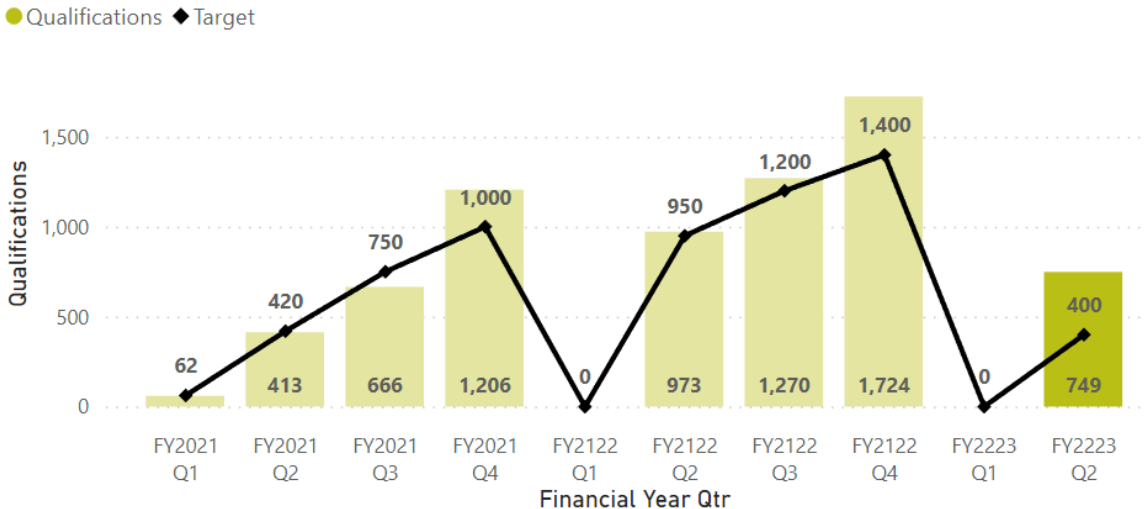
launch of the Greater Lincolnshire Defence and Security Network plus a webinar on the opportunities of Humber Zero.

The Economic Infrastructure Business Accommodation Portfolio consists of 242 Units comprising 154 managed workspaces, 80 light industrial and office units and 8 miscellaneous properties. The overarching aim of the service is to provide suitable premises and tenancies to support new and young small and medium businesses and enhance economic growth and job creation across Lincolnshire.

The Economic Infrastructure Portfolio team enhances that service level to its tenants, continuing to support them by nurturing though effective relationships and physical and financial support. The team also refers businesses to enable them access to advice, support, and potential upskilling from Business Lincolnshire to assist them and help them to grow.

As the effects of Covid-19 continues to decrease, in Q2 a total of 14 Businesses were supported, physically and virtually. This is a direct result of enhanced relationship management and an increase in foot traffic across the Portfolio with more businesses seeking further support as they return to working from the Business Centres.

PI 70 – Qualifications achieved by adults ★



The number of qualifications achieved by adults at the end of Q2 was 749, above the target of 400. There were several factors contributed to the figure including changes to demand in year which resulted in several courses being delivered that had multiple qualifications attached to them, as well as a general increase in learner engagement following the return to classroom-based provision post covid. Of the qualifications that were achieved between April and September, 65% of them were delivered in classroom settings as opposed to online.

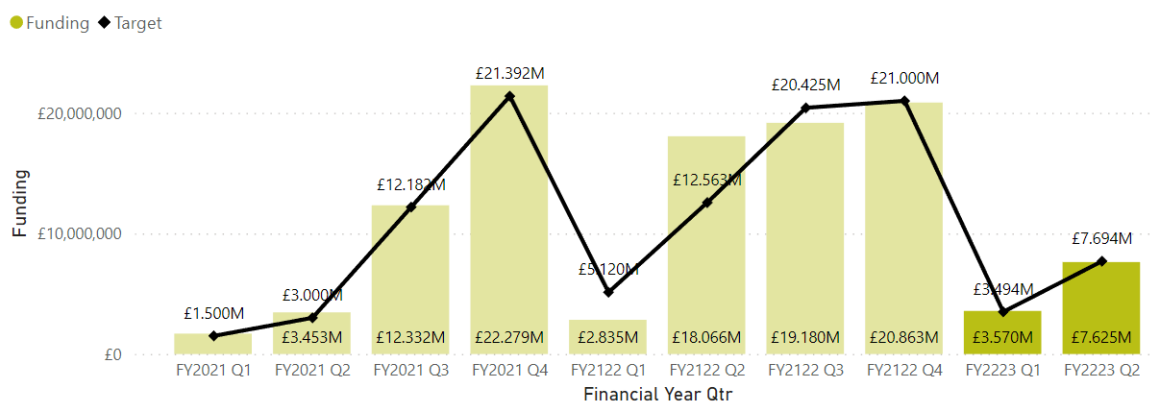
Provision is aimed at targeted learners with the effect that 52% of qualifications were achieved by male learners, 64% were achieved by unemployed learners and 20% by

learners with no, or low levels of prior attainment. 47% of qualifications achieved were at Entry Level with 20% at Level 1 and 33% at Level 2.

With a continued focus on supporting employability, the range of qualifications was varied and included 93 GCSE's or functional skills in English or Maths as well as a host of other vocational qualifications including 85 that directly link to enhancing digital skills. In support of Lincolnshire's priority employment sectors, 234 qualifications were related to the wider care sectors, 129 to construction, 105 to accountancy and business administration and 85 to hospitality.

1.1.2 Measures that achieved their target

PI 71 – Amount of external funding attracted to Lincolnshire ✓



During Q2 an additional £4,055,330 of external funding has been received bringing the total received to date of £7,625,224, slightly below the quarterly target of £7,693,819. It should be noted that we have recently won two national programmes; Made Smarter and Create Growth programme covering the East Midlands region and this funding will be reported in Q3.

Additional Funding received in Q2 is broken down as follows:

- Funding of £67,844 was secured from the Department for Business, Energy and Industrial Strategy (BEIS) for the Business Lincolnshire Growth Hub. This has been received to expand the work carried out to provide advice to businesses. This is more than planned due to changes in spend profile, however the full year target is unchanged and future quarters will even out.
- The European funds for the Growth Hubs Business Lincolnshire Sustainable Business Growth 2 programme has received £323,518. This is more than planned due to the extension funding as mentioned earlier.
- A total of £27,500 to support foreign owned businesses who are being key account managed across the region. Fourteen investment projects have been highlighted where businesses are expanding. Intensive support is being given to those businesses to help with their investment plans with further assistance given regarding skills and recruitment advice including introductions with educational establishments.
- Adult Education Budget - £510,155. This is the amount of Adult Education external funds that are relevant for the Period 1st July to 30th September 2022.

- Levelling Up Fund A16 - £2,700,000. This is the second tranche of funding for the A16 project.
- The Greater Lincolnshire LEP received the annual contribution for core of £375,000. This supports the additional funding provided by LCC.
- The Career Hub received the first claim payment of the year of £51,313 covering the work of the Enterprise Co-ordinators.

1.1.3 Measures that did not meet their target

Not applicable in Quarter 2

1.2 Flooding

1.2.1 Measures that exceeded their target

Not applicable in Quarter 2

1.2.2 Measures that achieved their target

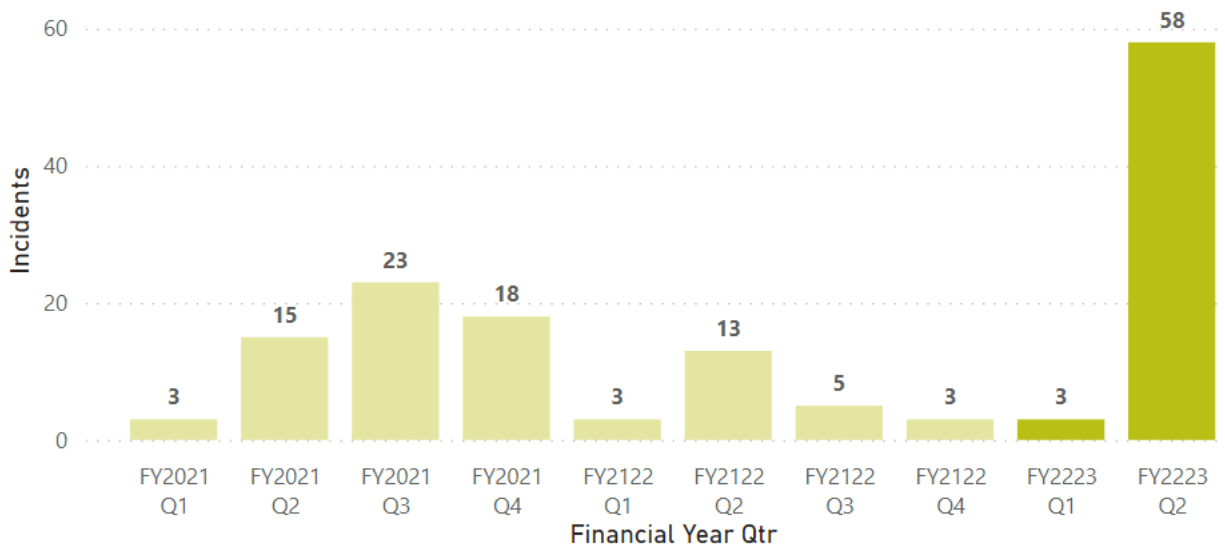
Not applicable in Quarter 2

1.2.3 Measures that did not meet their target

Not applicable in Quarter 2

1.2.4 Contextual Measure, does not have a target

PI 72 – Flooding incidents investigated

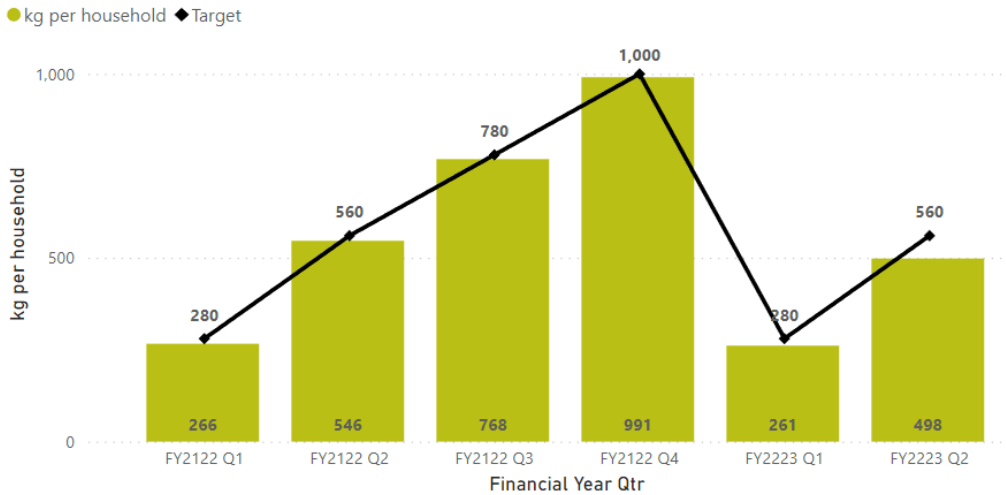


There were 58 Section 19 Investigations started in Q2 affecting 101 properties or areas (79 residential, 10 commercial and 12 streets). Of the 58 investigations started, 54 of these were as a result of the storm event which occurred during 16th/17th August. This compares with 14 investigations affecting 16 properties (10 residential, 5 commercial and 1 school) in Q2 of 2021/22.

1.3 Waste

1.3.1 Measures that exceeded their target

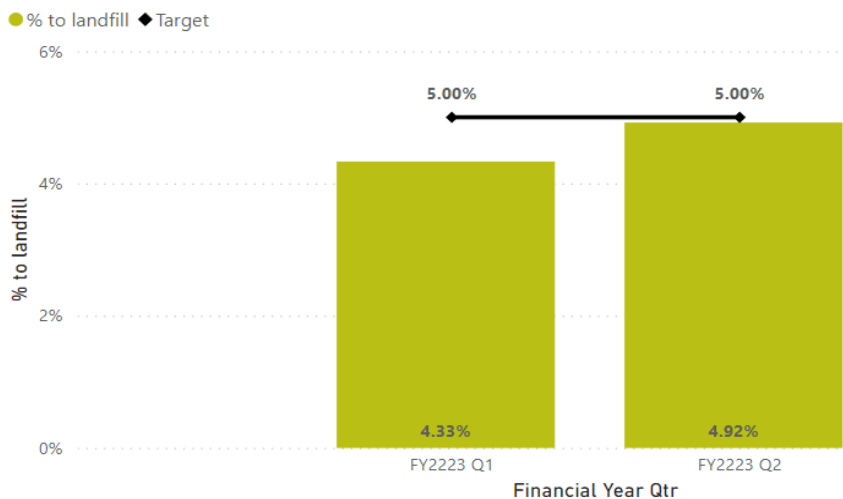
PI 161 – Household waste collected (kilograms per household) ☆



A reduction in volumes of waste presented demonstrates that households are disposing of less waste which is in line with the highest objective on the waste hierarchy.

1.3.2 Measures that achieved their target

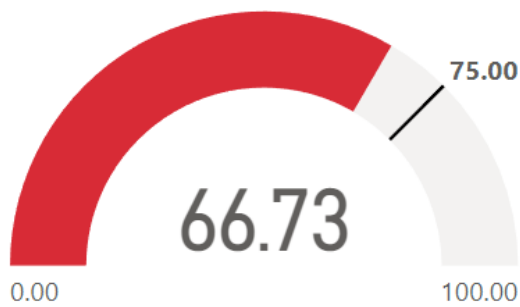
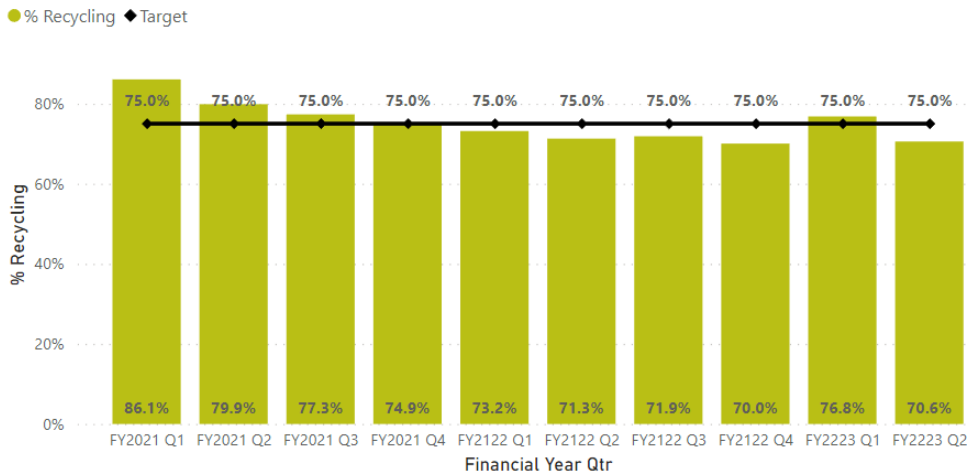
PI 162 – Household waste to landfill (percentage) ✓



The annual maintenance shutdown at the Energy from Waste took place in Q2 and therefore this accounts for landfilling being higher, albeit still below target. There are no more planned outages within the current year.

1.3.3 Measures that did not meet their target

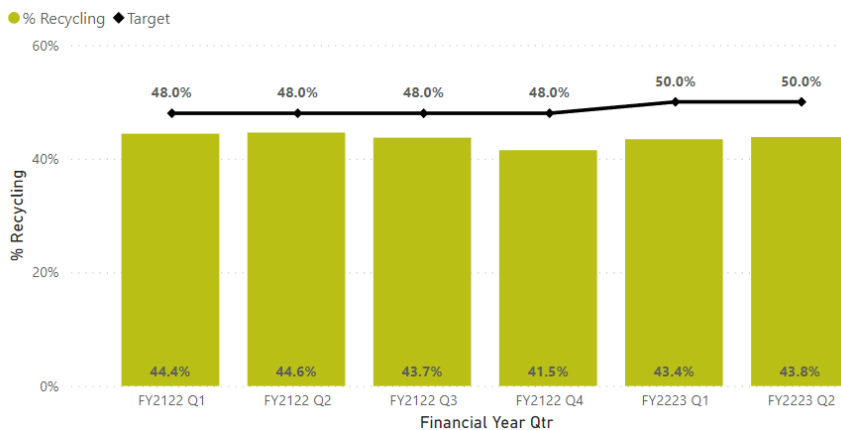
PI 76 – Recycling at County Council owned Household Waste Recycling Centres ✖

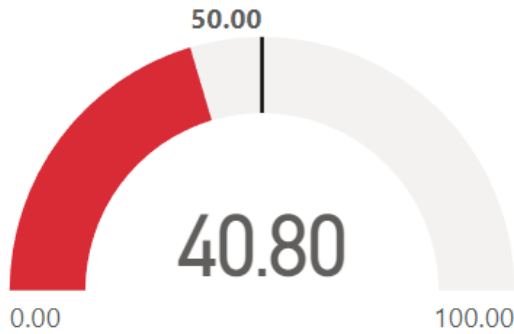


2022/23 Annual Forecast

The actual rate for Q2 is 70.6% recycled material, but due to less green waste in Winter, the full year forecast is lower. The hot dry summer has not produced as much garden waste, and this will reduce the overall recycling rate, but this should not be seen in a negative context as waste minimisation is preferred to recycling.

PI 160 – Recycling Rate (new national formula) ✖





2022/23 Annual Forecast

The performance (43.8%) did not achieve the target of 50% in Q2. The Twin stream roll out programme means we now have Paper and Card collections in 3 of the 7 districts. This is improving the quality of the paper and card collected and the quality of the recyclables collected in those districts. This programme includes increased engagement and education to increase recycling quality and the recycling rate within Lincolnshire.

2. Conclusion

The Environment and Economy Scrutiny Committee is requested to consider and comment on the contents of this report in relation to performance achieved in Quarter 2.

3. Consultation

a) Risks and Impact Analysis

N/A

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:

- Samantha Harrison, Head of Economic Development, who can be contacted on 07920 750343 or samanthal.harrison@lincolnshire.gov.uk;
- Chris Miller, Head of Environment, who can be contacted on 01522 782020 or Chris.Miller@lincolnshire.gov.uk; and,
- Mike Reed, Head of Waste 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:	Environment and Economy Scrutiny Committee
Date:	29 November 2022
Subject:	Economic Infrastructure Portfolio – Lettings Strategy

Summary:

The Economic Infrastructure Portfolio Lettings Strategy has been reviewed and updated. The purpose of the document is to provide operational guidelines to describe the role of the service and team to elected members, tenants, and other Council Departments. The document has been produced in such a way that it acts as a Procedure Manual and provides a useful reference and guidance document for each team member to facilitate consistent decision-making and ensure the adoption of a coordinated approach to the management of the Council's portfolio of business centres and industrial units.

The overarching aim of the service is to provide suitable premises to support new businesses and enhance economic prosperity and job growth across Lincolnshire whilst at the same time optimising revenue income from the Council's portfolio. This is a challenging set of priorities which must be considered with some flexibility to reflect the characteristics of each location and to take account of various statutes and guidance which govern the work of the estate managers.

Whilst the Lettings Strategy assists team members to balance these objectives, it is a dynamic document and has been refined to reflect latest best practice and wider economic conditions

The Strategy also provides a number of targets to ensure that the Lettings Strategy is successfully implemented. These targets are:

- Formalise any historic and outdated agreements
- Ensure all Landlord and Tenant obligations are met
- Maintain rents at market levels

Actions Required:

Members of the Environment and Economic Scrutiny Committee are invited to comment on to what extent the various principles described above will allow the Council to more effectively, manage the portfolio, and to meet the twin objectives of

supporting business growth AND optimising rental income. In particular:

- (1) To what extent the various principles, which are designed to provide guidance on the use to which business centre units, other commercial and industrial units should be put, are reasonable and equitable and will meet the required objective of maintaining an appropriate tenant mix and providing a suitable mix of premises for start-up businesses.
- (2) To what extent the criteria described in this paper are appropriate and will assist the Council with consistent decision-making and strike a balance between maximising the economic benefits of the portfolio across all locations AND mitigating the Council's management costs.
- (3) To what extent will the targets summarised above provide sufficient rigor to the Council's Lettings Strategy.

1. Background

Within the Economic Infrastructure Service, the Portfolio Team is responsible for managing a large estate of properties which are owned by the Council and let to small businesses in order to support economic growth and job creation across the county. These properties comprise of mainly small industrial units and individual suites of offices located within converted or purpose-built buildings. In parallel with this over-arching objective, the Council must manage the estate in a commercially astute way to optimise rent income, comply with legislation and ensure that the Council's holding costs are minimised.

To assist officers to balance these requirements, officers produced a Lettings Strategy and a separate Business Plan at the beginning of 2019 which described the role of the Team in managing the Council's portfolio of industrial and commercial units and business centres. The purpose of this paper is to present a refreshed document which combines the previous two documents into a single coherent and detailed Lettings Strategy.

The Lettings Strategy provides a useful guide for elected members and acts as a Procedure Manual for officers to refer to and ensure consistent decision-making. It provides a framework to ensure that the best use is made of the Council's premises and includes, in addition to general information about the delivery of the service: criteria used to select suitable tenants; setting rent levels; service charges; what uses are deemed acceptable; multiple occupancy and competition; lease term and length of occupation; repairs and maintenance; approach to negotiations; approval to proceed; and disputes.

The Lettings Strategy will be regularly reviewed and updated to reflect the changing workload of the team and any changes to case law and statute which affects the way that the estate is managed. The document reflects many of the day-to-day challenges that officers face when deciding to let Council premises and ensures greater consistency in decision-making, allowing the Council to balance the competing objectives described above.

A copy of the Lettings Strategy is attached for information together with a plan showing the location of our industrial estates, commercial premises, and business centres. (For ease of reference the various appendices referred to in the Lettings Strategy have not been reproduced but can be provided on request).

2. Conclusion

The Lettings Strategy is a simple and clear document that raises the profile of the service and explains “what we do” to our members, our tenants and other Council Departments.

It is a useful reference document for new members of staff as well as newly elected Councillors to understand what we do, how we do things and why, and what skills, knowledge and experience we have within the Team.

The overarching aim of our service is to provide suitable premises to support new and young businesses and enhance economic growth and job creation across Lincolnshire whilst at the same time optimising revenue from the Council's portfolio.

Ultimately, the Council should retain the right to reject any application for a tenancy or begin recovery proceedings against an existing tenant on the grounds of what is considered reasonable estate management, health and safety or any other statutory or regulatory concerns.

Consideration of all the criteria set out in the Lettings Strategy provides clear guidance to officers, members and prospective tenants regarding the letting and management of the Council's portfolio of business centres, commercial and industrial units and allows officers to lease Council premises in a flexible and dynamic way to reflect economic conditions across each location.

The Council's portfolio is managed in adherence with current legislation, case law precedent and industry best practice including the Royal Institution of Chartered Surveyors (RICS) Practice Statement – Commercial Property Management in England and Wales. 2nd Edition January 2022.

We ensure that our rents represent “market value” at all times in accordance with the requirements of s123 of the Local Government Act 1972 which requires local authorities to achieve “best consideration” and include regular rent review mechanisms in all our leases in order to achieve regular uplifts in our rents.

A simple analysis of the portfolio indicates that these principles are being effectively applied and by refreshing the Lettings Strategy we will continue to ensure consistent decision making in the future.

The working environment and economic challenges (globally, nationally, and locally) have intensified radically in recent years as a result of huge strides in the use of ITC, flexible

working policies, economic pressures and the impact of COVID-19, etc. The pace of change is expected to increase in the future as a result of:

- on-going pressure to reduce public sector spending; and,
- increasingly demanding clients who expect an immediate, high quality and value for money service.

Implementing the Lettings Strategy will ensure that the Council manages its portfolio of offices and industrial units in such a way as to support the delivery of the Council's objectives of sustaining and growing the business economy. It will achieve this by helping businesses to become the drivers of economic growth by providing a climate in which they can invest, enhance their business performance, and offer attractive jobs to a skilled workforce.

3. Consultation

a) Risks and Impact Analysis

N/A

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Lincolnshire County Council, Economic Infrastructure - Lettings Strategy
Appendix B	Location Map

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 Simon Wright, Regeneration and Portfolio Manager who can be contacted on 07827 820467 or simon.wright@lincolnshire.gov.uk.

ECONOMIC INFRASTRUCTURE
PORTFOLIO LETTINGS STRATEGY
2023/24

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Executive Summary

The Economic Infrastructure team is responsible for the proactive management of Lincolnshire County Council's (LCC) portfolio of 'non-operational' properties that consist of mainly small industrial units and offices as well as five fully managed business centres spread across the county.

As of November 2022, the Council's Economic Infrastructure portfolio comprised of 242 individual leasehold properties across 25 separate estates/locations in 18 towns as follows:

- 154 Managed business centre units
- 80 Workspace units (office and light industrial)
- 8 Other

This document has a dual purpose of providing a useful guide for elected members describing the management of this portfolio **and** acts as a Procedure Manual for officers to refer to for guidance and to ensure consistent decision making.

The overarching aim of the service is to provide suitable premises to support new businesses and enhance economic prosperity and job growth across Lincolnshire whilst at the same time optimising revenue income from the Council's portfolio.

The Strategy provides a framework to ensure that the best use is made of the Council's premises. Whilst not an exhaustive list it provides guidance on:

- What uses and activities are deemed acceptable within LCC's units
- What the responsibilities of each party are in terms of repairs etc
- What criteria will be used to select (or reject) applications from suitable tenants

These management principles are consistent with the Greater Lincolnshire Local Enterprise Partnership (GLLEP) objectives of 'supporting key employment sectors' and 'attracting inward investment and growing foreign direct investment' as set out in its Strategic Economic Plan 2014 – 2030.

1. The Role of the Portfolio Team

The Portfolio Team, within the Economic Infrastructure Team, is responsible for the proactive management of LCC's portfolio of non-operational properties held for the purposes of supporting economic growth, job creation and optimising rental income.

The Team is responsible for the effective management of a portfolio of 242 commercial premises comprising 154 managed workspace units, 8 miscellaneous properties and 80 light industrial units across 25 sites in 18 towns and tenanted to (mostly) small businesses.

The portfolio includes six business centres comprising;

- 4 managed workspaces providing space for a diverse range of SMEs in Gainsborough, Lincoln, Market Deeping and Skegness
- 1 Innovation Centre targeted at the Agri-Tech sector in Holbeach
- 1 serviced office building, that is, with no shared reception facilities, in Lincoln.

The combined rental income across the whole portfolio is over £1.2million per annum before any equity share payments are deducted

Proactive management of the estate involves rent arrears management, negotiating lease renewals, new lettings and maintenance issues etc. The team provides professional advice and services to other members of the Growth Department Team and to other Council departments. For example, lettings advice and property searches.

Work stream	Activities included	LCC objectives
Agency	Letting vacant units Negotiating lease terms Instructing Legal Services	Sustaining and growing business and the economy
Estate management	Rent reviews Lease renewals Service charges Rent arrears Repairs and maintenance	Sustaining and growing business and the economy
Promotion/marketing	Strategy Social media Promoting opportunities across Lincolnshire	Sustaining and growing business and the economy

2. Our vision

Our vision is to exceed our customer's expectations in customer care and focus so that they recognise our service, experience and professionalism and we become their automatic choice when they require expertise in the field of property management, project delivery and property advice.

3. The Aims of Our Service

As well as delivering our core service as described above, we will also take a supporting role in the delivery of Economic Infrastructure projects including public realm works and other schemes designed to strengthen the growth of the Greater Lincolnshire economy.

We carry out our responsibilities in accordance with the Council's core values and beliefs as set out below:

4. Lincolnshire County Council's Values and Beliefs



5. Specific Team Objectives and Priorities

The Portfolio Team will follow specific Objectives and Strategies to contribute to the Council's Objectives and Vision whilst at the same time allowing each team member to develop their skills and observing the need to always provide a professional service. We will do this by:

- Optimising the net income generated from the Council's portfolio of non-operational investment properties whilst always recognising that the portfolio has a dual role of securing economic growth and job growth across Lincolnshire.
- Recognising the important role we play in supporting our tenants and new, start up, businesses to recover from the significant impact the corona virus pandemic has had on the local economy.
- Providing a proactive Project Management service across the EI team on a range of other public realm and economic growth projects that are not part of our existing portfolio.
- As part of the Best Value and the Asset Management Planning process the team will review its property holdings to ensure the Council's corporate planning and service delivery plans are achieved, including the sale of development sites and other surplus sites, and the investment in those properties to be retained where a suitable business case to do so is identified.

- Adopting best practice by commencing forthcoming lease renewals and rent reviews at least six months before the effective date. A list of leases due to expire in 2023/24 is included as Appendix A.
- Regularly reviewing our current working practices to ensure that we comply with relevant corporate, legal and professional responsibilities at all times. Where appropriate to assist colleagues, we will prepare concise procedure notes to ensure consistency, continuity, and efficiency.

6. Detailed Technical Guidance

In order to meet the above objectives, the Team will be regularly required to consider a number of technical, legal and economic factors. The following sections provide detailed guidance regarding these considerations.

The lease agreed with each tenants creates a legally binding contract between the Council as Landlord and the tenant and is the most important document that is to be referred to when understanding what the rights and obligations of each party are and in the event of a dispute arising. Where necessary, Legal Services Lincolnshire will be consulted for specific advice in the event of a dispute.

Each lease sets out what the landlord's and tenant's obligations (covenants) are and these often include:

1. Tenant covenants (e.g., repair responsibilities, dilapidations, paying rent on time – and enforcement / penalties for not doing)
2. Landlord covenants (e.g., providing 24hr access, a heating system – and implications of not doing)

At all times the Council will adhere to Royal Institution of Chartered Surveyors (RICS) Practice Statement – Commercial Property Management in England and Wales. 2nd Edition January 2022. (Appendix C) as well as other legislation, case law and best practice guidance. Further information regarding these obligations is provided below:

7. Tenant Selection

Detailed factors to be considered include:

7.1. Business Entity

Occupiers must be a legal entity to include sole trader, social enterprise, co-operative, franchise, partnership or corporation. For example, private limited company, public limited company. We are very clear that letting premises for community groups, sports clubs and charities etc., is not permitted across our portfolio because of the health and safety implications and lack of employment opportunities arising from such uses.

7.2. Viability

Each prospective tenant must be able to demonstrate that it is a viable concern. A number of measures will be accepted to demonstrate the feasibility and financial strength of a business including level of market demand, cash flow forecasting, profit and loss account, balance sheet and detailed Business Plan as well as previously published accounts where available.

7.3. Regulatory and Statutory Checks

All new tenant applications are carefully checked against current regulations designed to prevent money laundering and a copy of the detailed practice note we follow is attached at Appendix B.

8. Setting Rent Levels for New Lettings

All lettings will be at the local market value in the first instance. This is to ensure that the Council meets the requirements of the Local Government Act 1972 to achieve 'best consideration'.

Tenants will be selected on a number of criteria including:

- Submission of a suitable business plan
- Existing trading accounts (where available)
- Suitable professional references
- Use being acceptable for the location in terms of planning use class, tenant mix and to meet the objectives of the economic development portfolio as summarised in Appendix L and in the "Performance" section above.

Officers will have a degree of discretion when negotiating lettings, provided the rent price agreed is within the reasonable margin of the values as set out in the attached schedule (these values will be reviewed annually, and the schedule updated accordingly) (Appendix L). While this variance may differ from case to case, it is expected that in most instances it will be +/- 5-10% of the value shown

It is recognised that commercial market practice will often see tenants successfully negotiate rent free periods or stepped rents. For example, at the start of a tenancy, to reflect fit out costs. In these circumstances, a small rent-free period or phased rent may be negotiated depending on the circumstances of each case.

Any discount negotiated must be reasonable and for a clearly defined period and must be agreed by the Head of Economic Infrastructure. Once agreed, the discount should be clearly set out in writing to the tenant, included in the lease instructions and reflected in the budget forecast as necessary. Where there is a proposal to let a property outside of the above "margin", a rental offer information and reasoning proforma (Appendix. K) must be sent to the Head of Economic Infrastructure for approval.

9. Rent Review Provisions

As time passes, some rents will become slightly out of step with market rates because of changes in prices and demand during the period between rents being fixed and the next opportunity for

review. The regular reviews built into our standard leases mean that we do keep in step with the market.

Our leases are typically agreed for three or five-year terms which is also market practice. The frequency with which rents can be reviewed, and the basis of review, is stated in each lease. As a rule of thumb, leases that are for terms of five years incorporate provision for a rent review at year three. Three-year leases have provision for annual increases in line with either the Retail Price Index (RPI) or Consumer price Index (CPI).

RPI and CPI rent reviews are not generally implemented if this would push the rents to above open market rental value. Our leases generally incorporate tenant break clauses allowing tenants to serve notice and leave on either one- or three-months' notice. Therefore, it is likely that our tenants would terminate their lease if forced to pay a higher than market rent.

10. Use

10.1. General Considerations

When determining the use to which Council premises are put, the following points will be considered:

- a) It will be specifically prohibited to use Council premises for any illegal or immoral activity or any activity that could bring the reputation of the Council into disrepute.
- b) Uses that are non-business-related activities, including hobbies, domestic storage, leisure activities or events will be excluded.
- c) Detailed consideration will be given on a case-by-case basis for lettings connected with the motor trade.
- d) Careful consideration will also be required before allowing any retail uses or other uses likely to generate a high number of visits from members of the general public on health and safety grounds. For example, vehicle parking on many industrial estates is limited and the estate layouts are not compatible with the unrestricted movement of people.
- e) Use of premises solely for storage purposes of goods or materials etc. will not be permitted.
- f) Use of premises by LCC Departments will not be permitted in all but exceptional circumstances. For example, to support disaster recovery activities.
- g) When a property becomes vacant, seek a use that does not compete with any existing tenants for the first six months of any marketing period in order to ensure an optimum tenant mix. If the property remains vacant after this six-month marketing period, allow competing tenants to take a lease.

10.2. Temporary Uses

From time to time the Council may receive requests for the use of Council premises on a temporary basis. Such requests will generally be refused unless there is an exceptional business case. For example, in a disaster recovery scenario, to support an existing business entity seeking to expand and create jobs because of an immediate business need or to temporarily house staff pending completion of new premises. In such circumstances the permitted length of occupation will be for a maximum of six months at a market rent.

10.3. Planning

Reference will be given to the Town and Country Planning (Use Classes) (Amendment) (England) Regulations 2020 which came into effect on 1st September 2020 to determine whether an application for a tenancy will be a suitable for locating within one of the Council's industrial units, business centres or other premises. Prospective tenants will be responsible for ensuring that their proposed use meets all relevant planning laws, including seeking planning consents where necessary.

11. Multiple Occupancy and Competition

All enquiries from an existing tenant to take occupation of additional space within the same estate or business centre must take into account the need for the Council to achieve an appropriate balance of uses across each location and to accommodate a mix of businesses at their various stages of development. An important principle will be to ensure that smaller units or offices designed for "start-up" businesses are available and not "blocked" by larger, expanding businesses.

We do this by ensuring all our leases are "contracted out" of Part II of the Landlord and Tenant Act 1954, which removes the automatic right of a tenant to renew their lease. There must be a compelling economic development rationale for an existing tenant to take on additional space within the same estate or centre. It is more appropriate for the Council, through its various resources, to support the business to relocate to larger premises rather than occupy a series of smaller, individual units.

Whilst this will be considered on a case-by-case-basis, in most locations it is considered that an optimum limit would be a maximum of two units occupied in a single location by one business entity. However, in order to facilitate business growth, in exceptional circumstances and at the discretion of the Council, existing businesses within our Business Centres who wish to expand may be permitted to occupy a third room providing that the total space occupied by any business, or related businesses, shall not exceed 3,000sqft or a reasonable percentage of the overall lettable area of not more than 10% of the overall lettable area. For this purpose, businesses shall be considered to be related, even if separate legal entities, if they share one or more directors, or partners, with another business based at the Centre. Officers have discretion to review this Strategy where a Business Centre or Industrial Estate may have a large amount of vacant space.

Notwithstanding the above, the Council must avoid adopting anti-competitive practices and adhere to the principles of Competition Law.

12. Lease Term and Length of Occupation

This is perhaps the most contentious of all the detailed considerations that we make as it is a significant departure from normal estate management practice to limit the length of occupation of a business unit as a "blanket" approach and indeed, commercial landlord and tenant law makes it very difficult for a landlord to remove a tenant unless very specific grounds can be proven.

Limiting the length of all new leases to a period of, say, an initial five years would risk the Council incurring significant costs for example in non-domestic rates for empty premises, on-going repairs

and legal and marketing costs. This approach would not be desirable where estates or business centres already have a higher rate of vacant units. In other locations however, it may help to create a dynamic business environment, especially where the Council may be able to offer suitable "grow on" space as has recently been created in Market Deeping.

If this Strategy is to be adopted across the portfolio it would be desirable to introduce it for all new lettings in specific locations to be determined. To apply this Strategy retrospectively would be difficult in terms of landlord and tenant law and also very contentious.

The Council already offers very flexible "break" provisions within its leases requiring only one months' notice in the Business Centres or three months' notice elsewhere. This makes forecasting income very unpredictable and increases the Council's costs in the event that several tenants end decide to end their lease at the same time.

We offer these flexible lease terms in order to support start-up and fledgling businesses by removing the need for them to sign a lengthy contractual agreement which may be unsustainable should the business venture prove unsuccessful or, conversely, should be business quickly outgrow its space. It also avoids the Council amassing 'bad debts' and lost income through being unable to re-let a tenanted but vacated premise, etc.

13. Repairs and maintenance

Typically, the Council retains responsibility for structural repairs and repairs and maintenance to any common areas, and the tenant is responsible for internal repairs

Where LCC has repair and maintenance responsibilities, for example of common areas, we will develop an intelligent repairs and maintenance strategy in order to minimise unplanned and reactive expenditure as well as to improve the sustainability of the portfolio, maximise value, reduce running costs and mitigate risks and disabilities. In particular, we will:

- Ensure full compliance with relevant legislation, including Disability Discrimination Act and the Equality Act 2010, health and safety, Minimum Energy Efficiency Standards regulations, fire regulations and regulations dealing with legionella and asbestos.
- Ensure the Council's contractual and legal obligations are met in respect of repairs and maintenance. Obligations are detailed in leases and management agreements, as well as the Tenant Welcome Pack (Appendix I).
- Invest in assets where there is clear potential to generate income and/or increase the capital value by improving the quality of the building.

14. Service Charge

Many of our properties include areas of shared spaces for example, reception areas or service yards and access roads. Where this is the case, our leases include a provision for the Council to recover a reasonable share of the cost of maintaining and repairing these shared areas. The exact service charge provisions are set out in each lease and the Council calculates and invoices service charge amounts in

accordance with the RICS Service Charges in Commercial Property Professional Statement, 1st Edition, September 2018.

15. Approach to Negotiations

The criteria described above is not an exhaustive list of every consideration in the decision-making process of tenant selection and negotiating lease terms etc. However, it does highlight the major matters that officers must take into account and those most likely to influence our recommendation to accept a new tenant and our overall approach to negotiation of commercial matters.

These matters must be considered when reviewing all applications for new tenancies in order to ensure that the Economic Infrastructure Team meets the Council's primary objective of maximising economic growth and nurturing prosperity.

As it would be inequitable to apply any of these criteria retrospectively, we will not ask any tenant to vacate their premises where they have an existing lease just because they do not meet these criteria and an existing lease can only be brought to an end in accordance with its terms. Similarly, it may not be appropriate to review all of the following points across the whole portfolio and in some cases, they may be used as "guidance" only. This is because, across the County, the performance of the Council's portfolio varies from location to location and officers will need to apply discretion to ensure that the Council's holding costs are mitigated.

However, where demand is high from new businesses who are looking for space to grow there is a business case to review each new application against the following criteria in order to ensure that the portfolio is being used to meet the Council's objectives.

16. Optional Ancillary Accommodation

Some of our business centres include small storerooms that we allow tenants to occupy via a relatively informal "licence agreement" and payment of a suitable fee. These agreements can be ended at short notice by other party and several tenants use this space for storage purposes.

17. Officer Recommendations and Seeking Approval to Proceed

Part 3 of LCC's Constitution – Responsibility for Function – grants to the Executive Director for Environment and Economy delegated power to:

- Develop sites and premises for economic development purposes
- To procure services in accordance with the regulations and established policies and principles of LCC
- To work together with public and private sector partners to bring forward new capital projects
- To agree the sale and letting of sites within the Economic Development portfolio

In respect of new lettings, the Executive Director has further delegated decision making powers for new lettings to the Head of Economic Infrastructure.

Once an officer has successfully completed negotiations and having used their professional judgement of all relevant matters, they are ready to make a recommendation to proceed with a new letting a "Delegated Authority" proforma is submitted to the Head of Economic Infrastructure setting out the officer recommendation and including comparable evidence of market rents.

Once the Head of Economic Infrastructure has accepted the officer recommendation and signed the Delegated Authority form, the case officer can instruct Legal Services to prepare a draft lease etc.

18. What Are Main Areas of Dispute?

18.1. Car Parking

Car parking capacity at many of our business centres is regularly raised by tenants, and officers regularly manage the conduct of individual tenants to ensure car park usage is equitable. Pressure on car parking can be increased when we host meetings for third parties however, meeting room hire is an important income stream for the department, so we always strive to reach a compromise with our tenants.

18.2. Repair Obligations

Identifying who is responsible for repairs is always clearly set out in our leases and typically, the Council retains responsibility for structural repairs and repairs and maintenance to any common areas, and the tenant agrees to be responsible for internal repairs.

18.3. Service Charges

The team have recently completed a full audit of our service charge arrangements as set out in each lease in order to ensure compliance with industry best practice and the obligations set out by the RICS.

18.4. Rental Levels

In all negotiations with tenants, or in the event of a dispute arising, we always encourage existing and new tenants to seek their own legal advice at all times.

19. Marketing strategy

Vacant sites and premises are currently advertised on the Zoopla website, as well as on the Business Lincolnshire website.

Where premises have been vacant for a period of six months, we will consider the business case for appointing commercial property agents.

"For sale" and "To let" marketing boards are also erected on all our premises.

20. What does 'good' look like?

In order to provide a professional service to the Council and our tenants we offer:

- Excellent customer service. As a result of efficient management, high levels of knowledge regarding tenants and our portfolio, good rapport with tenants and contractors etc.
- High degree of flexibility. For example, to allow temporary/short term lettings for local businesses and other organisations who may need to relocate while works are undertaken at their existing premises. We can also demonstrate flexibility by negotiating leases which assist tenants wishing to grow, down-size or relocate etc.
- Good quality space. Ensuring our premises, reception areas, other common areas are well presented, maintained and decorated to give all tenants a strong impression about our professionalism and locations.
- A clear business plan. This ensures that we focus on our core objectives such as providing premises which help new businesses to be created and existing businesses to flourish and grow.
- Expertise to add value wherever we can. For example, we might dispose of a site or let premises for 'best consideration' but also to reflect an identified need to accept a lower commercial return where wider economic or community benefits make this worthwhile.
-

21. How are we performing against these guidelines?

We have carried out a simple analysis of the Council's existing portfolio in order to analyse our portfolio against the criteria described above. Our analysis has found that:

All of the Council's traditional industrial estates across the county are fully let.

We have some void units at our Business Centres as follows:

- Eventus, Market Deeping 19% empty
- Mercury House, Gainsborough 30% empty

All property enquiries and opportunities to mitigate these voids are rigorously pursued including virtual tenancies, storeroom and meeting / conference room hire.

The Hub has been excluded from this analysis as it has only been handed over to LCC following completion in July 2022.

Across the industrial and office estate we have two tenants who are sports clubs and were previously granted leases. These leases expire in 2025 and 2027. The letting to non-business users has typically happened in locations or at times when it was difficult to attract commercial uses and the Council has wanted to reduce its holding costs. There may be a need to move to a more robust Strategy whereby all future applications for such uses are refused.

22. Our Targets for 2023/24

We have defined what good looks like in the areas of Strategy, Management and Rent Strategy by setting ourselves the following targets in 2023/24

22.1. Strategy

Review the Letting Strategy for the management of the commercial property estate.

TARGET: April 2023

22.2. Management

Formalisation of undocumented occupation and outdated agreements.

TARGET: June 2023

Ensure landlord AND tenant obligations are fully discharged via a programme of regular management inspections, recording findings and managing actions arising.

TARGET: March 2024

Manage landlord compliance obligations to ensure properties offered to let meet statutory requirements by commissioning condition surveys on all newly vacated premises and implement works as necessary.

TARGET: March 2024

22.3. Rent Strategy and Income

Maintain rents at market levels either by the preparation of market valuations or indexed uplifts for new lettings and at review and renewal as determined by the lease.

TARGET: Ongoing

List of Appendices

App. A – Schedule of lease renewals for 2023/2024

App. B – Anti Money Laundering Guidance

App. C – RICS Practice Standards: Commercial Property Management in England and Wales. 2nd Edition
January 2022

App. D – Template – Legal instruction template

App. E – Template – Tenant move-in sheet

App. F – Template – Tenant move-out sheet

App. G – Template – Offer sheet

App. H – Template – Commercial application form

App. I – Tenant Handbook example

App. J – Health and safety checklist

App. K – Rental offer explanation

App. L – Schedule of Rental Values and objectives for each business location

App. M – Anti Money Laundering Regulations 2007: Supervision of Estate Agency Business

App. N – Responsibilities

App O – Delegated Authority Forms

App P – Standard Lease Template – Industrial

App Q – Standard Lease Template – Office

App R - Relevant Legislation, Council Policies and Relevant Contracts

APPENDIX R

Relevant Legislation, Council Policies and Relevant Contracts

Whilst not a definitive list, the following highlights some of the legislation that affects our work:

Compulsory Purchase Act 1965

Land Compensation Act 1961

Land Compensation Act 1973

Landlord and Tenant Act 1954

Landlord and Tenant Act 1985

Landlord and Tenant Act 1988

Landlord and Tenant (covenants) Act 1996

General Data Protection Regulations/Data Protection Act 2018

Money Laundering Regulations 2017

Equality Act 2010

Relevant Council policies

Delegated authority

GLLEP Strategic Economic Plan 2014 - 2030

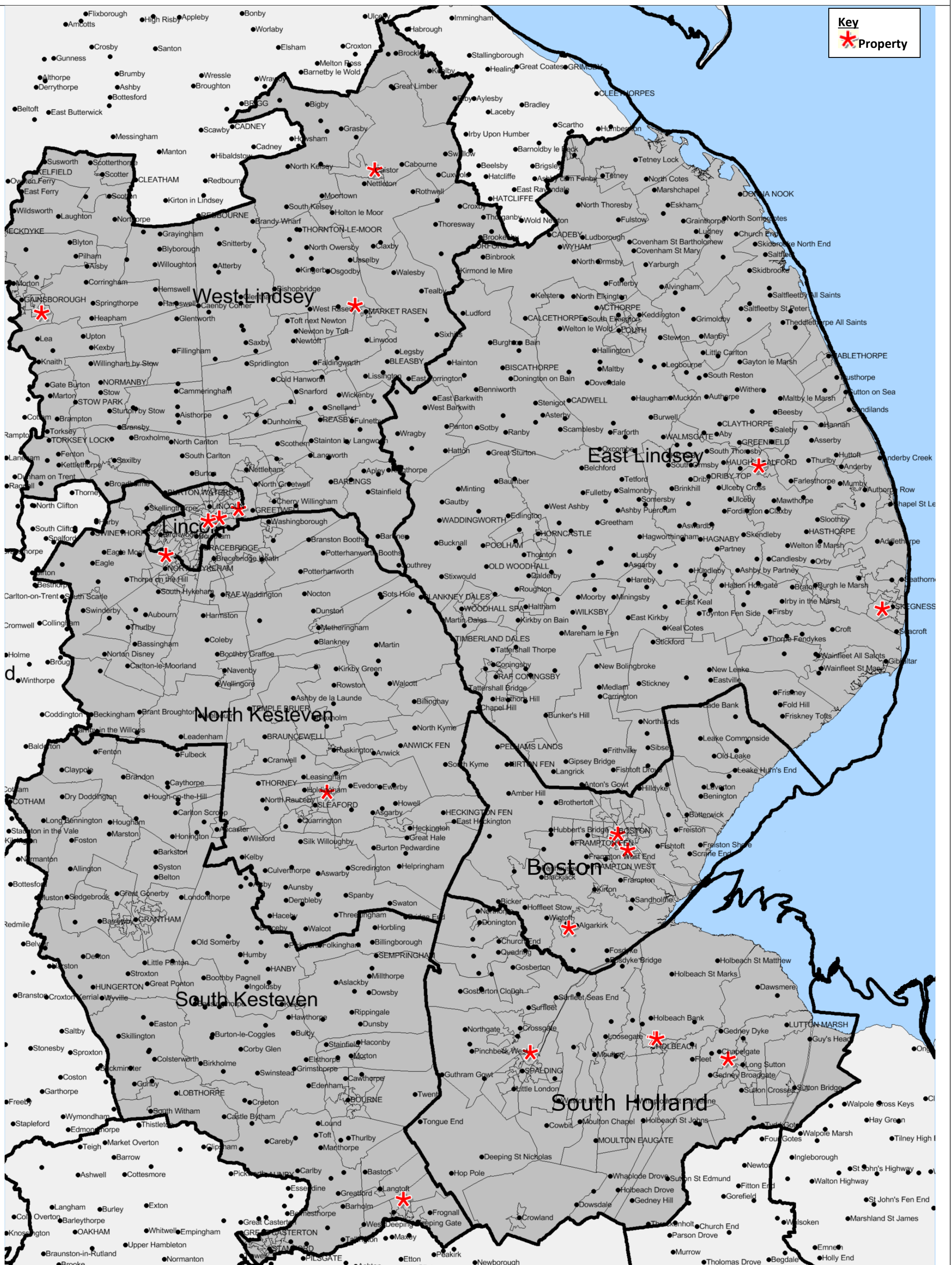
RICS Practice Standards - Commercial property management in England and Wales

RICS - Service Charges in Commercial Property Professional Statement. 1st Edition, September 2018.

Town and Country Planning (Use Classes) (Amendment) (England) Regulations 2020

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Economic Development Services – Commercial Portfolio Locations



Key
* Property

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

Report to:	Environment and Economy Scrutiny Committee
Date:	29 November 2022
Subject:	Update and Review of Planning Service's Pre-application Advice Service

Summary:

This report provides the Committee with an update and overview of Planning Service's pre-application advice service since its introduction in May 2021. Having carried out an audit and review of the service a number of revisions are recommended which include:

- increasing the fees charged across all categories;
- increasing the charge out rate fee for Officer time to £90 per hour;
- introducing a new fee for proposals relating to Listed Buildings; and,
- increasing the timeframe given for responding to requests relating to Listed Buildings.

The proposed revisions aim to ensure the fees charged are reflective of the true cost of time officers spend reviewing, preparing and responding to such requests and that the timescales given for officers to issue their responses are realistic given the nature of the advice provided.

Actions Required:

The Environment and Economy Scrutiny Committee is invited to:

- (1) Note and take into account the information and data presented regarding the uptake and performance of the pre-application advice service since its introduction.
- (2) Support the increase in the hourly charge out rate to £90 per hour and the proposed revisions to the pre-application advice service set out in Appendix A.
- (3) Note that the Head of Planning will annually review or update the Charging Schedule and/or terms of the pre-application planning advice service as is felt necessary following implementation of the revisions proposed.

1. Background

A report was brought to the Environment and Economy Scrutiny Committee in January 2020 seeking the support of the Committee to set an agreed flat rate for charge out rates for Planning Officers time and also for the establishment of a pre-application charging regime for developers to use for advice on making planning applications. The Committee supported the fee rate for Officers time of £55.43 per hour and also the establishment of a pre-application charging regime. The Committee requested that following the establishment of the charging regime a report be brought back to this Committee to provide an update on how the charging policy is working and if there are any other areas that could be included within this pre-planning charging regime.

In February 2021 the Executive considered the charging proposals at their meeting in and agreed the recommended charges and resolved to delegate the Executive Director of Place to review the charging schedule after a minimum period of 12 months from its implementation and make any changes considered necessary. Therefore, whilst the appropriate delegation is in place to make changes to the charging regime as a paper is being brought to the Committee setting out the progress of the charging regime including the addition of charging for advice on Listed Building applications, it is desirable to get the support of the Committee to the proposed hourly fee rate and increases to the charging regime as set out in Appendix A of the report.

Following the Executive's approval in May 2021 the Council introduced a chargeable pre-application advice service. The overall objective of the pre-application advice service is to help influence and facilitate the submission of better-quality applications by offering prospective developers with professional advice on their proposals in advance of them submitting applications for planning permission. Prior to the introduction of the chargeable service such advice was offered for free, however, having reviewed similar services offered by other Local Planning Authorities (LPAs) it was decided to introduce a chargeable service. The chargeable service not only helps to recover the cost of officer time spent when giving such advice but ensures a more consistent and formalized system is in place for receiving and responding to such requests.

The Council's pre-application advice service is based around four main levels/categories which reflect the different type and scale of development typically dealt with by Planning Services (i.e., Significant, Large, Medium, and Small). In addition to these four main categories, advice is however still offered without charge for a limited type/forms of enquiry (e.g., requests simply seeking confirmation on whether planning permission is required, where a proposal relates to the needs of people with disabilities, or which affect a Listed Building).

For each level/category of advice a different fee applies which was based upon the amount of time that it was anticipated an officer would require to review, prepare, and respond (e.g., taking not account time needed to review planning background, site constraints checks, travel time to attend meetings and production of final written advice).

Overview of Current Service

Since the service was launched (and at the time of writing this report), Planning Services had received and responded to 113 requests for pre-application advice and received £23,472 in fees. The majority of requests received (65%) have come from other LCC service areas/functions (e.g., education, property and highways) with the other requests (35%) coming from external parties such as mineral and waste operators (see Figure 1).

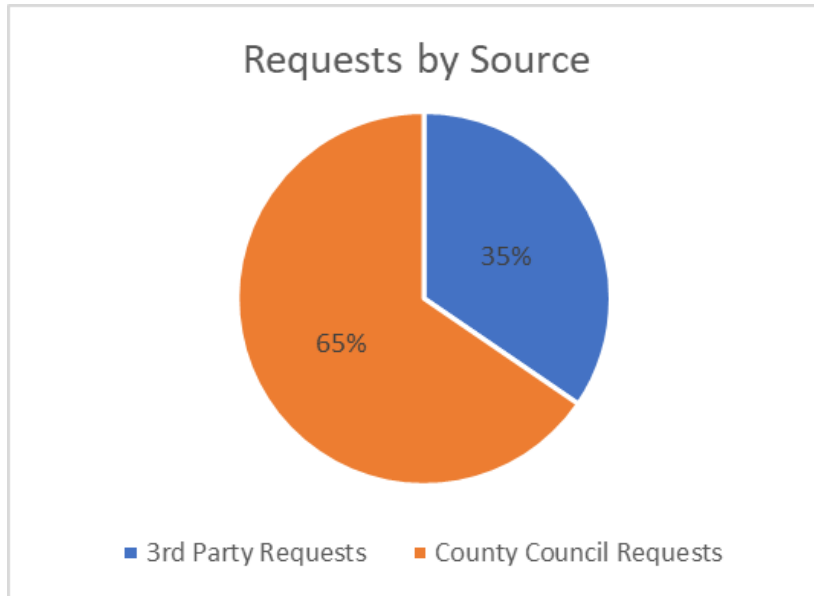


Figure 1: Requests by source

Whilst there was some initial concern that the introduction of a chargeable service could put off prospective applicants seeking advice, the number of requests received each month has remained fairly consistent demonstrating that developers are prepared to pay for advice where the advice given is clear and adds value (see Figure 2).

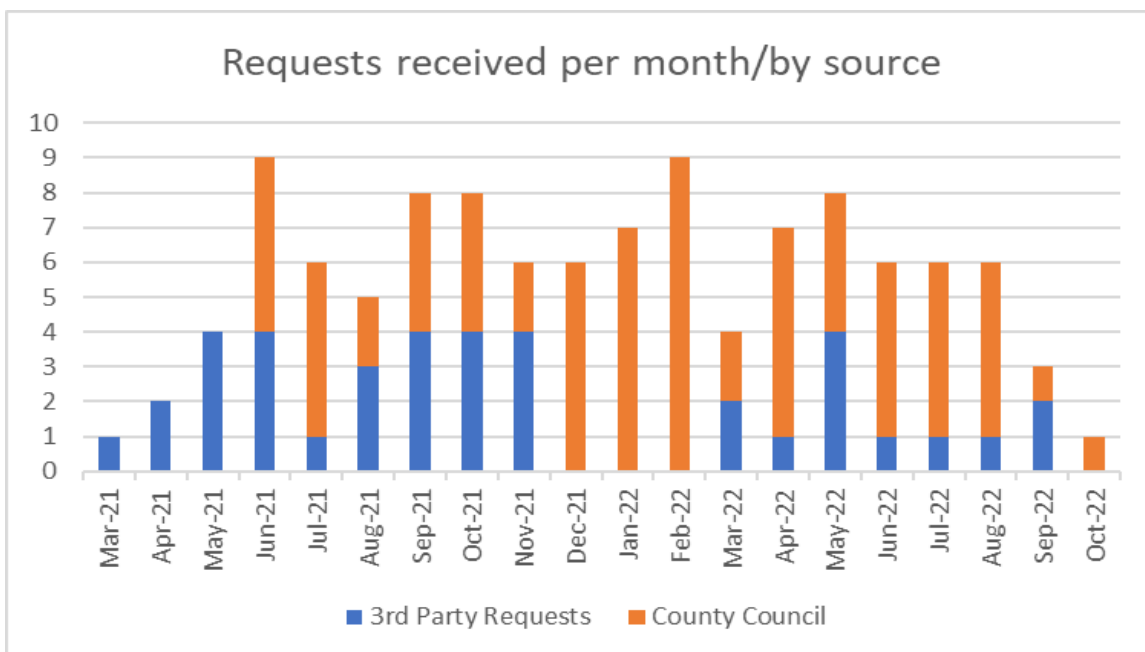
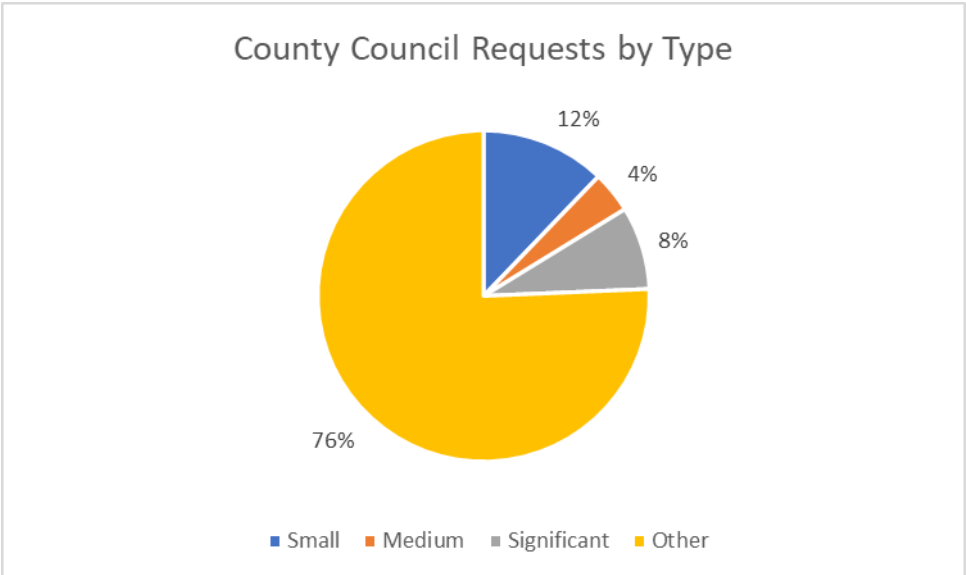
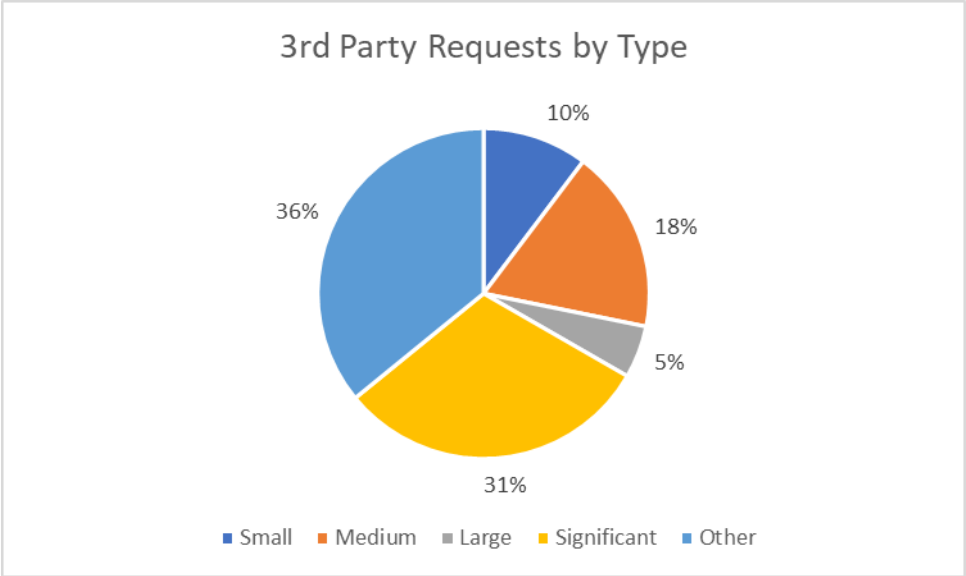


Figure 2: Requests per month/by source

Requests for advice have been received across all the different levels/categories offered however the analysis shows that the vast majority of requests received have come from the Council’s own service areas and fall within the ‘Other’ category for which a fee is currently not charged (see Table 1 and Figures 3 & 4). This, in part, can be accounted for as many of those requests have related to proposals that affect a Listed Building and under the current charging regime such requests are exempt from paying a fee.

Type	Level/Category					Total
	Small	Medium	Large	Significant	Other	
3rd Party Requests	4	7	2	12	14	39
County Council Requests	9	3	0	6	56	74
Totals	13	10	2	18	70	113

Table 1: Requests by level/category



Figures 3 & 4: Breakdown of requests by type for each source

Whilst a fee is not required for requests which relate to Listed Buildings, often responding to such requests requires more than one officers input and, given the sensitivity and issues that need to be considered, can take longer for responses to be issued. As a consequence the data shows that whilst 60% of all requests for advice were provided within the prescribed timescales set out, 40% were issued late. The reasons for this include factors such as the need to obtain further information about what was being proposed; time taken to arrange and attend site visit (where one was part of the service offered) and/or due to the need to obtain comments from other officers within the Council so a more meaningful and detailed response can be provided.

Proposed Revisions to the Service

Having carried out an audit and review of the current pre-application advice service, a number of revisions are recommended to the current charging regime and levels of service. The proposed revisions aim to ensure the fees charged are reflective of the true cost of time officers spend reviewing, preparing, and responding to such requests and that the timescales given for officers to issue their responses are realistic given the nature of the advice provided. The recommended revisions to the service are therefore as follows:

1. Increase the fees charged across all categories;
2. Introduce a new fee for proposals relating to Listed Buildings; and,
3. Increase the timeframe given for responding to requests related to Listed Buildings.

Increase to the fee charged across all categories

Under the current charging scheme, a different fee applies for each level/category. When the pre-application advice service was first developed the fee charged for each level/category was based upon a rate of £55 per hour which reflected that which had previously been agreed and adopted in connection with work associated with Planning Performance Agreements (PPAs). The fee for each level/category of pre-application advice was therefore simply calculated using this same hourly rate by the amount of time that it was anticipated an officer would need to review, prepare, and respond to a request.

Given that it is 3 years since the fee rate of £55 per hour was calculated for Planning Officers time and the minimum period of 12 months before any charges to the charging regime could be made has now passed. It is considered an appropriate time to review the hourly rate that is used in the calculation of the pre-application charging regime and also the rate used to calculate payments to the Council through Planning Performance Agreements (PPAs).

The Council is able to enter into (PPA) with applicants seeking planning permission for developments. A PPA provides a mechanism for a project management tool for an applicant to enter into an agreement with the Council to ensure they receive a timely decision on a planning application and if permission is granted decisions on the discharge of planning conditions are received within a defined period. Whilst the Council has only entered into a very small number of PPAs in connection with planning applications over

the last 12 months it has entered into a higher number of PPAs with developers who are progressing schemes as Development Consent Orders pursuant to the 2008 Planning Act.

These schemes are classed as Nationally Significant Infrastructure Projects and whilst the decision on the application is eventually made by the Secretary of State there is a long lead in time of around 2 years before the decision is made. During this period there is a significant amount of work undertaken by the County Council as a host authority and no fee is payable by the applicant to the Council for the application. In order for the Council to recover the costs of the time spent by Officers on these projects a PPA is entered into the developer to enable the Council to recover its costs. Currently this fee rate is £55 per hour which is not now a realistic figure to recover costs given the increased salary costs and other costs that have risen over the last 3 years.

There is no prescribed methodology for the Council to use in establishing its fee rates, but must take the following factors into consideration.

In introducing a charging scheme, the Council must have regard to guidance issued in relation to the use of the charging power. Such guidance has existed from 2006, which is somewhat outdated now, but it has been taken into account as follows: -

- The Council has discretion in the methodology it adopts to determine the charges.
- The Council is under a duty to ensure that taking one year with another the income from charges do not exceed the cost of provision. This allows the Council to assess over a number of years where the balance of income and cost lies, and the Council will not be in breach of the requirement just because in one year income exceeds expenditure.
- Where a surplus is made in any year it should be taken into account in setting the next year's charges.
- There is no obligation to consult, but the guidance suggests the Council may wish to consult businesses on the impact of charges and on overall levels of regulatory compliance. This has been considered but the widespread existence of charging regimes for pre planning advice by the District Councils in Lincolnshire and widely by Councils in other areas of the country gives the Council a strong evidence base on levels of charging and impacts on regulation and there is not therefore considered to be a need for consultation.
- It is a requirement of section 93 of the 2003 Act that in order to charge for a service the person being charged must agree to it. The guidance makes it clear that the power operates on the basis that the service is offered at a charge and anyone who takes up the service does so on those terms.

In terms of the methodology used to determine the revised fee rate this has been done by undertaking a benchmarking exercise reflecting what other Councils charge. Nationally there are significant variations on the hourly rate used by County Planning Authorities and currently Lincolnshire has the lowest rate. It has been decided to use the rates of 2 neighbouring County Councils to determine an appropriate rate for Lincolnshire (Norfolk

£100 per hour and Nottinghamshire £67 per hour). Both Councils are in the process of reviewing these rates so it is expected that these will increase shortly.

On this basis a charge, out rate of £90 per hour is proposed, the review process and delegation that is already in place will enable this to be assessed and adjusted in the future if any of the above criteria are breached.

The £90 hourly rate charged for PPAs is carried through to calculate the revised charging schedule for pre-application advice. This hourly rate is considered to be more reflective of the true costs incurred when taking into account the pay grade/level of the officer carrying out the work and time spent time preparing responses, handling enquires, etc.

There are similarities between the work undertaken by officers in connection with projects that have a PPA and that carried out by officers when preparing and responding to pre-application advice requests. It is therefore recommended that the fees currently charged for pre-application advice also be increased so that the true cost of providing this service is recovered. Like the current charging structure, it is therefore recommended that the fees charged for each level/category of service be increased based on the higher hourly rate of £90 per hour. The overall fee charged therefore reflects the amount of time required for the officer(s) to attend and provide the level of advice offered (e.g., cover any planning background review, constraints checks, travel time to attend meetings and production of final written advice).

A copy of the recommended revised charging scheme, fees chargeable for each category and list of exemptions can be found in Appendix A.

New fee for proposals relating to Listed Buildings

Under the current charging structure, requests for pre-application advice relating to proposals that affect a Listed Building fall within the 'Other' level/category and so are exempt from paying a fee. The decision not to originally charge for such advice was taken as this reflected the approach taken by some other LPAs and also the fact that no planning fee is payable for applications that seek Listed Building Consent. The review and analysis of the current service however has shown that a large proportion of the requests for advice have been from other County Council service areas and that many of those requests relate to proposals that affect a Listed Building. Given the sensitivity and complexity of the issues that arise with such proposals often responding to such requests require a site meeting to take place and the involvement of more than one officer within the Planning Services team. These requests can therefore take up a lot of officer time and take longer to respond and under the current charging regime those costs are not recovered.

Taking the above into consideration, rather than continue with the current approach it is recommended that a fee now be charged for requests where a proposal affects a Listed Building. A fee for responding to such requests is considered justified given the sensitivity and specialist nature of the advice sought and as the cost to the applicant is obtaining this advice would be offset by the fact a fee is not payable for the subsequent application seeking consent. Although proposals affecting a Listed Building can range in their size and nature, rather than propose a graduated fee at this stage it is recommended that a single,

flat fee rate be applied. The fee charged is recommended to be set at the same level as that for requests falling within 'Small' level/category however this will be kept under review and additional where additional advice or subsequent meetings are required outside the normal offer, these can still be charged for at an hourly rate of £90 per hour (+VAT).

Increase the timeframes originally given for responding to such requests

Under the current service officer, we aim to provide a response to requests for pre-application advice for proposals falling within the Significant, Large and Medium level/categories within 28 days of a valid request having been received. For requests falling within the Small and Other level/category, responses aim to be provided within 14 days.

Having reviewed the performance of the current service, the timeframes given for responding to requests are largely being adhered to, however, the analysis has shown that 40% of the requests received have been issued outside of the prescribed timeframes cited. This is, in part, because those requests relate to Listed Buildings and as explained above, those requests currently fall within the "Other" level/category of advice and officers only have 14 days to respond which is not sufficient given the issues raised and detailed responses such requests typically require.

In light of the above, in addition to creating a new specific level/category for requests that relate to Listed Buildings, it is recommended that the timeframe given for responding to such requests be set to the same as that for the other levels/category of advice (i.e. 28 days). Such an extended period is considered justified given the issues such requests typical raise and is considered to be a reasonable balance between the time needed to review and respond to such a request and what an applicant would reasonably expect to wait for a detailed and meaningful response.

2. Conclusion

The Committee is asked to support the recommended revisions to the current pre-application advice service as set out in this report and contained within Appendix A. The revisions include:

- an increase to the fee charged for each of the different levels/category of advice;
- the introduction of a new category and fee for requests relating to Listed Buildings; and,
- increase in the timeframes given to officers to prepare and respond to requests relating to Listed Buildings.

The increased fees are calculated based on the same rate as that which is to be applied for use when preparing PPAs and is also still comparable with that of other mineral and waste planning authorities and local planning authorities that offer a similar service.

It is proposed that the fee charging takes effect from 1st January 2023.

The Committee is therefore asked to:

- (1) Note and take into account the information and data presented regarding the uptake and performance of the pre-application advice service since its introduction;
- (2) Support the increase in the hourly charge out rate for Planning Officers to £90 per hour and proposed revisions to the pre-application advice service;
- (3) Note the delegated authority to the Head of Planning to periodically review or update the Charging Schedule and/or terms of the preapplication planning advice service as is felt necessary following implementation of the revisions to ensure the Local Authority charging guidance is not breached.

3. Consultation

a) Risks and Impact Analysis

There is a risk that the increased fees could put applicants off seeking advice before submitting applications. However, so long as the advice provided to applicants continues to be clear, provided in a timely manner and adds value then based on previous uptake this risk would be minimised.

Good pre-application advice can help improve the quality of applications received as it gives applicants clarity about what information is required. This in turn helps reduce the need to seek further information once an application is submitted and reduces the time taken to process applications or refusals due to insufficient or poor-quality submissions.

The fees charged for the service will help recover the costs for time that is currently spent by Officers in reviewing, visiting sites and responding to requests.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Proposed Revised Charging Schedule

5. Background Papers

Document title	Where the document can be viewed
Local Government Act 2003	www.legislation.gov.uk
Planning Practice Guidance 'Before submitting an application' (MHCLG, 2014)	www.gov.uk/government/collections/planning-practice-guidance
Pre-application Suite by the Planning Advisory Service	www.local.gov.uk/pas/pas-topics/planning-applications/pre-application-suite
Environment & Economy Scrutiny	https://lincolnshire.moderngov.co.uk/documen

Document title	Where the document can be viewed
Committee Paper dated 14 January 2020 "Introducing a Charging Policy for Archaeology Advice and Planning Services"	ts/s31067/7.0%20Charging%20Policy%20for%20Archaeology%20Advice%20and%20Planning%20Services.pdf

This report was written by Marc Willis, Applications Manager- Place, who can be contacted on 01522 554817 or marc.willis@lincolnshire.gov.uk.

Appendix A – Recommended Revised Pre-application Advice Charging Schedule

Category	Type of development	Level of advice	Fee
Significant	<ul style="list-style-type: none"> All new quarries, oil and gas sites or landfill sites. Any change or extension to an existing quarry, oil and gas site or landfill site* where extraction/disposal exceeds 50,000 tonnes per annum or sites over 5 hectares. All new waste management facilities processing in excess of 50,000 tonnes per annum or any change or extension to an existing facility of 5 hectares or more. Any development involving the creation or change of use of 2,000sq.m or more floorspace or sites over 5 hectares. Any hazardous waste management facility processing over 5,000 tonnes per annum. 	Site meeting and written advice	£1260 + VAT (to 10 hours)
Large	<ul style="list-style-type: none"> Any change or extension to an existing quarry, oil and gas site or landfill site* where extraction/disposal is between 25,000 and 50,000 tonnes per annum or sites over 2 hectares (but less than 5 hectares). All new waste management facilities processing between 25,000 and 50,000 tonnes per annum or any change or extension to an existing facility on sites over 2 hectares (but less than 5 hectares). Any development involving the creation or change of use of between 1,000sq.m and 2,000sq.m or more floorspace or sites in excess of 2 hectare (but less than 5 hectares). 	Site meeting and written advice	£1080 + VAT (up to 8 hours)

Medium	<ul style="list-style-type: none"> Any change or extension to an existing quarry, oil and gas site or landfill site* where extraction/disposal is between 5,000 and 25,000 tonnes per annum or sites over 1 hectare (but less than 2 hectares). All new waste management facilities processing between 5,000 and 25,000 tonnes per annum or any change or extension to an existing facility on sites over 1 hectare (but less than 2 hectares). Any development involving the creation or change of use of floorspace between 500sq.m and 1,000sq.m or sites over 1 hectare (but less than 2 hectares). 	Site meeting and written advice	£900 + VAT £550 +VAT (up to 6 hours)
Small	<ul style="list-style-type: none"> Any minerals and waste development not falling within the Significant, Large or Medium categories. Any development involving the creation or change of use of floorspace less than 500sq.m or sites less than 1 hectare. 	Written advice only	£540 (up to 4 hours)
Listed Building	<ul style="list-style-type: none"> Any proposal that affects a Listed Building 	Written advice and site meeting (if necessary)	£540 (up to 4 hours)
Other	<ul style="list-style-type: none"> Confirmation as to whether or not planning permission is required. Any proposal relating to the needs of people with disabilities. 	Written advice only	Free

*Includes a lateral extension, deepening or increase in void space or life of the site or any Section 73 application to vary or amend conditions.

The above fees include the amount of officer time that would be required to provide the level of advice identified including planning background review, constraints checks, travel time to attend meetings and production of final written advice.

Where additional advice or subsequent meetings are requested outside the normal offer, this would be charged at an hourly rate of £80 per hour (+VAT). Planning Performance Agreements are also subject of a separate fee.



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

Report to:	Environment and Economy Scrutiny Committee
Date:	29 November 2022
Subject:	Greater Lincolnshire and Rutland Infrastructure Framework

Summary:

This report sets out a framework to guide future strategic infrastructure investments in Greater Lincolnshire and Rutland and invites members to review and debate the proposed approach in the context of achieving sustainable and inclusive growth for the area.

Actions Required:

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

- (1) agree the approach including the Strategic Infrastructure themes and objectives; and,
- (2) suggest amendments, enhancements or additions to the approach taken to date in the context of the current Levelling Up agenda.

1. Background

- 1.1 This report represents the annual strategic infrastructure update to Committee.
- 1.2 As part of the government's commitment to the Levelling Up agenda, infrastructure investment remains a key component of economic growth – driving productivity and skills and helping to create a net zero economy by 2050.
- 1.3 Nationally Significant Infrastructure Projects (NSIPs) that are currently pending in Lincolnshire include various energy projects and as part of Water Resources East's Regional Plan, the Phase 1 non-statutory consultation has commenced on the Lincolnshire Reservoir with a view to the Development Consent Order planning application being submitted in late 2025.
- 1.4 The 8 km North Hykeham Relief Road remains a major council priority with the pre-construction phase underway. The project has been highlighted in government growth strategies.

- 1.5 Further, the county is leading a pilot on EV charging infrastructure in rural areas as part of a Midlands LEVI consortium supported by Midlands Connect and work continues on the use options for the former Gas Terminal site at Theddlethorpe including the launch of the Geological Disposal Facility Working Group and work to determine the infrastructure needs (energy, rail, road, flood management) for the site to promote future development options that support wider economic and community benefits.
- 1.6 Funding through the Levelling Up (LUF) Fund and UK Shared Prosperity Fund (UKSPF) is aimed at driving impactful infrastructure investments at the local level. To date £26m is being invested in Lincolnshire through LUF1 and a further £67m is being sought under LUF 2, although investment decisions have been delayed. Further, a portion of the allocated £22m of UKSPF and additional £5m rural uplift will provide some local infrastructure provision in Lincolnshire.
- 1.7 Nevertheless inflationary factors, interest rates, supply surety and funding availability (public and private funding) present significant challenges for planned and indeed commenced infrastructure projects
- 1.8 With the uncertainty around future project funding, a Framework approach has been developed to set out the case for future infrastructure needs and opportunities in Greater Lincolnshire and Rutland. The framework is scalable and adaptable enabling it to respond to needs as they emerge and to prioritise investment resources.

Greater Lincolnshire and Rutland Strategic Infrastructure Framework 2023

- 1.9.1 The 2021 Greater Lincolnshire and Rutland (GL&R) Strategic Infrastructure Delivery Plan was underpinned by a series of assessed business case interventions assembled by partners as a response to a call for projects. However, with changes in the funding landscape and delays in the release of the Levelling Up White Paper and subsequent Levelling Up and Regeneration Bill, a different approach to strategic infrastructure planning has been taken for 2023 with the production of a Framework that can be adapted to articulate the investment needs of the area and respond to future opportunities for funding through co-ordinated action planning.
- 1.10 The work has been commissioned by the GL Infrastructure Group on behalf of the upper tier, unitaries, districts councils, Greater Lincolnshire Local Enterprise Partnership and the Environment Agency. An Officer Working Group, facilitated by LCC and supported by an external consultancy have completed:
 1. A review of current strategies (including the National Infrastructure Strategy, regional documentation, the GLLEP's Local Industrial Strategy and Plan for Growth, Vision 2050 and Local Transport Plan 5 and the work of Local Transport Boards

2. A middle ground consultation and assessment of infrastructure gaps and emerging needs with key sector boards and utility providers married to economic opportunities – a scope that spans the ‘middle ground’ between national and local infrastructure plans and needs and is hyper critical to gaining a comprehensive infrastructure assessment for GL&R; and
3. A series of local Discovery Workshops with local authority partners to determine local growth priorities and associated infrastructure needs and constraints (framed in the context of local plans, Sustainable Urban Extensions and growth strategies)

1.11 Supported by this work, the draft Framework consists of 2 documents – an overview presentation and a more detailed technical document. The latter is attached as Appendix A.

Strategic Infrastructure

1.12 For the purposes of the Framework, ‘Strategic Infrastructure’ has been defined as *“facilities or services that enable delivery of a variety of local infrastructure, which in turn impacts on wider growth, for example roads, railways, flood defenses, digital connectivity and energy supply. This infrastructure will in turn deliver a strategic objective, both locally, regionally and potentially nationally. Projects are usually considered to be of a minimum of £500k and are usually of much larger scale”*.

1.13 Whilst the Framework focuses on strategic infrastructure, local needs have been reviewed and connected by the ‘middle ground’ work. These are defined as *“facilities or services that are essential in meeting day-to-day needs of the population, for example, schools, housing, community facilities, business/enterprise parks and local green spaces”*. Broadly the strategic infrastructure supports the delivery of the local and the Framework sets the context for this to happen driven by different partners.

The Purpose of the Framework

1.14 Collectively the purpose of the Framework is set out in Table 1:

Table 1 – Purpose of the SIDF 2023				
To jointly articulate the growth driven case for strategic infrastructure investment at GL&R level to help level up the area with other parts of the country	To show cohesion and read across in GL&R and beyond (pan regional)	To illustrate diversity and showcase local distinctive places – opportunities and challenges to level up within the county	To identify infrastructure gaps needing more detail (evidence/feasibility)	To start conversations with government departments and to support devolution discussions

The Format of the Framework

1.15 The Framework sets out a vision where people, places and the environment (planet) benefit from improved connectivity via access to better, higher paid jobs and opportunities and where they can live in better, sustainable places. This is achieved by focusing on the productive growth of the GLEP’s key economic sectors, with infrastructure investment enabling those sectors to grow inclusively and sustainably and to connect the diverse communities and distinctive places in the region.

1.16 The 8 infrastructure enablers are set out in Table 2 with associated objectives:

Infrastructure Enablers ‘Themes’	Key Objective	Key Economic Sectors
Conditions for business Growth	To deliver focused infrastructure investment that will support business growth and job creation and will help realise an increased spend in business led R&D to equate to/or exceed the UK average. This investment will increase skilled jobs that capitalise on and grow sectoral strengths and areas of expertise, support innovative ways to address barriers to growth and help overcome polarity of urban/rural economic opportunity	<ul style="list-style-type: none"> • Agri-food • Energy • Ports and Logistics • Defence • Health and Care • Visitor Economy • Advanced Manufacturing
Digital	To ensure that GL&R will benefit from a high quality Ultrafast universal offer with gigabit capable broadband access to a greater proportion of residential and business properties than is the government target, ensuring that location is not a disadvantage, that the area is future enabled to take advantage of emerging technologies and where people and businesses are enabled to use it effectively.	
Energy	<p>To capitalise on Greater Lincolnshire’s nationally significant energy assets in the Humber Estuary and the North Sea, which combined with its rural geography, mean it is well placed to pioneer novel approaches that contribute to the Government’s commitment to reach Net Zero UK carbon emissions by 2050.</p> <p>Energy is also a key enabler of growth, so it is also imperative that GL&R retains local capacity and benefits from investment, to build resilience in local supply and to support businesses and residents in minimising costs through managed usage and optimised use of green alternatives</p>	
Health and Wellbeing	To recognise that the places we live in have a profound impact on our health and wellbeing. Significant gains in population health can be achieved by working in partnership to improve the built, natural and social environments. Creating healthier places requires co-	

	<p>production, closer working between the NHS, local authority planning teams, developers, public health professionals, voluntary sector organisations and communities themselves.</p> <p>Improving mental and physical health and wellbeing is central to levelling up GL&R and to delivering inclusive growth. With spatial and health inequality and pockets of deprivation throughout the region, improved health outcomes will improve a person's ability to fulfil their potential by learning more effectively, being more productive at work and enjoying life to the full. Through developing an evidence based, partnership approach to improving health and wellbeing in GL&R, infrastructure investment can then be targeted to achieve positive health and wellbeing outcomes for the benefit of residents, support social mobility and inclusion and collectively further the economic growth of the region.</p>	
The Importance of Housing	To create a diverse, high quality housing stock that meets the housing delivery targets in GL&R's local plans necessary to support the area's growth ambitions, meeting the needs of residents now and in the future and contributing to Net Zero targets	
Movement of People and Goods	To ensure that through investment in the way we move people and goods, we will level up and drive inclusive economic growth and contribute to decarbonisation and climate adaptation	
Water Management and Flooding	To work collaboratively across GL&R and wider to manage the effective supply and management of water to support sustainable residential and economic growth balancing the need for a cohesive approach to East Coast flood risk management and climate adaptation whilst maintaining water supply to water intensive sectors during dry periods. The Framework will help co-ordinate infrastructure investment and multi-agency responses	
Waste and Circular Economy	To drive clean growth by addressing emerging market needs and opportunities through new technologies, industrial symbiosis, energy from waste and supporting sector strengths to develop Anaerobic Digestion (AD).	

1.17 There is full recognition that GL&R already makes a major contribution to the national economy/UKPLC through the UK Food Valley and the associated supply chain, the strength of the green energy cluster on the Humber Bank and the level of innovation emerging from key sectors, in particular defence. The area is also considered a logistical powerhouse as an international gateway for seaborne goods supported by the status of the Humber Freeport and it enjoys a strategic position on the A46 growth corridor. It is also a quality place to live and a significant destination for tourism, with a varied offer for day and overnight visitors.

- 1.18 In recognition of the area’s successful delivery of infrastructure investment and associated activity to date, a series of project spotlights appear in the document that provide short case studies within each of the infrastructure themes, whilst a section on distinctive places showcases examples of key infrastructure ‘assets’. Examples of the case studies for the ‘Conditions for Business Growth’ theme include Sleaford Moor Enterprise Park and associated new access and spine road, footways and cycleways and utility and digital infrastructure and South Lincolnshire Food Enterprise Zone at Holbeach highlighting the National Centre for Food Manufacturing, the recently completed Hub and ongoing investment in strategic infrastructure that seeks to improve the connectivity of the site to the national road network, further enhancements to digital connectivity (speed and capacity), and ensures a sustainable and green energy supply – all of which will support further innovation and growth at the site and enable the wider evolution of the UK Food Valley and its contribution to national food security and resilience. Whilst the Lincolnshire Reservoir appears as a spotlight under the Water Management and Flood Theme in the context of partners wishing to develop an integrated water supply, climate adaptation and flood risk management approach in order to help manage flood resilience and water supply into the future.
- 1.19 Working with partners every effort has been made to develop case studies that reflect the full diversity of both the geography and the economic base of GL&R. A list of the case study examples is set out in Appendix B of this report
- 1.20 The Framework has also sought to capture:
1. Committed levelling up investment in the area (including approved Levelling Up Fund and Towns Fund projects and UK Shared Prosperity Fund Investment Plan allocations) to highlight opportunities for added value; and
 2. All Sustainable Urban Extensions in GL&R to demonstrate areas of focused growth and infrastructure need.
- 1.21 However, this doesn’t override the fact that as a largely rural area, there are connectivity constraints and there are significant pockets of deprivation in the area’s towns and city as well as the coastal areas.
- 1.22 The premise of the Framework is therefore to help accelerate the growth of the game changer sectors, support and enhance growth in our other key sectors and deliver levelling up *within* GL&R by helping those in greatest need by creating higher skilled, better paid jobs and overcoming the challenges of growth and service delivery in our more remote areas so that collectively the region can achieve ambitious growth as it too levels up *with the rest of the country*.
- 1.23 The Framework notes the strength of the area in terms of its geographical and spatial diversity and that one size does not fit all but that the whole is greater than the sum of the parts where inclusive growth, higher skills and net zero targets are concerned, and these are highlighted as cross cutting measures for infrastructure investment going forward.

- 1.24 Whilst the Framework approach does not include fully costed projects, it does set out a series of deliverables that are intended to act as a platform on which specific activities will then be developed via prioritised Action Plans. The deliverables are set out by theme in the full technical document (Appendix A) and are supported by the Working Group and the Infrastructure Group.

Next Steps

- 1.25 Whilst noting that the SIDF does not include specific projects, it is intended to revisit the 'top 10' projects from 2021 and to continue to support the coordinated development of emerging projects at varying stages of development which will be brought forward and assessed by their contribution to the Framework – focused on the themes and priority sectors identified. This is likely to be an ongoing process overseen by the Working Group and the Infrastructure Group and facilitated by LCC. The Council will also ensure that its own strategic priorities are represented in this process.
- 1.26 It is then intended to develop Action Plans to identify what infrastructure gaps there are in GL&R and tailor this to emerging funding and policy opportunities. The initial focus is likely to be around Water Management and Flooding, Waste and Circular Economy and Energy. The scope of activity to address the gaps will be undertaken in the next stage of work and will include bringing in other partners and building on any work currently under way for example the Energy Options Analysis work also being reported to this meeting.
- 1.27 The work will be grounded in relationships to wider strategies and there will be ongoing engagement with the GLLEP to ensure that the Framework remains valid and develops in real time.
- 1.28 In the meantime, the Framework will be used to lobby central government to raise the case for coordinated infrastructure investment ensuring an early profile is established with departmental leads including regional engagement with the Cities and Local Growth Unit.
- 1.29 Given the scale of some of the infrastructure requirements and the issues that they seek to address (e.g., Water Management and Flooding, the Movement of People and Goods and Energy) the Framework will be used to work with proximate areas and pan regional bodies such as Midlands Connect, Transport for the North, Midlands Engine etc. to amplify the case for cross area infrastructure investment and upgrades. Whilst work with providers (particularly energy, water, digital) will be pinpointed to maximize sustainable services and to support other themes such as the viability and affordability of housing in GL&R.

2. Conclusion

- 2.1 There are some ongoing funding opportunities for infrastructure investment in the county. Projects at the time of writing are likely to be localised rather than strategic but will nevertheless support economic growth.
- 2.2 To guide strategic infrastructure going forward, the Framework will provide a wider time horizon to previous Strategic Infrastructure Delivery Plans. It will co-ordinate the area's enabling infrastructure 'asks' and can be used to lobby and raise the profile of the area's economic importance to UKPLC and to articulate its internal levelling up needs and the issues (and solutions) in terms of rural and coastal connectivity. With underpinning Action Plans prioritised to greatest needs and opportunities the area will be able to develop effective business cases and/or align strategies to position the area to access infrastructure opportunities in 'real time' and prevent delays and ensure that partners are able to respond to an agreed set of priorities avoiding duplication or wasted efforts.

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	Strategic Infrastructure Delivery Framework 2023
Appendix B	Case Studies Used

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 Mandy Ramm, Funding and Investment Manager, who can be contacted on 01522 550638 or Mandy.ramm@lincolnshire.gov.uk.

Contents
<p>A. Introduction</p> <p>B. Themes:</p> <ul style="list-style-type: none"> I. Conditions for Business Growth II. Digital III. Energy IV. Health and Wellbeing V. The Importance of Housing VI. Movement of People and Goods VII. Water Management and Flooding VIII. Waste and Circular Economy <p>C. Distinctive places</p> <ul style="list-style-type: none"> I. Coastal Lincolnshire II. Greater Lincoln III. Rural Heartland IV. The South Humber Bank V. South Lincolnshire and Rutland
A Introduction:
<ul style="list-style-type: none"> i. Introduction to the role of the SIDP – Shared vision, collaboration, regional approach. ii. Vision of Place, People, Planet, and the SIDP priorities of : <ul style="list-style-type: none"> a. Driving Economic Growth b. Levelling Up and Inclusive Growth to create sustainable communities and quality places and environments; and c. Decarbonisation and Climate Change iii. Cementing the implications of Greater Lincolnshire & Rutland in ‘UK PLC’. iv. Priority Sectors: setting the context of what the key sectors in Greater Lincolnshire are that will achieve economic growth, and rationale for setting objectives of the SIDP within these sectors (based on the logic chain shared at Local Authority District Discovery Workshops plus partner additions): <ul style="list-style-type: none"> a. Agri-food b. Energy <ul style="list-style-type: none"> i. Including Net Zero c. Ports and Logistics d. Defence e. Health and Care f. Visitor Economy g. Advanced Manufacturing v. Introducing the cross cutting themes: Net Zero, Skills and Social Infrastructure (including digital accessibility)

<p>B (I) Conditions for business growth</p>
<p>Sector Spotlight: Defence & Ports and Logistics (references to Agri-food) but noting that growth is vital across all sectors to realise the wider potential of the GL economy.</p>
<p>Project Spotlight:</p> <ul style="list-style-type: none"> i. Sleaford Moor Enterprise Park ii. South Lincolnshire Food Enterprise Zone iii. RAF Scampton
<p>Objectives</p> <p>To deliver focused infrastructure investment that will support business growth and job creation, and will help realise an increased spend in business led R&D to equate to/or exceed the UK average. This investment will increase skilled jobs that capitalise on and grow sectoral strengths and areas of expertise, support innovative ways to address barriers to growth and help overcome polarity of urban/rural economic opportunity.</p> <p>Through collaboration and/or sufficient investment we will:</p> <ul style="list-style-type: none"> i. Develop a supply of serviced land and turnkey ‘future proofed’ business premises with access to appropriate energy supply, enabling Greater Lincolnshire to respond to inward investment and indigenous business growth. We will deliver land which meets the requirements of our most important sectors. Including: <ul style="list-style-type: none"> a. Further developing the scale and depth of GL’s 3 Food Enterprise Zones and maximise the benefits of the Humber Enterprise Zone. b. Responding to the growth of the UK Food Valley and the national importance of food production with support for agriculture, creating hubs of excellence and innovation and; c. Enabling employment sites to access the utilities/infrastructure required to facilitate business growth (see 2: III Energy). This will include Somerby Park, Gainsborough, SMEP in North Kesteven and South Humber Bank/North Killingholme Airfield, North Lincolnshire. ii. Build on Greater Lincolnshire’s’ opportunities to grow our priority sectors through innovation and: <ul style="list-style-type: none"> a. Ensure Greater Lincolnshire is a first-choice destination for defence-related industries, including investment to catalyse the development of the defence sector. This will include a dedicated Defence Innovation Centre as part of Phase 2 on the Lincoln Science and Innovation Park (LSIP) including addressing land assembly and other constraints and promoting the potential land and opportunities available at RAF Scampton. b. As part of the UK Food Valley, ensure that land is available to support food chain development in GL and consider food security and efficiency within land use strategies. In particular; <ul style="list-style-type: none"> i. investigate options in South Lincolnshire to establish an agricultural and logistics led ‘Greenport’ – an integrated cluster of linked operations creating an attractive proposition for incentivised investment in primary

<ul style="list-style-type: none"> and subsidiary sectors with local added value processing and marketing, a technology and skills cluster and shared services. c. Promote investment at the Humber Freeport as an opportunity for businesses to benefit from the new operating environment, and ensure the region responds to needs in the supply chain and supporting industries; and <ul style="list-style-type: none"> i. Explore opportunities to establish Investment Zones in Greater Lincolnshire embedding and expanding the benefits of locational and sectoral advantage and ii. Where appropriate seek to maximise Greenport and Freeport linkages d. Explore ways to invest in the University of Lincoln’s Centre for Innovation in Rural Health and maximise collaboration with the GL based National Centre for Rural Health & Care, to support innovative rural delivery and service solutions in GL and beyond and
<ul style="list-style-type: none"> iii. Support investments in the high streets of our busy market towns, towns and city to create diversified, vibrant places to visit and do business by: <ul style="list-style-type: none"> a. Supporting our larger towns in the context of their roles in supporting smaller places. Towns such as Boston, Skegness, Mablethorpe, Gainsborough, Boston, Lincoln, Grantham, Grimsby and Scunthorpe where Levelling Up Fund, Future High Streets and Towns Fund investment is helping to deliver inclusive growth. By collaborating to provide infrastructure that supports these programmes we will deliver their full potential, achieve value for money whilst supporting other towns and places. b. Supporting the continued power and scalability of place investment and building on the impact of projects such as the Cornhill, Lincoln with its cross-sector working and transformational change in retailing, hospitality and public realm linked to a transport hub delivering a state of the art bus station and multi storey car parking provision close to the central train station and; c. Recognising and harnessing the role and need for evolution in the development and diversification of place based offers catalysed by the physical growth in Higher and Further Education institutions as well as the drive for innovation from the Higher Education sector as embodied in the Lincoln University’s leading contribution to digital networks and associated growth in the city and investment by Further Education in Skegness and Boston .

<p>B (II) Digital</p>
<p>Sector Spotlight: Defence, Agri-food, visitor economy, energy, logistics, health and care.</p>
<p>Project Spotlight:</p> <ul style="list-style-type: none"> i. Lincoln SMART City, including Lincoln Connected. ii. Regional Digital Place programme.
<p>Objective: Greater Lincolnshire and Rutland will benefit from a high quality Ultrafast universal offer with gigabit capable broadband access to a greater proportion of residential and business properties than is the government target, ensuring that location is not a disadvantage, that the area is future enabled to take advantage of emerging technologies and where people and businesses are enabled to use it effectively.</p>

Through collaboration and/or sufficient investment we will:

- i. Work with Building Digital UK (BDUK) and commercial suppliers to progress the gigabit capable 5G fixed wireless broadband necessary to provide gigabit capability in remote rural areas, thereby overcoming cost prohibitive Fibre To The Premises (FTTP) provisions.
- ii. Roll out Project Gigabit (Lots 10 and 23) and assess solutions for emerging gaps in connectivity.
- iii. Deliver a Gigahub scheme across GL connecting rural publicly owned ‘hub sites’ with high speed connections, thus stimulating potential commercial investment to enable the sharing of spare gigabit capacity with nearby residents/businesses and access to full fibre, thereby maximising public investment and creating an environment for commercial interest.
- iv. Continue to work with commercial providers to demonstrate demand and generate further commercial provision with focus on the coast and the west of the GL area.
- v. Promote the digital needs of GL’s priority sectors including the Visitor Economy, the agri-food and defence sectors, helping map and determine the right capacity and best technology solution for the right places – including which areas need additional capability for future proofed growth.
- vi. Bring forward the digital infrastructure, awareness and knowledge to increase the use of smarter homes technology and drive efficient use of energy to improve environmental gains.
- vii. Take steps to address digital exclusion by driving resident and business access and take up of existing and new provision through raising the digital skills base and;
- viii. Focus on the Campus for Future Living and the NTU Medical Technology Innovation Facility as a digital health catalyst

**B (III)
Energy**

Sector Spotlight: Energy: link with net zero and work ongoing along the Humber Bank – UK’s Energy Estuary

Project Spotlight:

- i. Grantham Southern Gateway Electricity Supply
- ii. Greater Lincolnshire Energy Testbed

Objectives:

Greater Lincolnshire’s nationally significant energy assets in the Humber Estuary and the North Sea, combined with its rural geography, mean it is well placed to pioneer novel approaches that contribute to the Government’s commitment to reach Net Zero UK carbon emissions by 2050.

Energy is a key enabler of growth, so it is also imperative that Greater Lincolnshire retains local capacity and benefits from investment, to build resilience in local supply and to support

businesses and residents in minimising costs through managed usage and optimised use of green alternatives.

Through collaboration and/or sufficient investment we will:

- i. With the support of Government, provide a robust major infrastructure programme that supports both residential and commercial EV provision to encourage a sustainable logistics sector, support the visitor economy, and encourage more uptake of EV's in GL, especially in remoter areas. This must include charging points and ensure energy distribution is prepared for the decarbonisation of our transport network in our urban and rural centres.
 - a. The recently awarded LEVI pilot funding for Lincolnshire (in association with Midlands Connect) will help drive market responses on which we can build future provision.
- ii. Scope opportunity to develop local vehicle to grid trials to further support the uptake of EV
- iii. Ensure that Greater Lincolnshire benefits from the natural assets of the area, tapping into the clean energy that lands or is generated in Lincolnshire rather than it all going straight to the grid including offshore wind and AD plants with feed-in tariffs or that such infrastructure also provides local infrastructure improvements or creates conditions for linked investment and legacy in recognition of the role that Lincolnshire is likely to play in the future as a hub for the offshore wind industry and expansion in the North Sea. As a region, we need to ensure that development is agreed on the basis that the region benefits from the energy created. As part of this:
 - a. partners will work to ensure that there is a policy for Nationally Significant Infrastructure Projects (NSIP) enabling place leaders to articulate to developers the expectations and ambitions that GL has and how developers can contribute to local advantage, opportunity and legacy and
 - b. ensure co-ordination of investment and opportunity in terms of renewable energy infrastructure to replicate the types of localised benefits emanating from the national scale infrastructure (such as Bicker Fen National Grid Substation) and planned improvement such as Lincolnshire GREEN.
- iv. Become a rural testbed for new energy technologies and their application in rural areas – and become an energy disruptor through this testbed approach.
- v. Move to become less dependent on the utility companies and understand how a place-based approach to energy creation can create opportunities for growth. This may include expansion of independent, localised energy generation (through relevant solar power or anaerobic digestion) and storage (through batteries) to address local capacity constraints in isolated areas which are prohibitively difficult to connect to traditional electricity grids, as well as emerging technologies such as hydrogen and carbon capture. Where grids are constrained, it may be possible to generate, store and distribute renewable energy within microgrids (local private networks), whilst simultaneously driving economic growth through reduced energy costs, improved energy security and exploiting opportunities for decarbonisation.
- vi. Pilot the roll-out of the use of mixed dual fuel methane and hydrogen in the domestic heating network which has been tested in northern Lincolnshire; and support

infrastructure which will support the diversification of the logistics and agricultural sectors away from diesel to hydrogen and other replacement fuels; and

- vii. Promote and encourage investment that will provide Greater Lincolnshire with future proofed energy solutions for our residents and priority sectors, whilst delivering the national and international net zero ambitions. This will include a range of innovations or new industries to Greater Lincolnshire including:
 - a. hydrogen production and storage
 - b. developing Controlled Environment Agriculture (UK Food Valley)
 - c. innovating and maximising the use and application of the heat created from the North Hykeham Energy from Waste facility and lessons learned from it and
 - d. significant development opportunities such as options to redevelop the former gas terminal at Theddlethorpe

DRAFT

<p>B (IV) Health and Wellbeing</p>
<p>Sector Spotlight: All</p>
<p>Project Spotlight:</p> <ol style="list-style-type: none"> 1. University of Lincoln’s Centre for Innovation in Rural Health 2. Extra Care Housing – Hoplands Accommodation, Sleaford 3. Rutland Meditech Facility <p>See also Campus for Future Living (£8.5m Town Deal, Connected Coast) under Distinctive Places Coastal Lincolnshire Spotlight.</p>
<p>Objectives:</p> <p>The places we live in have a profound impact on our health and wellbeing. Significant gains in population health can be achieved by working in partnership to improve the built, natural and social environments. Creating healthier places requires co-production, closer working between the NHS, local authority planning teams, developers, public health professionals, voluntary sector organisations and communities themselves.</p> <p>Improving mental and physical health and wellbeing is central to levelling up GL and to delivering inclusive growth. With spatial and health inequality and pockets of deprivation throughout the region, improved health outcomes will improve a person’s ability to fulfil their potential by learning more effectively, being more productive at work and enjoying life to the full. Through developing an evidence based, partnership approach to improving health and wellbeing in GL, infrastructure investment can then be targeted to achieve positive health and wellbeing outcomes for the benefit of residents, support social mobility and inclusion and collectively further the economic growth of the region.</p> <p>Through collaboration and/or sufficient investment we will:</p> <ol style="list-style-type: none"> i. Support further investment in the University of Lincoln’s Centre for Innovation in Rural Health and maximise collaboration with the GL based National Centre for Rural Health & Care, to support innovative rural delivery and service solutions in GL. In connection to this, we will investigate the potential for a digital health and care innovation hub, to maximise the use of technology in the delivery of health and care services. ii. Build on SIDP 21, and work with NHS providers as anchor organisations to develop, maintain and diversify the local health infrastructure, maximise health outcomes and to ensure that health provision is accessible, in the right place and has the right capacity to support improved health outcomes as demand increases. iii. Address any infrastructure constraints to effective capital health provision including digital connectivity, energy, access to nature, parks, green spaces and provision of good public transport combined with infrastructure to support walking and cycling that lead to health gains. This will support access for all including disability access provisions. iv. Pilot ‘communities of the future’ and extra care living for older people with improved physical and digital connectivity to local services including health provision.

- v. Support new efficient and innovative models of care including attracting and retaining health care talent and exploring opportunities to build a cluster of local businesses to create a critical mass using infrastructure to support start-ups and incubators to drive efficient, sustainable and innovative models of care. To include:
 - a. Provision of infrastructure to support the health and care workforce including local, accessible and affordable accommodation
- vi. Ensure health and well-being outcomes are embodied in all other infrastructure activities to drive growth, creating built environments that support positive healthy lifestyle choices and behaviours and help to promote health and wellbeing.
- vii. Develop the housing stock to support healthy living in comfortable, warm environments and create physical and social environments that promote health and wellbeing, and to ensure that residents of new places have access to integrated health and care services and;
- viii. Support investment in the creation of a new digital innovation facility in Oakham as a nationally significant centre for clinical trials; training and development to address skill shortages within healthcare and; for the development of medical technology focused on older people.

B (V)

The Importance of Housing

Project Spotlight:

1. GaiThriving Gainsborough 2024
2. Grimsby West Urban Extension
3. A1/A606 junction capacity - Rutland/South Lincolnshire

Note other SUEs are also vital for growth – these will be reflected as a map in this document (format TBC).

Objectives:

To create a diverse, high quality housing stock that meets the housing delivery targets in GL’s local plans necessary to support the area’s growth ambitions, meeting the needs of residents now and in the future and contributes to Net Zero targets:

Through collaboration and/or sufficient investment we will:

- i. Channel the work of the SIDP to encourage collaboration across the region to co-ordinate infrastructure opportunities that will bring about housing growth, especially in SUEs. This will include working with utility companies and regulatory bodies to consider requirements at a regional rather than local level.
- ii. Collaborate with the construction sector, exploring opportunities for testing local energy solutions in strategic housing (and employment sites) focusing on SUEs and work with Homes England to pilot low cost home energy solutions.

- iii. Identify and understand the supply chain requirements that will be a catalyst for Modern Methods of Construction (MMC) in the region with a view to developing a centre of excellence to train and drive growth in MMC focused on creating a sustainable, low carbon, local solutions to growing housing stock.
 - o MMC & sustainability – seven GL LAs and the LGA have jointly commissioned SQW Group to complete a study into what is desirable / realistic in a rural setting like GL and what the barriers are that deter SME developers from using MMC – this is due to report in October 2022.
- iv. Work with Homes England to develop housing pipelines and support national partners and suppliers to understand the opportunities for investment in housing in Greater Lincolnshire and work to:
 - o overcome investment and other barriers to get the housing market moving
 - o address physical barriers – focused on developing a flood resilient housing stock and
 - o ensure the capacity of the strategic highway network is not an inhibitor to growth.
- v. Support the delivery of affordable quality homes in areas of greatest need.
- vi. Seek powers to improve sub-standard private rented housing across GL and
- vii. Harness the drive for net zero by maximizing opportunities for private sector led retrofitting to reduce embodied carbon, operational emissions and deliver affordable warmth.

B (VI)

Theme: Movement of People and goods

Sector Spotlight: Agri-food, Ports and Logistics (including the Humber Freeport and Port of Boston)

Project Spotlight:

- i. The North Hykeham Relief Road – 2021 SIDP project – update on significance of the scheme
- ii. A17/16 Economic Corridor
 - a. Improvement to the highway along the economic corridor that allows efficient movement of goods and people, particular to support the UK Food Valley and
 - b. Sutton Bridge: highlighting the risk of failure and the impact internal to GL&R and on the food supply chain nationally.

Objectives:

Through investment in the way we move people and goods, we will level up and drive inclusive economic growth and contribute to decarbonisation and climate adaptation.

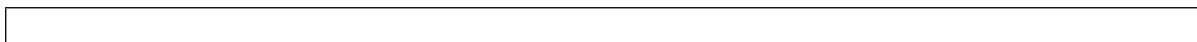
Through collaboration and/or sufficient investment we will:

- i. Open strategically important routes, corridors and sites and improve connectivity throughout Greater Lincolnshire, to the East Midlands, the rest of the UK and beyond and ensure a resilient and reliable transport system for the movement of people, goods and services. We will do this by:
 - a. **A1** – improvements to promote safer journeys and to improve capacity and route speed for freight journeys and ensure capacity does not constrain growth.
 - b. **A15** – understanding the opportunities to improve the route for freight and as an economic growth corridor (e.g. Scampton, Hemswell FEZ, Agricultural EZ, links to Freeport/Humber Ports, Europarc and UK Food Valley)
 - c. **A17/A16** – investment to maximise UK Food Valley freight efficiency including access to the A1, Trans -Midlands Trade Corridor, national strategic road network and international air and sea gateways.
 - d. **Rail** – developing additional capacity on the network that enables freight growth including a rail freight interchange, with benefits for GL’s businesses as well as regional freight movement (GL to London, West Midlands, Leeds, Manchester, Liverpool) and supporting improved passenger services within GL and to regional centres and London– including price, speed, frequency, electrification and quality of services; and.
 - e. **Ports** -supporting other transport infrastructure developments that deliver improved connectivity to and from the ports of Immingham, Grimsby, Boston, New Holland and Sutton Bridge to help drive domestic and international trade and logistics via faster, safer and more resilient freight movements as well as supporting the development of the Humber Freeport and potential Investment Zone
- ii. Reduce transport related carbon dioxide emissions and protect and enhance the natural and built environments through sustainable transport solutions – supporting the introduction of low-carbon technologies and reducing reliance on fossil fuels by:
 - a. Establish active travel routes that support our growth sectors, access to jobs and boost the green economy.
 - b. Support the introduction of low carbon technologies and developing universal access to alternative transport fuels including hydrogen. This will include options for the development of an alternative fuel demonstrator supported by refuelling infrastructure to further the competitive advantage of our freight and logistics sector and enabling the effective operation of a net zero public transport and refuse fleet (see also waste and circular economy).
 - c. Developing the availability and location of publicly accessible EV charging points and energy distribution to further enable the decarbonisation of Greater Lincolnshire’s transport networks (see also Energy) and;
 - d. Invest in upgrading the region’s bus fleet to improve the uptake of public transport to meet the green agenda and create passenger growth / post pandemic recovery to include:
 - i. A pilot e-bus programme in urban areas across Lincolnshire
 - ii. Improved road infrastructure and prioritisation to support efficient bus travel
- iii. Providing equal opportunities through improvements in accessibility to key local hubs and services by sustainable modes of transport – enabling areas of disadvantage and remote

<p>areas to connect with employment, healthcare, social and leisure opportunities. We will focus on:</p> <ul style="list-style-type: none"> a. Improved internal connectivity- promoting focused investment to enable residents to access jobs, training and leisure opportunities within GL including through active travel and green transport solutions. b. Rurality – using opportunities to address the associated challenges in connectivity (including social exclusion) and accessibility of affordable, convenient transport. This will include providing infrastructure that allows green travel in our rural areas (including by car) and access to Demand Responsive Transport and; c. Coastal Connectivity – enabling resident flow from the coast to essential services, including access to employment and healthcare. The visitor economy is essential to the viability of growth in the coastal areas of Greater Lincolnshire, and accessibility of these resorts by car, rail and public transport is essential to the sector thriving.
<p>B (VII) Water Management and flooding</p>
<p>Sector Spotlight: Agri-food</p>
<p>Project Spotlight:</p> <ul style="list-style-type: none"> i. Lincolnshire Reservoir
<p>Objectives: Working collaboratively across GL and wider to manage the effective supply and management of water to support sustainable residential and economic growth balancing the need for a cohesive approach to East Coast flood risk management and climate adaptation whilst maintaining water supply to water intensive sectors during dry periods. The SIDP will help co-ordinate infrastructure investment and multi-agency responses to:</p> <ul style="list-style-type: none"> i. Help reduce the risk to agricultural land from the risk of coastal and river flooding to protect UK food production. ii. Minimise the risk and impact of tidal and fluvial flooding to the area’s residents and businesses including: <ul style="list-style-type: none"> a. The use of local planning processes and development design in bringing forward appropriate development (new and retrofit), critical infrastructure and inward investment that mitigates the risk of flooding and manages water locally and where possible provides environmental enhancements i.e. through sustainable drainage systems (SuDS); and b. Seeking to work with partners and Government to adopt approaches to maintain and improve flood defence infrastructure to protect existing communities, and support adaption to increased flood risk as a result of climate change iii. Become more efficient at using water in domestic and commercial settings, to reduce water wastage, ensure a resilient supply and to retain excess water and redistribute it during arid periods to include: <ul style="list-style-type: none"> a. The potential of on farm water management infrastructure (reservoirs, abstraction points, underground distribution systems and software/sensors to optimise water application) b. Commercialisation of Agri-tech innovation pilots

<ul style="list-style-type: none"> iv. Develop the contribution and relevance of the Future Fens project to GL and raising the importance of this initiative as part of a national conversation; and v. Support the need and development of the nationally significant South Lincolnshire Reservoir whilst maximising its benefits for GL <p>Additionally, to ensure ‘no regret’ decision making, all partners will take account of the future Adaptation Strategy for the East Coast and its impact and importance on planning for future strategic infrastructure in Greater Lincolnshire.</p>
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<p>B (VIII)</p> <p>Theme: Waste and the Circular Economy</p>
<p>Sector Spotlight: all</p>
<p>Project Spotlight:</p> <ul style="list-style-type: none"> i. Global Berry
<p>Objectives :</p> <p>To drive clean growth by addressing emerging market needs and opportunities through new technologies, industrial symbiosis, energy from waste and supporting sector strengths to develop Anaerobic Digestion (AD).</p> <p>Through collaboration and/or sufficient investment we will:</p> <ul style="list-style-type: none"> i. Support investment in AD, that brings waste products back into the economy, located strategically across GL, building on the success of private investments such as the Biogas food waste recycling plant at Hemswell (including agricultural bi-products) and the utilisation of the 30,000 tonnes of food waste generated in GL each year. ii. Focus support to develop GL’s circular economy – starting with a feasibility and strategy led by the GLLEP in October 2022. iii. Develop waste services across GL that can respond to the domestic and commercial growth of the area and find a productive use for all forms of waste. Including: <ul style="list-style-type: none"> a. maximising opportunities to deal with national waste issues and b. leveraging cluster opportunities to bring about opportunities for carbon capture iv. Seek investment which helps businesses in all sectors to easily invest their waste into the circular economy providing support for further green growth in GL. v. Support localisation and the shortening of supply chains through: <ul style="list-style-type: none"> a. inward investment/business support b. partner review of procurement rules to help embed circularity c. ensuring planning and other regularity requirements support where possible development and growth in circular economy activities vi. Promote commercial innovation around the utilisation of food waste/road verge and garden waste to produce fuel ethanol, food grade CO2 and via lignin processing, hydrogen which in turn can look to fuel waste fleets.



Distinctive Places

C (I)

Distinctive place: Coastal Lincolnshire (East Lindsey and parts of North East Lincolnshire)

Greater Lincolnshire is unique within the Midlands in that it is the only part of the Midlands Engine area which has a coastline.

There exists 50 miles of coastline in Greater Lincolnshire and Skegness is the UK’s 4th most popular holiday resort; the strong visitor economy (a priority sector for the region) contributes more than £2bn to the Greater Lincolnshire economy and supports at least 30,000 full time equivalent jobs

A strong sense of place, identity, and cultural offer. The traditional coastal resort towns such as Mablethorpe and Skegness have different economies, challenges and opportunities to other towns in Greater Lincolnshire. These places have a reliance on retail and hospitality, meaning they are economically vulnerable due to the impacts of COVID-19 and the cost of living crisis.

They are seeing considerable investment through the Towns Fund - £23.9m and £24.5m respectively for Mablethorpe and Skegness. This is being delivered by the Connected Coast Board, a strategic body of private, public and voluntary partners providing leadership to deliver investment plans for the towns.

National nature reserves at Gibraltar Point and Donna Nook and the SSSI salt marsh at Cleethorpes combine with the Wolds AONB to draw a national and international audience including the development of the English Coastal Path.

The labour market is markedly seasonal compared to other areas and connectivity is a major constraint. It is difficult for workers, students and visitors to travel to and from Coastal Lincolnshire particularly when using public transport.

The distribution of good broadband connectivity is often poor in coastal regions and the risk of coastal flooding restricts housing and business growth.

Coastal settings see an ageing demographic profile and certain vital sectors such as health and care have seen a dependency on migrant labour to address local skills shortages and hard to fill vacancies.

The Index of Multiple Deprivation (IMD) sees a strong East/West split in Lincolnshire. Coastal communities in particular struggle with multiple deprivation and social exclusion in part due to poor connectivity and accessibility to higher education, skilled jobs and growth.

Sector Spotlight: Visitor economy, Energy/Net Zero, Health and Care

Project Spotlight: Campus for Future Living (£8.5m Town Deal, Connected Coast)

Priorities:

- i. Coastal Flood defences to support sustainable growth in Skegness and Mablethorpe

- ii. Increased capacity, efficiency and cost-effectiveness of transport links, including road and rail links, to support the movement of freight (particularly benefiting the Energy Sector), and people (to support the Visitor Economy). This includes creating a ‘connected community’ through improving local routes for public transport and active travel, such as the Mablethorpe Mobi-hub
- iii. Develop digital connectivity to support economic growth in key sectors, particularly the visitor economy, SME’s and health care
- iv. Deliver innovative health services, responding to the areas’ aging population and current level of poor health outcomes.

C (II)

Distinctive place: Greater Lincoln (comprising City of Lincoln Council and North Kesteven and rural fringe of Wes Lindsey)

Greater Lincoln is based around the County’s major urban centre with the City being a focus for innovation and development with Lincoln accounting for 12% of total GVA within Greater Lincolnshire. Lincoln’s status as a regional centre for business investment, leisure and education is vital to the continued growth and productivity of Greater Lincolnshire with the growth of both University’s and the Lincoln Science and Innovation Park being of significant note. Coupled with the city’s historic, cultural and strong retail offer Lincoln has many attributes for attracting and stimulating innovative growth particularly among SMEs.

Lincoln is a focus for manufacturing jobs, while the highly specialised and growing Defence Sector draws on a concentration of RAF bases across the area, which provides an opportunity for growth.

Lincoln’s status as a regional centre for business investment, leisure, education is vital to continued growth and productivity in GL with growth of the university and science park being of significant note. Coupled with the city’s historic, cultural and strong retail offer Lincoln can attract and stimulate innovative growth particularly among SMEs.

It has a high job density and the second highest business density in Greater Lincolnshire.

Lincoln exhibits youthful age profiles, and is seeing population growth, especially in Central Lincoln, with clusters of deprivation similar to Coastal Lincolnshire often combined with low levels of employment.

Lincoln City is an established tourist designation, with internationally attractive visitor attractions including Lincoln Cathedral, Lincoln Castle, and the International Bomber Command Centre (IBBC) (all of which have recently seen major investment and projects). The City is central to the Visitor Economy in Greater Lincolnshire and Rutland, attracting tourism all year round and bringing in visitors from international destinations. In 2018, Visitor Spend generated over £216million for the local economy, providing over 2,500 full time equivalent jobs.

The Lincoln Town Fund will provide urban regeneration, sustainable transport and digital investment to grow the City. Urban regeneration to support arts, culture, heritage and enterprise infrastructure will include works to the Central Market, renovation of the Drill Hall to deliver a continued programme of arts and performance to sustain the venue, deliver new workspace close

to the City’s Transport Hub and restore a redundant heritage asset to deliver bespoke workspace for the creative sector. Sustainable transport will include highway and active travel routes, and digital investment will include specialist support to SME’s and digitalisation of the high street and heritage offer.

Sector Spotlight: Defence, Visitor Economy, Energy

Project Spotlight:

- i. A15 economic corridor
- ii. Lincoln Science and Innovation Park
- iii. Western Growth Corridor

Priorities:

- i. Transport – A15, A46 North Hykeham Relief Road and Lincoln Transport priorities including active travel
- ii. Digital – bringing about a Smart City in Lincoln to support defence and growth, building digital capacity to support the redevelopment of RAF Scampton and expansion of RAF Waddington.
- iii. Support to the sustainable growth of Lincoln via Town Deal investment

C (III)

Distinctive place: Rural Heartland (comprises North Kesteven and parts of East and West Lindsey including Gainsborough)

At the heart of Lincolnshire, the rural spatial corridor is central to Greater Lincolnshire’s status as the UK’s Food Valley. Combined with the coast and large amount of Grade 1 agricultural land, the Rural Heartland is endowed with a variety of natural assets, which make a strong contribution to the economy and quality of place

The area has food production, defence assets in RAF Cranwell and Coningsby, manufacturing, and with access out to the growing port of Boston and coastal visitor assets. Horncastle presents opportunities as a gateway to the AONB and the coast. Access to the coast via a proposed Coastal Highway will become a major connectivity route.

The area includes market towns like Sleaford, Horncastle, Louth, Woodhall Spa and Market Rasen as well as the town of Gainsborough. Transport – particularly public transport – connectivity is challenging in Market Rasen and Caistor

Sleaford is an important rural hub that is located centrally to the region, with some good connections to the other Greater Lincolnshire corridors and Strategic Road Network and rail network, however rail service frequency can be poor. Sleaford has low unemployment and thriving industrial estates; recent years saw rapid population growth; and there are further housing and regeneration opportunities.

Gainsborough is a growth point with Housing Zone status due to the availability and affordability of land and proximity to towns and assets such as Scunthorpe, Lincoln and Doncaster.

The Rural Heartland includes natural assets, like Lincolnshire’s Area of Outstanding Natural Beauty, the Lincolnshire Wolds, which is a substantial Visitor Economy strength with 14 sites of special scientific interest, as well as small settlements.

Parts of the area are undergoing rapid population ageing, and deprivation is relatively high. There is employment growth in the area, but wages remain lower than the regional average. Gainsborough on the other hand has a youthful age profiles and some population growth but has clusters of deprivation similar to Coastal Lincolnshire often combined with low levels of employment.

Particularly in Gainsborough, infrastructure investment should recognise the need for innovative education solutions in the HE sector, where provision is especially limited. (a task force is being created in response to Lincoln College Group withdrawing from direct delivery in the town)

Gainsborough has benefited from Levelling Up Funding to deliver the ‘Thriving Gainsborough 2024’ project. The programme involves the development of a new cinema, retail opportunities, public realm, development of the bus state, redesign of the streetscape of the market place, and a townscape heritage initiative. Investment in the area will enhance Gainsborough, making it a better place for residents and business to experience and grow.

Transport – particularly public transport – connectivity is challenging. Rail service frequency can be poor.

Many of the rural residents have limited access to local amenities and public services. In some places less than 10% of the population are aged between 20 and 34; some locations have limited energy supply (no access to the grid); and low levels of connectivity (broadband, public transport and roads); the result is pockets of significant deprivation and isolation.

Sector Spotlight: Defence (RAF Cranwell and RAF Coningsby), Visitor Economy

Project Spotlight: Coastal Highway

Priorities:

- i. Rural Connectivity, both physical and digital
 - a. Future proofed digital – to enable defence cluster related innovation
- ii. Making land available for business growth eg SMEP
- iii. Town Centre regeneration and re-purposing to improve accessibility for residents, viability for businesses and to enrich the visitor offer– eg Market Rasen, Horncastle, Louth, Sleaford.
- iv. Future proofed digital services

C (IV)

Distinctive place: South Humber Bank (comprising North Lincolnshire and North East Lincolnshire)

The South Humber Bank brings economic strengths to the region with significant opportunities in decarbonisation and advanced manufacturing – a huge opportunity for Greater Lincolnshire to contribute to UKPLC.

The South Humber Bank spatial corridor is linked to Hull by the Humber Bridge, with assets on both sides of the estuary serving as a nationally significant Energy cluster with growth in Offshore Wind.

Manufacturing is also a key sector locally with some of the highest concentrations in Greater Lincolnshire.

Port and Logistics is growing as a sector and the area is set to be home to one of the first Freeports in the country. Launching Humber Freeport, which includes the South Bank Ports of Grimsby, Immingham and Able will attract FDI and local business growth through incentives and investment opportunities and support further growth in the area's key sectors particularly farming, food, construction, and manufacturing.

Connectivity in the corridor is strengthened by the M180 motorway allowing access to the North and West and rail links, alongside the Humberside Airport.

Improved Rail connectivity continues to be a priority for the area, as partners collaboratively lobby for improved east-west connectivity from Cleethorpes via Scunthorpe to Sheffield and the North West.

The decarbonisation agenda is strong in this region. Examples including 3 projects which have been shortlisted as part of the Cluster sequencing Phase 2 projects (power CCUS, hydrogen and ICC). The projects selected under Phase 2 are identified as having the potential to accelerate decarbonisation ambitions, kickstart the hydrogen economy and, realise significant economic benefits in the Humber region. The 3 projects in the East Coast Cluster are:

- Power CCUS - Keadby 3 Carbo Capture Power Station
- Industrial Carbon capture (ICC) – Humber Zero – Phillips 66 Humber Refinery
- Industrial Carbon Capture (ICC) – Prax Lindsey Oil Refinery Carbon Capture Project

Town Centre Regeneration: There has been significant investment in the area with two allocations from the Towns Fund for Grimsby and Scunthorpe

Grimsby is a major industrial centre on the Humber Bank. It is Greater Lincolnshire's largest town by population, and 47% of these residents are below the age of 35.

Grimsby has a strong heritage in food production, most notably in its fishing and seafood processing industry and is home to the largest port by tonnage in the U. and the Europarc Food Enterprise Zone which houses the likes of Morrisons, Ultimate Packaging and 2 Sisters Food Group employing over 2000 people as well as being home to the £5.6m Humber Seafood Institute and Innovation centre.

Scunthorpe has a substantial manufacturing industry, including a steel industry, which provides employment for over 3,000 people and is integral to local and national supply chains.

The South Humber bank has some high concentrations of relative deprivation and parts of the spatial corridor are seeing population decline and poor health outcomes.

The pace and scale of industrial change in the area has created low wages and productivity, high unemployment and challenges retaining businesses and skills.

Sector Spotlight: Energy/NetZero, Ports and Logistics

Project Spotlight: Humber Freeport – Britain’s Global Gateway

Priorities:

- i. Water Management, particularly to support alternative energy production.
- ii. Promote the Humber Energy Estuary, supporting the decarbonisation agenda through the development of the decarbonisation cluster and enabling the area to become the UK’s centre for low carbon energy generation, including opportunities to test innovative technologies such as hydrogen fuel and carbon capture.
- iii. Building capacity on the road and rail freight links, including the A15, and exploring options to strengthen East – West rail connectivity to support the supply chain and opportunities of the Freeport.
- iv. Bringing about infrastructure that will maximise the benefits of Humberside Airport.

C (V)

Distinctive place: South Lincolnshire and Rutland (comprising South Holland, Boston Borough, South Kesteven and Rutland)

The Southern Lincolnshire spatial corridor borders significant regional economic hubs like Nottingham, Leicester, Corby and Peterborough, which link to a growing concentration of Logistics jobs around Spalding as well as a substantial freight and logistics sector in Boston.

Port of Boston serves as a focal point for the town and an important growth driver harnessing its freight capacity and expertise and capitalising on its strategic location and good rail links.

There is ambition for the strategically located Port of Boston and its associated rail links, to be to a focus for growth, particularly in respect of its handling of major elements of the food supply chain across South Lincolnshire and beyond, steel for the West Midlands automotives sector and the scale of warehousing and expertise available.

The A1, A17, A16 and A15 create major corridors and are central to Greater Lincolnshire's nationally important food sector.

Southern Lincolnshire is relatively well connected compared to other places within Lincolnshire, including access to the East Coast Mainline, although cars remain the pre-dominant form of transport.

Towns like Oakham, Uppingham, Grantham, Bourne and Stamford offer a high quality of life with commuter access to local employment hubs.

Up to 40% of employment is within the food sector and its associated supply chain. And it is not just the towns which benefit from the strong Agrifood sector.

Water management is vital in this area. The food and energy sector require high levels of water, but yet it is a dry area. Innovation in how water can be provided in a sustainable way to these sectors needs further collaboration and investment.

Housing affordability is a challenge, especially around Stanford and in Rutland, whilst housing viability is an issue in Boston and South Holland.

Southern Lincolnshire scores better on deprivation than the rest of Greater Lincolnshire, although there are pockets of deprivation in Grantham and on the Eastern Coast, while Boston sees higher levels of deprivation and a more youthful and growing population which has grown rapidly in the past 20 years.

There is a lack of electricity capacity in Rutland which is constraining growth and opportunity for renewable energy generation.

Sector Spotlight: Agri-food

Project Spotlight:

- i. UK Food Valley
- ii. Centre for Fresh Produce and Logistics

Priorities:

- i. Logistics recognised as a key sector, including the Port of Boston
- ii. Connectivity within the area, and to the rest of the UK.
- iii. Land – the right land, in the right place, right services/price/size
- iv. Infrastructure to support Cluster growth – enabling future phases of FEZ’s or equivalent

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APPENDIX B – CASE STUDIES USED

DISTINCTIVE PLACE	CASE STUDY SPOTLIGHT
Coastal Lincolnshire	<ul style="list-style-type: none"> • Campus for Future Living (Connected Coast)
Greater Lincoln	<ul style="list-style-type: none"> • A15 Corridor • Lincoln Science and Innovation Park • Western Growth Corridor
Rural Heartlands	<ul style="list-style-type: none"> • Coastal Highway • Sleaford Town Centre Regeneration – Heart of Sleaford
South Humber Bank	<ul style="list-style-type: none"> • Humber Freeport – Britain’s Global Gateway
Southern Lincolnshire and Rutland	<ul style="list-style-type: none"> • UK Food Valley • Centre for Fresh Produce and Logistics
INFRASTRUCTURE THEMES	CASE STUDY SPOTLIGHT
Conditions for Business Growth	Sleaford Moor Enterprise Park South Lincolnshire Food Enterprise Zone RAF Scampton
Digital	Regional Digital Place Programme Lincoln SMART City – including Lincoln Connected
Energy	Grantham Southern Gateway Electricity Supply Greater Lincolnshire Energy Test Bed
Health and Wellbeing	University of Lincoln’s Centre for Innovation in Rural Health Extra Care Housing – Hoplands, North Kesteven Rutland Meditech Facility
The Importance of Housing	Thriving Gainsborough 2024 Grimsby West Urban Expansion
Movement of People and Goods	North Hykeham Relief Road A17/A16 Economic Corridor
Water Management and Flooding	Lincolnshire Reservoir
Waste and Circular Economy	Global Berry, Central Lincolnshire Food Enterprise Zone

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Open Report on behalf of Andrew Crookham, Executive Director - Resources	
Report to:	Environment and Economy Scrutiny Committee
Date:	29 November 2022
Subject:	Environment and Economy Scrutiny Committee Work Programme

Summary:

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

Actions Required:

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

1. Background

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

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

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

2. Work Programme

29 November 2022	
Item	Contributor
1. Team Lincolnshire Investment Strategy	Samantha Harrison Head of Economic Development Karen Seal Principal Place and Investment Officer
2. Service Level Performance Reporting Against the Performance Framework 2022 – 2023 – Quarter 2: <ul style="list-style-type: none"> • Economy • Flooding • Waste 	Samantha Harrison, Head of Economic Development Chris Miller, Head of Environment Mike Reed, Head of Waste
3. Business Premises Portfolio Lettings Strategy	Simon Wright, Regeneration and Portfolio Manager Kelly Owbridge-Tasker, Portfolio Team Leader, Economic Infrastructure
4. Charging rates in Planning Services	Neil McBride, Head of Planning
5. Infrastructure Update	Vanessa Strange, Head of Infrastructure Investment

17 January 2023	
Item	Contributor
1. Revenue and Capital Budget Proposals 2023/24 <i>[Pre-decision Scrutiny] (Executive Decision – February 2023 and County Council Decision February 2023)</i>	Keith Noyland, Head of Finance, Communities
2. Household Waste Recycling Centre (HWRC) Operational Contract Procurement <i>[Pre-decision Scrutiny] (Executive Councillor 23rd- 27th January 2023)</i>	Mike Reed, Head of Waste
3. Business Premises Portfolio Disposals Strategy	Simon Wright, Regeneration and Portfolio Manager, Economic Infrastructure Emma McCudden-Woodcock, Regeneration Team Leader, Economic Infrastructure
4. Energy Options Analysis for Greater Lincolnshire -Interim Report	Mick King, Head of Economic Infrastructure Johanna Rhoades, Project Officer – Utilities
5. Planning Reform & the Levelling Up Bill	Phil Hughes, Strategic Planning Manager

28 February 2023	
Item	Contributor
1. Service Level Performance Reporting Against the Performance Framework 2022 – 2023 – Quarter 3: <ul style="list-style-type: none"> • Economy • Flooding • Waste 	Samantha Harrison, Head of Economic Development Chris Miller, Head of Environment Mike Reed, Head of Waste
2. The role of LEPs and the relationship with LCC following government guidance	TBC

11 April 2023	
Item	Contributor
1. Business Premises Portfolio Performance	Simon Wright, Regeneration and Portfolio Manager, Economic Infrastructure Kelly Owbridge-Tasker, Portfolio Team Leader, Economic Infrastructure
2. <i>Theddlethorpe Geological Disposal Facility Working Group – 6 Monthly Update- Information Only Item</i>	<i>Justin Brown, Assistant Director Growth</i>

30 May 2023	
Item	Contributor
1. Draft Lincolnshire Minerals and Waste Local Plan: Preferred Approach [Pre-decision Scrutiny] (Executive Decision 6 June 2023)	Adrian Winkley, Minerals and Waste Policy and Compliance Manager
2. Update to Paper and Card Waste Collection Project	Mike Reed, Head of Waste

11 July 2023	
Item	Contributor
1. Service Level Performance Reporting Against the Performance Framework 2022 - 2023 – Quarter 4: <ul style="list-style-type: none"> • Economy • Flooding • Waste 	Samantha Harrison, Head of Economic Development Chris Miller, Head of Environment Mike Reed, Head of Waste
2. Adult Skills & Family Learning Programme 2022/23- Annual Position Report	Thea Croxall, Adult Learning & Skills Manager- Economic Development

11 July 2023	
Item	Contributor
3.	<p>Growth Hub Annual Performance 2022-23 - Annual Position Report</p> <p>Samantha Harrison Head of Economic Development</p> <p>Angela Driver Enterprise Growth Manager - Economic Development</p>

12 September 2023		
Item	Contributor	
1.	<p>Service Level Performance Reporting Against the Performance Framework 2023 - 2024 – Quarter 1:</p> <ul style="list-style-type: none"> • Economy • Flooding • Waste 	<p>Samantha Harrison, Head of Economic Development</p> <p>Chris Miller, Head of Environment</p> <p>Mike Reed, Head of Waste</p>
2.	<p>Energy Option Analysis for Greater Lincolnshire Final Report, Outcomes, and Next Steps</p>	<p>Mick King, Head of Economic Infrastructure</p> <p>Johanna Rhoades, Project Officer – Utilities</p>

23 October 2023	
Item	Contributor
1.	TBC

28 November 2023		
Item	Contributor	
1.	<p>Service Level Performance Reporting Against the Performance Framework 2023 - 2024 – Quarter 2:</p> <ul style="list-style-type: none"> • Economy • Flooding • Waste 	<p>Samantha Harrison, Head of Economic Development</p> <p>Chris Miller, Head of Environment</p> <p>Mike Reed, Head of Waste</p>

3. Items to be Programmed¹

- Alternative Fuels
- Climate Change Impact
- Elements of Environment Act (2022-2023)
- Endorsement of Strategic Infrastructure Delivery Plan
- Future plans for business support initiatives
- Green Technology Grant
- Historic Places Team Strategy
- Horncastle Industrial Estate extension
- Lincolnshire Reservoir – Progress Updates

¹ In alphabetic order.

- Local Electric Vehicle Initiative scheme
- Local Nature Recovery Strategy (inc. Greater Lincolnshire Nature Partnership Update)
- Ongoing relationship with Department for Education and Department for Work and Pensions
- Planning White Paper- 2023-24
- Property Green Agenda – potential guest presentation facilitated by Sustainability
- Recycling and Food Waste Collection
- Sutton Bridge place-making
- Verge Biomass Management
- Visitor economy current situation and prospects for 2023
- Waste Performance Targets - Setting of Targets

4. Conclusion

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

5. Consultation

a) Risks and Impact Analysis

N/A

6. Appendices

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

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

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

MATTERS FOR DECISION	DATE OF DECISION	DECISION MAKER	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	HOW AND WHEN TO COMMENT PRIOR TO THE DECISION BEING TAKEN	KEY DECISION YES/NO	DIVISIONS AFFECTED
Household Waste Recycling Centre Operational Contract Procurement [I026109]	23 -27 January 2023	Executive Councillor for Waste and Trading Standards	Environment and Economy Scrutiny Committee	Head of Waste E-mail: mike.reed@lincolnshire.gov.uk	Yes	All Divisions.
Revenue and Capital Budget Proposals 2023/24	Executive Decision – February 2022 and County Council Decision February 2022	Executive & County Council	Environment and Economy Scrutiny Committee	Head of Finance E-mail: keith.noyland@lincolnshire.gov.uk	Yes	All Divisions.
Draft Lincolnshire Minerals and Waste Local Plan: Preferred Approach [I028138]	6 June 2023	Executive	Environment and Economy Scrutiny Committee	Minerals and Waste Policy and Compliance Manager E-mail: adrian.winkley@lincolnshire.gov.uk	No	All Divisions