

Guildhall Gainsborough
Lincolnshire DN21 2NA
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AGENDA

This meeting will be recorded and the video archive published on our website

Prosperous Communities Committee
Tuesday, 31st January, 2017 at 6.30 pm
The Council Chamber - The Guildhall, Gainsborough

Members:

- Councillor Sheila Bibb (Chairman)
- Councillor Gillian Bardsley (Vice-Chairman)
- Councillor Steve England (Vice-Chairman)
- Councillor Owen Bierley
- Councillor Michael Devine
- Councillor Paul Howitt-Cowan
- Councillor Mrs Jessie Milne
- Councillor Malcolm Parish
- Councillor Mrs Diana Rodgers
- Councillor Lesley Rollings
- Councillor Thomas Smith
- Councillor Trevor Young

1. **Apologies for Absence**
2. **Public Participation**
Up to 15 minutes are allowed for public participation. Participants are restricted to 3 minutes each.
3. **Minutes of Previous Meeting**
Meeting of the Prosperous Communities Committee held on Tuesday 6 December 2016 (Previously Circulated)
4. **Matters Arising Schedule**
Setting out current position of previously agreed actions as at 23 January 2017
5. **Members' Declarations of Interest**
Members may make any declarations at this point but may also make them at any time during the course of the meeting.

Agendas, Reports and Minutes will be provided upon request in the following formats:

Large Clear Print: Braille: Audio: Native Language

6. **Public Reports**

- a) Saxilby Neighbourhood Plan (PAGES 1 - 4)
- b) Corporate Plan (2016-2020) Action Plan Update (PAGES 5 - 18)
- c) Food and Farming LDO (PAGES 19 - 94)
- d) Strategic Transport Model and Development Study (PAGES 95 - 104)
- e) Monitoring of Festivals - Market Rasen and Caistor (PAGES 105 - 108)
- f) Progress and Delivery - Period 3 (PAGES 109 - 146)
- g) Revenue Base Budgets 17/18 (PAGES 147 - 164)
- h) Work Plan (PAGES 165 - 168)

7. **Exclusion of Public and Press**

To resolve that under Section 100 (A)(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

8. **Exempt Reports**

- a) Sun Inn - Joint Venture Company

M Gill
Chief Executive
The Guildhall
Gainsborough

23 January 2017



PRCC.45 16/17

**Committee: Prosperous
Communities**

Date: 30th January 2017

B

Subject: Saxilby with Ingleby Neighbourhood Plan Public Referendum

Report by:

Chief Operating Officer, Mark Sturgess

Contact Officer:

Luke Brown
Neighbourhood Planning Officer
Luke.brown@west-lindsey.gov.uk

Purpose / Summary:

To receive the report and recommend the progression to public referendum for the Saxilby with Ingleby Neighbourhood Plan.

RECOMMENDATION(S): Members formally approve the Saxilby with Ingleby Neighbourhood Plan advancing to Public Referendum, in line with the advice received from the independent Examiner.

IMPLICATIONS

Legal: This work is a duty under the Localism Act 2011 and the Neighbourhood Plan Regulations 2012 (amended).

Financial: FIN/REF/129/17 - Additional financial contributions are available from DCLG to support Neighbourhood Planning and cover the cost of the public referendum.

Staffing: Neighbourhood Planning Officer's role is to support each NDP group in progressing through the process.

Equality and Diversity including Human Rights :

The Saxilby with Ingleby Neighbourhood Plan has been through an independent Examination and has been checked to see whether it does pose any issues related to Human Rights, Equality and Diversity.

Risk Assessment : n/a

Climate Related Risks and Opportunities : n/a

Title and Location of any Background Papers used in the preparation of this report:

Appendix A: Copy of Examiners Note

Call in and Urgency:

Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)

Yes

No

X

Key Decision:

A matter which affects two or more wards, or has significant financial implications

Yes

X

No

1.0 Background to the Saxilby with Ingleby Neighbourhood Plan

- 1.1 The Saxilby with Ingleby Neighbourhood Plan area was designated on the 9th April 2015. After this, the Neighbourhood Plan Steering Group undertook a significant amount of public consultation to identify the core issues that the local community would like to see included within the Neighbourhood Plan.
- 1.2 Several consultations have taken place, as well as public meetings, public events, community days and discussions with local businesses.
- 1.3 The Neighbourhood Plan Group identified and commissioned a number of technical reports and evidence base studies in order to support the emerging Neighbourhood Plan. The evidence base was also used to inform the planning policies and justification for the various issues raised by the community.

Issues and policies included within the Neighbourhood Plan, include:

- Location of future housing
- Supporting local employment growth
- Protection of Local Green spaces
- Landscape and built character

2.0 Examination and Public Referendum

- 2.1 There are two statutory final stages in completing the Neighbourhood Plan that are the responsibility of West Lindsey District Council to organise and cover the costs for; i) the independent examination, and ii) the referendum. The independent examination has now been completed and the Independent Examiner (Ann Skippers MRTPI) has advised that the plan could proceed to public referendum subject to her final report which will be issued in early February.
- 2.2 Accordingly, it is now recommended that members support and approve this next stage of the process and, in line with regulations, agree the date for this to happen. The District Council must give at least 28 working days notice in advance of the start of the referendum. The qualifying body (Neighbourhood Plan Group) may campaign before the referendum.
- 2.3 The Saxilby with Ingleby Public Referendum has been scheduled to take place on **Thursday the 23rd March 2017**.

2.4 Members will recall from the two successful previous referendums that if more than 50% of those voting in the referendum vote 'yes', then the council will bring the plan into legal force.

3.0 Next Steps after the Referendum

3.1 If the outcome of the public referendum is supportive of the plan (i.e. more than 50% of the people who vote, vote in favour of the Plan) the Local Planning Authority must formally 'make' the Neighbourhood Plan. Again, as with the two previous 'made' plans, this will be formalised by bringing the Neighbourhood Plan back before Council for a final time. Subject to a positive outcome at public referendum, it is likely that this will be at the April (2017) Full Council meeting.

3.2 Once this has been undertaken the Neighbourhood Plan form part of the statutory planning policy requirements for the Saxilby with Ingleby parish area.

4.0 Recommendation

4.1 **Members formally approve the Saxilby with Ingleby Neighbourhood Plan advancing to Public Referendum, in line with the advice received from the independent Examiner.**



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| PRCC.46 16/17 |
| Prosperous Communities Committee |
| Date: 31 st January 2017 |

C

Subject: To present the Corporate Plan (2016-2020) Action Plan Update

Report by:

Director of Resources

Contact Officer:

Ian Knowles
Director of Resources
01427 676682
ian.knowles@west-lindsey.gov.uk

Purpose / Summary:

To present to Members detail of key strategic activity in progress in support of delivery of the objectives of the Corporate Plan (2016-2010). For Members to note the key achievements during 2016/17 in support of the Corporate Plan.

RECOMMENDATION(S): That Members support the key activity detailed within the report which will facilitate the delivery of the objectives of the Corporate Plan.

IMPLICATIONS

Legal: None

Financial: FIN 127/17

Staffing: None

Equality and Diversity including Human Rights: None

Risk Assessment: None

Climate Related Risks and Opportunities: None

Title and Location of any Background Papers used in the preparation of this report:

[Corporate Plan 2016-2020 Council Report](#)

Call in and Urgency:

Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)

Yes

No

Key Decision:

A matter which affects two or more wards, or has significant financial implications

Yes

No

1 Introduction

1.1 The Council approved its Corporate Plan 2016-2020, at the Full Council meeting of 3rd March 2016.

1.2 The Corporate Plan presents the vision for West Lindsey;

“West Lindsey to be seen as a place where people want to live, work, invest and visit.”

and identifies future priorities and outcomes which are based on evidence of assessments, surveys and key statistics such as deprivation and health related matters.

1.3 The Corporate Plan also details our values which guide our working:

- Delivering a surplus to re-invest
- Investing in communities
- Delivering customer focussed priorities
- Generating growth

and sets out our approach based on the Entrepreneurial Model of:

- Investing in communities to help themselves and others
- A more commercial Council
- A modern, innovative and collaborative Council

1.4 The Corporate Plan contains six themes:

1. Open for Business
2. People First
3. Asset Management
4. Central Lincolnshire Local Plan
5. Partnerships/Devolution
6. Excellent Value for Money Services

and a number of priorities and desired outcomes associated with each theme.

1.5 To ensure that the Corporate Plan remains a working document, a commitment was made to provide an annual update in relation to progress of key activity undertaken in support of the achievement of the Plan's objectives.

1.6 Appendix One, attached to this report, provides Members with an overview of the key strategic work activity currently in progress against each of the Corporate Plan themes.

- 1.7 The recently re-constituted Entrepreneurial Board provides oversight and governance of the key programmes of work underway in support of Corporate Plan priorities.
- 1.8 Members will note the strong emphasis that has been placed on regeneration and business growth related activity. This is in support of the Council's aims of attracting inward investment, enabling the growth of business in the District and facilitating housing led economic growth.
- 1.9 Also worthy of mention is the range of activity underway to support our emphasis on 'People First'. Ranging from the review of the provision of Leisure Services, to the commencement of our Closer to the Customer Transformation Programme, key strategic activity is underway to ensure we meet the changing needs and expectations of our customers and residents.
- 1.10 In addition to key strategic initiatives, much operational activity is underway across services to support the Corporate Plan.
- 1.11 Over the last 12 months a range of work has been completed in support of the Corporate Plan and details of this are provided in Appendix Two.
- 1.12 To ensure transparency and the publicising of the work the Council has undertaken and is involved with, a summary publication will be produced for issue to the public and partners.

2. Recommendation

- 2.1 Members are asked to support and approve of the work undertaken in support of the delivery of the Corporate Plan 2016-2020.

Appendix One – Key Strategic Activity in Support of Corporate Plan Priorities

Key:

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| | Forms part of Land & Property Programme |
| | Forms part of Leisure Programme |
| | Forms part of West Lindsey Growth Programme |
| | Forms part of Housing Programme |
| | Forms part of Commercial Investment Programme |
| | Forms part of Closer to the Customer Programme |
| | Other Strategic activity |

Corporate Plan Theme: Open for Business

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|--------------------|---|----------------------|--|
| Activity | <i>Development Partnership for WLDC</i> | | |
| Description | To secure a development partner to support WLDC achieve its ambition of housing growth and town centre regeneration | | |
| Outcomes | Town centre development - creation of western anchor. High quality housing development and regeneration. Progressing funding bids for Accelerated Construction and One Public Estate. New urban and self-sustainable neighbourhoods and infrastructure. Enhanced leisure and recreational opportunities (marina and riverside walks). | | |
| Timeline | Approved Partner identified by April 2018. Five – 12 year partnership lifespan. | Costs/Funding | £5m from reserves for an enabling fund and £4m from Single Local Growth Fund 3 to lever in £100m private sector investment. External funding streams. |

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| Activity | <i>Riverside Gateway Local Development Order & Lea Road School</i> | | |
| Description | LDO achieved July 2016 granting permission for 245 new homes to develop the Riverside Gateway | | |
| Outcomes | Housing delivery on a key strategic site in Gainsborough which has known abnormal costs and is unlikely to come forward without government’s intervention. HCA’s funding will be key to bringing the site forward. | | |
| Timeline | As above | Costs/Funding | Acquisition and viability gaps to be addressed via the development partnership. |

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| Activity | <i>Food Enterprise Zone</i> | | |
| Description | LDO/Outline Planning consent to deliver 30 ha agri-food business park at Hemswell Cliff (now known as Central Lincolnshire Food Enterprise Zone) to implement the strategic economic plan for Greater Lincolnshire | | |
| Outcomes | LDO confirmed by DCLG Grant funding for enabling infrastructure from GLEP/SLGF 3 Delivery options TBC | | |
| Timeline | May 2017 – LDO confirmation Funding – Feb 2017 Ministerial announcement re Midlands Engine Room | Costs/Funding | £50k from DEFRA £78k EIA funded by WLDC £1.6m to be awarded from SLGF3 Other development costs tbc |

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| Activity | <i>Sun Inn Redevelopment</i> | | |
| Description | Grant Funding Agreement between WLDC and a special company vehicle (North Street Gainsborough Limited) with parent company guarantee to be agreed 9th February 2017. | | |
| Outcomes | New 54 bedroom hotel and ground floor independent restaurant to be delivered by summer 2018. Refurbishments of Chapel Alley, North Street and Roseway Car Park. Lindsey Action Zone (LAZ) European Funding bid to be made March 2017 in recognition of sub regional tourism importance. | | |
| Timeline | Scheme to be delivered early 2018 | Costs/Funding | WLDC and private sector funding. Circa £300k LAZ funding for Roseway and £110k for restaurant. |

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| Activity | <i>Market Street Regeneration</i> | | |
| Description | A Joint Venture in order to secure the redevelopment of the Sun Inn site and refurbishment of additional properties on Market Street, Market Place, North and Church Streets in order to secure new, independent traders in to this important gateway into the town centre | | |
| Outcomes | It is expected that the JV will: <ul style="list-style-type: none"> •Buy in vacant premises (initially, the two properties adjacent to the Sun Inn); •Refurbish both the inside and outside of the properties to a high standard in accordance with the THI programme; •Re-let and collect rent from the properties that are acquired and refurbished •Will result in environmental improvements to the immediate area i.e. Chapel Alley and the rear of North Street. | | |
| Timeline | Commence property acquisitions and refurbishment work February 2017 | Costs/Funding | The project will be funded by an allocation of £250,000 from the existing Townscape Heritage Initiative budget as |

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| | | | a Shareholders loan matched by development partner funds. |
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Corporate Plan Theme: People First

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| Activity | <i>Leisure Review</i> | | |
| Description | To identify options for leisure provision past the end of the current contract which expires in May 2018 and provide a sustainable income stream from this service. | | |
| Outcomes | <p>Securing leisure provision post May 2018.</p> <p>Ensuring that the Council has fit for purpose, sustainable facilities securing leisure provision into the future.</p> <p>Identification of partner to explore opportunities for leisure provision in Market Rasen.</p> <p>Transfer of risk to provider.</p> <p>Securing the provision of a pool in West Lindsey.</p> <p>Reducing the cost of providing leisure/looking at the potential for profit.</p> <p>Improved health and wellbeing for West Lindsey residents.</p> <p>Increasing participation in leisure activity.</p> <p>Ensuring that a cost effective service is provided which provides value for money.</p> <p>To provide customer focused fit for purpose facilities in the right locations.</p> <p>Supporting the economic growth and regeneration ambitions of our communities.</p> | | |
| Timeline | May 2018 | Costs/Funding | £7.8m from capital programme (£6.3m for Market Rasen option - £1.5m for Gainsborough facilities) |

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| Activity | <i>Gainsborough Marina</i> | | |
| Description | Study to assess the suitability/possibility and business case of constructing a marina at Carr Lane, Gainsborough, adjacent to the Riverside Gateway Local Development Order site. | | |
| Outcomes | <p>Understanding of the feasibility and practicability of developing a marina in Gainsborough.</p> <p>Business case and Economic impact on sub regional visitor economy.</p> <p>Two applications for European Funding</p> | | |
| Timeline | Feasibility study due March 2017 Awaiting funding announcements | Costs/Funding | £25k from capital programme (match funded via LCC) and targeting £3m European Funding to lever in private sector match funding. |

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| Activity | Housing Strategy | | |
| Description | A bespoke WLDC strategy to deliver People First objectives and balanced and sustainable housing market district wide. | | |
| Outcomes | Three strands of interventions: 1 – Supporting the Growth Agenda 2 – Improving quality in the private sector stock 3 - Addressing need and social wellbeing | | |
| Timeline | Draft Strategy due April 2017 to be adopted by Council in September 2017 | Costs/Funding | Initially existing capital and revenue streams from the Growth programme and Selective Licensing work plus a review of further requirements. |

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| Activity | One Public Estate | | |
| Description | To develop existing WLDC owned site in Caistor for the provision of GP and associated NHS services | | |
| Outcomes | To provide facility for much needed services for residents and provide both commercial and social return for the Council | | |
| Timeline | Underway | Costs/Funding | Subject to detailed feasibility work. |

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| Activity | One Public Estate | | |
| Description | Public Sector Hub in Gainsborough | | |
| Outcomes | To provide facility for effective joined-up service provision for residents of the District | | |
| Timeline | Underway - £10,000 grant to review partner requirements and bid for £100,000 feasibility study made. | Costs/Funding | Subject to detailed feasibility work. |

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| Activity | C&I Inquiry into Youth Unemployment | | |
| Description | Examination of this issue focussing on the role agencies play in identifying issues and ensuring young people are supported and directed in their career choices and development needs, thereby ensuring the local employment/skills market is supported. | | |
| Outcomes | Better Council understanding of the topic and the issues faced by relevant agencies. Identification of positive actions the Council can take to support all involved and improve matters. | | |
| Timeline | Report by May 2017 | Costs/Funding | - |

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| Activity | <i>C&I Health Commission</i> | | |
| Description | To use the Council's role as problem solver, advocate, influencer, and service deliverer to safeguard and promote the health and wellbeing of the District's communities | | |
| Outcomes | Better Council understanding of health and wellbeing issues, how they could be addressed and the role the Council could play. Recommendations to various bodies including the Council on future policy and action, particularly partnership with health services and community to improve community action. | | |
| Timeline | Report by Nov 2017 | Costs/Funding | - |

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| Activity | <i>Closer to the Customer Transformation Programme</i> | | |
| Description | To design an organisational approach and structure which is focussed on getting the Council 'Closer to the Customer', both in terms of our residents and businesses to whom we deliver services, but also our Communities within the District. | | |
| Outcomes | <p>Earliest possible resolution of Customer enquiries greater Customer Satisfaction</p> <p>Greater customer insight, with collation of customer information used across the organisation for the benefit of the Customer.</p> <p>Increased access options for customers including 24/7 access for those who choose to use digital services</p> <p>Revenue savings; whilst retaining key services, delivered in a new way</p> <p>Flexible, customer-centric workforce with empowered roles and staff able to concentrate on their specialised areas of work</p> <p>Greater resilience and removal of single point of failure scenarios</p> <p>Improved/maintained performance standards and increased productivity</p> <p>Removal of non-value activities from processes.</p> <p>Locality based workforce; providing a proactive face of the Council and acting as an extension of customer service function in the field</p> <p>Utilising enabling technology to best effect to provide quality services from the office and out in the field.</p> | | |
| Timeline | Being Scoped | Costs/Funding | Being Scoped |

Corporate Plan Theme: Asset Management

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|--------------------|--|----------------------|----------------------|
| Activity | <i>Future Waste Depot Provision</i> | | |
| Description | To explore options to fully utilise existing assets and/or procure new facilities where appropriate | | |
| Outcomes | Utilise existing assets to ensure longevity of NWR depot if decision made to retain depot on site. Ensure value for money through efficient, economic and effective delivery of services. Provide an adequate eastern depot solution. Provide a safe and productive working environment for staff. Explore options for sharing facilities with other stakeholders. | | |
| Timeline | To be determined | Costs/Funding | Dependent on options |

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| Activity | <i>5-7 Market Place, Gainsborough</i> | | |
| Description | To redevelop this vacant property into a revenue generating asset | | |
| Outcomes | Support regeneration of Town Centre. Meet need for smaller residential units. Provide sustainable income stream for the Council. | | |
| Timeline | Dependent on options | Costs/Funding | £300k from planned maintenance and capital programmes |

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| Activity | <i>Commercial Investment Portfolio</i> | | |
| Description | To undertake commercial property investments and to grow our own asset base to build a diversified portfolio for the Council which provides an on-going revenue income | | |
| Outcomes | Increased income. Diversified portfolio of property and property related investments. Capital growth of assets. | | |
| Timeline | Project inception with expert external team January 2017. | Costs/Funding | £3m land and property fund set out in the MTFP. Other WLDC funds. PWLB borrowing. |

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| Activity | <i>Acquisition of Former Lidl Site</i> | | |
| Description | The acquisition of the existing Lidl store and carpark. | | |
| Outcomes | Facilitate the redevelopment of the Council's town centre sites in the Development Partnership. In addition this site will form part of the master plan proposals for Albion Works, the second Housing LDO site and a requirement of the Housing Zone Delivery Plan. | | |
| Timeline | Vacant possession November 2017. | Costs/Funding | Net cost £885k funded via capital programme |

Corporate Plan Theme: Central Lincolnshire Local Plan

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| Activity | <i>Central Lincolnshire Local Plan</i> | | |
| Description | To ensure approval and adoption of the CLLP and subsequent monitoring and reporting of delivery. | | |
| Outcomes | The future development needs of West Lindsey are detailed, agreed and delivered against | | |
| Timeline | On-going | Costs/Funding | Costs of on-going support being assessed and benchmarked. |

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| Activity | <i>Neighbourhood Plans</i> | | |
| Description | The Council has a duty under the Localism Act to offer help and advice to local councils producing neighbourhood plans. | | |
| Outcomes | Local people can take a proactive role in shaping the future of the areas they live in. Currently 30 plans underway: equating to 40% of all Parishes. | | |
| Timeline | On-going - neighbourhood planning section of the WLDC website, is updated on a regular basis and gives details of every plan and the stage they are at. | Costs/Funding | DCLG funding secured |

Corporate Plan Theme: Devolution/Partnerships

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| Activity | <i>Review of Choice Based Lettings Partnership</i> | | |
| Description | Review to ensure the current partnership arrangements are robust, meet mutual need and are supported by functional ICT. | | |
| Outcomes | Improved service delivery for customers requiring housing advice and sustainable housing solutions. | | |
| Timeline | July 2017 | Costs/Funding | - |

Corporate Plan Theme: Excellent Value for Money Services

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| Activity | <i>Land Based Services Systems Replacement</i> | | |
| Description | To provide a fit for purpose system that supports and integrates the efficient delivery of Local Land Charges/Building Control/Development Management services | | |
| Outcomes | A Development Management service that is clear about its objectives and what it is seeking to achieve, has in place the systems and process to deliver a consistent service to the customer and achieve high levels of customer satisfaction, is integrated with the delivery of corporate plan objectives and is at the heart of delivering the councils spatial objectives for the District around jobs, homes and a high quality environment. | | |
| Timeline | May 2017 implementation | Costs/Funding | £200k allocated in capital programme |

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| Activity | <i>Crematorium</i> | | |
| Description | To develop a new crematorium facility within the Gainsborough boundary, or within a few miles of, if a suitable site is found, to serve the residents of West Lindsey and beyond. | | |
| Outcomes | To provide a modern and sympathetic facility for the residents of West Lindsey and bordering districts that leaves scope for expansion and provides additional income for improvement of council services. | | |
| Timeline | Land Option by Feb 2017. In operation by late 2018. | Costs/Funding | £3.5m capital costs £280k revenue costs |

Appendix Two – Achievements During 2016/17 Against Corporate Plan Priorities

| Corporate Plan Theme | Achievement 2016/17 |
|---|--|
| Open for Business | Acquisition of Sure Staff Ltd |
| | Launch of 'Invest Gainsborough' – Development Partner for WLDC with three national developers shortlisted |
| | Gainsborough Growth Fund, support for both leisure and retail sectors |
| | Starter Homes Bid – Nettleham & Gainsborough sites |
| | Commercial Trade Waste service launched |
| | Launch of additional Building Control related commercial services |
| People First | Leisure Centre Award |
| | Selective Licensing Scheme launched |
| | Street Scene – Gold Award |
| | New modern, mobile responsive Website launched with Increased range of online transactions available |
| | Extended range of partner organisations and services available through the Public Sector Hub. Feasibility funding of £110k secured to look to further develop One Public Estate. |
| | Funding secured for supported housing & extra care |
| Asset Management | Commercial property partner adviser secured |
| | Positive Property Audit Finding |
| Central Lincolnshire Local Plan | Successful public examination of Local Plan |
| | Allocation of Hemswell FEZ – 30 ha strategic employment site |
| | Delivery of six exemplar Neighbourhood Plans; strong take-up and delivery |
| Partnerships/Devolution | Post devolution decision – strong partnerships focussed on housing, skills and infrastructure |
| | GLLEP: Agri-Food Partnership; skills agenda and significant funds via SGF3 |
| | Commercial partnership formed with DPL – Sun Inn & Market Street renewal |
| | Place Board established |
| | Skills Partnership |
| | Homes & Community Agency Partnership |
| Mentoring partnership established with The Gainsborough Academy | |

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| | Gainsborough SWW Partnership addressing issues |
| | NK/WL Shared ICT Partnership effective |
| Excellent Value for Money Services | Major improvements in development management performance |
| | Localism restructure undertaken |
| | Council Tax and NNDR collection rates |
| | £150k savings identified via analytical reviews |



PRCC.47 16/17

**Prosperous Communities
Committee**

31 January 2017

**Subject: Central Lincolnshire Food and Enterprise Zone Local
Development Order (LDO)**

| | |
|--------------------|---|
| Report by: | Strategic Lead – Economic Development & Neighbourhoods |
| Contact Officer: | Eve Fawcett-Moralee Strategic Lead – Economic Development & Neighbourhoods 01427676535 eve.fawcett-moralee@west-lindsey.gov.uk |
| Purpose / Summary: | West Lindsey District Council proposes a Local Development Order (LDO) be made to support and encourage development related to the Food Enterprise Zone (FEZ) at Hemswell Cliff, Lincolnshire. An LDO is a tool to simplify the planning requirements for development within a defined area and for defined parameters. |

RECOMMENDATION(S):

(1) That Members agree to endorse the Central Lincolnshire Food and Enterprise Zone Local Development Order (LDO) prior to Consultation

IMPLICATIONS

Legal:

The draft Local Development Order (LDO) would, if adopted, grant outline planning permission for the development of an “agri-food business cluster” at Hemswell Cliff that would support the government’s national agenda to driving the growth of food and farming. The LDO requires further future submission of Reserved Matters applications to provide details of development and this will be carried out using Council’s existing statutory powers in planning.

The Hemswell Cliff FEZ site incorporates the full area, and maintains the key boundaries, of the 26ha site identified in the emerging Central Lincolnshire Proposed Submission Local Plan, with an additional tract of land within the existing business park area included to the northeast.

The ‘Examination in Public’ of the local plan took place during November and December 2016 where there were supportive comments for the site at Hemswell Cliff and wider growth levels planned in the village.

A number of modifications to the local plan were identified during the examination (the modifications are principally to ensure that the plan reflects any legislation changes since it was submitted in June last year, plus a number of tweaks to add clarity to policies). None of the proposed modifications discussed during the examination relate to this Employment Site. The timetable for adoption of the local plan remains in the control of the Planning Inspector leading the examination, however it is still fully expected that the Inspector’s final report and subsequent adoption of the plan by the Joint Committee will take place in late March or April 2017 as planned.

The land within the Hemswell Cliff FEZ site is owned by four main landowners, of which one is currently a West Lindsey Member – Cllr Adam Duguid . The Council has prepared a Memorandum of Understanding (MoU) as a means of working with the landowners to facilitate the development in a delivery consortium.

Financial : FIN/126/17

£50,000 grant award was received in 2015 by Defra to support additional resources for the delivery of the LDO.

The Capital Programme 2016/17 includes a budget of £0.25m, with the full scheme totalling £2m, (£0.5m funded from our own earmarked reserves and the remaining amount subject to the success of a grant bid).

The Council will seek to recoup some of these costs from the local land owners. Officers have also submitted a funding bid to the Greater Lincolnshire Local Enterprise Partnership to support the delivery of infrastructure to bring the site forward. The scheme has been shortlisted, awaiting a formal offer of funding.

Staffing :

In terms of resources the Council has had full capacity both internally and externally to progress the LDO. Colleagues in the Spatial Planning Team are providing support and expertise to represent the Local Planning Authority (LPA) throughout the LDO process. The Growth Team has also a dedicated LDO and Major Projects Officer in addition to the FEZ Project Lead Officer. Drafting of the LDO/Statement of Reasons and EIA associated work includes support from specialist consultants.

Equality and Diversity including Human Rights :

This report has no direct equality and diversity implications.

Risk Assessment :**Delivery and Implementation**

Sustainability and Environmental effects –

An Environmental Impact Assessment (EIA) has been produced to support this LDO, and the conclusions and findings of the EIA have contributed to the formulation of the development parameters and conditions. The conditions and development parameters have been refined in order allow for sufficient control and mitigation, with a view to meeting the goals of the LDO, whilst retaining flexibility where appropriate in order to maximise the attractiveness of the site for development which meets to the aims of the LDO.

New mechanism – Reserved Matters applications pursuant to the Outline planning permission granted by this LDO will be assessed in terms of their conformity to the development parameters detailed in the LDO Statement of Reasons document, and will need to satisfy detailed planning considerations, including those specified in the conditions attached to this LDO.

Viability – a delivery strategy plan that will include a detailed viability appraisal and commercial support options for site development is currently underway. Enabling infrastructure works will require “gap” funding to pump prime this development. We are seeking funds from the GLLEP to help enable this development and the scheme has been shortlisted as part of the Growth Deal 3 submission.

Climate Related Risks and Opportunities : Proposed development at the Hemswell Cliff LDO/FEZ site lies within Flood Zone 1, and is therefore considered to be at low risk of flooding from fluvial and tidal sources.

Title and Location of any Background Papers used in the preparation of this report:

Hemswell Cliff FEZ Draft Local Development Order and Statement of Reasons (Appendix 2)

Technical Background Information (available through marina.disalvatore@west-lindsey.gov.uk)

Call in and Urgency:

Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)

Yes

No

x

Key Decision:

A matter which affects two or more wards, or has significant financial implications

Yes

No

x

Executive Summary

On 12th February 2015 the government announced proposals for 11 Food Enterprise Zones across the country, including 3 within Lincolnshire, with a view to attracting investment and encouraging closer ties between food and farming businesses to boost the domestic food and farming sector. The Central Lincolnshire Food and Enterprise Zone Local Development Order (LDO) seeks to capitalise on the opportunities associated with the existing businesses/premises at Hemswell Cliff and the availability of adjacent land to support the development of an 'agri-food cluster' located within the A15 growth corridor.

The purpose of an LDO is to simplify and speed up the planning process by providing certainty about the types of development which are permitted within a specific area, and reducing the potential risks associated with the formal planning process, encouraging development to come forward in that area.

The LDO will facilitate development of new premises and facilities for businesses in the agri-food sector, thereby providing a location for new and expanding businesses and encouraging inward investment. Investment in the agri-food sector in this location will also contribute to the Council's regeneration and socio-economic objectives through the creation of employment opportunities and integration with the existing businesses and residential areas of Hemswell Cliff.

It is recommended that the LDO be endorsed by committee members prior to consultation.

1 Background

1.1 Previous Decisions

In December 2014, Members approved a proposal to undertake a masterplan exercise for Hemswell Cliff, to provide a spatial planning framework for the area and to support the Local Plan policy making process. The masterplan was also intended to assist in leveraging in funds for infrastructure development and as an investment marketing tool for business growth.

Following on from this, in February 2015, the Greater Lincolnshire Local Enterprise Partnership (GLLEP) was successful in attracting funding from Defra to support three pilot schemes for developing Food Enterprise Zones in the geographical area consisting of West Lindsey, North East Lincolnshire and South Holland. West Lindsey received £50,000 to support the development of a LDO at Hemswell Cliff.

A Masterplan for Hemswell Cliff, including the proposed LDO site was completed in 2016. The intention of this document was to “guide the future growth and development of Hemswell Cliff as a strategic employment area and establish a more sustainable residential settlement” supporting strategic economic policy (as set out in the Greater Lincolnshire Local Enterprise Partnership’s Strategic Economic Plan (2014) and the promotion of Hemswell Cliff FEZ.

In June 2016 Members approved the adoption of the Hemswell Cliff Masterplan report along with the Emerging Regeneration Delivery Programme to drive forward the social, economic and environmental regeneration of the wider settlement.

1.2 Wider Vision

The Food Enterprise Zone LDO is being produced in conjunction with a masterplan for Hemswell Cliff. The Hemswell Cliff Masterplan sets out a spatial development framework together with a programme of recommended actions and interventions to address problems associated with a lack of adequate facilities and services, and high levels of deprivation and isolation.

The masterplan vision includes the creation of a successful Food Enterprise Zone, attracting investment and becoming a centre of excellence in the agri-foods sector. The masterplan report recommends actions including attracting commercial investment to the FEZ by the creation of a special purpose vehicle to lead and manage the marketing and development of the FEZ, incorporating WLDC and the GLLEP as partners and seeking public funds to address market failure.

The FEZ site corresponds broadly to a draft employment allocation (site ref. E6) under policy LP5 of the emerging Central Lincolnshire Local Plan.

The Hemswell Cliff Food Enterprise Zone would directly contribute to achieving the Greater Lincolnshire Agri-food Sector Plan vision of doubling the sector's contribution to the economy by 2030, by:

- supporting the growth of larger agri-food businesses;
- building on existing clusters of companies in the agri-food sector;
- ensuring that agri-food businesses have access to land and premises to meet their needs;
- improving access to innovation and applied research services and funding;
- developing and implementing a sector skills plan for the agri-food industry; and
- promoting exports and inward investment in the agri-food sector.

The Central Lincolnshire Food Enterprise Zone, would directly contribute to achieving the Greater Lincolnshire Agri-food sector plan vision of doubling the sector's contribution to the economy by 2030, by focusing on the delivery of the second key priority area of the plan:

“building on existing clusters of companies in the agri-food sector and ensuring that agri-food businesses have access to land and premises to meet their needs – by creating additional commercial space to help companies in the food chain expand”.

The Partnership has published a number of documents outlining key development strategies for each of these growth sectors, including the Agri-Food Sector of which Hemswell Cliff FEZ site is a part. Published in 2014, the SEP was refreshed in 2016 and outlines the general themes for future development across Greater Lincolnshire.

The SEP 2016 details how the Greater Lincolnshire LEP has secured funding to support the development of three sites which have strong links to the agri-food sector, including the Hemswell Cliff FEZ site. The SEP states that *“this will enable local partners to develop a strong business case for each area to become a nationally recognised Food Enterprise Zone.”*

2 Local Development Order

An LDO grants planning permission for specific types of development, subject to conditions where required.

The Council will adopt the Hemswell Cliff LDO under the Town and Country Planning Act 1990 (as amended). Once adopted, the LDO will grant Outline planning consent for an 'Agri-food Business Cluster' subject to a number of limitations and conditions including compliance to

Parameters Plan (Appendix 1), floorspace limits, and design principles appended to the LDO.

The LDO provides Outline planning consent for only those uses specified under 'Agri-Food sector uses' set out in part 1 of the Order. It does not remove the need to obtain other statutory consents from the Council or other organisations, such as building regulations, highways consents or environmental permits.

Development pursuant to the LDO requires approval of 'reserved matters', which are anticipated to be sought by developers on a plot or phase specific basis. Upgrades to the site's access and infrastructure will also require submission of details the Council's approval.

2.1 The Site

The site extends to approximately 30ha in total and comprises arable fields at the location of a former RAF airbase. The LDO site sits within the area of the former runways and adjacent to the former hangars which now form business accommodation.

The site is located immediately north of the A631 and west of the existing Hemswell Cliff Business Park. Access to the site will be direct to the A631 at or close to the existing access points.

The boundary of the LDO site is shown in Fig. 1 below

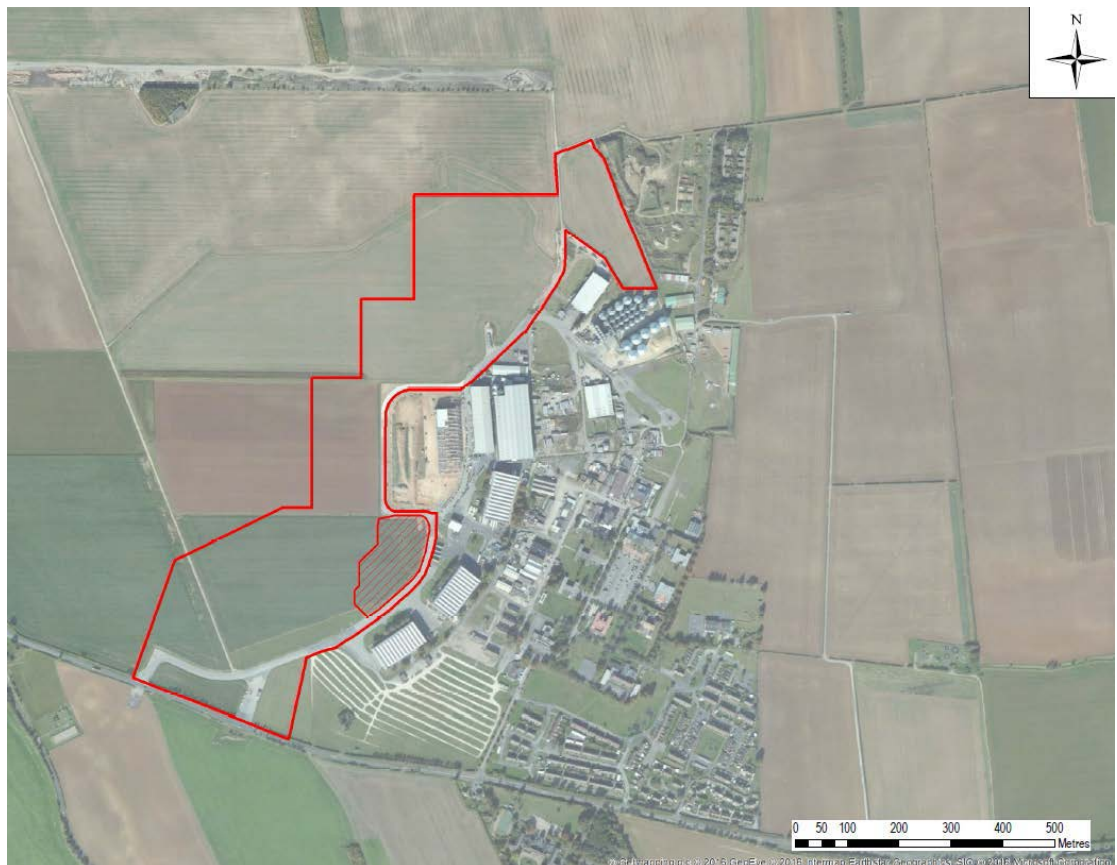


Figure 1: LDO Site Boundary

As there are no existing or discernible boundaries to form the north and west of the LDO site, an alignment has been chosen which keeps the development as close to the existing business park as possible, whilst allowing plots of sufficient size and regularity of shape to accommodate the proposed development.

The proposed development area comprises approximately 30 ha of land and includes perimeter landscaping zones and space for sustainable drainage features and other infrastructure as shown on the Parameters Plan (see Appendix 1).

The site's configuration adjacent to the west boundary of the existing business park provides the opportunity to utilise the existing access road providing that appropriate upgrade works are undertaken, which is intended to increase the cost efficiency and space efficiency of the development. Provision is also made for a new spine road and 'infrastructure corridor' from the access junction through the centre of the site.

2.2 Development Proposed to be Permitted

The Hemswell Cliff LDO grants Outline planning permission for an 'Agri-Food Business Cluster' comprising business (Use Class B1), industrial (Use Class B2) and/or storage and distribution (Use Class B8) uses which are part of, or immediately related to, the Agri-Food sector.

Any submission to propose development pursuant to the LDO must demonstrate that the uses are part of the Agri-Food sector or are closely related to the every-day operations of uses which fall within the sector.

Outline planning permission is granted for development which conforms to the following parameters, categories and exclusions.

As identified on the Parameters Plan, development pursuant to the LDO must conform to the following **parameters**:

- Development to be located wholly within the LDO site boundary as shown on the Parameters Plan.
- Buildings and structures up to a maximum height of 18m above finished ground level
- Overall maximum floorspace of development 70,000 sqm (gross)
- Overall maximum floorspace for standalone office, business support, meeting and ancillary service premises 5,000 sqm (gross)
- Inclusion of a landscape buffer strip to the north, south and west boundaries of the site
- Potential constraints to the scale, design and/or materials of development within the HSE safeguard 'purple zone' associated with the adjacent fireworks factory.

- Restriction to allow development of infrastructure and landscape planting only within the HSE safeguard 'yellow zone' associated with the adjacent fireworks factory.

Uses within the agri-food sector supply chain which are acceptable at the site under the LDO may be categorised as follows:

- Input suppliers – Businesses supplying ingredients, products, packaging and machinery etc. to the agri-food sector.
- Technical and support services – Businesses providing specialist support to the agri-food sector, including financial, legal, agency, IT, technology, maintenance, testing etc.
- Logistics, storage and distribution – Businesses providing storage, transportation and associated value added services for goods produced by the agri-food sector. This incorporates 'cool chain' (i.e. chilled or frozen) as well as ambient storage premises and facilities. This also includes grain storage infrastructure with associated testing, control and value added services.
- Food processing – Businesses which create and process food products, including a broad range of services and processes from cleaning and grading to processed food preparation and packaging. Excludes certain food industry processes (see below).
- Output wholesale and marketing – Businesses involved in the sale and trading of agri-food products. This includes sale into the retail and catering trade, and export of goods.
- Research and Development – Businesses involved in research and development of products and systems associated with the agri-food sector.

The LDO does **not** grant planning permission for the following uses:

- Agricultural production
- catering
- food retail

The LDO does **not** grant planning permission for development comprising the following food industry processes.

- Intensive livestock installations (including that within Schedule 1 of the EIA regulations)
- Installations for the slaughter of animals
- Fish-meal and fish-oil factories
- Sugar factories.
- Production of chemicals; including pesticides and pharmaceutical products

2.3 Environmental Impact Assessment

Developments which are likely to have an impact upon the environment are required to be subject to an Environmental Impact Assessment (EIA).

Regulation 29 (2) of the Town and Country Planning (Environmental Impact Assessment) Regulations 2011 (as amended) (the EIA Regulations) provides that where a local planning authority proposes to grant permission by local development order for development falling within Schedule 2 of the EIA Regulations, the local planning authority should not make the LDO unless they have adopted a screening opinion and, if required, an Environmental Statement has been prepared in relation to the LDO.

West Lindsey Council adopted a screening opinion on 12th April 2016 that confirmed the proposed development may have significant environmental effects and thereby required an EIA to be undertaken.

The Council then issued a scoping opinion on 15th August 2016 which confirmed the scope of the EIA to be undertaken.

In accordance with the regulations, an EIA has been undertaken and the Environmental Statement is submitted in support of the draft LDO.

The findings of the EIA have influenced the development proposed to be allowed by the LDO and the associated parameters, including matters such as the access junction, site boundary alignment and ecological mitigation.

2.4 Local Development Order Timescales

The LDO takes effect on the date it is adopted by the Council, and will be valid for a period of ten years, following which the LDO will expire.

This period is intended to allow sufficient time for the Hemswell Cliff FEZ site to be prepared for development through infrastructure creation and upgrade, for reserved matters applications to be submitted and determined, for conditions to be discharged and construction to commence. Most importantly however, the period is to allow time for business interest in the site to emerge and the process of business planning and expansion/relocation logistics to take place.

2.5 Relevant Planning History

The LDO site does not benefit from any extant planning consent.

2.6 Development Considerations

2.6.1 Relevant Planning Policies

The draft LDO has been prepared having had regard to the following planning policies:

- Existing Policies
 - o National Planning Policy Framework (March 2012) (NPPF)

- West Lindsey Local Plan First Review (saved policies) (saved in 2009)(existing Local Plan) – The saved policies of the Local Plan remains the statutory development plan for the district, and should be considered a material consideration. Due weight should be given to relevant policies in the existing Local Plan according to their degree of consistency with the NPPF.
- Emerging Policies
 - The NPPF (paragraph 216) states that decision takers may also give weight to relevant policies in emerging plans according to the stage of preparation of the emerging plan (the more advanced the preparation, the greater the weight it may be given). The Further Draft Central Lincolnshire Local Plan (emerging Local Plan) has undergone six weeks of consultation and if adopted, will replace the existing Local Plan. Therefore, certain weight may also be attached to the emerging Local Plan.
- Guidance
 - Planning Practice Guidance (as updated)
 - Planning Advisory Service technical advice on preparing an LDO (September 2015)

2.6.2 Principle of Development

The Hemswell Cliff FEZ (LDO) site lies on agricultural land immediately to the west of Hemswell Cliff, a former RAF military base, which was disposed of by the Ministry of Defence (MOD) in 1985. The LDO site sits within an area of former runways, adjacent to former hangars which formed part of the original use of the site as an RAF air base. The hangars adjacent to the site are now used as business accommodation, and sit alongside new business units. Further to the east, within the old RAF base are a series of business units accommodating small businesses, including cafes/sandwich shops and vehicle repair workshops.

The LDO site is unallocated in in the West Lindsey Local Plan Review 2006, however the LDO site is included as a Strategic Employment Site (ref. E6) under draft policy LP5 – Delivering Prosperity and Jobs in the emerging Central Lincolnshire Local Plan (Submission Draft). Policy LP5 states that the site is reserved for B1, B2 and B8 uses, adding that the presumption will be for Strategic Employment Sites to meet the needs for large scale investment which requires significant land take. The existing Hemswell Business Park adjacent to the LDO site is allocated for employment uses in the West Lindsey Local Plan Review 2006.

Hemswell Cliff sits on the fifth tier of the settlement hierarchy outlined in Central Lincolnshire Local Plan policy LP2 – The Spatial Strategy and Settlement Hierarchy, however it is identified for a higher than usual scale of expansion due to the existence of the Hemswell Cliff business

park within the settlement, and the importance attached to the proposals within this LDO for the local and regional economy. The Central Lincolnshire Local Plan policy LP57 – Ministry of Defence Establishments, states that the redevelopment or change of use of redundant MOD land will be supported subject to a set of stipulations, including that: the proposal would not conflict with existing land uses on neighbouring land; and in cases where large scale redevelopment of a site is planned, a holistic approach is taken to development in order to avoid a piecemeal approach.

The proposed uses on the LDO site are consistent with the emerging allocation for the site (ref. E6) in the Central Lincolnshire Local Plan and will complement the existing uses within the Hemswell Cliff business park. The LDO proposes a comprehensive development solution, which seeks to maximise the attractiveness of the entirety of the site to the Agri-Food sector, providing business accommodation in a variety of formats in order to meet the requirements of Agri-Food businesses.

The Hemswell Cliff FEZ will establish a focal point for business development and support to grow the regional food and farming supply chain. The plan is to develop Hemswell Cliff Business Park to create a FEZ, supported by a LDO along the A15 growth corridor. The Hemswell Cliff Business Park will provide flexible and cost effective premises to meet the demand of expanding local agri-food businesses and inward investors.

The food chain is of critical importance to Greater Lincolnshire's economy. It is the largest employer representing 24% of jobs from field to fork and contributes £2.5 billion every year to the area's economy. The Hemswell Cliff FEZ will therefore play a vital role in helping Greater Lincolnshire LEP to achieve their vision of doubling the economic value of the agri-food sector in Greater Lincolnshire by 2030.

Together with the FEZs at Holbeach and Europarc, the three FEZs will establish a triangular hub serving the key agri-food clusters in the Greater Lincolnshire area (arable crop sector and food processing in Central Lincolnshire, fish processing in the South Humber Bank and fresh produce at Holbeach). The "A15 growth corridor" links all three FEZ areas and is thus important strategically in facilitating growth of the food chain across the LEP area.

The development of the Hemswell Cliff FEZ site will help to add value to farm output produced in Lincolnshire. By creating more food processing capacity, for example at Hemswell Cliff, the area can capture more of the post farm gate added value.

Creating food processing and supply chain jobs within the Hemswell Cliff FEZ site will add value to the local economy which will in turn facilitate growth of the wider economy. As Hemswell Cliff is currently a relatively deprived community, creating these high value jobs would particularly benefit local people.

A preceding site search sought high quality, attractive sites, generally 10 ha+ in size, that would be able to accommodate international or national businesses, but also be appealing to regional or local firms. The aim was

that these sites would be prioritised for businesses requiring large scale floorplans and with significant numbers of employees to avoid piecemeal development that would potentially prevent large scale development from taking place.

Criteria for selection included a location on a strategic highway network and/or sites that were well served by public transport. The Hemswell Cliff FEZ site was deemed to meet the above criteria, given its proximity to the A15, sizeable area to accommodate strategic development and existing/proposed agri-food sector uses.

Wider objectives giving weight to the selection of the Hemswell Cliff FEZ site included the regeneration of Hemswell Cliff by attracting inward investment and employment growth.

The proposed development is therefore considered to have a positive impact on the existing commercial area at Hemswell Cliff, helping to attract inward investment and supporting the vitality of the area, in addition to providing significant socio-economic benefits through providing a range of new jobs. As the land also benefits from a draft allocation within the emerging Central Lincolnshire Local Plan, it is considered that the development proposed through this LDO is acceptable in principle.

2.7 Conditions to be Imposed

The development which is proposed to be authorised by the LDO is subject to the limitations and conditions detailed in Schedule 1, Parts 1 to 3 of the LDO, and the general conditions set out in Schedule 2 of the LDO.

The conditions primarily relates to:

- Timing and phasing of development;
- The quantum of development; and
- Mitigation measures or requirement of additional information to ensure the proposed development would be acceptable in planning terms

3 Next Steps

3.1 Consultation

If approved for consultation, the LDO will be consulted on in accordance with Article 38 of the Town and Country Planning (Development Management Procedure) (England) Order 2015. In accordance with the LDO regulations, a draft of the LDO, Statement of Reasons and Environmental Statement will be placed on consultation for a period of not less than 28 days, following approval by West Lindsey District Council. The consultation will be publicised by site notice and local advertisement. Officers will organise two drop in sessions for interested members of the public to view the documents and to raise any questions.

The documentation will be available for review at West Lindsey District Council's offices, on its website and, as appropriate, locally to Hemswell Cliff.

Consultation responses will be taken into account by the Council in accordance with Article 38(10) of the Development Management Procedure Order 2015, in considering what modifications should be made to the draft LDO or whether the LDO should be adopted. If adopted, the LDO will be submitted to the Secretary of State in accordance with Article 38 (11) of the Development Management Procedure Order 2015.

4 Conclusions

The government's aim in introducing Food Enterprise Zones is to attract investment, and to encourage closer ties between food and farming businesses to boost the domestic food and farming sector. The Food Enterprise Zones are based around LDOs, with a view to making the planning process simpler and easier for food and farming businesses that want to expand, in line with local priorities.

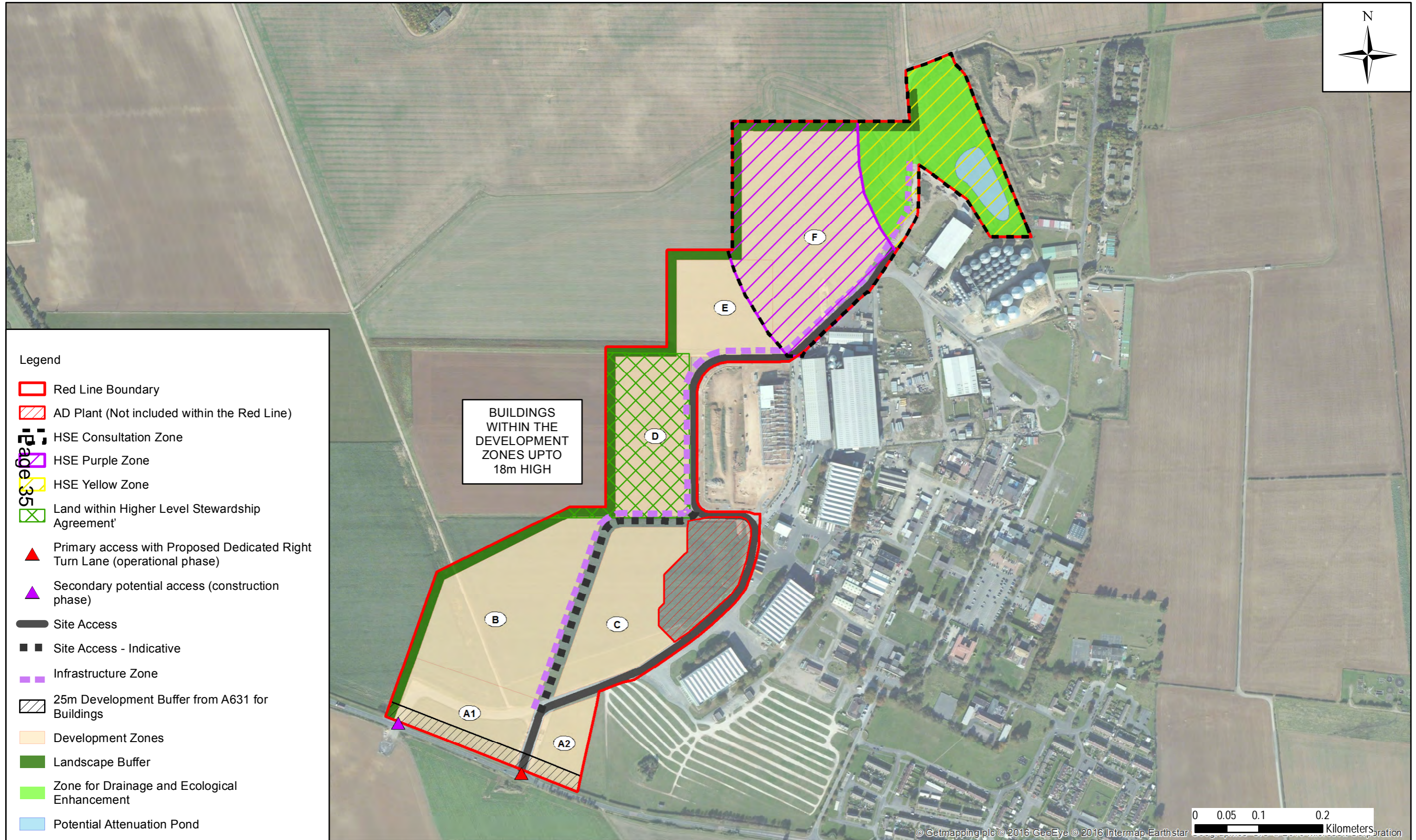
The Hemswell Cliff LDO site would provide the potential to accommodate agri-food business premises at a range of scales, including premises which will be attractive to large scale agri-food businesses. The LDO would provide a stimulus for inward investment in the area from agri-food business in the short-medium term, and would sit alongside a Local Plan allocation, ensuring that the site would be retained for suitable uses in the longer term.

The LDO development proposals would complement the masterplan vision for the regeneration of Hemswell Cliff.

The objectives of the Hemswell Cliff LDO are to:

- Enhance the scale and socio-economic impact of the agri-food sector at a local and regional level;
- Provide developable plots capable of accommodating a range of building types and sizes, which are attractive to businesses within the agri-food sector;
- Provide flexibility by allowing the site to accommodate changing requirements (within defined parameters);
- Support the socio-economic aims and objectives of the Hemswell Cliff masterplan;
- Deliver sustainable development by minimising and mitigating any environmental impacts;
- Facilitate development for businesses which provide a substantial number and diverse range of employment opportunities;

- Enhance the attractiveness of the site to inward investors by facilitating development of uses which are complementary to the main agri-food businesses.



Client: 

Project: **HEMSWELL CLIFF FEZ LDO**

Title: **PARAMETERS PLAN**

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|-----------------|-----------------|--------------|-----------|
| Design: | SE | Drawn: | SE |
| Chk'd: | GH | App'd: | SE |
| Date: | 19/12/2016 | Scale at A3: | 1:5,500 |
| Drawing Number: | FIGURE 6 | | A3 |

Statement of Reasons

**Local Development Order
Food Enterprise Zone
Hemswell Cliff**

Prepared for

West Lindsey District Council

January 2017 DRAFTv1.4

Table of Contents

| | | |
|-----|---|----|
| 1. | Introduction..... | 2 |
| 2. | The LDO Site..... | 4 |
| 3. | Purpose of the LDO..... | 5 |
| 4. | Description of Development to be Permitted..... | 6 |
| 5. | LDO Timescales..... | 9 |
| 6. | Legislative Framework..... | 10 |
| 7. | Relevant Planning Policies..... | 11 |
| 8. | Environmental Impact Assessment..... | 13 |
| 9. | Planning History..... | 14 |
| 10. | Development Considerations..... | 16 |
| 11. | Consultation Process..... | 30 |
| 12. | Risk Management..... | 32 |
| 13. | Monitoring..... | 33 |

Appendices

| | |
|------------|-------------------------------|
| Appendix 1 | Draft Local Development Order |
| Appendix 2 | Plans of the LDO Site |
| Appendix 3 | Parameters Plan |
| Appendix 4 | Illustrative Plans |
| Appendix 5 | Additional Guidance |

Quality Assurance

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| Version | Prepared by | Approved by | Date |
|------------|-------------|-------------|-----------------|
| Draft v1.4 | WS/HR | HR | 20 January 2017 |

1. Introduction

1.1. Context

West Lindsey District Council (WLDC) proposes a Local Development Order (LDO) be made to support and encourage development related to the Food Enterprise Zone (FEZ) at Hemswell Cliff, Lincolnshire (hereafter referred to as 'the Hemswell Cliff FEZ site'). An LDO is a tool to simplify the planning requirements for development within a defined area and for defined parameters.

On 12th February 2015 the government announced proposals for 11 Food Enterprise Zones across the country, including 3 within Lincolnshire, with a view to attracting investment and encouraging closer ties between food and farming businesses to boost the domestic food and farming sector. The Central Lincolnshire Food and Enterprise Zone Local Development Order (LDO) seeks to capitalise on the opportunities associated with the existing businesses/premises at Hemswell Cliff and the availability of adjacent land to support the development of an 'agri-food cluster' located within the A15 growth corridor.

The LDO will facilitate development of new premises and facilities for businesses in the agri-food sector, thereby providing a location for new and expanding businesses and encouraging inward investment. Investment in the agri-food sector in this location will also contribute to the Council's regeneration and socio-economic objectives through the creation of employment opportunities and integration with the existing businesses and residential areas of Hemswell Cliff.

1.2. Hemswell Cliff Masterplan and Local Plan

The Food Enterprise Zone LDO is being produced in conjunction with a masterplan for Hemswell Cliff. The Hemswell Cliff Masterplan (prepared by OpenPlan) sets out a spatial development framework together with a programme of recommended actions and interventions to address problems associated with a lack of adequate facilities and services, and high levels of deprivation and isolation.

The masterplan vision includes the creation of a successful Food Enterprise Zone, attracting investment and becoming a centre of excellence in the agri-foods sector. The masterplan report recommends actions including attracting commercial investment to the FEZ by the creation of a special purpose vehicle to lead and manage the marketing and development of the FEZ, incorporating WLDC and the GLLEP as partners and seeking public funds to address market failure.

The FEZ site corresponds broadly to a draft employment allocation (site ref. E6) under policy LP5 of the emerging Central Lincolnshire Local Plan.

1.3. Local Development Orders

An LDO grants planning permission for specific types of development, subject to conditions where required. The purpose of an LDO is to simplify and speed up the planning process by providing certainty about the types of development which are permitted within a specific area, and reducing the potential risks associated with the formal planning process, encouraging development to come forward in that area.

The Council will adopt the Hemswell Cliff LDO under the Town and Country Planning Act 1990 (as amended). Once adopted, the LDO will grant Outline planning consent for an 'Agri-food Business Cluster' (see section 4), subject to a number of limitations and conditions including compliance to a parameters plan, floorspace limits, and design principles appended to the LDO.

An indicative proposal is set out on the illustrative layout plan (which supersedes that shown within the Hemswell Cliff Masterplan) appended to the LDO, which shows one way in which development could be brought forward on the site in accordance with the parameters plan.

1.4. Limitations

The LDO provides Outline planning consent for only those uses specified under 'Agri-Food sector uses' set out in part 1 of the Order. It does not remove the need to obtain other statutory consents from the Council or other organisations, such as building regulations, highways consents or environmental permits.

Development pursuant to the LDO requires approval of 'reserved matters', which are anticipated to be sought by developers on a plot or phase specific basis. Upgrades to the site's access and infrastructure will also require submission of details for the Council's approval.

The LDO does not grant planning permission for agricultural production, catering or food retail uses, or for certain food industry processes which are inappropriate to this site (see section 4). Where development pursuant to the LDO proposes appropriate food industry processes above the applicable size threshold (1,000 sqm), the developer will be required to consult the local planning authority on the possible requirement for an environmental impact assessment (EIA) relating specifically to those processes.

The LDO does not limit any person's ability to submit planning applications for alternative development on the LDO site.

DRAFT

2. The LDO Site

The site extends to approximately 30ha in total and comprises arable fields at the location of a former RAF airbase. The LDO site sits within the area of the former runways and adjacent to the former hangars which now form business accommodation.

The site is located immediately north of the A631 and west of the existing Hemswell Business Park. Access to the site will be direct to the A631 at or close to the existing access points.

The boundary of the LDO site is shown on the site location plans (ref. Aecom Figure 1 and Figure 2) provided as Appendix 2 and indicated on the aerial photograph below.



Picture 1 - LDO Boundary (from ES Figure 2)

As there are no existing or discernible boundaries to form the north and west of the LDO site, an alignment has been chosen which keeps the development as close to the existing business park as possible, whilst allowing plots of sufficient size and regularity of shape to accommodate the proposed development.

The proposed development area comprises approximately 30 ha of land and includes perimeter landscaping zones and space for sustainable drainage features and other infrastructure as shown on the Parameters Plan (see Appendix 3).

The site's configuration adjacent to the west boundary of the existing business park provides the opportunity to utilise the existing access road providing that appropriate upgrade works are undertaken, which is intended to increase the cost efficiency and space efficiency of the development. Provision is also made for a new spine road and 'infrastructure corridor' from the access junction through the centre of the site.

3. Purpose of the LDO

The government's aim in introducing Food Enterprise Zones is to attract investment, and to encourage closer ties between food and farming businesses to boost the domestic food and farming sector. The Food Enterprise Zones are based around LDOs, with a view to making the planning process simpler and easier for food and farming businesses that want to expand, in line with local priorities.

The Hemswell Cliff LDO site provides the potential to accommodate agri-food business premises at a range of scales, including premises which will be attractive to large scale agri-food businesses. The LDO will provide a stimulus for inward investment in the area from agri-food business in the short-medium term, and will sit alongside a Local Plan allocation, ensuring that the site will be retained for suitable uses in the longer term.

Accordingly, the Council is encouraging a mix of building types and sizes, subject to the limitations and conditions set out in the LDO (including the parameters plan). This is intended to allow flexibility to meet the requirements of new or expanding businesses and inward investors, and to enable responsiveness to changes within the agri-food sector. It will facilitate the development of space to meet the needs of a variety of businesses, including support services which will make the site a more attractive location for agri-food businesses. The ability to accommodate a range of unit sizes will also help to foster start-up businesses, and assist with the retention of agri-food business as they expand.

The LDO development proposals complement the masterplan vision for the regeneration of Hemswell Cliff.

The objectives of the Hemswell Cliff LDO are to:

- Enhance the scale and socio-economic impact of the agri-food sector at a local and regional level;
- Provide developable plots capable of accommodating a range of building types and sizes, which are attractive to businesses within the agri-food sector;
- Provide flexibility by allowing the site to accommodate changing requirements (within defined parameters);
- Support the socio-economic aims and objectives of the Hemswell Cliff masterplan;
- Deliver sustainable development by minimising and mitigating any environmental impacts;
- Facilitate development for businesses which provide a substantial number and diverse range of employment opportunities;
- Enhance the attractiveness of the site to inward investors by facilitating development of uses which are complementary to the main agri-food businesses.

4. Description of Development to be Permitted

This section provides a summary of the development granted planning permission by the LDO. The LDO and appendices should be reviewed in full to ascertain the precise development permitted.

The Hemswell Cliff LDO grants Outline planning permission for an 'Agri-Food Business Cluster' comprising business (Use Class B1), industrial (Use Class B2) and/or storage and distribution (Use Class B8) uses which are part of, or immediately related to, the Agri-Food sector.

Development proposals pursuant to the LDO must submit 'Reserved Matters' applications for details of appearance, landscaping, layout and scale, as well as details of the particular food industry uses and processes to be undertaken (see below).

Any submission to propose development pursuant to the LDO must demonstrate that the uses are part of the Agri-Food sector or are closely related to the every-day operations of uses which fall within the sector. See sector explanation below for further guidance.

Outline planning permission is granted for development which conforms to the following parameters, categories and exclusions. Further non-prescriptive guidance is also provided in Appendix 5 on the nature of development anticipated at the site.

4.1. Physical Parameters

As identified on the Parameters Plan (Ref. Aecom ES Figure 6), development pursuant to the LDO must conform to the following parameters:

- Development to be located wholly within the LDO site boundary as shown on plan ref. Aecom ES Figure 1.
- Buildings and structures up to a maximum height of 18m above finished ground level
- Overall maximum floorspace of development 70,000 sqm (gross)
- Overall maximum floorspace for standalone office, business support, meeting and ancillary service premises 5,000 sqm (gross)
- Inclusion of a landscape buffer strip to the north, south and west boundaries of the site
- Potential constraints to the scale, design and/or materials of development within the HSE safeguard 'purple zone' associated with the adjacent fireworks factory.
- Restriction to allow development of infrastructure and landscape planting only within the HSE safeguard 'yellow zone' associated with the adjacent fireworks factory.

4.2. Agri-Food Sector Uses

Businesses in the agri-food sector which are encouraged to locate at the site may be specialist agri-food businesses, specialist agri-food departments within larger or more general businesses, or businesses providing essential goods/services to agri-food sector clients. Businesses which are not dedicated to the agri-food sector or which provide goods/services only incidentally to agri-food sector clients will not be allowed to locate at the site under the provisions of this LDO.

Uses within the agri-food sector supply chain which are acceptable at the site under the LDO may be categorised as follows:

- Input suppliers – Businesses supplying ingredients, products, packaging and machinery etc. to the agri-food sector.

- Technical and support services – Businesses providing specialist support to the agri-food sector, including financial, legal, agency, IT, technology, maintenance, testing etc.
- Logistics, storage and distribution – Businesses providing storage, transportation and associated value added services for goods produced by the agri-food sector. This incorporates 'cool chain' (i.e. chilled or frozen) as well as ambient storage premises and facilities. This also includes grain storage infrastructure with associated testing, control and value added services.
- Food processing – Businesses which create and process food products, including a broad range of services and processes from cleaning and grading to processed food preparation and packaging. Excludes certain food industry processes (see below).
- Output wholesale and marketing – Businesses involved in the sale and trading of agri-food products. This includes sale into the retail and catering trade, and export of goods.
- Research and Development – Businesses involved in research and development of products and systems associated with the agri-food sector.

4.3. Food Industry Processes

The following food industry processes are anticipated to be allowed within the Agri-Food Business Cluster development at Hemswell Cliff.

- Manufacture of vegetable and animal oils and fats
- Packing and canning of animal and vegetable products
- Manufacture of dairy products
- Brewing and malting
- Confectionery and syrup manufacture
- Industrial starch manufacturing installations

Where development pursuant to the LDO proposes any processes within the above list (greater than 1,000 sqm floorspace), the developer shall consult the local planning authority (LPA) on the possible requirement for an environmental impact assessment (EIA).

Should the local planning authority's screening opinion be that the processes proposed could have a significant environmental effect, then the reserved matters application for development including the use/process must be supported by an Environmental Statement prepared in conformity to the EIA regulations.

4.4. Exclusions

The LDO does not grant planning permission for the following uses:

- agricultural production
- catering
- food retail

The LDO does not grant planning permission for development comprising the following food industry processes.

- Intensive livestock installations (including that within Schedule 1 of the EIA regulations)
- Installations for the slaughter of animals
- Fish-meal and fish-oil factories

- Sugar factories.
- Production of chemicals; including pesticides and pharmaceutical products

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5. LDO Timescales

The LDO takes effect on the date it is adopted by the Council, and will be valid for a period of ten years, following which the LDO will expire.

This period is intended to allow sufficient time for the Hemswell Cliff FEZ site to be prepared for development through infrastructure creation and upgrade, for reserved matters applications to be submitted and determined, for conditions to be discharged and construction to commence. Most importantly however, the period is to allow time for business interest in the site to emerge and the process of business planning and expansion/relocation logistics to take place.

Provided that Reserved Matters approval has been obtained, any development commenced under the LDO but not completed by its expiry is permitted to be completed. Any proposed development not commenced before its expiry will require express planning permission and therefore a formal planning application will need to be submitted to the Council.

Following the expiry of the LDO, no new uses or change of use will be permitted, unless permitted by virtue of the Town and Country Planning (General Permitted Development) (England) Order 2015 (as amended).

The Council has the power to revoke or modify the LDO at any time before its expiry or could be directed to do so by the Secretary of State. Revocation or modification of the LDO would be subject to notification via the Council's website and local press notice.

At the end of the LDO's ten-year period, West Lindsey District Council will review the effect of the LDO with a view to making a decision on whether to: renew the LDO with no revisions; or renew the LDO with new terms and conditions; or revoke the LDO.

Prospective developers are advised to submit reserved matters applications in plenty of time to enable work to start before the LDO expires.

6. Legislative Framework

LDOs were introduced in 2006 through the Planning and Compulsory Purchase Act 2004. LDOs grant planning permission for specific types of development as detailed in the Order. These primary powers were amended by section 188 of the Planning Act 2008 in June 2009.

The detailed legislative framework for LDOs is contained in sections 61A to 61D and Schedule 4A of the Town and Country Planning Act 1990 (as amended), and in Articles 38 and 41 of the Town and Country Planning (Development Management Procedure) (England) Order 2015 (the DMPO).

Article 38 (1) of the DMPO states that where a local planning authority proposes to make an LDO they shall first prepare:

- A draft order; and
- A statement of their reasons for making the order.

Article 38 (2) states that the 'Statement of Reasons' must contain:

- A description of the development which the order would permit; and
- A plan or statement identifying the land to which the order would relate.

This document satisfies the requirements of Article 38 (1) and 38 (2) of the DMPO.

The Growth and Infrastructure Act 2013 removed the requirement to consult the Secretary of State prior to adoption and enables local planning authorities to approve an LDO immediately. The requirement was replaced by the notification to the Secretary of State, through the National Planning Casework Unit, as soon as practical after adoption.

Where development approved by an LDO may have a significant environmental effect, the Town and Country Planning (Environmental Impact Assessment) Regulations 2011 are applied. These regulations set out the requirements for an Environmental Impact Assessment to be undertaken (see Section 8).

Given that part of the LDO site lies within the safeguarding zone of a licenced explosives site, any proposals for development within this zone shall conform to the relevant aspects of the Explosives Regulations 2014 and associated requirements of the Health & Safety Executive (HSE).

7. Relevant Planning Policies

The relevant planning policies considered for the LDO are as follows:

7.1. National Planning Policy Framework

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|--------------------|---|
| Paragraph 14 | Presumption in favour of sustainable development |
| Paragraph 17 | Core planning principles |
| Paragraphs 18-22 | Building a strong, competitive economy |
| Paragraph 28 | Supporting a prosperous rural economy |
| Paragraph 29-41 | Promoting sustainable transport |
| Paragraphs 56-68 | Requiring good design |
| Paragraph 93-108 | Climate change and flood risk |
| Paragraphs 109-125 | Conserving and enhancing the natural environment |
| Paragraphs 126-141 | Conserving and enhancing the historic environment |

7.2. West Lindsey Local Plan First Review 2006 (saved policies)

| | |
|---------|--|
| STRAT1 | Development Requiring Planning Permissions |
| STRAT3 | Settlement Hierarchy |
| STRAT15 | Employment Allocations |
| STRAT19 | Infrastructure Requirements |
| SUS1 | Development Proposals and Transport Choice |
| SUS13 | Hazardous Proposals |
| SUS15 | Derelict, Under-Utilised and Previously Developed Land |
| ECON1 | Employment Development Provision |
| ECON3 | Protection of Agricultural Land |
| NBE10 | Protection of Landscape Character in Development Proposals |
| NBE14 | Waste Water Disposal |
| NBE15 | Water Quality and Supply |
| NBE17 | Control of Potentially Polluting Uses |
| NBE19 | Landfill and Contaminated Land |
| NBE20 | Development on the Edge of Settlements |

7.3. Emerging Central Lincolnshire Local Plan (Submission Draft)

| | |
|-----|--|
| LP1 | A Presumption in Favour of Sustainable Development |
| LP2 | The Spatial Strategy and Settlement Hierarchy |
| LP3 | Level and Distribution of Growth |
| LP4 | Growth in Villages |
| LP5 | Delivering Prosperity and Jobs |

| | |
|------|---|
| LP12 | Infrastructure to Support Growth |
| LP13 | Accessibility and Transport |
| LP14 | Managing Water Resources and Flood Risk |
| LP16 | Development on Land Affected by Contamination |
| LP17 | Landscape, Townscape and Views |
| LP18 | Climate Change and Low Carbon Living |
| LP21 | Biodiversity and Geodiversity |
| LP26 | Design and Amenity |
| LP55 | Development in Hamlets and the Countryside |
| LP57 | Ministry of Defence Establishments |

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8. Environmental Impact Assessment

Developments which are likely to have an impact upon the environment are required to be subject to an Environmental Impact Assessment (EIA).

Regulation 29 (2) of the Town and Country Planning (Environmental Impact Assessment) Regulations 2011 (as amended) (the EIA Regulations) provides that where a local planning authority proposes to grant permission by local development order for development falling within Schedule 2 of the EIA Regulations, the local planning authority should not make the LDO unless they have adopted a screening opinion and, if required, an Environmental Statement has been prepared in relation to the LDO.

West Lindsey Council adopted a screening opinion on 12th April 2016 that confirmed the proposed development may have significant environmental effects and thereby required an EIA to be undertaken.

The Council then issued a scoping opinion on 15th August 2016 which confirmed the scope of the EIA to be undertaken.

In accordance with the regulations, an EIA has been undertaken and the Environmental Statement is submitted in support of the draft LDO.

The findings of the EIA have influenced the development proposed to be allowed by the LDO and the associated parameters, including matters such as the access junction, site boundary alignment and ecological mitigation, which are discussed in Section 10 of this statement.

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9. Planning History

The statutory registers of planning applications held by West Lindsey District Council and Lincolnshire County Council have been reviewed.

This indicates that there have been no applications made or determined for development within the LDO site.

The following planning applications have recently been submitted and determined in relation to development adjacent to the LDO site and in the vicinity of Hemswell Cliff, which have been considered in the preparation and assessment of the LDO:

9.1. Expansion of Parkacre Site, Hemswell Business Park

Planning Permission was granted (ref. 133082) on 26th April 2016 for the redevelopment of land at the rear of Hangar 2, including erection of a storage building; a building link to a newly constructed production facility building, demolition of existing buildings and general alterations to existing external parking and access arrangements. This application was resubmitted on 25th November 2016 (ref. 135511), in order to alter the shape of the proposed storage building, and is currently under consideration by West Lindsey District Council.

The above applications have been made on behalf of Parkacre Enterprises Ltd (Parkacre). Parkacre manufactures and packages vitamins, minerals and supplements at the Hemswell Business Park and is proposing to expand its operations due to increased demand and growth of the business.

9.2. Hemswell Biogas, proposal to increase tonnages of waste to 90,000 tonnes per annum

An application (ref. W127/134934/16) to vary Condition 3 of planning permission W127/133701/15, relating to the Hemswell Cliff Biogas Anaerobic Digestion (AD) Facility located on the Hemswell Cliff Industrial Estate, was made to Lincolnshire County Council in August 2016. The application was approved with conditions on 7 November 2016. The development does not involve any form of new construction, given that the design and size of the AD facility already constructed is capable of handling greater than the 40,000 tonnes per annum of materials currently accepted.

9.3. Development of 40 no. Residential Dwellings on land west of Lancaster Green, Hemswell Cliff

An application for outline planning permission (ref. 133344) was made in August 2015 for up to 40 No. residential dwellings by TWD Developments Ltd. The development site is located approximately 350 m south east of the Hemswell Cliff FEZ site at Lancaster Gate and comprises approximately 1.1 ha parcel of greenfield land. Planning permission was granted on appeal on 14th June 2016, with all matters reserved apart from access.

9.4. Development of 180 no. Residential Dwellings at Land South of A631, Hemswell Cliff

An application for outline planning permission (ref. 134720) was made on 25th July 2016 for up to 180 No. residential dwellings, with all matters reserved apart from access, by Hemswell Estates Ltd. The development site is located approximately 700 m south-east of the Hemswell Cliff FEZ site and comprises approximately 7.6 ha parcel of greenfield land. The Council's Planning Committee resolved to grant planning permission subject to completion and signing of a section

106 agreement on 14th December 2016, with an additional condition imposed requiring the provision of a controlled pedestrian crossing on the A631 to serve the development.

9.5. Development of a new office block at Unit 10 Learoyd Road, Hemswell Business Park.

Planning permission was granted (ref. 134705) on 26th September 2016 for a two storey B1 (a) office block (270 square metres gross internal floorspace) on land adjacent to the existing Highfields Group operation. J.S. Highfields specialise in transport, warehousing, and distribution, with a specialism in delivering agricultural products.

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10. Development Considerations

10.1. Principle of Development

The Hemswell Cliff FEZ (LDO) site lies on agricultural land immediately to the west of Hemswell Cliff, a former RAF military base, which was disposed of by the Ministry of Defence (MOD) in 1985. The LDO site sits within an area of former runways, adjacent to former hangars which formed part of the original use of the site as an RAF air base. The hangars adjacent to the site are now used as business accommodation, and sit alongside new business units. Further to the east, within the old RAF base are a series of business units accommodating small businesses, including cafes/sandwich shops and vehicle repair workshops.

The LDO site is unallocated in the West Lindsey Local Plan Review 2006, however the LDO site is included as a Strategic Employment Site (ref. E6) under draft policy LP5 – Delivering Prosperity and Jobs in the emerging Central Lincolnshire Local Plan (Submission Draft). Policy LP5 states that the site is reserved for B1, B2 and B8 uses, adding that the presumption will be for Strategic Employment Sites to meet the needs for large scale investment which requires significant land take.

The existing Hemswell Business Park adjacent to the LDO site is allocated for employment uses in the West Lindsey Local Plan Review 2006.

Hemswell Cliff sits on the fifth tier of the settlement hierarchy outlined in Central Lincolnshire Local Plan policy LP2 – The Spatial Strategy and Settlement Hierarchy, however it is identified for a higher than usual scale of expansion due to the existence of the Hemswell Business Park within the settlement, and the importance attached to the proposals within this LDO for the local and regional economy. The Central Lincolnshire Local Plan policy LP57 – Ministry of Defence Establishments, states that the redevelopment or change of use of redundant MOD land will be supported subject to a set of stipulations, including that: the proposal would not conflict with existing land uses on neighbouring land; and in cases where large scale redevelopment of a site is planned, a holistic approach is taken to development in order to avoid a piecemeal approach.

The proposed uses on the LDO site are consistent with the emerging allocation for the site (ref. E6) in the Central Lincolnshire Local Plan and will complement the existing uses within the Hemswell Business Park. The LDO proposes a comprehensive development solution, which seeks to maximise the attractiveness of the entirety of the site to the Agri-Food sector, providing business accommodation in a variety of formats in order to meet the requirements of Agri-Food businesses.

The Hemswell Cliff FEZ will establish a focal point for business development and support to grow the regional food and farming supply chain. The plan is to develop Hemswell Business Park to create a FEZ, supported by a LDO along the A15 growth corridor. The Hemswell Business Park will provide flexible and cost effective premises to meet the demand of expanding local agri-food businesses and inward investors.

The food chain is of critical importance to Greater Lincolnshire's economy. It is the largest employer representing 24% of jobs from field to fork and contributes £2.5 billion every year to the area's economy. The Hemswell Cliff FEZ will therefore play a vital role in helping Greater Lincolnshire LEP to achieve their vision of doubling the economic value of the agri-food sector in Greater Lincolnshire by 2030.

Together with the FEZs at Holbeach and Europarc, the three FEZs will establish a triangular hub serving the key agri-food clusters in the Greater Lincolnshire area (arable crop sector and food processing in Central Lincolnshire, fish processing in the South Humber Bank and fresh produce at Holbeach). The "A15 growth corridor" links all three FEZ areas and is thus important strategically in facilitating growth of the food chain across the LEP area.

The development of the Hemswell Cliff FEZ site will help to add value to farm output produced in Lincolnshire. By creating more food processing capacity, for example at Hemswell Cliff, the area can capture more of the post farm gate added value.

Creating food processing and supply chain jobs within the Hemswell Cliff FEZ site will add value to the local economy which will in turn facilitate growth of the wider economy. As Hemswell Cliff is currently a relatively deprived community, creating these high value jobs would particularly benefit local people.

A preceding site search sought high quality, attractive sites, generally 10 ha+ in size, that would be able to accommodate international or national businesses, but also be appealing to regional or local firms. The aim was that these sites would be prioritised for businesses requiring large scale floorplans and with significant numbers of employees to avoid piecemeal development that would potentially prevent large scale development from taking place.

Criteria for selection included a location on a strategic highway network and/or sites that were well served by public transport. The Hemswell Cliff FEZ site was deemed to meet the above criteria, given its proximity to the A15, sizeable area to accommodate strategic development and existing/proposed agri-food sector uses.

Wider objectives giving weight to the selection of the Hemswell Cliff FEZ site included the regeneration of Hemswell Cliff by attracting inward investment and employment growth.

The proposed development is therefore considered to have a positive impact on the existing commercial area at Hemswell Cliff, helping to attract inward investment and supporting the vitality of the area, in addition to providing significant socio-economic benefits through providing a range of new jobs. As the land also benefits from a draft allocation within the emerging Central Lincolnshire Local Plan, it is considered that the development proposed through this LDO is acceptable in principle.

10.2. Employment Uses and Economic Growth

Paragraph 18 of the NPPF sets out the Government's commitment to supporting economic growth. The NPPF advises that local planning authorities should help achieve economic growth by planning proactively to meet the development needs of business and support an economy fit for the 21st century; that local planning authorities should support existing business sectors, taking account of whether they are expanding or contracting; and that policies should be flexible enough to accommodate needs not anticipated in the plan and to allow a rapid response to changes in economic circumstances (paragraphs 20-21). Draft policy LP5 of the Central Lincolnshire Local Plan supports, in principle, proposals which assist in the delivery of economic prosperity and job growth to the area.

This LDO grants Outline planning permission for the uses set out in Section 4 – Description of Development Permitted (use class B1, B2 and B8), and for buildings to form business premises, provided that they are in accordance with the use and development parameters, within the LDO site. The uses and development parameters have been selected in order to provide attractive business space for the Agri-Food sector.

A degree of flexibility has been incorporated into the LDO in order to allow for an 'Agri-food Business Cluster' which includes a range of complementary uses focused on the Agri-food sector, and to provide the flexibility needed in order to respond to changing business needs and economic circumstances, making the LDO site a resilient employment site for the short, medium and possibly longer term. As indicated by the illustrative layout drawing, the LDO facilitates the provision of business units of a range of sizes and formats. This is to encourage new start-up businesses, to provide capacity for their retention through provision of larger floorplate units into which they can expand, and to attract large scale agri-food businesses. The range of business

units will also facilitate the inclusion of businesses which support the operations, making the site a more attractive location for the Agri-Food sector.

The Hemswell Cliff FEZ will therefore play a vital role in helping Greater Lincolnshire LEP to achieve their vision of doubling the economic value of the agri-food sector in Greater Lincolnshire by 2030. Creating food processing and supply chain jobs within the Hemswell Cliff FEZ site will add value to the local economy which will in turn facilitate growth of the wider economy. As Hemswell Cliff is currently a relatively deprived community, creating these high value jobs would particularly benefit local people.

10.3. Landscape and Setting

The LDO grants Outline planning permission, with all matters reserved. This means that layout, scale, appearance, means of access, and hard and soft landscaping will be provided in one or more reserved matters applications. The height and extent of the potential development is controlled by the parameters plan attached to the LDO. Reserved Matters applications will also be supported by a design and access statement setting out how detailed proposals comply with the parameters plan and additional guidance of the LDO.

Draft policy LP17 of the emerging Central Lincolnshire Local Plan, and saved policy NB10 of the West Lindsey Local Plan Review require that proposals should have particular regard to maintaining and responding positively to features within the landscape and townscape which positively contribute to the character of the area. Similarly policy LP26 – Design and Amenity, of the emerging Central Lincolnshire Local Plan requires that all development must achieve high quality sustainable design that contributes positively to local character, landscape and townscape.

10.3.1. LANDSCAPE

The Hemswell Cliff FEZ site comprises of open agricultural farmland, heavily influenced by the adjacent Hemswell Business Park, which contains the hangars and other operational buildings that were associated with the former RAF airbase, as well as newer industrial units and structures that have been built in more recent years.

Due to the arable use of the Hemswell Cliff FEZ site, there are currently few features of landscape value present on the site. Views to the Hemswell Cliff FEZ site are medium distance views and often obscured by landform. The Hemswell Cliff FEZ site will be perceived as an extension of the light industrial landscape of Hemswell Business Park.

The Hemswell Cliff LDO development is assessed to result in a minor adverse (and therefore not significant) effect on the landscape upon opening of the development. This effect further reduces as a result of the maturation of proposed landscape screen planting on the Hemswell Cliff FEZ site, resulting in a minor beneficial effect in the long term.

A landscape/planting scheme designed to provide screening is required to be incorporated as part of any plot development and is secured by planning conditions. The parameters plan precludes development from a perimeter zone (to the north, south and west boundaries) where landscape planting will be incorporated.

10.3.2. VISUAL AMENITY

Views from the wider area are limited by distance, intervening landform, small woodland blocks, hedgerows and hedgerow trees along roads. Longer range views will assimilate the Hemswell Cliff FEZ site into the backdrop of existing structures associated with Hemswell Business Park, which is often visible on the horizon.

Tree belt planting as part of the landscape scheme of the Hemswell Cliff FEZ site and the infill planting and management of existing hedgerows along the A631 will have a positive effect, by providing screening of the Hemswell Cliff FEZ site in the long term.

Prospective views of the LDO development have been assessed and concluded not to constitute a significant effect on visual amenity during construction or operation of the development. Any effect on visual amenity will reduce over time as a result of the maturation of proposed landscape planting.

Overall, it is considered that the development proposed through the LDO will respond positively to natural and man-made features within the existing landscape and townscape.

10.4. Ecology

Paragraph 118 of the NPPF states that when determining planning applications, Local Planning Authorities should aim to conserve and enhance biodiversity; and Central Lincolnshire Local Plan Draft Policy LP21 – Biodiversity and Geodiversity states that all development should minimise impacts on biodiversity and geodiversity, and seek to deliver a net gain. A Preliminary Ecological Appraisal and Breeding Bird Survey have been carried out to support this LDO, and the potential impacts of the proposed development have been assessed through the Environmental Impact Assessment which supports this LDO.

West Lindsey Local Plan 2006 saved policies relate specifically to national designations (SSSIs or NNRs) (Policy NBE11), locally designated nature conservation sites and ancient woodlands (Policy NBE12), and 'wildlife corridors' (Policy NBE13). The Hemswell Cliff FEZ site is not subject of any ecological allocation (except the Environmental Stewardship scheme relating to field boundaries – see Soils and Agriculture below), nor will any such allocation be affected by development pursuant to the LDO.

The Hemswell Cliff FEZ site comprises arable and grassland habitat, which supports locally important populations of breeding farmland birds. The loss of this habitat will result in the loss of breeding bird territories within the footprint of the development, including ground nesting Red and Amber List species of high and moderate concern. However, the assessment has concluded that the displacement of the small numbers recorded is significant at the local level only and does not require mitigation.

The creation of woodland, scrub and waterbodies within the development footprint as part of the landscape and surface water drainage strategy will create nesting opportunities for a range of bird species, as well as creating habitat suitable for terrestrial and aquatic invertebrates, small mammals and foraging bats within the Hemswell Cliff FEZ site boundary. At present the Hemswell Cliff FEZ site is of relatively low ecological value for most species, except nesting birds, due to the prevailing intensive agricultural land management regime. It is therefore reasonable to assume that the newly created habitats will be sufficient to achieve no net loss of biodiversity overall, in accordance with national planning policy.

10.5. Transport and Access

Paragraph 29 of the NPPF acknowledges the importance of sustainable transport. Paragraph 32 of the NPPF requires all developments that generate a significant amount of movement to be supported by a Transport Assessment. Paragraph 32 goes on to state that local authorities must consider whether improvements can be undertaken within the transport network that cost effectively limit the significant impacts of the development; and that development should only be prevented on transport grounds where the residual cumulative impacts of development are severe.

Policy SUS1 of the existing Local Plan seeks that large scale development proposals are located in sustainable locations which can be easily and suitably accessed by existing or expandable public transport service, and where there are good local pedestrian and cycle links available or to be provided.

Emerging Local Plan policy LP12 states that development will only be allowed where it is demonstrated that there is, or will be, sufficient infrastructure capacity to support and meet all the necessary requirements arising from the proposed development.

Emerging Local Plan policy LP13 supports development proposals which contribute towards an efficient and safe transport network and which offers a range of transport choices for the movement of people and goods. Development is encouraged to minimise additional travel demand by location, travel planning and increased use of sustainable modes of transport.

The Transport Assessment prepared to support the LDO application for the proposed Hemswell Cliff FEZ site has assessed the transport impacts of the proposed Hemswell Cliff FEZ site.

In accordance with good practice, a Scoping Study was prepared which set out the parameters of the Transport Assessment. The Scoping Study was submitted to Lincolnshire County Council, whereby the scoping assessment methodology was discussed and agreed.

10.5.1. TRAFFIC GENERATION

The transport impacts arising during the operational phase of the Hemswell Cliff FEZ site have been assessed for the 'Forecast Assessment Year' of 2031, when the FEZ site is fully built out. No reduction in car driver trips, expected with the implementation of the Travel Plan, has been applied to the trip generation, therefore the assessment represents a 'worst case' scenario.

The transport impact of cumulative development has been assessed. This has included a number of committed developments including proposed Gainsborough Northern and Southern Urban Extension areas, Riverside Gateway LDO, proposed residential developments to the south of the A631 in Hemswell Cliff, and expansion of the Hemswell Biogas AD Plant and Parkacre development within the Hemswell Business Park.

Whilst the proposed development will naturally give rise to an increase in traffic on the local road network, detailed junction capacity modelling demonstrates that all junctions within the study area operate within their design capacity in both the AM and PM peak hours 'with development'.

In conclusion, the predicted transport impacts would not have a detrimental impact on highway safety or highway capacity. The residual cumulative impacts of the proposed development are not considered 'severe' in terms of paragraph 32 of the NPPF.

10.5.2. SUSTAINABLE TRAVEL

To maximise the opportunities for sustainable transport modes, occupier Travel Plans will be secured by a condition of the LDO. As the specific occupiers of the FEZ site are not known at this stage, a Framework Travel Plan has been prepared at Outline stage to identify measures and establish procedures to encourage employees of future occupiers to adopt modes of transport which reduce reliance on single occupancy private car use.

The Framework Travel Plan is intended to provide a template for compliance by future tenants. It also provides guidance so that businesses can develop their own final Travel Plans which, while being in line with the Framework, are customised to their individual circumstances.

The location of the site does not provide the potential for access by foot, on bicycle or by public transport in a cost effective manner, aside from access to Hemswell Cliff village. The Framework Travel Plan therefore concentrates on encouraging car sharing to reduce the number of single occupancy peak hour car trips. It also identifies the possibility of a peak hours journey to work shuttle bus to improve non-car accessibility. Such a measure would need to be the subject of a feasibility study in the first instance. As it would be a site wide resource, a mechanism for sharing the costs between occupants of the FEZ site (and potentially the existing business park) would be agreed prior to any service coming into operation.

Details such as provision of cycle parking spaces and facilities shall be provided with the submission of reserved matters applications.

10.5.3. ACCESS

The modelling of the site's access to the A631 indicates that the existing main entrance to Hemswell Business Park could accommodate the additional development traffic associated with the Hemswell Cliff FEZ site without any upgrade being required.

Nevertheless, it is proposed to enhance the access by upgrading the existing priority junction. Widening of the highway is proposed to allow creation of a dedicated right turn lane which will enhance the operation and safety of the junction.

Furthermore, subject to confirmation of feasibility, it is proposed to provide a new pedestrian/cycle access route between the Hemswell Cliff FEZ site and Hemswell Cliff village. This is anticipated to be either a new footway to the north side of the A631 between the site access and Gibson Road, or a new route via the existing business park.

The proposed mitigation approach has been presented to and discussed with Lincolnshire County Council as the Highway Authority. The junction upgrade works and possible footway are secured by a planning condition and will be undertaken through a s278 agreement with the Highway Authority.

Officers of the Highways Authority have also indicated a desire for a roundabout to be created on the A631 which could serve to provide access to the FEZ site and would calm traffic running through Hemswell Cliff. There is no requirement in terms of safety or capacity for such a roundabout to provide access to the FEZ.

Whilst the desire to calm traffic through Hemswell Cliff is recognised, the appropriate means of doing this is not considered to be the imposition of an additional cost on the FEZ development for infrastructure works not required to mitigate its impact. The cost of providing a roundabout would substantially exceed that of the adequate junction upgrades proposed and could reduce the attractiveness of the FEZ to businesses if the cost is passed on and may therefore compromise its viability.

Should any separate project relating to traffic calming within Hemswell Cliff conclude, following a cost-benefit analysis, that a roundabout is the most appropriate means to calm traffic and that the cost of constructing the roundabout would be funded from budgets unrelated to the FEZ development, then a roundabout is considered to be compatible with the FEZ and would be supported.

10.5.4. PARKING

The car parking to be provided for the Hemswell Cliff FEZ site will be confirmed as reserved matters applications come forward for individual units. However, to ensure that the development does not encourage unnecessary car use, the number of spaces will be within maximum parking standards as identified within the Lincolnshire County Council parking standards.

10.6. Flood Risk and Drainage

Paragraph 100 of the NPPF seeks to avoid inappropriate development in areas at risk of flooding by directing development away from areas at highest risk. Development at the Hemswell Cliff FEZ site conforms to this objective given that it lies within Flood Zone 1, and is therefore considered to be at low risk of flooding from fluvial and tidal sources.

Emerging Local Plan policy LP14 'Managing Water Resources and Flood Risk' sets out a series of factors which development proposals need to demonstrably meet, including that development should not increase the flood risk for existing or proposed properties within the area, and that

Sustainable Drainage Systems (SuDS) are incorporated into the proposals unless they can be shown to be impractical.

Policy STRAT1 of the existing Local Plan seeks to ensure that there is sufficient availability and capacity of infrastructure to adequately serve the development. Policy NBE14 seeks to ensure that foul sewage and surface water run-off are planned for.

10.6.1. FLOOD RISK

A flood risk assessment has been undertaken in support of the LDO which concludes that:

- The risk of flooding from fluvial and tidal sources, and from artificial sources, drainage and sewer infrastructure is low.
- Whilst the risk of flooding from groundwater is low, given that the site lies in an area susceptible to groundwater flooding, a 300mm difference in ground level to floor level is to be incorporated in the development and secured by planning condition.
- Whilst the majority of the site is at 'very low' risk of flooding from surface water, there is a small area at 'low' risk of flooding at the northern extent of the site. As such, the Hemswell Cliff FEZ site is considered to be at low risk of surface water flooding.

10.6.2. SURFACE WATER DRAINAGE

A Drainage Constraints Report has been prepared to set out how surface water runoff from the Site will be managed after development. The proposed drainage design of the Hemswell Cliff FEZ site is based on providing surface water attenuation storage up to and including a 1 in 100 year event plus 30% allowance for climate change using infiltration based methods.

The drainage strategy proposes the use of infiltration basins within each plot, whereby surface water flows are attenuated within plots before infiltrating into the ground. This is the most sustainable form of surface water drainage.

The suitability of any location for infiltration may vary according to ground conditions. Whilst it is considered likely that the ground conditions across the whole site will be able to support infiltration, this is to be determined by soakaway tests to be undertaken during the detailed design stage.

Should the soakaway tests indicate that infiltration cannot be achieved at any given plot, then surface water from the site will be restricted to the equivalent greenfield run off rate for the site.

Provision is made within the LDO for construction of an attenuation pond and associated pipes or swales, the detail of which would be approved via a reserved matters submission if required. The ability to construct the pipes or swales is preserved by the identification of an 'infrastructure zone' on the Parameters Plan, which runs immediately adjacent to the existing and proposed spine road.

An attenuation pond will be located (if required) within the northernmost extent of the site and will outfall, via a piped network and new outfall into Aisthorpe Springs, a watercourse located to the east of the Site. This location is lowest lying and within the HSE safeguarding 'yellow zone' (see Section 10.12) where development of an employment use (or other use where people are present) would not be supported.

Additional attenuation storage will be achieved using a combination of swales, balancing ponds, channels, pipe network and/or underground storage within the development plots.

The Hemswell Cliff FEZ site is not likely to increase surface water runoff and therefore meets the requirements of the NPPF, regional and local planning policies. There are no anticipated off-site impacts as a result of the development of the Hemswell Cliff FEZ site.

Planning conditions will require the submission and approval of full surface water drainage details for each proposed phase or plot of development prior to commencement of development of that phase or plot.

10.6.3. FOUL WATER DRAINAGE

An assessment has been undertaken to ascertain the capacity of the foul water drainage network in the vicinity of the Hemswell Cliff FEZ site. Anglian Water's initial assessment of capacity of the sewer networks and foul water treatment facility located to the east of the Hemswell Cliff FEZ site suggests that there is insufficient capacity in the works and the sewer network to accommodate the flow levels anticipated to be required. Further hydraulic modelling is being undertaken by Anglian Water to confirm the assessment. If the initial assessment proves to be correct and the existing foul wastewater treatment facility does not have capacity to serve the development, then an alternative option would be required such as the construction of a private treatment facility to serve the site.

Planning conditions require confirmation that the existing sewer networks and foul water treatment facility located to the east of the Hemswell Cliff FEZ site have sufficient capacity to accommodate the development to be obtained prior to commencement. In the event that this cannot be confirmed, the conditions require that details of an appropriate alternative means of treating foul water from the development are approved prior to commencement of the development.

Thereafter, planning conditions require the submission and approval of full foul water drainage details for each proposed phase or plot of development prior to commencement of development of that phase or plot.

10.7. Services and Infrastructure

Policy STRAT1 of the existing Local Plan seeks to ensure that there is sufficient availability and capacity of infrastructure to adequately serve the development. Conditions are proposed to ensure further details on foul sewage and surface water run-off are submitted to and approved by the Council.

An assessment has been undertaken to ascertain the capacity of existing water, gas and electricity network in the vicinity of the Hemswell Cliff FEZ site. In relation to the location of existing utilities on site, constraints imposed by them and the potential for future connections or the proposed development, the following has been found:

- The extent of essential existing gas utility assets is considered adequate and has capacity to serve the proposed development at the Hemswell Cliff FEZ site;
- Consultation with the respective statutory undertakers has found that connection for gas could be facilitated for the proposed quantum of development, without the need for remedial works or any reinforcement of existing infrastructure assets;
- Whilst Northern Power Grid is able to provide an electricity supply to the site, this would require funding to allow necessary reinforcements to be made.
- The provision of clean water to the site to meet the levels required for 'wet industry' is only achievable with significant reinforcement which would need to be funded. Anglian Water has indicated that sufficient supply to meet the 'domestic use' requirements for the proposed development is achievable with minimal reinforcement. [Further advice is awaited from Anglian Water on the options, costs and timescales]
- A further response is also awaited from Anglian Water regarding foul drainage infrastructure. It is understood that it may be necessary to construct and operate a private sewage treatment

works on the site, which would require agreement from the Environment Agency for a discharge to the watercourse.

10.8. Renewables and Energy Efficiency

Paragraph 93 of the NPPF supports the delivery of renewable and low carbon energy and associated infrastructure as a central element of the economic, social and environmental dimensions of sustainable development. The Hemswell Cliff FEZ development has the potential to incorporate the generation of, and to utilise, energy generated from renewable and low carbon sources. For example, the existing anaerobic digestion facility located adjacent to the LDO site may have the potential to provide energy to businesses within the FEZ. A condition of the LDO requires details of the generation and use of renewable or low carbon energy for each plot or phase of development to be prepared, approved by the Council and incorporated in the development.

10.9. Ground Conditions

Paragraph 121 of the NPPF dictates that planning decisions should ensure the site is suitable for its new use taking account of ground conditions and land stability, and that after remediation the land should not be capable of being determined as contaminated land. Saved policy NBE19 of the West Lindsey Local Plan Review 2006, and draft policy LP16 of the Central Lincolnshire Local Plan Submission Draft require appropriate site investigation and risk assessment to be carried out to assess risks to people, biodiversity, buildings, land, air and water arising from the development itself and any former use of the site.

Given the site's former use as an RAF airfield, initial desktop assessments have indicated the possible presence of land contamination and/or unexploded ordnance (UXO) (see below). The Phase 1 Environmental Site Assessment report therefore concludes that the construction and operational activities at the Hemswell Cliff FEZ site have the potential to impact on human health and controlled waters.

However, with the effective implementation of mitigation measures (including a ground investigation, detailed desktop UXO assessment and any necessary remediation and/or design adaptations as secured by LDO conditions), all potential geological and contamination related effects associated with the proposed Hemswell Cliff site during the construction and operational phases are considered to be removed or reduced to an acceptable level.

A planning condition attached to the LDO require further site investigation to be undertaken and approved prior to development of each phase or plot. Any further mitigation works will be undertaken accordingly.

10.9.1. UNEXPLODED ORDNANCE AND CHEMICAL AGENTS

Given the site's former use as an RAF base and airfield, it has been confirmed through the Preliminary Unexploded Ordnance Risk Assessment that there is a risk of unexploded ordnance (UXO) remaining within the LDO site.

This preliminary assessment has resulted in an overall Medium risk from UXO with a recommendation that a Detailed UXO Threat Assessment Desk Top Study is undertaken for this site. The report indicates that:

“The risk of encountering UXO at the site of an airfield is highly dependent upon the history of the site. Factors to be considered include the type of airfield and its role before, during and after WWII. Additional factors affecting the site include records of aerial attacks, test firing butts, bomb stores, remote wooded training areas, practice bomb areas, ammunition storage locations, defensive positions, aircraft crash sites etc.”

Further information obtained by West Lindsey Council from the National Archive at Kew indicates that:

“Our records show that Hemswell was subjected to several enemy attacks during the Second World War, which caused craters and some damage to buildings. In one instance there is mention of unexploded bombs, but these will almost certainly have been dealt with.

In respect of chemical weapons used during the Second World War, a Category 2 risk may exist at Hemswell. The Scientific Support Branch report states:

Category 2. Sites where evidence shows storage of 65 lb. LC bombs definitely took place. The 65 lb. bombs were extremely susceptible to leaking, both during transportation and from corrosion by the mustard filling. There is a very high probability of leakers having been buried/burnt on site with consequent contamination of the ground.”

Accordingly, a condition is attached to the LDO which secures further investigation to be undertaken and risk mitigation measures to be agreed prior to the commencement of development.

10.10. Agriculture and Soils

The NPPF requires that local planning authorities take into account the economic and other benefits of the best and most versatile agricultural land (paragraph 112); and Central Lincolnshire Local Plan draft policy LP55 and saved policy ECON3 require that the best and most versatile agricultural land is protected. An Agricultural Land Classification and Soil Resources Assessment has been undertaken.

The area of agricultural land required permanently for the Hemswell Cliff FEZ site amounts to approximately 26.4 ha, of which approximately 18.3 ha is best and most versatile (BMV) land in Grades 2 and 3a.

The Hemswell Cliff FEZ site comprises bare agricultural land, predominantly in arable use and used for growing combinable crops. There are no farm buildings, dwellings or other significant items of fixed farm infrastructure within the site. Two fields within the centre of the site are within an Environmental Stewardship scheme (the creation and management of buffer strips and floristically-enhanced grass margins).

The permanent change of use of this land is assessed as a minor adverse effect on agricultural land, which is not considered to be significant. Similarly, with the beneficial re-use of surplus soils generated by the development, the effect on the soil resources is not considered to be significant.

The primary measures to mitigate the impacts on agricultural land and soil resources will be set out in a Soil Resources Plan, which will confirm the soil types on site; the most appropriate re-use for the different types of soils; and proposed methods for handling, storing and replacing soils on-site. The Soil Resources Plan will aim to re-use as much of the surplus soil resources on or adjacent to the site in the detailed design of the development so that they can continue their various ecosystem functions on or adjacent to the site. Features within Environmental Stewardship can be re-created on adjacent residual land within the same farm holding.

The only impacts on the farms relate to the loss of relatively low proportions of land from the edge of each holding. There is no severance or fragmentation of holdings, and no loss of fixed farm infrastructure. The effects on farm holdings identified are not considered to be significant.

Following completion of the construction works, there will be no additional direct adverse impacts on agriculture, although the developments to be authorised by the Hemswell Cliff FEZ site potentially offer opportunities to farms in the locality to add value to their primary produce.

10.11. Archaeology and Heritage

The NPPF emphasises the importance of conserving and enhancing the historic environment (paragraphs 126-141), and that development should cause less than substantial harm to the designated heritage asset (paragraph 133). Central Lincolnshire Local Plan draft policy LP25 – The Historic Environment stipulates that development proposals should protect, conserve and seek opportunities to enhance the historic environment.

A cultural heritage assessment has been undertaken to ascertain whether development pursuant to the LDO could cause substantial harm to heritage assets.

The assessment concludes that the historic built environment is characterised by dispersed settlements, including the listed buildings and conservation area at Harpswell and Hemswell, the significance of which will not be adversely impacted by the development at the Hemswell Cliff FEZ site.

Impacts to the historic built environment resulting from the development of the Hemswell Cliff FEZ site are limited to those assets related to the former RAF Hemswell site. There will be a minor adverse effect on the Grade II listed Hemswell Court and the non-designated heritage assets of the former hangars and administrative buildings, as new structures on the former airfield will change the setting of these heritage assets and reduce the intervisibility between the former hangars and the airfield. The change impacts upon the setting of the assets which contribute to their significance. By reducing the visibility between the hangars and the former airfield, there will be reduced understanding of the context.

However, the preservation level of the airfield is poor and its level of heritage significance is not sufficient to merit its conservation. It has been agreed with the archaeology officer for LCC that an appropriate level of recording will be carried out and will constitute a suitable and proportionate level of mitigation. A condition of the LDO will secure the preparation of a report which documents the history and development of the former airfield.

Potential impacts to buried archaeological remains within the Hemswell Cliff FEZ site will be mitigated via a programme of archaeological fieldwork, comprising geophysical survey and targeted trench evaluation, which will inform detailed excavation and recording as necessary, thereby ensuring that evidential value is not lost. This is secured by conditions, with the details of this determined at reserved matters stage, when details of the developments proposed within the Hemswell Cliff FEZ site are known.

10.12. Noise and Air Quality

A core principle of the NPPF is that planning should always seek to secure a good standard of amenity for all existing and future occupants of land and buildings (paragraph 17), and paragraph 123 stipulates that planning policies and decisions should avoid noise from giving rise to significant adverse impacts. Central Lincolnshire Local Plan Draft Policy LP26 – Design and Amenity stipulates that impacts in terms of noise and upon air quality should be considered in relation to both the construction and life of the development.

This LDO is supported by a Noise and Vibration Assessment and an Air Quality Assessment based upon the anticipated impact of construction activity and traffic generation. As occupier businesses and their operational activities are not known at this stage, further assessment will also be undertaken at the reserved matters stage.

10.12.1. NOISE AND VIBRATION

The noise assessment has included monitoring surveys to establish the existing ambient and background sound levels at the closest noise sensitive receptors to the site.

Given that there are no residential receptors within close proximity to the Hemswell Cliff FEZ site, vibration effects are considered unlikely to be significant. However, in order to minimise vibration effects at neighbouring commercial/industrial premises which may be sensitive, further identification of any significant vibration producing operations and the appropriate mitigation of any identified significant effects, once the Main Contractor is appointed for each plot, will be required and is secured by condition.

Any noise resulting from an increase in traffic on the local road network during the construction and operation of the Hemswell Cliff FEZ is predicted to result in negligible effects, which would not be significant.

With respect to the operation of development at the FEZ site, noise limits have been derived at nearby residential locations (as set out in table 7.17 of the Environmental Statement) based on the results of the baseline noise surveys.

Following the implementation of appropriate mitigation measures during the detailed design stage to meet the required noise limits (as a minimum), the residual effects of fixed mechanical plant, processing equipment and deliveries from all development plots, combined noise levels at nearby residential locations would increase, but would be below the level above which adverse effects on health and quality of life can be detected.

To ensure that any issue of noise levels increasing over time as the FEZ is developed and becomes fully operational is monitored and controlled so as to ensure an acceptable level of amenity at nearby residential locations, a condition is attached to the LDO which requires each proposed element of development to assess background noise level and incorporate noise control measures to ensure conformity to the accepted levels.

10.12.2. AIR QUALITY

A qualitative construction phase assessment has been undertaken to determine the potential dust impacts. Appropriate mitigation measures have been proposed and will be secured through inclusion of a Construction Environmental Management Plan as a condition of the LDO.

A quantitative operational phase assessment and detailed dispersion modelling have been undertaken to determine the impact of traffic derived pollutant concentrations at nearby sensitive receptors.

As the precise nature of activities to take place at the Hemswell Cliff FEZ site are unknown at this outline stage, it is not possible to assess the air quality effects associated with operational activities (beyond those associated with road traffic emissions). Air quality will therefore be subject of further assessment and control at the reserved matters stage as secured by a condition of the LDO.

10.13. Health and Safety

10.13.1. HSE CONSULTATION ZONE / EXPLOSIVES SITE

Consultation with the Health & Safety Executive (HSE) has identified the location of a licenced explosives site (fireworks factory) to the north east of the LDO site. The HSE has identified two safeguarding zones which surround the licenced site and overlap the LDO site.

The 'yellow line' encompasses the explosives site and defines the minimum permissible distance between an explosives site and inhabited buildings or assembly places. Within this line, the construction of new inhabited buildings and public traffic routes are restricted. The area within the Yellow Line is known as the Yellow Zone.

The 'purple line' encompasses the explosives site and defines the minimum permissible distance between an explosives site and inhabited buildings which are by definition of vulnerable

construction. Additionally, the construction of new inhabited buildings of curtain-wall construction or high rise buildings is restricted. The area within the Purple Line is known as the Purple Zone.

Buildings of vulnerable construction are defined by The Explosives Regulations 2014 as:

“Vulnerable building means a building or structure of vulnerable construction, that is to say—

(a) a building of more than three storeys above ground or 12m in height constructed with continuous non-load bearing curtain walling with individual glazed or frangible panels larger than 1.5 m² and extending over more than 50% or 120 m² of the surface of any elevation;

(b) a building of more than three storeys above ground or 12 m in height with solid walls and individual glass panes or frangible panels larger than 1.5 m² and extending over at least 50% of any elevation;

(c) a building of more than 400 m² plan area with continuous or individual glazing panes larger than 1.5 m² extending over at least 50% or 120 m² of the plan area; or

(d) any other structure that, in consequence of an event such as an explosion, may be susceptible to disproportionate damage such as progressive collapse.”

This definition is expanded upon in the Ministry of Defence Explosives Regulations for the Safe Storage and Processing of Ordnance, Munitions and Explosives, January 2013 (JSP 482), which provides the following examples of structures susceptible to disproportionate damage:

“(i) unframed structures with limited continuity utilising non-ductile materials;

(ii) large-span, tension or other special structures with critical load-bearing elements;

(iii) unusually weak structures (typically historic or timber framed buildings);

(iv) buildings containing vulnerable elements such as pre-cast panel fixings or large span slender masonry panels which may be particularly susceptible to failure and lead to a falling debris hazard.”

Further assessment is required for ‘Large Facilities of Special Construction or Importance’ including where these are not assessed to be of vulnerable construction. Stated examples of such buildings include *inter alia*:

“(a) Large factories.

(b) Multi-storey office buildings...”

It is of paramount importance to ensure that development and use of land pursuant to the LDO is appropriate to its location in close proximity to an explosives site so as to ensure that any risks are limited to an acceptable level.

The LDO boundary includes land within the safeguard zones as it is feasible that the licenced explosives site use may change or cease during the period of the LDO, and/or that certain forms of development or land use are acceptable within the zones.

The safeguard zones (yellow and purple lines) that were provided by the HSE on 16th September 2016 have been transposed onto the parameters plan which forms part of the LDO.

Conditions of the LDO require that the HSE is consulted prior to the submission of any proposed development or use of land within the safeguard zone. This will allow the HSE to confirm the extent and details of the safeguard zone at that time and to provide guidance or instruction on the use, nature or location of development.

Any development proposal subsequently submitted for reserved matters approval must then demonstrate conformity to the HSE's advice or requirements. Any proposal failing to do this should be refused planning permission.

Whilst the explosives licence remains in place, the effect of this is anticipated to be a limitation of any proposed use or development in yellow zone to landscaping, planting or infrastructure such as a drainage pond. This area may therefore serve to provide a net gain in biodiversity and to optimise the development of the main plots by reducing land lost to infrastructure.

The effect within the purple zone is likely to be a limitation on building size, design and materials. It is possible that the restrictions will prevent the development of large roof-span or multi-storey buildings, or result in increased cost of development, both of which could reduce the attractiveness of this part of the site to certain forms of agri-food development. However, as this limitation is subjective to design and may change over time, it is not considered sufficient to omit the land from the LDO. See Appendix 5 – Additional Guidance.

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11. Consultation Process

It is a requirement that LDOs are the subject of local consultation. LDO consultation procedures are set out in article 34 of the Town and Country Planning (Development Management Procedure) Order 2010 (Statutory Instrument 2010/2184). Consultation must include any person with whom the LPA would have been required to consult on an application for planning permission for the development proposed to be permitted by the LDO. Both informal and formal consultation procedures are being followed by West Lindsey District Council.

The approach to consultation adopted in the preparation of the LDO has built upon the work already undertaken by West Lindsey District Council for the Hemswell Cliff Masterplan.

The preparation of the Hemswell Cliff Masterplan was informed by the outputs of community consultation events, and meetings and discussions with key stakeholders, including a Key Stakeholders' Workshop on 17th February 2016 and a Community 'Drop-in' on 3rd March 2016.

West Lindsey District Council has worked closely with the key statutory consultees in the preparation of this LDO, including:

- Environment Agency;
- Natural England;
- Lincolnshire County Council;
- LCC Waste and Minerals;
- West Lindsey District Council;
- Historic England;
- Anglian Water; and
- Health and Safety Executive.

Consultation on the draft LDO proposals has been carried out during the preparation of the Environmental Impact Assessment (EIA), which supports the LDO, and notes from the Key Stakeholders' Workshop on 17th February 2016 for the Hemswell Cliff Masterplan were considered during the EIA Scoping Stage. A stakeholder scoping workshop was held on 14th June 2016, following a briefing for statutory consultees on the general scope and purpose of the LDO by West Lindsey District Council.

Thereafter, a formal request for a Scoping Opinion was made on 6th July 2016 including an EIA Scoping report, circulated by West Lindsey District Council to statutory consultees. A formal EIA Scoping Opinion was then published, together with written comments from Statutory Consultees, on 15th August 2016.

After receipt of the Scoping Opinion, further consultation with a range of stakeholders has been undertaken by technical specialists preparing the necessary assessments to support the EIA. The purpose of such consultation has been to:

- Gather additional relevant baseline data available from consultees;
- Discuss and agree specific locations of sensitive receptors for baseline monitoring and/ or assessment; and
- Confirm the proposed approach to assessment, including mitigation measures agreed as necessary.

A key aim of the consultation has been to agree assessments which address realistic worst-case assumptions and which ensure that specific relevant concerns of consultees are addressed, whilst also making sure the LDO helps to streamline the planning process for potential developers

as much as possible, by reducing the amount of additional work required at the reserved matters stage.

The LDO will be consulted on in accordance with Article 38 of the Town and Country Planning (Development Management Procedure) (England) Order 2015. In accordance with the LDO regulations, a draft of the LDO, Statement of Reasons and Environmental Statement will be placed on consultation for a period of not less than 28 days, following approval by West Lindsey District Council. The consultation will be publicised by site notice and local advertisement. The documentation will be available for review at West Lindsey District Council's offices, on its website and, as appropriate, locally to Hemswell Cliff.

Consultation responses will be taken into account by the Council in accordance with Article 38(10) of the Development Management Procedure Order 2015, in considering what modifications should be made to the draft LDO or whether the LDO should be adopted. If adopted, the LDO will be submitted to the Secretary of State in accordance with Article 38 (11) of the Development Management Procedure Order 2015.

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12. Risk Management

Reserved Matters applications pursuant to the Outline planning permission granted by this LDO will be assessed in terms of their conformity to the development parameters detailed in this document (see section 4), and will need to satisfy detailed planning considerations, including those specified in the conditions attached to this LDO.

An Environmental Impact Assessment (EIA) has been produced to support this LDO, and the conclusions and findings of the EIA have contributed to the formulation of the development parameters and conditions. The conditions and development parameters have been refined in order allow for sufficient control and mitigation, with a view to meeting the goals of the LDO, whilst retaining flexibility where appropriate in order to maximise the attractiveness of the site for development which meets to the aims of the LDO.

The LDO will be subject to continuous monitoring in order to allow the local planning authority to respond to emergent circumstances, and changes to the development context for the site. This will inform the review and management of the LDO, if required in order to maintain the attractiveness of the site to development which meets the aims of the LDO, or to maintain the sustainability of the site. After 10 years the LDO will cease to have effect unless there is a Council resolution to extend the LDO beyond this timeframe.

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13. Monitoring

Details of all applications received through the LDO will be available on the Council's public register of planning applications. The Council monitors any changes on the ground, and should any breaches of the terms of the LDO occur, the Council will consider appropriate enforcement action.

The LDO will be subject to continuous monitoring to assess its effectiveness in delivering development in accordance with the aims established within this document, and to allow for review and management of the LDO at any point during its lifespan where it is demonstrated that this is required in order to meet the aims of the LDO as set out in this document. The local planning authority will carry out regular monitoring of planning applications, as well as regular monitoring of the attractiveness and viability of the site for development which meets the aims of the LDO.

The local planning authority will carry out regular engagement throughout the period of duration for the LDO with key stakeholders, the Local Enterprise Partnership, relevant businesses and commercial agents, in order to monitor the level of commercial interest in the site, and the functionality of the LDO in enhancing the attractiveness of the site to development which meets the aims of the LDO.

The Council will liaise with landowners and developers, and will carry out site visits on a regular basis throughout the period of duration for the LDO, in order to monitor development progress as well as the level of occupation of business premises within the LDO site.

The LDO will cease after 10 years, unless within this time period a motion is passed by the local planning authority which extends the period of duration for the LDO.

Appendix 1 Draft Local Development Order

HEMSWELL CLIFF FOOD ENTERPRISE ZONE LOCAL DEVELOPMENT ORDER (LDO) 2017

This Order is adopted by West Lindsey District Council (“the Council”) under the powers conferred on the Council as local planning authority by sections 61A-61D of and Schedule 4A to the Town and Country Planning Act 1990 (as amended) (“the Act”) and pursuant to the Town and Country Planning (Development Management Procedure) (England) Order 2015 and shall be known as the Hemswell Cliff Local Development Order 2017 (the “Order”).

1. In this Order:
 - 1.1 definitions in the Town and Country Planning (Use Classes) Order 1987 (as amended) apply to interpretation of this Order and references in this Order to “Use Class” are accordingly a reference to the relevant Use Class set out in the Town and Country Planning (Use Classes) order 1987 (as amended); and
 - 1.2 terms defined in Schedule 3 have the meaning given to them there.
2. Subject to article 3 below, planning permission is hereby granted for the development within the Hemswell Cliff LDO Site set out in all Parts of Schedule 1 subject in each case to the restrictions and conditions set out in the relevant Part of Schedule 1.
3. The grant of permission under any Part of Schedule 1 is subject to the General Conditions set out in Schedule 2.
4. Where a material operation has been initiated in respect of any development permitted by this Order at the time this Order expires, is revoked or is revised that said development may be lawfully completed.
5. This Order comes into force on the date on which it is made as indicated below and, subject to the Council’s power to revoke this Order under s.61A(6) of the Act, will remain in force for a period of 10 years from that date, expiring on the tenth anniversary thereof.

Adopted by the Council on [] 2017

By Order of the Council the Common Seal
was affixed hereunto in the presence of:

Authorised Signatory

SCHEDULE 1: PERMITTED DEVELOPMENT

PART 1 – COMMERCIAL DEVELOPMENT

Permitted Development

Outline planning permission is granted for:

1. the erection of a Buildings and associated use of land within Use Class B1;
2. the erection of a Buildings and associated use of land within Use Class B2; and/or
3. the erection of a Buildings and associated use of land within Use Class B8

only where those use fall within, or are immediately related to, the Agri-Food Sector.

Development not permitted

Development is not permitted by Part 1 if that development would result in the total amount of floorspace within Use Classes B1, B2 and/or B8 within the Hemswell Cliff LDO Site exceeding 70,000 square metres GIA.

Development is not permitted by Part 1 if that development would result in the total amount of floorspace within Use Class B1a (unless ancillary to floorspace in Use Classes B1b/B1c/B2/B8) within the Hemswell Cliff LDO Site exceeding 5,000 square metres GIA.

Development is not permitted by Part 1 if that development would result in the construction of buildings or structures greater than 18m in height above finished ground level.

Conditions

- 1A Development permitted by Part 2 must conform to the constraints and guidance of the Parameters Plan (ref. Aecom Figure 6).

PART 2 – ASSOCIATED INFRASTRUCTURE

Permitted Development

Outline planning permission is granted for:

1. the construction, extension or alternation of roads, pavements, walkways, street lighting and street furniture;
2. the construction of areas and facilities for vehicle parking, bicycle parking and servicing;
3. hard and soft landscaping, including the erection of fences, gates, walls, securing barriers and security gatehouses;

4. the construction of foul and surface water drainage infrastructure, including pumps, tanks, conduits, swales, pipes, drains, ditches, channels and ponds; and/or
5. the construction, extension or alternation of utilities infrastructure, including telecommunications, gas, electricity, water (including any substations or pumping stations).

Development not permitted

Development is not permitted by Part 2 if it is not primarily to serve the development permitted by Part 1.

Conditions

- 2A Development permitted by Part 2 must conform to the constraints and guidance of the Parameters Plan (ref. Aecom Figure 6).

PART 3 – SITE PREPARATION WORKS

Permitted Development

Full planning permission is granted for:

1. any operations or engineering necessary for the remediation of land and its preparation for development within the Hemswell Cliff LDO Site, including excavation and the construction, extension, demolition or alteration of remediation compounds for the stockpiling, sorting and treatment of excavated materials.

Development not permitted

Development is not permitted by Part 3 if it is not primarily to enable the development permitted by Parts 1 or 2.

Conditions

- 3A Prior to the commencement of development permitted by Part 3, full details of the site preparation works including existing and proposed levels shall be submitted to and approved by the local planning authority. The works shall be undertaken in accordance with the details approved.
- 3B Prior to the commencement of development permitted by Part 3, full details of any temporary access, temporary treatment of the works area and boundary shall be submitted to and approved by the local planning authority. The works shall be undertaken in accordance with the details approved.

SCHEDULE 2: GENERAL CONDITIONS

Timing / Reserved Matters

1. Application for approval of the reserved matters shall be made to the Local Planning Authority before the expiration of ten years from the date of this Order.

REASON: To conform to Section 92 (2) of the Town and Country Planning Act 1990 (as amended).

2. No phase/plot of development shall take place until, plans and particulars of the layout, scale and appearance of the building(s) to be erected, the means of access to the site and the landscaping of the site (hereinafter called “the reserved matters”) for that phase/plot have been submitted to and approved in writing by the Local Planning Authority, and the development shall be carried out in accordance with those details.

REASON: The Order grants outline permission only and the Local Planning Authority wishes to ensure that these details which have not yet been submitted are appropriate for the locality.

3. The development hereby permitted shall be begun either before the expiration of ten years from the date of this Order, or before the expiration of two years from the date of approval of the last of the reserved matters to be approved, whichever is the sooner.

REASON: To conform to Section 92 (2) of the Town and Country Planning Act 1990 (as amended).

Agri-Food Sector and Food Industry Processes

4. Any phase/plot of development proposed through the submission of reserved matters shall be accompanied by a statement to demonstrate that the nature of the development/use proposed falls within the agri-food sector as defined in Section 4 of the Statement of Reasons. Reserved matters applications shall only be determined where the proposed development/use is deemed to be within the agri-food sector.

REASON: To ensure that development conforms and contributes to the objectives of the Food Enterprise Zone designation.

5. Any phase/plot of development proposed through the submission of reserved matters shall be accompanied by a statement to describe the scale and nature of any food industry processes to be permitted. Where these processes fall within and exceed the threshold of Schedule 2 of the EIA regulations, the applicant shall seek the screening opinion of the local planning authority as to whether the proposed use requires environmental impact assessment.

REASON: In the interests of amenity and to ensure that the development conforms to the Environmental Impact Assessment (EIA) regulations.

Design and Details

6. Development proposed through the submission of reserved matters shall conform to the approved Site Location Plans (ref. Aecom Figure 1 and Figure 2) and Parameters Plan (ref. Aecom Figure 6).

REASON: To ensure that the development takes place in accordance with the maximum development parameters assessed by the Environmental Impact Assessment (EIA).

7. Any phase/plot of development proposed through the submission of reserved matters shall be accompanied by a phase/plot context plan to demonstrate that development is compatible with and does not compromise the ability to develop or service other land within the Hemswell Cliff LDO site.

REASON: In order to facilitate comprehensive development of the Hemswell Cliff LDO site.

8. Any phase/plot of development proposed through the submission of reserved matters shall be accompanied by a Design and Access Statement and associated plans including the following details:

- a. Plot layout
- b. Existing site levels and proposed finished ground and floor levels
- c. Design of buildings and structures
- d. Landscaping/planting (in conformity to the Strategic Landscape Scheme)
- e. Boundary treatment
- f. Parking and circulation
- g. External storage including provision for oil/chemical storage
- h. External lighting
- i. Vehicle parking, circulation and manoeuvring
- j. Facilities for pedestrians and cyclists
- k. Servicing and loading arrangements
- l. Refuse storage and management

The details contained within the Design and Access Statement shall be approved by the local planning authority prior to commencement of that phase/plot of development, excluding site preparation works. Development shall be completed and maintained in accordance to the approved details.

REASON: In the interests of amenity and to ensure acceptable design, access and operation of development.

9. Prior to the occupation of any phase/plot of development, a written scheme detailing how much and by what method renewable energy will be generated from within that phase/plot or the wider Hemswell Cliff LDO site, shall be submitted to and approved in writing by the Local Planning Authority. No individual building shall be occupied until that part of the agreed scheme, which relates to the building or its curtilage, has been implemented in full.

REASON: In order to achieve sustainable development and reduce CO2 emissions.

10. Prior to the commencement of any phase/plot of development excluding site preparation works, full details of all external materials shall be submitted to and

approved in writing by the local planning authority. The development shall thereafter be implemented in accordance with the approved details.

REASON: In the interests of visual amenity and ensure the proposals uses materials and components that have a low environmental impact.

HSE Safeguard Zone

11. Prior to submission of any reserved matters application for development of land within the 'HSE consultation zone' as identified on the Parameters Plan (Aecom Figure 6), the applicant shall consult the Health & Safety Executive on the extent and details of any safeguarding zones which may influence the use, nature and location of development. Any development thereafter proposed shall conform to the advice of the HSE, which shall be submitted in writing with the reserved matters applications.

REASON: In the interest of health and safety and to ensure that current requirements of the Health & Safety Executive are incorporated in the development.

12. Unless otherwise confirmed in writing by the Health & Safety Executive, no development of a 'vulnerable construction' as defined by The Explosives Regulations 2014 and determined by the Health & Safety Executive shall take place in the 'purple zone' as identified on the Parameters Plan (Aecom Figure 6) or any revised zone subsequently confirmed in writing by the HSE.

REASON: In the interest of health and safety and to ensure that current requirements of the Health & Safety Executive are incorporated in the development.

13. Unless otherwise confirmed in writing by the Health & Safety Executive, no development or use of land, with the exception only of landscaping or infrastructure where people are not present, shall take place in the 'yellow zone' as identified on the Parameters Plan (Aecom Figure 6) or any revised zone subsequently confirmed in writing by the HSE.

REASON: In the interest of health and safety and to ensure that current requirements of the Health & Safety Executive are incorporated in the development.

Highways and Access

14. Prior to the commencement of development pursuant to Part 1 of the Order, a scheme of works to improve the public highway and site access, comprising a Right Turn Lane and Footway (or as otherwise agreed), shall be submitted to and approved by the local planning authority. The development shall not be brought into use until the works are certified as being complete by the local planning authority, unless otherwise agreed.

REASON: To ensure the provision of adequate access and in the interests of highway safety.

15. No phase/plot of development pursuant to Part 1 of the Order shall take place before a scheme to create or improve an estate road sufficient to provide access to that phase/plot from an existing public highway has been approved pursuant to Part 2 of the Order. That phase of development shall not be brought into use until the estate road has been constructed to a specification to enable its adoption as Highway Maintainable at the Public Expense.

REASON: To ensure the provision of adequate access and in the interests of highway safety.

Landscaping and Trees

16. No development shall take place until a Strategic Landscaping Scheme (SLS) relating to the boundaries, frontages, common areas and infrastructure across the entire FEZ site has been submitted to and approved in writing by the Local Planning Authority. The SLS shall include details of:
- a. planting plans;
 - b. written specifications (including cultivation and other operations associated with plant and grass establishment);
 - c. schedules of plants, noting species, plant sizes and proposed numbers/ densities;
 - d. a programme for the implementation of the landscaping works, including how the SLS shall be implemented on a strategic site wide and individual development plot by plot basis; and
 - e. a scheme for the future maintenance of the landscaped areas.

The SLS shall be implemented as approved. Each phase/plot developed shall be landscaped and maintained in accordance to the SLS.

REASON: In the interests of the visual amenity of the area and to enhance biodiversity interests through the implementation of an appropriate biodiversity and landscaping scheme.

17. Any trees dying or becoming diseased within five years of their being planted in accordance with Condition 16 above shall be replaced during the period of October to March in the year that immediately follows the developer being notified that they need replacing, by trees of a suitable size and species and to the satisfaction of the Local Planning Authority.

REASON: In the interests of the visual amenity of the area and to enhance biodiversity interests through the implementation of an appropriate biodiversity and landscaping scheme.

18. The scheme of works to improve the public highway and site access submitted pursuant to condition 14 of the LDO for approval by the local planning authority shall include:
- a. A plan showing the location of, and allocating a reference number to each existing tree on the site which has a stem with a diameter exceeding 75 mm (measured over the bark at a point 1.5 metres above ground level), showing which trees are to be retained and which are to be removed;
 - b. Details of the species, size, and an assessment of the general state of health and stability of each retained tree;
 - c. Details of any proposed topping or lopping of any retained tree, or of any tree on the land adjacent to the site;
 - d. Details of any proposed alterations in existing ground levels, and of the position of any proposed excavation, within the crown spread of any retained tree or of any tree on land adjacent to the site;
 - e. Details of the specification and position of fencing and of any other measures to be taken for the protection of any retained tree from damage before or during the course of development.

In this condition 'retained tree' means an existing tree that is to be retained in accordance with the plan referred to in paragraph (a) above. The works approved

pursuant to condition 14 shall be undertaken in accordance with the details approved in paragraphs (a)-(e) above.

REASON: In the interests of the visual amenity of the area and to enhance biodiversity interests.

Flood risk and drainage

19. No plot/phase of development shall commence, nor any discharge of surface water from that plot/phase take place, until a Surface Water Management Scheme for that development plot/phase has been submitted to and approved in writing by the Local Planning Authority. The Scheme shall be based on sustainable drainage principles and an assessment of the hydrological and hydrogeological context of the development; and shall include:
- a. the incorporation of sustainable drainage systems (SuDS) to attenuate flows from the site and maximise on-plot infiltration (where appropriate);
 - b. details of an infiltration test undertaken to ascertain the feasibility of drainage by on-plot infiltration methods;
 - c. details of the method of attenuating surface water run-off from the site to greenfield run-off rate;
 - d. details of sufficient attenuation and long-term storage to accommodate a 1 in 30 year storm. The design shall also ensure that storm water resulting from a 1 in 100 year event plus 30% to account for climate change, and surcharging of the drainage system can be stored on the site without risk to people or property;
 - e. calculations demonstrating that sufficient space will be provided on site for any necessary surface water storage and attenuation;
 - f. details of any balancing works and off-site works;
 - g. details of any proposed culverts or bridges for watercourses/land drains, justifying that they are necessary and ensuring that they do not constrict flow or otherwise reduce the carrying capacity of any watercourse/land drain;
 - h. the location and design of any surface water outfall;
 - i. details of how the drainage scheme will be constructed and operate, prior to any hard standing or buildings being constructed on that development plot;
 - j. all site surface water drainage will be designed to Sewers for Adoption standard in order to meet current best practice design standards; and
 - k. details of how the surface water system will be maintained and managed after completion.

The Surface Water Management Scheme shall subsequently be fully implemented in accordance with the approved details before the first occupation of the relevant development plot to which it relates. Thereafter, the drainage system shall be managed and maintained in conformity to the approved Scheme.

REASON: To ensure that surface water is sustainably managed without increasing flood risk on the site or elsewhere.

20. Should the results of an infiltration test undertaken in preparation of a Surface Water Management Scheme indicate that an infiltration system will not function adequately in adverse conditions, then the Scheme shall include details of an alternative means of

drainage appropriate to the plot and in conformity to the principles of sustainable drainage.

REASON: To ensure that surface water is sustainably managed without increasing flood risk on the site or elsewhere.

21. No surface water from the development or any part thereof shall be discharged from the site except through the approved system.

REASON: To ensure that surface water is sustainably managed without increasing flood risk on the site or elsewhere.

22. Prior to the commencement of development under Part 1 or Part 2 of the LDO, written confirmation shall be obtained from Anglian Water that the existing sewer networks and foul water treatment facility at Hemswell Cliff have sufficient capacity to accommodate the full development allowed by the LDO. Should it not be possible to achieve this confirmation, then full details of an alternative proposed means of foul water treatment shall be submitted to and approved in writing by the Local Planning Authority. No buildings within the LDO site shall be occupied or brought into use prior to completion of any approved foul drainage works.

REASON: To ensure that a satisfactory means of foul drainage disposal is provided.

23. There shall be no discharge of foul or contaminated drainage from the site into groundwater or any surface waters, whether direct or via soakaways.

REASON: To prevent pollution of the water environment.

24. Prior to being discharged into any watercourse, surface water sewer or soakaway system, all surface water drainage from parking areas and hardstandings shall be passed through a trapped gully and an oil interceptor. Each drainage run shall also be provided with a cut-off valve prior to any discharge point. The gully and interceptor shall be designed and constructed to have a capacity compatible with the site being drained. Vehicle washdowns and detergents shall not be passed through the interceptor. Clean roof water shall not pass through the gully or interceptor.

REASON: To reduce the risk of pollution and sediment being washed out to any watercourse and to prevent the potential pollution of clean surface water run-off.

25. All downpipes carrying rain water from areas of roof shall be sealed at ground-level prior to the occupation of the development. The sealed construction shall thereafter be retained throughout the lifetime of the development.

REASON: To prevent the potential pollution of clean surface water run-off.

26. Inspection manholes shall be provided on all foul and surface water drainage runs such that discharges from individual units can be inspected/ sampled if necessary. All manhole covers shall be marked to enable easy recognition. Foul will be marked in red. Surface water will be marked in blue. Direction of flow will also be denoted. Where more than one discharge point is proposed, manholes will also be numbered accordingly to correspond with their respective discharge point.

REASON: To ensure that foul and surface water systems may be managed and maintained.

Ground Conditions and Soils

27. Prior to the commencement of any phase/plot of development, including any construction or other work that involves disturbance to soils a Soil Resource Plan (SRP) for that phase/plot/works shall be submitted to and approved in writing by the Local Planning Authority. The Soil Resource Plan shall include the following:
- a. maps showing topsoil and subsoil types, and the areas to be stripped and left in-situ.
 - b. methods for stripping, stockpiling, re-spreading and ameliorating the soils.
 - c. location of soil stockpiles and content (e.g. Topsoil type A, subsoil type B).
 - d. schedules of volumes for each material.
 - e. expected after-use for each soil; whether topsoil to be retained for landscape areas, or used on adjacent agricultural land within the farmers' control to thicken the topsoils and improve quality; and
 - f. identification of person responsible for supervising soil management.
- Development shall thereafter proceed only in accordance with the approved scheme.

REASON: To ensure the sustainable use of displaced soils.

28. No development shall take place until a land contamination assessment and associated remedial strategy, together with a timetable of works, have been submitted to and approved in writing by the Local Planning Authority (LPA) and the measures approved in that scheme shall be fully implemented. The scheme shall include all of the following measures unless the LPA dispenses with any such requirement specifically in writing:
- a. A UXO specialist will be commissioned and an assessment carried out as per C681 Unexploded Ordnance (UXO) - A Guide for the Construction Industry (CIRIA 2009) to quantify the risk of encountering UXO. Thereafter, if the risks of encountering UXO and/ or ordnance containing chemical agent remain, construction contractors will be required to prepare a UXO risk mitigation strategy, to reduce risks to an acceptable level, in consultation with the Local Planning Authority. The approved UXO mitigation strategy, including any Emergency Response Plan, shall be implemented as approved.
 - b. A site investigation, including relevant soil, soil gas, surface and groundwater sampling, shall be carried out by a suitably qualified and accredited consultant/contractor in accordance with a Quality Assured sampling and analysis methodology.
 - c. A site investigation report detailing all investigative works and sampling on site, together with the results of analysis, risk assessment to any receptors and a proposed remediation strategy shall be submitted to the LPA. The LPA shall approve such remedial works as required prior to any remediation commencing on site. The works shall be of such a nature as to render harmless the identified contamination given the proposed end-use of the site and surrounding environment including any controlled waters.
 - d. Approved remediation works shall be carried out in full on site under a quality assurance scheme to demonstrate compliance with the proposed methodology and best practice guidance. If during the works contamination is encountered which has not previously been identified then the additional contamination shall be fully assessed and an appropriate remediation scheme agreed with the LPA.
 - e. Upon completion of the works, this condition shall not be discharged until a closure report has been submitted to and approved by the LPA. The closure report shall

include details of the proposed remediation works and quality assurance certificates to show that the works have been carried out in full in accordance with the approved methodology. Details of any post-remedial sampling and analysis to show the site has reached the required clean-up criteria shall be included in the closure report together with the necessary documentation detailing what waste materials have been removed from the site.

REASON: In order to safeguard human health and the water environment and identify potential contamination on-site and the potential for off-site migration.

Archaeology and Heritage

29. No development shall take place on any phase/plot within the Hemswell Cliff FEZ site until a scheme of archaeological investigation for that phase/plot, supported by the results, has been submitted to and approved in writing by the Local Planning Authority. Each scheme shall be carried out as approved. Each scheme shall provide for:
- a. a programme of archaeological investigation, including access to that site by archaeological contractors to be nominated by the developer and approved in writing by the Local Planning Authority;
 - b. the identification and evaluation of the extent, character and significance of archaeological remains on that site;
 - c. an assessment of the impact of the proposed development on the remains;
 - d. proposals for the preservation in situ of the remains or where the Local Planning Authority agree that this is not possible, for the investigation, recording and recovery of remains and the publishing of findings; and
 - e. notification to the Local Planning Authority of the commencement of archaeological investigations.
- Each scheme shall then be carried out as approved.

REASON: to secure the identification, investigation and/ or protection of archaeological remains.

30. Prior to the commencement of development, a report shall be produced and submitted to the Local Planning Authority which will document the history and development of the former airfield at Hemswell Cliff. The format of the report will be agreed with the archaeology officer for Lincolnshire County Council.

REASON: to ensure the implementation of an appropriate level of archaeological recording and reporting.

Sustainable Travel

31. No development shall be occupied on any plot of the LDO site until a Travel Plan for that development plot, that is in accordance with the principles set out in Hemswell Cliff LDO Framework Travel Plan, has been submitted to and approved in writing by the Local Planning Authority, in consultation with the Highway Authorities. The development of each plot shall thereafter take place in accordance with the agreed Travel Plan for that plot, which shall be implemented in full.

REASON: In order to maximise the sustainability of the development.

32. Prior to the occupation of each phase/plot of development, a feasibility study shall be undertaken to consider the following:
- the likely year on year passenger demand for a shuttle bus linking the LDO site with Gainsborough and other centres where significant numbers of employees at the Hemswell Cliff FEZ may originate;
 - the likely routing and frequency of the shuttle bus route;
 - an estimate of yearly operating costs for the shuttle bus operation;
 - a funding mechanism where all occupiers of the Hemswell Cliff FEZ contribute as and when they come forward;
 - a recommendation on the feasibility of the shuttle bus service.

The feasibility study report shall be submitted to and approved by the local planning authority. Should the report conclude that a shuttle bus service is feasible, then the potential arrangement and commissioning of a service shall be discussed further between the local planning authority and occupier businesses.

REASON: In order to maximise the sustainability of the development

Nature Conservation and Biodiversity

33. No works involving the loss of any hedgerow, tree or shrub shall take place between March and August (inclusive) in any year unless approved in writing by the local planning authority.

REASON: In the interest of nature conservation.

34. No development shall take place until an Ecological Management and Enhancement Plan (EMEP) for the whole Hemswell Cliff FEZ site has been submitted to and approved in writing by the Local Planning Authority. The EMEP shall be based on the biodiversity enhancement measures set-out in Chapter 10 - Terrestrial Ecology and Nature Conservation of the ES. The submitted details shall include how the EMEP will be implemented on a strategic (site wide) and individual development (plot by plot) basis to demonstrate a coherent approach to biodiversity enhancement and management across the site. The EMEP shall be implemented as approved.

REASON: In the interest of nature conservation and to enhance biodiversity interests.

35. No development that removes or disturbs any features within the Entry Level and Higher Level Stewardship Scheme at Hall Farm (Harpwell) as shown on the Parameters Plan (ref. Aecom Figure 6) shall take place until a satisfactory scheme to replace those features has been submitted to and agreed in writing by the local planning authority.

REASON: In the interest of nature conservation.

Noise

36. No development shall take place on any plot within the Hemswell Cliff FEZ site until a scheme of noise assessment, supported by the results, has been submitted to and approved in writing by the Local Planning Authority. Each scheme shall be carried out as approved. The noise assessment shall:

- a. Make reference to updated baseline noise surveys to confirm that the existing noise climate does not exceed the existing background noise level stated in Table 7.17 of the Environmental Statement (ES);
- b. Demonstrate how the impact avoidance and mitigation measures referred to in Sections 7.4 and 7.6 of the Noise Chapter (Chapter 7) of the ES have been considered and taken into account;
- c. Include details of how the operational noise limits at local noise sensitive receptors shall be achieved, ensuring that following the addition of any acoustic feature corrections to the sound sources under assessment, the combined BS 4142 rating level from all sources within all development zones at the Hemswell Cliff FEZ site are equal to or lower than those in Table 7.17.
- d. In the event that monitoring required under (a) shows that the existing noise climate has changed significantly, the proposed operational noise limits set out in Table 7.17 shall be discussed and any revised noise limits agreed with the Local Planning Authority.

REASON: In the interest of residential amenity.

Odour

37. In order to protect the amenity of local residents, no wastes or feedstock materials that have the potential to give rise to odour beyond the site boundary shall be stored outside of the buildings, unless agreed in writing with the Local Planning Authority.

REASON: In the interest of residential amenity.

38. No development which has the potential to give rise to odour at nearby residential properties shall take place until an odour assessment and odour management plan has been submitted to and approved in writing by the Local Planning Authority.

REASON: In the interest of residential amenity.

39. The air ventilation and odour control systems to be employed as part of this development shall be implemented and carried out in accordance with the details and systems to be submitted and approved by the Local Planning Authority.

REASON: In the interest of residential amenity.

40. Unless otherwise agreed in writing, prior to the occupation of any plot of development, a detailed Operational Environmental Management Plan (OEMP) for that individual development plot has been submitted to and approved in writing by the Local Planning Authority. The OEMP shall include information on the following:

- a. measures to deal with accidental pollution (groundwater, surface water and soils) and details of any necessary equipment (e.g. spillage kits) to be held on site;
- b. a scheme to deal with potential risks associated with contamination;
- c. measures to reduce and manage operational waste;
- d. a scheme for artificial lighting, specifying measures to minimise the impact of light spill.

REASON: In order to protect the environment and safeguard residential amenity.

Construction

41. No development shall take place on any phase/plot of the LDO site until a Construction Traffic Management Plan (CTMP) for that phase/plot has been submitted to and approved in writing by the Local Planning Authority, in consultation with the Highways Authorities. Construction on that plot shall thereafter take place in accordance with the agreed CTMP for that plot, which shall be implemented in full.

REASON: To minimise impact on the local highway network

42. Unless otherwise agreed in writing, no phase/plot of development shall take place until a detailed Construction Environmental Management Plan (CEMP) for that phase/plot has been submitted to and approved in writing by the Local Planning Authority. The CEMP shall include information on the following:

- a. details of a telephone complaints line and the methodology to deal with any complaint;
- b. methods of communication with local residents in the event of abnormal working;
- c. hours of working (Monday- Friday 08:00-18:00 hours and Saturday 08.00 -13.00 and no working on Sunday or Bank Holidays unless otherwise agreed with the Local Planning Authority);
- d. measures to control the emissions of dust, noise and vibration (as set out in British Standard BS 5228-1 Parts 1 and 2:2009 – Code of Practice for noise and vibration control on construction and open sites and IAQM ‘Guidance on the assessment of dust from demolition and construction, 2014);
- e. measures to prevent pollution (surface water, groundwater and soils);
- f. a scheme for artificial lighting, specifying measures to minimise the impact of lighting;
- g. a scheme to deal with potential risks associated with contamination including unexploded ordnance; and
- h. measures to reduce and manage construction waste.

The development of each plot shall thereafter be constructed in accordance with the approved details.

REASON: To safeguard residential amenity and minimise pollution.

INFORMATIVES

This LDO does not preclude the submission of full planning applications for development within the boundary of the Hemswell Cliff FEZ. Any such planning application shall be determined in accordance with the development plan and relevant material considerations which will include the objectives and status of the Food Enterprise Zone.

Any such application must be justified and its impact assessed in the context of the full FEZ development allowed by this LDO. Any such application must propose adequate mitigation of the impact of development over and above that of the development allowed and mitigated by the LDO.

SCHEDULE 3: INTERPRETATION

Terms used in this order have the following meanings:

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|---|--|
| Agri-Food Sector Uses | Uses specified in section 4.2, excluding those specified in section 4.4, of the Statement of Reasons. |
| Additional Guidance | Additional guidance relating to the physical form of development; design, appearance and materials; services and infrastructure; landscape planting; and phasing as set out in Appendix 5 of the Statement of Reasons . |
| Estate Road | A road sufficient to provide access to that phase/plot of development from an existing public highway. |
| Food Industry Processes | Processes specified in section 4.3, excluding those specified in section 4.4, of the Statement of Reasons. |
| Footway | A new pedestrian footpath to the north side of the A631 between the access to the Hemswell Cliff LDO site and Gibson Road. |
| General Conditions | The conditions identified in Schedule 2 of the Order. |
| GIA | 'Gross Internal Area' as calculated in accordance with the RICS Code of Measuring Practice (sixth edition 2007). |
| Highways Agreement | An agreement with the Lincolnshire County Council pursuant to sections 38/278 of the Highways Act 1980. |
| Hemswell Cliff Food Enterprise Zone (FEZ) | The proposed development at the Hemswell Cliff LDO Site intended to facilitate growth in the Agri-Food Sector. |
| Hemswell Cliff LDO Site | The area shown edged red on the plan attached to this Order as Appendix 1 of the Statement of Reasons and being the Order area. |
| Parameters Plan | The plan (ref. Aecom Figure 6) attached to this Order as Appendix 2 of the Statement of Reasons . |

| | |
|------------------|---|
| Phase/Plot | Any defined area for a development, as submitted with a Reserved Matters application pursuant to the LDO, within the LDO site. |
| Reserved Matters | Details to be submitted for approval pursuant to General Condition 2 in relation to layout, scale, appearance, means of access and/hard and soft landscaping. |
| Right Turn Lane | A dedicated lane within the A631 to provide enhanced access to the Hemswell Cliff LDO Site at its primary access point as shown on the Parameters Plan. |

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Appendix 2 Plans of the LDO Site

- Location Plan (Aecom Figure 1)
- Red Line Boundary on Aerial Photograph (Aecom Figure 2)

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Appendix 3 Parameters Plan

- Parameters Plan (Aecom Figure 6)

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Appendix 4 Illustrative Plans

- Indicative Layout (Aecom Figure 7)

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Appendix 5 Additional Guidance

Further to the physical parameters set out under the Description of Development and controlled by condition of the LDO, the following information is provided as additional guidance to assist prospective developers and the local planning authority in proposing and approving acceptable schemes via reserved matters submissions.

Services and Infrastructure

MAIN ACCESS

The LDO site will be served by a new or enhanced access to the A631. This is proposed to be in the form of an upgraded priority junction at the location of the existing east access point, comprising of carriageway widening and a new right turn lane.

The transport assessment confirms that the LDO development may be satisfactorily accommodated by the existing priority junction proposed, both in terms of capacity and highway safety.

Whilst there is considered to be no technical or safety requirement for a new access to be created, such as a roundabout, the LDO may accommodate such a new access should details of this be submitted and approved pursuant to condition.

The existing west access point may also be used to provide a temporary access whilst any new or upgraded access point is constructed.

The delivery of the new or upgraded access infrastructure will be subject to separate technical approval via the submission of details pursuant to conditions and a section 278 agreement.

SPINE ROAD

The spine road to serve plots within the LDO site is anticipated to be provided primarily by the existing road which serves business units at the former airfield, subject to upgrade/reconstruction necessary to achieve the standard for adoption by the highways authority. This spine road is shown on the Parameters Plan as 'site access' road.

A new section of spine road may also be proposed to provide access to the plots within the southern part of the LDO site, thereby removing or reducing dependency upon the southern section of the existing access road. Such a new section of spine road will enhance accessibility to development plots, provide for provision of utilities and enhance the appearance of the development. An indicative alignment of this new spine road is shown on the Parameters Plan as 'site access - indicative'. The purpose of this parameter is to prevent the development of plots in the southern section severing access to the northern plots in the event that the use of the southern part of the existing access road is restricted.

The upgrade of this spine road will be controlled by conditions of the LDO and separate technical approval as may be required. Development of business premises pursuant to this LDO will depend upon on-site road infrastructure being in place to an extent which is sufficient to serve the scale and location of development delivered (see phasing below).

INFRASTRUCTURE CORRIDOR

An infrastructure corridor is to be maintained through the development to allow installation of services and utilities as may be required to serve all plots. The indicative alignment of this corridor is shown by the 'infrastructure zone' on the Parameters Plan. The key aspects of this are that it lies immediately adjacent to existing/proposed spine road from where it is accessible to all plots, and that it provides a continuous 'route' from the southern part of the LDO site to the northeast part where any attenuation pond (if required) will be created.

The purpose of this parameter is to prevent the development of plots severing the possible connection of services and utilities between the A631 and the northeast part of the LDO site.

SPUR ROADS

Development plots not served directly by the spine road may be accessed via spur roads from the spine road. The illustrative layout plan indicates the possible location of spur roads, although the precise location will be dependent upon the configuration of development to come forward.

The delivery of spur roads will be subject of reserved matters approval in its own right or as part of a development plot or phase proposal.

SURFACE WATER DRAINAGE

Each plot or phase of development must incorporate surface water attenuation features to control the flow of water from the site. This should be in the form of a sustainable drainage system comprising an infiltration basin providing that infiltration tests confirm this to be feasible.

Drainage design details must be submitted which demonstrate the provision for surface water attenuation storage up to and including a 1 in 100 year event plus 30% allowance for climate change. This is calculated as a volume of 625m³ per infiltration basin per hectare of hardstanding to provide adequate storage to ensure no flooding of the site or surrounding area.

Should the soakaway tests indicate that infiltration cannot be achieved at any given plot, then surface water from the site will be restricted to the equivalent greenfield run off rate for the site. This has been calculated as 93.5 l/s, based on a greenfield rate of 3.67 l/s/ha assuming a developed area of 25.5 ha.

Should infiltration not be proposed, then alternative drainage design details must be submitted of a sustainable drainage system comprising an attenuation pond and associated pipes or swales. The attenuation pond will be located within the northernmost extent of the site and will outfall, via a piped network and new outfall into Aisthorpe Springs, a watercourse located to the east of the Site.

Additional attenuation storage will be achieved using a combination of swales, balancing ponds, channels, pipe network and/or underground storage within the development plots.

Physical Form of Development

Development at Hemswell Cliff is anticipated to include, but is not limited to, the following buildings, structures and features:

- Business units including offices, laboratories and workshops etc
- Factory and food industry process buildings
- Warehouse and storage buildings including ambient, cool and frozen storage
- Grain storage facilities and infrastructure
- Commercial vehicle yards
- Ancillary infrastructure including car parks, water tanks, generators, security facilities, enclosures etc
- Sustainable drainage system (SUDS) including infiltration basins, attenuation ponds and swales and rainwater harvesting facilities
- Road network; foul water drainage; water, power and communication networks etc

Development within the site is anticipated to be of a variety of scales and formats, potentially including one, or a small number of, larger 'anchor' business developments and a greater number

of smaller inter-dependent businesses which form the cluster and provide supplies, support and services etc.

West Lindsey District Council has prepared a masterplan for Hemswell Cliff including the LDO site and wider employment use area. This masterplan provides an indication as to how development within the LDO site may be configured. This is illustrative only to allow flexibility for particular business demand and requirements to be accommodated.

Through the course of the environmental impact assessment, further potential constraints to development were identified which are reflected in the Indicative Layout (ref. Aecom Figure 7) prepared by Aecom and controlled by the Parameters Plan.

In particular, this relates to the constraint on development within the identified HSE Safeguard Zones at the northeast of the site.

In the 'purple zone', where development and use of land for employment purposes is allowed, there may be a restriction on the nature of development to ensure that buildings are not of 'vulnerable construction'. Whilst the precise definition and context of this must be discussed with the HSE, the following information is provided as guidance on the nature of the constraint and expected design limitations in this location:

- For buildings of more than three storeys above ground or 12m in height constructed with continuous non-load bearing curtain walling with individual glazed or frangible panels larger than 1.5 m², the glazed or frangible panels should not exceed 50% or 120 m² of the surface of any elevation;
- For buildings of more than three storeys above ground or 12 m in height with solid walls and individual glass panes or frangible panels larger than 1.5 m², the area of glass panes or frangible panels should not exceed 50% of any elevation;
- For buildings of more than 400 m² plan area with continuous or individual glazing panes larger than 1.5 m², the glazing panes should not exceed 50% or 120 m² of the plan area; or

Particular attention should be given to the design of any other structure that, in consequence of an event such as an explosion, may be susceptible to disproportionate damage such as progressive collapse. Such structures may include the following:

- Unframed structures with limited continuity utilising non-ductile materials;
- Large-span, tension or other special structures with critical load-bearing elements;
- Unusually weak structures (typically historic or timber framed buildings);
- Buildings containing vulnerable elements such as pre-cast panel fixings or large span slender masonry panels which may be particularly susceptible to failure and lead to a falling debris hazard.

Design, Appearance and Materials

The LDO does not seek to prescribe the appearance or materials for development at the Hemswell Cliff FEZ site given the diversity in the range of uses and building types which may be proposed in the agri-food sector.

To ensure good design and the use of high quality materials, any reserved matters application must be submitted with a Design and Access Statement for approval by the local planning authority.

The Design and Access Statement must respond to the guidance of the NPPF (section 7) and the requirements of relevant local planning policy, including emerging Local Plan policy LP26 – Design and Amenity.

This policy requires all development to achieve high quality sustainable design that contributes positively to local character, landscape and townscape, and supports diversity, equality and access for all. The policy sets out a series of design criteria, which includes the following:

- Make efficient and effective use of land;
- Respect the existing topography, landscape character and identity, and relate well to the site and surroundings, particularly in relating to siting, height, scale, massing, form and plot widths;
- Incorporate appropriate landscape treatment to ensure that the development can be satisfactorily assimilated into the surrounding area;
- Provide well designed boundary treatments, and hard and soft landscaping that reflect the function and character of the development and its surroundings;
- Protect any important local views into, out of, or through the site;
- Duly reflect or improve on the original architectural style of the local surroundings, or embrace opportunities for innovative design and new technologies which sympathetically complement or contrast with the local architectural style;
- Use appropriate, high quality materials which reinforce or enhance local distinctiveness, with consideration given to texture, colour, pattern and durability.

Policy LP26 also sets out a series of amenity considerations, stipulating that the amenities which occupiers of neighbouring properties may reasonably expect to enjoy must not be unduly harmed by or as a result of the development. The specified considerations are as follows:

- Compatibility with neighbouring land uses;
- Overlooking;
- Overshadowing;
- Loss of light;
- Increase in artificial light or glare;
- Adverse noise and vibration;
- Adverse impact upon air quality from odour, fumes, smoke, dust and other sources;
- Adequate storage, sorting and collection of household and commercial waste, including provision for increasing recyclable waste; and
- Creation of safe environments.

Landscape Planting

A strategic landscape scheme for the Hemswell Cliff FEZ site will be prepared and approved pursuant to conditions of the LDO. The proposed landscape treatment will provide new woodland planting alongside the western boundary of the Hemswell Cliff FEZ site, and augment existing hedgerows and hedgerow trees along the A631.

The strategic landscape scheme shall provide details of:

- Planting plans;
- Written specifications (including cultivation and other operations associated with plant and grass establishment);
- Schedules of plants, noting species, plant sizes and proposed numbers/ densities;

- A programme for the implementation of the landscaping works, including how the SLS shall be implemented on a strategic site wide and individual development plot by plot basis; and
- A scheme for the future maintenance of the landscaped areas.

Plot development proposals made through reserved matters applications must include details of on-plot landscaping and of the boundary planting where this corresponds to the development plot. The proposals shall be guided by and conform to the strategic landscape scheme.

The details of all boundary landscape features and planting shall be approved prior to the commencement of development for the corresponding plot and shall be fully implemented in as approved.

The landscaped areas shall then be maintained in accordance with the strategic landscape scheme.

Phasing

Given the scale of development proposed, this will inherently come forward in phases according to demand for sites or premises. To maintain flexibility to meet business requirements, the phasing is not prescribed either geographically (i.e. which plots first) or in time (i.e. which phase when).

However, the phasing must ensure that the developed plots are adequately and rationally served by infrastructure. It is therefore anticipated that the southern parts of the site will form the initial phase and the development will then 'work backwards' into the site. However, development of land within the central and northern parts of the site is not restricted pending development of land to the south, provided that the development depends upon the location proposed by virtue of its scale or function, and that provision is in place for the delivery of adequate infrastructure to serve it.

A condition is attached to the LDO to ensure that development is not occupied prior to the completion of adequate infrastructure to provide access and services.

Legal Agreements

Whilst an LDO cannot incorporate an agreement under Section 106 of the Planning Act, West Lindsey Council may seek to enter into legal agreements with developers/occupiers of land at the Hemswell Cliff FEZ site in order to discharge certain aspects of the general conditions. This primarily relates to the cohesive management and operation of the FEZ, for instance requiring all occupiers to make contributions to the management and maintenance of shared infrastructure or the provision of sustainable transport initiatives.

Details of this should be discussed between prospective developers/occupiers and the Council during the site acquisition and/or reserved matters planning application stage.



PRCC.49 16/17

**Prosperous Communities
Committee**

31st January 2017

Subject: Strategic Transport Model and Development Study

Report by:

Rachael Hughes/Eve Fawcett-Moralee

Contact Officer:

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Purpose / Summary:

To support the procurement of a strategic transport model in the Gainsborough urban area for the purpose of promoting sustainable growth through improving traffic flows within the town whilst also maintaining connectivity from Nottinghamshire and South Yorkshire into the District safeguarding the economic benefits to West Lindsey of the primary routes to Scunthorpe, Lincoln and the coast. .

RECOMMENDATION(S):

1. That Members acknowledge the need for the procurement of the Strategic Transport Model and Development Study
2. That Members recommend to Corporate Policy and Resources Committee, to accept the commissioning and funding implications of the Strategic Transport Model and Development Study for West Lindsey as set out within the financial implications section of this report.

IMPLICATIONS

Legal: The contract for the Strategic Transport Model and Development Study is with Lincolnshire County Council and therefore falls outside of normal procurement rules

Financial: FIN/118/17

The £271k cost of this Strategic Transport Model and Development Study will be a revenue expense which can be funded from General Fund Balances

It is estimated that a revenue budget of £35k will be required in 2016/17 to fund the survey works, scheduled to be undertaken in March, with the remaining £236k budget requirement in 2017/18

Due to expediency the service has had to raise a purchase order to protect our place for the traffic surveys which need to happen in March if we are to keep the traffic modelling resource that has been secured following this. Any slight delay now will have a significant impact on project delivery further down the line.

Staffing: Resources are already in place to project manage this study and all other resources required to undertake the work have been secured as part of the contract with Mouchel.

Equality and Diversity including Human Rights: This project has been developed to improve connectivity between Nottinghamshire and the wider district of West Lindsey promoting the delivery of sustainable and affluent communities and improving the quality of life of residents as well as supporting the regeneration programme for Gainsborough.

Risk Assessment :

Key Risk: The success of this project is based on the timely delivery of the strategic traffic model so that it may be utilised effectively as part of the wider regeneration programme to facilitate the delivery of land use allocations (including sustainable urban extensions) identified in the emerging Central Lincolnshire Local Plan.

Mitigation: Ensuring that the project is managed robustly against the project plan, specifically in relation to the key milestones identified.

Climate Related Risks and Opportunities: The purpose of commissioning a new traffic modelling project is to improve traffic flows and access through the town and wider area, reducing the frequency and volume of queuing and idling traffic.

Title and Location of any Background Papers used in the preparation of this report:

Wherever possible please provide a hyperlink to the background paper/s
If a document is confidential and not for public viewing it should not be listed.

Call in and Urgency:

Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)

Yes

No

Key Decision:

A matter which affects two or more wards, or has significant financial implications

Yes

No

1 Introduction

The Council's regeneration plans for Gainsborough and wider area are predicated on housing led economic growth which is formalised through statutory obligations to seek to deliver the emerging Local Plan. The scale of housing growth required is very ambitious with Gainsborough accounting for 12% of the overall housing growth planned for Central Lincolnshire.

Due to the position of Gainsborough and its relationship with the Trent Bridge River crossing it is important to consider the impact of any growth in the town on the wider District. Gainsborough because of the river crossing is considered a key gateway providing access routes from South Yorkshire and Nottinghamshire to Scunthorpe and surrounding villages on A156, to Lincoln and surrounding villages on the A159 and finally a popular route from Sheffield and Rotherham to the Coast on the A631 through Market Rasen.

In February 2016 members approved a Regeneration Delivery Plan for Gainsborough, this included an outline project for infra-structure delivery. In May of this year the Homes and Communities Agency funded an infrastructure study for the town. As part of this regeneration programme Mouchel were commissioned by ALTAS (Part of the Homes and Communities Agency) and West Lindsey District Council to produce the Gainsborough Infrastructure and Planning Delivery Strategy (GIPDS). The purpose of the GIPDS was to set out a clear strategy for the delivery of key infrastructure required in Gainsborough in the emerging plan period up to 2036 to support an ambitious growth agenda for the town and ensuring connectivity to the wider district is supported and improved.

The Nexus Mouchel study however only offers a high level understanding of Gainsborough's future growth's impact on the local and wider transport network and as such it was recommended that in the short term a more coordinated approach to assessing the impact of development on the highways network is undertaken, making specific reference to using a strategic traffic model for the town to ensure the cumulative impact of growth is captured.

As a partner of Lincolnshire County Council, Mouchel have been invited to provide a proposal, including a methodology and fee structure to undertake a more detailed study of a number of development related transport issues in Gainsborough with a view to safeguarding the gateway routes from South Yorkshire and Nottinghamshire into the District of West Lindsey, focussing specifically on connectivity and traffic flows.

2. Context

As part of the Greater Lincolnshire devolution bid to Central Government in 2015 the 10 authorities commissioned Mott MacDonald to deliver a Greater Lincolnshire Strategic Infrastructure Delivery Plan (GLSIDP) with the core purpose of recommending how Greater Lincolnshire should prioritise and fund investment in infrastructure so as to realise the ambitious growth targets across the County.

The GLSIDP categorised 36 major infrastructure projects into short, medium and long term timeframes and used a multi-criteria analytical approach (MCA)

to assess the impact of projects based on the schemes costs and benefits. The methodology evaluated the strategic and economic impact of the project alongside the cost and deliverability of the scheme. It was determined that the Trent Bridge crossing from Flood Road onto Bridge Road/Bridge Street and Thorndike Way junctions were ranked 8th out of 36 demonstrating that this project was deemed both cost effective and appropriate, playing a key role in the delivery of the 4,350 homes proposed by the Central Lincolnshire Local Plan.

Alongside this work there has also been a further study into the Flood Road junction as part of the Local Development Order application. This study sought to establish whether a second river crossing was going to be necessary in order for the town to sustainably deliver the levels of growth allocated in the emerging Local Plan. The Traffic Assessment Study (June 2016) concluded that the Bridge would reach capacity by 2021, however it also provided alternative solutions to increasing capacity of the junction without the need for a second river crossing. The solutions proposed have helped provide developer confidence in the town and have finally confirmed that there is no need for a second river crossing.

Whilst it is acknowledged that devolution is currently no longer an option for Greater Lincolnshire we have been advised by the Commissioner for Place and Environment at Lincolnshire County Council that the methodology used to evaluate infrastructure projects remains the same and that it is important for projects detailed within the GLSIDP to continue development to ensure deliverability so that they can be considered for future funding. This approach has been demonstrated by the work undertaken previously by North Kesteven District Council who are now benefiting from £10m worth of road improvements in Sleaford following the commissioning of a Transport and Development Study.

The study proposed in this report goes further than just modelling solutions for the Flood Road, Bridge Road and Thorndike Way junctions, this is because it is acknowledged that whilst the Flood Road junction is a priority; ensuring traffic is also able to flow through the town is key to maintaining the economic benefits to the District via the primary routes to Scunthorpe, Lincoln and the coast.

3. Study Objectives and Project Approach

The purpose of the commission is two-fold:

- To enhance the work undertaken on the GIPDS for the Gainsborough area and to support the future development of the town, including attracting investors, by clearly identifying what transport infrastructure improvements are required to facilitate the delivery of the land use allocations identified in the emerging Central Lincolnshire Local Plan and improve connectivity with the rest of the district.
- To build on the assessment work undertaken for the Flood Road, Bridge Road and Thorndike Way junction; providing more detailed proposals for junction improvements culminating in the provision of a full Option Assessment Report.

The project will be managed through three primary work streams which are broken down into:

- Work stream 1 – Project Management and Information Collation
- Work stream 2 – Strategic Model Development
- Work stream 3 - Flood Road, Bridge Road and Thorndike Way junction scheme development

The model identified for this project will be the SATURN highway model which is based on methodology supported by the Department of Transport, providing two key benefits. Due to the model methodology used the study provides a robust basis for future funding bids and grant applications. It also allows enhanced options assessments of specific junctions or other modes of transport e.g. cycling and walking to be overlaid ensuring a cohesive strategy which also considers the cumulative impact of development and traffic volumes.

3. Project Plan

| Work stream | Stage | Product | Description | Week |
|-------------|-----------------------------|---|--|---------------------|
| 1 | Inception | Inception meeting | - | Week 3, January 17 |
| | | Project Initiation Document (PID) | Sets out key project management structures and processes for the project | Week 4, January 17 |
| | | Programme | Detailed programme for full project | Week 4, January 17 |
| 2 | Strategic Model Development | Model Specification Report (MSR) | Sets out the detailed specification of the traffic model (this is a live document that is updated as the project progresses) | Week 2, February 17 |
| | | Traffic Data Collection Specification | Forms the basis for procuring traffic surveys | Week 2, February 17 |
| | | Traffic Data Collection Tender Documentation | Tender documentation for appointing survey contractors | Week 2, February 17 |
| | | Traffic Data Collection Report | Report on the process and outputs from the traffic survey | Week 2, April 17 |
| | | Local Model Validation Report (LMVR) | Key document reporting on the model development process and adherence of the model performance to required standards | Week 4, July 17 |
| | | LMVR Appendices (requirements TBC): <ul style="list-style-type: none"> • Network coding • Demand data processing • Calibration and validation statistics • Journey Time validation • Realism tests | LMVR supporting documentation | Week 4, July 17 |
| | | Uncertainty Log (Core scenario future network and development assumptions for each forecast year) | Log of committed and planned highway network and land use changes over the forecast years | Week 4, August 17 |
| | | Forecasting Report (FR) | Report of the traffic forecasting process and outputs | Week 4, October 17 |
| | | FR Appendices (requirements TBC): <ul style="list-style-type: none"> • Demand Model responses | | Week 4, October 17 |

| | | | | |
|-----|---------------------------------|---|---|--------------------|
| | | <ul style="list-style-type: none"> Reference Case statistics | | |
| 3 | Flood Street Scheme Development | Working Paper 1 – The Need for Intervention | Reporting on the early stages of Work stream 3 including current and future situations, the need for intervention and scheme objectives | Week 4, October 17 |
| | | Working Paper 2 – Option Identification and Initial Sifting | Reports on the long list of options and the sifting process to select a shortlist for further development | |
| | | Option Assessment Report (OAR) | Overall output from Work stream 3 including development of preferred option/s | Week 4, March 18 |
| | | OAR Appendices (requirements TBC): <ul style="list-style-type: none"> EAST (or other sifting tools for long-list and short-list) Do Something Scheme Performance (Flood Street Junction Improvements) Junction Model interface EAR (see below) Environmental Constraints mapping Scheme Costs Highway Design feasibility | OAR supporting documentation | Week 4, March 18 |
| | | Economic Assessment Report (EAR) | Reports on the outputs from the economic assessment of the scheme/s | Week 4, March 18 |
| | | EAR Appendices (requirements TBC): TUBA user benefits COBALT Accident impacts | EAR supporting documentation | Week 4, March 18 |
| | | Stakeholder Report | Reports on stakeholder engagement undertaken during the commission | Week 4, March 18 |
| All | All | Monthly Progress Report | - | Week 4 each month |

4. Project Costs

Below are the anticipated costs for the study outlined above. Whilst it is accepted that the overall cost could be considered quite high, there are a number of funding streams and in kind benefits already secured which make this option good value for money.

| Work stream | | Fee |
|--|-----------------------------|----------|
| Work stream 1 – Project management & information collection | | £18,500 |
| Work stream 2 – Strategic model | Traffic modelling | £146,000 |
| | MPOD data (Allowance) | £5,000 |
| | Traffic surveys (Allowance) | £35,000 |
| Work stream 3 – Flood Road, Bridge Road & Thorndike Way Junction | | £65,750 |
| | Total | £270,250 |

Due to the specialist nature of the work entailed and the limited experience of this work within West Lindsey the Lincolnshire County Council have agreed to help client this work providing approximately £5,000 worth of consultancy fees in kind. As well as support from the Local Partnership fund from February which equates to approximately £1075 per day for 8 weeks.

From existing funding the Council has already secured £197k from the Homes and Communities Agency which helped fund the initial GIDPS carried out by Mouchel and £150k from the Local Development Order fund for the Riverside Gateway which has again been used to secure additional capacity for delivery.

The Authority has also submitted a bid to the Greater Lincolnshire Local Enterprise Partnership for the Housing Unlocking fund for £4million as part of the Gainsborough Growth Programme. £1.85 million of this is earmarked to accelerate the delivery of the Sustainable Urban Extensions in Gainsborough, specifically in relation to infrastructure. It is therefore anticipated that if successful an element of this funding will be apportioned to this study, reducing the liability of costs to the authority.

Finally, this model provides good value for money to the authority, notwithstanding the in-kind benefits from our partners this project has already attracted, this study also means that West Lindsey or other investors in the town may use the base data for their own specific traffic modelling solutions reducing future outlay and could be seen as an incentive for developers. Alternatively West Lindsey could potentially levy a small charge on those that wish to use the base data, creating a low level income stream, however a decision on the best way to utilise this data should be made at a later date within the context of the strategic growth aspirations of the authority.

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PRCC.50 16/17

**Committee Prosperous
Communities**

Date 31st January 2017

F

Subject: Wolds Arts Festival Evaluation

Report by:

Chief Operating Officer

Contact Officer:

Karen Whitfield
Leisure & Cultural Services Team Manager
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Karen.whitfield@west-lindsey.gov.uk

Purpose / Summary:

To update Members regarding the Wolds Arts Festival and future tourism work

RECOMMENDATION(S):

- 1) Members note the evaluation results of the Wolds Arts Festival and agree that no further funding is set aside to support the provision of stand alone events.
- 2) Officers continue to work and support other emerging Tourism opportunities within the District and that this work continues to be monitored by the Leisure Cullture Tourism and Events working group.

IMPLICATIONS

Legal: None

Financial : There is no further budget set aside to support the direct provision of events within West Lindsey
FIN/119/17

Staffing : None

Equality and Diversity including Human Rights :

Risk Assessment :

Climate Related Risks and Opportunities :

Title and Location of any Background Papers used in the preparation of this report:

Call in and Urgency:

Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)

Yes

No

Key Decision:

A matter which affects two or more wards, or has significant financial implications

Yes

No

1 Introduction

- 1.1 A two year salary and expenditure budget was previously agreed for 2015/16 and 2016/17. The purpose of this was to assess whether large scale events could generate significant numbers of visitors to the District thus raising the profile of the District, encouraging repeat visits and increasing tourism spend.
- 1.2 Originally an Events Co-ordinator was employed directly by the Council. However, after the post holder left the Council it was agreed that a better use of the budget would be to work in partnership with a high profile organisation to deliver a major event and to undertake some robust evaluation around the financial and social benefits of doing so. This would enable the Council at the end of the agreed two years' funding to evaluate the social and economic benefits of events and enable a robust decision on future funding commitment.
- 1.3 The Council approached Magna Vitae who were responsible for the development of the SO Festival and have a track record of delivering high profile festivals and cultural events. They were duly appointed to work in partnership with Officers to develop the Wolds Arts Festival.

2. Wolds Arts Festival

- 2.1 Linking in with Lincolnshire Day the event took place over the market towns of Market Rasen and Caistor on the 1st and 2nd October 2016 respectively. The programme was varied and included a range of street performances including music, theatre and pyrotechnic shows for the finale. A full communications plan was developed to ensure a high level of marketing was undertaken for the events.
- 2.2 The Festival was well received and approximately 500 people visited on each day, totalling around 1000 audience members over the weekend.
- 2.3 Highlights for the Festival included:
 - 95% satisfaction rate with audiences surveyed.
 - 79% were regular cultural attendees, and 21% were new to Arts events
 - 96% would like to see another Festival in 2017
 - Approximately £10,000 direct spend brought to the local area by contracting local companies and organisations
 - Approximately £10,000 spend generated into local shops and businesses by attendees
 - High profile re-tweets by the DCMS and Arts Council
- 2.4 Whilst the event was a great success and enjoyed by those attending the cost of producing the Festival was not matched by economic impact over the two areas. In addition as 82% of the audiences were from the local catchment group the Festival did not produce a large number of visits from outside the District.

3. Future of Events

- 3.1 There is no further funding set aside to support events within West Lindsey going forward and whilst the Wolds Arts Festival was clearly enjoyed by the audiences that attended the events, the economic impact was lower than the cost of providing the event. In addition the events did not attract a large number of visitors from outside the District.
- 3.3 There are emerging priorities and work streams for the Council that will deliver tourism opportunities for the District. These include the Mayflower 400 initiative and the emerging partnerships with Visit Lincoln and the Wolds Area Partnership. Time and resources will be needed to maximise the opportunities presented and these will be requested through the Council's governance routes at the appropriate time.
- 3.3 It is therefore proposed that, given current financial constraints and the other emerging priorities, further provision of stand alone events is not supported and no further resources are allocated in this regard.

4. Recommendation

- 4.1 It is therefore **RECOMMENDED** that Members note the evaluation results of the Wolds Arts Festival and agree that no further funding is set aside to support the provision of stand alone events.
- 4.2 Officers continue to work and support other emerging Tourism opportunities within the District and that this work continues to be monitored by the Leisure Culture Tourism and Events working group.



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|---|
| PRCC.51 16/17 |
| Prosperous Communities Committee |
| Date: 31 January 2017 |

G

Subject: Progress and Delivery Report – Period three

| | |
|-------------------------|---|
| Report by: | Chief Operating Officer |
| Contact Officer: | Mark Sturgess Chief Operating Officer 01427 676687 mark.sturgess@west-lindsey.gov.uk |
| Purpose/Summary: | To consider the progress and delivery performance report for 2016/17 period 3 |

RECOMMENDATION(S):

- The Committee are asked to review the performance information contained in the Progress and Delivery Report and to review the performance outlined and highlight where specific action should be taken (NB the actions recommended will be reviewed by the Challenge and Improvement Committee at the end of this cycle of meetings).**

IMPLICATIONS

Legal: None arising from this report

Financial: FIN REF 128/17 None arising from this report

Staffing: None arising from this report

Equality and Diversity including Human Rights: None arising from this report

Risk Assessment: None arising from this report

Climate Related Risks and Opportunities: None arising from this report

Title and Location of any Background Papers used in the preparation of this report:

1st and 2nd Quarter Reports to the Policy Committees and Challenge and Improvement Committee

Call in and Urgency:

Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman) **Yes** **No**

Key Decision:

A matter which affects two or more wards, or has significant financial implications **Yes** **No**

Table of Contents

| | |
|---|----|
| Introduction | 4 |
| Executive Summary | 5 |
| Section 1: Corporate Health Measures | 8 |
| Section 2: Project and Programme Delivery..... | 10 |
| Section 3: Service Exceptions..... | 11 |
| Customer Services | 11 |
| Housing Benefit and Local Council Tax Support | 11 |
| Council Tax | 12 |
| Building Control..... | 13 |
| Local Land Charges | 14 |
| Development Management | 14 |
| Enforcement..... | 15 |
| Food Safety | 17 |
| Licensing | 17 |
| Street Cleansing..... | 18 |
| Waste Collection | 19 |
| Trinity Arts Centre | 20 |
| Democratic Services | 21 |
| Contracts Management | 23 |
| Economic Development..... | 25 |
| Funding | 26 |
| Localism and Community Safety | 26 |
| CCTV..... | 27 |
| Markets..... | 27 |
| Safeguarding | 28 |
| Assets and Facilities Management | 28 |
| Housing | 29 |
| Home Choices..... | 30 |
| Healthy District | 33 |
| Town Centre Management..... | 35 |
| ICT | 35 |
| Systems Development..... | 36 |
| Corporate Governance | 38 |

Introduction

Councillors have received progress and delivery reports since 2012. They have sought to give councillors information on how the council is performing through its services, project delivery and finances. This has given councillors the opportunities to question officers on performance and ensure that any rectification measures proposed to remedy poor performance are sufficient to tackle the issues identified.




This report is about the services the council is delivering in order to meet the objectives it has set itself in the corporate plan.

For clarity this report will provide information on those services that are either performing below their target level or have exceeded the performance expected of them. This will be done within certain tolerance levels therefore services which are just below their target performance will not be reported at this stage, but will be monitoring through the council's services leadership team. Generally explanations and rectifications are given where an aspect of a service is performing below the required standard.

In addition the report will contain information on services which were included in the last period's exceptions report, but have subsequently improved to the extent that they are not included in this report. This is to demonstrate to members that remedial measures which have been put in place are working.

How to use this report

RAG Performance Indicators

| | |
|---|--|
|  | Performance against this indicator is better than the set target |
|  | Performance is in line with its target |
|  | Performance is lower than predicted |

Direction of Travel

| | |
|---|---------------------------------|
| ↑ | Performance is improving |
| → | Performance is remaining static |
| ↓ | Performance is declining |

Executive Summary

This is the quarter three performance report and therefore concentrates on the service and project delivery (Commercial Plan and Corporate Plan performance is dealt with at six monthly intervals in quarter two and four).

The executive summary is structured to highlight those areas that are performing above expectations, those areas where there is a risk to either performance or delivery and those areas where further work is required for next year's report.

Performing Well

Building Control

The Council has made significant investment in the Building Control service to equip the team to compete effectively in the market. The benefits of this are starting to be realised with a small increase in fees when compared to 2015/16, however the construction sector continues to be volatile and there is still work to be done to ensure this trend continues long term. Work has now started on delivering additional services highlighted in the Business Plan. Air testing has just been launched with Fire Risk Assessments following shortly. It is likely that warranty work in conjunction with Local Authority Building Control (the national accreditation body for the service) will start this year.

Development Management

The improvement in performance reported in quarter two for Development Management has been sustained and continued into quarter three. Fee income from planning applications has exceeded budget targets each month and for the year to date is notably higher than the same period in 2015/16. This work has established the building blocks for the service to ensure that it now starts to improve areas such as customer care and quality of outcomes, although the volume of complaints the service receives is starting to reduce.

Projects and Growth

The Team is focussed on the Gainsborough Growth Programme, the Food Enterprise Zone at Hemswell Cliff and wider economic development initiatives such as the Lindsey Action Zone and the potential for industrial units at key sites such as Saxilby.

In Gainsborough, the 'Development Prospectus' was launched over the summer and progress has been made on procurement of a Strategic Development Partner; funding bids have been made to both Heritage Lottery Fund and Historic England to assist in the restoration of town centre properties; the Gainsborough Place Board has been launched and a range of key stakeholders are signed up as 'Ambassadors' for the town; Council support has been secured for the redevelopment of the Sun Hotel and for a joint venture company to regenerate Market Street; feasibility work has progressed for a marina in the town and a further funding bid has been made to assist with infrastructure costs which will help to unlock key housing sites. The Gainsborough Growth Fund also continues to assist new and growing firms in the town. Works to upgrade the footways along Beaumont Street and Trinity Street have been undertaken, working with Lincolnshire County Council.

In the wider District, the Lindsey Action Zone continues to assist West Lindsey businesses, most recently through the award of a grant for the expansion of Hall Farm Park. The upgrading of the road access to Newtoft Business Park has also been delivered as a joint initiative between the Council and the local business community. An evaluation of the Townscape Heritage Initiative in Caistor is underway, which will inform future action in the town and the Council is considering the potential to take a lease on new workspace units in Saxilby.

Other measures such as the investigation of discretionary rate relief for businesses and the implementation of the selective licensing scheme in the south west ward of Gainsborough are all helping to deliver corporate plan objectives.

Trinity Arts Centre

The long standing improvement in the performance of the Trinity Arts Centre in Gainsborough has continued into the third quarter of 2016/17, especially around income and visitor numbers. The facility is now more than covering the costs of running the facility, once premises costs are removed.

Risks

Local Land Charges

Local Land Charges continues to be a risk and will continue to be so until a robust automated service is introduced in the spring. The service is maintaining its good reputation for quality and accuracy and because of this maintains a core customer base. Additional resources have been allocated to the service in order to keep turnaround times for searches within the 10 day target in the interim.

Enforcement

The increase in demand on enforcement services is increasing across all areas and continues to remain at a high level in planning enforcement. Work is being undertaken to identify why this increase is continuing at a sustained level and ensure that cases are dealt within in accordance with the adopted policy.

Markets

Markets continue to underperform and whilst a final decision is awaited on proposals to improve their performance, measures are being taken to reduce operation costs which do not prejudice any of the options under consideration by members.

Home Choices

Demand on the home choices service for people in housing need and those at risk of homelessness is increasing. We have seen a marked increase in new approaches to the service, homelessness presentations and temporary accommodation usage. The main areas where this is being reflected in the performance of the service are: the amount of rough sleepers; the time taken to rehouse people in housing need and the numbers of people using bed and breakfast accommodation.

Further Work

Complaints can be a good source of intelligence on how a particular service is performing and how it can be improved to better meet the needs and expectations of customers.

At the present time the total volume of complaints are recorded within each service and these are aggregated and reported to members as part of the corporate health measures set out in the progress and delivery report.

It is fully accepted that this is a crude way of handling complaint information and a more sophisticated approach is needed which is able to identify trends in complaints, highlight particular areas or services which are subject to high levels of complaints and key themes in complaints the council receives. More importantly from an organisation point of view techniques need to be developed which will enable services to act on information from an analysis of complaints which can make a tangible difference to the service customers receive. This is more than just improving the response to individual complaints it is about learning from all complaints and changing systems and process so that the scope for that type of complaint recur is eliminated.

For the 2016/17 municipal year the way we report complaint information will be reviewed in order to give members information on complaints which gives them a better insight into what customers complain about and how action is taken to ensure we deal with the causes of complaints.

In addition to a better reporting of complaints the councils approach to enforcement is being review together with different options around the delivery of Gainsborough Markets.

Section 1: Corporate Health Measures

| Performance Measure | Reporting Frequency | Current Period | | | | Previous Period | | YTD perf. | What is affecting performance | What do we need to do to improve and by when? |
|--|---------------------|----------------|--------|------|-----|-----------------|-------|-----------|--|---|
| | | Actual | Target | Perf | DoT | Actual | Perf. | | | |
| Perspective: Customer | | | | | | | | | | |
| Staff absenteeism | Monthly | 1.01 | 0.70 | ● | ↓ | 0.87 | ● | 0.84 | High number of long term absences are affecting performance | Ensure all options are explored to reduce absences |
| Health and Safety incidents | Quarterly | 18 | n/a | n/a | → | 23 | n/a | 57 | | |
| Service and system availability | Monthly | n/a | n/a | n/a | n/a | n/a | n/a | n/a | | |
| Perspective: Financial | | | | | | | | | | |
| Position against budget | Quarterly | -3.67% | 0% | ● | → | -3.64% | ● | -3.67% | | |
| Perspective: Process | | | | | | | | | | |
| Percentage of service requests received through digital channels | Monthly | 24% | 35% | ● | ↓ | 26% | ● | 26% | During period 3 demand for services has reduced overall both in terms of volume of total demand and digital demand. | |
| Perspective: Quality | | | | | | | | | | |
| Complaints | Monthly | 30 | 18 | ● | ↓ | 58 | ● | 115 | In October, we received 10 stage 2 and 1 stage 3 complaint. 14 complaints received in November: 1 informal, 10 stage 2 and 3 stage 3. | The analysis of complaints will be reviewed for the next year to provide members with a better insight into the principal |

| Performance Measure | Reporting Frequency | Current Period | | | | Previous Period | | YTD perf. | What is affecting performance | What do we need to do to improve and by when? |
|------------------------------|---------------------|----------------|--------|------|-----|-----------------|-------|-----------|--|---|
| | | Actual | Target | Perf | DoT | Actual | Perf. | | | |
| | | | | | | | | | 5 complaints received in December: all stage two. Of those 2 were in relation. | reasons for complaints to the council. |
| Compliments | Monthly | 40 | 54 | ● | → | 44 | ● | 112 | 40 compliments 16 in October, 10 in November, 14 in December. | |
| Percentage of calls answered | Monthly | 73% | 90% | ● | → | 72% | ● | 72% | Due to some technical issues experienced with the provider the work to create agent groups to help reduced the volume of missed call, for those team with large call volumes, has been delayed but work is ongoing and it is anticipated that we will be able to have the changes in place during January 17 | Await resolution of technical issues |

Table 1: Corporate Health measure exceptions

Section 2: Project and Programme Delivery

| Programme | Project Name | Description | RAG | Reason |
|---------------------|----------------------------|----------------|-------|--------|
| Housing | Lettings company | No description | Red | |
| West Lindsey growth | Economic impact assessment | No description | Green | |

Table 2: Project and Programme Delivery

Section 3: Service Exceptions

Cluster: Customer First

Customer Services

The Customer Services Team is coping well despite low resources in Q3 due to staff leaving and long lead times in recruiting replacements. Our demand is very fluid as this is driven by what initiatives departments of the Council are undertaking and any initiatives that our tenants are also undertaking. For example Job Centre Plus may be advised to undertake a national initiative which results in an increase in footfall to our offices and managing this unknown demand present challenges that we deal with as best we can. We have set up a small internal working group, which include tenants, to look at how the public services hub works and how we can make improvement to customer flow within the limited space we have and improve the channels of communication between ourselves so we can understand and prepare for increases in demands.

Work has commenced on increasing the number of telephone calls the whole council is able to answer and initially work is underway within Council Tax and Housing Benefits teams to improve the volume of calls we are able to deal with on a daily basis. Work has also begun in preparing scripts for staff with Customer Services to promote on line channels and help customers in setting up self-accounts on our website.

Page 119

| Performance Measure | Reporting Frequency | Current Period | | | | Previous Period | | YTD perf. | What is affecting performance | What do we need to do to improve and by when? |
|-------------------------------|---------------------|----------------|--------|------|-----|-----------------|-------|-----------|-------------------------------|---|
| | | Actual | Target | Perf | DoT | Actual | Perf. | | | |
| Perspective: Financial | | | | | | | | | | |
| Cost of delivery per demand | Monthly | £1.70 | £2.00 | ★ | → | £1.60 | ★ | £1.67 | Over performing in this area. | Monitor to ensure do not go above £2 mark |

Table 3: Customer Satisfaction measure exceptions

Housing Benefit and Local Council Tax Support

The Benefit Team have changed the way they see customers face-to-face at Guildhall which has started to have some effect in Q3 – we no longer ask customers to make appointments and they can ‘drop in’ every day and see a Benefit Officer. This has seen the duty Benefit Officer better utilised as customers were making appointments and not appearing for them which meant officers were

underutilised. Resource has been an issue in Q3 due to one officer being absent long-term due to sickness. Processing of new claims and changes to claims has remained mainly within targets due to the flexibility of benefit officers and changes in processes to allow for the temporarily reduced resource. The new Benefit Cap has been introduced to West Lindsey customers in Q3 resulting in an increase in workload whilst the customers and landlords adapt to the new cap.

| Performance Measure | Reporting Frequency | Current Period | | | | Previous Period | | YTD perf. | What is affecting performance | What do we need to do to improve and by when? |
|-------------------------------------|---------------------|----------------|--------|------|-----|-----------------|-------|-----------|---|---|
| | | Actual | Target | Perf | DoT | Actual | Perf. | | | |
| Perspective: Quality | | | | | | | | | | |
| Volume of claims older than 30 days | Monthly | 28 | 30 | ★ | ↓ | 23 | ★ | ★ | The resource available in the Benefits Team has been temporarily reduced over Quarter 3 which has resulted in claims taking a little longer than in Quarter 2 and reaching the 30 day mark. | Resource is almost back to normal which will allow claimants to be reminded to provide missing evidence to support their new claims. Should fall back in to line by the end of Q4 |

Table 4: Benefits measure exceptions

Council Tax

The total rateable value for business rate properties continues to steadily increase each month and remains above target for this quarter. Most appeals to the current rating list have now been settled although there may be further amendments before the end of the financial year.

The Council Tax collection rate, whilst 0.03% below target for this quarter, is on target to meet the expected year end collection rates and this is due to an increase in customers choosing to pay their council tax over 12 monthly instalments rather than 10 which seems to be aiding customers to pay their accounts. This means that at the start of the financial year collection rates were slightly lower than they were at the start of last year but this will improve during February and March as payments continue to be received.

Although Business Rate collection rates are below target for this quarter they are on target to meet the expected year end collection rates. Last years' collection rates were unnaturally higher than normal due to Doctors surgeries experiencing large rateable value reductions which then required refunding.

| Performance Measure | Reporting Frequency | Current Period | | | | Previous Period | | YTD perf. | What is affecting performance | What do we need to do to improve and by when? |
|---------------------------------------|---------------------|----------------|------------|------|-----|-----------------|-------|-----------|--|---|
| | | Actual | Target | Perf | DoT | Actual | Perf. | | | |
| Perspective: Financial | | | | | | | | | | |
| Total rateable value – business rates | Monthly | 43,109,426 | 42,700,000 | ↑ | ★ | 42,766,566 | ★ | ★ | Valuation Office Agency is responsible for setting rateable values and has settled most appeals to the current rating list. | No improvement required |
| Perspective: Process | | | | | | | | | | |
| NNDR in year collection rate | Monthly | 81.54% | 85% | ↓ | ● | 58.57% | ● | ● | This is below the collection rate target set using 15/16 monthly collection figures. However this was an 'unnaturally' high peak caused by Doctors surgeries experiencing rateable value reductions. | Collection rate is monitored each month and appears to be on target to meet the year end collection rate target |

Table 5: Council Tax measure exceptions

Building Control

The Council is continuing to make significant investment in the Building Control service to equip the team so it may compete effectively in the wider market over the next 5 years, whereas for the past 3 years West Lindsey Building Control have been focusing on improving & developing its services, through building relationships, improving reputation & raising the profile of the team.

The benefits of this are starting to be realised with fees maintaining a steady level over the year, the construction industry continues to be volatile & there is still much work and investment to be made in ensuring this trend continues long term. The national picture shows that London and the south have borne the brunt of the referendum's impact, with regions such as the East Midlands being more insulated currently from paused contracts and stalled projects.

Work has now started on delivering some of the additional services highlighted in the new Business Plan for Building Control. Air testing was launched in September 2016 with couple of tests undertaken and a second surveyor has been on the intensive training

with a view to providing this service from later in the year, the same surveyor has also undertaken the SAP training, Air Testing and SAP go hand in hand on projects so will offer a complimentary additional service that the team can offer to clients. All 3 surveyors have passed their Fire Risk Assessments exams, with 2 to still undertake practice examples for marking, one surveyor is ready to trade, pending corporate date been made available. A member of the team has started to undertake warranty inspections through LABC with one undertaken to date and more to follow in the future. The service is also starting to make headway providing structural calculations with a core client base and storm water calculations are to be offered in the same way into the rest of 2016 and into 2017.

Local Land Charges

Due to a change in legislation (which means we cannot now charge for all elements of the work we carry out on searches) and a reduction in the amount of searches received, this has created a pressure on income of approximately 15k. With regards the turnaround times for searches to be completed the target set has been achieved on 2 out of the 3 months this period and has improved on the baseline figure on all 3 periods when compared to the same periods last year.

Page 122

| Performance Measure | Reporting Frequency | Current Period | | | | Previous Period | | YTD perf. | What is affecting performance | What do we need to do to improve and by when? |
|--------------------------------|---------------------|----------------|---------|------|-----|-----------------|-------|-----------|--|---|
| | | Actual | Target | Perf | DoT | Actual | Perf. | | | |
| Perspective: Process | | | | | | | | | | |
| Time taken to process a search | Monthly | 8 days | 10 days | ★ | ↑ | 15 days | ● | 12 days | The service is closely monitored by a dedicated manager and reported monthly to GCLT | |

Table 6: Local Land Charges measure exceptions

Development Management

Performance in Development Management has continued to significantly exceed targets for the fourth consecutive quarter. For Major applications, those that deliver the greatest number of new homes and jobs in the District, 100% have been determined on time for all of the last four months. Performance for all other applications has been exceptional throughout 2016, and this continued through Period 3. Income is also well above budget forecast and new measures such as the new computer system will assist the team in more effectively managing the number of invalid applications that the Council receives from planning agents – most of

which are simply down to agents omitting basic plans or the required fee. One area for concern is the number of Planning Appeals allowed, this is a measure for designation and at present our data reflects a risk. This is related to member overturn decisions being allowed on appeal (in some cases also resulting in an award for costs) and requires close review with the Planning Committee Chairman.

| Performance Measure | Reporting Frequency | Current Period | | | | Previous Period | | YTD perf. | What is affecting performance | What do we need to do to improve and by when? |
|-----------------------------|---------------------|----------------|--------|------|-----|-----------------|-------|-----------|-------------------------------|---|
| | | Actual | Target | Perf | DoT | Actual | Perf. | | | |
| Perspective: Process | | | | | | | | | | |
| % appeals allowed | Monthly | | | | | | | | | |
| Perspective: Quality | | | | | | | | | | |
| Rate of invalids | Monthly | | | | | | | | | |
| % majors within target | Quarterly | 100% | 65% | ★ | ↑ | 83% | ★ | 88% | | |
| % minors within target | Monthly | 88% | 75% | ★ | → | 91% | ★ | 88% | | |
| % others within target | Monthly | 96% | 85% | ★ | → | 97% | ★ | 97% | | |

Table 7: Development Management measure exceptions

Enforcement

The level of enforcement activity being undertaken is at a high level and month to month, the Council is delivering outcomes for its residents and resolving issues across a variety of areas. We continue to ensure that legislation is adhered to across all work areas and the level of proactive work being undertaken is increasing due to the success of the selective licensing scheme in the South West Ward.

There is a continued high level of demand across housing and planning enforcement, which in turn impacts upon our ability to meet the target timescales for cases. This is being managed within existing resources and will continue to be monitored. The number of housing and planning enforcement cases open still present a resource issue and discussions are underway in regards to how this can be resolved. The caseload has remained high in both areas consistently for the last 18 months and does not look like reducing in the short term.

| Performance Measure | Reporting Frequency | Current Period | | | | Previous Period | | YTD perf. | What is affecting performance | What do we need to do to improve and by when? |
|---|---------------------|----------------|--------|------|-----|-----------------|-------|-----------|--|--|
| | | Actual | Target | Perf | DoT | Actual | Perf. | | | |
| Perspective: Customer | | | | | | | | | | |
| Housing enforcement requests received | Monthly | 146 | 180 | ★ | ↓ | 60 | ★ | 146 | No performance issues | No performance issues |
| Open housing enforcement requests | Monthly | 90 | 80 | ● | → | 94 | ● | 92 | Seasonal increase due to excess cold and damp and mould | The number of cases is consistently high due to the level of proactive work being undertaken and improved reporting mechanisms |
| Planning enforcement requests received | Monthly | 43 | 66 | ★ | ↑ | 91 | ● | 167 | No performance issues | No performance issues |
| Open planning enforcement cases | Monthly | 137 | 100 | ● | ↓ | 130 | ● | 132 | A large and ongoing caseload | Review staffing resources to meet demand |
| Perspective: Financial | | | | | | | | | | |
| Percentage of licensing income received | Quarterly | 57% | 80% | ● | n/a | n/a | n/a | n/a | Deadline for payments set at 31st of January. This is an initial estimation. On target to achieve 80%. | n/a |
| Perspective: Quality | | | | | | | | | | |
| Time taken to resolve a housing enforcement request | Monthly | 118 | 90 | ● | ↓ | 89 | ● | 89 | High number of complex cases | Review staffing resource to meet demand |
| Time taken to resolve a planning | Monthly | 169 | 100 | ● | ↑ | 189 | ● | 189 | High level of long standing cases closed | Continue to review and monitor resources |

| Performance Measure | Reporting Frequency | Current Period | | | | Previous Period | | YTD perf. | What is affecting performance | What do we need to do to improve and by when? |
|---------------------|---------------------|----------------|--------|------|-----|-----------------|-------|-----------|-------------------------------|---|
| | | Actual | Target | Perf | DoT | Actual | Perf. | | | |
| enforcement request | | | | | | | | | | allocated to planning enforcement |

Table 8: Enforcement measure exceptions

Environmental Protection

The team continue to ensure that service requests are dealt with in a timely manner. Service processes are being reviewed to ensure that information supplied to service users is clear and concise. Work is progressing to ensure that as much information as possible is available through the website, this will also signpost service users to other organisations if we cannot deal with the issue raised.

| Performance Measure | Reporting Frequency | Current Period | | | | Previous Period | | YTD perf. | What is affecting performance | What do we need to do to improve and by when? |
|---|---------------------|----------------|--------|------|-----|-----------------|-------|-----------|-------------------------------|---|
| | | Actual | Target | Perf | DoT | Actual | Perf. | | | |
| Perspective: Quality | | | | | | | | | | |
| Nuisance complaints complete within timescale | Monthly | 100% | 95% | ★ | → | 100% | ★ | 100% | No issues in performance | Continue monitoring |

Table 9: Environmental Protection measure exceptions

Food Safety

The number of food businesses receiving a proactive inspection fluctuates month on month but we are still on target for achieving the number of inspections for the year. During this period there have been a number of service requests that have been more resource intensive.

Licensing

100% of the applications received have been processed in the agreed timescales, with less than 1% being put before Members for a decision. Unfortunately there has been a downturn in the number of applications received, which has reduced income also. This was not unexpected and in the main due to a reduction in taxi applications as a result of changes to legislation & policy. The

authority has been dealing with two Appeals in relation to decisions made to revoke Premises Licenses by Members. One of these has recently been dismissed by the Courts and the other one is in the process of being withdrawn, (subject to proposed conditions being amended & implemented via the Magistrates Courts.

| Performance Measure | Reporting Frequency | Current Period | | | | Previous Period | | YTD perf. | What is affecting performance | What do we need to do to improve and by when? |
|-------------------------------|---------------------|----------------|---------|------|-----|-----------------|-------|-----------|-----------------------------------|---|
| | | Actual | Target | Perf | DoT | Actual | Perf. | | | |
| Perspective: Financial | | | | | | | | | | |
| Income received | Monthly | £25,325 | £34,173 | ● | ↓ | £58,148 | ★ | ↑ | Changes to legislation and policy | Monitor income closely through budget monitoring process. |

Table 10: Licensing measure exceptions

Street Cleansing

Street Cleansing continues to perform in line with expectations. Compliments for the service have increased again and we continue to engage with communities by supporting voluntary cleansing events. The annual benchmarking exercise where we compare ourselves to around forty other organisations puts us in top quartile for most indicators. Income is down, especially for private mechanical road-sweeping although there has been an upturn of late, we are currently undertaking market research to fully understand the current position.

| Performance Measure | Reporting Frequency | Current Period | | | | Previous Period | | YTD perf. | What is affecting performance | What do we need to do to improve and by when? |
|-------------------------------|---------------------|----------------|---------|------|-----|-----------------|-------|-----------|---|---|
| | | Actual | Target | Perf | DoT | Actual | Perf. | | | |
| Perspective: Financial | | | | | | | | | | |
| Income generation | Monthly | £4,008 | £12,000 | ● | ↑ | £3,775 | ● | £11,632 | Downturn in mechanical road sweeping demand | Continue to promote |
| Perspective: Process | | | | | | | | | | |
| Volunteer litter picks | Monthly | 10 | 15 | ● | ↓ | 16 | ● | 47 | Below target | Continue to engage with voluntary groups |

Table 11: Street Cleansing measure exceptions

Waste Collection

Once again the Waste Collection service was nominated for APSE awards in both Best performer and Most Improved categories. The Commercial Waste service continues to outperform expectations, a marketing campaign shortly before Christmas has boosted customer acquisition rates. Recycling rates will probably fall slightly in year and residual waste will increase, this is in line with national trends. We continue to work with Lincolnshire Waste Partnership and Government agencies to find solutions. Rates of missed collections have improved beyond the target set and almost all the bins which are missed are collected within the service standard time limit.

| Performance Measure | Reporting Frequency | Current Period | | | | Previous Period | | YTD perf. | What is affecting performance | What do we need to do to improve and by when? |
|--|---------------------|----------------|---------|------|-----|-----------------|-------|-----------|---|---|
| | | Actual | Target | Perf | DoT | Actual | Perf. | | | |
| Perspective: Financial | | | | | | | | | | |
| Cost of delivering service per Household | Quarterly | | £34.00 | | | | | | Awaiting Data | Awaiting Data |
| Trade waste income | Monthly | £44,069 | £33,783 | ★ | → | £51,466 | ★ | £117,418 | On target | Continue with sales and marketing strategy |
| Perspective: Process | | | | | | | | | | |
| Recycling rates | Monthly | | 50% | | | | | | Awaiting Data | Awaiting Data |
| Residual household waste collected | Monthly | 40.44 | 38.00 | ● | ↓ | 39.75 | ● | 39.86 | On target, residual waste increasing nationally | Awaiting meeting with WRAP |
| Perspective: Quality | | | | | | | | | | |
| Missed collections | Monthly | 327 | 390 | ★ | ↑ | 558 | ● | 1,181 | Some improvement within month | Work with crews to resolve |
| Missed bins collected within the Service Level Agreement | Monthly | | 95% | | | | | | Awaiting Data | Awaiting Data |

Table 12: Waste Collection measure exceptions

Trinity Arts Centre

Trinity Arts Centre continues to perform well with audiences continuing to grow. Events in December have been particularly well supported with the surplus produced from the artistic programme growing by £2,000 year on year for that month alone.

The cost per user has been consistently below target for the period demonstrating excellent value for money and the received surplus from the artistic programme is 81% over target for the quarter. The Centre is closed the first two weeks of January allowing for flooring and seating replacements. This will put the Centre in an excellent position to capitalise on and grow current success.

| Performance Measure | Reporting Frequency | Current Period | | | | Previous Period | | YTD perf. | What is affecting performance | What do we need to do to improve and by when? |
|--------------------------------------|---------------------|----------------|--------|------|-----|-----------------|-------|-----------|--|---|
| | | Actual | Target | Perf | DoT | Actual | Perf. | | | |
| Perspective: Customer | | | | | | | | | | |
| Audience figures | Monthly | 5,118 | 2,100 | ★ | ↑ | 4,624 | ★ | 12,068 | Audience figures are well above target. Trend information demonstrates that visits are typically higher during the Winter months. However successful programming, especially for December, has demonstrated a positive increase in audience numbers. | Continue to provide attractive and vibrant programme of events and ensure these are well promoted. The new seating has now been installed and show allow growth in audience numbers and income. |
| Event occupancy | Monthly | 64% | 55% | ★ | ↑ | 42% | ● | 50% | Shows are being well supported. This is due to programming and successful marketing including an increase in social media users. | Continue to provide attractive and vibrant programme of events and ensure these are well promoted. |
| Perspective: Financial | | | | | | | | | | |
| Cost of Trinity Arts Centre per user | Monthly | £2.55 | £5.50 | ★ | ↑ | £7.30 | ● | £3.82 | Good performance on artistic programme and good audience attendance | Continue to offer attractive programme booked on best financial terms together |

| Performance Measure | Reporting Frequency | Current Period | | | | Previous Period | | YTD perf. | What is affecting performance | What do we need to do to improve and by when? |
|---------------------|---------------------|----------------|--------|------|-----|-----------------|-------|-----------|---|--|
| | | Actual | Target | Perf | DoT | Actual | Perf. | | | |
| | | | | | | | | | is providing value for money. | with controlled expenditure in other areas |
| Received surplus | Monthly | £16,354 | £9,000 | ★ | ↑ | £12,941 | ★ | £36,516 | Received surplus well ahead of budget. Again this is due to the attractiveness of the programming and marketing | Continue to provide attractive and vibrant programme of events and ensure these are well promoted. |

Table 13: Trinity Arts Centre measure exceptions

Cluster: Democratic and Business Support

Democratic Services

There is a robust PA service in place and positive feedback from CExec and Directors. Standards complaints continue to be received from Parish Councils regarding governance issues. The Freedom of Information process has been redesigned to embed efficiencies and automating of the process where possible, this will continue to be reviewed in line with changes being brought in by GDPR. There are two large projects being run within the team on top of the day to day work, embedding and maximising the potential of the Modern.gov systems and exploring the Governance arrangements of the council. The Civic function has run a well-attended Christmas Carol service and have received a number of positive comments from Councillors and attendees.

| Performance Measure | Reporting Frequency | Current Period | | | | Previous Period | | YTD perf. | What is affecting performance | What do we need to do to improve and by when? |
|--|---------------------|----------------|--------|------|-----|-----------------|-------|-----------|-------------------------------|---|
| | | Actual | Target | Perf | DoT | Actual | Perf. | | | |
| Perspective: Quality | | | | | | | | | | |
| Freedom of Information requests completed within | Monthly | 98% | 100% | ● | ↓ | 100% | ● | 95% | 1 FOI missed target | Unclear |

| Performance Measure | Reporting Frequency | Current Period | | | | Previous Period | | YTD perf. | What is affecting performance | What do we need to do to improve and by when? |
|--|---------------------|----------------|--------|------|-----|-----------------|-------|-----------|-------------------------------------|---|
| | | Actual | Target | Perf | DoT | Actual | Perf. | | | |
| the statutory requirement | | | | | | | | | | |
| Percentage of civic events and visits attended within the district | Monthly | 68% | 90% | ● | → | 70% | ● | 68% | 15 events attended outside district | 5 were Lincolnshire-wide events 1 was a neighbouring authority's Civic Service 1 was relevant to West Lindsey residents 2 - Civic Carol Services (one in Lincolnshire and one in Doncaster) 1 - Lincoln College Group Awards Ceremony and some college campus' are in West Lindsey 1 event was supporting the Crown 1 was a Lincolnshire authority's Civic Service 2 were Remembrance Services 1 was supporting a charity which also operates in West Lindsey |

Table 14: Democratic Services measure exceptions

Contracts Management

There has been a greater number of contracts that have had exception reports raised against them. This increase is due to the nature of the contracts and the need to procure expert advice. If it envisioned that this performance is exceptional and performance will improve over the remaining of 2016/17.

| Performance Measure | Reporting Frequency | Current Period | | | | Previous Period | | YTD perf. | What is affecting performance | What do we need to do to improve and by when? |
|--|---------------------|----------------|--------|------|-----|-----------------|-------|-----------|---|---|
| | | Actual | Target | Perf | DoT | Actual | Perf. | | | |
| Perspective: Quality | | | | | | | | | | |
| Percentage of contracts that have expired and continued with no extension arrangement in place | Quarterly | 0% | 20% | ★ | ↑ | 0% | ★ | 0% | Performance is on track | |
| Number of exception reports raised | Quarterly | 9 | 5 | ● | ↓ | 0 | ★ | 14 | Need expert advice for the renewal of contracts | No improvements needed as this was relevant to the contracts and therefore exceptional circumstances. |
| Percentage of supplier enquiries regarding evaluation feedback | Quarterly | 0% | 10% | ★ | → | 0% | ★ | 0% | Performance is on track | |

Table 15: Contracts Management measure exceptions

The service has been working in partnership with services to prepare the proposed fees and charges and draft budgets. Has undertaken consultation and engagement with Parishes, and the public on budget proposals to inform the Medium Term Financial Plan

Has commenced the Finance Matters II programme of activity with the delivery of Procurement training for officers and Members training on scrutinising the Statement of Accounts.

| Performance Measure | Reporting Frequency | Current Period | | | | Previous Period | | YTD perf. | What is affecting performance | What do we need to do to improve and by when? |
|---|---------------------|----------------|--------|------|-----|-----------------|-------|-----------|-------------------------------|--|
| | | Actual | Target | Perf | DoT | Actual | Perf. | | | |
| Perspective: Quality | | | | | | | | | | |
| Return on investment | Quarterly | 1.17% | 0.23% | ★ | → | 1.15% | ★ | 1.17% | No issues in performance. | Monitor continuing uncertainty. |
| Savings generated through Procurement exercises | Quarterly | £38,200 | £9,500 | ★ | ↑ | £800 | ● | £44,000 | Contract renewals | Monitor opportunities during contract renewals |

Table 16: Contracts Management measure exceptions

2023-24

Cluster: Economic Development and Neighbourhoods

Economic Development

The Team continues to focus on the Gainsborough Growth Programme, the Food Enterprise Zone at Hemswell Cliff and wider economic development initiatives such as the Lindsey Action Zone.

With regards to Gainsborough, the procurement to secure a strategic development partner is now underway and initial Expressions of Interest received and evaluated (subject of a separate report). The next stage in the process is the Outline Solutions which will progress in February. A funding bid for £4m has also been submitted to the Greater Lincolnshire Local Enterprise Partnership to support the growth programme and specifically, to enable housing growth. A Heritage Masterplan has been developed for the town centre and the Team is awaiting the outcome of its Heritage Lottery bid to assist in the restoration of town centre properties. The Gainsborough Place Board hosted a successful Christmas event, bringing together over 80 stakeholders to promote the town; work is progressing on the details of the Sun Hotel redevelopment and Joint Venture Company for the regeneration of Market Street (separate reports give further details). Feasibility work is progressing on the marina site and the Gainsborough Growth Fund continues to operate and assist local businesses. The Team is also considering options for the provision of workspace premises within the town.

In terms of the wider District, the Lindsey Action Zone continues to assist West Lindsey businesses, most recently through the award of a grant for development at Hillcrest Garage, Caistor. The evaluation of the Townscape Heritage Initiative has been completed for Caistor and the Council has now approved a head lease arrangement to facilitate the building of industrial premises in Saxilby.

Finally, the Environmental Impact Assessment (EIA) is nearing completion for the Food Enterprise Zone as a requirement of the Local Development Order process for the site. The project has also been shortlisted for major capital funding through the Greater Lincolnshire Local Enterprise Partnership to support infrastructure delivery costs. The Team is now working on the delivery options, co-ordinating with other FEZ sites at Holbeach and NE Lincs.

Funding

Our Community Grant Scheme continue to support a wide range of projects and initiatives. We have seen excellent match funding levels thanks to our ability to provide funding support for larger projects. Projects have included small community activities and larger capital works on community facilities. Our funding is being widely spread with a range of projects right across the District.

Demand for our Small Grants has reduced but increased for our Large Grants. Our flexible approach enables us to manage funding budgets appropriately and respond to need and demand. Appropriate promotion and publicity for 2017/2018 is being planned and this may include more funding fair style events which also promote other funders.

Previously our reporting on funding had been a yearly running total. We have introduced new recording systems to enable us to provide quarterly figures. This will enable more enhanced review and reflection on funding trends throughout the financial year and help plan for future years.

| Performance Measure | Reporting Frequency | Current Period | | | | Previous Period | | YTD perf. | What is affecting performance | What do we need to do to improve and by when? |
|-------------------------------|---------------------|----------------|--------|------|-----|-----------------|-------|-----------|--|---|
| | | Actual | Target | Perf | DoT | Actual | Perf. | | | |
| Perspective: Quality | | | | | | | | | | |
| Successful grant applications | Quarterly | 0% | 50% | ● | → | 0% | ● | n/a | 1 Known grant application submitted for DCLG funding was not successful. | Officers are exploring other options. |

Table 17: Funding measure exceptions

Localism and Community Safety

Overview of performance

| Performance Measure | Reporting Frequency | Current Period | | | | Previous Period | | YTD perf. | What is affecting performance | What do we need to do to improve and by when? |
|---|---------------------|----------------|--------|------|-----|-----------------|-------|-----------|-------------------------------|---|
| | | Actual | Target | Perf | DoT | Actual | Perf. | | | |
| Perspective: Quality | | | | | | | | | | |
| Percentage of cases completed within six months | Monthly | | 95% | | | | | | | |

Table 18: Localism and Community Safety measure exceptions

CCTV

CCTV continues to develop towards more commercial activity. Partnership working is being developed with other Local Authorities which will enable possible joint delivery of services and income generation. We are working closely with Marshall's Yard and other Gainsborough partners to develop a refreshed Shop Watch scheme to better meet the needs of retailers and be financially sustainable. In the lead up to Christmas 2016 we experienced a very high demand on the CCTV service. This was due to an increase in shoplifting activity and the amount of CCTV review work requested by Lincolnshire Police.

CCTV has been proactively used to prevent shoplifting activity leading up to Christmas, support police during Night Time Economy and detect offenders in relation to public order and burglary offences.

Markets

Gainsborough Market continues to underperform against targets, trader levels seem to have levelled off after a dip early in the year, it is usual for numbers to drop again in the early part of the New Year. A report recommending in-house led efficiency savings which would also allow the market to potentially grow was heard by Members in late 2016, the decision was subject to call-in and eventually members asked for further clarity around options. This work is still being undertaken with an expectation of a further paper being presented in the spring of 2017.

| Performance Measure | Reporting Frequency | Current Period | | | | Previous Period | | YTD perf. | What is affecting performance | What do we need to do to improve and by when? |
|--|---------------------|----------------|---------|------|-----|-----------------|-------|-----------|--|--|
| | | Actual | Target | Perf | DoT | Actual | Perf. | | | |
| Perspective: Customer | | | | | | | | | | |
| Average number of stalls on a Tuesday | Monthly | 48 | 60 | ● | → | 51 | ● | 52 | Market review and options appraisal currently underway | Market review and options appraisal currently underway |
| Average number of stalls on a Saturday | Monthly | 24 | 20 | ★ | ↑ | 18 | ★ | 21 | Extra stalls running up to Christmas | Market review and options appraisal currently underway |
| Perspective: Financial | | | | | | | | | | |
| Income received | Quarterly | £9,807 | £11,250 | ● | → | £9,985 | ● | £25,497 | Downturn in trader numbers | Review of market operations |

Table 19: Markets measure exceptions

Safeguarding

Safeguarding continues to be a priority area. The number of referrals received from WLDC officers is consistent and there have been some excellent examples of partnership working, particularly within the housing & communities' team to safeguarding vulnerable persons. We continue to deliver specialist domestic abuse training on behalf of LCC, which is delivering an income for the council. We have been commissioned to deliver 23 sessions in the current financial year.

Cluster: Housing and Regeneration

Assets and Facilities Management

The planned maintenance programme of compiling backlog maintenance works packages including specifying, tendering and awarding works has been severely hampered by a prolonged service restructure and loss of key staff to a point where these works have had to be placed on hold.

Page 136

| Performance Measure | Reporting Frequency | Current Period | | | | Previous Period | | YTD perf. | What is affecting performance | What do we need to do to improve and by when? |
|--|---------------------|----------------|-------------|------|-----|-----------------|-------|-------------|---|--|
| | | Actual | Target | Perf | DoT | Actual | Perf. | | | |
| Perspective: Customer | | | | | | | | | | |
| Two year backlog maintenance reduction | Quarterly | 4% | 15% | ● | → | 2% | ● | n/a | Understaffing | Restructure within the service to ensure appropriate resource is available |
| Voids management | Monthly | 10% | 12% | ★ | ↓ | 4% | ★ | 6% | Performance is on target | Figure due to improve in new year as 3 units are under offer |
| Perspective: Financial | | | | | | | | | | |
| Rental income (assets) | Monthly | £102,436.32 | £143,200.54 | ● | ↓ | £244,217.24 | ★ | £409,366.16 | Income is still up overall with service charge payments and | Collect payments |

| Performance Measure | Reporting Frequency | Current Period | | | | Previous Period | | YTD perf. | What is affecting performance | What do we need to do to improve and by when? |
|------------------------------------|---------------------|----------------|------------|------|-----|-----------------|-------|-------------|--|---|
| | | Actual | Target | Perf | DoT | Actual | Perf. | | | |
| | | | | | | | | | LCC rent/back pay still outstanding | |
| Rental income (car parks) | Monthly | £23,146.05 | £39,169.09 | ● | ↓ | £42,008.13 | ● | £109,291.02 | Finance are looking at the income for 2016/17 as these figures seem to be abnormal | Await finance reporting |
| Perspective: Quality | | | | | | | | | | |
| Planned and responsive maintenance | Quarterly | 61/39 | 70/30 | ● | ↓ | 69/31 | ● | | Spend ratio is determined upon revenue account only and does not take into consideration the capital works programme which shows a further 361k spend (YTD) on planned works. This target is on target | |

Table 20: Assets measure exceptions

Housing

The number of long term empty properties in the district continues to decrease on a quarterly basis and demonstrates the excellent work that has been undertaken within this area. In December, a compulsory purchase order was agreed for one of the longest term empty properties in the district. This will be progressed in 2017.

DFGs continue to be delivered effectively and we are on schedule to spend the whole amount of grant allocated for this financial year. We will also be introducing a pilot for stair lifts in 2017, which will enhance the service for our residents.

| Performance Measure | Reporting Frequency | Current Period | | | | Previous Period | | YTD perf. | What is affecting performance | What do we need to do to improve and by when? |
|---|---------------------|----------------|---------|------|-----|-----------------|-------|-----------|---|---|
| | | Actual | Target | Perf | DoT | Actual | Perf. | | | |
| Perspective: Customer | | | | | | | | | | |
| Total number of long term empty homes in the District | Quarterly | 513 | 539 | ★ | ↑ | 542 | ★ | 513 | Performance in line with target | No action needed |
| Perspective: Financial | | | | | | | | | | |
| The average spend per disabled facilities grants | Monthly | £5,036 | £3,500 | ● | ↓ | £4,702 | ● | £4,744.84 | Complex and larger cases | Ongoing case reviews |
| Total spend on completed disabled facilities grants | Monthly | £110,665 | £84,249 | ● | → | £138,658 | ● | £318,061 | No performance issues | No action needed |
| Perspective: Process | | | | | | | | | | |
| Number of affordable homes delivered | Quarterly | 4 | 20 | ● | → | 0 | ● | 21 | Delivery affected by viability and grant levels | |







Table 21: Housing measure exceptions

Home Choices

In November 2016, Home Choices Advisor Charlotte Welch was awarded a Chartered Institute of Housing (CIH) award for the category of 'New Housing Professional of the Year' for the Midlands region and will now progress to the National CIH awards in June 2017.

Led by West Lindsey District Council, a recent Lincolnshire bid for DCLG social impact bond funding was successful (1.3m). This will enable 120 of the most vulnerable and entrenched rough sleepers to be supported across Lincolnshire. (Web link available)

The service continues to experience difficulties with the stability of the housing register system. This has led to increased complaints to the service and progression of a report to Entrepreneurial Board about the options for future delivery of the housing register function.

| Performance Measure | Reporting Frequency | Current Period | | | | Previous Period | | YTD perf. | What is affecting performance | What do we need to do to improve and by when? |
|--|---------------------|----------------|--------|---|-----|-----------------|---|-----------|--|---|
| | | Actual | Target | Perf | DoT | Actual | Perf. | | | |
| Perspective: Process | | | | | | | | | | |
| Number of nights verified rough sleepers | Quarterly | 13 | 0 |  | ↑ | 39 |  | 53 | One was a man sleeping in car as based in London but working in Gainsborough and saving money by sleeping in car. 1- Managed to rehouse. Another excluded from Market Rasen but now accommodated | Our ability to control this is limited |
| Number of verified rough sleepers | Monthly | 3 | 0 |  | ↓ | 2 |  | 6 | 1- Illegal eviction and reluctance to go to MR house due to previous stay there. Rehoused immediately. 1- refused to engage (HY), 1 - worker sleeping in car | Our ability to control this is limited |
| Homeless prevention | Monthly | 74 | 60 |  | n/a | 66 |  | 166 | Included 20 DFGs completed over the last quarter which haven't been recorded in the previous 3 months and 7 from the housing register | We have improved the way that we capture homelessness prevention activity carried out by other teams across the council. This is a positive. We will review the target for next year to reflect this. |
| Perspective: Quality | | | | | | | | | | |

| Performance Measure | Reporting Frequency | Current Period | | | | Previous Period | | YTD perf. | What is affecting performance | What do we need to do to improve and by when? |
|--|---------------------|----------------|--------|------|-----|-----------------|-------|-----------|--|---|
| | | Actual | Target | Perf | DoT | Actual | Perf. | | | |
| Average time for a person in "band 1" to be rehoused | Monthly | 63 | 28 | ● | ↓ | 46 | ● | 58 | <p>Not included in this is an Acis applicant who was 349 days in band 1 as a medical need. (Informed Acis). 1 household 102 days and another 114 due to waiting for specific type property; lowest was 7 days.</p> | <p>1 Limited availability of specific property types (large family housing, 5 children)</p> <p>We have already been working with Acis to request that properties for households accepted as homeless are prioritised when they require repairs. We have sought agreement from Acis that this will happen. The delays are linked to Acis' transition of their repairs and maintenance service.</p> |
| Bed and breakfast nights | Monthly | 83 | 0 | ● | ↓ | 27 | ● | 119 | <p>5 households in October. 1 was moved on very quickly, 1 was moved into cross street after 7 days when flat was available. Another was offered property after 7 days. Waiting for move on accommodation to be ready. Quick acceptance of households but slow turnover of Acis properties meaning Cross Street is full. Notices on properties are</p> | <p>We have spoken to Acis about this issue. They advise that they have experienced delays with repairs since transferring their maintenance service to an in house provision, due to staffing shortages. However they advise this is now improving. We have sought agreement for works on properties</p> |

| Performance Measure | Reporting Frequency | Current Period | | | | Previous Period | | YTD perf. | What is affecting performance | What do we need to do to improve and by when? |
|---------------------|---------------------|----------------|--------|------|-----|-----------------|-------|-----------|--|---|
| | | Actual | Target | Perf | DoT | Actual | Perf. | | | |
| | | | | | | | | | extended which means move in dates are delayed. 4 households in November-longest at 14 nights. December: unable to move household into flat due to high risk to other residents. | allocated to homeless accepted households to be prioritised. We are actively monitoring this. |

Table 22: Home Choices measure exceptions

Healthy District

The leisure contract continues to perform well in respect of West Lindsey Leisure Centre with a good mix of activities being offered and the Centre being attractively marketed.

Customer satisfaction levels remain extremely high with very little complaints being received across the contract.

The only issues of concern for the quarter are the usage which was down in December and also new participants failed to hit target in November and December. However, this is due to leisure industry trends with these months typically having low usage. There will be an influx in customers in January and February which will even out the annual usage figures.

Usage and activity is low for the satellite sites at De Aston and Caistor but these issues will be addressed within the new contract.

| Performance Measure | Reporting Frequency | Current Period | | | | Previous Period | | YTD perf. | What is affecting performance | What do we need to do to improve and by when? |
|--|---------------------|----------------|--------|------|-----|-----------------|-------|-----------|---|--|
| | | Actual | Target | Perf | DoT | Actual | Perf. | | | |
| Perspective: Customer | | | | | | | | | | |
| Customer satisfaction of leisure facilities & activities | Monthly | 95% | 80% | ★ | → | 96% | ★ | 96% | Customer satisfaction remains high across the contract with no poor scores being recorded on surveys. | Continue to monitor performance at monthly client/contractor meetings. Address any poor results or issues. |







| Performance Measure | Reporting Frequency | Current Period | | | | Previous Period | | YTD perf. | What is affecting performance | What do we need to do to improve and by when? |
|---|---------------------|----------------|--------|---|-----|-----------------|---|-----------|--|---|
| | | Actual | Target | Perf | DoT | Actual | Perf. | | | |
| New participants at West Lindsey Leisure facilities | Monthly | 433 | 600 |  | ↓ | 969 |  | 1,886 | Leisure trends demonstrate that the latter part of the calendar year suffer in terms of usage. There should be an influx of new users in January and February which will compensate for this result. | Continue to monitor results and ensure the Centres are being actively marketed and are attractive to users. |
| Perspective: Financial | | | | | | | | | | |
| Cost of Leisure Management fee per service user | Monthly | £0.91 | £1.20 |  | ↓ | £0.79 |  | £0.83 | December is historically a low month for usage due to the Christmas break. However, due to reduced costs the contract is still producing value for money. | Continue to monitor usage levels. |
| Perspective: Quality | | | | | | | | | | |
| West Lindsey leisure facilities usage | Monthly | 73,350 | 76,000 |  | ↓ | 108,523 |  | 236,351 | Leisure trends demonstrate that the latter part of the calendar year suffer in terms of usage. There should be an influx of new users in January and February which will compensate for this result. | Continue to monitor results and ensure the Centres are being actively marketed and are attractive to users. A percentage of the management fee is withheld and the leisure contractor will need to hit the annual target to ensure payment. |

Table 23: Healthy District measure exceptions

Town Centre Management

The Projects and Growth Team and actively working on a range of initiatives to address the issues faced by the traditional town centre in Gainsborough. This includes embarking on a JV Co venture for the Market Street area, Sun Hotel redevelopment, securing a Strategic Development Partner and pursuing bids for funding to the Heritage Lottery Fund, Historic England and through our own Gainsborough Growth Fund.

Cluster: Organisational Transformation

ICT

Continued improvements by implementing some ITIL procedures. CRFs and helpdesks calls responsive and exceeded the target.

| Performance Measure | Reporting Frequency | Current Period | | | | Previous Period | | YTD perf. | What is affecting performance | What do we need to do to improve and by when? |
|---|---------------------|----------------|--------|------|-----|-----------------|-------|-----------|--|---|
| | | Actual | Target | Perf | DoT | Actual | Perf. | | | |
| Perspective: Customer | | | | | | | | | | |
| Incident & Problem Management | Monthly | 296% | 90% | ★ | → | 403% | ★ | 100% | Automation of the ICT helpdesk ensure rapid notification of issues and directed to the appropriate officer | Continue with proactive monitoring |
| Perspective: Process | | | | | | | | | | |
| Change Management | Monthly | 108% | 50% | ★ | → | 105% | ★ | 100% | Automation of the ICT helpdesk ensure rapid notification of issues and directed to the appropriate officer | Continue with proactive monitoring |
| Perspective: Quality | | | | | | | | | | |
| Service and System availability: Secure Network | Monthly | 100% | 98% | ★ | → | 100% | ★ | 100% | Proactive monitoring and event logging ensures excellent service | Continue with proactive monitoring |

Table 24: ICT measure exceptions

Systems Development

Commercial venture in building Rutland website and providing consultancy continues. The Arcus project has been started which enables our digital presence to improve by reviewing electronic forms. Recently brought LLPG management back in-house full-time and therefore more proactive monitoring is carried out, and service savings have been recognised.

| Performance Measure | Reporting Frequency | Current Period | | | | Previous Period | | YTD perf. | What is affecting performance | What do we need to do to improve and by when? |
|--|---------------------|----------------|-------------------|------|-----|-----------------|-------|-----------|---|--|
| | | Actual | Target | Perf | DoT | Actual | Perf. | | | |
| Perspective: Customer | | | | | | | | | | |
| Website availability | Monthly | 100% | 98% | ★ | → | 100% | ★ | 100% | Proactive monitoring and event logging ensures excellent service | Continue with pro-active monitoring and built in resilience for hosted website |
| Number of online customers signing up to the self-service accounts | Monthly | 550 | 396 | ★ | → | 1,002 | ★ | 3,614 | This is new customers signing up each month. The proactive campaigning is creating these contacts. | Keep promoting the digital opportunities for online submissions |
| Number of electronic forms completed and submitted on the website | Monthly | 5,742 | 219 | ★ | → | 9,181 | ★ | 19,404 | The reduction this period may be because demand failures have decreased, or no new campaigns currently being run. | Keep promoting the digital opportunities for online submissions |
| Perspective: Process | | | | | | | | | | |
| Number of electronic forms developed and integrated into the website | Monthly | 182 | 96 | ★ | → | 234 | ★ | 528 | This is a running total of the number of live forms now on the website | Keep promoting the digital opportunities for online submissions |
| Perspective: Quality | | | | | | | | | | |
| LLPG Standard | Monthly | Silver | National standard | ★ | | Bronze | ★ | n/a | The standard is being exceeded by pro-active management of the SNN and LLPG processes | Complete reported errors within time limit to improve reporting statistics. |



| Performance Measure | Reporting Frequency | Current Period | | | | Previous Period | | YTD perf. | What is affecting performance | What do we need to do to improve and by when? |
|---|---------------------|----------------|--------|---|-----|-----------------|---|-----------|--|---|
| | | Actual | Target | Perf | DoT | Actual | Perf. | | | |
| Percentage of street naming and numbering requests dealt with | Monthly | 20% | 50% |  | ↓ | 50% |  | 18% | Larger developments take longer to complete the requests, delays by developers on submitting options | Provide information as soon as options become available |

Table 25: Systems Development measure exceptions

Corporate Governance

The CG service has recently undertaken a review of the Council's Project Management process with the aim to ensure that robust scoping is applied to projects and that they are put into delivery in a timely manner. Expired Audit actions and Risks continue to remain low with the team implementing a pro-active co-ordinated approach to Corporate Governance at West Lindsey DC.

For more information about the information contained in this report or the Council's Progress and Delivery framework then please contact the Corporate Governance team on the following contact details.



PRCC.52 16/17

**Prosperous Communities
Committee**

31st January 2017

H

Subject: Draft Revenue Estimates 2017/18 – 2021/22

Report by:

Director of Resources (S151)

Contact Officer:

Tracey Bircumshaw (Deputy S151 Officer)
Financial Services Manager
01427 676560

Purpose / Summary:

The report sets out details of the Committee's draft revenue estimates for the period of 2017/18 – 2021/22

RECOMMENDATION(S):

1. That the draft Prosperous Communities budget 2017/18 is recommended to Policy and Resources Committee for the inclusion in the Medium Term Financial Plan 2017/18 – 2021/22.

IMPLICATIONS

Legal: None arising as a result of this report

Financial : FIN/116/17

The 2017/2018 to 2021/22 base budgets are explained in the body of this report.

After taking a robust approach to the development and estimations within this Committees budget, to total cost of services will be £5.156m.

This reflects base budget reductions of £0.244m and an amount of £0.042m relating to a one off project funded from Earmarked Reserves. The overall impact is therefore a decrease of £0.286m decrease, details of which are contained within the report.

Staffing: None arising as a result of this report.

Equality and Diversity including Human Rights :

The Equality Act 2010 places a responsibility on councils to assess their budget options before taking decisions on areas that could result in discrimination. Where appropriate assessments have been undertaken by the relevant service areas.

Risk Assessment :

All items where necessary have been risk and equality impact assessed by the relevant budget holder.

Climate Related Risks and Opportunities :

There are no significant climate related risks and opportunities relating to this report.

Title and Location of any Background Papers used in the preparation of this report:

Call in and Urgency:

Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules applies?

Yes No

Key Decision:

Yes No

1. Introduction

1.1 This report sets out the Prosperous Communities Committee base budget position for 2017/18 – 2021/22, incorporating the medium term financial planning principals;

- The overarching principal is the commitment to achieve affordable investments over the longer term.
- To pursue all available external funding options and opportunities for leverage of external resources
- Value for money investment over full life cycle.
- Robust financial implications and appraisals are included within all Business Cases and Invest to Save scheme proposals and schemes are costed on a whole life basis.
- The development of partnerships, including the pursuit of shared services, joint ventures and community arrangements, where appropriate, to achieve the Council's investment aspirations and value for money.
- Monitoring and evaluation of approved schemes will form part of Progress and Delivery project monitoring reporting.
- Encourage community engagement by informing on priorities and consultation on proposals.

1.2 The Committee are required to propose the 2017/18 budget only to Corporate Policy and Resources Committee for the purpose of setting the 2017/18 budget.

1.3 The process for the preparation of this budget has included the following;

- A review of 2015/16 outturn surplus against the 2016/17 base budget to identify ongoing savings, in total this exercise identified £147.5k of savings.
- Meetings with Budget Managers to ensure resources align to the delivery of Corporate Priorities and to review budgets, identifying ongoing pressures/savings and horizon scanning for future issues, including political, economic or legislative implications.
- Business Planning reviews have been undertaken to identify further income generation opportunities and budget reduction proposals which can be delivered to ensure a sustainable budget.
- A robust Fees and Charges review, which resulted in an increase in income budgets of £43.1k. Full Details of proposed fees and charges were presented to Prosperous Communities Committee on the 6th December 2016.

- Regular updates with the Corporate Leadership Team who have also reviewed, challenged and proposed inclusion of the pressures and savings incorporated into this budget which have not already been approved by the Corporate Policy and Resources Committee. In addition to the assumptions included within the budget i.e. pay award levels, inflation on utilities, Business Rates (NNDR) growth etc.
 - Regular meetings have been held with the Chairs and Vice Chairs of Committees to ensure they are fully engaged in the process.
 - Inclusion of the revenue implications of the DRAFT Capital Programme 2017/18 – 2021/22.
 - Consultation with Parish Councils, residents and business rate payers has been undertaken.
 - The approved additional resources being funded from Earmarked Reserves and/or external grant income.
 - Consideration of other Strategies i.e. Commercial Strategy, Asset Management Plan, Car Parking Strategy etc.
- 1.4 This Budget Preparation process has achieved a High Assurance rating from our Internal Auditors.
- 1.5 Where additional expenditure and unavoidable costs are identified Business Units try to accommodate these extra costs by working more efficiently, generating extra income or reducing base budgets in non-priority areas. These items of additional expenditure and unavoidable costs, together with budget reductions are described below and have been built in to the base budgets.
- 1.6 The Prosperous Communities base budgets have been developed from the forecast budgets presented to Council in March 2016 and reflect the corporate priorities agreed in the Corporate Plan. To aid comparison capital charges and central support recharges have been omitted to present only controllable costs.
- 1.7 The Income and Expenditure Budget of the Committee is shown at Appendix A.
- 1.8 The overall net Budget per Cluster is attached at Appendix B.
- 1.9 The overall net Budget per Business Unit is attached at Appendix C.
- 1.10 The Business Units income and expenditure budgets are included at Appendix D.
- 1.11 No allowance has been made for price increases within general budgets for 2017/18 other than contractual obligations. Pay budgets for 2017/18 have been increased by 1% as per the Local Government Pension Scheme pay agreement, and employer's superannuation in line with that provided by the Actuary.
- 1.12 The Lincolnshire Pension Fund has issued the results of the triennial actuarial review period 2017/18 to 2019/20 and the revised rates and contribution to the pension scheme has resulted in an overall budget reduction of £19.4k in 17/18

when compared to the estimates built into the 2016/17 Medium Term Financial Plan (MTFP).

2. Significant Variations

When compared to the 2016/17 base budget shows a budget decrease of £286.9k. The major variances to the 2016/17 base budget are provided below;

- 2.1 Localism staffing restructure saved a total £185.1k – the restructure was to focus communities helping themselves and focussing resources on tackling community safety and antisocial behaviour issues.
- 2.2 Base Budget Review saving total £34.7k – the review of 2015/16 outturn surplus against 2016/17 base budget resulted in ongoing savings within the Committee. £35k of which was identified within Housing Strategy team.
- 2.3 General Grants etc. this budget was for a one off purpose and funded from Earmarked Reserves resulting in a reduction of £67k.
- 2.4 Other significant variances within individual Business Units are the result of budget movements within the Committee, and do not impact on the budget movement for the Committee overall.

3. Fees and Charges

The Corporate Policy and Resources Committee held on 15 December 2016 considered the Fees and Charges recommended by this Committee.

They have requested the removal of the burial charge for children under 12 years old, and suggested that the proposed uplift, based on cost recovery and benchmarking of 130% be delivered over two financial years at a rate of 65% per annum. The Corporate Policy and Resources Committee requested details of the financial implications of such a change which are detailed below;

Original 130% uplift for 2017/18 estimated £5,250
2017/18 Stepped approach additional £2,125
2018/19 Stepped approach additional £3,506
Total base budgeted impact on Stepped approach at year 2 = £5,631

The final charge will now be determined by the Corporate Policy and Resources Committee at its meeting on 12 January 2017.

**Prosperous Communities Income and Expenditure Budgets
(Excluding Capital Charges and Recharges)**

| Prosperous Communities | Base Budget 16/17 £ | Base Budget 17/18 £ | Base Budget 18/19 £ | Base Budget 19/20 £ | Base Budget 20/21 £ | Base Budget 21/22 £ |
|--------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Income | | | | | | |
| Customer and Client Receipts | (2,168,600) | (2,262,000) | (2,763,800) | (2,595,000) | (2,598,700) | (2,617,600) |
| Government Grants | (221,500) | 0 | 0 | 0 | 0 | 0 |
| Other Grants and Contributions | (26,900) | (47,200) | (154,100) | (403,200) | (400,400) | (403,200) |
| Total Income | (2,417,000) | (2,309,200) | (2,917,900) | (2,998,200) | (2,999,100) | (3,020,800) |
| Expenditure | | | | | | |
| Employees | 4,890,400 | 4,865,200 | 4,782,900 | 4,749,600 | 4,789,700 | 4,839,700 |
| Premises | 351,800 | 333,300 | 344,200 | 351,100 | 354,000 | 347,000 |
| Supplies and Services | 630,700 | 596,900 | 553,700 | 516,700 | 478,900 | 481,700 |
| Third Party Payments | 1,089,800 | 792,200 | 436,300 | 394,000 | 394,000 | 394,000 |
| Transfer Payments | 74,100 | 72,000 | 78,400 | 72,000 | 72,000 | 72,000 |
| Transport | 834,700 | 805,800 | 819,200 | 812,000 | 812,000 | 812,000 |
| Total Expenditure | 7,871,500 | 7,465,400 | 7,014,700 | 6,895,400 | 6,900,600 | 6,946,400 |
| | | | | | | |
| Net Total | 5,454,500 | 5,156,200 | 4,096,800 | 3,897,200 | 3,901,500 | 3,925,600 |

**Prosperous Communities Base Budget – Cluster Analysis
(Excluding Capital Charges and Recharges)**

| Cluster and Business Unit | Base Budget 16/17 £ | Base Budget 17/18 £ | Base Budget 18/19 £ | Base Budget 19/20 £ | Base Budget 20/21 £ | Base Budget 21/22 £ |
|--|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Commercial | 2,353,800 | 2,339,200 | 1,878,800 | 1,893,400 | 1,876,500 | 1,897,600 |
| Street Cleansing | 438,400 | 432,100 | 440,300 | 439,900 | 442,900 | 445,900 |
| Town Centre Markets | 31,900 | 15,100 | 15,900 | 16,600 | 16,500 | 17,200 |
| Trade Waste | (50,800) | (10,800) | (10,300) | (10,000) | (24,400) | (24,100) |
| Waste Management | 1,934,300 | 1,902,800 | 1,432,900 | 1,446,900 | 1,441,500 | 1,458,600 |
| Customer First | 403,800 | 479,900 | 467,400 | 456,200 | 465,100 | 456,500 |
| Building Control | 51,500 | 77,800 | 63,700 | 52,200 | 43,800 | 41,900 |
| Food Safety | 132,100 | 135,500 | 136,800 | 138,000 | 139,300 | 140,600 |
| Health and Safety | 70,600 | 71,000 | 71,700 | 72,300 | 72,800 | 73,400 |
| Land Charges | (15,200) | 11,300 | 10,800 | 11,800 | 12,800 | 13,900 |
| Licenses - Community | (29,000) | (5,300) | (14,000) | (12,500) | (600) | (12,900) |
| Parish Lighting | 54,700 | 53,500 | 61,200 | 56,200 | 57,600 | 59,100 |
| Pest and Dog Control | 26,700 | 22,900 | 22,900 | 22,900 | 22,900 | 22,900 |
| Pollution Control | 112,400 | 113,200 | 114,300 | 115,300 | 116,500 | 117,600 |
| Economic Development and Neighbourhoods | 1,158,500 | 1,190,700 | 923,600 | 993,700 | 996,900 | 1,008,800 |
| Community Action & Community Safety | 100,600 | 158,000 | 161,400 | 163,000 | 164,400 | 166,200 |
| Development Management | (268,100) | (127,900) | (119,000) | 41,300 | 36,900 | 42,600 |
| Economic Development | 747,600 | 470,600 | 425,100 | 370,800 | 374,900 | 378,200 |
| Environmental Initiatives | 46,900 | 56,900 | 56,900 | 56,900 | 56,900 | 56,900 |
| General Grants etc | 459,800 | 416,200 | 251,600 | 212,200 | 212,200 | 212,200 |
| Neighbourhood Planning & Local Plans | 0 | 139,500 | 68,300 | 68,400 | 68,600 | 69,000 |
| Planning Policy - Forward Planning | 71,700 | 77,400 | 79,300 | 81,100 | 83,000 | 83,700 |
| Housing and Regeneration | 1,428,200 | 1,050,500 | 721,100 | 444,000 | 453,100 | 462,800 |
| Car Parks | (144,100) | (165,600) | (165,000) | (164,000) | (163,400) | (162,600) |
| Community Action & Community Safety | 342,900 | 98,500 | 91,400 | 93,400 | 94,300 | 95,200 |
| Culture, Heritage & Leisure | 482,200 | 462,500 | 130,500 | (176,800) | (175,200) | (173,400) |
| Environmental Initiatives | 42,300 | 44,100 | 44,500 | 45,000 | 45,300 | 45,700 |
| Homelessness/ Housing Advice | 259,000 | 279,900 | 284,400 | 286,800 | 289,400 | 291,800 |
| Housing Strategy | 215,700 | 112,300 | 113,400 | 134,500 | 135,500 | 136,600 |
| Other Council Properties | (12,400) | (17,700) | (17,600) | (17,500) | (17,400) | (17,300) |
| Private Sector Housing Renewal | 146,000 | 141,000 | 143,400 | 145,900 | 147,400 | 148,900 |
| Property Services | 2,900 | 2,900 | 2,900 | 2,900 | 2,900 | 2,900 |
| Public Conveniences | 65,100 | 51,700 | 52,000 | 52,300 | 52,600 | 52,900 |
| Tourism | 28,600 | 40,900 | 41,200 | 41,500 | 41,700 | 42,100 |
| Organisational Transformation | 110,200 | 95,900 | 105,900 | 109,900 | 109,900 | 99,900 |
| Cemeteries and Churchyards | 48,200 | 46,100 | 56,100 | 60,100 | 60,100 | 50,100 |
| Parks & Open Spaces | 62,000 | 49,800 | 49,800 | 49,800 | 49,800 | 49,800 |
| Grand Total | 5,454,500 | 5,156,200 | 4,096,800 | 3,897,200 | 3,901,500 | 3,925,600 |

APPENDIX C

Prosperous Communities Base Budget – Business Unit Analysis (Excluding Capital Charges and Recharges)

| Business Unit | Base Budget 16/17 £ | Base Budget 17/18 £ | Base Budget 18/19 £ | Base Budget 19/20 £ | Base Budget 20/21 £ | Base Budget 21/22 £ |
|--------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Building Control | 51,500 | 77,800 | 63,700 | 52,200 | 43,800 | 41,900 |
| Car Parks | (144,100) | (165,600) | (165,000) | (164,000) | (163,400) | (162,600) |
| Cemeteries and Churchyards | 48,200 | 46,100 | 56,100 | 60,100 | 60,100 | 50,100 |
| Community Action & Community Safety | 443,500 | 256,500 | 252,800 | 256,400 | 258,700 | 261,400 |
| Culture, Heritage & Leisure | 482,200 | 462,500 | 130,500 | (176,800) | (175,200) | (173,400) |
| Development Management | (268,100) | (127,900) | (119,000) | 41,300 | 36,900 | 42,600 |
| Economic Development | 747,600 | 470,600 | 425,100 | 370,800 | 374,900 | 378,200 |
| Environmental Initiatives | 89,200 | 101,000 | 101,400 | 101,900 | 102,200 | 102,600 |
| Food Safety | 132,100 | 135,500 | 136,800 | 138,000 | 139,300 | 140,600 |
| General Grants etc | 459,800 | 416,200 | 251,600 | 212,200 | 212,200 | 212,200 |
| Health and Safety | 70,600 | 71,000 | 71,700 | 72,300 | 72,800 | 73,400 |
| Homelessness/ Housing Advice | 259,000 | 279,900 | 284,400 | 286,800 | 289,400 | 291,800 |
| Housing Strategy | 215,700 | 112,300 | 113,400 | 134,500 | 135,500 | 136,600 |
| Land Charges | (15,200) | 11,300 | 10,800 | 11,800 | 12,800 | 13,900 |
| Licenses - Community | (29,000) | (5,300) | (14,000) | (12,500) | (600) | (12,900) |
| Neighbourhood Planning & Local Plans | 0 | 139,500 | 68,300 | 68,400 | 68,600 | 69,000 |
| Other Council Properties | (12,400) | (17,700) | (17,600) | (17,500) | (17,400) | (17,300) |
| Parish Lighting | 54,700 | 53,500 | 61,200 | 56,200 | 57,600 | 59,100 |
| Parks & Open Spaces | 62,000 | 49,800 | 49,800 | 49,800 | 49,800 | 49,800 |
| Pest and Dog Control | 26,700 | 22,900 | 22,900 | 22,900 | 22,900 | 22,900 |
| Planning Policy - Forward Planning | 71,700 | 77,400 | 79,300 | 81,100 | 83,000 | 83,700 |
| Pollution Control | 112,400 | 113,200 | 114,300 | 115,300 | 116,500 | 117,600 |
| Private Sector Housing Renewal | 146,000 | 141,000 | 143,400 | 145,900 | 147,400 | 148,900 |
| Property Services | 2,900 | 2,900 | 2,900 | 2,900 | 2,900 | 2,900 |
| Public Conveniences | 65,100 | 51,700 | 52,000 | 52,300 | 52,600 | 52,900 |
| Street Cleansing | 438,400 | 432,100 | 440,300 | 439,900 | 442,900 | 445,900 |
| Tourism | 28,600 | 40,900 | 41,200 | 41,500 | 41,700 | 42,100 |
| Town Centre Markets | 31,900 | 15,100 | 15,900 | 16,600 | 16,500 | 17,200 |
| Trade Waste | (50,800) | (10,800) | (10,300) | (10,000) | (24,400) | (24,100) |
| Waste Management | 1,934,300 | 1,902,800 | 1,432,900 | 1,446,900 | 1,441,500 | 1,458,600 |
| Grand Total | 5,454,500 | 5,156,200 | 4,096,800 | 3,897,200 | 3,901,500 | 3,925,600 |

The following tables detail Business Unit Income and Expenditure Budgets

| Building Control | Base Budget 16/17 £ | Base Budget 17/18 £ | Base Budget 18/19 £ | Base Budget 19/20 £ | Base Budget 20/21 £ | Base Budget 21/22 £ |
|------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Income | | | | | | |
| Customer and Client Receipts | (210,500) | (241,100) | (257,600) | (273,900) | (287,400) | (292,200) |
| Total Income | (210,500) | (241,100) | (257,600) | (273,900) | (287,400) | (292,200) |
| Expenditure | | | | | | |
| Employees | 232,700 | 282,400 | 286,200 | 291,000 | 296,100 | 299,000 |
| Supplies and Services | 12,200 | 19,400 | 18,000 | 18,000 | 18,000 | 18,000 |
| Third Party Payments | 2,700 | 2,700 | 2,700 | 2,700 | 2,700 | 2,700 |
| Transport | 14,400 | 14,400 | 14,400 | 14,400 | 14,400 | 14,400 |
| Total Expenditure | 262,000 | 318,900 | 321,300 | 326,100 | 331,200 | 334,100 |
| Net Total | 51,500 | 77,800 | 63,700 | 52,200 | 43,800 | 41,900 |

| Car Parks | Base Budget 16/17 £ | Base Budget 17/18 £ | Base Budget 18/19 £ | Base Budget 19/20 £ | Base Budget 20/21 £ | Base Budget 21/22 £ |
|------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Income | | | | | | |
| Customer and Client Receipts | (251,800) | (251,800) | (251,800) | (251,800) | (251,800) | (251,800) |
| Total Income | (251,800) | (251,800) | (251,800) | (251,800) | (251,800) | (251,800) |
| Expenditure | | | | | | |
| Employees | 16,200 | 19,900 | 20,000 | 20,500 | 20,600 | 20,900 |
| Premises | 57,400 | 34,900 | 35,400 | 35,900 | 36,400 | 36,900 |
| Supplies and Services | 3,800 | 3,800 | 3,800 | 3,800 | 3,800 | 3,800 |
| Third Party Payments | 29,200 | 26,500 | 26,500 | 26,500 | 26,500 | 26,500 |
| Transport | 1,100 | 1,100 | 1,100 | 1,100 | 1,100 | 1,100 |
| Total Expenditure | 107,700 | 86,200 | 86,800 | 87,800 | 88,400 | 89,200 |
| Net Total | (144,100) | (165,600) | (165,000) | (164,000) | (163,400) | (162,600) |

| Cemeteries and Churchyards | Base Budget 16/17 £ | Base Budget 17/18 £ | Base Budget 18/19 £ | Base Budget 19/20 £ | Base Budget 20/21 £ | Base Budget 21/22 £ |
|------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Income | | | | | | |
| Customer and Client Receipts | (4,600) | (10,100) | (10,100) | (10,100) | (10,100) | (10,100) |
| Total Income | (4,600) | (10,100) | (10,100) | (10,100) | (10,100) | (10,100) |
| Expenditure | | | | | | |
| Premises | 52,400 | 55,800 | 65,800 | 69,800 | 69,800 | 59,800 |
| Supplies and Services | 400 | 400 | 400 | 400 | 400 | 400 |
| Total Expenditure | 52,800 | 56,200 | 66,200 | 70,200 | 70,200 | 60,200 |
| Net Total | 48,200 | 46,100 | 56,100 | 60,100 | 60,100 | 50,100 |

| Community Action & Community Safety | Base Budget 16/17 £ | Base Budget 17/18 £ | Base Budget 18/19 £ | Base Budget 19/20 £ | Base Budget 20/21 £ | Base Budget 21/22 £ |
|-------------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Income | | | | | | |
| Customer and Client Receipts | (800) | (21,200) | (21,200) | (21,200) | (21,200) | (21,200) |
| Other Grants and Contributions | (1,000) | (1,000) | (1,000) | (1,000) | (1,000) | (1,000) |
| Total Income | (1,800) | (22,200) | (22,200) | (22,200) | (22,200) | (22,200) |
| Expenditure | | | | | | |
| Employees | 383,900 | 240,100 | 246,400 | 250,000 | 252,300 | 255,000 |
| Premises | 200 | 200 | 200 | 200 | 200 | 200 |
| Supplies and Services | 35,400 | 31,700 | 21,700 | 21,700 | 21,700 | 21,700 |
| Third Party Payments | 7,000 | 0 | 0 | 0 | 0 | 0 |
| Transfer Payments | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 |
| Transport | 17,300 | 5,200 | 5,200 | 5,200 | 5,200 | 5,200 |
| Total Expenditure | 445,300 | 278,700 | 275,000 | 278,600 | 280,900 | 283,600 |
| Net Total | 443,500 | 256,500 | 252,800 | 256,400 | 258,700 | 261,400 |

| Culture, Heritage & Leisure | Base Budget 16/17 £ | Base Budget 17/18 £ | Base Budget 18/19 £ | Base Budget 19/20 £ | Base Budget 20/21 £ | Base Budget 21/22 £ |
|--------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Income | | | | | | |
| Customer and Client Receipts | (137,100) | (138,100) | (138,100) | (138,100) | (138,100) | (138,100) |
| Government Grants | (135,200) | 0 | 0 | 0 | 0 | 0 |
| Interest | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Grants and Contributions | 0 | (11,400) | (116,000) | (365,100) | (365,100) | (365,100) |
| Total Income | (272,300) | (149,500) | (254,100) | (503,200) | (503,200) | (503,200) |
| Expenditure | | | | | | |
| Employees | 162,900 | 131,600 | 129,500 | 115,600 | 116,700 | 118,000 |
| Premises | 91,200 | 86,700 | 85,300 | 85,800 | 86,300 | 86,800 |
| Supplies and Services | 129,900 | 110,100 | 110,100 | 110,100 | 110,100 | 110,100 |
| Third Party Payments | 360,700 | 274,700 | 50,800 | 6,000 | 6,000 | 6,000 |
| Transfer Payments | 8,000 | 8,000 | 8,000 | 8,000 | 8,000 | 8,000 |
| Transport | 1,800 | 900 | 900 | 900 | 900 | 900 |
| Total Expenditure | 754,500 | 612,000 | 384,600 | 326,400 | 328,000 | 329,800 |

| Development Management | Base Budget 16/17 £ | Base Budget 17/18 £ | Base Budget 18/19 £ | Base Budget 19/20 £ | Base Budget 20/21 £ | Base Budget 21/22 £ |
|------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Income | | | | | | |
| Customer and Client Receipts | (920,400) | (942,700) | (923,200) | (738,700) | (739,800) | (740,700) |
| Total Income | (920,400) | (942,700) | (923,200) | (738,700) | (739,800) | (740,700) |
| Expenditure | | | | | | |
| Employees | 575,300 | 745,500 | 734,900 | 710,700 | 707,400 | 714,000 |
| Premises | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Supplies and Services | 45,000 | 40,300 | 40,300 | 40,300 | 40,300 | 40,300 |
| Third Party Payments | 15,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Transfer Payments | 500 | 500 | 500 | 500 | 500 | 500 |
| Transport | 11,500 | 13,500 | 13,500 | 13,500 | 13,500 | 13,500 |
| Total Expenditure | 652,300 | 814,800 | 804,200 | 780,000 | 776,700 | 783,300 |
| Net Total | (268,100) | (127,900) | (119,000) | 41,300 | 36,900 | 42,600 |

| Economic Development | Base Budget 16/17 £ | Base Budget 17/18 £ | Base Budget 18/19 £ | Base Budget 19/20 £ | Base Budget 20/21 £ | Base Budget 21/22 £ |
|------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Income | | | | | | |
| Customer and Client Receipts | 0 | (6,800) | 0 | 0 | 0 | 0 |
| Government Grants | (55,000) | 0 | 0 | 0 | 0 | 0 |
| Total Income | (55,000) | (6,800) | 0 | 0 | 0 | 0 |
| Expenditure | | | | | | |
| Employees | 608,700 | 445,600 | 393,300 | 354,100 | 358,200 | 361,500 |
| Supplies and Services | 900 | 900 | 900 | 800 | 800 | 800 |
| Third Party Payments | 165,100 | 15,000 | 15,000 | 0 | 0 | 0 |
| Transfer Payments | 23,900 | 11,900 | 11,900 | 11,900 | 11,900 | 11,900 |
| Transport | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 |
| Total Expenditure | 802,600 | 477,400 | 425,100 | 370,800 | 374,900 | 378,200 |
| Net Total | 747,600 | 470,600 | 425,100 | 370,800 | 374,900 | 378,200 |

| Environmental Initiatives | Base Budget 16/17 £ | Base Budget 17/18 £ | Base Budget 18/19 £ | Base Budget 19/20 £ | Base Budget 20/21 £ | Base Budget 21/22 £ |
|------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Income | | | | | | |
| Customer and Client Receipts | (1,000) | 0 | 0 | 0 | 0 | 0 |
| Total Income | (1,000) | 0 | 0 | 0 | 0 | 0 |
| Expenditure | | | | | | |
| Employees | 37,000 | 38,800 | 39,200 | 39,700 | 40,000 | 40,400 |
| Supplies and Services | 3,800 | 5,800 | 5,800 | 5,800 | 5,800 | 5,800 |
| Third Party Payments | 30,000 | 37,000 | 37,000 | 37,000 | 37,000 | 37,000 |
| Transfer Payments | 17,900 | 17,900 | 17,900 | 17,900 | 17,900 | 17,900 |
| Transport | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 |
| Total Expenditure | 90,200 | 101,000 | 101,400 | 101,900 | 102,200 | 102,600 |
| Net Total | 89,200 | 101,000 | 101,400 | 101,900 | 102,200 | 102,600 |

| Food Safety | Base Budget 16/17 £ | Base Budget 17/18 £ | Base Budget 18/19 £ | Base Budget 19/20 £ | Base Budget 20/21 £ | Base Budget 21/22 £ |
|------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Income | | | | | | |
| Customer and Client Receipts | (700) | (700) | (700) | (700) | (700) | (700) |
| Total Income | (700) | (700) | (700) | (700) | (700) | (700) |
| Expenditure | | | | | | |
| Employees | 125,200 | 126,600 | 127,900 | 129,100 | 130,400 | 131,700 |
| Supplies and Services | 600 | 500 | 500 | 500 | 500 | 500 |
| Transport | 7,000 | 9,100 | 9,100 | 9,100 | 9,100 | 9,100 |
| Total Expenditure | 132,800 | 136,200 | 137,500 | 138,700 | 140,000 | 141,300 |
| Net Total | 132,100 | 135,500 | 136,800 | 138,000 | 139,300 | 140,600 |

| General Grants etc | Base Budget 16/17 £ | Base Budget 17/18 £ | Base Budget 18/19 £ | Base Budget 19/20 £ | Base Budget 20/21 £ | Base Budget 21/22 £ |
|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Income | | | | | | |
| Total Income | 0 | 0 | 0 | 0 | 0 | 0 |
| Expenditure | | | | | | |
| Supplies and Services | 135,800 | 124,500 | 91,900 | 55,000 | 55,000 | 55,000 |
| Third Party Payments | 324,000 | 291,700 | 159,700 | 157,200 | 157,200 | 157,200 |
| Total Expenditure | 459,800 | 416,200 | 251,600 | 212,200 | 212,200 | 212,200 |
| Net Total | 459,800 | 416,200 | 251,600 | 212,200 | 212,200 | 212,200 |

| Health and Safety | Base Budget 16/17 £ | Base Budget 17/18 £ | Base Budget 18/19 £ | Base Budget 19/20 £ | Base Budget 20/21 £ | Base Budget 21/22 £ |
|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Income | | | | | | |
| Total Income | 0 | 0 | 0 | 0 | 0 | 0 |
| Expenditure | | | | | | |
| Employees | 69,000 | 69,300 | 70,000 | 70,600 | 71,100 | 71,700 |
| Supplies and Services | 300 | 400 | 400 | 400 | 400 | 400 |
| Transport | 1,300 | 1,300 | 1,300 | 1,300 | 1,300 | 1,300 |
| Total Expenditure | 70,600 | 71,000 | 71,700 | 72,300 | 72,800 | 73,400 |
| Net Total | 70,600 | 71,000 | 71,700 | 72,300 | 72,800 | 73,400 |

| Homelessness/ Housing Advice | Base Budget 16/17 £ | Base Budget 17/18 £ | Base Budget 18/19 £ | Base Budget 19/20 £ | Base Budget 20/21 £ | Base Budget 21/22 £ |
|------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Income | | | | | | |
| Customer and Client Receipts | (23,000) | (43,900) | (43,900) | (43,900) | (43,900) | (43,900) |
| Government Grants | (31,300) | 0 | 0 | 0 | 0 | 0 |
| Total Income | (54,300) | (43,900) | (43,900) | (43,900) | (43,900) | (43,900) |
| Expenditure | | | | | | |
| Employees | 241,300 | 249,600 | 254,100 | 256,500 | 259,100 | 261,500 |
| Supplies and Services | 5,000 | 13,900 | 13,900 | 13,900 | 13,900 | 13,900 |
| Third Party Payments | 61,100 | 55,600 | 55,600 | 55,600 | 55,600 | 55,600 |
| Transport | 5,900 | 4,700 | 4,700 | 4,700 | 4,700 | 4,700 |
| Total Expenditure | 313,300 | 323,800 | 328,300 | 330,700 | 333,300 | 335,700 |
| Net Total | 259,000 | 279,900 | 284,400 | 286,800 | 289,400 | 291,800 |

| Housing Strategy | Base Budget 16/17 £ | Base Budget 17/18 £ | Base Budget 18/19 £ | Base Budget 19/20 £ | Base Budget 20/21 £ | Base Budget 21/22 £ |
|------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Income | | | | | | |
| Customer and Client Receipts | (15,000) | 0 | 0 | 0 | 0 | 0 |
| Total Income | (15,000) | 0 | 0 | 0 | 0 | 0 |
| Expenditure | | | | | | |
| Employees | 167,200 | 108,900 | 110,000 | 111,100 | 112,100 | 113,200 |
| Supplies and Services | 1,100 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| Third Party Payments | 60,000 | 0 | 0 | 20,000 | 20,000 | 20,000 |
| Transport | 2,400 | 2,400 | 2,400 | 2,400 | 2,400 | 2,400 |
| Total Expenditure | 230,700 | 112,300 | 113,400 | 134,500 | 135,500 | 136,600 |
| Net Total | 215,700 | 112,300 | 113,400 | 134,500 | 135,500 | 136,600 |

| Land Charges | Base Budget 16/17 £ | Base Budget 17/18 £ | Base Budget 18/19 £ | Base Budget 19/20 £ | Base Budget 20/21 £ | Base Budget 21/22 £ |
|------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Income | | | | | | |
| Customer and Client Receipts | (125,000) | (117,400) | (117,400) | (117,400) | (117,400) | (117,400) |
| Total Income | (125,000) | (117,400) | (117,400) | (117,400) | (117,400) | (117,400) |
| Expenditure | | | | | | |
| Employees | 80,500 | 97,900 | 98,900 | 99,900 | 100,900 | 102,000 |
| Supplies and Services | 1,300 | 2,800 | 1,300 | 1,300 | 1,300 | 1,300 |
| Third Party Payments | 27,500 | 27,500 | 27,500 | 27,500 | 27,500 | 27,500 |
| Transport | 500 | 500 | 500 | 500 | 500 | 500 |
| Total Expenditure | 109,800 | 128,700 | 128,200 | 129,200 | 130,200 | 131,300 |
| Net Total | (15,200) | 11,300 | 10,800 | 11,800 | 12,800 | 13,900 |

| Licenses - Community | Base Budget 16/17 £ | Base Budget 17/18 £ | Base Budget 18/19 £ | Base Budget 19/20 £ | Base Budget 20/21 £ | Base Budget 21/22 £ |
|--------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Income | | | | | | |
| Customer and Client Receipts | (131,300) | (111,800) | (121,400) | (120,800) | (109,900) | (123,100) |
| Other Grants and Contributions | (5,400) | (1,000) | (3,300) | (3,300) | (500) | (3,300) |
| Total Income | (136,700) | (112,800) | (124,700) | (124,100) | (110,400) | (126,400) |
| Expenditure | | | | | | |
| Employees | 85,800 | 90,000 | 90,900 | 91,800 | 92,800 | 93,700 |
| Supplies and Services | 18,900 | 14,500 | 16,800 | 16,800 | 14,000 | 16,800 |
| Transport | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| Total Expenditure | 107,700 | 107,500 | 110,700 | 111,600 | 109,800 | 113,500 |
| Net Total | (29,000) | (5,300) | (14,000) | (12,500) | (600) | (12,900) |

| Neighbourhood Planning & Local Plans | Base Budget 16/17 £ | Base Budget 17/18 £ | Base Budget 18/19 £ | Base Budget 19/20 £ | Base Budget 20/21 £ | Base Budget 21/22 £ |
|--------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Income | | | | | | |
| Total Income | 0 | 0 | 0 | 0 | 0 | 0 |
| Expenditure | | | | | | |
| Employees | 0 | 95,400 | 24,200 | 24,300 | 24,500 | 24,900 |
| Supplies and Services | 0 | 100 | 100 | 100 | 100 | 100 |
| Third Party Payments | 0 | 44,000 | 44,000 | 44,000 | 44,000 | 44,000 |
| Total Expenditure | 0 | 139,500 | 68,300 | 68,400 | 68,600 | 69,000 |
| Net Total | 0 | 139,500 | 68,300 | 68,400 | 68,600 | 69,000 |

| Other Council Properties | Base Budget 16/17 £ | Base Budget 17/18 £ | Base Budget 18/19 £ | Base Budget 19/20 £ | Base Budget 20/21 £ | Base Budget 21/22 £ |
|------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Income | | | | | | |
| Customer and Client Receipts | (38,400) | (41,300) | (41,300) | (41,300) | (41,300) | (41,300) |
| Total Income | (38,400) | (41,300) | (41,300) | (41,300) | (41,300) | (41,300) |
| Expenditure | | | | | | |
| Premises | 24,900 | 22,500 | 22,600 | 22,700 | 22,800 | 22,900 |
| Supplies and Services | 1,100 | 1,100 | 1,100 | 1,100 | 1,100 | 1,100 |
| Total Expenditure | 26,000 | 23,600 | 23,700 | 23,800 | 23,900 | 24,000 |
| Net Total | (12,400) | (17,700) | (17,600) | (17,500) | (17,400) | (17,300) |

| Parish Lighting | Base Budget 16/17 £ | Base Budget 17/18 £ | Base Budget 18/19 £ | Base Budget 19/20 £ | Base Budget 20/21 £ | Base Budget 21/22 £ |
|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Income | | | | | | |
| Total Income | 0 | 0 | 0 | 0 | 0 | 0 |
| Expenditure | | | | | | |
| Premises | 32,400 | 33,300 | 34,600 | 36,000 | 37,400 | 38,900 |
| Transfer Payments | 22,300 | 20,200 | 26,600 | 20,200 | 20,200 | 20,200 |
| Total Expenditure | 54,700 | 53,500 | 61,200 | 56,200 | 57,600 | 59,100 |
| Net Total | 54,700 | 53,500 | 61,200 | 56,200 | 57,600 | 59,100 |

| Parks & Open Spaces | Base Budget 16/17 £ | Base Budget 17/18 £ | Base Budget 18/19 £ | Base Budget 19/20 £ | Base Budget 20/21 £ | Base Budget 21/22 £ |
|------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Income | | | | | | |
| Customer and Client Receipts | (1,000) | 0 | 0 | 0 | 0 | 0 |
| Total Income | (1,000) | 0 | 0 | 0 | 0 | 0 |
| Expenditure | | | | | | |
| Premises | 46,200 | 33,700 | 33,700 | 33,700 | 33,700 | 33,700 |
| Supplies and Services | 16,800 | 16,100 | 16,100 | 16,100 | 16,100 | 16,100 |
| Total Expenditure | 63,000 | 49,800 | 49,800 | 49,800 | 49,800 | 49,800 |
| Net Total | 62,000 | 49,800 | 49,800 | 49,800 | 49,800 | 49,800 |

| Pest and Dog Control | Base Budget 16/17 £ | Base Budget 17/18 £ | Base Budget 18/19 £ | Base Budget 19/20 £ | Base Budget 20/21 £ | Base Budget 21/22 £ |
|------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Income | | | | | | |
| Customer and Client Receipts | (2,000) | (2,000) | (2,000) | (2,000) | (2,000) | (2,000) |
| Total Income | (2,000) | (2,000) | (2,000) | (2,000) | (2,000) | (2,000) |
| Expenditure | | | | | | |
| Supplies and Services | 27,900 | 24,900 | 24,900 | 24,900 | 24,900 | 24,900 |
| Transport | 800 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditure | 28,700 | 24,900 | 24,900 | 24,900 | 24,900 | 24,900 |
| Net Total | 26,700 | 22,900 | 22,900 | 22,900 | 22,900 | 22,900 |

| Planning Policy - Forward Planning | Base Budget 16/17 £ | Base Budget 17/18 £ | Base Budget 18/19 £ | Base Budget 19/20 £ | Base Budget 20/21 £ | Base Budget 21/22 £ |
|------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Income | | | | | | |
| Total Income | 0 | 0 | 0 | 0 | 0 | 0 |
| Expenditure | | | | | | |
| Employees | 68,700 | 74,400 | 76,300 | 78,100 | 80,000 | 80,700 |
| Supplies and Services | 800 | 800 | 800 | 800 | 800 | 800 |
| Transport | 2,200 | 2,200 | 2,200 | 2,200 | 2,200 | 2,200 |
| Total Expenditure | 71,700 | 77,400 | 79,300 | 81,100 | 83,000 | 83,700 |
| Net Total | 71,700 | 77,400 | 79,300 | 81,100 | 83,000 | 83,700 |

| Pollution Control | Base Budget 16/17 £ | Base Budget 17/18 £ | Base Budget 18/19 £ | Base Budget 19/20 £ | Base Budget 20/21 £ | Base Budget 21/22 £ |
|--------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Income | | | | | | |
| Customer and Client Receipts | (10,800) | (5,200) | (5,200) | (5,200) | (5,200) | (5,200) |
| Other Grants and Contributions | (500) | (500) | (500) | (500) | (500) | (500) |
| Total Income | (11,300) | (5,700) | (5,700) | (5,700) | (5,700) | (5,700) |
| Expenditure | | | | | | |
| Employees | 110,200 | 107,000 | 108,100 | 109,100 | 110,300 | 111,400 |
| Premises | 500 | 500 | 500 | 500 | 500 | 500 |
| Supplies and Services | 2,300 | 2,300 | 2,300 | 2,300 | 2,300 | 2,300 |
| Third Party Payments | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 |
| Transport | 7,200 | 5,600 | 5,600 | 5,600 | 5,600 | 5,600 |
| Total Expenditure | 123,700 | 118,900 | 120,000 | 121,000 | 122,200 | 123,300 |
| Net Total | 112,400 | 113,200 | 114,300 | 115,300 | 116,500 | 117,600 |

| Private Sector Housing Renewal | Base Budget 16/17 £ | Base Budget 17/18 £ | Base Budget 18/19 £ | Base Budget 19/20 £ | Base Budget 20/21 £ | Base Budget 21/22 £ |
|--------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Income | | | | | | |
| Customer and Client Receipts | (6,300) | (8,400) | (8,400) | (8,400) | (8,400) | (8,400) |
| Total Income | (6,300) | (8,400) | (8,400) | (8,400) | (8,400) | (8,400) |
| Expenditure | | | | | | |
| Employees | 139,600 | 142,000 | 144,400 | 146,900 | 148,400 | 149,900 |
| Premises | 5,000 | 0 | 0 | 0 | 0 | 0 |
| Supplies and Services | 1,400 | 1,100 | 1,100 | 1,100 | 1,100 | 1,100 |
| Transport | 6,300 | 6,300 | 6,300 | 6,300 | 6,300 | 6,300 |
| Total Expenditure | 152,300 | 149,400 | 151,800 | 154,300 | 155,800 | 157,300 |
| Net Total | 146,000 | 141,000 | 143,400 | 145,900 | 147,400 | 148,900 |

| Property Services | Base Budget 16/17 £ | Base Budget 17/18 £ | Base Budget 18/19 £ | Base Budget 19/20 £ | Base Budget 20/21 £ | Base Budget 21/22 £ |
|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Income | | | | | | |
| Total Income | 0 | 0 | 0 | 0 | 0 | 0 |
| Expenditure | | | | | | |
| Premises | 2,900 | 2,900 | 2,900 | 2,900 | 2,900 | 2,900 |
| Total Expenditure | 2,900 | 2,900 | 2,900 | 2,900 | 2,900 | 2,900 |
| Net Total | 2,900 | 2,900 | 2,900 | 2,900 | 2,900 | 2,900 |

| Public Conveniences | Base Budget 16/17 £ | Base Budget 17/18 £ | Base Budget 18/19 £ | Base Budget 19/20 £ | Base Budget 20/21 £ | Base Budget 21/22 £ |
|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Income | | | | | | |
| Total Income | 0 | 0 | 0 | 0 | 0 | 0 |
| Expenditure | | | | | | |
| Employees | 37,100 | 0 | 0 | 0 | 0 | 0 |
| Premises | 25,900 | 49,800 | 50,100 | 50,400 | 50,700 | 51,000 |
| Supplies and Services | 2,100 | 1,900 | 1,900 | 1,900 | 1,900 | 1,900 |
| Total Expenditure | 65,100 | 51,700 | 52,000 | 52,300 | 52,600 | 52,900 |
| Net Total | 65,100 | 51,700 | 52,000 | 52,300 | 52,600 | 52,900 |

| Street Cleansing | Base Budget 16/17 £ | Base Budget 17/18 £ | Base Budget 18/19 £ | Base Budget 19/20 £ | Base Budget 20/21 £ | Base Budget 21/22 £ |
|--------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Income | | | | | | |
| Customer and Client Receipts | (32,000) | (32,700) | (32,700) | (32,700) | (32,700) | (32,700) |
| Other Grants and Contributions | (20,000) | (33,300) | (33,300) | (33,300) | (33,300) | (33,300) |
| Total Income | (52,000) | (66,000) | (66,000) | (66,000) | (66,000) | (66,000) |
| Expenditure | | | | | | |
| Employees | 303,200 | 311,100 | 314,200 | 317,200 | 320,200 | 323,200 |
| Premises | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 |
| Supplies and Services | 32,400 | 32,900 | 32,900 | 32,900 | 32,900 | 32,900 |
| Transport | 152,300 | 151,600 | 156,700 | 153,300 | 153,300 | 153,300 |
| Total Expenditure | 490,400 | 498,100 | 506,300 | 505,900 | 508,900 | 511,900 |
| Net Total | 438,400 | 432,100 | 440,300 | 439,900 | 442,900 | 445,900 |

| Tourism | Base Budget 16/17 £ | Base Budget 17/18 £ | Base Budget 18/19 £ | Base Budget 19/20 £ | Base Budget 20/21 £ | Base Budget 21/22 £ |
|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Income | | | | | | |
| Total Income | 0 | 0 | 0 | 0 | 0 | 0 |
| Expenditure | | | | | | |
| Employees | 27,300 | 27,600 | 27,900 | 28,200 | 28,400 | 28,800 |
| Transfer Payments | 0 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 |
| Transport | 1,300 | 1,300 | 1,300 | 1,300 | 1,300 | 1,300 |
| Total Expenditure | 28,600 | 40,900 | 41,200 | 41,500 | 41,700 | 42,100 |
| Net Total | 28,600 | 40,900 | 41,200 | 41,500 | 41,700 | 42,100 |

| Town Centre Markets | Base Budget 16/17 £ | Base Budget 17/18 £ | Base Budget 18/19 £ | Base Budget 19/20 £ | Base Budget 20/21 £ | Base Budget 21/22 £ |
|------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Income | | | | | | |
| Customer and Client Receipts | (51,300) | (51,300) | (51,300) | (51,300) | (51,300) | (51,300) |
| Total Income | (51,300) | (51,300) | (51,300) | (51,300) | (51,300) | (51,300) |
| Expenditure | | | | | | |
| Employees | 64,700 | 54,500 | 55,200 | 55,800 | 55,600 | 56,200 |
| Premises | 4,600 | 4,800 | 4,900 | 5,000 | 5,100 | 5,200 |
| Supplies and Services | 9,700 | 2,900 | 2,900 | 2,900 | 2,900 | 2,900 |
| Transport | 4,200 | 4,200 | 4,200 | 4,200 | 4,200 | 4,200 |
| Total Expenditure | 83,200 | 66,400 | 67,200 | 67,900 | 67,800 | 68,500 |
| Net Total | 31,900 | 15,100 | 15,900 | 16,600 | 16,500 | 17,200 |

| Trade Waste | Base Budget 16/17 £ | Base Budget 17/18 £ | Base Budget 18/19 £ | Base Budget 19/20 £ | Base Budget 20/21 £ | Base Budget 21/22 £ |
|------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Income | | | | | | |
| Customer and Client Receipts | (93,700) | (93,800) | (93,800) | (93,800) | (93,800) | (93,800) |
| Total Income | (93,700) | (93,800) | (93,800) | (93,800) | (93,800) | (93,800) |
| Expenditure | | | | | | |
| Employees | 0 | 40,100 | 40,600 | 40,900 | 41,500 | 41,800 |
| Supplies and Services | 41,200 | 41,200 | 41,200 | 41,200 | 26,200 | 26,200 |
| Transport | 1,700 | 1,700 | 1,700 | 1,700 | 1,700 | 1,700 |
| Total Expenditure | 42,900 | 83,000 | 83,500 | 83,800 | 69,400 | 69,700 |
| Net Total | (50,800) | (10,800) | (10,300) | (10,000) | (24,400) | (24,100) |

| Waste Management | Base Budget 16/17 £ | Base Budget 17/18 £ | Base Budget 18/19 £ | Base Budget 19/20 £ | Base Budget 20/21 £ | Base Budget 21/22 £ |
|------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Income | | | | | | |
| Customer and Client Receipts | (111,900) | (141,700) | (643,700) | (643,700) | (643,700) | (643,700) |
| Total Income | (111,900) | (141,700) | (643,700) | (643,700) | (643,700) | (643,700) |
| Expenditure | | | | | | |
| Employees | 1,353,900 | 1,366,900 | 1,390,700 | 1,408,500 | 1,423,100 | 1,440,200 |
| Premises | 700 | 700 | 700 | 700 | 700 | 700 |
| Supplies and Services | 100,600 | 101,600 | 101,600 | 101,600 | 81,600 | 81,600 |
| Third Party Payments | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 |
| Transport | 587,000 | 571,300 | 579,600 | 575,800 | 575,800 | 575,800 |
| Total Expenditure | 2,046,200 | 2,044,500 | 2,076,600 | 2,090,600 | 2,085,200 | 2,102,300 |
| Net Total | 1,934,300 | 1,902,800 | 1,432,900 | 1,446,900 | 1,441,500 | 1,458,600 |

Purpose:

This report provides a summary of reports that are due on the Forward Plan over the next 12 months for the Prosperous Communities Committee.

Recommendation:

1. That members note the schedule of reports.

| | | | |
|---|--------------------------------------|---------------------|--|
| Prosperous Communities Committee | | | |
| Active/Closed | Active | | |
| Date | Title | Lead Officer | Purpose of the report |
| 31/01/2017 | Corporate Plan | Ian Knowles | To present the refreshed Corporate Plan |
| | Progress and Delivery Q3 | Mark Sturgess | To present Progress and Delivery (Projects and Services) monitoring information to the end of Period 3 |
| | Revenue Base Budgets 2017-18 | Tracey Bircumshaw | To present the proposed revenue base budgets for 2017-18 |
| | Saxilby Neighbourhood Plan | Luke Brown | To receive the plan and pass for referendum |
| | Monitoring of Festivals - Caistor MR | Karen Whitfield | To provide feedback on the impact of the festivals held in market rasen and caistor. |
| | Food and Farming LDO stage 3 report | Marina Di Salvatore | Stage 2 agreement from Growth Board |
| | Development Partner (Gainsborough) | Eve Fawcett-Moralee | Committee approval for list of potential bidders |
| | Sun Inn and Joint Venture Company | Eve Fawcett-Moralee | Sun Inn and Joint Venture Company |

| | | | |
|---------------------|---|----------------------|---|
| | Gainsborough Transport and Development Study | Rachael Hughes | To support the procurement of a strategic transport model in the Gainsborough urban area for the purposes of improving connectivity within the town and across West Lindsey, including the development of a specific traffic management solution for Flood Road, Bridge Road & Thorndike Way junction. |
| 31/01/2017 Total | | | |
| 21/03/2017 | 6 month selective licensing progress update report | Andy Gray | to update cttee on how the first six months of the scheme is progressing |
| | Gainsborough Marina | Elaine Poon | The Lincolnshire County Council has agreed to match fund WLDC (£25k each, £50k total) to carry out a feasibility study on the possibility of building a marina in Gainsborough. Preliminary feasibility reveals that in engineering terms, a lockgate option appears to be the preferred option, a very preliminary estimate the build cost of the marina to be between £3 to 4.5 million (excluding services and any associated buildings). Preliminary discussion has been held with the Environment Agency regarding engineering options to ensure the flood risk to Gainsborough will not be increased. |
| | Rural Transport Proposals | Grant White | to present proposals relating to rural transport (grant please extend) |
| | Formal Adoption of the local plan | Oliver Fytche-Taylor | to present the local plan for adoption, this matter will also require recommendation to full council |
| | Waste Services Policies | Ady Selby | To update waste policies which have been in use since 2009 and introduce amendments to support commercial activity |
| | Empty Property Compulsory Purchase Order - Caistor | Andy Gray | To present information in relation an empty property CPO in Caistor |
| | market proposals - after call-in | Ady Selby | to receive further proposals on the future operation of Gainsborough Market |
| 21/03/2017 Total | | | |
| 02/05/2017 | Progress and Delivery Q4 | Mark Sturgess | To present Progress and Delivery (Projects and Services) monitoring information to the end of Period 4 |
| | Food Enterprize Zone | Eve Fawcett-Moralee | funding requirements for the FEZ (eve please extend) |
| | Disabled Facilities Grant - Future Provision | Andy Gray | to present proposals regarding the future provision of DFGs |

| | | | |
|---------------------|-------------------------------------|-----------------|---|
| | Leisure Contract Update | Karen Whitfield | to provide Members with a progress update regarding the procurement of a a new leisure contract and assurance that the project is running in line with agreed parameters and timescales |
| | Brattelby Neighbourhood Plan | Luke Brown | To approve the Neighbourhood Plan for referendum |
| 02/05/2017 Total | | | |
| 06/06/2017 | Housing Strategy | Diane Krochmal | to present the new Housing Strategy for approval |
| | Brattleby Neighbourhood Plan | Luke Brown | To approve the Neighbourhood Plan to move to referendum. |
| | scotter NP | Luke Brown | TO approve the plan for referendum |
| | fiskerton NP | Luke Brown | to approve the plan for referendum at pc and for adoption at council |
| | Lea NP | Luke Brown | TO approve the plan for referendum and adoption at council |
| 06/06/2017 Total | | | |
| 12/09/2017 | Market Rasen Car Parking | Sarah Troman | To provide an update on the impact of introducing car parking charges in Market Rasen |
| 12/09/2017 Total | | | |
| Grand Total | | | |

Future Workplan Items still being scoped /no definitive timeline set: -

- Council Depot Rationalisation
- A15 Growth
- Show Ground MasterPlan
- Riseholme
- RAF Scampton
- Review of Wolds AONB Joint Working
- Syrian Refugees
- Lincolnshire Spatial Planning / Strategic Infrastructure Review

- Central Lincolnshire Local Plan Monitoring
- Trading Company – Policy Approval
- Closer to the Customer Programme
- Service Review – Stage 1 approvals