



County Offices
Newland
Lincoln
LN1 1YL

9 January 2023

Environment and Economy Scrutiny Committee

A meeting of the Environment and Economy Scrutiny Committee will be held on **Tuesday, 17 January 2023 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, 17 JANUARY 2023**

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declarations of Members' Interests	
3	Minutes of the previous meeting held on 29 November 2022	5 - 14
4	Announcements by the Chairman, Executive Councillors and Lead Officers	
5	Revenue and Capital Budget Proposals 2023/24 <i>(To receive a report by Keith Noyland, Strategic Finance Lead – Place, Fire & Rescue, which outlines the budget proposals for the next financial year 2023/24. This report specifically looks at the budget implications for the Council’s Environment and Economy Services. The committee is invited to scrutinise the proposals and make comments which will be reported to the Executive at its meeting on 7 February 2023, prior to it making its final budget proposals for 2023/24)</i>	15 - 22
6	Re-procurement of the Household Waste Recycling Centres (HWRCs) Management and Operation Contracts <i>(To receive a report by Mike Reed, Head of Waste, which invites the Committee to consider a report regarding the re-procurement of the Household Waste Recycling Centres (HWRCs) Management & Operation Contract. This decision is due to be considered by the Executive Councillor for Waste and Trading Standards between 23 – 27 January 2023. The views of the Scrutiny Committee will be reported to the Executive Councillor as part of his consideration of this item)</i>	23 - 32
7	Economic Infrastructure Development Land Sales Strategy <i>(To receive a report by Simon Wright, Regeneration and Portfolio Manager, on the updated Economic Infrastructure Development Land Sales Strategy. Members are invited to comment on how far the various principles outlined will effectively manage, market and sell the assets, and support the local economy and optimise capital receipt income).</i>	33 - 60
8	Environment and Economy Scrutiny Committee Work Programme <i>(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 focused where it can be of greatest benefit.)</i>	61 - 66

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

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

Contact details set out above.

Please note: This meeting will be broadcast live on the internet and access can be sought by accessing [Agenda for Environment and Economy Scrutiny Committee on Tuesday, 29th November, 2022, 10.00 am \(modern.gov.co.uk\)](#)

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



**ENVIRONMENT AND ECONOMY SCRUTINY
COMMITTEE
29 NOVEMBER 2022**

PRESENT: COUNCILLOR I D CARRINGTON (CHAIRMAN)

Councillors M A Griggs (Vice-Chairman), A J Baxter, M D Boles, I G Fleetwood, A G Hagues, H Spratt, G J Taylor, L Wootten, R Wootten and R B Parker

Councillors T Dyer and D McNally attended the meeting as observers

Officers in attendance:-

Chris Miller (Head of Environment), Karen Seal (Principal Place and Investment Officer), Kelly Owbridge-Tasker (Portfolio Team Leader, Economic Infrastructure), Kiara Chatziioannou (Scrutiny Officer), Matthew Michell (Waste Strategy Manager), Mike Reed (Head of Waste), Neil McBride (Head of Planning), Samantha Harrison (Head of Economic Development), Simon Wright (Regeneration and Portfolio Manager), Thomas Crofts (Democratic Services Officer), Vanessa Strange (Head of Infrastructure Investment), Marianne Marshall (Strategic communications lead), Mick King (Head of Economic Infrastructure) and Karen Seal (Principal Officer for Place & Investment)

Justin Brown (Assistant Director – Growth) and Nicole Hilton (Assistant Director – Communities) attended the meeting remotely.

11 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

It was reported that, under Regulation 13 of the Local Government Committee and Political Groups) Regulation 1990, Councillor R Parker was replacing Councillor Mrs J Killey for this meeting only.

12 DECLARATIONS OF MEMBERS' INTERESTS

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

13 MINUTES OF THE RECONVENED MEETING (13/09/2022) HELD ON 25 OCTOBER 2022

RESOLVED:

That the minutes of the reconvened meeting held on 25 October 2022 be confirmed and signed by the Chairman as a correct record subject to the following amendment:

- Cllr H Spratt gave apologies for absence.

14 MINUTES OF THE PREVIOUS MEETING HELD ON 25 OCTOBER 2022

RESOLVED:

That the minutes of the previous meeting held on 25 October 2022 be confirmed and signed by the Chairman as a correct record subject to the following amendment:

- Cllr H Spratt gave apologies for absence.
- Correction of typographical error.

15 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS AND LEAD OFFICERS

The Chairman announced that following a discussion at the previous meeting of an item which was in relation to issues of parking and tourism in the coastal area, that a working group had been set up. Outputs from this working group were being reported back to this Committee upon the completion of its remit.

Councillor T Dyer, Support Councillor for Economic Development, Environment and Planning, made the following announcements:

- Progress continued at the South Lincolnshire Food Enterprise Zone. Phase I – the Council’s first innovation centre, ‘The Hub’, opened in September, and the first two business tenants had recently moved in.
- Interest in the 27-acre phase II continued, including advanced discussions with businesses interested in purchasing land.
- At Kirton Distribution Park in Boston Borough, two separate developers continued to undertake due diligence with a view to completing the purchase of phases II and III.
- A tour of potential economic regeneration schemes, along with Councillors Butroid and Cllr Carrington and the Economic Infrastructure management had been conducted, which included a viewing of Boston Road Industrial Estate expansion in Horncastle. The estate was currently at capacity, and there was demand for up to a further nine acres.
- Spitalgate Business Park in Grantham was also viewed as well as several other smaller sites, which were currently at the initial exploration stage.
- Formal confirmation had been made in the Autumn budget that the national Made Smarter Programme had been extended, which would help small and medium sized manufacturing firms boost their productivity through advanced digital technology.
- A successful bid for the region to the Department for Culture, Media and Sport’s Create Growth programme saw £1.275m in grant funding coming to the area. Businesses will be supported to reach investors through pitching events and would be able to draw from a fund managed by Innovate UK.
- An event to celebrate the success of the £370k Coastal Community Fund programme was to be held on 30 November 2022.

16 INWARD INVESTMENT STRATEGIC PLAN FOR TEAM LINCOLNSHIRE

Consideration was given to the report by Samantha Harrison, Head of Economic Development, and Karen Seal, Principal Place and Investment Officer on the outcomes of the 2020-22 Inward Investment Plan and investment objectives set out in the 2023-25 Strategic Plan for Team Lincolnshire (TL).

The Principal Place and Investment Officer guided the Committee through the report, and the following was highlighted:

- 147 businesses had engaged with the Inward Investment Plan this year; this was an increased compared to 109 last year.
- TL had serviced 102 inward investment enquiries and a number of sector propositions had been developed to attract further inward investment across sectors
- TL had aided in generating 331 jobs.
- There was a particular focus on promoting place, agrifood, sustainability and defense moving forward.

The Head of Economic Development praised the collaboration between public and private sector partnerships with TL members in promoting Lincolnshire.

The Chairman clarified the acronyms MIPIM – Le marché international des professionnels de l’immobilier (translated - The International Market for Real Estate Professionals), and UKREIIF – United Kingdom’s Real Estate Investment and Infrastructure Forum.

During consideration of the report, the following was noted:

- Members expressed that the closure of Doncaster Airport could impact the strategic objectives of TL, and it was assured work was ongoing with West Lindsey to explore the potential viability of reopening it. The Principal Officer for Place and Investment acknowledged that the re-opening of the airport would aid businesses in its proximity and informed the Committee that TL was working with Doncaster airport on a potential development strategy.
- Benchmarking data for inward development was requested to compare the success of TL in a national context, as well as further information on the 102 Inward Investment enquiries received by TL. Officers confirmed a benchmarking exercise would be undertaken by the Inward Investment Team; information regarding investment enquiries would be limited due to General Data Protection Regulation (GDPR) but it was assured that Lincolnshire was in the top ten counties in receipt of foreign direct investment (FDI) nationwide.
- The Head of Economic Development assured members that despite closures of agrifood companies in Lincolnshire, TL was part of the Lincolnshire growth hub and former staff had been supported in finding alternative employment.
- Members questioned whether TLs business plan was aligned with Lincolnshire County Councils (LCC) approach to solar farming, and Officers highlighted that the plan was environmentally conscious as it supported businesses willing to adopt decarbonization. The Chairman also highlighted there were multiple wind power national infrastructure projects

**ENVIRONMENT AND ECONOMY SCRUTINY COMMITTEE
29 NOVEMBER 2022**

(NIPs) being developed in Lincolnshire, and that the Committee was awaiting comments from the Planning Team.

- It was highlighted that there was a potential to digitalize agricultural machinery to aid in achieving strategic objectives, and Officers assured that intelligence, information and satellite activity were a focus of TL, and relevant work had been undertaken with the Business Hub.

It was noted that Karen Seal, the Principal Place and Investment Officer was leaving the position. The Committee and the Executive Councillor for Economic Development, Environment and Planning thanked her for her work.

RESOLVED:

1. That the initial 2020-22 Inward Investment Plan and its achievements be endorsed.
2. That the objectives set out in the 2023-25 Strategic Plan for Team Lincolnshire be endorsed.
3. That the comments of the Committee be included in the next steps of the action plan as reported.

17 SERVICE LEVEL PERFORMANCE AGAINST THE CORPORATE PERFORMANCE FRAMEWORK 2022-23 QUARTER 2

Samantha Harrison, Head of Economic Development, Chris Miller, Head of Environment and Mike Reed, the Head of Waste presented reports on 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.

It was reported that:

Economy:

- Business support measures were enhanced by the Lincolnshire Growth Hub and had contributed towards business growth.
- A pub diversification programme was being implemented to raise visitor market investment.
- TL had represented the county at various events, including 'Getting Your Business to Net Zero', 'Leading a Food Revolution', and the launch of the Greater Lincolnshire Defense and Security Network.
- Qualifications received by adults were 749, which exceeded the target of 400. This was attributed to courses having multiple qualifications attached to them.
- Lincolnshire had benefitted from the European Development Fund and the Levelling Up A16 Fund was expected in due course.

Flood:

- The statistics for Section 19 investigations in the report were not targets, but contextual measures in line with the Flood and Water Management Act 2010.

- Ongoing sector 19 investigations increased from three in Quarter 1 to 58 in Quarter 2.
 - 54 of these were due to the storm event in August 2022 which affected 101 properties, of which 79 were residential, ten were commercial, and 12 were streets/highways.

Waste:

- It was noted that figures in the report were at the behest of external factors such as weather, economy, and resident behavior, and were not a reflection of performance.
- Household waste was 498kg per household in Quarter 2, which fell below the target of 560kg.
- Household waste sent to landfill was 4.92% which was below the target of 5%.
- The household recycling rate was 70.6% which was below the target of 75%, but over the 66% annual forecast. The Head of Waste stated that this percentage was dependent on the type of waste the public presented to waste centers.
- The overall recycling rate was 43.8% which was below the target of 50%. This was also considered to be resultant of external factors such as public behaviour and weather patterns. Analysis was being undertaken to attempt to control these circumstances where possible.

During consideration of the report, the following was noted:

Economy:

- More data was requested on businesses that were in receipt of economic support. It was agreed a map would be circulated to Members, although the names of the businesses would remain anonymous to adhere to General Data Protection Regulation (GDPR).
- There was a Direct Advisor and a pub diversification programme to offer support to the pub sector.
- The targets for the next three quarters were listed in the Corporate Plan
- The European Growth Fund would no longer be available from June 2023 which could lead to a lack of business support in Lincolnshire; there was a shared prosperity fund available which was contingent on all seven authorities opting in. A small grant from the Department for Business, Energy and Industrial Strategy was anticipated, and affected staff had been put on notice, with some agreeing to leave at Christmas. It was assured that private business link advisors were working until the funding was withdrawn.

Waste

- Fly-tipped material could not be processed by energy-from-waste (EfW) plants because its contents were unknown, and potentially hazardous or contaminated; these materials were processed at landfill sites.
- Underperforming targets were considered justified as many controlling factors were external, and Members questioned whether this undermined the statistics in the report as they did not accurately indicate performance. The Head of Waste agreed that figures were not reflective of service but rather public behaviour towards waste; Members suggested this could be alleviated with a public information campaign improve recycling awareness.
- DEFRA were attempting to standardise an approach towards waste management performance. The Waste Strategy Manager highlighted the most data for performance was

published in arrears and the most recent was from 2020, therefore an accurate benchmarking exercise would be difficult.

- The recycling rate had not returned to pre-pandemic levels; the National Association of Waste Disposal Officers (NAWDO) was compiling national figures from waste disposal centres as per the Committee's request, and this benchmarking data would be in the next report.
- Parts of Lincolnshire had adopted the twin stream recycling collection service which resulted in decreased contamination and heightened public engagement. The Head of Waste agreed to circulate further performance data but was cautious to avoid devaluing areas that had not adopted the system.
- Members questioned whether increasing the recycling target from 48% to 50% was an unnecessary criticism of the workforce considering that the initial target was not being met. Officers agreed that the target was aspirational, however the target was changed by the Waste Partnership, and District Councils were mostly involved with this matter.
- An instance was cited where a Member was denied use of a waste site, resultantly the Head of Waste explained that this was due to a driver shortage in haulage and at Biffa. It was assured mitigation measures were in place, and suggested Lincolnshire could adopt a recycling centre permit system for residents.
- Full bins at recycling centres previously resulted in recyclable materials being processed at landfill, and staff shortages had led to the closure of a site.
- Additional detail was requested in relation to the 70.6% recycling rate, and Members questioned whether LCC offered local intervention for below-target waste sites. The Assistant Director of Growth assured he was corresponding with the Head of Performance to include this information in future reports.
- Members considered whether the withdrawal of recycling credits had removed the incentive for District Councils to promote recycling; Officers assured they were working with District Councils on public engagement, but paying residents based off their behaviour was not a process they wanted to support.
- The implications of the Environment Act 2021 were unknown, and the Waste Strategy Manager was awaiting a response from DEFRA as well as the results of a consultation about the deposit return scheme.
- Information packages had been circulated in primary schools and Officers had hosted 'Waste Matters' and 'Recycling Matters' talks with children. Members suggested that a wider public information campaign could be advantageous following the implementation of the Environment Act. The Head of Waste assured work was being undertaken alongside the Communications Team to develop a public recycling information campaign.

RESOLVED

1. That the Committee support the report
2. That Committee received assurance where targets were not achieved
3. That comments from the debate, raised by Members be passed on to the relevant Executive Councillor.

Simon Wright, Regeneration and Portfolio Manager delivered a report on the Council's updated Lettings Strategy.

It was reported that:

- LCC held the portfolio of managed workspace which aimed to strengthen the local economy whilst optimising rental income and supported high quality business spaces such as offices and business units.
- In accordance with the Local Government Act 1972, the Portfolio Team strived to obtain market rent on all its properties.
- Responses to common challenges considered common market practice, statute and relevant case law precedent.

During discussion of the report, the following was noted:

- Mercury House in Gainsborough was 30% vacant and the Regeneration and Portfolio Manager highlighted the economic importance of location by citing a similar property in Market Deeping that was performing better due to its proximity to Peterborough's asset base. Members were assured there was a proactive marketing campaign to keep vacancies to an acceptable level.
- Members questioned whether occupancy rates would improve if rents were lower. The Regeneration and Portfolio Manager expressed that rent levels were bound by the principle of 'best consideration' in legislation. An online marketing strategy utilising in-house websites amongst other things was being considered, however there were too many fees attached.
- It was clarified that another report describing the performance of the portfolio and providing information on the businesses receiving support by LCC would be bought to the Committee in 2023.
- The Lettings Strategy helped to develop the asset base of LCC.
- Data on successful enquiries would be included in the next report
- The portfolio was dynamic and constantly reviewed, and there was a strong working relationship with business developers. LCC did not compete with the private sector or local government partners; in cases where private developers intervened, they were facilitated by LCC. Alternatively, LCC would put forward a business case if a funding package can be proven to provide additional support.

RESOLVED

1. That the report be endorsed and comments be noted
2. That the comments made by the Committee be taken under consideration by relevant Officers and Portfolio holders.

19 UPDATE AND REVIEW OF PLANNING SERVICE'S PRE-APPLICATION ADVICE SERVICE

Neil McBride, Head of Planning, delivered a report which provided an update and overview of Planning Service's pre-application advice service since its introduction in May 2021.

**ENVIRONMENT AND ECONOMY SCRUTINY COMMITTEE
29 NOVEMBER 2022**

It was reported that:

- The introduction of a fee for the provision of pre-application advice was previously supported by the Committee and was implemented in May 2021.
- The previous rate for officers was £55 per hour which was the lowest national figure. Following a benchmarking exercise, it was proposed that rates should be increased to £90 per hour to manage additional costs.
- The Proposed Revised Charging Schedule of each category of service provision were outlined in Appendix A of the report.

During consideration of the report, the following was noted:

- Members considered whether demand on the local service had changed once a fee was introduced at other Local Authorities; Officers clarified that the nature of building applications that were outlined in the report only applied to LCC property. This meant charges were incurred by other areas.
- Resident applications were not under the remit of the Planning Team, but rather District Councils.
- Authority to review the Charging Schedule had been delegated to the Head of Planning as per the decision of the Executive Council in March 2021.
- An annual update of the Charging Schedule was requested by Members in order to monitor its performance.

RESOLVED

1. That the data presented regarding the uptake and performance of the pre-application advice service since its introduction be noted.
2. That the increase in the hourly charge out rate for Planning Officers to £90 per hour be supported.
3. That the proposed revisions to the pre-application service be supported.
4. That the delegated authority to the Head of Planning to review or update the Charging Schedule and/or terms of the pre-application planning advice service be noted.

20 GREATER LINCOLNSHIRE AND RUTLAND INFRASTRUCTURE FRAMEWORK

The Committee received a report on the framework which guided future strategic infrastructure investments in Greater Lincolnshire and Rutland. The report was introduced by Vanessa Strange, the Head of Infrastructure Investment and was delivered by Mandy Ramm, the Funding and Investment Manager.

It was reported that:

- Strategic, high-quality infrastructure was needed in Lincolnshire to harvest economic growth. Infrastructure investment also was in line with the governments commitment to Levelling Up and ensured residents had access to high-skilled, well-paid employment.

- The Framework encompassed eight infrastructure themes, seven priority economic sectors, and three cross cutting themes: Net Zero, Skills, and Social Infrastructure (including digital accessibility).
- Adopting a holistic approach to infrastructure provision would help to overcome regional challenges to growth.
- Adopting the Framework would provide an opportunity for economic partners to voice their local and strategic needs.
- The Framework was crafted to complement the Greater Lincolnshire Local Enterprise Partnership's (GLLEP) Local Industrial Strategy and Plan for Growth, Vision 2050 and Local Transport Plan 5.
- No new funding was required for the proposals due to the flexibility of the Framework.

During discussion of the report, the following was noted:

- The process-driven approach of the Framework was welcomed, and Members questioned what outcomes were anticipated to identify potential future improvements. The Funding and Investment Manager assured that once the Action Plans were implemented, the thematic responses would expose detailed outcomes.
- The Framework would be beneficial when collaborating with government departments and other local authority partners.
- Additional information would be circulated to Members on how conclusions in the report were reached in the context of competing ideas.
- The public had been consulted on some aspects of the Framework.
- The Strategic Infrastructure Delivery Framework (SIDF) required no funding as its role was to position LCC in a place that it can take advantage of financing bigger investments.
- Thorough work with internal and external partners had prevented duplication of other documents and frameworks. The Infrastructure Group represented a business-led approach; it was offer-led and involved an array of organisations.
- The report existed within the broader context of devolution.
- Additional information was requested following the implementation of the Action Plan; the Head of Infrastructure Investment agreed to return to the Committee at this stage or within 12 months.
- Assurance was given that the final copy of the Framework would be circulated to the Chief Executives and the Leader for approval.
- The vast number of partners and methodologies involved in developing the Framework underlined the complexity of driving infrastructure projects.

RESOLVED

1. That the approach including the Strategic Infrastructure themes and objectives be supported.
2. That the report be endorsed and comments be noted

10

ENVIRONMENT AND ECONOMY SCRUTINY COMMITTEE

29 NOVEMBER 2022

The Committee was referred to the work programme, which was set out on pages 103-106 of the agenda pack. Kiara Chatziioannou, the designated Scrutiny Officer for this Committee, informed Members of the contents of the agenda for the upcoming January meeting.

Following discussion by the Committee earlier in the meeting, the report of LCC's Lettings Strategy was added to the work programme. In addition, the Committee noted that the report on the Energy Options Analysis for Greater Lincolnshire be moved to the meeting in February 2023.

It was noted that an update on the Greater Lincolnshire and Rutland Framework would be added to 'items to be programmed' until a suitable date was identified.

RESOLVED

That the proposed work programme be approved, subject to the additions above.

The meeting closed at 12.50 pm

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

Report to:	Environment and Economy Scrutiny Committee
Date:	17 January 2023
Subject:	Revenue and Capital Budget Proposals 2023/24

Summary:

The report outlines the budget proposals for the next financial year 2023/24.

The economic context in which the Council operates continues to be highly challenging, with continuing impacts from high levels of inflation. The Provisional Local Government Finance Settlement for 2023/24 was published for consultation on 19 December 2022, the Final Settlement is due to be published in February 2023. Further budgetary information is also awaited from the Lincolnshire District Councils, therefore the budget proposals for 2023/24 are currently based on best estimates and announcements to date and remain subject to change.

This report specifically looks at the budget implications for the Council's Environment and Economy services.

The Executive approved budget proposals, including those set out in this report, as its preferred option for the purposes of further consultation at its meeting on 4 January 2023.

Members of this committee have opportunity to scrutinise them and make comment, prior to the Executive meeting on 7 February 2023 when it will make its final budget proposals for 2023/24.

Actions Required:

The Environment and Economy Scrutiny Committee is asked to consider this report and members of the committee are invited to make comments on the budget proposals. These will be considered by the Executive at its meeting on 7 February 2023.

1. Background

- 1.1. Since early 2020, the Council's economic environment has been volatile. The Covid-19 pandemic was followed by a global economic crisis with the Ukraine war a key contributing factor. Inflation has risen to unprecedented levels and is forecast to

remain at high levels for a prolonged period. This has implications for our residents, businesses and the Council itself due to the effect inflation has in diminishing spending power.

- 1.2. Inflation has been high throughout the last financial year. The rate of inflation, as measured by the Consumer Prices Index (CPI) was 9% in April 2022, and continued to increase, peaking at 11.1% in October 2022. The approved 2022/23 budget included some specific risk mitigation measures, such as increasing the size of the contingency and ensuring adequate level of reserves, which have provided capacity to respond to risks that have emerged during the year. The process for arriving at the 2023/24 budget proposal has also specifically considered how the Council's spending power and cost base might continue to be impacted and makes some adjustments in respect of this.
- 1.3. On 17 November 2022, the Chancellor of the Exchequer presented the Autumn Statement which was the first major fiscal statement since the mini budget in September 2022.
- 1.4. The Autumn Statement included notification of additional funding for 2023/24 to help Council's deal with some of the pressures currently being experienced, including inflationary pressures. Key announcements included:
 - A decision to delay the national rollout of social care charging reforms from October 2023 to October 2025. Funding for implementation will be maintained within local government to enable local authorities to address current adult social care pressures.
 - Additional investment worth £1bn in 2023-24 and £1.7bn in 2024-25 to promptly get people out of hospital and into social care. This funding will be split between the Better Care Fund and a ringfenced adult social care grant
 - Additional flexibility in respect of council tax setting, with the referendum limit for general increases set at 3% and authorities with social care responsibilities also able to set an adult social care precept of up to 2% per year.
 - Confirmation that the 2023 business rate revaluation will be implemented from April 2023, and the multiplier frozen at 2022/23 levels with the Council compensated through additional grant funding.
 - Confirmation that the Government is seeking recommendations from Pay Review Bodies where applicable for pay awards for 2023/24.
 - The National Living Wage (NLW) will increase by 9.7% to £10.42 an hour from April 2023. In addition, the ambition for the NLW to reach two-thirds of median earnings by 2024, and for the age threshold to be lowered to those aged 21 and over, is retained.
- 1.5. The Provisional Local Government Finance Settlement for 2023/24 was issued on 19 December 2022 and again confirmed funding for just one year. The Government have however outlined their intentions and proposals for the 2024/25 settlement

but at the time of writing, and due to the late issue of the settlement, the impact assessment beyond 2023/24 is ongoing. Any changes will be incorporated into the Executive budget report in February 2023.

1.6. The various announcements translate into the following key changes from 2022/23 funding levels for Lincolnshire:

- An increase in the social care grant of £21.2m.
- A £6.3m increase in settlement funding assessment; comprising a £2.2m increase in revenue support grant and a £4.1m increase in National Non-Domestic Rates, NNDR (business rates) baseline funding.
- A £5.6m increase in the Adult Social Care (ASC) Market Sustainability and Improvement Fund. The total funding for 2023/24 will be £7.9m, which contains the original 2022/23 £2.3m Market Sustainability and Fair Cost of Care Fund.
- A new ASC Discharge Fund of £4.8m, which is expected to be allocated through the better care fund. There will be new grant conditions placed on both the ringfenced adult social care grant and the discharge funding and therefore the budget assumes new costs. The grant conditions are expected to be published early 2023.
- A £3.4m reduction to the Services Grant, to reflect the reversal of the Health and Social Care NI Levy costs (cost reduction also assumed in the budget proposal).
- A £0.8m reduction in New Homes Bonus, which primarily reflects the expiration of legacy payments from prior year housing growth.
- Rural service delivery grant (RSDG) funding is maintained at 2022/23 levels.
- The improved better care fund (iBCF) is maintained at 2022/23 levels.
- The business rates top-up grant has increased by £3.7m to £95.1m. This reflects the impact of the business rates revaluation on the Council's estimated net NNDR yield and its NNDR baseline funding.

1.7. Members will be aware that in previous years, the Government had committed to two major financial reforms. The first was the move to 75% business rate retention. The second was the Review of Relative Needs and Resources (formerly known as the Fair Funding Review). The move to 75% business rate retention had already been scrapped twelve months previously. The Review of Relative Needs and Resources has since been delayed again, and at this point no definite implementation date has been announced.

1.8. There are several considerations in respect of business rates:

- The 2023 business rates revaluation will be implemented from April 2023, which will see every non-domestic property receive a new valuation. This impacts upon the Council's estimated net NNDR yield and its NNDR baseline funding, giving rise to a £3.7m increase in the top-up grant.
 - The business rates multiplier has been frozen for the third year in succession. The Council will be compensated for its share of income foregone through additional section 31 grant.
 - The complete taxbase position for business rates will not be known until the end of January when budgetary information is received from the District Councils.
- 1.9. The Council's financial planning framework seeks to forecast the cost base and funding base over a medium-term period, normally three or four years. At present, the Medium-Term Financial Plan indicates that a balanced budget cannot be achieved in any of the four years from 2023/24 through to 2026/27 without support from reserves. However, this is prior to receiving the Lincolnshire District Councils confirmation of Council Taxbases and Collection Fund positions affecting 2023/24, and without any allowance for the above-mentioned reforms to local government funding which could potentially affect 2025/26 onwards.
- 1.10. In view of the continuing uncertainties about future levels of funding and the overall economic context, a one-year budget is proposed for 2023/24.
- 1.11. At its meeting on 4 January 2023 the Executive approved proposals for the Council's revenue and capital budgets to be put forward as a basis for consultation. The Executive noted the options for a proposed Council Tax increase of between 2.99% and 4.99% and reserved its position for the setting of a precept and use of reserves for the 2023/24 budget pending further consultation, scrutiny and final funding announcements.

Revenue Budget

- 1.12. Budgets have been reviewed in detail based on the latest available information to arrive at the proposals set out in this report. A number of new cost pressures have emerged in addition to the pressures identified for 2023/24 in the previous year's budget process. In some areas, savings which can be made through efficiencies with no or minimal impact on the level of service delivery have also been identified. In developing the proposed financial plan, budget holders have considered all areas of current spending, levels of income and council tax plus use of one-off funding (including use of reserves and capital receipts) to set a balanced budget.
- 1.13. Table A shows the total proposed revenue budget for the Council's Environment and Economy services.

TABLE A

2023/24 Revenue Budget	2022/23 Budget	Cost Pressures	Savings	Proposed Budget 2023/24
	£000	£000	£000	£000
Environment inc Flood Risk Management	3,342			3,342
Waste Management	22,784		-739	22,045
Planning Services	1,479			1,479
Economic Development	1,063			1,063
Economic Infrastructure	346			346
Infrastructure Investment	783			783
Development Management	-29		-5	-34
GLLEP	402			402
Total	30,170	0	-744	29,426

- 1.14. The overall budget proposals have allowed for pay inflation of 4% in 2023/24 including the effect of the change in the national living wage from April 2023. This is however, currently being held centrally pending agreement of any pay settlement, following which service budgets will be updated and it is therefore not currently reflected in the table above.
- 1.15. Savings of £0.735m are anticipated in Waste Management in 2023/24 from the continued roll-out of separated waste paper and card collections resulting in more efficient processing and improved value of the material collected. Other minor savings result from efficiencies in the car leasing scheme.
- 1.16. The on-going re-procurement of contracts for the operation of Household Waste Recycling Centres creates a forecast cost pressure of £0.456m. This is, however, planned to be funded in the short-term from additional income from the higher prices being achieved for electricity generation at the Energy from Waste Plant and therefore does not result in an immediate increase in the Waste budget requirement. However, the volatility in energy prices and the prospect of a government-imposed Electricity Generator Levy pose a risk to this position which will be closely monitored to inform the medium-term view.

Capital Programme

- 1.17. The ten-year Capital Programme previously approved has been reviewed in line with the principles set out in the Council's Capital Strategy, including the principle of affordability. The full Gross Programme totals £131.290m for 2023/24 plus a further £427.561m in future years. After grants and other funding contributions are taken into account, the Net Programme is £82.657m in 2023/24 and a further £275.087m in future years.

- 1.18. Due to the economic context and uncertainty in future funding set out earlier in this report, no new projects have been added to the Capital Programme in this budget process. However, the block budgets for rolling maintenance programmes have been continued forward and the budgets for some existing schemes have been increased due to inflationary impacts.
- 1.19. Table B shows the proposed gross capital programme for the Council's Environment and Economy services.

TABLE B

Capital Programme (2022/23, 2023/24 and Future Years)		Revised Gross Programme 2022/23 £m	Revised Gross Programme 2023/24 £m	Gross Programme Future Years £m
<u>ENVIRONMENT</u>				
Other Highways and Transportation	Block of small Transport projects including Active Travel schemes	0.939	0.000	0.000
Other Environment and Planning	Block of small projects.	0.007	0.000	0.000
Flood & Water Risk Management	A range of projects to alleviate flood and water risks.	1.606	0.000	0.000
Countryside Rights of Way	Block of small projects.	0.058	0.000	0.000
Local Flood Defence Schemes (to match fund EA)	Match funding with the Environment Agency for local flood defence schemes.	0.951	0.500	4.000
Total - Environment		3.561	0.500	4.000
Waste - Fire Suppression Systems at Transfer Stations	Installation of fire suppression systems.	0.760	0.000	0.000
HWRC - Tattershall	Replacement Household Waste Recycling Centre at Tattershall	0.900	0.000	0.000
HWRC - Skegness	Replacement Household Waste Recycling Centre at Skegness	0.000	2.000	0.000
Equipment & Vehicles for Waste Transfer Stations	Replacement programme for vehicles and plant used in waste transfer stations.	0.512	0.600	0.189
Separated Paper and Card Scheme	Capital cost of scheme implementation	1.069	1.660	0.728
Waste	Block of small projects.	0.035	0.100	0.000
Total - Waste		3.276	4.360	0.917
<u>GROWTH</u>				
Greater Lincolnshire Local Enterprise Partnership.	Funding for capital projects, administered on behalf of GLLEP.	10.700	0.000	0.000
Economic Development - Business Unit Development	Development of business units.	1.096	0.000	0.000
Skegness Countryside Business Park	Infrastructure works to enable further development of Skegness Countryside Business Park	0.040	0.000	0.000
Broadband	Provision of superfast broadband across the county.	2.027	5.551	0.000
Economic Development - Horncastle Industrial Estate Extension	Extension of Horncastle Industrial Estate Extension.	0.000	1.500	0.000
Total - Growth		13.116	7.051	0.000

- 1.20. Other than some re-phasing of existing project expenditure there have been no changes to the previously approved Capital Programme relating to Environment and Economy.
- 1.21. The Capital Programme is currently supplemented by funding from the Development Fund Initiatives earmarked reserve, with a total of £3.444m having been approved in previous budgets to increase capacity to carry out drainage investigation and repair work, reducing deterioration and improving prevention of localised flooding issues. That scheme is continuing into 2023/24 with a forecast spend for the year of £1.387m.

Further consultation

- 1.22. A consultation meeting with local business representatives, trade unions and other partners is scheduled to take place at the end of January 2023.
- 1.23. The proposals will be publicised on the Council website together with the opportunity for the public to comment.
- 1.24. All consultation comments and responses will be available to be considered when the Executive makes its final budget proposals on 7 February 2023.

2. Conclusion

- 2.1. These budget proposals reflect the level of government funding expected to be available to the Council and an assumed increase in Council Tax in 2023/24 of between 2.99% and 4.99% (inclusive of a 2% adult social care precept).
- 2.2. A thorough review of the Council's services was carried out during the budget process which has identified unavoidable cost pressures, some savings with minimal or no impact on the level of service provided and the capital programme has been reviewed. The budget proposals therefore aim to reflect the Council's priorities whilst operating within the resources available to it.

3. Consultation

a) Risks and Impact Analysis

An Equality Impact Assessment will be completed for the proposed increase in Council Tax. This will be reported to the Executive at its meeting on 7 February 2023.

Further risk and impact assessments will need to be undertaken on a service by service basis

4. Background Papers

The following background papers as defined in the Local Government Act 1972 were relied upon in the writing of this report.

Document title	Where the document can be viewed
Council Budget 2023/24 Executive Report 4 January 2023	Democratic Services

This report was written by Keith Noyland, Head of Finance – Communities, who can be contacted at keith.noyland@lincolnshire.gov.uk.



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

Report to:	Environment and Economy Scrutiny Committee
Date:	17 January 2023
Subject:	Re-Procurement of the Household Waste Recycling Centres (HWRCs) Management & Operation Contracts

Summary:

This item invites the Environment and Economy Scrutiny Committee to consider a report regarding the Re-Procurement of the Household Waste Recycling Centres (HWRCs) Management & Operation Contracts.

This decision is due to be considered by the Executive Councillor for Waste and Trading Standards between 23 - 27 January 2023. The views of the Scrutiny Committee will be reported to the Executive Councillor as part of his consideration of this item.

Actions Required:

That the Environment and Economy Scrutiny Committee: -

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

1. Background

The Executive Councillor for Waste and Trading Standards is due to consider the Re-Procurement of the Household Waste Recycling Centres (HWRCs) Management & Operation Contracts between 23 - 27 January 2023. The full report to the Executive Councillor for Waste and Trading Standards is attached at Appendix 1 to this report.

2. Conclusion

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

3. Consultation

The Committee is being consulted on the proposed decision of the Executive Councillor for Waste and Trading Standards between 23 - 27 January 2023.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Report to the Executive Councillor for Waste and Trading Standards on Re-Procurement of the Household Waste Recycling Centres (HWRCs) Management & Operation Contracts.

5. Background Papers

No background papers within the meaning of section 100D of the Local Government Act 1972 were used in the preparation of this Report.

This report was written by Mike Reed, Head of Waste, who can be contacted on mike.reed@lincolnshire.gov.uk.

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

Report to:	Councillor D McNally, Executive Councillor for Waste and Trading Standards
Date:	23 - 27 January 2023
Subject:	Re-Procurement of the Household Waste Recycling Centres (HWRCs) Management & Operation Contracts
Decision Reference:	I026109
Key decision?	Yes

Summary:

The Council's contracts for the Management and Operation of the Household Waste Recycling Centres (HWRCs) expire on 31st March 2023. This report sets out a proposed course of action regarding the award of contracts based on tenders which have been returned to enable the sites to operate from 1 April 2023 and delegation of the necessary decisions.

Recommendation(s):

That the Executive Councillor for Waste and Trading Standards:

1. For each of the Household Waste Recycling Centre sites listed in Table 1 to this Report approves the award of a contract for the management and operation of the said sites to the operator identified in the column of Table 1 headed 'Preferred Bidder' for a period of 2 years with options to extend by periods of a year up to a maximum contract duration of 4 years.
2. Delegates to the Executive Director – Place authority to approve the final form and entering into of the new HWRC Management and Operation Contracts.

Alternatives Considered:

1. Not Awarding Contracts for the HWRC Management and Operation

Lincolnshire County Council has a statutory duty to dispose of waste materials deposited by Lincolnshire residents at its Household Waste Recycling Centres (HWRCs). Therefore, this option would require the Council to manage the sites itself or be in breach of its statutory duty and face increased cost burdens.

The Council is managing and operating the new HWRC at Tattershall but it is too

soon to evaluate the advantages of this model compared with outsourcing. The recommendation is therefore to award contracts for the management of the HWRCs other than Tattershall while the relative merits of the two approaches are evaluated. The proposed duration of the contracts has been determined with this in mind.

Reasons for Recommendation:

The benefits if any of in-house management and operation of HWRCs have not been determined and in-house provision of all HWRC would not be appropriate until a proper evaluation of the different models has been carried out.

Failure to award the contracts would therefore mean that the HWRC service cannot continue after 1 April 2023 and we will not meet our statutory responsibility with the risk of legal challenge and reputational damage. There will also be an increased financial cost and damage to the environment. Failure to award the contract would also require an amendment to the existing policy on the HWRC Provision.

1. Background

Statutory Duty

Lincolnshire County Council (LCC) is the Waste Disposal Authority (WDA) with a statutory duty under Section 51 of the Environmental Protection Act 1990, to dispose of waste collected by the Waste Collection Authorities (district councils). Therefore, Waste Services fulfils two principal statutory duties:

1. To receive deliveries of waste and recycling collected by the Waste Collection Authorities (district councils) under their statutory duty to collect household waste and arrange for the disposal or processing of these;
2. To provide places where residents from within its administrative area (Lincolnshire) can dispose of their household waste and arrange for the disposal or processing of such waste. "Places" is interpreted as two or more locations defined as Household Waste Recycling Centres (HWRCs).

WDAs also have a requirement to apply the Waste (England and Wales) Regulations 2011 which states that such bodies must take all such measures available to it, as are reasonable in the circumstances to apply the following waste hierarchy as a priority order:

- i. Prevention
- ii. Re-use (sale of products)
- iii. Recycling (conversion of waste into new products or materials)
- iv. Recovery (for example energy recovery)
- v. Disposal (including landfilling)

LCC therefore has long standing policy on HWRC provision, which states that 95% of all homes will be within a 12 mile radius of a HWRC. LCC owns 11 HWRCs and failure to meet this criterion will require an amendment to this policy.

10 HWRCs are currently operated by external contractors and one at Tattershall is operated by in house LCC staff. The existing contracts at the 10 externally operated sites expire on 31 March 2023 and new arrangements need to be put in place to enable the HWRCs to remain open to the public. The purpose of this report is to allow the contracts to be awarded in January 2023 to enable the contractors to mobilise in time for 1 April 2023.

Cost Effectiveness

In 2021/22 LCC disposed of approximately 360,000 tonnes of material which consisted of 150,000 tonnes of recycled material and 210,000 tonnes of residual material. 320,000 tonnes of this were collected at kerbside but 40,000 tonnes of material were collected at the 11 HWRCs.

Of the 43,000 tonnes of material which is currently presented at HWRCs, 15,000 tonnes is incinerated at the EfW and 28,000 tonnes is recycled at different locations. The average gate fee for this recycled material is £29 per tonne. If that material was not recycled it would have to be disposed of by incineration or landfill at up to £130 per tonne.

Therefore, if all HWRCs were closed, 28,000 tonnes of material would be hauled long distance for disposal at £130 per tonne with a projected annual disposal cost of £2.8m. This does not include the increased haulage cost which would also be considerable.

These cost projections demonstrate that HWRCs are a cost-effective method of waste disposal as well as being beneficial for the environment, as such facilities allow the waste hierarchy obligations to be met.

Operating Model

For the reasons given it is recommended to continue with the same historical operating model as the current arrangement, whereby the HWRCs are staffed and managed by external contractors. It is also recommended that a short-term contract would allow a comparison to be made with a different model which was being used at Tattershall HWRC which opened in 2022 and is operated by LCC staff. In the next two years comparisons can be made between the different operating models and then a business case could be made for bringing all HWRCs in house or externalising all HWRCs.

Procurement Exercise

A procurement exercise was carried out based on an Open procedure for 10 separate Lots. The tenders were returned in November 2022 with five compliant bidders expressing an interest in operating the sites.

The initial contract period is 2 years with up to 2 year possible extension (2+1+1) to a maximum of 4 years.

The new contracts vary slightly from the existing contracts as it is proposed that income generated from scrap and salvage will have a more favourable split for LCC. The current contracts have a 60/40 share in favour of the Supplier, but the proposed contracts have an equal 50/50 share between LCC and the Supplier. Consequently, it is projected that a £30,000 - £40,000 improvement on the prices could be realised from the extra scrap income. This is not reflected in the table below.

The tenders have been evaluated and on the basis of application of the evaluation criteria established for the procurement the successful tenderers (“preferred bidders”) for each of the sites are as follows:

HWRC	Preferred Bidder
Boston	Sid Dennis & Sons Ltd
Bourne	Environmental Waste Controls PLC
Gainsborough	Environmental Waste Controls PLC
Grantham	Environmental Waste Controls PLC
Lincoln	Environmental Waste Controls PLC
Louth	Sid Dennis & Sons Ltd
Market Rasen	Environmental Waste Controls PLC

Skegness	Sid Dennis & Sons Ltd
Sleaford	Environmental Waste Controls PLC
Spalding	Environmental Waste Controls PLC

As these preferred bidders have been identified on the basis of an evaluation conducted in accordance with the Public Contracts Regulations 2015, the Council must award to these preferred bidders or not at all. All of the preferred bidders have been assessed for their capacity and capability to provide the contracts and there is no reason why the contracts should not be awarded

Budget Considerations

The recent budget estimate for 2023/24 was £1,727,670 and the total of the tender rates for all contracts are £1,755,247. The existing annual service cost is £1,299,100 (based on tender rates from 6 years ago when the contracts commenced on 1 April 2017. The projected annual increase in cost is therefore £456k which is to be expected, as the current rates were provided 6 years ago and recent increases in inflation are significant across all services. This £456k cost pressure can be accommodated from the Waste Service budget.

2. Legal Issues:

Equality Act 2010

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

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

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

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

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

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

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

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

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

A separate Equality Impact Assessment has not been undertaken. However, the procurement supports the Council to enable residents to have local access to facilities. The site staff will be supportive towards individuals who have protected characteristics and are instructed to prioritise assistance towards people with a disability and the elderly with the disposal of their household waste.

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

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

The operation of HWRCs allows more material to be recycled, failure to provide the service will require up to 28,000 tonnes of material to be incinerated or sent to landfill which will be more damaging to the environment compared to recycling.

Crime and Disorder

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

The decision is not considered to have any implications for the section 17 matters.

3. Conclusion

The award of the HWRC Management and Operation Contracts will enable the service to continue. This will benefit residents who wish to deposit bulky items and recycle material locally without having to pay for such services. It will also enable the authority to help meet its recycling targets and reduce the haulage of materials out of county. This will benefit the environment and it will also avoid higher disposal costs.

4. Legal Comments:

The Council has the power to award the contracts proposed which have been let through a compliant procurement procedure. The successful tenderers identified in the Report have been determined through an evaluation process and awards could not be made to other tenderers without risk of breach of the procurement rules.

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

5. Resource Comments:

As noted in the body of the report, the proposed contracts represent an increase in cost of £0.456m p.a. (35%) over current arrangements. This is to be expected given the current rates result from a procurement 6 years ago and significant inflation has been experienced over the intervening period particularly in labour rates, with the National Living Wage having increased by 39% from April 2017 to April 2023.

In the short-term this increased cost can be funded from within the Waste Services revenue budget due to the receipt of additional income from the higher prices being achieved for electricity generation at the Energy from Waste Plant and therefore does not result in an immediate increase in budget requirement. However, the volatility in energy prices and the prospect of a government-imposed Electricity Generator Levy pose a risk to this position which will be closely monitored to inform the medium-term view.

6. Consultation

a) Has Local Member Been Consulted?

N/A

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The decision will be considered by the Environment and Economy Scrutiny Committee at its meeting on 17 January 2023 and the comments of the Committee will be reported to the Executive Councillor for Waste and Trading Standards

d) Risks and Impact Analysis

See the body of the Report

7. Background Papers

The following Background Papers within section 100D of the Local Government Act 1972 were used in the preparation of this Report.

Document title	Where the document can be viewed
Revision of Policy for the Provision of Household Waste Recycling Centres – Executive - 10 January 2012	Issue details - Household Waste Recycling Centre Operational Contract Procurement (moderngov.co.uk)

This report was written by Mike Reed, Head of Waste, who can be contacted on mike.reed@lincolnshire.gov.uk.



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

Report to:	Environment and Economy Scrutiny Committee
Date:	17 January 2023
Subject:	Economic Infrastructure Development Land Sales Strategy

Summary:

The Economic Infrastructure Development Land Sales 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 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, marketing, and sale of the Council's portfolio of development land.

The overarching aim of the service is to provide the market with suitable opportunities to enhance economic prosperity and job growth across Lincolnshire whilst at the same time optimising capital receipts from the Council's land disposals. These priorities must be considered with some flexibility to reflect current market conditions, the characteristics of each location and to take account of various statutes and guidance which govern the work of officers in Local Government.

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

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

- Streamline and maximise marketing of all available sites across the county
- Maintain capital receipts at market levels
- Ensure the portfolio of development sites are proactively managed

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 effectively manage, market and sell the assets and meet the twin objectives of

supporting the growth of the local economy AND optimising capital receipt income. In particular:

- 1) To what extent the criteria described in this paper are appropriate and will assist the Council with consistent decision-making.
- 2) To what extent will the targets summarised above provide sufficient rigor to the Council's Development Land Sales Strategy.

1. Background

Within the Economic Infrastructure Service, the Regeneration Team is responsible for managing a selection of serviced employment sites which are owned by the Council for the sole purpose of encouraging economic growth, job creation and realising capital receipts. In parallel with this over-arching objective, the Council must manage, market, and sell sites in a commercially astute way to optimise capital receipts, comply with legislation and ensure that the Council's holding costs are minimised.

To assist officers to balance these requirements, officers produced a Development Land Sales Strategy at the beginning of 2019 which described the role of the Team in managing the Council's sites for sale. Since 2019, several land parcels have been successfully sold and the remaining portfolio is focused on a handful of geographic areas as set out in the Strategy. The purpose of this paper is to present a refreshed document which is reflective of recent economic changes.

The Development Land Sales Strategy provides a useful guide for elected members and acts as a Procedure Manual for officers to refer to for guidance and ensure consistent decision-making. It provides a framework to ensure that the best use is made of the Council's assets and includes, in addition to general information about the delivery of the service, criteria such as; the need to reflect local and national economic considerations, market conditions, achieving market value, service charges; legislative obligations, maintenance and upkeep arrangements; approach to negotiations; and approval to proceed,

The Development Land Sales 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 or how assets are sold.

A copy of the Development Land Sales Strategy is attached for information which includes an interactive map showing the location of the sites by District, as well as the commercial property portfolio.

2. Conclusion

The Development Land Sales Strategy is a simple and clear document that raises the profile of the service and explains “what we do” to our members 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 and opportunities to the market to enhance economic growth and job creation across Lincolnshire whilst at the same time optimising capital receipts from the Council's land sales.

Consideration of all the criteria set out in the Development Land Sales Strategy provides clear guidance to officers and members regarding the sale of development land. As well as applying our knowledge and experience of market factors and other economic considerations, we ensure that our asking prices 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”.

A simple analysis of the recently completed land sales indicates that these principles are being effectively applied and by refreshing the Development Land Sales Strategy we will continue to ensure consistent decision making concerning the sale of the remaining development land parcels.

Implementing the Development Land Sales Strategy will ensure that the Council manages, markets and disposes of its assets 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

Not Applicable.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Lincolnshire County Council, Economic Infrastructure - Development Land Sales Strategy

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.

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ECONOMIC INFRASTRUCTURE

DEVELOPMENT LAND SALES STRATEGY

2023/24

Contents

ECONOMIC INFRASTRUCTURE	1
Executive Summary.....	3
1. The Role of the Regeneration Team	4
2. Our Vision	5
3. The Aims of our Service	5
4. Lincolnshire County Council’s Core Values and Behaviours	6
5. Specific Team Objectives and Priorities.....	6
6. The Process/Flowcharts	7
6.1. Economic Infrastructure Sale Flowchart.....	9
6.2. Declaration of Surplus Sale Flowchart	10
7. Approach to Negotiations.....	11
8. Obligations.....	11
9. Other Considerations.....	11
10. Proposed Developments.....	12
11. Marketing Strategy	12
12. What Does ‘Good’ Look Like?	13
13. How Are We Performing Against these Guidelines?	13
14. Our Targets for 2023/24	13
14.1. Strategy.....	13
14.2. Marketing and Promotion	14
14.3. Management.....	14
14.4. Capital Receipt and Income	14
15. Land Schedule	14
16. Service Charge	14
List of Appendices.....	15
Appendix A. Schedule	16
Appendix B. County Map	23

Executive Summary

The Economic Infrastructure Service is responsible for the proactive management, marketing, and sale (“disposal”) of Lincolnshire County Council’s (LCC) portfolio of development land previously identified as suitable for economic growth and development opportunities across the county. It is also responsible for the portfolio of economic development properties as described in the Economic Infrastructure Lettings Strategy.

As of December 2022, the Council’s Economic Infrastructure development land portfolio comprised of 29 individual available plots totalling c.74 acres across five separate sites/locations in five towns as follows:

- East West Link, Lincoln – 4 plots, 1.55 acres
- Kirton Distribution Park, Boston Borough – 2 plots, 20.44 acres
- Skegness Business Park, East Lindsey – 2 plots, 9.4 acres
- Spitalgate Heath Business Park, Grantham, South Kesteven – 2 plots, 19.54 acres
- South Lincolnshire Food Enterprise Zone, Holbeach, South Holland – Phase I: 6 plots, 4.08 acres, Phase II: 13 plots, 19.52 acres (*jointly owned 50/50 with South Holland District Council*)

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. It provides transparency and clarity and promotes efficiency in the way sales are dealt with.

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

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

- What uses and activities are deemed acceptable on LCC’s land
- What the responsibilities of each party are in terms of site maintenance, etc.
- What criteria will be used to select (or reject) applications from suitable purchasers

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 Regeneration Team

The Regeneration Team, within the Economic Infrastructure Service, is responsible for the proactive management and marketing of LCC's land assets held for the purposes of encouraging economic growth, job creation and realising capital receipts.

The Team is responsible for the effective management and marketing of five sites across the county, equating to approximately 74 acres of development land for use by (mostly) small to medium sized businesses.

The land assets can be broken down as follows:

District	Local Plan Area	Site	Acreage
City of Lincoln	Central Lincolnshire	East West Link	1.55
Boston Borough	South East Lincolnshire	Kirton Distribution Park Phase II	10.16
		Kirton Distribution Park Phase III	10.28
East Lindsey	East Lindsey	Skegness Business Park	9.40
South Kesteven	South Kesteven	Spitalgate Heath Business Park	19.54
South Holland	South East Lincolnshire	South Lincolnshire Food Enterprise Zone	
		Phase I	4.08
		Phase II (50/50 with SHDC)	19.52
Total			74.53

Management of the assets includes landscaping, insuring, security and the maintenance of unadopted assets like drainage, pumping stations, highways and streetlighting.

Where sites include areas of shared spaces, for example verge landscaping, the sale contract will include a provision for the Council to recover a reasonable share of the cost of maintaining and repairing these shared areas and estate services. The exact service charge provisions are set out in each contract 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](#).

Where appropriate, the Council will sell long leasehold interests (999-year lease), rather than freehold sale, to optimise the degree of future control over the land to be sold. For example, at the South Lincolnshire Food Enterprise Zone this approach is being used to give greater confidence that future land use will comply with the Council's aspirations for the site to be a high-quality business location for companies in the Agri-Tech sector.

The development plots at the East West Link, Lincoln were created following the completion of the East West Link Road. That is, following the acquisition of various land parcels needed for the construction of the new road, the residual land once the road was completed has been earmarked for sale to facilitate the creation of a vibrant economic corridor.

Proactive marketing of the land assets includes valuing assets based on market conditions, promotion and/or appointment of marketing agents, legal compliance and drafting of documents, as set out below.

The team provides professional advice and services to other members of the Growth Department and to other Council departments, for example, advising on current market conditions within the county or wider, business expectations and requirements.

Work Stream	Activities Included	LCC Objectives
Agency	Negotiating Heads of Terms (HoT) Instructing Legal Services	Encouraging economic growth, job creation and realising capital receipts.
Estate Management	Service charges Repairs and maintenance of non-adopted assets	Encouraging economic growth, job creation and realising capital receipts.
Promotion and Marketing	Strategy Social media and press releases Promoting opportunities across Lincolnshire	Encouraging economic growth, job creation and realising capital receipts.

2. Our Vision

Our vision is to exceed our business customer’s expectations in providing suitable and welcoming business environments, so they recognise our service, experience and professionalism and we become their automatic choice when they require expertise in the field of estate management, development land and property advice.

3. The Aims of our Service

As well as delivering our core service as described above, we 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.

4. Lincolnshire County Council's Core Values and Behaviours

We carry out our responsibilities in accordance with the Council's core values and behaviours framework as set out below.



5. Specific Team Objectives and Priorities

The Regeneration 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 do this by:

- Optimising the net capital receipt generated from a freehold or leasehold sale of Council land assets for economic regeneration, while always recognising that the assets have a dual role for securing economic growth and job growth across Lincolnshire.
- Recognising the important role we play in supporting businesses to recover from the significant impacts of the pandemic and other economic challenges.
- Provide a proactive project management service across the Economic Infrastructure 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 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.

- 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. The Process/Flowcharts

If a site is identified as being suitable for non-residential development, including industrial or other commercial development, the possibility of development by LCC will be considered in the first instance. If LCC development is not considered appropriate the site will be put forward for sale.

The Regeneration Team will determine the most appropriate method of sale which is most likely to be by private treaty sale, although auction, informal and formal tender are alternatives.

Guidance on market value, setting the asking price and marketing strategy will be sought either via Corporate Property and Kier using the Concerto software to issue a new instruction where necessary, or an appointed commercial marketing agent to provide valuation advice and to act on our behalf with regards to any sale.

Once Heads of Terms (HoT) have been agreed with the prospective purchase on a “Subject to Contract” basis, in line with the Council’s constitution officers will seek Delegated Authority from the Executive Director of Place to progress the sale. Delegated Authority ensures the Executive Director of Place is informed of the sale price, intended development, and purchasing party.

Once Delegated Authority has been given, Legal Services Lincolnshire will be instructed to complete the sale. Legal Services Lincolnshire will be responsible for undertaking appropriate anti-money laundering (AML) checks on the prospective purchaser as necessary.

Officers will contact Corporate Property to ensure the financial requirements are in place and that appropriate codes are set up to receive the capital receipt.

Once the sale is completed, Legal Services Lincolnshire will notify Corporate Property and the Council's Property Records will be updated accordingly. The Regeneration Team will be responsible for updating its own in-house database/client relationship management (CRM).

The Head of Economic Infrastructure and the Regeneration and Portfolio Team Leader will meet with Corporate Property to discuss and review the Council's land sale dashboard as prepared and held by Corporate Property.

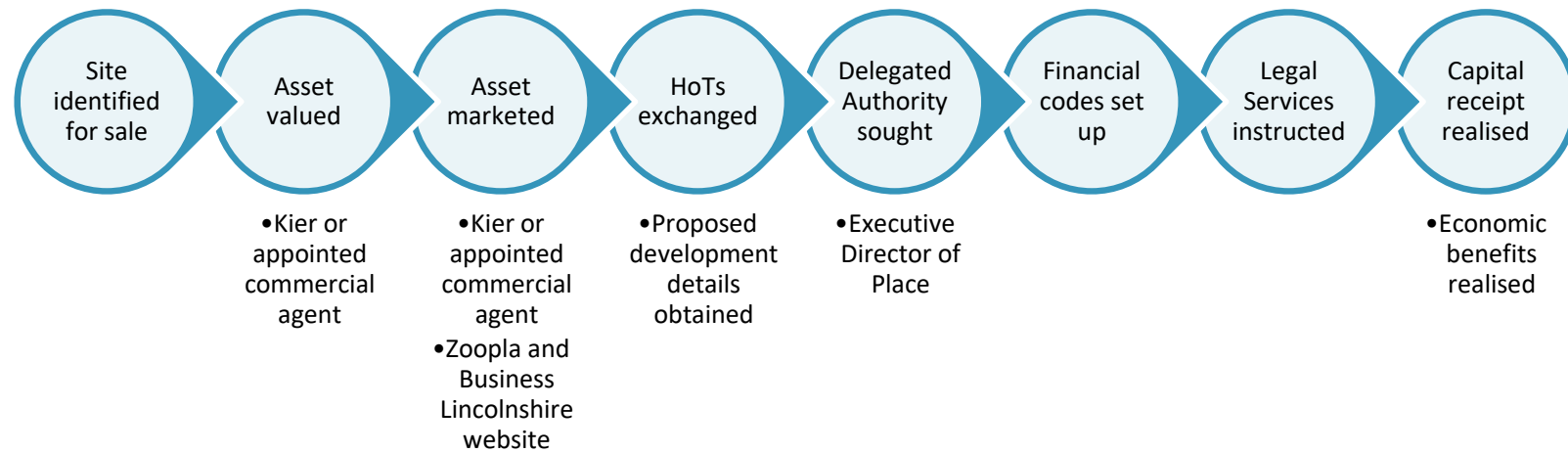
Where appropriate, the Council will seek to recover costs for surveyors, legal services, and any other reasonable professional fees from the purchaser, or deduct the final costs from the capital receipt.

In the unlikely event that a property is not sold on the open market, then specific approval must be sought following a recommendation from the Property Board to secure the sale in a directly negotiated private treaty sale and a Market Valuation by an RICS Registered Valuer be provided.

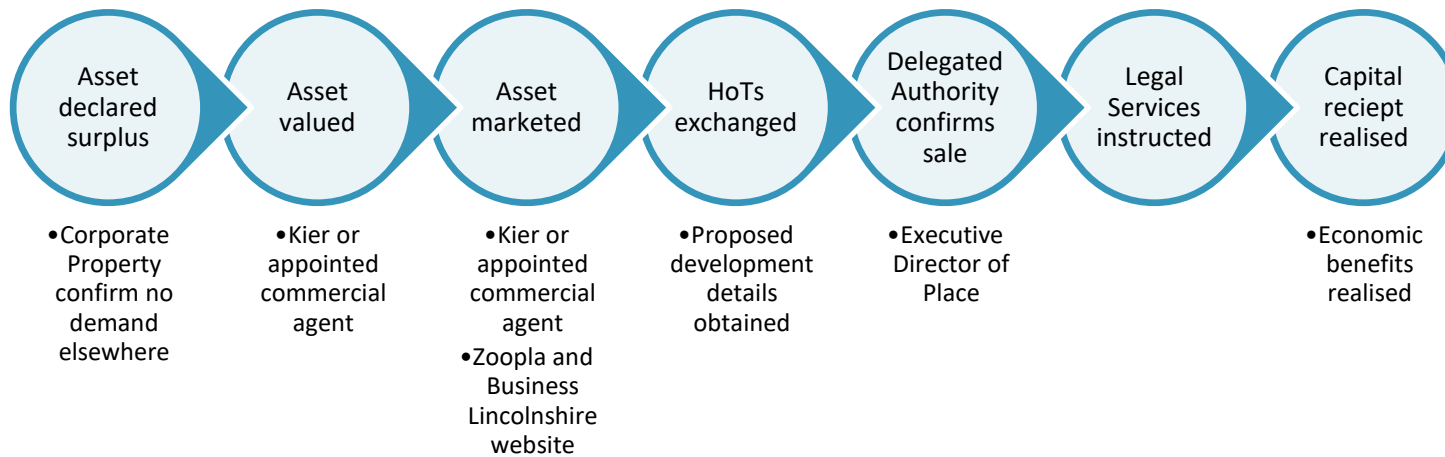
Formal Tender, where the Council will invite sealed bids to be opened together, may be considered as a suitable sale method in certain cases. If used, the Council and purchaser then immediately enter into a contract with the purchaser expected to pay a 10% deposit.

If a site, other than a designated development plot as set out above, is referred to Corporate Property for a declaration of surplus, Corporate Property will be responsible for consulting with statutory services, highways, planning, legal services, and other service departments to determine if there are any constraints on site. Unless a windfall site, appropriate Delegated Authority rests with the Executive Director of Place to proceed with the sale of all economic development sites currently being marketed in the attached schedule at [Appendix A](#).

6.1. Economic Infrastructure Sale Flowchart



6.2. Declaration of Surplus Sale Flowchart



7. Approach to Negotiations

The criteria described above is not an exhaustive list of every consideration in the decision-making process of an applicant for land purchase, however, it does highlight the major matters that officers must consider and those most likely to influence our recommendation to accept an offer and our overall approach to negotiation of commercial matters.

These matters must be considered when reviewing any interest to ensure that the Economic Infrastructure team meets the Council's primary objective of maximising economic growth and nurturing prosperity.

8. Obligations

The Council is obliged to act in accordance with the Local Government Act 1972, notably s123, which calls for sales to be for "best consideration". In certain circumstances, a sale may be at less than best consideration. For example, to help secure the promotion of economic, social, or environmental well-being, and detailed, national guidance exists for this scenario.

Where LCC has previously "opted to tax" an asset the option will remain applicable until it is sold, and it will necessitate the Council to charge VAT (Value Added Tax) on the sale transaction.

The Council, its agents and other partners will be expected to work in a confidential and commercially sensitive manner at all times.

9. Other Considerations

Consideration will need to be given as to whether the Council has previously opted to tax the asset. This important decision could have serious financial implications to LCC, and Economic Infrastructure will consult with the Council's VAT Officer, Financial Strategy Team, prior to agreeing sale terms.

The timing of all sales will have consideration to the Council's wider budgeting programme/strategy.

Pertinent factors will include:

- The need to raise capital receipts at the time
- Current market conditions
- Impact on revenue e.g., potential savings of liabilities (empty business rates, utility costs, repairs etc)
- Need to work with stakeholders; to unlock additional value

When agreeing HoT, officers will consider using appropriate restrictive covenant/s, overage or clawback provisions to protect LCC's interest in the event of an onward sale above market value or non-delivery of proposed benefits (land banking).

Officers will also consider the requirements of other statutory requirements including, but not limited to, subsidy control and AML.

If officers are of the opinion that entering a partnership arrangement with a private sector partner may be beneficial, over and above a simple private treaty sale, the matter, including outline HoT (Subject to Contract) will require specific approval for the business case following a recommendation from the Property Board.

10. Proposed Developments

When directly negotiating with a developer regarding the sale of land, officers will seek information from the prospective purchaser regarding the following:

- Detailed information and plans for the proposed development
- Anticipated timescale for the completion of the development
- Details of funding arrangements, including confirmation that funding is in place
- Details of the developer's financial offer for the property
- Details of any conditions to which the proposal is subject
- Any wider/long term regeneration/growth benefits from the proposal. e.g., jobs created, or businesses safeguarded
- Potential for the leverage of private or other public sector funds

Officers will have a degree of discretion when negotiating the sale of development sites, provided the sale price agreed is within the reasonable margin of the market values as set out in the Valuation Report obtained as per the procedure. 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. Where this margin cannot be met and the sale cannot be considered to be at best consideration, the terms of the sale will need to be authorised as a sale at an undervalue if legal requirements can be met.

11. Marketing Strategy

Vacant sites are either marketed in-house via Zoopla and the Business Lincolnshire website, or a decision is made to appoint an external marketing agency. In either case, 'For Sale' advertising boards and marketing particulars are created for promotional purposes and to support the demonstration of "best consideration".

12. What Does ‘Good’ Look Like?

In order to provide a professional service to the Council and to our local businesses, we offer:

- Excellent customer service. As a result of efficient management, high levels of knowledge regarding the local economy, businesses, the area, and other LCC services.
- High degree of flexibility. For example, allowing prospective purchasers access to the land at short notice to carry out ground survey conditions prior to contractual completion. We can also demonstrate flexibility by negotiating prices which assist businesses wishing to grow and deliver commercial floorspace and job creation.
- Good quality space. Ensuring our land assets are well presented, maintained and secure to give a strong impression about our professionalism and locations.
- A clear business plan. This ensures we focus on our core objectives such as providing businesses with the space to flourish and grow.
- Expertise to add value wherever we can. For example, we might sell 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.

13. How Are We Performing Against these Guidelines?

We have used this strategy for all sales to date, which has seen Foxby Lane Business Park and Kirton Distribution Park fully sold, and individual plot sales on Lincoln East West Link, Skegness Countryside Business Park, and the South Lincolnshire Food Enterprise Zone Phase I.

These sales have resulted in the creation of an estimated** **748** jobs, **149,344** sq ft of commercial floorspace and capital receipts of **£4,868,632**.

*** All ‘jobs created’ numbers are estimates calculated using the Employment Density Guide 3rd Edition, published by the Homes and Communities Agency, November 2015. Please note this is the latest guidance available, and the published date as being pre-COVID-19 and before the Planning Use Class reforms of September 2020. All figures calculated using sq ft from planning application or final net internal area (NIA) if known.*

14. Our Targets for 2023/24

We have defined what good looks like in the areas of strategy, marketing and promotion, management and capital receipt and income by setting ourselves the following targets in 2023/24.

14.1. Strategy

Review the Sale Strategy for the sale of land assets in the Council’s Economic Infrastructure portfolio.

TARGET: **April 2023**

14.2. Marketing and Promotion

Review the Marketing and Promotion Strategy for the sale of land assets in the Council's Economic Infrastructure portfolio and realise capital receipts.

TARGET: **May 2023**

14.3. Management

Undertake monthly inspections of development sites in the interests of proactive property management. For example, to ensure site boundaries are clearly defined and secure, to address fly-tipping and site access roads are maintained etc.

TARGET: **Monthly**

Where appropriate, ensure that all service charge arrangements are in place and being implemented.

TARGET: **December 2023**

14.4. Capital Receipt and Income

Monitor market conditions and maintain asking prices by the preparation of market valuations.

TARGET: **Ongoing**

15. Land Schedule

All the sites on the attached map at [Appendix B](#) are held within the Council's Economic Infrastructure portfolio, having been developed historically by the service (including under previous organisation structures) for the purpose of being disposed of as economic development sites. As such, the principal objectives for the sites are to promote job creation and grow the economy in Lincolnshire.

Any sites not on the attached schedule, and not currently being actively marketed, will need a business case to determine whether they can be marketed as economic development sites. As part of the business case process the site will have been declared surplus to requirements on the basis that they are not required by any other LCC Directorates.

16. Service Charge

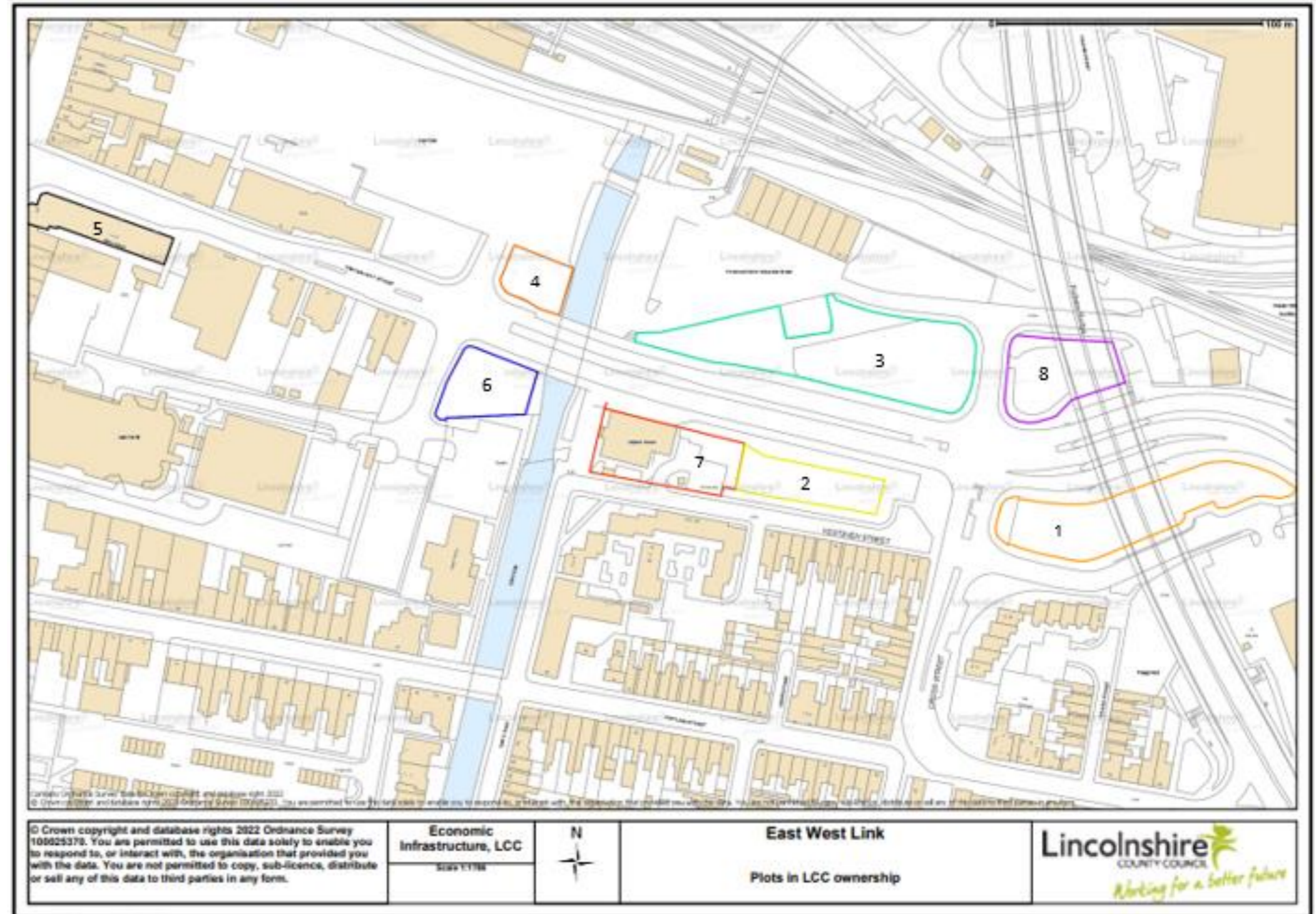
Some of our sites include areas of shared spaces, for example verge landscaping, or non-adopted assets that service the estate such as streetlighting and highways. This is currently the case at two sites where all the freehold plots have been sold. These are Foxby Lane Business Park in Gainsborough where we have sold 6.04 acres and Kirton Distribution Park Phase 1 in Kirton where we have sold 21.56 acres.

List of Appendices

Appendix A. Schedule

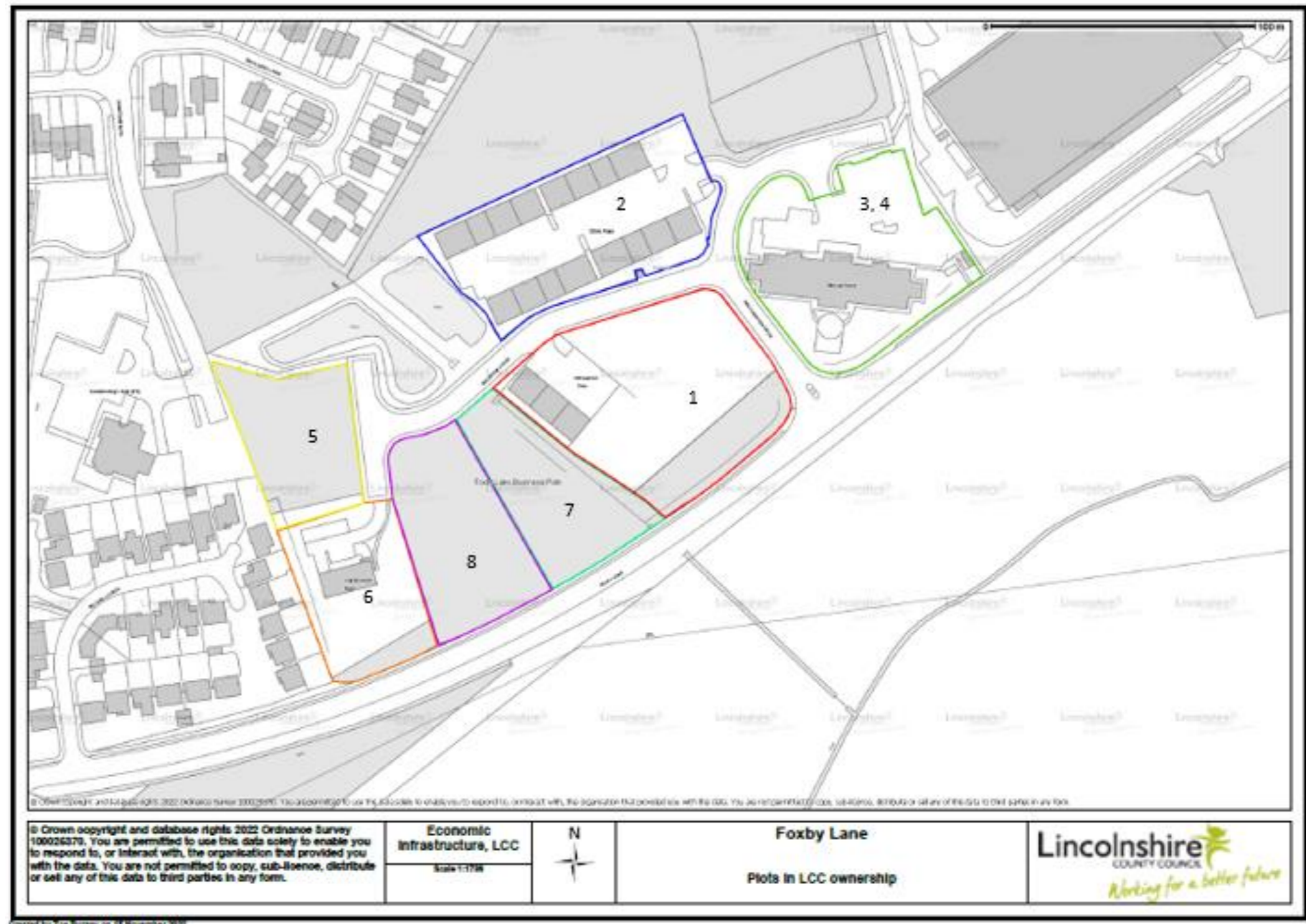
East West Link, Lincoln

Plot	Size (acre)	Status	Date of sale
1	0.48	Available	N/A
2	0.19	Sold	December 2020
3	0.70	Available	N/A
4	0.11	Available	N/A
5	0.15	Sold	2019
6	0.18	Sold	May 2019
7	0.30	Developed by LCC	2012/2013
8	0.26	Available	N/A
Total	2.37		



Foxby Lane Business Park, Gainsborough

Plot	Size (acre)	Status	Date of sale
1	1.29	Sold	April 2021
2	1.30	Sold	July 2019
3	1.15	Developed by LCC	2008
4			
5	0.53	Sold	December 2022
6	0.65	Sold	January 2021
7	0.54	Sold	May 2022
8	0.58		
Totals	6.04		



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Economic Infrastructure, LCC
Scale 1:1750



Foxby Lane
Plots in LCC ownership

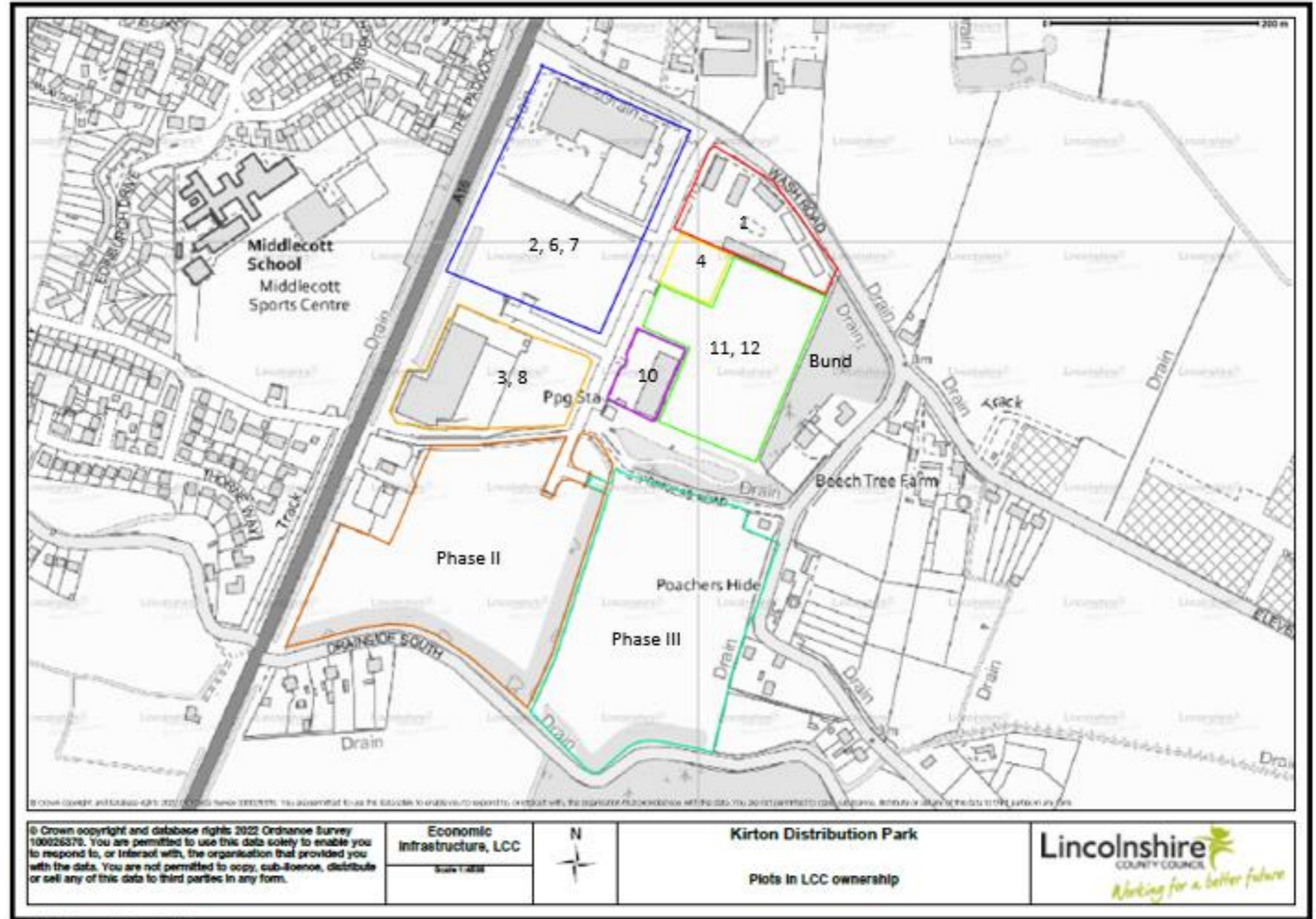


Kirton Distribution Park, Kirton

Phase I

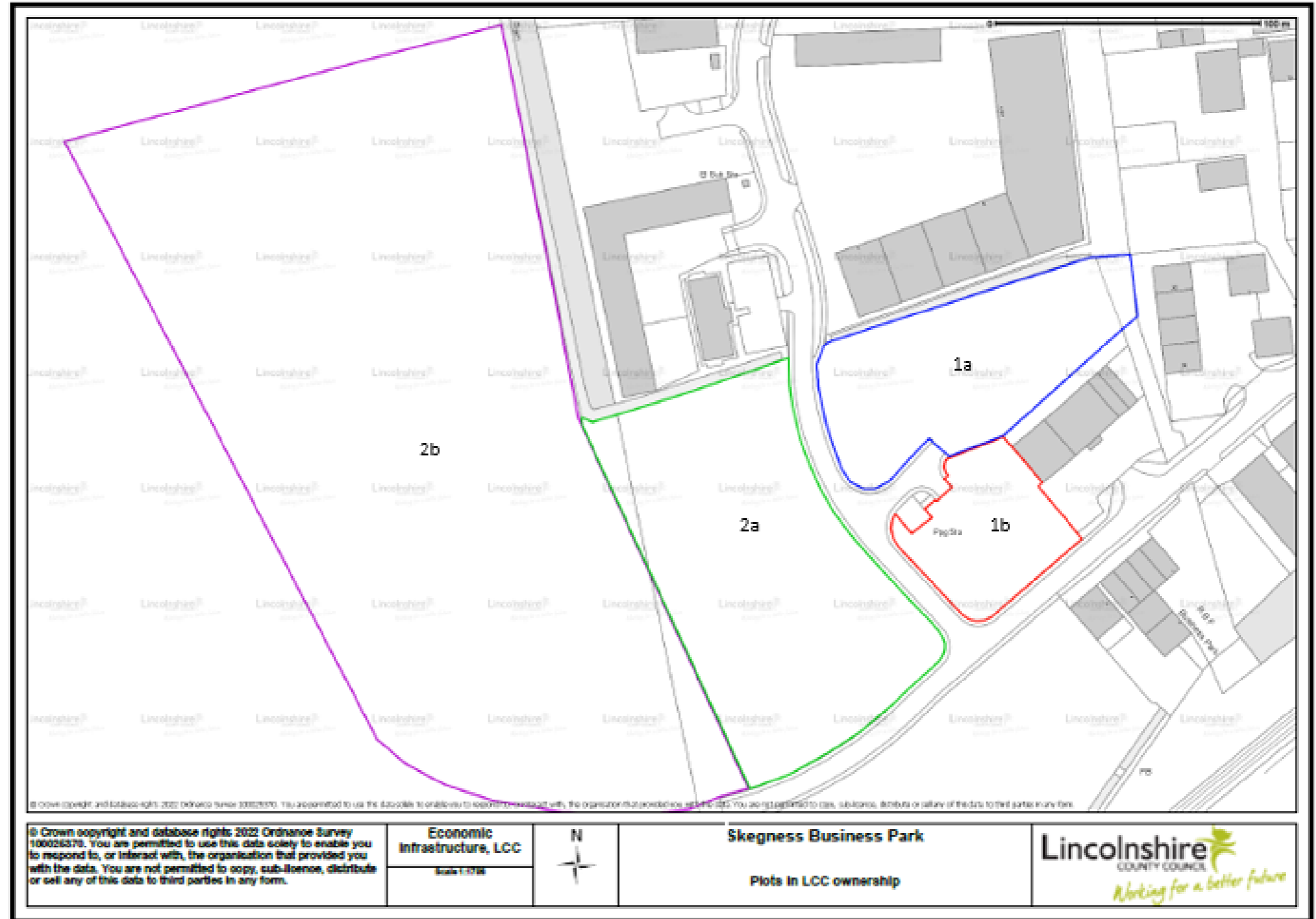
Plot	Size (acre)	Status	Date of sale
1a	0.33	Sold	May 2013
1b	1.80	Sold	September 2018
2	4.03	Sold	October 2015
3	2.06	Sold	February 2015
4	1.16	Sold	September 2018
6	3.33	Sold	December 2015
7			
8	1.59	Sold	May 2016
10	0.93	Sold	December 2016
11	2.60	Sold	January 2021
12	1.53		
Bund	2.2	Sold	Apr 2019
Total	21.56		

Phase	Size (acre)	Status	Date of sale
II	10.16	Under Offer - SSTC	N/A
III	10.28	Under Offer - SSTC	N/A
Total	20.44		



Skegness Countryside Business Park, Skegness

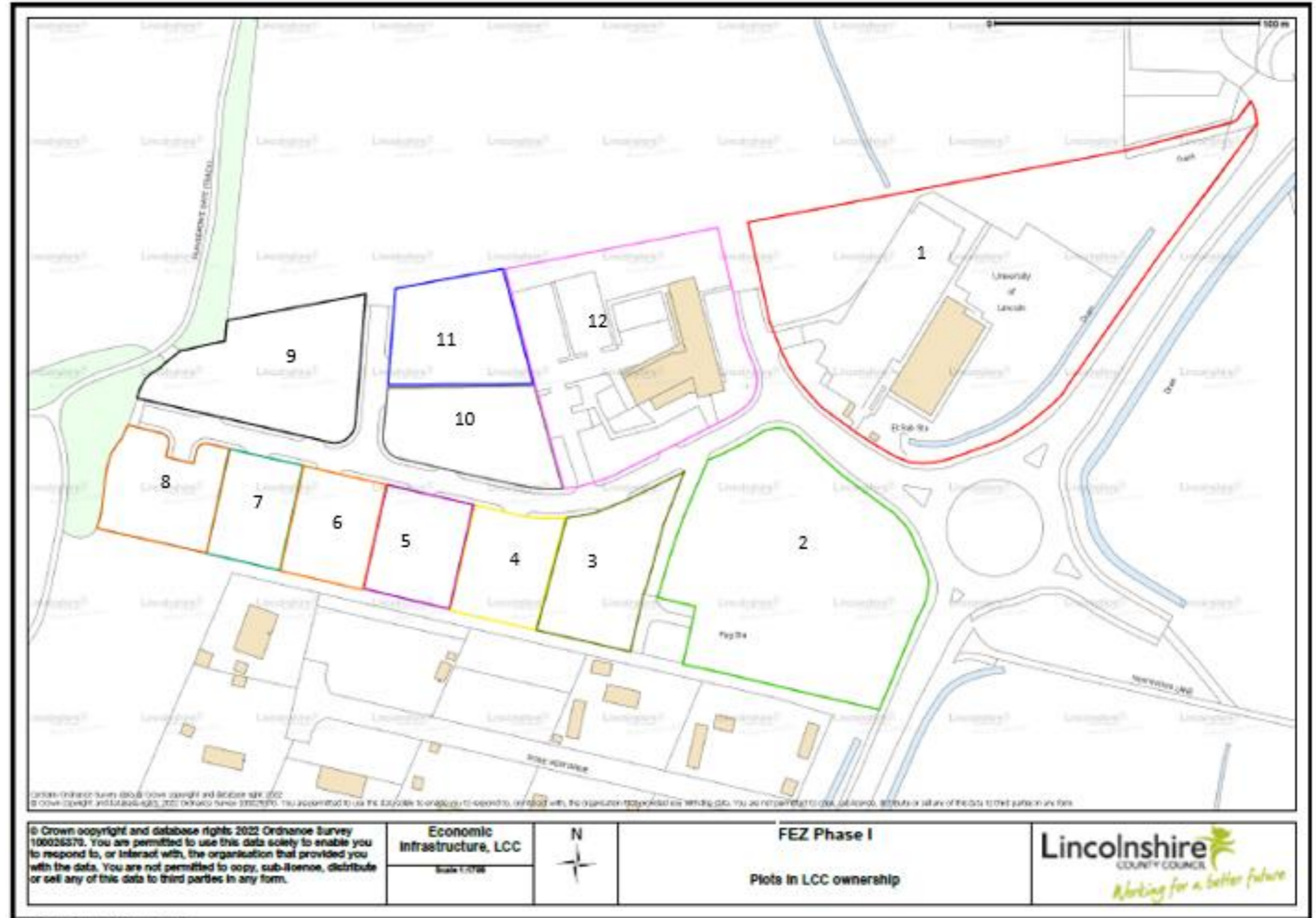
Plot	Size (acre)	Status	Date of sale
1a	1.72	Sold	October 2021
1b	1.23		
2a	2.10	Available	N/A
2b	7.30	Available	N/A
Total	12.35		



South Lincolnshire Food Enterprise Zone, Holbeach

Phase I

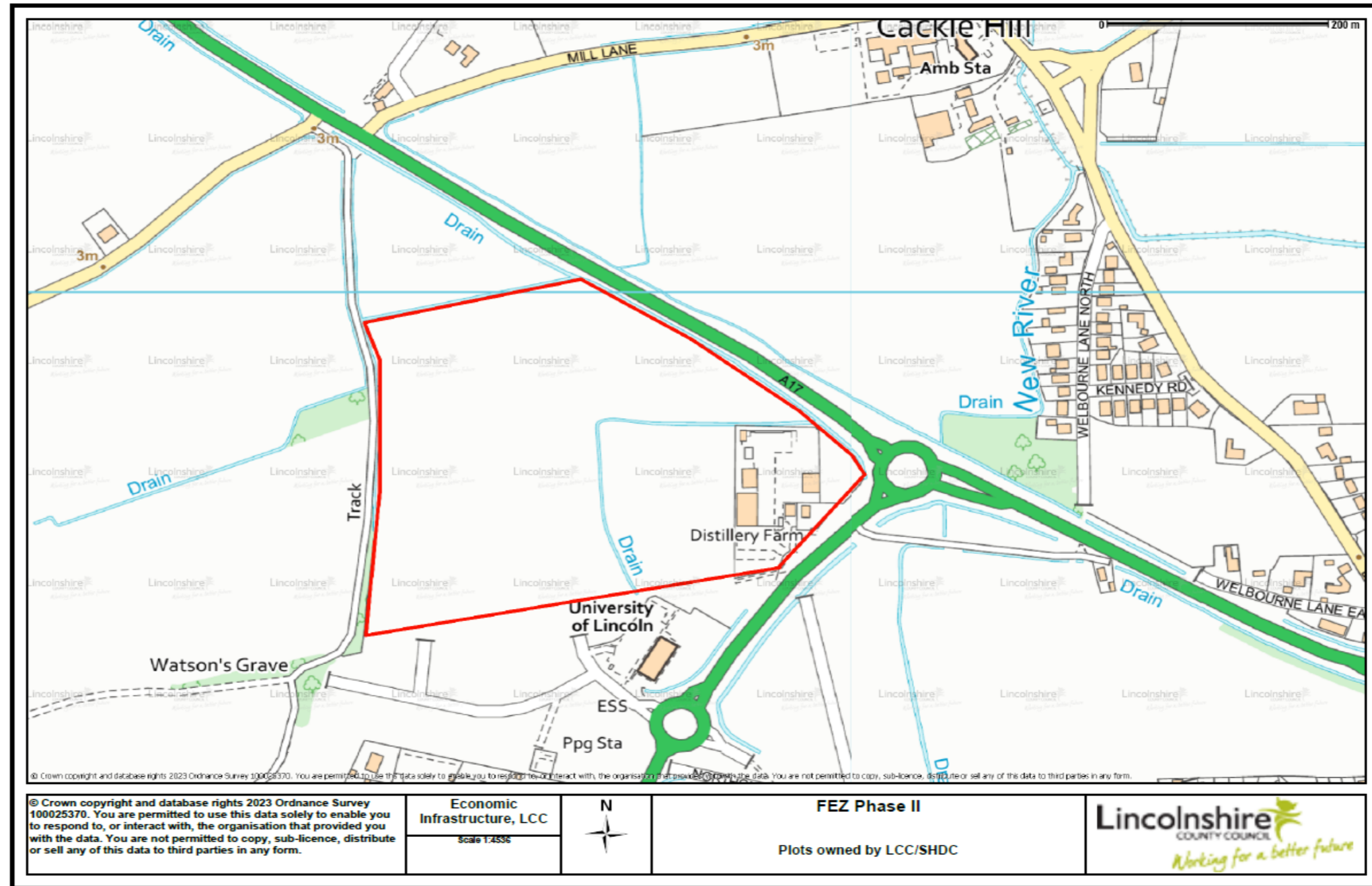
Plot	Size (acre)	Status	Date of Sale
1	2.8	Sold	June 2019
2	1.63	Available	N/A
3	0.37	Sold	August 2022
4	0.37		
5	0.37		
6	0.37	Available	N/A
7	0.37	Available	N/A
8	0.43	Available	N/A
9	0.68	Sold	April 2022
10	0.67	Available	N/A
11	0.61	Available	N/A
12	0.98	Operational	July 2022
Total	8.78		



South Lincolnshire Food Enterprise Zone, Holbeach

Phase II

Plot	Size (acre)	Status	Date of sale
1 to 13	19.52	Available Soon	N/A
Total	19.52		

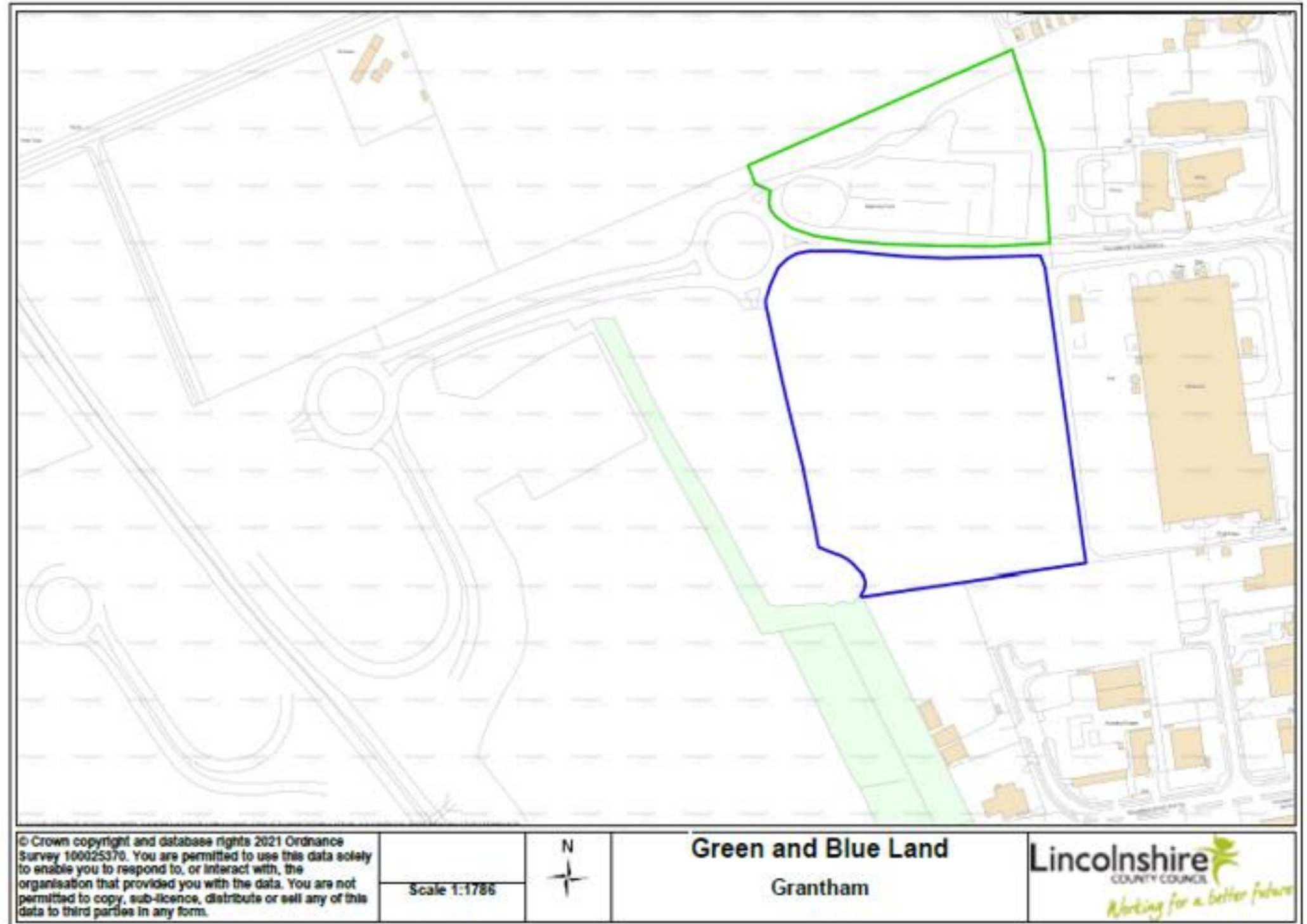


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<p>Economic Infrastructure, LCC</p> <p>Scale 1:4536</p>	<p>N</p>	<p>FEZ Phase II</p> <p>Plots owned by LCC/SHDC</p>	<p>Lincolnshire COUNTY COUNCIL <i>Working for a better future</i></p>
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Spitalgate Heath Business Park, Grantham

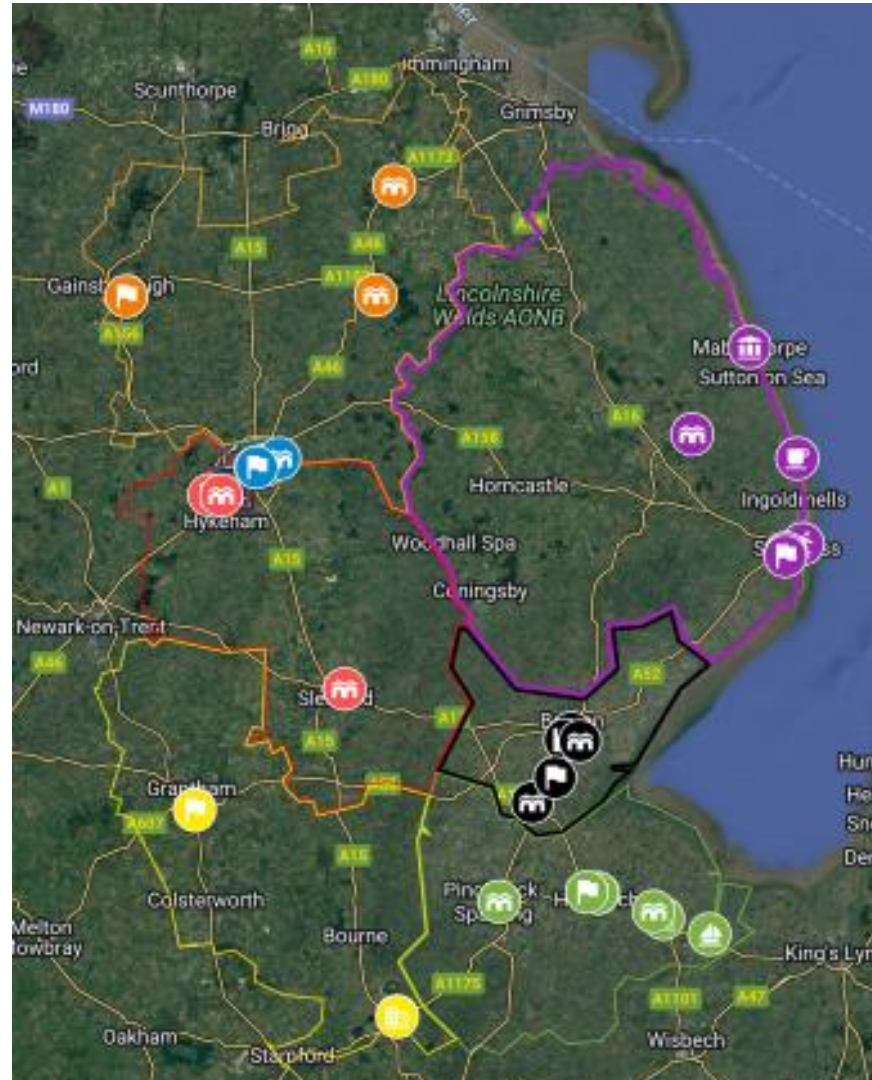
Plot	Size (acre)	Status	Date of sale
1	7.16	Available from 2025	N/A
2	12.38	Available	N/A
	19.54		



Appendix B. County Map

Click the link below to be taken to an interactive map, where you can filter by District to see what assets there are around the county.

[Economic Infrastructure Portfolio Assets](#)



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

Report to:	Environment and Economy Scrutiny Committee
Date:	17 January 2023
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

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.	Economic Infrastructure Development Land Sales Strategy	Simon Wright, Regeneration and Portfolio Manager, Economic Infrastructure Emma McCudden-Woodcock, Regeneration Team Leader, Economic Infrastructure

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	Justin Brown, Assistant Director – Growth
3.	Labour market trends in Lincolnshire and the county council's response	James Baty, Policy and Research Executive Manager Thea Croxall, Adult Learning & Skills Manager
4.	Local Electric Vehicle Infrastructure (LEVI) pilot	Vanessa Strange, Head of Infrastructure Investment Tanya Vaughan, Senior Commissioning Officer
5.	Visitor economy -situation 2022, prospects for 2023, and the county council's response	Samantha Harrison, Head of Economic Development Mary Powell, Place & Investment Manager
6.	Energy Options Analysis for Greater Lincolnshire -Interim Report	Mick King, Head of Economic Infrastructure Johanna Rhoades, Project Officer – Utilities

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.	Theddlethorpe Geological Disposal Facility Working Group – 6 Monthly Update Justin Brown, Assistant Director Growth
3.	Horncastle industrial estate extension Mick King, Head of Economic Infrastructure Ian Walker, Infrastructure Team Manager
4.	Sutton Bridge place-making SchemeGH Hayley Redford, Project Officer – Economic Infrastructure Mick King, Head of Economic Infrastructure Ian Walker, Infrastructure Team Manager
5.	Waste Engagement Initiatives Mike Reed, Head of Waste
6.	Update to Paper and Card Waste Collection Project Mike Reed, Head of Waste

30 May 2023	
Item	Contributor
1.	TBC

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
3.	Growth Hub Annual Performance 2022 and future plans for business support initiatives -23 - Annual Position Report Samantha Harrison Head of Economic Development Angela Driver Enterprise Growth Manager - Economic Development

12 September 2023	
Item	Contributor
1. Service Level Performance Reporting Against the Performance Framework 2023 - 2024 – Quarter 1: <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. Energy Option Analysis for Greater Lincolnshire Final Report, Outcomes, and Next Steps	Mick King, Head of Economic Infrastructure Johanna Rhoades, Project Officer – Utilities
3. Provision of careers advice to all age groups in Lincolnshire	Thea Croxall, Adult Learning & Skills Manager Clare Hughes, Employment and Skills Executive Manager

23 October 2023	
Item	Contributor
1. TBC	

28 November 2023	
Item	Contributor
1. Service Level Performance Reporting Against the Performance Framework 2023 - 2024 – 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. Items to be Programmed¹

- Alternative Fuels
- Climate Change Impact
- Elements of Environment Act (2022-2023)
- Green Technology Grant
- Historic Places Team Strategy
- Lincolnshire Reservoir – Progress Updates
- Local Nature Recovery Strategy (inc. Greater Lincolnshire Nature Partnership Update)
- Property Green Agenda – potential guest presentation facilitated by Sustainability
- Recycling and Food Waste Collection
- Verge Biomass Management
- Waste Performance Targets - Setting of Targets
- Planning Reform & the Levelling Up Bill
- Draft Lincolnshire Minerals and Waste Local Plan: Preferred Approach [Pre-decision Scrutiny] (Executive Decision 5 Dec 2024)

¹ In alphabetic order.

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]	5 Dec 2024	Executive	Environment and Economy Scrutiny Committee	Minerals and Waste Policy and Compliance Manager E-mail: adrian.winkley@lincolnshire.gov.uk	No	All Divisions