

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, 30th January, 2018 at 6.30 pm
Council Chamber - The Guildhall, Marshall's Yard, Gainsborough, DN21 2NA

Members:

- Councillor Mrs Sheila Bibb (Chairman)
- Councillor Mrs Gillian Bardsley (Vice-Chairman)
- Councillor Steve England (Vice-Chairman)
- Councillor Owen Bierley
- Councillor Christopher Darcel
- Councillor Michael Devine
- Councillor Paul Howitt-Cowan
- Councillor Mrs Pat Mewis
- Councillor John McNeill
- Councillor Mrs Maureen Palmer
- Councillor Mrs Lesley Rollings
- 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** (PAGES 5 - 16)
Minutes of the Prosperous Communities Committee held on 5 December 2017
4. **Matters Arising Schedule** (PAGES 17 - 18)
Setting out current position of previously agreed actions as at 22 January 2018.
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.

6. Public Reports

- a) Progress and Delivery - Period 3 Monitoring Report (PAGES 19 - 58)
- b) Market Rasen Three Year Vision/Strategy & Disposal/Transfer of West Lindsey Area Office (PAGES 59 - 68)
- c) Gainsborough Growth Fund Review (PAGES 69 - 80)
- d) Community Grants Programme (PAGES 81 - 126)
- e) Lincolnshire Wolds AONB Management Plan 2018-2023 Public Consultation (PAGES 127 - 300)
- f) Draft Revenue Estimates 2018/19 - 2022/23 (PAGES 301 - 354)
- g) Safeguarding Compliance (Section 11 Assessment) (PAGES 355 - 386)
- h) Lincolnshire Homelessness Strategy 2017 - 2021 (PAGES 387 - 420)
- i) West Lindsey Housing Strategy 2018 - 2022 (PAGES 421 - 454)
- j) Supporting Vulnerable Communities Place Based Strategy 2017 (PAGES 455 - 474)
- k) Gainsborough South West Ward Place Based Strategy 2017 (PAGES 475 - 506)

7. General Work Items

- a) Work Plan (PAGES 507 - 508)
- b) To Note the Date and Time of The Concurrent Committee Meeting of the Prosperous Communities Committee and Corporate Policy and Resources Committee

Tuesday 6 February 2018 commencing at 6.30 pm.

Mark Sturgess
Interim Head of Paid Services
The Guildhall
Gainsborough

Monday, 22 January 2018

Prosperous Communities Committee- 5 December 2017
Subject to Call-in. Call-in will expire at 5pm on 14 December 2017

WEST LINDSEY DISTRICT COUNCIL

MINUTES of the Meeting of the Prosperous Communities Committee held in the Council Chamber - The Guildhall, Marshall's Yard, Gainsborough, DN21 2NA on 5 December 2017 commencing at 6.30 pm.

- Present:**
- Councillor Mrs Sheila Bibb (Chairman)
 - Councillor Mrs Gillian Bardsley (Vice-Chairman)

 - Councillor Owen Bierley
 - Councillor Christopher Darcel
 - Councillor Michael Devine
 - Councillor Paul Howitt-Cowan
 - Councillor Mrs Pat Mewis
 - Councillor Giles McNeill
 - Councillor John McNeill
 - Councillor Mrs Judy Rainsforth
 - Councillor Thomas Smith
 - Councillor Trevor Young
- In Attendance:**
- Mark Sturgess Chief Operating Officer and Head of Paid Service
 - Ian Knowles Director of Resources and S151 Officer
 - Michelle Howard Home Choices Team Manager
 - Ady Selby Operational Services Team Manager
 - Karen Whitfield Community Commercial Investment Programmes Manager
 - Andy Gray Housing and Communities Team Manager
 - Steve Leary Operational Services Team Manager
 - Rachael Hughes Developer Contributions Officer
 - Mike Marriot Commercial Accountant
 - Katie Coughlan Senior Democratic & Civic Officer
- Also Present**
- Councillor Jeff Summers
- Also in Attendance**
- 4 Members of the Public
- Apologies:**
- Councillor Steve England
 - Councillor Mrs Maureen Palmer
 - Councillor Mrs Lesley Rollings
- Membership:**
- Councillor Giles McNeill substituting for Councillor Maureen Palmer
 - Councillor Judy Rainsforth substituting for Councillor Lesley Rollings
 - Councillor Tom Smith substituting for Councillor Steve England

71 PUBLIC PARTICIPATION

There was no public participation.

72 MINUTES OF PREVIOUS MEETING

(a) Meeting of the Prosperous Communities Committee – 24 October 2017

RESOLVED that the minutes of the meeting of the Prosperous Communities Committee held on 24 October 2017 be confirmed and signed as a correct record.

73 MATTERS ARISING SCHEDULE

Members gave consideration to the Matters Arising Schedule which set out the current position of all previously agreed actions as at 27 November 2017.

RESOLVED that progress on the Matters Arising Schedule, as set out in the report be received and noted.

74 MEMBERS' DECLARATIONS OF INTEREST

Councillor Trevor Young declared a pecuniary interest in agenda item 8 (i) (Gainsborough Market – Final Proposals) and indicated he would withdraw from the Chamber prior to consideration of this item.

75 AFFORDABLE HOUSING CONTRIBUTIONS

Members gave consideration to a report which sought to update Members in relation to the amount of Affordable Housing Contributions held by the Council. The report was in response to a request made by the Committee, at their meeting on 6 June 2017 at which they had indicated they would welcome a more detailed report regarding monies held and any time limits which applied.

The current position was set out at Section 3 of the report and Members noted that no monies secured through S106 agreements, for the purposes of providing affordable housing, had had to be returned to the developer.

In response to a Member's question it was confirmed that the figures contained at Section 3.3 of the report did not include any monies outstanding. The reasons for this were outlined.

RESOLVED that the information contained within the report be received and noted.

76 GAINSBOROUGH CAR PARKING CHARGES

Members gave consideration to a report which reviewed the results of recent consultation undertaken regarding charging timebands and free periods of car parking in Council owned

car parks in Gainsborough.

In light of the consultation responses, Members' approval was sought to introduce one hour free parking in Gainsborough and to withdraw the current 'Free After 3pm' Policy.

The report detailed the consultation exercise which had been undertaken and the responses received as a result, with the most supported option being the introduction of one hour's free parking.

The costs associated with such a change in policy were also shared with the Committee.

Debate ensued and some Gainsborough Members questioned why Gainsborough was being offered one hour's free parking, whilst Market Rasen, which had been considered at the Committee's last meeting, had been offered two hour's free parking, which the Committee had resolved to accept. They were of the belief that the Car Parking Strategy had sought to bring equity across the District and as such this offer was neither an equitable nor fair one.

It had been accepted that two hour's free parking in Market Rasen would be of assistance to local business and shoppers and there was a view that the businesses in Gainsborough needed and deserved the same level of support. Trade was particularly difficult with the number of empty shops continuing to rise. Some Members advised that they had spoken with local traders and their view was that an hour was simply not enough.

On that basis a Member proposed that the first recommendation be amended to offer two hour's free parking at any time.

In responding to the comments regarding equity Officers advised the principle of equity within the Strategy was aimed at ensuring the car parks covered their own costs. As such this would be different for each town and therefore Market Rasen had been looked at separately. To make a similar offer in Gainsborough, to that being offered in Market Rasen, would be at a significant cost to the Council and caution was offered that Members did have available to them the costs associated with this proposed amendment.

Having heard the argument around equity, another Member proposed a further amendment, in that as Gainsborough was three times the size of Market Rasen, in the event that two hours free parking was granted, the hourly charge should start at 90p to reflect such.

Other Members of the Committee were of the view that equity, in the sense referred to by previous Councillors, may have been sought originally, however, in light of later decisions made regarding the Roseway Car Park, this had resulted in a change in Policy, leading to Market Rasen charges subsequently being reviewed and changed and now the Gainsborough charges and offer were under review.

Other Members were of the view that the principle of equity did remain, in that the principle was that as referred to earlier by Officers, rather than the same offer across the board. Whilst Members had a desire to support local businesses there was concern that it was being suggested that this should be done at the expense and detriment to council tax

payers.

Members were reminded that the proposal to introduce one hour's free car parking was as a result of consultation and had been the majority view expressed.

The offer of one hour's free parking was welcomed as a start, however those Members who were in support of two free hour's parking were of a view that more needed to be done. There was a view that permit holders continued to clog up the car parks, impeding turnover, and there needed to be a clearer strategy on how this would be managed.

In response, Officers advised that the issues regarding permits had been identified and previous reports submitted to the Committee during the 2017/18 civic year had outlined how permits would be managed. As a result a number of amendments to the terms and conditions had been made, seeing permit holders not being authorised to park in a number of the central car parks primarily used by shoppers. The sale of permits had been suspended since the demolition of the Beaumont Street multi-storey. Staff permit holders had been encouraged to park in the land being rented from Tesco and further changes were planned as more car parking sites came on line, again as detailed in previous reports. 130 more spaces would be available early next week and 26 additional spaces had been made available at Bridge Street. Assurance was offered that steps were being taken to ensure that permits would be moved away from the town centre and the position continued to improve.

Following much debate, the amendment proposed at the start of deliberations, namely: -

“approve the view of the consultees and a period of two hour's free parking at any time be introduced in Gainsborough with effect from 1st April 2018 and support this amendment to the parking tariffs”

was seconded, however, on being put to the vote the motion was not carried.

Having being proposed and seconded it was:-

RESOLVED that

- (a) the majority view of the consultees, that a period of 1 hour free parking at any time be introduced in Gainsborough with effect from 1st April 2018 be approved and this amendment to the parking tariffs be supported; and
- (b) the withdrawal of Free After 3pm parking, with effect from 1st April 2018 be approved.

77 GARDEN WASTE SERVICE - DECISION FOLLOWING CONSULTATION EXERCISE

Members deliberated a report which sought consideration of the possible introduction of a charge for kerbside garden waste collections, following consultation having been undertaken.

Members were further asked to consider, if supportive of a charge being introduced, the

level of service which should be delivered and to recommend a level charge to the Corporate Policy and Resources which should be applied.

In presenting the report, Officers outlined both the legislative position and the financial position as detailed within the report. The nature of the consultation undertaken was outlined in detail, including the numerous ways in which residents and stakeholders had been provided with an opportunity to engage and the principles which had been applied to this consultation. Members were given a brief presentation summarising the key outcomes of the consultation. It was noted that all respondents had been provided with the opportunity to submit additional comments. These comments had been grouped and the ways in which these concerns would be addressed and/or mitigated were detailed in Sections 8 – 14. In concluding and in light of the consultation response, Officers outlined details of the proposed recommended service and the other options which had been considered.

Debate ensued and in response to a number of questions posed, Officers confirmed that those residents who chose not to subscribe to the service would be encouraged to keep their bins for a period of time; for those wishing to return bins immediately a collection regime would be created, ensuring this was done in the most efficient manner. Returned bins could be re-used or recycled and it was confirmed the depot facilities did have capacity to store these. Those subscribing to the service would receive a welcome pack with a sticker to place on the bin, this would help the crews identify those who had paid. In the event that bins were presented which had not subscribed, an “oops” sticker or similar method would be adopted, to politely remind the resident the service had changed and how they could subscribe. It was also hoped to install some on board technology in the cabs to further assist the crews in identifying subscribers.

Members congratulated Officers on the comprehensive and inclusive style of consultation which had been undertaken regarding this change. Reference was made to the number of comments and views expressed on social media in respect of this matter and Members sought and received indication as to how these had been factored into the responses received.

Members also considered it important that those wishing to subscribe were able to do so through a variety of methods. It was important the Authority feedback quickly to the electorate following any decision made, as residents were already expressing a wish to know.

Reference table 4 in the report, Officers explained the difference between the “income received” line and the “total contribution achieved” line, noting that the difference accounted for those costs associated in delivering a new service, which had to be deducted from the income generated.

As a whole the way, the consultation had been undertaken was considered to have been excellent, however, it was suggested that in future it should be ensured that the printable forms had details as to where they should be returned to included.

It was also felt maybe a discretionary rate relief scheme could have been considered.

Members noted a minor typographical error in the proposed terms and conditions and

suggested this be amended prior to release.

RESOLVED that: -

- (a) the free kerbside collections of garden waste be discontinued and the introduction of a charge for the service be approved;
- (b) Operational Services deliver the service during April to November inclusive as per Option B within the report; and
- (c) it be **RECOMMENDED** to the Corporate Policy and Resources Committee that an annual subscription of £35 per annum for all garden waste collections be applied and that this fee be non-refundable in full or part.

Note: Councillors Trevor Young and Judy Rainsforth abstained from the above vote and requested that this be recorded in the minutes.

78 HOME CHOICES ICT SYSTEM AND REVISED HOUSING ALLOCATIONS POLICY

In order to enable the successful transition to the Homeless Reduction Act (2017) and to make necessary improvements to the Home Choices service, Members gave consideration to a report which requested: -

- approval for West Lindsey District Council to exit the existing Central Lincolnshire Housing Allocations Partnership (Lincs Homefinder);
- approval to progress with the procurement of a new IT system as a single organisation; and
- approval of the revised Housing Allocations Policy which had been amended to incorporate key legislative changes and to reflect the proposal to operate as a single partner from 3 April 2018.

In presenting the report, Officers outlined the difficulties they had experienced within the partnership, the risks it posed to service provision and legislative requirements, the findings of recent audits, the issues which had been identified and which despite considerable efforts still remained. These were detailed fully in Section 2 of the report.

Despite numerous and varying attempts to resolve concerns, Officers had concluded that in order to safeguard West Lindsey's position, termination of the partnership should be sought.

Debate ensued and whilst Members were supportive of partnership working and collaboration, on occasion, it did not deliver what was best for the District and they concurred with Officers that on this occasion this was the case.

It was noted that ACIS, the largest housing provider within the District, was also moving away from the Partnership

The Chairman of the Governance and Audit Committee, concurred that this partnership had been of concern; this view had been supported by an audit. Congratulations were extended to the team in having found a solution.

A scenario was posed and assurance was offered that exiting the partnership would not adversely affect residents in such a situation.

RESOLVED that: -

- (a) approval be granted for West Lindsey District Council to exit the existing Central Lincolnshire Housing Allocations Partnership (Lincs Homefinder); and
- (b) the procurement of a new IT system as a single organisation be progressed; and
- (c) the revised Housing Allocations Policy be approved and delegated authority be granted to the Chief Operating Officer, following consultation with the Chairman of the Prosperous Communities Committee, to make any minor changes required to the policy following the consultation period.

79 RECOMMENDATION FROM CHALLENGE AND IMPROVEMENT COMMITTEE - SCAMPTON AIR SHOW

Members gave consideration to a report with provided information about the West Lindsey District Council / Invest Gainsborough business focussed hospitality event at Scampton Airshow 2017, including an outline of successes and recommendations for the future. This followed a report having been submitted to the Challenge and Improvement Committee.

Noting the recommendation made by C and I, regarding future hosting of the event, it was noted that there was no budget provision for engagement in the Scampton Airshow over the coming years. In addition, Officer resources were limited and there was a need for the Council to concentrate resources on areas of most benefit. To assist in this, a Wider Visitor Economy Strategy was being developed and would help focus and prioritise future work

Participation in Scampton Airshow ran independently of both the Lincolnshire Show Committee and the Leisure, Cultural, Events and Tourism Member Working Group, and it was considered both of these groups could have made a valuable contribution to the Scampton Airshow event.

There were alternative options which the Council could explore which would allow for engagement and a presence at future shows at a much reduced cost. These options would include a reduced Officer presence and could include:

- Sharing a stand with a sector specific specialist such as Aviation Heritage Lincolnshire (Approx. £1-3k).
- Sharing a stand with an existing partner such as Visit Lincoln or Love Lincolnshire Wolds. (Approx. £1-3K).
- A lower specification tent for just WLDC (Approx. £5K)

Debate ensued and Members were keen to retain a presence at the show and considered it presented some great opportunities to promote the District. However a measureable

outcome needed to be agreed at the outset. The execution needed to be better managed.

In response, Officers indicated they were in agreement, making reference again to the Strategy in development and how this would assist in setting priorities and outcomes.

Members welcomed greater Member involvement in any future events and felt West Lindsey's presence should be more public facing in the future. All were in agreement that the event attracted a broad spectrum of visitors from across the country and thus in turn provided fantastic opportunities for the Authority to promote the District.

RESOLVED

- (a) the Council does not lead the hosting of any further hospitality type events at future Scampton Airshows; and
- (b) the Leisure, Culture, Events and Tourism Member working Group lead on exploring and assessing the alternative options to maintain a future presence at Scampton Airshow, taking into account the associated benefits to the District.

80 WORK PLAN

Members gave consideration to the Committee Work Plan.

RESOLVED that the Work Plan as set out in the report, be received and noted.

81 EXCLUSION OF PUBLIC AND PRESS

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

Note: Councillor Trevor Young left the meeting at this point and did not return to the Chamber.

82 GAINSBOROUGH MARKET - FINAL PROPOSALS

Members gave consideration to a report which sought a decision on the future delivery model for the Gainsborough Market. Two options had been investigated in depth and these were detailed within the report. The benefits, risks and costs associated with each option were also fully detailed.

Debate ensued with the majority of Members accepting that both options posed both an element of risk and benefit.

Members in turn expressed their views regarding each of the options, the benefits they perceived and the potential risks posed, with neither option being particularly favoured for a variety of reasons. It was suggested that a hybrid of the two options may be more

favourable.

In response to some comments it was stressed the Traders' Business Plan, which was over a year old was an outline Business Case and in the event that a decision was made to outsource the market a more robust case would be required and its content and assumptions would be challenged through the evaluation process.

The Head of Paid Service indicated that if Members were minded to further consider delivery models other than the in-house option, a procurement exercise would need to be undertaken. Members needed to be mindful that such a process would take time to undertake and Members had already accepted that there was an urgent need to develop and improve the Markets in Gainsborough.

The Head of Paid Service indicated a set of alternative recommendations had been drafted, that would assist in smoothing the process, whilst continuing to try and improve the markets in the intervening period, if Members were minded to undertake a procurement exercise.

The Committee took a 5 minute recess in order to allow Members to digest the tabled recommendations.

The meeting re-convened at 8.11pm.

Members on the whole were supportive of the revised recommendations and considered they were both flexible and supportive.

A number of other alternative providers were suggested, however it was stressed that all such options would need to be the subject of a procurement exercise.

It was noted that the word "principles" needed to be replaced with "objectives". Members also sought and received confirmation that the second recommendation tabled should refer to section 5 of the report as a whole, as opposed to paragraph 5.01 as stated.

The two minor amendments were moved, seconded and approved.

The tabled recommendations as amended above, and having being moved and seconded were put to the vote, and on that basis it was: -

RESOLVED that: -

- (a) Officers be tasked to procure a partner organisation and/or market operator to run markets in the market Square in Gainsborough on behalf of the Council. The operation of the markets by a partner or other organisation should adhere to the vision and objectives for the market agreed by the Committee at its meeting on 12 September 2017. Any agreement for a third party to run markets in the Market Square in Gainsborough should enable the Council to control the form, frequency and type of market operated, including a break clause which would allow the Council to take back control of the market in appropriate circumstances; and

- (b) in recognition that any procurement process designed to achieve recommendation 1 above would take time to complete, and that there is an urgent need to develop and improve the Markets in Gainsborough, Officers are tasked to implement the improvements associated with Option A, in-house delivery, immediately as set out in section 5 of the report and the business plan (appendix 1 of the report), including the development and implementation of a "Promotion and Events Strategy" using the in-house communications resource.

Note: All Members present declared a personal interest in the above item of business as one of their fellow Councillors was named in the Traders Business Plan.

83 HEMSWELL CLIFF LAND STABILISATION AND NORMALISATION STRATEGY

Members gave consideration to a report which provided an overview of the Strategy to progress and co-ordinate necessary improvements at Hemswell Cliff. Hemswell Cliff was considered a vulnerable community and the proposed Stabilisation and Normalisation Strategy set out the context and overview of the necessary work programmes required in order to stabilise and normalise Hemswell Cliff. The Strategy would bring together the delivery of activities to enable and accelerate the socio-economic and environmental regeneration of Hemswell Cliff whilst focussing on ensuring that the immediate and medium term needs of the Hemswell Cliff community were addressed.

It was being proposed that the progression of the work programme in respect of Estate Management at Hemswell Cliff was approved as a key part of the Strategy. The background and context for this work being required was detailed within the report.

Councillor Howitt-Cowan as Ward Member addressed Committee, shared with his colleagues the history and difficulties Hemswell had faced and congratulated and thanked Officers for their efforts in trying to resolve the issues being experienced.

RESOLVED that:

- (a) the Hemswell Cliff Stabilisation and Normalisation Strategy be approved; and
- (b) the progression of the proposed work programme in respect of Estate Management be approved and authority be delegated to the Director of Resources to ensure that necessary due diligence is in place throughout.

Note: Councillor John McNeill declared a personal interest in the above item of business as he had a close friend who operated a business out of the antiques centre at Hemswell Cliff.

84 WELL-BEING SERVICE PROCUREMENT REPORT

As advised through previous reports, Lincolnshire County Council had been running a commission exercise for the provision of a countywide Wellbeing Service. The overall aim of the service was to support vulnerable adults to maintain their independence and well-being,

therefore preventing the escalation of need and reducing the demand on Hospital and Adult Social Care. The contract would be in place from 1st April and would run for a minimum of five years.

The Committee had previously approved the continued engagement with the procurement process, enabling WLDC to progress as a partner in a District Council consortia bid. The partnership was one of two final bidders with notification of the successful bidder expected on 8 December.

Consideration was therefore given to a report which sought approval, subject to success in the final stage of the process, to enter into a formal partnership agreement with the lead bidder (East Lindsey District Council).

RESOLVED that:

- (a) subject to the partnership bid being successful in the LCC procurement process, authority be delegated to the Director of Resources to enter into a partnership agreement with East Lindsey District Council, to enable West Lindsey to be sub contracted; subject to:
 - (i) due diligence and legal advice; and
 - (ii) approval from the Corporate Policy and Resources Committee; and
- (b) should the partnership bid be unsuccessful, the Health Commission be requested to actively engage with the successful provider in order to maximise outcomes for West Lindsey residents.

85 CHAIRMAN'S CONCLUDING COMMENTS

This being the last meeting of 2017, the Chairman wished all present a very Merry Christmas and a Happy New Year.

The meeting concluded at 8.37 pm.

Chairman

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Prosperous Communities Matters Arising Schedule

Purpose:

To consider progress on the matters arising from previous Prosperous Communities Committee meetings.

Recommendation: That members note progress on the matters arising and request corrective action if necessary.

Matters arising Schedule

Meeting: Prosperous Communities Committee					
Status	Title	Action Required	Comments	Due Date	Allocated To
Green					
	CIL PARISH COUNCIL TRAINING	This matter has been referenced 21 March 17. and May 2017	training will be organised after the adoption of CIL	12/05/18	Rachael Hughes
	S106 MONITORING - OUTCOME REPORT TO PLG CTTEE ALSO	extract from mins of mtg 6/6/17: - Debate ensued and Visiting Member, Councillor Tom Smith sought indication of how far back the review would extend? Whether the outcome would also be reported to the Planning Committee? And when it was likely the new IT system referred to would be operational? In responding, Officers advised that the review would go as far back as 2010 but would be guided by evidence prior to that. Officers were happy to present the outcome report to the Planning Committee	Please see above extract when preparing this report for PC Committee please note this report also needs to be submitted to plg cttee for information. PLEASE ADD THIS ITEM TO THE FORWARD PLAN FOR BOTH CTTEES	31/01/18	Rachael Hughes
	member champions	extract from mins of meeting 6/6/17 a further report be submitted to a future meeting of the Committee regarding the role, purpose and positions held by Member Champions, in order that their future use could be better assessed. the full minutes from the meeting detail concerns raised and actions required	this matter will be discussed at a future chairs briefing in the first instance (likely august) after which time a report will be added to the forward plan MO and Chair have further discussed this matter, consultation will be undertaken with team managers, current champions	30/03/18	Alan Robinson

		when formulating this report	<p>and the leader regarding these roles. The outcome of such will be reported to the relevant committees in due course. This piece of work will likely take place over the Autumn/Winter.</p> <p>THIS IS A DISCUSSION ITEM AT CHAIRS BRIEF - COMMENT TO BE UPDATED POST BRIEFING</p> <p>UPDATE: report to be written based on discussions at Chair's Brief and ready for PC Cttee in March</p>		
	wellbeing board representation	<p>extract from mins of meeting 18/7/17</p> <p>(a) a formal request for additional District Council representation at the Lincolnshire Health and Wellbeing Board be made by the following means:</p> <p>(i) a formal request be made by WLDC in isolation, via a letter from the chair of the Prosperous Communities Committee and Health Commission; and</p> <p>(ii) the Chairman of Prosperous Communities Committee and Health Commission seek the collective support of the other six district councils to write to the Health and Wellbeing Board collectively;</p>	<p>please confirm when request has been made. Please also advise of any response received through this matters arising.</p> <p>Request has been made and is awaiting board consideration.</p>	31/01/18	Michelle Howard



**Prosperous Communities
Committee**

Date: 30 January 2018

Subject: Performance Management (Progress and Delivery) 2017/18 – Third Period

Report by
Contact Officer

Chief Operating Officer
Mark Sturgess
Chief Operating Officer
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Purpose/Summary

The third quarter performance management information (progress and delivery) for members to examine and challenge.

RECOMMENDATION(S):

1. To assess the performance of the Council's services and key projects through agreed performance measures and recommend areas where improvements should be made having regard to the remedial measures suggested in the report.

IMPLICATIONS

Legal: None

Financial:

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:

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**

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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 monitored 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

Overview of performance

This is the third period report for 2017/18 and clear trends are now emerging for the year. Areas which have been performing well in previous periods are, in general, continuing to do so and those areas which are experiencing challenges are continuing to record performance which is below target.

Above Target Performance.

Complaints:

Complaints is an area where considerable work has taken place over the past year. We are moving from simply reporting the number of complaints to assessing the customers' satisfaction with how their complaints are dealt with and identifying patterns in the complaints we receive so that we can tackle the major causes of complaints. New measures to cover this area will be introduced in the 2018/19 year.

As a start we have put in place a new complaints policy (known as the customer experience policy) and addressed the time take to resolve complaints. This has been managed by a new "Customer Experience Officer" who has been in place since the autumn of 2017. As a result of this initial work the time taken to resolve complaints has dropped from performance in the previous period of 11 days to performance in this period of 6 days (against a target of 10 days).

Other areas which are worthy of note in terms of their above target performance are:

- Local Land Charges: sustained improvements now being shown (target 8 days, actual for the period 3.7 days)
- Cost of waste collection per head of population
- Income from trade waste
- Trinity Arts: audience figures, cost per user and surplus generated
- Management of assets: void rates.

Areas at Risk

At this time of the year clear patterns are starting to emerge.

Homelessness has been an issue all year and was the subject of a report to Challenge and Improvement Committee. Therefore the measures around number of nights in bed and breakfast accommodation, temporary accommodation and housing the most vulnerable are all below target. The team are taking action to address this by working with partners.

Enforcement is still showing performance which is below target. However, following the restructure in the autumn, new recruitment is taking place to address the capacity problems which had given rise to the below target performance.

In the Benefits Service the cost per live claim has risen. The service consider this to be a one off and will be managed so that the end of year report will see the targets met.

Street cleaning is showing that the income for the service is below target for the period, but overall the income for the year is on target.

Finally the award of grants is below target however the Team Manager expects to see an increase in grant awards towards the end of the financial year as grant agreements are confirmed prior to end of March.

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										
Compliments	Monthly	43	54		↓	85			Received a total of 43 compliments in quarter 3. This is a drop on previous quarters but as customer demand drops it is expected to see a corresponding drop in compliments.	The Customer Experience Officer has recently rewritten the customer feedback procedure and has laid out a new way of capturing compliments and how these will be dealt with internally. During the coming few months she will be putting in place internal processes around promoting and logging of compliments
Staff absenteeism	Monthly	0.64	0.70		→	0.28			n/a	n/a
Perspective: Financial										
Overall Council budget forecast outturn	Quarterly	Not available								
Tax Base Growth	Quarterly	0.50%	0.50%		→	1.61%			Growth above target. Reduction is an impact of settled appeals	Continue to undertake National Fraud Initiative, and encourage housing development

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.			
Time taken to pay invoices	Quarterly	10 days	30 days	★	→	13 days	★	★	n/a	n/a
Perspective: Quality										
Service and system availability	Quarterly	Not available							Continued pro-active monitoring ensures continued service	Pro-active monitoring being carried out

Table 1: Corporate Health measures

Section 2: Project and Programme Delivery

Programme	RAG	What is affecting delivery?
Crematorium	Amber	Project delivery is on track
Customer First	Amber	Project delivery is on track
Housing	Amber	Project delivery is on track
Land and Property	Amber	Project delivery is on track
Leisure	Amber	Project delivery is on track
West Lindsey Growth	Amber	Project delivery is on track

Table 2: Programme Delivery

Section 3: Service Exceptions

Cluster: Customer First

Customer Services

Over 130 Freedom of Information requests were received in the period, with all replied to within the statutory deadlines. During the next quarter a review of the process will be undertaken to ensure it is as efficient as can be and also as much information as possible is made externally available. Generally demand for face to face and telephone services has dropped as normal during this period due to the festive period and closure of offices.

We saw an increase in online activity mainly due to the Green Garden Waste Consultation event in October which resulted in double the amount of online forms being used than in previous months. This demonstrates that if teams are willing to work with the Customer Services Team we can positively move customers to using online services.

Dealing with Complaints still continues to take up the majority of time of the Customer Experience Officer, but this level of control is enabling us to take a much more in-depth view of what is happening with complaints and put in place learning and challenge in order to change the behaviours of staff where it is that behaviour that has led to the complaint being logged.

Compliments have decreased in this period but the Customer Experience Officer has been tasked with looking at how to improve this area during Q4.

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 time taken to resolve a complaint	Quarterly	6	10	★	↑	11	●	★	The average time to respond to complaints in October was 6.0 days. The average time to respond to complaints in November was 7.2 days. I am unable to report December figures at this stage as we have a complaint still in progress and not due to be closed until 22 January 18. This is an improving picture as since early 2017 there has been a focus on improving the response to complaints. This has involved the recruitment of a dedicated Customer Experience Officer and the development of customer experience policy which aims to ensure that all services see themselves from the customer's point of view.	n/a

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Table 3: Customer Satisfaction measure exceptions

Benefits

The Benefits Team have been incredibly busy in Quarter 3 hosting the DWP audit team and the sign off of the 2016-17 subsidy claim, Universal Credit Full Service has gone live in 2 of the 4 jobcentres that cover the district and the claim changes being received from the Department for Works and Pensions have proved to be erratic for which they have apologised. The number of live claims administered by the team continues to fall very slowly (reduced by 62 in Q3) as single claimants claim their housing costs through Universal Credit.

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 per live claim	Quarterly	£7.28	£5.83	●	↓	£6.31	▲	▲	Additional overtime funded by the DWP has been carried out in this quarter, a one-day training course was funded for the whole Benefits Team and extra resource was purchased to check the annual HB subsidy claim in Q3	Monitor to see what annual outturn is as Q3 has been an expensive quarter but the HB02 budget is still showing an underspend
Perspective: Quality										
End to end processing times	Monthly	7.4	5.0	●	↓	5.8	▲	●	Information that was received from HMRC on a number of Housing benefit claims has been processed in November - the data was downloaded in July 2017 and has taken until November for resource to be available to process the changes. This data has now been processed in full so the average processing times should return to 'normal from December.	Monitor
Claims older than 30 days	Monthly	15.0	25	★	↑	22.8	▲	★	The assessment team have addressed the issue of all claims approaching 30 days in a timely manner	n/a

Table 4: Benefits measure exceptions

Council Tax and NNDR

Council tax collection rates are on target to meet expectations with over 7,000 customers paying by 12 monthly instalments and 79% of council taxpayers paying by direct debit. Business rate collection has slightly increased this quarter meaning it is also now on target to meet expectations. Public house relief, small business rate capping and the additional discretionary relief awarded by central government has been awarded to all businesses who have applied and further action will be taken to ensure all businesses who have not yet applied do so by early March to ensure that as much of the relief allocated to West Lindsey is awarded to local businesses.

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										
Properties on tax base (FTE ratio)	Monthly	6,925	5,000	★	↑	5,948	★	★	Team have carried 2 full time vacancies since the end of October but these have now been filled and expected start dates early January 2018.	Training of new staff will take up to 1 year however there should be a noticeable difference for the rest of the team within 3 months. The actual total will decrease for Period 4 once new staff members start. No further action currently to be taken

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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			
NNDR £ collected	Monthly	£13,513,183	£13,820,112	★	↓	£1,312,481	★	★	NDR customers instalments are becoming due and are now being paid following properties being brought into the list by VOA during late 2017	Monitor monthly collection
Perspective: Quality										
Council Tax in year collection rate	Monthly	84.29%	84.97%	●	↓	56.70%	★	⚠	Increase in number of customers paying by 12 instalments however amount of council tax collected has also increased. In comparison to December 2016 an increase of £1,586,816 has been collected in December 2017.	No action required.

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			
									All indications from previous months show collection should be above target towards the end of the financial year	
NNDR in year collection rate	Monthly	81.87%	81.54%	★	↑	58.28%	●	★	3 new reduction schemes have now been awarded to qualifying businesses – public house relief, new discretionary rate relief and small business rate capping the increase payable following the revaluation of business rates. 450 letters were issued in respect of the new discretionary rate relief scheme and 119 have been returned and, to	Regular meetings with CoL/NKDC partnership.

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			
									date, a total of £35,459 has been awarded in relief.	
Cost of service per property tax base	Monthly	£6.53	£9.10	★	↑	£6.19	★	★	The team have been carrying 2 vacant full time posts which have now been recruited to and start dates agreed for January therefore the actual total will increase for period 4 but will still be on target for year end.	No action required

Table 5: Council Tax measure exceptions

Building Control

The building control team has continued to face significant challenges over the last few months and market share has fluctuated between 63% and 89% over the quarter, however the overall market share for the year to date still remains on track at 78% on average for the quarter and 78% for the year to date. Income has also been sporadic, but remains above target for the point in time, with the year-end target looking achievable without concern. The team has reduced in size following the reduction of the senior building control officer position but moral stays strong with performance at a good level whilst operating with a smaller team. The additional services have taken a back seat and the service is concentrating first and foremost of maintaining market share for core business with any additional service requests that fall out of the core business being seen as a bonus and contributing to the councils bottom line. It should be noted that the air testing services is seeing on average one request a month, with the SAP/EPC service picking up (although not being fully delivered due to sickness within the services)

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										
Number of building regulation applications received	Monthly	281	153	★	→	331	★	★	Target exceeded due to separate applications for window/door replacements.	n/a
Perspective: Financial										
Cost of the Building Control service to the council	Monthly	£32,328.83	£28,323	●	↓	£46,101.38	★	●	Income below target in October due to reduced number of applications	n/a

Table 6: Building Control measure exceptions

Local Land Charges

As can be seen below the cost of the service to the Council has seen a substantial reduction in terms of the actual service costs. A major factor affecting the reduced costs are due to salary savings from vacant posts due in part to reducing the number of staff providing the service. Despite the reduction in staff, the turnaround of searches received are now being processed much more quickly when compared to the previous 3 years, which is a fantastic achievement.

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 the Land Charges service to the Council	Monthly	£1,825.06	£19,050	★	→	- £4,278.83	★	★	Savings on salaries due to vacant posts within service.	N/A
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.			
Time taken to process a search	Monthly	3.7	8	★	↑	5.8	★	★	This huge reduction in the turnaround of search applications is a fantastic achievement by the reduced number of staff within this service!	N/A

Table 7: Local Land Charges measure exceptions

Development Management

During Period 3 Development Management have continued to exceed targets for all planning application types, major applications continuing their 100% record. Appeals remain within target with only three appeals allowed during the period. Income is above budget target due to large major applications being received during the period. Overall Development Management are maintaining excellent performance and this is expected to continue with the team growing stronger with new appointments.

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 from planning and pre-app fees	Monthly	£295,290	£243,648	★	↑	£237,070	●	★	3 major planning applications	n/a
Perspective: Quality										
Majors planning applications determined	Quarterly	100%	70%	★	→	100%	★	★	Excellent work 100% achieved	Excellent work 100% achieved

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.			
within national targets										
Non-major planning applications determined within government targets	Monthly	99%	80%	★	→	97%	★	★	Extension of time requests refused for Listed building and Full planning application	Continue to request extensions of time when necessary.
Appeals allowed as a percentage of all decisions issued by the Council	Monthly	2%	5%	★	→	1%	★	★	19 appeal decisions, 3 allowed	n/a

Table 8: Development Management measure exceptions

Enforcement

There continues to be a high demand for service across all areas of enforcement. Additional resources have been agreed within the Planning and Housing work areas and these will come into effect in January 2018. Within planning enforcement the number of cases is nearer to 150 and this will need to be reduced when the additional resource comes into effect. It should be noted that over 50% of cases closed in December achieved compliance due to intervention from WLDC.

Housing enforcement continues to take effective action in relation to poor quality accommodation and the number of cases open continues to be consistent. The proportion of cases from the South West Ward remains high, in the main due to the effective intelligence being gained via the selective licensing scheme. Prosecutions for selective licensing are underway and a number of cases are now in the pipeline. The number of licensed landlords continues to increase and the focus remains on dealing with the unlicensed and non-compliant landlords.

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										
Open planning enforcement cases	Monthly	138	120	●	↓	112	▲	▲	The number of cases has increased due to the initial additional resources reducing.	Expected to decrease from February when additional resources in place
Perspective: Quality										
Time taken to resolve a housing enforcement request	Monthly	171	90	●	→	172	●	●	Large number of complex and high priority cases within caseload	Permanent resources agreed. To commence in January 18
Time taken to resolve a planning enforcement request	Monthly	191	150	●	→	184	●	●	High number of complex cases. Additional resources agreed and will commence at the end of January 18	n/a

Table 9: Enforcement measure exceptions

Regulatory Services

The performance of this work area continues to be effective, the number of food inspections has increased, except for in the month of December when you would expect it to be lower. There continues to be a high demand within the environmental protection work area and performance has continued to be good, despite a short term reduction in resources. From February 18 a revised staffing structure will be in place and this is expected to enhance the service delivered.

Licensing

The licensing service has performed well again within Period 3 with the number of applications received showing a 25% increase against the target set. The service continues to receive excellent customer satisfaction feedback. Our Members continue to be involved with licensing matters on a regular basis and are not afraid to make difficult decisions where necessary.

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 licensing applications received	Monthly	245	195	★	↑	263	⚠	★	Applications received this period has exceeded the set target, however as the service is demand led, this in the main is beyond our control.	N/A

Table 10: Licensing measure exceptions

Street Cleansing

The excellent start to the year within the Street Cleansing Service has continued throughout period 3 with all measures within challenging parameters. Street cleansing costs each household just £10-42 last year, this was the lowest of all authorities benchmarked through APSE and currently this trend is in-line to continue. Income generation is below target for period 3 however overall income generation is ahead of target, business and marketing plans continue to be developed to strengthen this area further in the coming months. The service continues to have strong links with communities, the Great British Spring Clean initiative helped increase the number of voluntary litter picks in April/May and has helped in keeping communities engaged in further community tidy ups throughout the year. Once again compliments for period three for the service far exceed complaints. The service continues to be valued by residents with a satisfaction rating of 73% measured through the Citizens Panel.

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	£5,881	£9,000	●	↓	£18,313	★	★	Below target - slow down of income generation work	Continue to promote

Table 11: Street Cleansing measure exceptions

Waste Collection

Performance throughout the Waste Collection service is within the parameters set at the beginning of the year despite some challenges. The recycling rate is 52%, (above target) which is expected at this time of year due to green waste collections finishing towards the end of the qtr. Residual waste collected remains consistent, many authorities are seeing a rise in this measure as residents have more disposable income, however West Lindsey's smaller than average residual bins probably encourages recycling. Missed collections are within targets (dropping by a third as the green waste collections stop for the winter shut down). The cost of service is now £41.65 per household, still under target but with rising wages (especially the with the rising agency prices to fall in-line with the AWR) and fuel costs still an excellent rate when benchmarked with others.

Commercial Waste continues to outperform predictions in the Business Case and has brought in considerable income and now has over 300 customers. Over the last quarter complaints have dropped and compliments are now well out weighing complaints. (Which is a sign of an appreciation of the service and the excellent work being done in the department). Results from last year's citizen's panel are in and 92.8% of those who responded are satisfied with the service and 2.3% dissatisfied with the service.

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	£41.65	£46.00	★	→	£43.02	★	★	Below target	Round efficiencies and labour efficiencies
Trade Waste income	Monthly	£62,088	£54,396	★	→	£82,323	★	★	n/a	Continue with sales & marketing strategy

Table 12: Waste Collection measure exceptions

Trinity Arts Centre

The audience at Trinity Arts Centre responded well to a popular programme delivering increased footfall, resulting in a cost per user which was better than the target for the quarter. A good surplus has been generated by the artistic programme and the number of users has been increased due to enhanced marketing activity. The average occupancy is slightly reduced due to a larger number of events being programmed. The new Trinity Arts Centre Manager has already improved the centre's marketing activity, and is looking at further improvements both in marketing and programming for the centre.

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	4,467	2,400	★	→	6,098	★	★	Good response to Christmas programme	Ensure popular programme continues
Perspective: Financial										
Cost of Trinity Arts Centre per user	Monthly	£4.88	£5.50	★	→	£4.91	★	⚠	Good audience numbers bolstered by improved marketing.	Continue to improve programming and further enhance marketing techniques.
Received surplus	Monthly	£18,694	£10,500	★	→	£20,135	★	★	Good surplus from popular Christmas programme	Continue to improve programming and marketing.

Table 13: Trinity Arts Centre measure exceptions

CCTV

The service has been busy over the Christmas period with increases in shoplifting and anti-social behaviour. High demand is typically expected at this time of year especially as shoplifters target stores in the weeks running up to Christmas. We continue to review and produce footage in support of police investigations. More high profile cases during this period have included theft of lead and metal from properties in Market Rasen. Our footage has been used on social media to help track and identify suspects as part of on-going police investigations. There continues to be sporadic violence incidents occurring during night time economy in Gainsborough. This is typically on Saturday nights. We continue to work closely with the police and regularly review violence incidents and share information with police licensing officers.

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										
CCTV Income generation	Not available									

Table 14: CCTV measure exceptions

Enterprise and Community Services

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 value of community grants awarded	Quarterly	£9,599	£55,000	●	→	£5,684	●	●	The latest Large Community Grant panel took place in October 17. New grants will be recorded in Q4 when grant agreements are confirmed and in place. At this panel £41,800 was awarded.	Expect to see an increase in grant awards towards the end of the financial year as grant agreements are confirmed and normal increase in Cllr Fund applications prior to end of March.
Successful grant applications	Quarterly	0%	60%	●	→	0%	●	●	n/a	n/a
Perspective: Financial										
External community funds levered by WLDC	Quarterly	£24,264	£177,598	●	→	£9,616.80	●	●	The latest Large Community Grant panel took place in October 17. New grants will be recorded in Q4 when grant agreements are confirmed and in place. At this panel £41,800 was awarded.	n/a

Table 15: Enterprise and Community Services measure exceptions

Cluster: Democratic and Business Support

Democratic Services

The service has been engaged in the delivery of workshops for Parish and Town Councils across the District to present the Council's revised Code of Conduct. Arrangements have been made for these bodies to advise the Council as to which Code of Conduct they will be adopting from May 2018 (the Council's Code or the NALC Code) and on-going monitoring of the effectiveness of local arrangements will be undertaken. Training for Members has been held on the topics of Procurement, Media awareness and Modern.gov (a system to enable the electronic collation; despatch and issue of Committee papers and reports). Additionally a number of awareness sessions and workshops have been held with Members to discuss significant matters the Council is involved with. Two civic events have been held during the period in the form of the commencement of the Mayflower 400 commemorations held in Gainsborough and the Civic Carol Service held in Market Rasen. Both were well attended and well received. Progress has been made on the replacement of the civic car, with purchase imminent.

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										
Satisfaction With Development and Training Events	Quarterly	98%	90%	★	↑	92%	▲	▲	Training held on media awareness, procurement and modern.gov	N/A

Table 16: Democratic Services measure exceptions

Financial Services

Over the quarter the Finance Team have been busy progressing supporting the Management Team and Budget Managers in preparation of the 2018/19 Budget and 2018/19 to 2022/23 Medium Term Financial Plan which also incorporates the review of the Capital Programme, the Capital Investment Strategy and the Treasury Management Strategy.

In addition we are ready to launch a number of e-learning courses as part of our Finance Matters project which aims to provide financial training and guidance to staff within the organisation. Course topics are; Local Government Finance, Financial Management, Value for Money, Prudential Borrowing, the Closedown process and Counter Fraud in addition we have developed a Budget Managers handbook as a quick and easy reference tool.

With the earlier Statement of Accounts deadline (31 May rather than 30 June) we are also preparing for the year end closedown process.

We continue to achieve investment interest above our benchmark target and creditor payments within our 30 day 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: Financial										
Return on Council's Capital investment	Quarterly	1.16%	1.00%	★	↑	1.03%	⚠	★	Continuation of fixed term investments to generate higher rate, however liquidity need for capital programme investment has been barrier to higher returns	Work with services to provide better profiling of capital expenditure

Table 17: Financial Services measure exceptions

Contracts Management

During Q3, an audit has commenced into the Council's procurement procedures and the Contracts Team is working closely with the auditor on this. The report is due in Q4. Contracts that have been finalised include car park enforcement, extension to existing car park provision, consultancy to support digital transformation, ecological studies in support of regeneration projects and a replacement IT system to support choice based lettings/homelessness service. It is hoped that refresher training and forward awareness training for officers will take place in Q4.

Cluster: Economic Development and Neighbourhoods

Economic Development

Progress has been made during the third quarter of 2017-18 with the following key projects:

- **Hemswell Cliff FEZ** – Following our successful funding bid, a full delivery plan for phase 1 is in the final stages of being developed (with land owner/developer and prospective occupiers). The final due diligence will get underway from February 2018 to enable the release of funding and commencement on site, expected later in 2018;
- **Gainsborough Growth Fund** – A review of the scheme and recommendations for future intervention has been carried out and will be presented to Committee in January/February 2018. The scheme so far has generated 129 gross and 63 net new jobs, contributing £3.5m to the local economy. A further Shopfront Improvement Scheme has also been launched in July 2017;
- **Commercial Loans and NNDR** – in conjunction with Finance and Revenues, the Team is developing policies on commercial loans and potential for rate relief to assist business growth, development and long-term revenues for the Council. This is due to be considered by Committee in March/April 2018;
- **West Lindsey Development Partner** – The process is now at Detailed Solutions stage and clarifications are being sought by Officers prior to formal evaluation and final tender stage. A report will be presented to Committee on 6th February and subject to this, final tenders will be invited with the process expected to conclude by May 2018. £4m secured from the GLLEP in support of this programme;
- **Housing Infrastructure Fund (HIF)** – bid submitted in support of infrastructure costs to unlock the Southern SUE development and further clarifications submitted prior to Christmas break. An announcement is expected on the national HIF programme in January 2018;
- **Gainsborough Green Corridor** – A further detailed ERDF bid has been submitted for 'green' network improvements across Gainsborough. This follows the unsuccessful Gainsborough Marina bid and advice taken from the ESIF committee to resubmit for a revised proposal. A

decision on the outline bid is expected in January and if successful, a detailed bid will be prepared and submitted. Detailed bid submitted for EU funding to support the delivery of this project, following successful expression of interest;

- **Market Street Renewal** – Work is now underway on first refurbishment of three properties on Market Street including the development of 4 residential dwellings, all of the works are planned for completion in April 2018.
- **Place Board** – 100 delegates attended an event organised by Gainsborough Place Board at The Old Town Hall, delegates were presented with a series of tips for motivating your workforce and how to become great leaders. A series of promotional drinks mats have been developed showcasing factoids about the town. #investgainsboro has generated additional followers and continues to develop creative tweets.
- **OPE** – outline work on feasibility of public sector hub and Caistor South Dale completed; Asset Challenge workshop held and working with LCC on proposals to take forward workspace development at Foxby Lane, Gainsborough;
- **Skills and Employment** – Partnership continues to grow, with support from increasing number of stakeholders; direct partnership working with Bishop Burton College in connection with the FEZ; Careers events being developed for the schools and local community; Engineering Consortium are developing an Apprenticeship programme with Gainsborough College; Mentoring initiative at Benjamin Adlard School; Mental Health in the Workplace event for employers/employees planned for March.
- **Market Rasen** – partnership working with the Town Council to develop an Action Plan;
- **Lea Road Station** – A business case is being developed in parallel with planning process for improved facilities (including car-parking) at the station, options of acquisition of land are being explored.
- **Heritage Lottery Fund (HLF)** – Round 1 funding bid submitted for Gainsborough Townscape Heritage Initiative this included full scheme plan and a range of supporting documents. A decision will be made on 21 May 2018, there will be a visit to the town by the funders in the spring.
- **Lindsey Action Zone** – To date £453,000 funding levered into the District to support local businesses with projects worth £1m through this fund
- **Footfall** – new data monitoring system installed in Gainsborough (x 6 sensors), Market Rasen (x 2 sensors) and Caistor (x1 sensor).

Community Safety

The number of new complaints has reduced during the period and the team continues to effectively ensure compliance as required. The South West Ward of Gainsborough continues to generate a high percentage of cases in proportion to the rest of the district, this is expected due to the proactive work of officers within the area which is generating cases for investigation. Other proactive projects are also underway in relation to Public Space Protection Orders, Trolleys and waste (commercial and residential)

Markets

Gainsborough Market continues to underperform against targets, stall take up by traders has slightly increased through December due to the run up to Christmas however this is still below target, in period 2 there had been a small increase in stalls taken up by traders on the Saturday Market, this trend has stayed constant throughout Period 3, stall take up for the Saturday Market is slightly above target. A report recommending in-house led efficiency savings which would also allow the market to potentially grow was heard by Members in Dec 2017, no final decision was made, further clarity around options is required and further options are to be viewed.

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 Saturday	Monthly	24	20	★	→	23	★	▲	Market review and options appraisal currently underway. Slight increase in traders due to the run up to the Christmas period.	Market review and options appraisal currently underway.
Average number of stalls on a Tuesday	Monthly	53	60	●	→	45	●	●	Market review and options appraisal currently underway.	Market review and options appraisal currently underway.

Table 18: Markets measure exceptions

Cluster: Housing and Regeneration

Assets and Facilities Management

Rental income from assets continues to achieve targets as voids remain low. RPI rent increases, upward reviews and dilapidation monies have helped recover some of the lost revenue from our voids. Car park income continues to achieve targets but these may need reviewing in the next financial year as the targets will not reflect the additional car parking offer that we have at Bridge Street and will have at the former Lidl premises.

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										
Rental Income (Assets)	Monthly	£154,531	£125,000	★	→	£168,585	★	★	Overall YTD income (inc services charges and contributions) exceeds P&D targets for same period	n/a
Rental Income (Car Parks)	Monthly	£53,646	£50,125	★	→	£52,124	★	★	Performance is ahead of P&D targets	n/a
Perspective: Process										
Voids Management	Monthly	2%	12%	★	→	8%	★	★	n/a	n/a
Perspective: Quality										
Planned and Response Maintenance	Quarterly	73%	70%	★	↑	70%	▲	★	Ratio remains on track at 73 planned/27 unplanned works costs	n/a

Table 19: Assets measure exceptions

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Housing

The delivery of Disabled Facilities Grants continues to perform well and the Council is ensuring that all of its funding in relation to this is spent in line with the legislation and local policy. The level of customer satisfaction remains at 100%, which is in line with the timescales for delivery continuing to be on target. An additional resource has been brought into the work area during this period to ensure that all funding can be spent. Alongside this a revised Policy is being developed to broaden the scope for utilising the funding. This will be considered by Committee in March 18.

The number of long term empty properties remains at a consistent level, which is enabling the focus to be on the worst and longest term empty properties, which are having the highest impact. During this period one Compulsory Purchase Order has been progressed and a further three have been considered. We continue to be proactive in our management of empty properties.

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										
Average cost of DFGs	Monthly	£5,067	£4,500	●	↑	£5,328	●	●	No issues noted	n/a
Perspective: Process										
Long term empty properties brought back into use through Council intervention	Quarterly	29	25	★	↑	8	●	▲	Commenced proactive letters	Continue proactive work
Perspective: Quality										
Number of properties where the condition has improved as a	Monthly	15	50	●	→	39	●	●	Currently recording number of licensed properties	Specific measures to be developed for this area

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.			
result of being in the selective licensing area										

Table 20: Housing measure exceptions

Home Choices

The service continues to experience a high level of demand and is currently managing with reduced staffing capacity. This is actively being addressed by the service, with additional capacity being brought in through the appointment of an apprentice, a support officer and acting up arrangements within the service. Homelessness prevention continues to be a key focus for the service, and this target is being exceeded. Below target performance areas have been reviewed and are attributed to delays with complex cases and matters outside of the Councils control (including flood within a move on property). Service staffing capacity has also had an impact on moving people on from temporary accommodation. The cold weather during December 2017 triggered the Council's SWEP provision to prevent rough sleeping and the Council continues to accommodate some individuals at our discretion in order to minimise rough sleeping in the district. This is currently placing increased demand on B&B use but is considered a necessity. The service is actively preparing for the introduction of the Homelessness Reduction Act and has, during the last quarter, procured a new IT system which will be implemented during March 2018. Scrutiny of the Home Choices service, homelessness demand and readiness for the Homelessness Reduction Act was a key agenda item for the January meeting of the Challenge & Improvement Committee. A follow up audit of the service (following a limited assurance outcome in 2016) has demonstrated significant improvements in the risk areas identified. The follow up audit has provided a substantial level of assurance Note: draft, pending sign off].

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	Do T	Actual	Perf.			
Perspective: Customer										
Homeless prevention	Monthly	238	200	★	→	227	★	⚠	89 DHP, 55 HR, 32 DFG	n/a
Perspective: Process										

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	Do T	Actual	Perf.			
Bed and Breakfast Nights	Monthly	74	0	●	→	72	●	●	21 due to SWEP and accommodating pending ACTION Lincs (1 household). Christmas bank holidays delayed action for move on	n/a
Perspective: Quality										
Average length of stay in temporary accommodation	Monthly	46	28	●	↓	22	▲	▲	One household 66 days due to waiting for Action Lincs property. 21 nights due to SWEP	n/a
Average time for a person in the highest category of housing need to be re-housed	Monthly	73	28	●	→	58	●	●	182 days due to delays in 1 property and then withdrawn due to flooding in the property. 4 households in Band 1 accommodated	n/a

Table 21: Home Choices measure exceptions

Safeguarding

Section 11 of the Children Act 2004 places duties on a range of organisations and individuals to ensure their functions, and any services they contract to others, are discharged having regard to the need to safeguard and promote the welfare of children and young people. As a District Council, West Lindsey District Council (WLDC) is subject to these duties. A compliance check in the form of a self-assessment and peer moderated audit by the Lincolnshire Safeguarding Children Board (LCSB) is carried out every three years.

A self-assessment and moderation was completed during December 2017. It provided assurance that WLDC's policies, processes and practices are compliant with all requirements of Section 11 and that WLDC has a proactive approach to safeguarding and promoting wellbeing. A report was presented to the Councils Prosperous Communities Committee on 30.01.18.

Healthy District

The leisure contract continues to perform well with customer satisfaction remaining high. The last two months of the calendar year typically result in low usage and low numbers of new customers being attracted. This has also had an impact on the cost per user, however, industry trends usually demonstrate above average use in the first two months of any calendar year so this is not of major concern at this time.

Throughput and marketing activity to attract new users is monitored through monthly monitoring meetings with the leisure contractor.

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	Do T	Actual	Perf.			
Perspective: Customer										
Customer satisfaction of leisure facilities & activities	Monthly	95%	80%	★	→	96%	★	★	Good levels of customer satisfaction across the contract with no poor scores being recorded	Monitor to ensure no drop in current performance
New participants at West Lindsey Leisure facilities	Monthly	345	600	●	↓	908	★	▲	Numbers down due to seasonal trends. Typically there is an update of new users in the New Year	Continue to monitor through contract monitoring
West Lindsey leisure facilities usage	Monthly	68,914	78,750	●	↓	105,592	▲	▲	Usage numbers in line with what is expected due to seasonal trends	Continue to monitor and ensure uplift in January
Perspective: Financial										
Cost of Leisure Management fee per service user	Monthly	£0.94	£1.10	★	→	£0.83	★	★	Usage low in December in line with industry trends	Monitor to ensure usage rises in January in line with historical

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	Do T	Actual	Perf.			
										information and industry trends

Table 22: Healthy District measure exceptions

Cluster: Organisational Transformation

ICT

With the continual monitoring and automatic allocation of service desk calls the team pro-actively responds to requests for change, thereby exceeding targets most months.

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 and problem management	Monthly	103%	90%	→	★	100%	★	★	Pro-active monitoring being carried out	Pro-active monitoring being carried out
Change management	Monthly	94%	75%	→	★	100%	★	★	Pro-active monitoring being carried out	Pro-active monitoring being carried out
Perspective: Quality										
Service and system availability	Monthly	100%	98%	→	★	99%	★	★	Pro-active monitoring being carried out	Pro-active monitoring being carried out

Table 23: ICT measure exceptions

Systems Development

The teams continue to deliver significant projects during the normal course of their work load. The Digital team is currently involved in the upgrade of some corporate systems, and carrying out normal system development work. The Digital team is continuing to work with Rutland County Council by developing their website. The technical team continues to proactively manage their work plan through the system development requests.

Our LLPG (& SNN) officer has now taken full ownership of the management of the LLPG and brought this back in house last year. This work is also being carried out by other team members in times of absence and are working hard to maintain the standard.

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	99%	98%	★	→	100%	★	★	Pro-active monitoring being carried out	Pro-active monitoring being carried out
Number of electronic forms developed and integrated into the website	Monthly	205	195	★	↓	261	★	★	New responsive website and dedicated team to manage all digital development	Continual drive for digital enablement
Number of electronic forms completed and submitted on the website	Monthly	9,564	6,000	★	→	10,372	★	★	New responsive website and dedicated team to manage all digital development	Continual drive for digital enablement
Perspective: Process										

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.			
Number of house re-naming requests dealt with	Monthly	100%	90%	★	→	100%	★	★	Dedicated officers to fulfil this duty	Maintain current arrangement
Percentage of street naming and numbering requests dealt with	Monthly	80%	50%	★	→	98%	★	★	Dedicated officers to fulfil this duty	Maintain current arrangement
Perspective: Quality										
LLPG Standard	Monthly	Silver	National Standard	★	→	Silver	★	★	Dedicated officers to fulfil this duty, management now brought back in-house	Maintain current arrangement

Table 24: Systems Development measure exceptions

09/09/20



**Prosperous Communities
Committee**

Date: 30th January 2018

**Subject: Market Rasen 3 Year Vision / Strategy and disposal/transfer of WL
Area Office to Market Rasen Town Council.**

Report by:

Director of Commercial & Economic Growth

Contact Officer:

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Purpose / Summary:

To maximise the benefits derived from housing led growth to create a self-sustaining town with capacity to address social, economic and environmental issues.

RECOMMENDATION(S):

1. Endorse the emerging 3 Year Vision and Strategy to ensure Market Rasen maximises the benefits from planned housing growth.

To recommend to members of Corporate Policy & Resources Committee:

2. To approve an "in principle" allocation of £200k funding from the Capital Programme towards the delivery of growth projects detailed within the strategy subject to:
 - Consultation and support for the strategy
 - Setting up of an agreed implementation mechanism i.e. CIO
 - Suitable financial regulation
3. To approve the recommendation to conclude disposal/transfer of the Area Office to Festival Hall.

IMPLICATIONS

Legal:

Legal advice/fee's involved in disposal of Area Office

Financial:

Ring fence £200k from WLDC Capital Programme

Staffing:

No changes as a result of this report. Any future management, administration and monitoring of the CIO (Town Team Partnership) will continue using existing staffing arrangements.

Equality and Diversity including Human Rights:

Consultation process will be openly promoted to ensure the widest possible views from stakeholders/the local community to ensure openness and transparency.

Establish a Charitable Incorporated Organisation (CIO) as a legal entity for the re-constituted Town Team Partnership. The main intended benefits of a CIO is that it has a legal personality, the ability to conduct business in its own name and limited liability so that its members/trustees will not have to contribute in the event of financial loss.

Expand the range of services, organisations and interventions for more disadvantaged areas of the community, in order address in-equality and provide a sustained and collective contribution to overall improvements in health and living conditions.

Risk Assessment:

N/A

Climate Related Risks and Opportunities:

None

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

Emerging West Lindsey Housing Strategy 2018-2022

Adopted Central Local Lincolnshire Plan

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 Background:

1.1 Within the last seventeen years there have been a number of initiatives focusing on Market Rasen's regeneration and future development:

1.2 Market Rasen Development Trust

A limited-by-guarantee company formed in 2001 with a mission: 'to regenerate the town and surrounding area, enabling community development and economic growth to the benefit all local people. Market Rasen was one of twelve market towns in the East Midlands to be part of the national Market Towns Initiative (MTI). The Market Rasen Development Trust published an Action Plan in 2005 and was successful in engaging with the community, running town events and setting up a community hub which is still operational. The more ambitious plans within the Action Plan were not all realisable due to lack of match-funding.

1.3 Market Rasen Business Improvement Group

A CIC incorporated in August 2012. Run by volunteer Directors from local business and community groups. MR BIG were successful in winning the first round of Portas Pilot funding and were one of twelve towns nationally to be granted £100k of funding to regenerate the town centre. They won a further £110k through the government's High Street X Fund in 2013. Four 'promises' formed the basis of a two-year action plan: Put the Market Back in Market Rasen; Town Tidy; Marketing; High Street Sustainability. A review of progress and strategy for year 2 highlighted the success of monthly markets, branding and marketing for the town and a national award-winning heritage tour. The MR BIG CIC was dissolved in July 2017 and its legacy and remaining budget is being taken forward by a newly-formed Town Partnership (with Lincolnshire Chamber of Commerce) and Market Rasen Town Council.

1.4 Neighbourhood and Community Plan 2013 to 2016

During 2013 the Town Council led discussions with stakeholders including Market Rasen Development Trust and MR BIG on the development of a town plan. There are only limited papers from these discussions and the Plan was not advanced. In 2016 West Lindsey District Council and the Town Council explored the option of developing a Neighbourhood

Plan. The Town Council agreed to focus efforts on producing the current Vision and Strategy rather than a Neighbourhood Plan.

1.5 Vision Group Report

In April 2013 West Lindsey District Council commissioned Rose Regeneration to develop a vision for Market Rasen. A number of meetings with stakeholders were held and a report published in July 2013 (not available on-line). The Report highlighted the challenges facing the town and the opportunities, via a community-led plan, to engage investors and develop a strong brand for the town and secure its future strategic development.

1.6 Market Rasen Town Council

The Town Council's Vision and Strategy is partly a legacy from previous initiatives but largely based around projects and activities that have commenced within the last few years. Since May 2015, the Council has continued to work with an external consultant to develop discrete projects such as:

- Festival Hall
- Police Station & Magistrates Court
- Development of the town Vision and Strategy

These projects depend upon and are limited to the passion and drive of the individuals involved in their development. The risk is that these, along with other proposed projects will not realise their full potential due to funding and resource constraints. The end result creates a perception that a lot of money is spent on projects that never actually come to fruition. It is hoped that the current Strategy, with support from West Lindsey District Council, will provide a resilient framework for the town's development.

2 Lessons Learnt:

2.1 The above initiatives have served as catalysts for action in terms of the town's development, but the weakness has been in ensuring these are done in a cohesive, planned, strategic way with continued succession planning built in.

2.2 Past initiatives have shown:

- Strong endeavours from individual organisations but limited success from those individual organisations in working together for a common goal – i.e. the town's future.
- A disconnect between West Lindsey District Council's ambitions for the town's development and the town (residents and businesses) engaging with this agenda.
- A perception that Market Rasen is worse off than other towns – Brigg, Gainsborough, Caistor – and that West Lindsey 'favours' Gainsborough to the detriment of Market Rasen.
- Stop / Start progress which give the perception that 'nothing works' in Market Rasen.

2.2 Steps to mitigate these weaknesses could include:

A clear, cohesive strategy for the town's growth and future development, with buy-in from all parts of the community. (The Three-Year Vision provides a framework of aspirations and this will be developed into a delivery plan with outcomes and timelines.)

Public ‘buy-in’ from WLDC - Support and funding from West Lindsey District Council to demonstrate commitment to the town’s development. (Visible and tangible support like the WLDC funded Wolds Festival in October 2016 along with support for the Vision and its delivery.)

Building a team approach with all parts of the community working together and learning to put the common goal (the town’s development) first rather than individual agendas. There has to be a ‘bottom-up’ and detailed approach as a team. Past initiatives have failed because they were ‘top-down’ and did not bring people on board. (This will require clear communication and transparent decision-making around the delivery of the Vision.)

Leadership, knowledge and skills to deliver the Vision. The delivery mechanism for the Vision (i.e. an independent body such as a CIO) will need the right knowledge and skills (legal, business, and community) and strong leadership to gain the trust of the town’s community. Support is also required from West Lindsey District Council in identifying suitable people and balancing the leadership needed to deliver the Vision whilst involving all parts of the community.

Good PR and clear communication between partners in delivering the Vision. Support from West Lindsey District Council communications teams in publicising positive stories, events, and progress on the delivery of the Vision’s priorities.

3 Market Rasen – Role of the Town:

3.1 The vision within the emerging West Lindsey Housing Strategy 2018-2022 is that **“Everyone has access to good quality housing which meets their housing need and aspiration, in a pleasing environment which enables a healthy lifestyle.”** This means that everyone should have the opportunity to access good quality housing whereby they can build happy, successful and prosperous lives.

3.2 The Central Lincolnshire Local Plan focuses on the delivery of sustainable growth that meets the need for homes and jobs. Within this plan Market Rasen, defined as a market town, will be the focus for significant but proportionate growth. Consequently the role of the town is already changing, as are the pressures that it is experiencing, physically, economically and socially. Residential development land is allocated which can accommodate 640 dwellings.

3.3 To date planning for in excess of 500 new homes has been granted or is in the planning system for determination and the Town Council acknowledge that successfully attracting this investment is the material difference. Whilst this presents a number of opportunities, there are concerns amongst residents about the impact this will have on infrastructure and capacity along with a declining retail offer within the town centre. In recent months West Lindsey District Council have re-evaluated car parking charges in Market Rasen to try and alleviate this issue.

3.4 It’s within this context that the 3 Year Vision and Strategy is of such importance. The Plan will articulate a vision for Market Rasen over the next three to five years highlighting how its distinctive strengths should be safeguarded and be central to the future of the town as well as outlining opportunities for development in the short, medium and longer term.

These will address some of the existing weaknesses and contribute to the comprehensive improvement of Market Rasen as a place to live, work and invest.

3.5 Market Rasen Town Council is committed to ensuring the vision, strategy and subsequent delivery plan is driven by sound local leadership. This will require good governance and accountability along with robust project management and delivery of measureable economic outputs.

4 The Market Rasen Vision

4.1 Market Rasen Town Council formally adopted the 3 year Vision and Strategic Priorities (see Appendix 1) at full council meeting held on 10th January 2018. The Vision for a strong and vibrant community is organised around the following Strategic Priorities:

- **Environment and Heritage** - Making Market Rasen an attractive place to live, work in and visit.
- **Health and Wellbeing** - Addressing poor health outcomes and social vulnerability.
- **Leisure and Culture** - Giving people of all ages in Market Rasen a wide choice of music, entertainment, theatre and live events
- **Development and Economy** - Ensuring Market Rasen develops the housing, business and commercial capacity for its future growth; helping to address skills deficits.
- **Transport and Access** – Influencing responsible bodies and transport providers to deliver a good quality and affordable service for residents and businesses.

4.2 Market Rasen Town Council agree to work with West Lindsey District Council, town residents and businesses, stakeholders, and appropriate organisations to deliver the Vision's Priorities over the three-year period.

4.3 As per point 7.1 of the Vision document, Market Rasen Town Council supports the work currently being undertaken, in partnership with stakeholders, to set up a Charitable Incorporated Organisation (or other appropriate independent body) to deliver the commercial and capital projects within the Vision.

4.4 As part of the community and stakeholder engagement on the Vision document it is proposed that the following meetings are scheduled and led by Market Rasen Town Council:

- Tuesday 30th January, 6 – 7 pm – Festival Hall reference group and other key community partner.
- Tuesday 13th February, 8.30 am to 8.30 am – Business Breakfast at The Advocate Arms Hotel. Invite to town businesses, shops and traders via the Town Partnership
- Saturday 3rd March – 10 am to Midday. Open Town Meeting with presentation of the Vision at 10 am and questions and answer session afterwards. (Church Room, Market Place.)

5 West Lindsey District Council - Structure & Governance

5.1 The consultation process will be openly promoted to ensure the widest possible views from stakeholders and the local community in order to ensure openness and transparency.

West Lindsey District Council officers have agreed to work with Market Rasen Town Council in the following areas;

- Development of the vision and strategy and aligning it to the wider West Lindsey strategic objectives.
- Support for the consultation phase and engagement with the wider Market Rasen community.
- Interim business development services – including HR, systems and development, corporate governance etc.
- Financial regulation and support to set up the Board.

5.2 West Lindsey District Council will work with members of the “Mr Big” Team, Market Rasen Town Council and the Lincolnshire Chamber to develop a newly constituted Town Team Partnership. It has been agreed that remaining money and assets from the Mr Big project (previously managed by WLDC) are transferred to the new Partnership. This would provide a “seed” fund to help the Partnership to get established and deliver the necessary consultation process required to develop the strategy and subsequent delivery plan.

5.3 The Town Team Partnership are proposing to establish their legal entity as a CIO (Charitable Incorporated Organisation) or equivalent. This is a formal structure that can be used by non-profit organisations. The main intended benefits of a CIO is that it has a legal personality, the ability to conduct business in its own name and limited liability so that its members/trustees will not have to contribute in the event of financial loss. A CIO need only register with the Charity Commission rather than Companies House, therefore reducing bureaucracy for the charity.

5.4 The Market Rasen Town Team Partnership will be able to utilise their CIO to prioritise and agree the capital projects to take forward, provide capacity to apply for grants or other sources of funding and to create a more robust mechanism for project management and delivery.

6 West Lindsey District Council - Financial Support

6.1 West Lindsey District Council is committed to supporting Market Rasen Town Council to communicate and deliver its vision and agreed strategic capital projects in order to deliver economic growth benefits to the area. The Council has therefore ring fenced up to £200k of funding from the capital programme. This will provide Market Rasen Town Council with the opportunity to draw down vital funds to help unlock specified social and economic projects. The funding is designed to help secure or attract external funding either from local organisations and in particular the County Council and Local Enterprise Partnerships or from regional, national and European funding bodies.

6.2 The funding will be conditional and subject to details of agreed capital projects being set out explicitly within the Market Rasen vision and strategy. This will enable stakeholders and investors to understand how Market Rasen plans to maximise the benefits from housing growth in order to sustain the wellbeing of the town. The strategy will include details of;

- Required funds to unlock projects
- Match funding and/or other sources of funding
- Job creation

- Economic impact assessment and GVA

6.3 Capital projects will also need to demonstrate measured outputs/outcomes and clearly link back to strategic objectives outlined with West Lindsey District Council Economic Development Strategy.

6.4 Within the Market Rasen Town Council strategy, plans are underway to re-furbish Festival Hall and to create a modern vibrant community hub for the town. West Lindsey District Council will consider the disposal/transfer of their former Area Office as part of the strategy.

6.5 At the current time the Council recognises that a face to face service is required in Market Rasen and would therefore need to retain desk/office space or would be amiable to relocation to other premises such as the Old Police Station.

The requirements from West Lindsey District Council are set out below:

- Room/desk availability -Monday/Tuesday and Thursday reducing in May to Monday/Tuesday only.
- Access to a desk and phone only on Wednesday – telephone enquires only
- A self service area to accommodate a stand-alone computer that customers can use to access West Lindsey Services.

The Council are continuing to review how services are delivered which may result in changes to face to face services in the future.

6.6 Disposal of any Council owned assets needs to be compliant with the Physical Assets Disposal and Acquisition Policy November 2012. This policy outlines the disposal process and procedure. The policy allows for disposal to a special purchaser, as in this case Festival Hall, Market Rasen if all of the following considerations are addressed:

Criteria	Compliance
True Value	Given the location of the office within the Festival Hall the commercial value is limited. The WLDC will retain a lease of the roof as this houses solar panels which yields a feed in tariff.
Special Considerations	Creation of wider regeneration scheme in this case support to the 3 year Vision
Costs and Liabilities	WLDC will have no ongoing costs associated with his asset transfer.
Use & Potential	Addressed in the True Value consideration above
Planning & Value	MRTC are a “Special purchaser” given their ownership of the Festival Hall they have the

All Disposal Options	ability to regenerate the entire building as a central project integral to the success of the 3 Year Vision.
Marketing	
Age & Condition Architectural / Historic Interest/Contamination	The building is historically or architecturally significant, rather it is a community asset.
Exit Costs	None other than legal costs associated with the retention of the roof by WLDC via a lease.
Third Party Rights	Not applicable

7. Timescales:

7.1 See table below

Action	Who Responsible	Date
Endorse 3 year vision for consultation	MRTC	Jan 2018
Recruitment to the Town Partnership (beyond those already proposed) Constitution established	MRTC/WLDC	Feb 2018
Establish CIO (Charitable Incorporated Organisation)	MRTC/WLDC/Chamber/Mr Big	Feb/Mar 2018
Transfer of Mr Big Funds to CIO	WLDC	Feb/Mar 2018
Complete consultation with key stakeholders, community and business champions. Key capital projects identified	All	March 2018
Transfer of Area Office to Festival Hall		March 2018
Capital project documentation completed and approved by WLDC	Town Team Partnership	April/May 2018
£200k ring fenced and available for drawdown against specific projects or programmes	WLDC Capital Programme	May 2018 (tba)

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**Prosperous Communities
Committee**

30 January 2018

Subject: Review of the Gainsborough Growth Fund, its performance over the last 3 years and any recommendations going forward

Report by:

Economic and Commercial Growth Director

Contact Officer:

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Purpose / Summary:

To present a review of the Gainsborough Growth Fund Scheme, its performance since its launch in 2014 and provide any recommendations going forward

RECOMMENDATION(S):

- (1) That members approve the Gainsborough Growth Fund Review Paper and endorse its key findings and conclusions as set out in Section 3 and 4 of the Report;**
- (2) That members recommend to discontinue promotion of the Development Fund as set out in Section 5 of the Report;**
- (3) That members recommend to retain the Feasibility and Planning Fund as set out in Section 5 of the Report;**
- (4) That members recommend to Corporate Policy & Resources Committee to increase the Fund budget by £150K to support the launch of a district wide Feasibility and Planning Pilot Fund (subject to the confirmation of the GLLEP Housing Unlocking Grant)**

IMPLICATIONS

Legal: legal advice was originally sought as part of the initial proposal to ensure that the Gainsborough Growth Fund Scheme would be state aid compliant. If supported, the proposal to retain a Feasibility Fund Scheme, will follow the same principle of the De Minimis aid which is enforced by the EU. To ensure that the requirements of the De Minimis Regulations are met, any funding aggregated with any other public funding to a Company must not exceed the €200,000 threshold over a rolling period of three fiscal years.

Separate legal advice will be pursued as part of the business case to develop a Commercial Loan Policy and Framework.

Section 69 of the Localism Act 2011 provides a discretionary power for billing authorities in England and Wales to reduce the business rates of any local ratepayer. The Government has not issued guidance in respect of how this power might be used, though councils must ensure that the reliefs they allow do not transgress state aid rules. Many Councils have already used these powers to grant relief, including most recently, North Kesteven District Council.

Financial FIN/81/18 DRAFT FOR MANAGEMENT TEAM

The Gainsborough Growth Fund was established in 2014 with a capital budget of circa £600k, to date grants totalling £393K have been awarded leaving a balance of £207k for the current scheme.

It is proposed that a Feasibility and Planning Fund pilot be established with a budget of £150k to be funded from the Investment for Growth Reserve. This scheme is not part of the current Capital Programme and would therefore require the approval of the Corporate Policy and Resources Committee.

The Investment for Growth Reserve has current uncommitted balance of £813k, however there remains a £1,010k risk against this reserve in relation to the GLLEP funded schemes. Over the 5 year profile and subject to the earmarking of New Homes Bonus annually, there would remain a balance of £3.6m

Approval to allocate a further £150k for this fund will be sought from CP&R once the GLLEP Housing Unlocking Grant has been confirmed.

Staffing: No changes as a result of this report. Any future management, administration and monitoring of the GGF Scheme will continue using current arrangements

Equality and Diversity including Human Rights: if approved for delivery the revised funding scheme will be openly promoted using a range of marketing means and each application will be judged on its own merits following the existing eligibility criteria developed for the Feasibility Fund.

Risk Assessment:

Applicants cannot secure sufficient match funding – Potential to sign-post to other complementary schemes that may be able to cover some of the eligible costs of expenditure

Growth outputs not delivered – Funding is subject to delivery outputs so WLDC has ability to decline application if deemed too speculative or withdraw support. Proposals will be considered on case by case basis by Panel

The Scheme doesn't generate sufficient demand – the wide district Feasibility Fund will be rolled out as a pilot for 24 months supported by suitable publicity mechanisms that will raise Scheme's awareness.

Climate Related Risks and Opportunities: the aim of the Feasibility & Planning Grant is to support technical survey work associated with the development of sites and premises or technology and equipment which would support business growth. In this respect applications will have to demonstrate that any technical survey work to be undertaken will support proposals that will improve sustainability and will have a positive impact to both the business and the environment.

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

x

Key Decision:

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

Yes

No

x

1 Background

The Gainsborough Growth Fund (GGF) originally brought together two projects which were proposed and approved as part of the Council's Capital Programme for 2014/15 - The Gainsborough Manufacturing Business Relocation Fund (approved by C P&R on 16th Jan 2014 and Council on 3rd Mar 2014) and the Commercial Property Grant Scheme (approved by Council on 3rd Mar 2014).

The scheme was officially launched in November 2014 with an original budget of approximately £600K of which £400k circa has already been awarded. To date the total value of investment levered through the GGF amounts to circa £2.5m. In terms of employment the Scheme so far has assisted 9 businesses and it is anticipated that these projects together will create approx. 65 direct new jobs (FTE) in the next 2 years.

In June 2016 the Funding Consultative Panel approved a proposal to ringfence £50,000 from the existing Gainsborough Growth Fund budget for the Targeted Lettings initiative - a Pilot that would add a retail element to the scheme. The Pilot would provide landlords/tenants of vacant retail premises in the town centre access to funding which would assist businesses with costs in respect of the renewal of shop fronts and internal fit.

However, in order to demonstrate the Council's commitment to heritage led regeneration through both policy and practice and to support the vision of the Gainsborough Heritage Masterplan (endorsed by Prosperous Communities Committee in March 17 and launched in May), it was subsequently approved to extend remit of the Targeted Lettings initiative to tenanted shops located within the eligible area, in need of renewal and physical repair and have a historic and conservation interest and value. To reflect this approach the Pilot was rebranded as "Gainsborough Shop Front Improvement Scheme". *(for the purpose of this report this Pilot will not be included in the Review given its recent commencement in July 2017).*

2 Gainsborough Growth Fund Overview and Performance

The Gainsborough Growth Fund was designed to address commercial market failure in Gainsborough. At the time the Scheme was being designed, there was clear evidence of market failure in West Lindey and a lack of fiscal incentives to encourage private sector investment, particularly in the town of Gainsborough. Whilst at regional and sub-regional level (Greater Lincolnshire area) there were a number of state aid support schemes, these were prevalently directed at geographical locations with Government "assisted" area status and/or limited to specific sectors which restricted eligibility from Gainsborough businesses.

Today the funding is intended to facilitate and enable new development, identified through strategic documents such as the former Gainsborough Masterplan and the most recent Gainsborough Growth Programme Delivery Plan. The grant funding is helping the Council to deliver its growth objectives and to generate increased revenue through NNDR as vacant sites are brought back into economic use and new business premises are developed in the town.

2.1 Existing Scheme: Type of Grants

There are two types of grants currently available under this scheme:

- **Feasibility and Planning Fund**

Grants of up to £10k available to assist with professional fees and technical survey work associated with the development of sites and premises or technology and equipment which would support business growth. Types of activities eligible for support include:

- Architectural fees to support master planning and building development;
- Survey work undertaken by professionals in support of sites/premises development and planning;
- Professional fees for feasibility work in connection with capital equipment and product development;
- Other potential feasibility costs to be considered on a project by project basis
- **Salaries and fees associated with statutory consents (e.g. planning) cannot be funded.**

- **Development Fund**

Grants of between £10-100k available (no more than 25% total project costs) to support capital activities, including investment in sites and premises and/or the purchase of equipment.

Type of activities eligible for support include:

- Investment in sites and premises (purchase, building works, refurbishment, infrastructure works);
- Purchase of capital equipment;
- Premises fit-out;
- Applicants will be expected to provide match funding covering as much of the project's costs as they are reasonably able to, from their own resources and those of third parties such as banks or investors.
- Aid offer under this Scheme is delivered through the De Minimis Regulations, which are regulations enforced by the European Union. The maximum de minimis funding any recipient can receive is €200,000 over a 3-year period.

2.2 Businesses supported to date

Grant Applications since November 2014

Business name	Amount awarded	Project Description	Jobs outputs (created or safeguarded)	New floorspace brought into economic use	Cost per Job
Supplybase Solutions	£25K	Conversion and refurbishment of the former Half Moon pub	3	360sq m	£8,333
GB Scaffolding	£100K	construction of new yard, offices and warehouse	28	901.20sq m	£3,570
AMP Rose	£86K	Completion of new factory	10	6503.20sq m	£7,690
Eminox	£100K	Relocation of test cell facility to new factory	10	371.60sq m	£6,250
Gainsborough Engineering	£25K	New Horizontal machine for food packaging	3.5	N/A	£7,143
Minority & Disability Sports Consultancy Ltd*	£28k	New indoor skating facility	13	653sq m	£2,218
Bingham & Young	£29K	Establishment of new opticians in Gainsborough	4	117.60	£7,250
Gainsborough Development Trust Ltd	£4,340	Feasibility Fund for conversion of Fanny Marshall building	N/A	N/A	N/A
East Midlands Instruments Co Ltd	£7,150	Feasibility, Design Works & Appraisal for Premises Expansion	N/A	N/A	N/A

**Business went into receivership 6 months following grant award due to significant health issues of Management Team*

Quotes from businesses that accessed funding through the Gainsborough Growth Fund:

Paul Mann (Sales and Finance Director At AMP Rose): *“The funds that we received from the grant have made a massive difference for which we will be forever grateful. We were able to move in to the new factory over Christmas 2015 but without the grant this would have been delayed by at least 6 to 12 months.*

The new factory has made a positive impression on visiting customers and allowed us to secure some significant new orders that we may otherwise not have won.

The money contributed to the internal fit out, groundworks, concrete, tarmac and construction of the packing shed.

We found the Council easy to deal with throughout the process, always helpful and patient when there was a delay.”

Chaz Uppal (Bigham & Young Opticians): *“I would like to thank the Council for the support. It means we are able to offer an increased range of services to people in and around the surrounding area”. The funding helped towards establishing an in-house laboratory for glazing lenses, computing and IT set-up and purchase of optometry equipment.”*

2.3 Economic Impact Assessment (EIA)

An economic impact assessment for the GGF programme to date shows that the scheme has had a positive impact on the local economy, delivering a total **net economic uplift of £3.5m**. This compares to an **investment of £393k by WLDC**. A breakdown of outputs to date are as follows:

	Total FTE jobs	Total Turnover	Total GVA
Gross	129	£23,462,176	£7,252,030
Net	63	£11,546,590	£3,568,988

2.4 Initial 12-month Performance Review

In March 2016 a 12-month performance review for the Scheme was carried out to present Fund progress and performance to Panel members. The Review specifically considered whether the Fund should open up and be made available to the wider district.

The evidence collected through research and consultation with business support organisations and partners such as Lincolnshire Chamber of Commerce and Lincolnshire County Council, demonstrated that at the time of the review there were a number of grant schemes available to businesses in our district that provided support for both start up and existing companies wishing to invest and grow.

In addition, the information collected reflected good coverage in terms of financial support (cumulatively an extensive range of grant contributions and funding brackets from £500 to £250,000) and geographical spread (including Gainsborough, Market Rasen and Caistor in addition to other rural locations across the district).

At the time of the review, the EU’s new funding round for 2014 to 2020 European Structural and Investment Fund (ESIF)¹ Growth Programme had opened up more funding opportunities and there had been indication during that period from the GLLEP and other delivery partners that a new

¹ - European Regional Development Fund (ERDF)
- European Social Fund (ESF)
- European Agricultural Fund for Rural Development (EAFRD)

Growth Programme for the Greater Lincolnshire area would be available soon.

In conclusion, it was felt at that time that there was adequate support to accommodate business demand for funding and that the Local Authority should provide an enabling role in promoting the schemes available (in partnership with delivery organisations) and ensure that all funding opportunities available across West Lindsey would be exploited to the full before considering additional grant schemes to be introduced to the market.

3 Key Findings

The approach adopted to carry out this review takes into account comments and considerations from both the Senior Growth Officer managing the scheme internally and Greenborough Management – the external consultancy appointed to assist with the application process and particularly in relation to the applicant's financial appraisal and due diligence. Greenborough Management have extensive experience in the management and delivery of business support programmes and have been assisting businesses and enterprises for over 14 years.

The fund has supported significant business growth and expansion (new markets, new products, new staff), as well as unlocking significant matched investment. It has had a substantial, positive impact in assisting local business growth in Gainsborough, with a net economic uplift of £3.5m, far outstripping the Council's investment of £393k. However since the start of the Scheme the level of interest attracted and the number of applications coming forward has not been at the pace and intensity the Council would have hoped. Whilst it is acknowledged that grant schemes always require a significant lead-in time to generate uptake, the response in Gainsborough has been somewhat slow. This could be attributed to a number of factors:

- 1) Businesses need investment when they need investment, and when they have a growth project that needs support. This not always coincides when the fund holders want to allocate monies.
- 2) Mainstream marketing/promotional activities (including press releases, case studies, coverage on Council's website and social media) may not have been per se' the most effective means of raising awareness and generating demand. A more proactive targeted approach to translate a potential business idea into a fundable project could have been considered as part of a wider business engagement process where some of Greenborough Management time could have been allocated for 1-2-1 business diagnostic and support for them to identify potential applicants and unlock eligible projects. More recently, the Council has worked proactively with the Business Lincolnshire Growth Hub Adviser to provide this 1-2-1 support to assist in the development of viable growth proposals.

- 3) Part of the design was to develop a user friendly application process and a checklist of requirements proportionate to the level of funding available (up to £100K). To date the conversion rate of Expression of Interests (EOI) into full applications has been at around 25% with a number of businesses dropping out from the process having passed that stage. It has been noted that once businesses needed to commit to the full application process and a level of work was required by the applicant, the original enthusiasm tended to weaken and in more than one occasion businesses withdrew from the Scheme. Whilst the high attrition rate could be regarded as a negative, it has meant that only those businesses with a genuine growth proposal, eligible for consideration under the scheme have advanced to the final stage of the assessment process.
- 4) Public funding is not always easy to access. There are conditions and obligations attached to it and “hidden costs” associated with the grant application process. For some businesses the “cons” somewhat outweigh the “pros” when it comes to accessing public funding and they prefer to opt for more traditional methods of finance such as loans. Again, this could also be regarded positively since the Growth Fund was designed to be a fund of last resort to support the viability of a scheme where traditional forms of finance could not be accessed. The filtering process has helped to ensure that only those schemes with a genuine need have progressed.
- 5) Conversely, a few applicants have been attracted to the opportunity of grant funding available, but have approached the process by trying to create a project around the grant criteria rather than trying to understand whether the grant would meet the demand of their specified growth plans. In these cases initial interest very rarely turned into commitment and demonstrated that businesses didn't have a clear idea of what they would use the money for.
- 6) Given their day to day business demands, businesses do not schedule sufficient time to complete the required documentation in order to comply with pre-determined grant process deadlines.
- 7) Unlike the majority of European Funding Schemes, the GGF was designed to be more flexible and responsive in terms of the sectors and size of businesses eligible for the grant. This was to encourage and support business's growth and investment in areas that would normally would find it difficult to access finance. However this set the min/max parameters for grants available quite wide (£10k - £100K) with potential total projects costs ranging from £40k to over £400K.

Given the predominance of micro businesses (0-9 employees) in Gainsborough (approx 87%) this poses a question whether a lower threshold would have attracted a greater number of prospective applicants.

4 Conclusions

The scope of the Gainsborough Growth Fund and its delivery has resulted in potential areas for review since the initial business case submitted in 2014 and this has mostly been in response to the type of enquiries/applications received and use of total grant funding to date.

In summary, given the analysis provided in the sections above in relation to GGF grant uptake, and the increased funding opportunities available at district level through ESIF (EU), the GLLEP and the recently launched Midlands Engine Investment Fund Programme, there is little rationale at this stage to explore a continuation of the Scheme in its current format once resources are depleted from the allocated budget.

However, whilst the Council is committed to housing-led economic growth and delivering significant development and economic activity in the Gainsborough area as part of the Gainsborough Growth Programme and the Greater Gainsborough Housing Zone, it has been recognised that other parts of the district should access similar opportunities for investment and business development.

The Council's commitment is reflected in the partnership work currently underway with Market Rasen Town Council in respect of their Area Actions Plan development and emerging projects.

In Caistor, together with the Town Council and Ward Members, the Council is also looking at carrying out a delivery review of the Caistor Neighbourhood Implementation Plan and associated objectives.

As a result considerations are being made on: whether a Feasibility Fund pilot should be tested at district level to support the growth agenda in more rural areas particularly in the market towns of Market Rasen and Caistor, The potential to provide a local business rate discretionary relief scheme and the implications of a commercial loan policy.

4.1 The Feasibility Fund

The Feasibility Fund would represent a smaller amount of risk to both the Local Authority and the applicant in that it would give more certainty on the type of financial investment required and the funding strategy necessary to support the development prior to its implementation.

The purpose of the Feasibility Grant will enable the applicant to reach firm conclusions regarding the project's viability and set out investor-ready plans and financials associated with improving their operations or commercialising the product or service.

The above process will serve as precursor to potential major business investment and growth and the Local Authority should have an enabling role in promoting the Fund along other current funding schemes (in partnership with delivery organisations) to ensure that all funding opportunities available across West Lindsey are exploited to the full

before considering additional grant or loan schemes to be introduced to the market.

Opening up this element of the fund at district level would be in support of the Central Lincolnshire Local Plan and Policy LP5: Delivering Prosperity and Jobs - particularly for business proposals on non-allocated employment sites in that it would allow the business to carry out an options appraisal and determine suitability and appropriateness of proposed land/buildings use prior to initiate the planning process.

4.2 Considerations for NNDR Policy

In order to promote economic growth and create jobs in line with government policy, the Council now has the flexibility to develop “Local Discounts” to encourage and stimulate economic growth. Rate relief or discounting could be used by the council to un-lock private sector investment in West Lindsey. The Council recognises that business rates are a significant cost to business and discounting is therefore a tool the Council can employ pro-actively and where appropriate in order to stimulate sustainable investment in land, capital equipment or premises. The net result of these interventions could yield positive benefits in terms of creating and safeguarding jobs as well as securing medium term revenue increases in Business Rates for the council by developing additional employment floor space that might never come to market. It is envisaged that such a policy would only apply to new businesses starting up in the area, businesses relocating to the area or a business expansion in the area and for a time-limited period (e.g. where there is a net gain in floorspace which will yield additional revenue for the council once the discount period expires).

The scheme will mean that Discretionary rate relief may be offered to a ‘growth business’ that can demonstrate to the satisfaction of the Council that the sum of the discount granted will facilitate or enable a reciprocal investment by that business in a sustainable growth project that will create or safeguard jobs or result in the development or occupation of additional employment floor space.

This approach has already been adopted by other local authorities within the county and West Lindsey District Council should consider this option in order to remain competitive with other areas.

A fully detailed scheme will be presented to Members for consideration via a separate report.

4.3 Considerations for a Commercial Loan Policy

The Council can make better use of their reserves and borrowing from the Public Works Loan Board (PWLB) to on-lend in order to generate income. As part of the Council’s Medium Term Financial Plan & Investment Strategy, the Finance and Growth Team are currently considering the viability of a **Commercial Loan Policy and Framework** that would allow the local authority to lend money to third party

organisations (under the Council's general power of competence, as contained within Section 1 of the Localism Act 2011); the loan approach as opposed to a grant funding regime would ensure more measurable outputs in terms of financial figures (revenues generated from interest payments) and the benefit of a greater economic impact if those revenues were to be reinvested into a revolving fund that would support future growth/development projects. The policy will be developed in detail and presented for consideration by Members at a future meeting.

5 Recommendations

This analysis report concludes that two courses of actions are recommended from the existing Gainsborough Growth Fund scheme:

- 1) **That members approve the Gainsborough Growth Fund Review Paper and endorse its key findings and conclusions as set out in Section 3 and 4 of the Report;**
- 2) To discontinue promotion of the existing **Development Fund** once monies are fully allocated or by 31st January 2019 (which ever comes sooner) in order to progress with Scheme Closeout and complete the grant lifecycle. Any funds remaining after this time will be diverted to support the capital programme, which will be subject to the usual Committee Approval processes.
- 3) To retain the **Feasibility and Planning Fund** element with the proposal to make it available to the wider district area (subject to funds being available). The purpose and principle of this strand would remain the same but the proposal would address two key changes 1) the extended eligible area to include the whole district 2) to reduce the level of intervention rate to 50% so that private match funding will need to be in place in order to apply for the grant. This will ensure greater commitment and less speculative proposals from businesses in respect of sites research and investigation; also by broadening the scope of the Fund to the wider district, this will help unlock and encourage investment opportunities and business growth in more rural locations across the district
- 4) To propose the allocation of a £150k budget for a 24 month period to roll out the wider district pilot. [However approval of Corporate Policy and Resources Committee will not be requested until the £4m Housing Locking Fund from the Greater Lincolnshire Local Enterprise Partnership (GLLEP) has been confirmed]



Prosperous Communities

30th January 2018

Subject: Community Grants Programme

Report by:

Grant White
Enterprising Communities Manager

Contact Officer:

Grant White
Enterprising Communities Manager
01427 675145

Purpose / Summary:

To establish updated community grants programme.

RECOMMENDATION(S):

1. Members approve Option 1: Continue our Community Grant Programme modified to meet current financial conditions
2. Members recommend to Corporate Policy & Resources Committee for financial approval.

IMPLICATIONS

Legal:

Grant funding agreements approved by Legal Services. All schemes comply with necessary legal regulations and same requirements are placed on projects and organisations funded.

Financial: FIN/135/18

Options 1 and 2 contained within the body of the report would require an increase in this reserve from the General Fund Balance of either £500k or £883k respectively, to spend over 5 years.

In addition to the amounts above, any balance on the Community Grant Scheme earmarked reserve at year end 2017/18 to be carried forward into 2018/19.

Option 3 has no financial implications.

Upon the decision of the Policy and Resources Committee the revenue budget impacts will be built into the Medium Term Financial Plan for approval by Council in March 2018.

Staffing:

Grant scheme management would return to fully in-house with existing staffing of the Enterprising Communities Service and administrative support from Central Support.

Equality and Diversity including Human Rights :

Grant funding activity will be delivered in accordance with WLDC equality and diversity policies. Organisations receiving funding will be required to meet the same standards.

Risk Assessment:

None

Climate Related Risks and Opportunities:

None

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. Background

- 1.1 In 2015 the Prosperous Communities Committee agreed to the re-launch of the Council's Community Grants Programme. This formed part of the Enterprising Communities Service (formally the Localism Service) and helped to deliver a wide range of benefits for West Lindsey communities.
- 1.2 Over the past 3 years the Community Grants Programme has been delivered with the following schemes:

Councillor Initiative Fund

£3,000 per Councillor for 2016-2019

Each Councillor has a set allocation of funding and is able to make awards to local projects and organisations. A quick delivery time enables funding to be awarded within days/weeks to an organisation.

Small Community Grant

Max Grant: £500

Small grants to help deliver positive volunteer action by supporting small local community projects. This grant could cover everyday project costs but also costs associated with training, developing and supporting volunteers.

Large Community Grant

Max Grant: £8,000

Large grants to support capital projects such as community facilities, sports & recreational projects, improvements to heritage and projects that improve tourism or the environment.

Match Funding Grant

Max Grant: £8,000

Match funding for community projects to help secure external funding already achieved or attract new sources of funding. Able to fund capital and revenue projects.

Community Defibrillator Scheme

(Launched November 2016)

Parish Councils and community organisations are able to apply for a community accessible defibrillator to be installed and available for their local community.

- 1.3 At the beginning of each new financial year a Community Grants Impact Report has been produced. This details the impact of the Community Grants Programme including amounts awarded, geographical spread and match funding secured. The impact reports for 15/16 and 16/17 are included with this report. The impact report for 17/18 will be produced in April 2018.

APPENDIX A – Community Grants Impact Report 2015-2016

APPENDIX B – Community Grants Impact Report 2016-2017

2. Current Community Grant Programme Summary

- 2.1 Whilst the existing funds are still operating it is not possible to give an exact figure of how much budget will remain at the end of March 2018. All schemes have profiled to fully award the existing budget.

The following summary of spend is correct as of 1st January 2018:

Councillor Initiative Fund

Total Awarded: **£103,784**

Total Grants: **248**

Total Match Funding: **£454,676**

Small Community Grant

Total Awarded: **£17,242**

Total Grants: **40**

Total Match Funding: **£29,156**

Large Community Grant

Total Awarded: **£136,108**

Total Grants: **24**

Total Match Funding: **£181,673**

Match Funding Grant

Total Awarded: **£126,851**

Total Grants: **26**

Total Match Funding: **£1,260,079**

Community Defibrillator Scheme

Total Spend: **£69,400***

Total Defibrillators Awarded: **56**

Total Defibrillators Available: **24**

*Our total spend to purchase defibrillators in advance has been £96,400 however this amount is being offset as match funds are received from organisations per defibrillator installation.

Summary

Total Awarded: **£453,385**

Total Grants: **338**

Total Match Funding: **£1,925,584***

*Some match funding may still be awaiting projects to begin or final confirmations of funding being secured from external funders.

- 2.2 The Community Grant Programme budget as of 1st January 2018 was £126,481. With awarded grants awaiting payments, scheduled grant panels and new applications this amount has been profiled to be fully allocated by the end of March 2018. Actual spend may continue into the next financial year whilst awaiting the start of some projects.

- 2.3 Any funds remaining after the end of March 2018 shall be carried forward into any continuing grant programme.
- 2.4 The Councillor Initiative Fund as of 1st January 2018 had a remaining budget of £47,931 in ear-marked reserves and is programmed to run until the end of March 2019.

3. Corporate Plan Themes

- 3.1 Our Community Grants Programme helps support our Corporate Plan Themes. Any options to continue delivery of the funds will continue to support the following themes:
- Theme 1: Open for Business
 - Theme 2: People First
 - Theme 3: Asset Management
 - Theme 5: Partnerships/Devolution
 - Theme 6: Excellent Value for Money Services
- 3.2 Our Community Grants Programme has provided high profile recognition of the support the council can give to community projects. Members are directly involved either making final award decisions or taking part in decision making panels.

4. Issues and challenges

- 4.1 The council continues to face financial pressures in delivering services. The current Community Grants Programme requires significant budget to continue in its current form.
- 4.2 The loss of regional and national community funding sources has continued over the last 3 years. For example all community grant schemes previously available from Lincolnshire County Council have been closed and funders such as WREN now have a drastically reduced grant fund available for projects across the country.
- 4.3 The need for community involvement and/or ownership is increasing as many communities look to provide services and functions that have been reduced or ceased from Public Sector organisations. For example community facilities may now be providing library services and Parish Councils are taking on areas of public land such as parks and footpaths.

As a result local communities can't take new responsibilities on without the correct resources, skills and finance. Many organisations will be seeking grant funding to help support community service provisions and local enhancements.

5. Community Grant Programme Options

5.1 There are 3 options to be considered:

OPTION 1: (PREFERRED OPTION)

Continue our Community Grants Programme modified to meet current financial conditions

Total funding required:

£500,000 over 5 years or £100,000 per year*

**This programme can be established and then operate per year subject to available funding.*

This option would establish an amended Community Grants Programme with fewer schemes that are more aligned to current need and demand. The amended schemes would continue to support local organisations in delivering a wide range of projects for the benefit of local communities.

The programme shall include the Councillor Initiative Fund, Match Funding Grant and Community Defibrillator Scheme. The existing Small and Large Community Grant schemes will not continue.

The amended programme shall launch on 1st April 2018 and run until 31st March 2023. This shall provide 5 years of delivery and become aligned to the council's election timescales.

The programme shall continue the strong emphasis on seeking the best possible leverage and value for grant money spend by achieving match funding. Standard monitoring and evaluation across all funds will continue to evidence the full impact of the programme.

Any remaining budgets at the end of March 2018 shall be carried forward into this new programme.

The following schemes shall be delivered:

- **Councillor Initiative Fund**
Fund already budgeted to run until end of March 2019

Continuation of the existing fund to enable Members to directly support local projects and community organisations. The fund has been very well received for many years allowing Members as locally elected representatives to become engaged and involved in local community projects.

No changes to the criteria of delivering this fund are proposed. Members will be invited to explore options for its continuation during the 2018/19 financial year.

- **Match Funding Grant**
Total fund: £450,000 over 5 years (£90,000 per year)
Grants up to £8,000 (up to 30% of project costs)

Continuation and expansion of the existing Match Funding Grant that will provide support for organisations to deliver a wide range of community projects whilst achieving high levels of match funding in West Lindsey.

The total budget to deliver this grant scheme has been increased from the previous budgeted amount to accommodate an anticipated increase in projects and applications following the end of the Large Community Grant.

Grants can support revenue and capital projects. Conditional awards can be made to enable organisations to secure committed match funding or attract investment from other funding bodies. This scheme shall continue to build on our success of match funding with national funders including Big Lottery Fund, Heritage Lottery Fund and WREN.

We will work with other funding organisations to reduce the amount of paperwork applicants need to complete to obtain match funding grants. Match funding grants can also be used to lever and secure loan investment from social investors and other community financial investors.

Criteria:

- Grants paid appropriately according to the amount being awarded with robust project monitoring;
- Constituted organisations, Parish/Town Councils, charities, social enterprises, schools and faith based organisations are eligible;
- Strong emphasis on securing additional levered funding and supporting volunteering action;
- Simple and quick match funding grants to secure external funding from other funding bodies;
- Will accept successfully completed grant applications submitted to other funding bodies where possible.
- The maximum grant to any single organisation within 12 months cannot exceed £8,000;
- The minimum grant that can be awarded is £1,000;
- Match funding grants will be reviewed on an on-going basis by the Enterprising Communities Team and the Member Community Funding Panel.

- **Community Defibrillator Scheme**
Total fund: £50,000 over 5 years (£10,000 per year)

Continuation of the existing Community Defibrillator Scheme awarding and installing defibrillators in local communities. As of January 2018 the current stock level of defibrillators means we expect to have sufficient supply for 2018. The fund budget will be available to purchase additional

defibrillators within the 5 year period if the existing supply is fully awarded and to support maintenance grants.

Criteria:

- Constituted organisations, Parish/Town Councils, charities, social enterprises, schools and faith based organisations are eligible;
- Organisations must match fund £400 towards any new defibrillator awarded;
- All applications will be reviewed on an on-going basis by the Enterprising Communities Team.

Advantages to this option:

1. Continue to support a wide range of community action
2. Develop stronger links between local communities, the council and Members
3. Support the delivery of Corporate Plan priorities
4. Provide an updated community grant programme more in-line with the council's financial position
5. Bring all grant schemes onto the same operating timeline
6. Removes external management and delivery costs
7. Secure more external funding into the district
8. Support more volunteer action to take place
9. Increase participation of residents and members in community funding and improvements

Disadvantages to this option:

1. Funds may appear less transparent not delivered by external organisations
2. Financial commitment required to deliver the programme

**5.2 OPTION 2:
Continue our Community Grants Programme in current format**

Total funding required:

£883,333 over 5 years or £176,666 per year*

**This programme can be established and then operate per year subject to available funding.*

This option would continue to deliver our Community Grants Programme in the current format but align to the council's election timescales. In addition to the schemes detailed in OPTION 1 the programme would continue to feature the Small and Large Community Grants.

To enable delivery of the programme in its current format additional financial resources above what is required for OPTION 1 would need to be allocated.

The following schemes would be delivered with fund allocations able to be re-distributed between funds to respond to changing need and demand:

- **Councillor Initiative Fund**
Fund already budgeted to run until end of March 2019

- **Match Funding Grant**
Total fund: £333,333 over 5 years (£66,666 per year)
Grants up to £8,000 (up to 30% of project costs)

- **Small Community Grant**
Total fund: £200,000 over 5 years (£40,000 per year) *
Grants up to £500 (up to 80% of project costs)

- **Large Community Grant**
Total fund: £300,000 over 5 years (£60,000 per year) *
Grants up to £8,000 (up to 80% of project costs)

* This total fund includes an amount to cover the external grant fund management. Over 5 years this would be an estimated £122,578 (£24,515 per year) based on current external management contract costs.

- **Community Defibrillator Scheme**
Total fund: £50,000 over 5 years (£10,000 per year)

All the above funding allocation (except for the Councillor Initiative Fund) are based on previous allocations and can be amended during the delivery of the programme to re-distribute funds from one scheme to another in order to meet need and demand.

Advantages to this option:

1. Continue to support a wide range of community action
2. Develop stronger links between local communities, the council and Members
3. Support the delivery of Corporate Plan priorities
4. Secure more external funding into the district
5. Support more volunteer action to take place
6. Increase participation of residents and members in community funding and improvements

Disadvantages to this option:

1. Large financial commitment required to deliver the programme
2. On-going external management costs or need to increase staffing if managed internally

5.3 OPTION 3: Allow Community Grant Programme to close

This option would end all existing community grant schemes. Any funds remaining would then be available to re-distribute within WLDC. No community funding would then be delivered.

Any schemes currently being delivered would continue until agreed end dates. The Councillor Initiative Fund would continue until end of March 2019. All other schemes would close at the end of March 2018.

Advantages to this option:

1. No management and delivery costs
2. No officer time required to manage funds
3. Remaining funds from existing grant schemes would be returned to WLDC

Disadvantages to this option:

1. Loss of match funding into West Lindsey
2. No financial investment in supporting community action and improvement
3. Would end positive work and outcomes achieved by existing grant funds
4. No funding for community projects and enterprises from WLDC in difficult financial times
5. Negative public reaction to withdrawing community funding support
6. Community organisations and businesses may be put at risk without funding
7. No community activity or volunteering would be financially supported
8. No volunteer hours supported by WLDC funding

6. Recommendations

- 6.1** Members approve Option 1: Continue our Community Grant Programme modified to meet current financial conditions
- 6.2** Members recommend to Corporate Policy & Resources Committee for financial approval.



Community Grants and Funding

Community Grants

Impact Report 2015-2016

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• Appendix C Large Community Grants 2015-2016	
• Appendix D Match Funding Grants 2015-2016	

1. Introduction

Welcome to our 2015-2016 Impact Report. It gives me great pleasure to provide an insight into our grant giving activity over the last financial year and share with you details of grant amounts awarded and match funding secured.

In February 2015 we established a new Community Grants Programme. The programme was developed to build upon successes seen in previous years and continue to support a wide range of excellent community led projects and initiatives.

Grant funding from local authorities plays an important role in the wider availability of funding especially for the community and voluntary sector. Small grants help local projects and activities to take place with a range of benefits. Larger grants help support bigger projects such as capital works and can directly influence other funders to achieve match or levered funding into West Lindsey.

All of our grant giving activity is strongly aligned to supporting our Corporate Plan themes and wider aims. Each scheme also has a strong focus on achieving the following core outcomes:

- Benefit the wider community
- Support volunteer led activity
- Secure match funding into West Lindsey
- Lever external funding into West Lindsey

This report provides details of our grant giving activity over the last financial year including amounts awarded, match funding secured and community benefits.

I hope you enjoy reading about our grant activity and would like to say a big thank you to our Councillors, officers and partners who have helped deliver a busy year of community grants.

If you have any queries about this report please feel free to contact me via e-mail or telephone.

Telephone: 01427 676676

E-mail: grant.white@west-lindsey.gov.uk

Grant White

Lead Officer for Enterprising Communities

2. Overview of 2015-2016 grant schemes

During the 2015-2016 financial year the following grant schemes were delivered:

Councillor Initiative Fund

Total budget for 2015-2016: **£72,000** (£2,000 per Councillor)

Maximum grant: **£2,000** Minimum grant: **£50**

Match funding criteria: **Councillor Discretion**

Each Councillor has a set allocation of funding and is able to make awards to local projects and organisation in their ward areas. This fund enhances each Councillors ability to engage with and support the communities they represent. A quick delivery time enables funding to be awarded within days/weeks to an organisation.

Small Community Grant

Total budget for 2015-2018: **£120,000**

Maximum grant: **£500** Minimum grant: **£50**

Match funding criteria: **Up to 80% of project costs**

Small community grants up to £500 for a wide range of community and volunteering projects. A simple application process designed to enable small groups or those new to funding to deliver projects for the benefit of the community.

Large Community Grant

Total budget for 2015-2018: **£180,000**

Maximum grant: **£8,000** Minimum grant: **£500**

Match funding criteria: **Up to 80% of project costs**

Large community grants up to £8,000 to support capital projects including village halls, community facilities and recreational spaces. Able to support stand-alone projects or provide match funding to support even bigger projects requiring other sources of funding. Applications reviewed at 2 review panels each year.

Match Funding Grant

Total budget for 2015-2018: **£200,000**

Maximum grant: **£8,000** (higher by exception) Minimum grant: **£500**

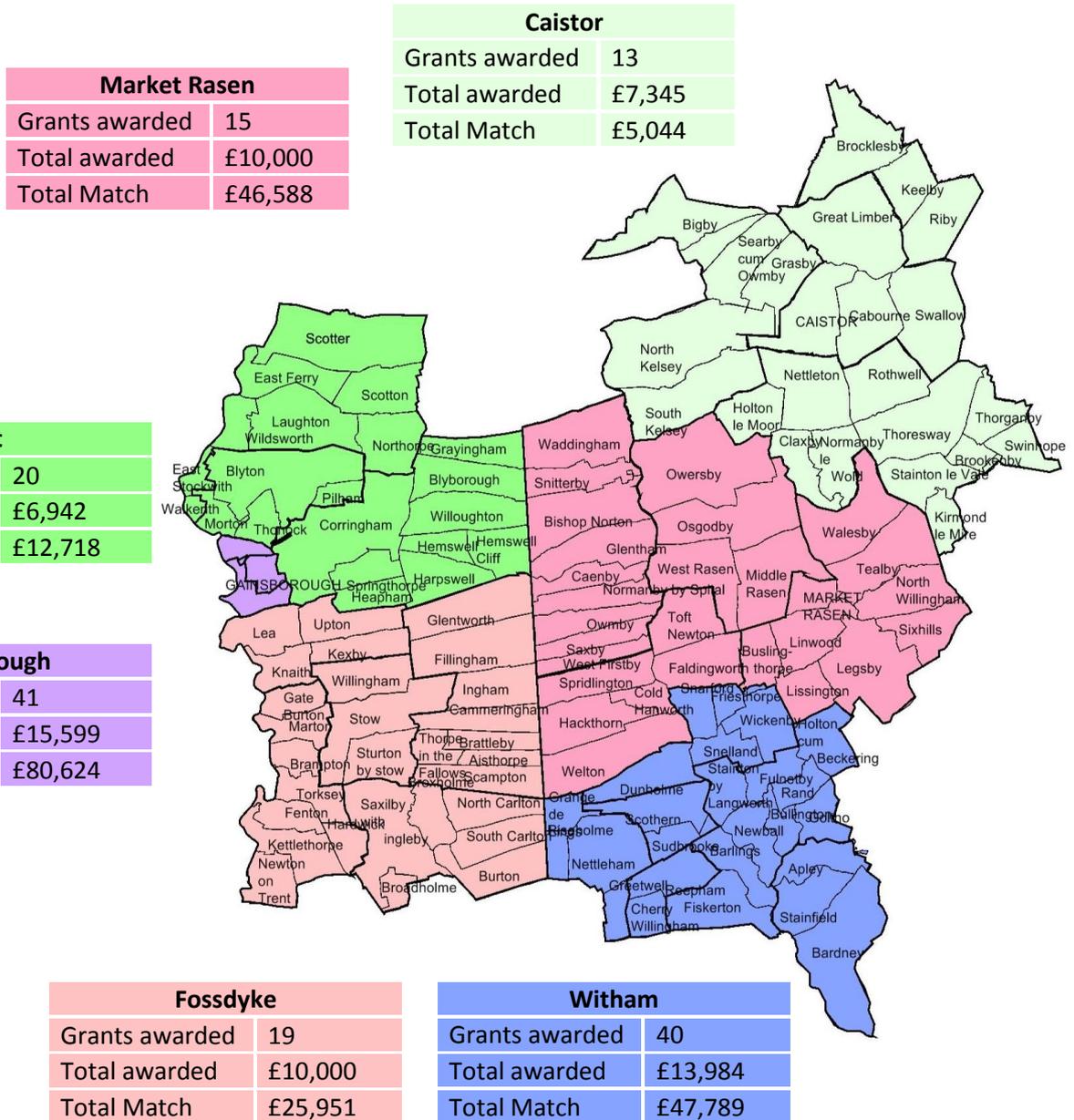
Match funding criteria: **Up to 30% of project costs**

Match funding grants provide targeted funding to directly attract or secure external funding into the district. Grants can also be used to support council led activity that will secure further external funding.

3. Councillor Initiative Fund

Grant map

Our grant map below shows where this scheme has made awards in the district. All figures are for 2015-2016.



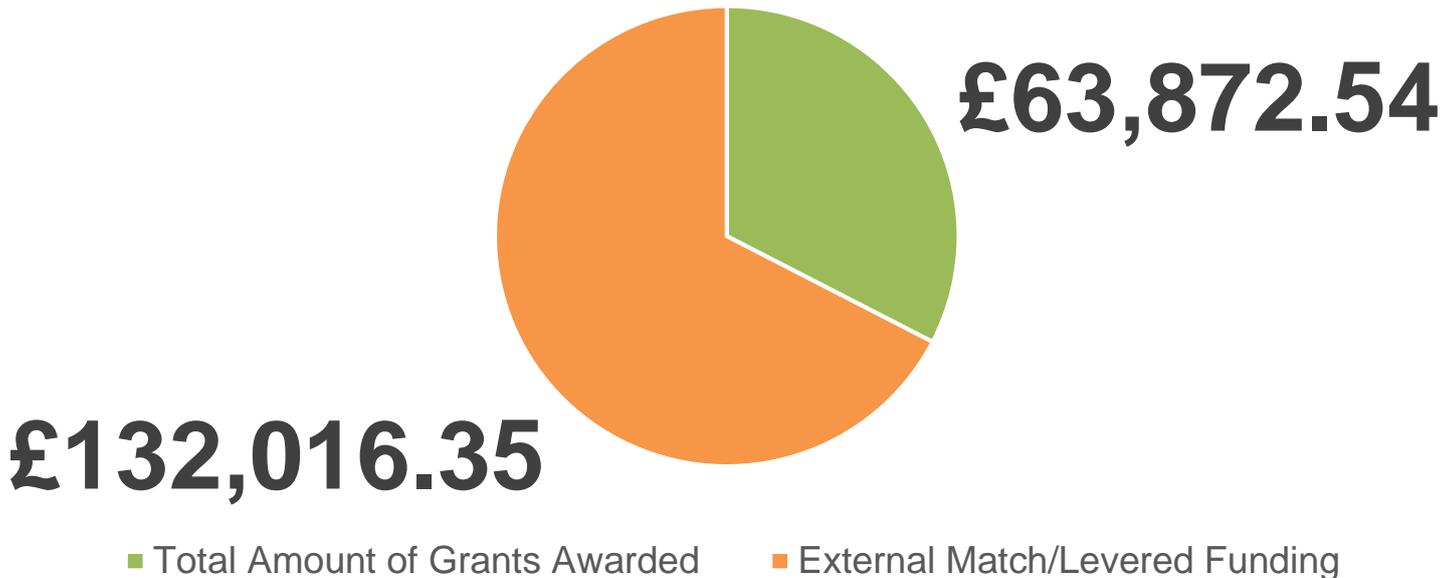
Total number of grants: 146

Total amount awarded: £63,872

3. Councillor Initiative Fund continued...

Match Funding

This grant scheme helped secure the following match/levered funding for projects. All figures are for 2015-2016.



For every **£1** invested from this scheme
we matched/levered: **£3.87**

Organisation Funding

This grant scheme helped secure the following investment from organisations delivering projects:

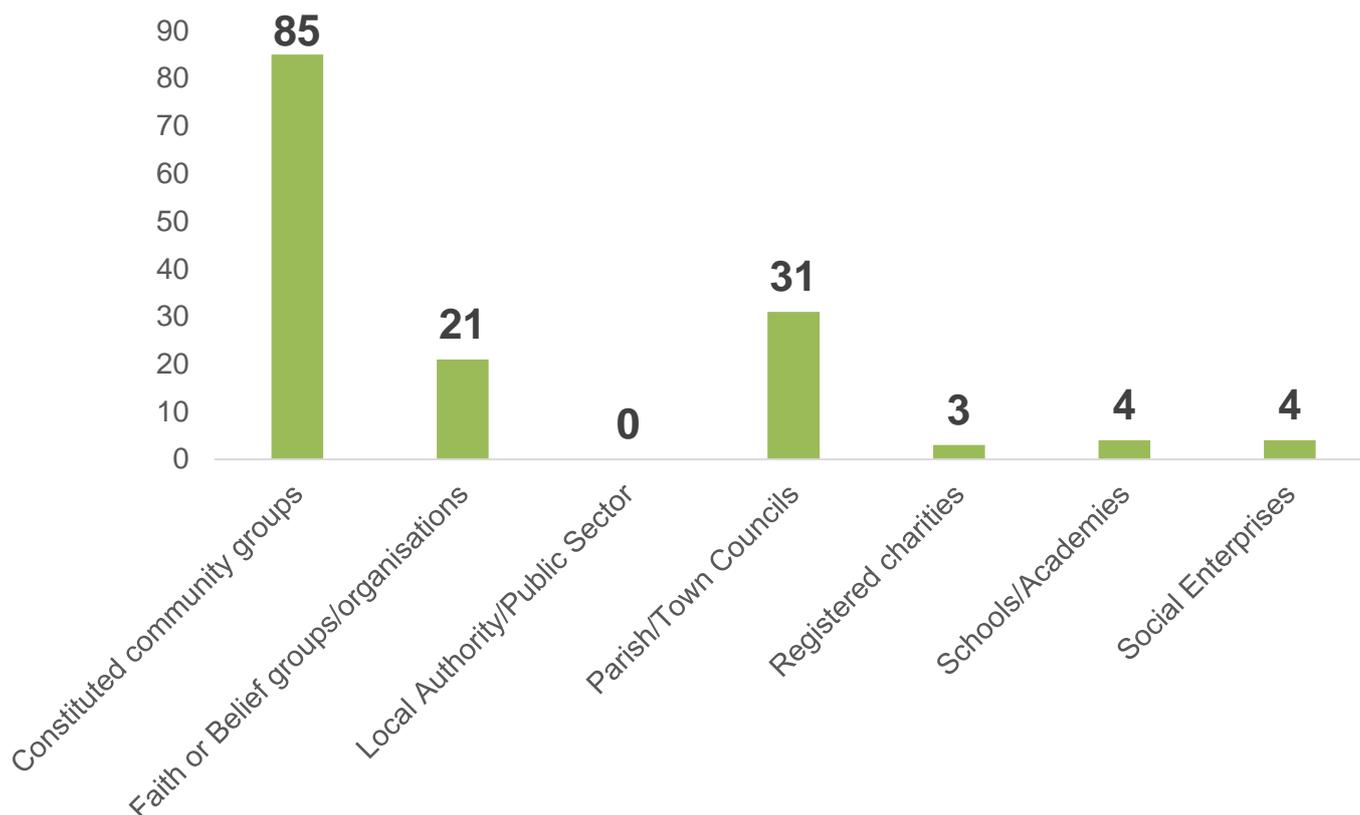
**Total amount invested by organisations:
£86,700**

**Total value of in-kind contributions:
£28,225**

3. Councillor Initiative Fund continued...

Types of organisations funded

This grant scheme supported the following types of organisations.
All figures are for 2015-2016.



Volunteer value

This grant scheme supported the following volunteer commitment to projects.
All figures are for 2015-2016.

Total number of volunteers: 2,761

Total volunteer hours: 27,728

Total value of volunteer hours: £305,008

Value of volunteer hours is calculated using the VCS recognised average rate of £11 per hour to reflect skills and experience of volunteers.

4. Small Community Grant

Grant map

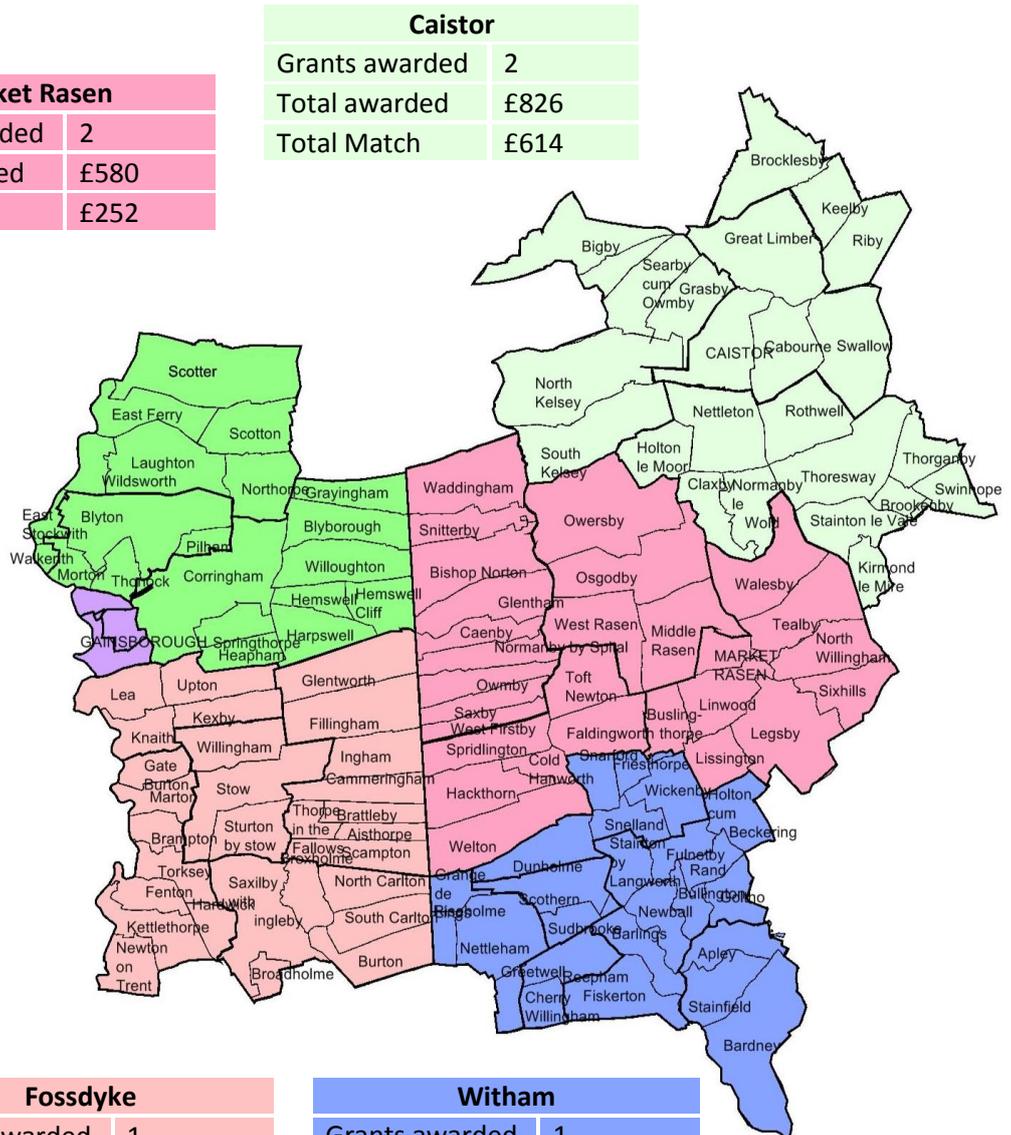
Our grant map below shows where this scheme has made awards in the district. All figures are for 2015-2016.

Market Rasen	
Grants awarded	2
Total awarded	£580
Total Match	£252

Caistor	
Grants awarded	2
Total awarded	£826
Total Match	£614

Trent	
Grants awarded	0
Total awarded	£0
Total Match	£0

Gainsborough	
Grants awarded	4
Total awarded	£1,625
Total Match	£5,556



Fossdyke	
Grants awarded	1
Total awarded	£500
Total Match	£371

Witham	
Grants awarded	1
Total awarded	£500
Total Match	£499

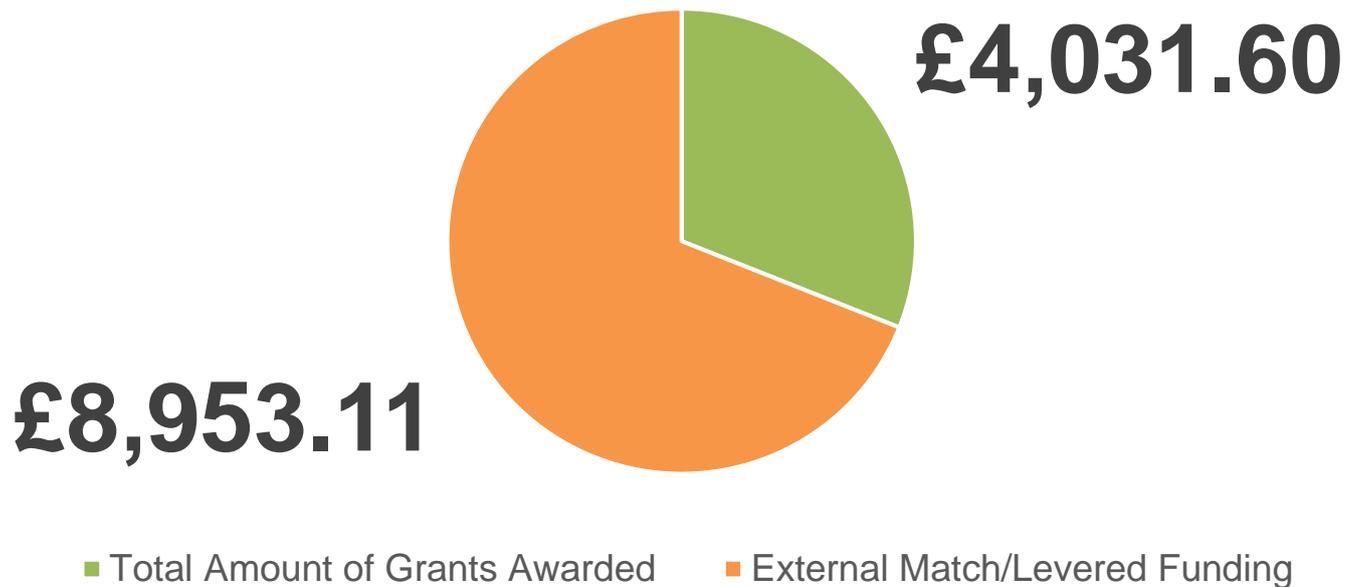
Total number of grants: 10

Total amount awarded: £4,032.60

4. Small Community Grant continued...

Match Funding

This grant scheme helped secure the following match/levered funding for projects. All figures are for 2015-2016.



**For every £1 invested from this scheme
we matched/levered: £2.66**

Organisation Funding

This grant scheme helped secure the following investment from organisations delivering projects:

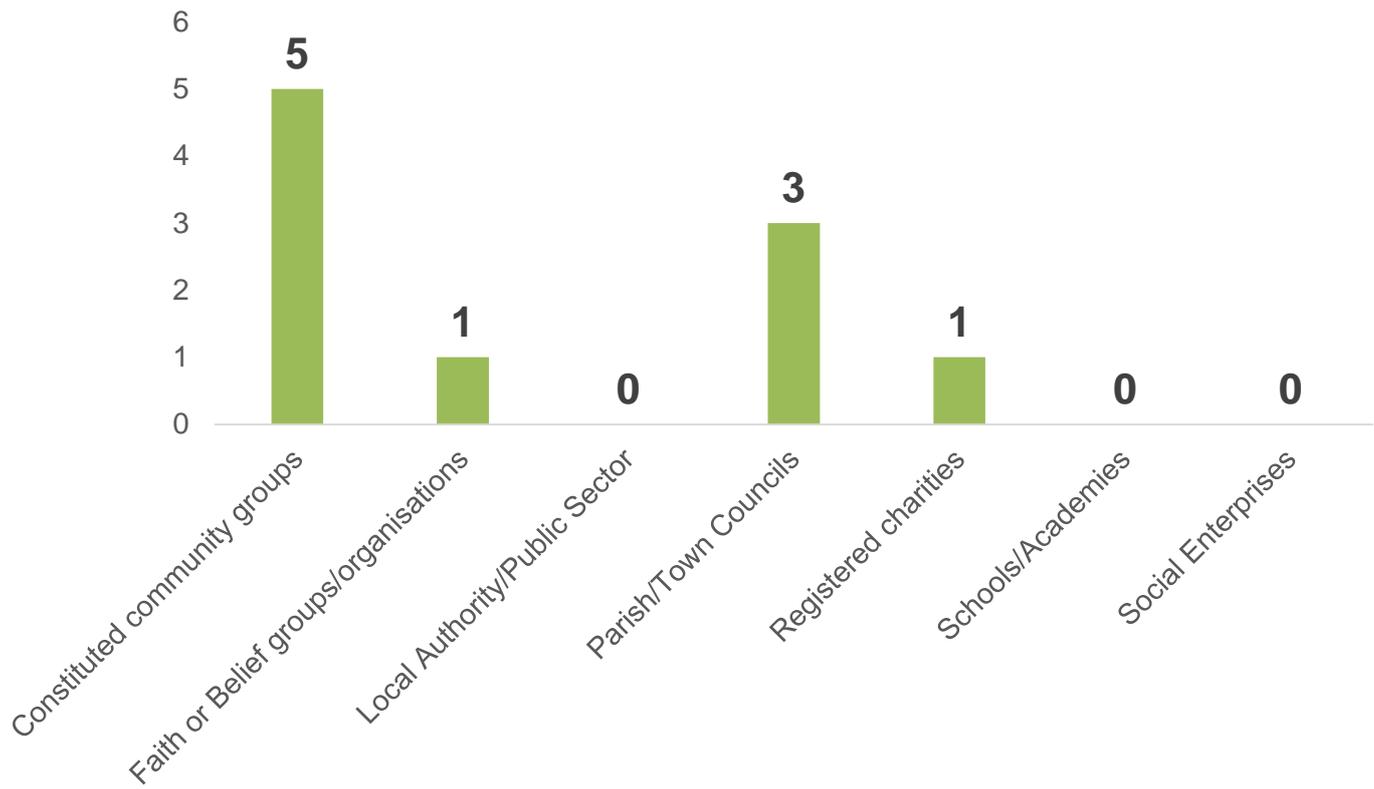
**Total amount invested by organisations:
£1,529**

**Total value of in-kind contributions:
£232**

4. Small Community Grant continued...

Types of organisations funded

This grant scheme supported the following types of organisations.
All figures are for 2015-2016.



Volunteer value

As this is a new grant scheme none of the funded projects have yet completed or reached the point of providing evaluation information. This evaluation information will provide details of volunteer numbers, hours and value.

Information about the volunteer value for the Match Funding Grant will be published in future reports and made available on our website.

5. Large Community Grant

Grant map

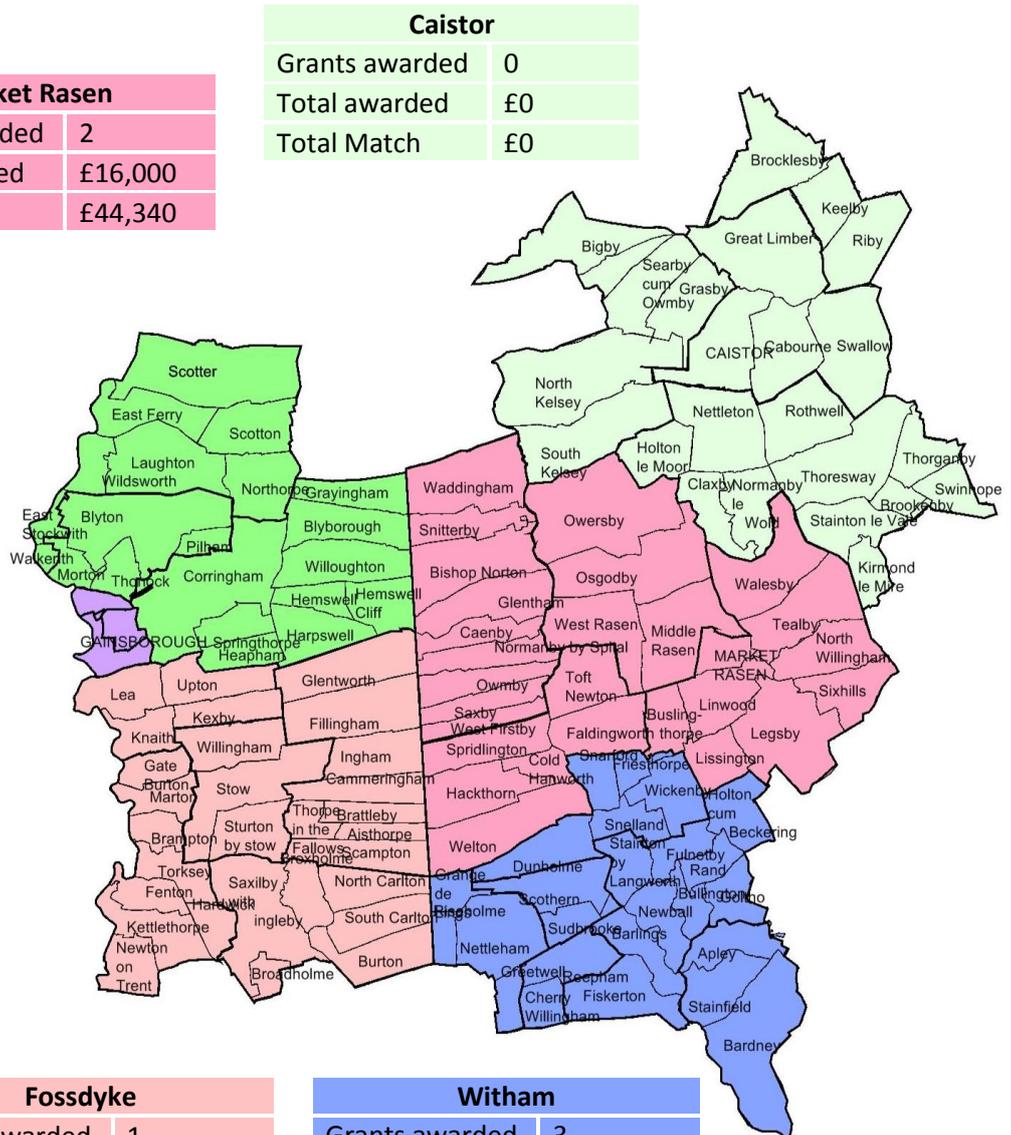
Our grant map below shows where this scheme has made awards in the district. All figures are for 2015-2016.

Market Rasen	
Grants awarded	2
Total awarded	£16,000
Total Match	£44,340

Caistor	
Grants awarded	0
Total awarded	£0
Total Match	£0

Trent	
Grants awarded	0
Total awarded	£0
Total Match	£0

Gainsborough	
Grants awarded	2
Total awarded	£11,463
Total Match	£2,865



Fossdyke	
Grants awarded	1
Total awarded	£5,991
Total Match	£1,497

Witham	
Grants awarded	3
Total awarded	£15,086
Total Match	£8,077

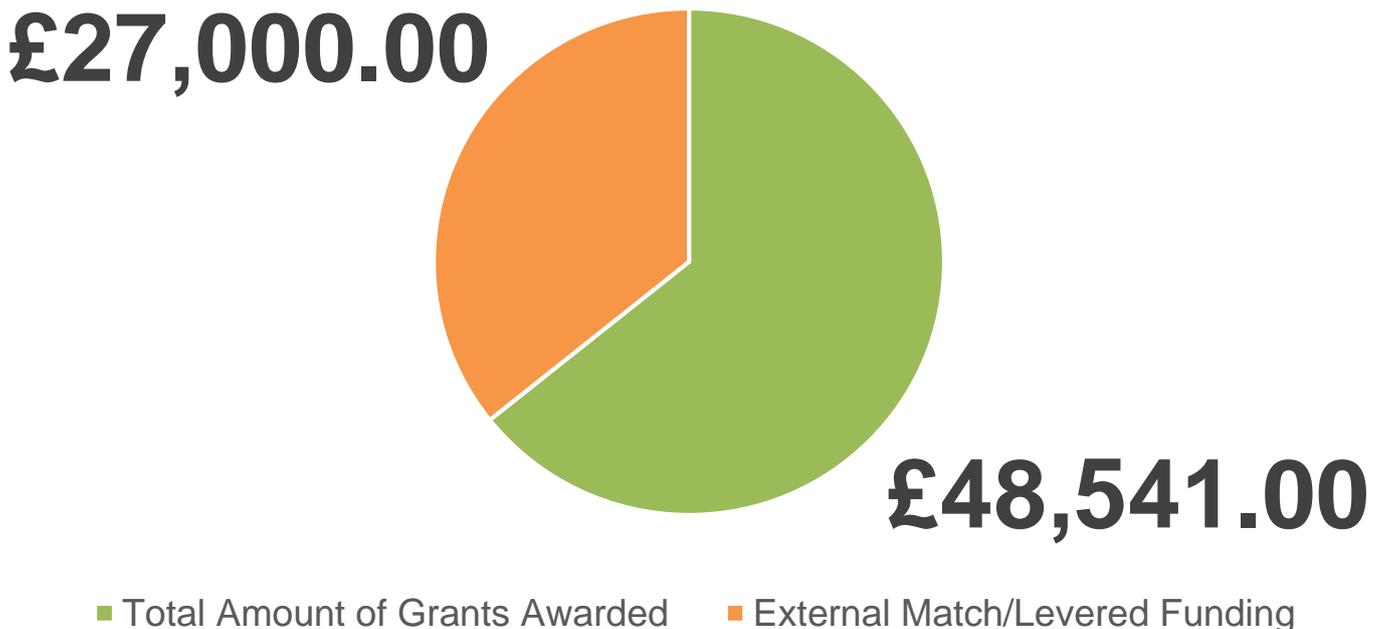
Total number of grants: 8

Total amount awarded: £48,541

5. Large Community Grant continued...

Match Funding

This grant scheme helped secure the following match/levered funding for projects. All figures are for 2015-2016.



**For every £1 invested from this scheme
we matched/levered: £1.43**

Organisation Funding

This grant scheme helped secure the following investment from organisations delivering projects:

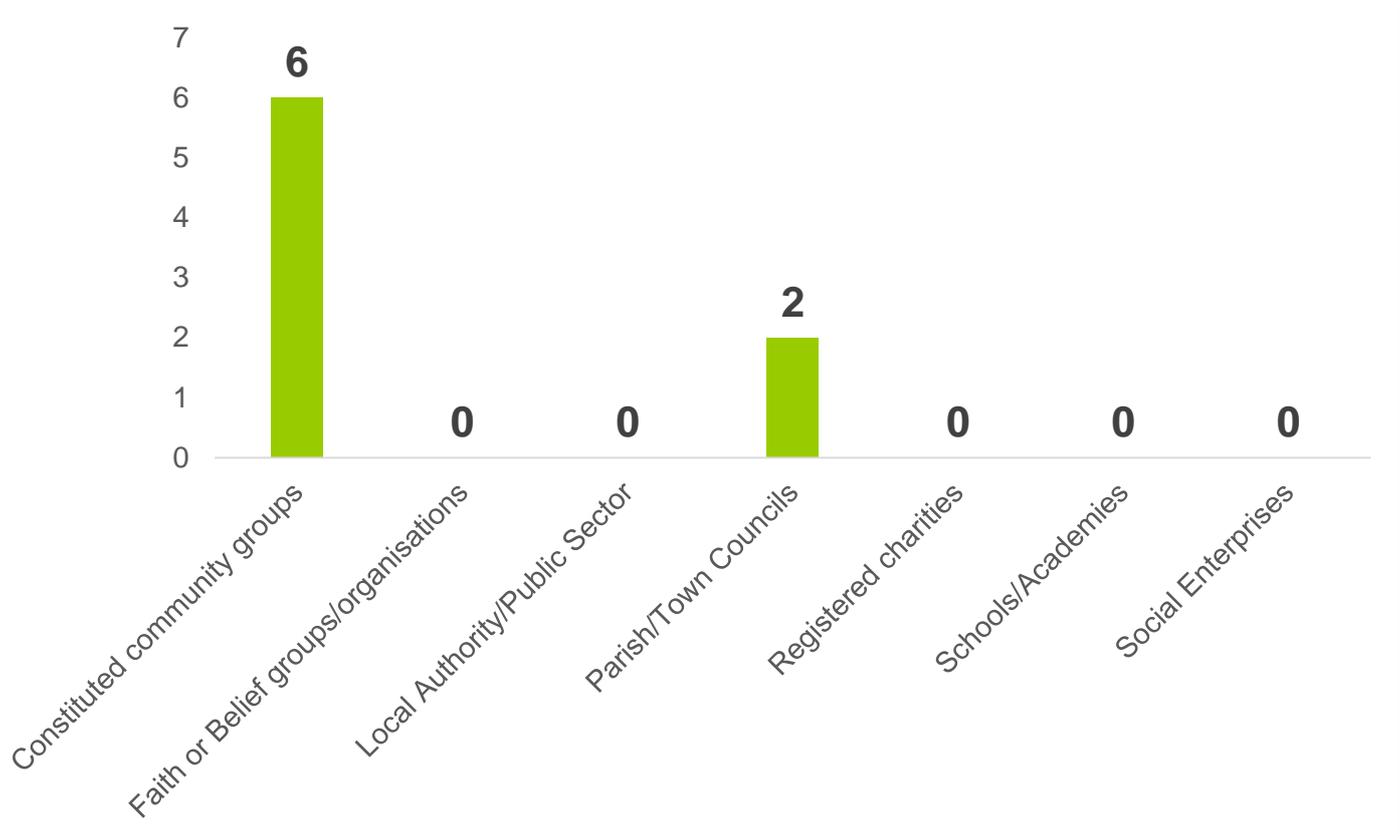
**Total amount invested by organisations:
£30,172**

**Total value of in-kind contributions:
£12,440**

5. Large Community Grant continued...

Types of organisations funded

This grant scheme supported the following types of organisations.
All figures are for 2015-2016.



Volunteer value

As this is a new grant scheme none of the funded projects have yet completed or reached the point of providing evaluation information. This evaluation information will provide details of volunteer numbers, hours and value.

Information about the volunteer value for the Match Funding Grant will be published in future reports and made available on our website.

6. Match Funding Grant

Grant map

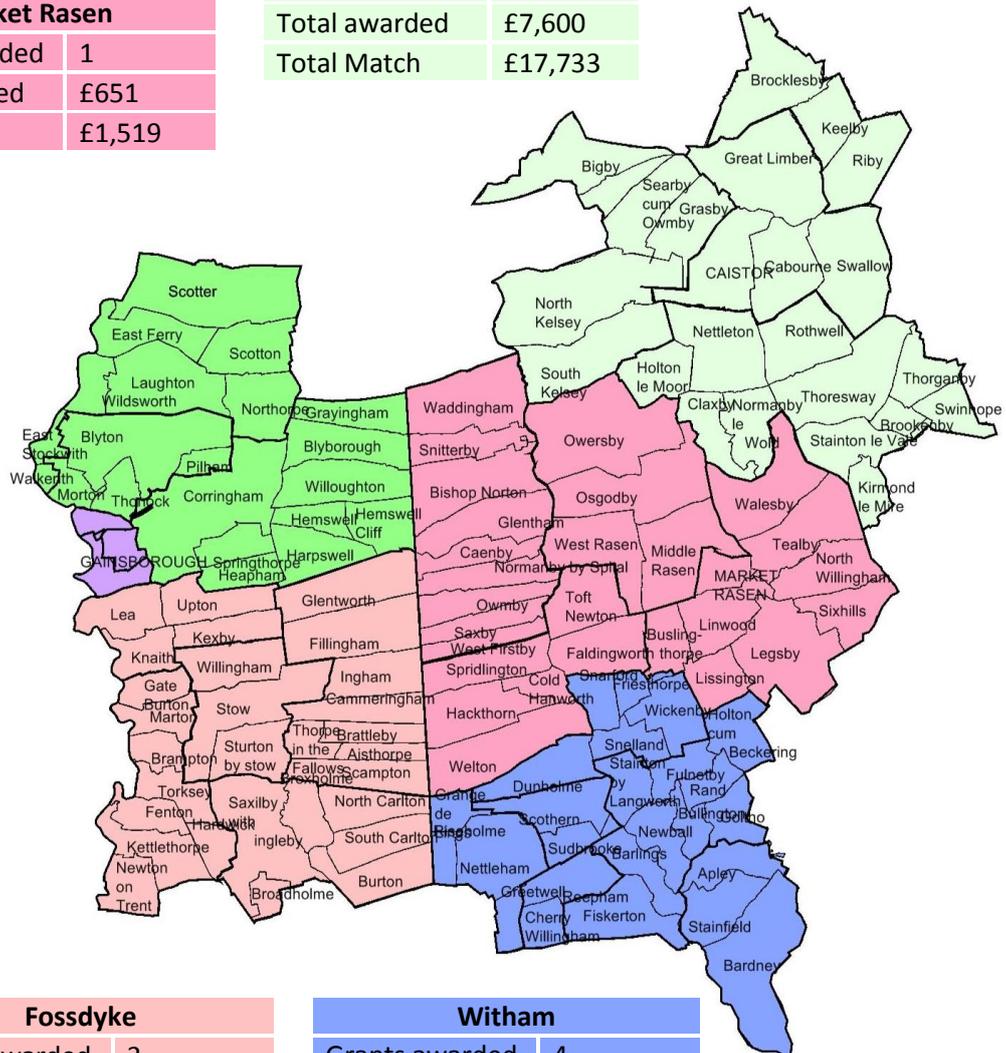
Our grant map below shows where this scheme has made awards in the district. All figures are for 2015-2016.

Market Rasen	
Grants awarded	1
Total awarded	£651
Total Match	£1,519

Caistor	
Grants awarded	2
Total awarded	£7,600
Total Match	£17,733

Trent	
Grants awarded	1
Total awarded	£8,000
Total Match	£99,759

Gainsborough	
Grants awarded	6
Total awarded	£31,280
Total Match	£117,592



Fossdyke	
Grants awarded	3
Total awarded	£14,415
Total Match	£44,233

Witham	
Grants awarded	4
Total awarded	£9,277
Total Match	£24,677

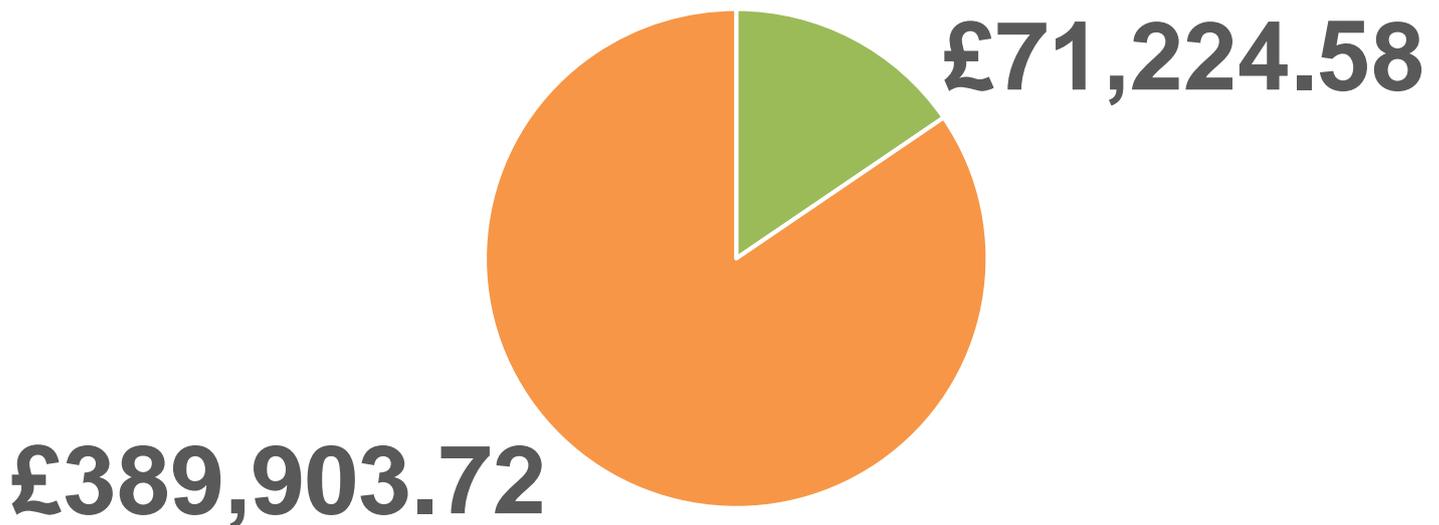
Total number of grants: 17

Total amount awarded: £71,224.58

6. Match Funding Grant continued...

Match Funding

This grant scheme helped secure the following match/levered funding for projects. All figures are for 2015-2016.



■ Total Amount of Grants Awarded ■ External Match/Levered Funding

Note: As of 13th April 2016 £66,077 of the above match funding is currently awaiting confirmation

**For every £1 invested from this scheme
we matched/levered: £6.31**

Organisation Funding

This grant scheme helped secure the following investment from organisations delivering projects:

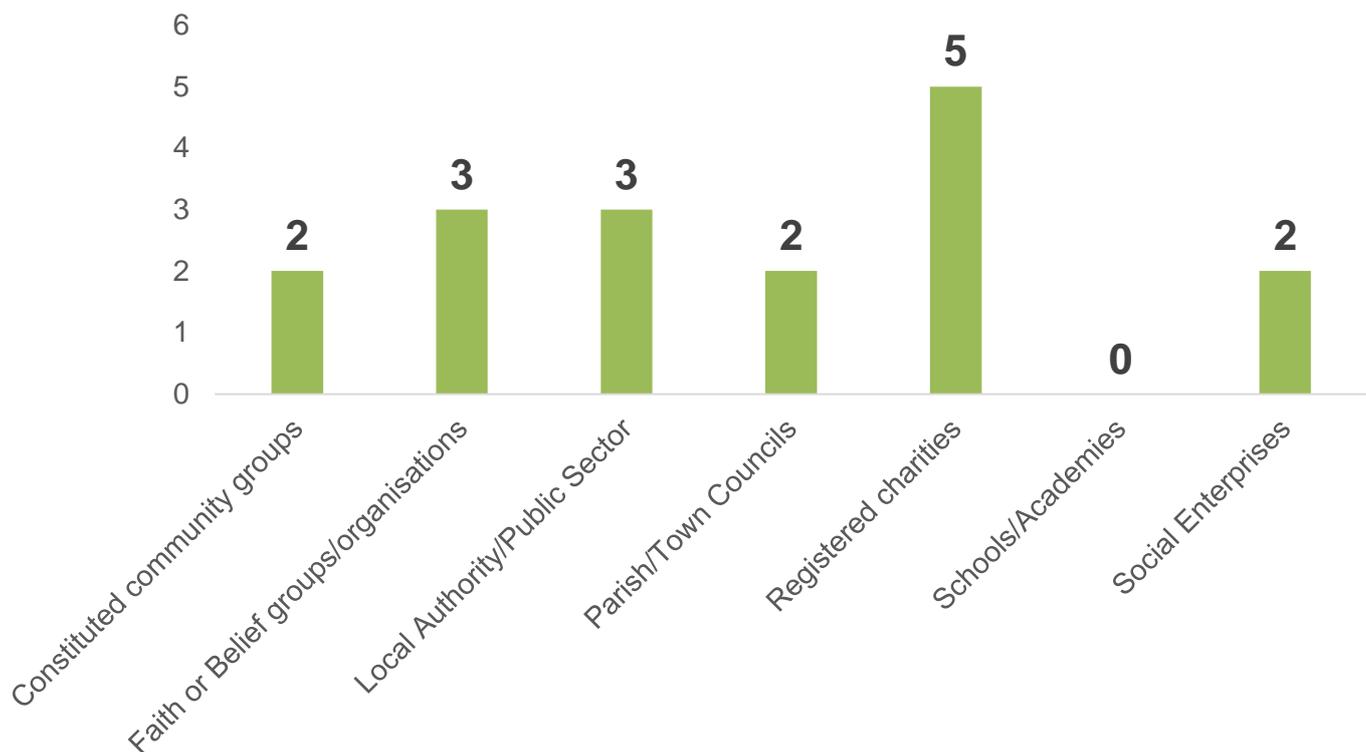
**Total amount invested by organisations:
£54,360**

**Total value of in-kind contributions:
£5,632**

6. Match Funding Grant continued...

Types of organisations funded

This grant scheme supported the following types of organisations.
All figures are for 2015-2016.



Volunteer value

As this is a new grant scheme none of the funded projects have yet completed or reached the point of providing evaluation information. This evaluation information will provide details of volunteer numbers, hours and value.

Information about the volunteer value for the Match Funding Grant will be published in future reports and made available on our website.

6. The year ahead 2016-2017

Grant Schemes

During 2016-2017 we will continue to deliver the following grant schemes:

- Small Community Grant
- Large Community Grant
- Match Funding Grant

We are also exploring options to continue delivering the Councillor Initiative Fund which has proved very popular in being able to make quick grant payments to local projects. Details of the Councillor Initiative Fund are expected during May 2016.

All of our grant giving activity will continue to align to the Council's Corporate Priorities and help us achieve match funding and volunteer involvement.

We will also explore new ways of working to provide better targeted support to specific projects. An example of this is looking at working with partners to develop a tailored approach to Community Defibrillator projects. Many communities have applied for funding to install these life saving devices and we will look at options to support this.

Publicity and Communication

We will continue to promote the different schemes through our website, social media and positive news stories. New promotional materials will be designed including posters and leaflets to promote our schemes and show examples of successful projects that we have funded. Working with our Communications Team we will prepare and provide more press releases to highlight community action.

Officers will attend funding events to promote the schemes and provide support to organisations seeking funding and delivering community projects.

We will use the following methods of publicity:

- County News
- Press releases
- Council website
- Posters and leaflets
- Funding events and networks
- Other websites (Parish Councils etc...)
- Social media (Facebook, Twitter and YouTube)



Community Grants and Funding

Community Grants

Impact Report 2016-2017

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In February 2015 we established a new Community Funding Programme. The programme was developed to build upon successes seen in previous years and continue to support a wide range of excellent community led projects and initiatives.

Grant funding from local authorities plays an important role in the wider availability of funding especially for the community and voluntary sector. Small grants help local projects and activities to take place with a range of benefits. Larger grants help support bigger projects such as capital works and can directly influence other funders to achieve match or levered funding into West Lindsey.

All of our grant giving activity is strongly aligned our Corporate Plan themes and wider aims. Each scheme also has a strong focus on achieving the following core outcomes:

- Benefit the wider community
- Support volunteer led activity
- Secure match funding into West Lindsey
- Lever external funding into West Lindsey

This report provides details of our grant giving activity over the last financial year including amounts awarded, match funding secured and community benefits.

I hope you enjoy reading about our grant activity and would like to say a big thank you to our Councillors, officers and partners who have helped deliver a busy year of community grants.

If you have any queries about this report please feel free to contact me via e-mail or telephone.



Grant White
Enterprise & Community Services Manager

Telephone: 01427 676676

E-mail: grant.white@west-lindsey.gov.uk

2. Overview of 2016-2017 grant schemes

During the 2016-2017 financial year the following grant schemes were delivered:

Councillor Initiative Fund

Total budget for 2016-2019: **£108,000** (£3,000 per Councillor)

Maximum grant: **£3,000** Minimum grant: **£50**

Match funding criteria: **Councillor Discretion**

Each Councillor has a set allocation of funding and is able to make awards to local projects and organisation in their ward areas. This fund enhances each Councillors ability to engage with and support the communities they represent. A quick delivery time enables funding to be awarded within weeks to an organisation.

Small Community Grant

Total budget for 2015-2018: **£120,000**

Maximum grant: **£500** Minimum grant: **£50**

Match funding criteria: **Up to 80% of project costs**

Small community grants up to £500 for a wide range of community and volunteering projects. A simple application process designed to enable small groups or those new to funding to deliver projects for the benefit of the community.

Large Community Grant

Total budget for 2015-2018: **£180,000**

Maximum grant: **£8,000** Minimum grant: **£500**

Match funding criteria: **Up to 80% of project costs**

Large community grants up to £8,000 to support capital projects including village halls, community facilities and recreational spaces. Able to support stand-alone projects or provide match funding to support even bigger projects requiring other sources of funding. Applications reviewed at 2 review panels each year.

Match Funding Grant

Total budget for 2015-2018: **£200,000**

Maximum grant: **£8,000** (higher by exception) Minimum grant: **£500**

Match funding criteria: **Up to 30% of project costs**

Match funding grants provide targeted funding to directly attract or secure external funding into the district. Grants can also be used to support council led activity that will secure further external funding.

3. Councillor Initiative Fund

Grant map

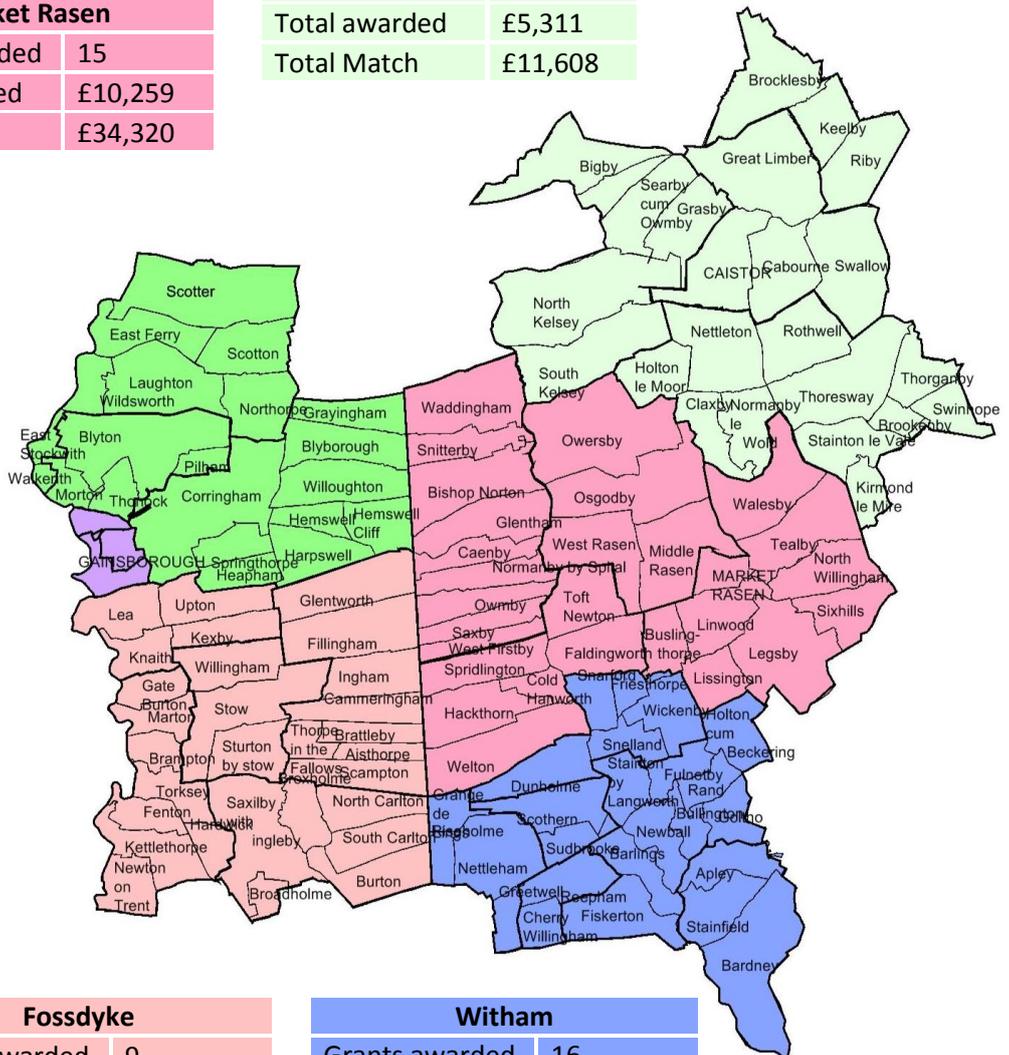
Our grant map below shows where this scheme has made awards in the district. All figures are for 2016-2017.

Market Rasen	
Grants awarded	15
Total awarded	£10,259
Total Match	£34,320

Caistor	
Grants awarded	11
Total awarded	£5,311
Total Match	£11,608

Trent	
Grants awarded	11
Total awarded	£4,920
Total Match	£48,548

Gainsborough	
Grants awarded	40
Total awarded	£10,037
Total Match	£98,689



Fossdyke	
Grants awarded	9
Total awarded	£6,081
Total Match	£35,880

Witham	
Grants awarded	16
Total awarded	£3,302
Total Match	£6,915

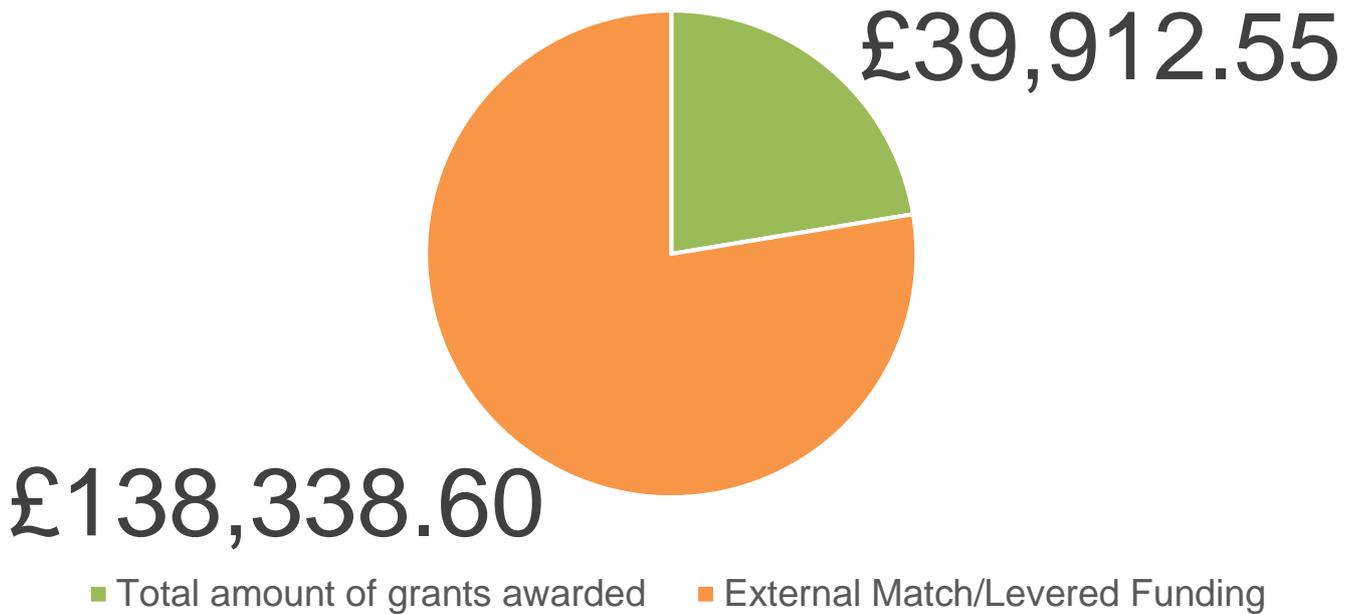
Total number of grants: 102

Total amount awarded: £39,912

3. Councillor Initiative Fund continued...

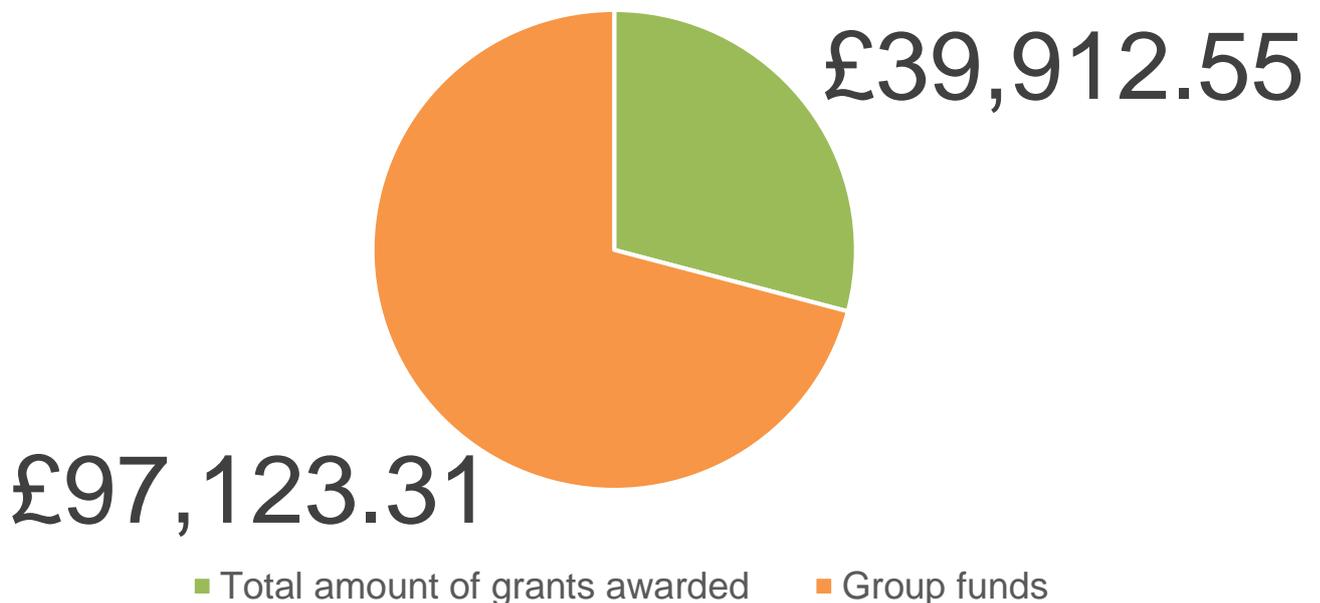
Match Funding

This grant scheme helped secure the following match/levered funding for projects. All figures are for 2016-2017.



Organisation Funding

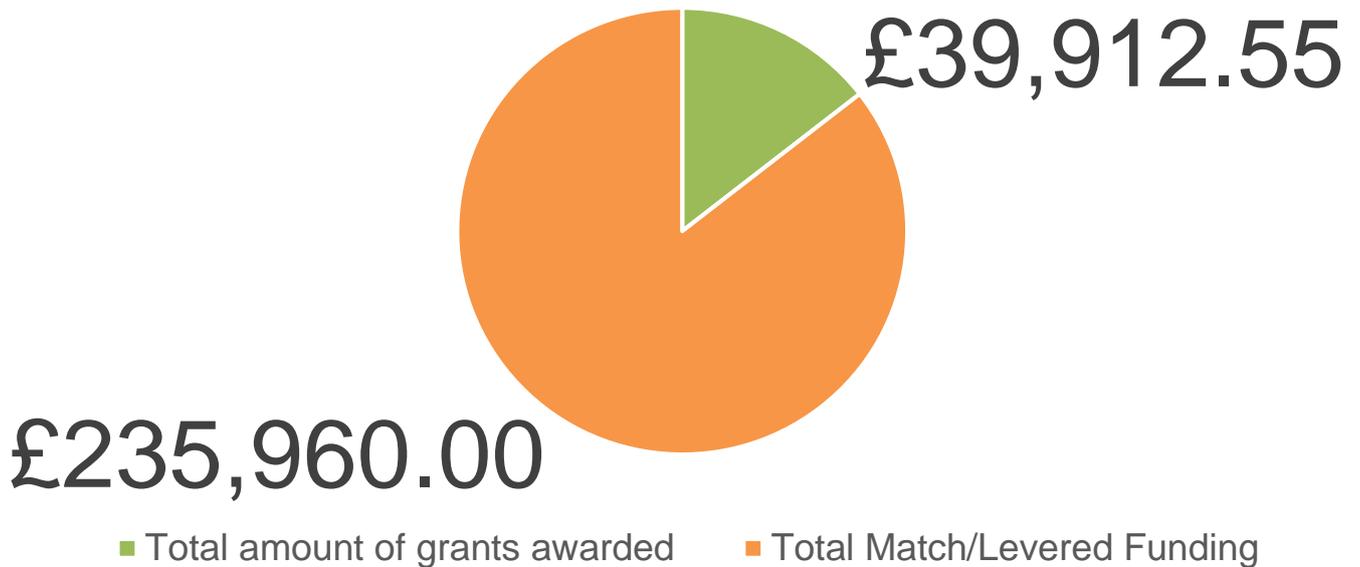
This grant scheme helped secure the following investment from organisations delivering projects:



3. Councillor Initiative Fund continued...

TOTAL Match/Levered Funding

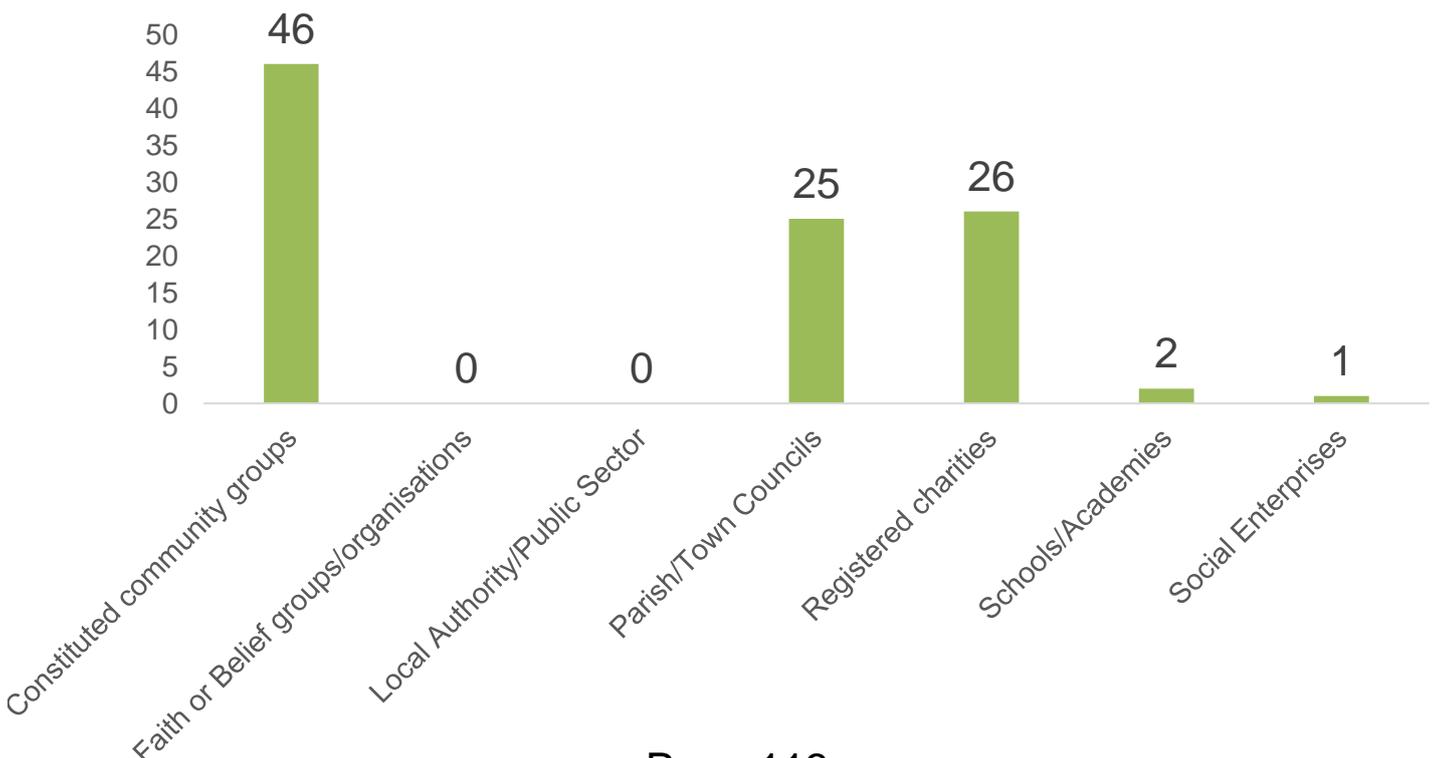
This grant scheme helped secure the following TOTAL Match/Levered funding.



For every **£1** invested from this scheme we matched/levered: **£5.91**

Types of organisations funded

This grant scheme supported the following types of organisations.



4. Small Community Grant

Grant map

Our grant map below shows where this scheme has made awards in the district. All figures are for 2016-2017.

Market Rasen	
Grants awarded	5
Total awarded	£2,190
Total Match	£6,846

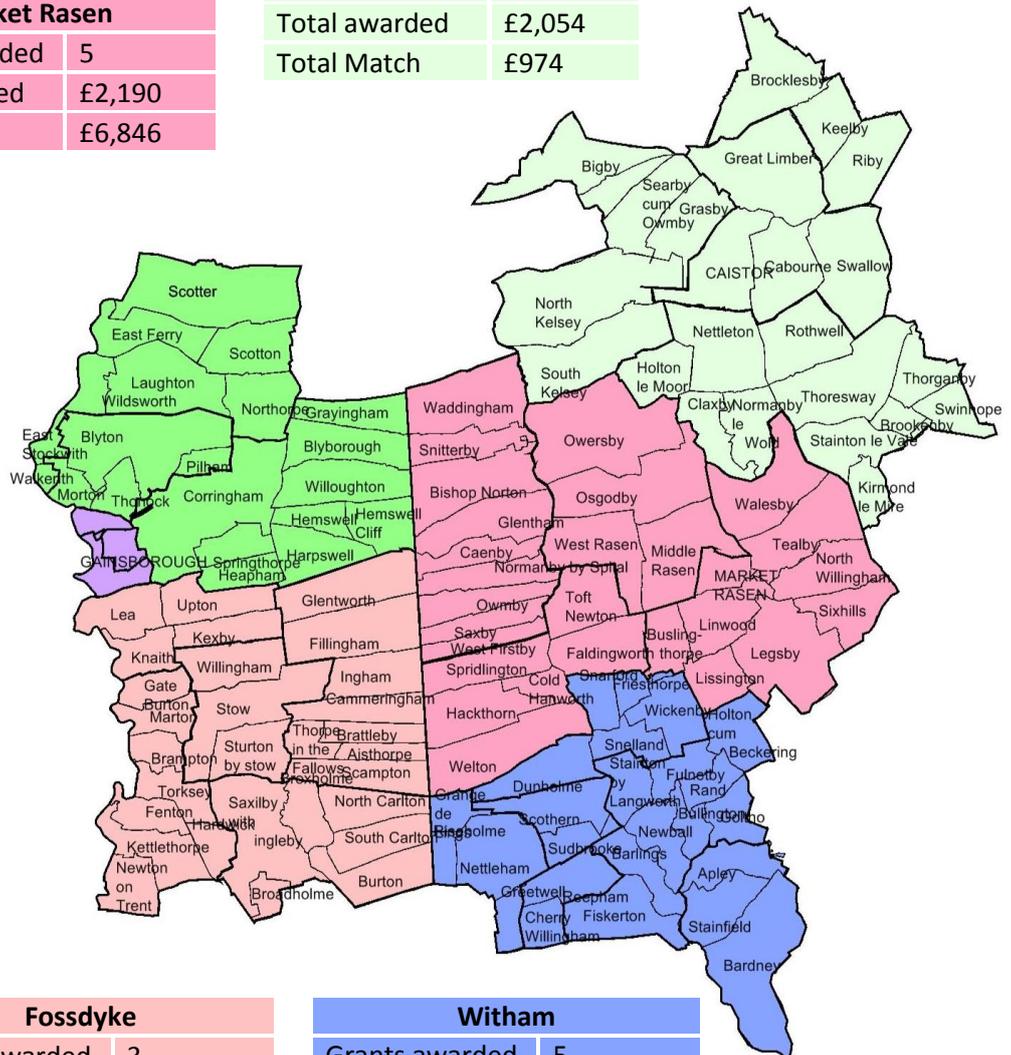
Caistor	
Grants awarded	5
Total awarded	£2,054
Total Match	£974

Trent	
Grants awarded	4
Total awarded	£1,366
Total Match	£673

Gainsborough	
Grants awarded	8
Total awarded	£3,720
Total Match	£4,760

Fosdyke	
Grants awarded	3
Total awarded	£1,500
Total Match	£4,378

Witham	
Grants awarded	5
Total awarded	£2,380
Total Match	£1,040



Total number of grants: 30

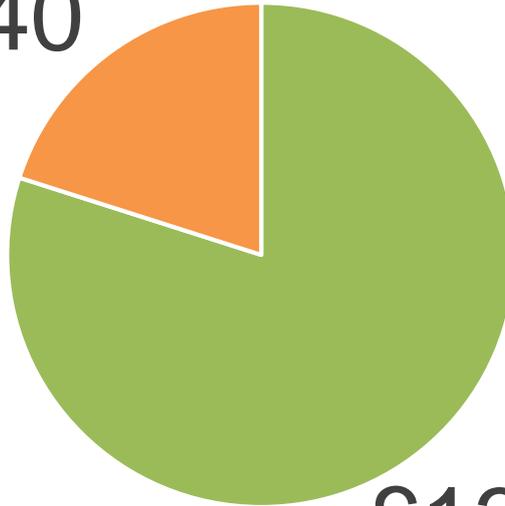
Total amount awarded: £13,210.19

4. Small Community Grant continued...

Match Funding

This grant scheme helped secure the following match/levered funding for projects. All figures are for 2016-2017.

£3,312.40



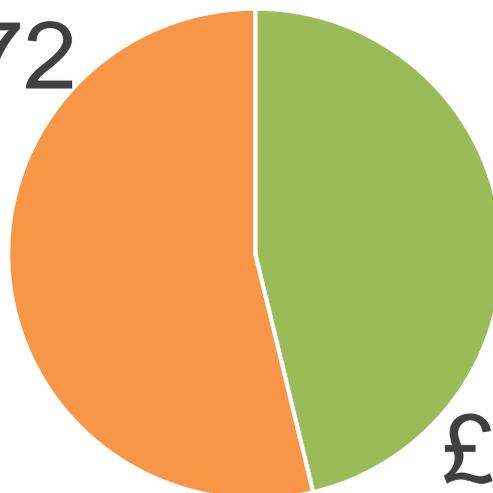
£13,210.19

■ Total amount of grants awarded ■ External Match/Levered Funding

Organisation Funding

This grant scheme helped secure the following investment from organisations delivering projects:

£15,361.72



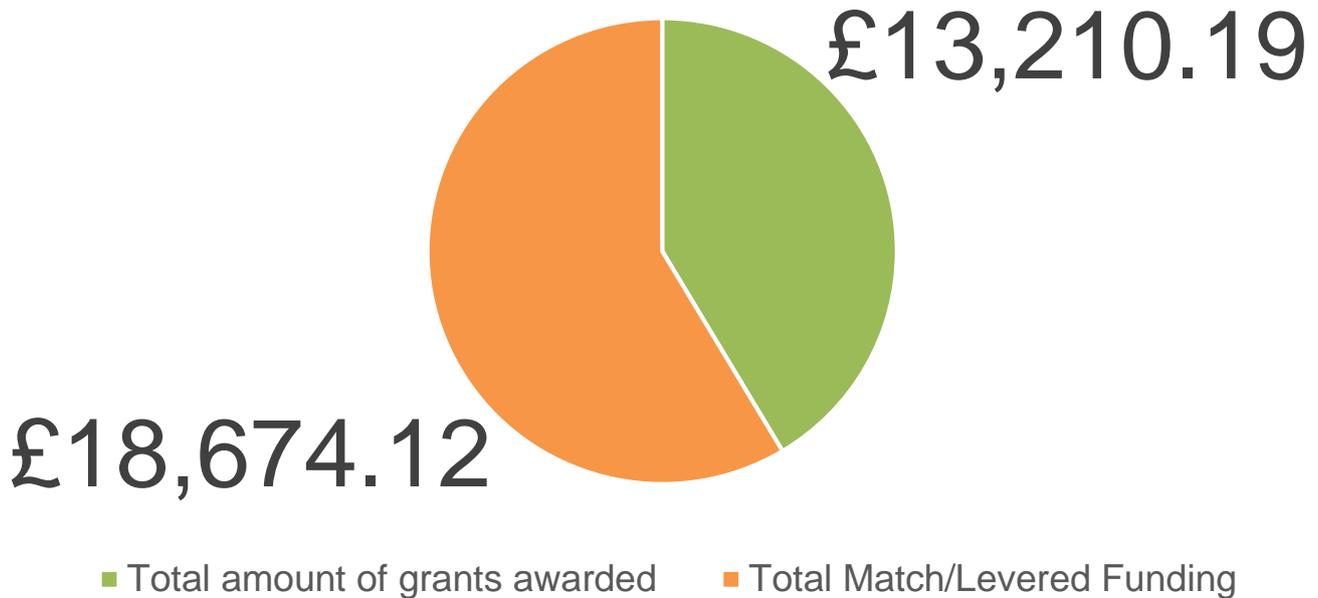
£13,210.19

■ Total amount of grants awarded ■ Group funds

4. Small Community Grant continued...

TOTAL Match/Levered Funding

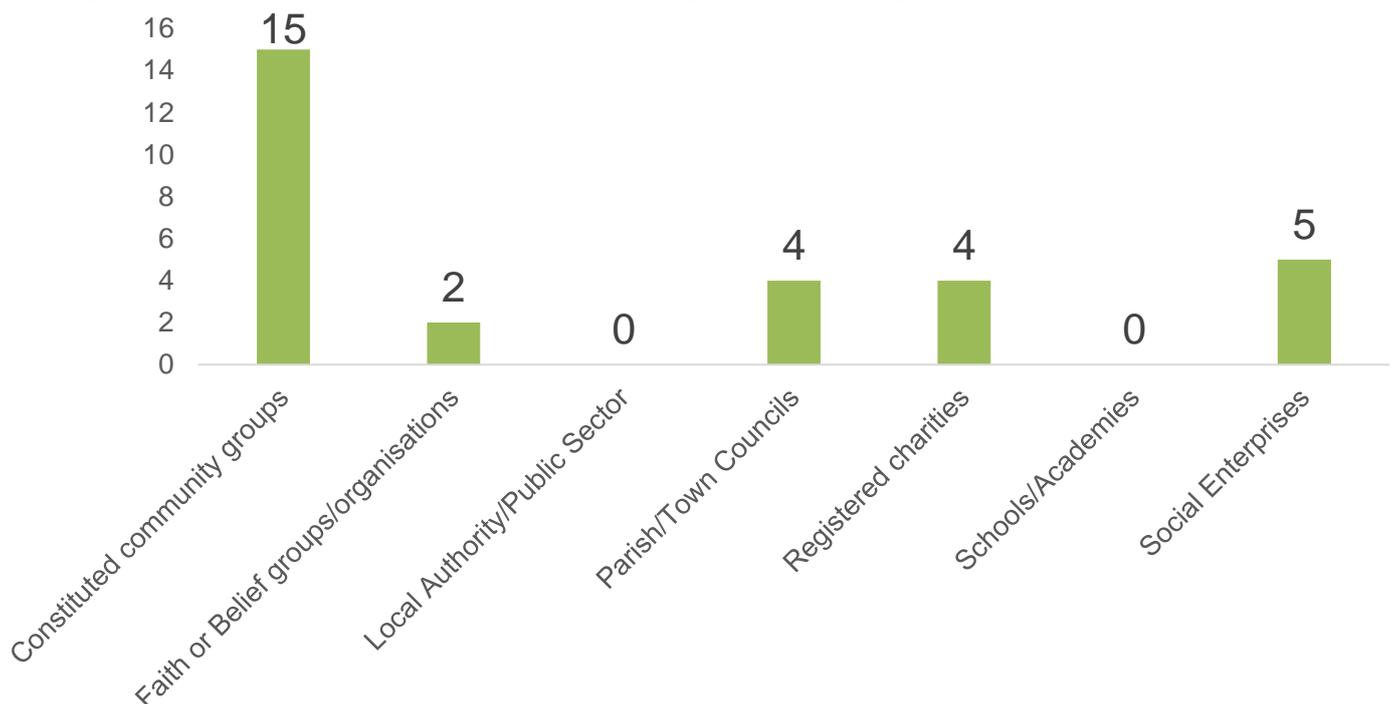
This grant scheme helped secure the following TOTAL Match/Levered funding.



For every **£1** invested from this scheme we matched/levered: **£1.41**

Types of organisations funded

This grant scheme supported the following types of organisations.



5. Large Community Grant

Grant map

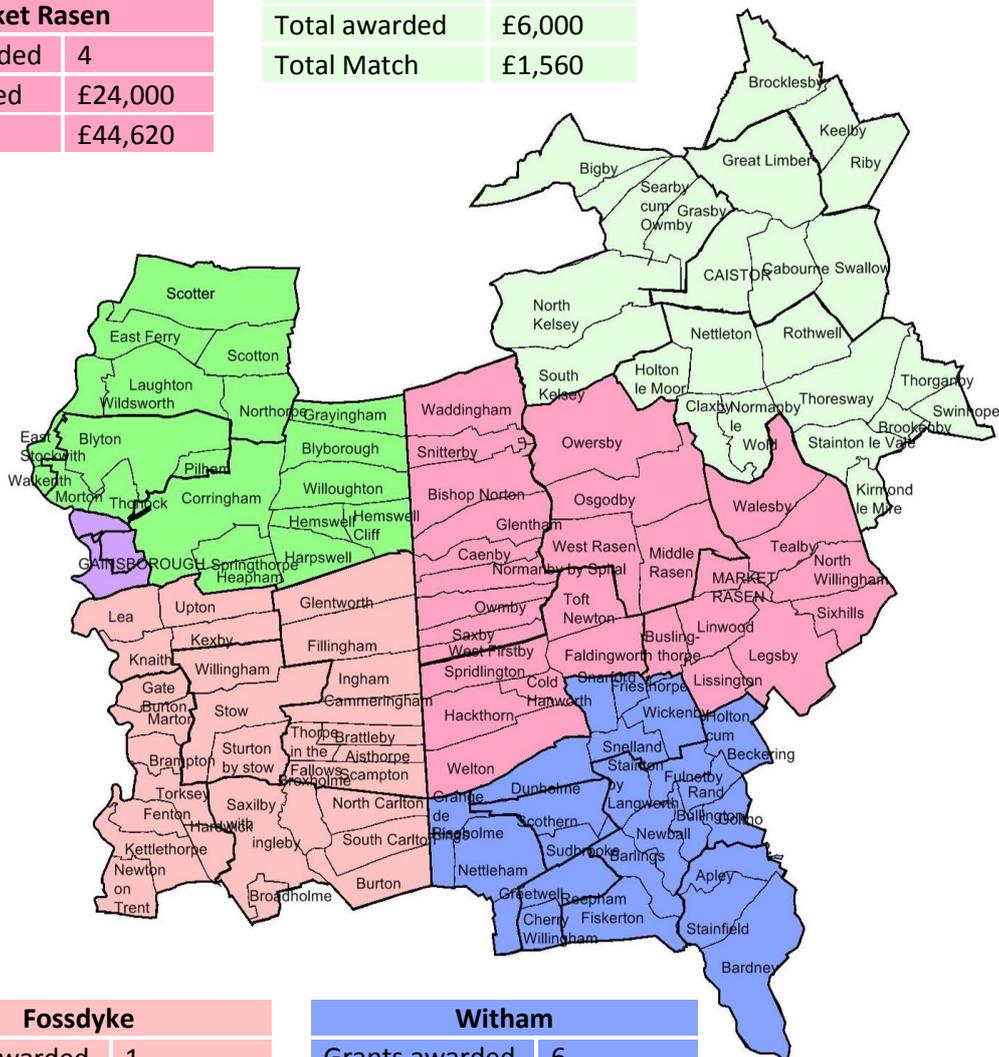
Our grant map below shows where this scheme has made awards in the district. All figures are for 2016-2017.

Market Rasen	
Grants awarded	4
Total awarded	£24,000
Total Match	£44,620

Caistor	
Grants awarded	1
Total awarded	£6,000
Total Match	£1,560

Trent	
Grants awarded	3
Total awarded	£11,500
Total Match	£3,490

Gainsborough	
Grants awarded	1
Total awarded	£5,676
Total Match	£2,116



Fossdyke	
Grants awarded	1
Total awarded	£8,000
Total Match	£16,839

Witham	
Grants awarded	6
Total awarded	£32,391
Total Match	£55,875

Total number of grants: 16

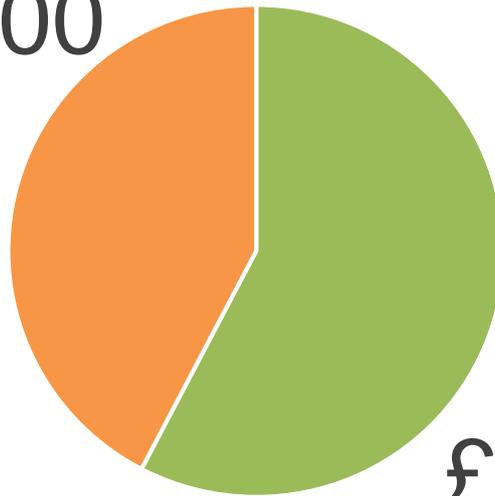
Total amount awarded: £87,567

5. Large Community Grant continued...

Match Funding

This grant scheme helped secure the following match/levered funding for projects. All figures are for 2016-2017.

£64,305.00



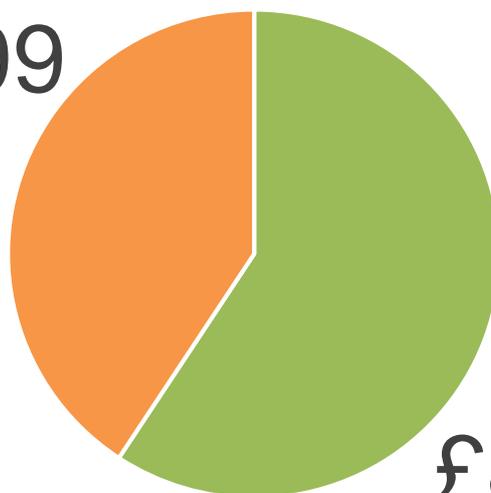
£87,567.00

■ Total amount of grants awarded ■ External Match/Levered Funding

Organisation Funding

This grant scheme helped secure the following investment from organisations delivering projects:

£60,196.99



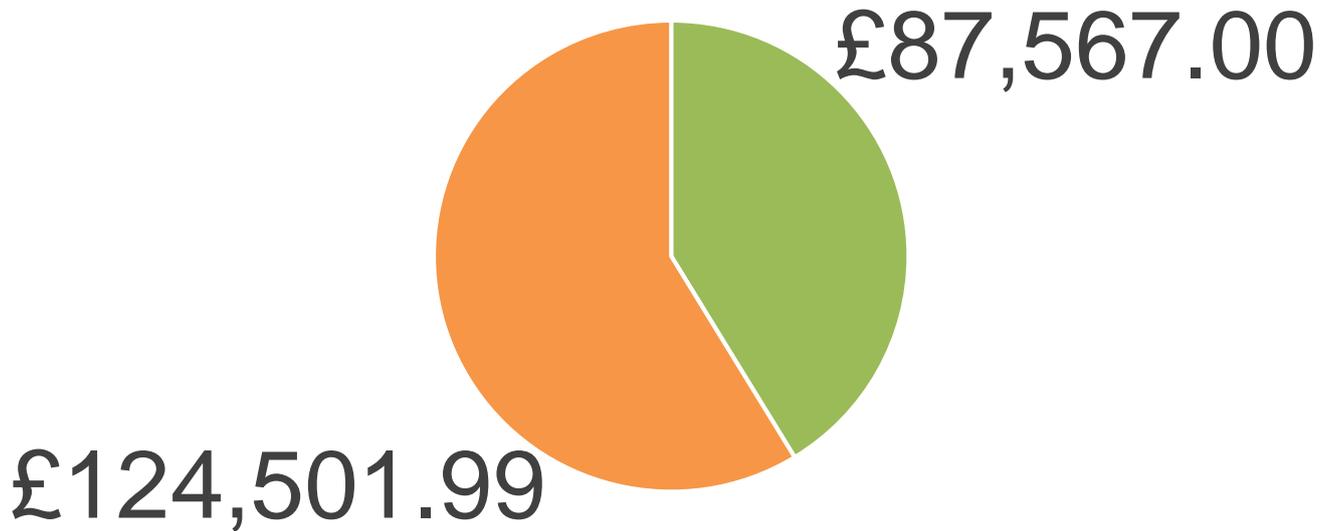
£87,567.00

■ Total amount of grants awarded ■ Group funds

5. Large Community Grant continued...

TOTAL Match/Levered Funding

This grant scheme helped secure the following TOTAL Match/Levered funding.

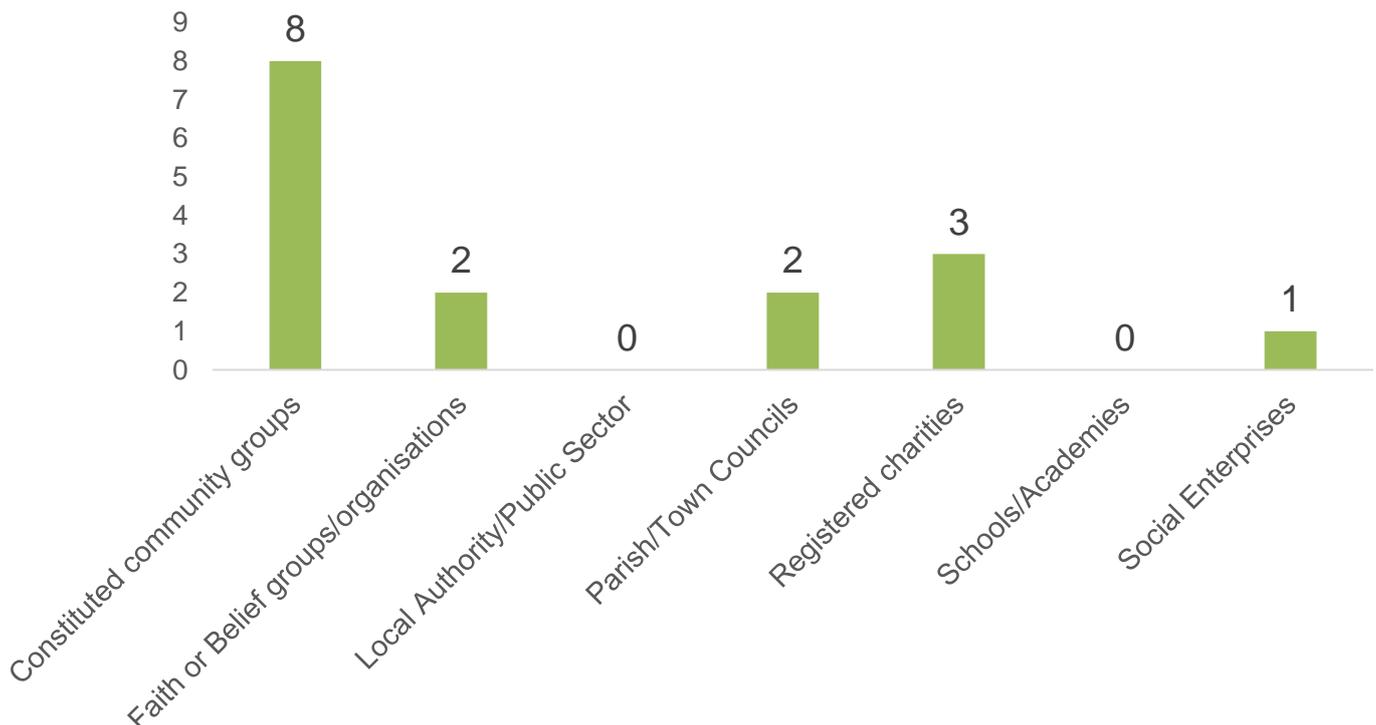


■ Total amount of grants awarded ■ Total Match/Levered Funding

For every **£1** invested from this scheme we matched/levered: **£1.42**

Types of organisations funded

This grant scheme supported the following types of organisations.



6. Match Funding Grant

Grant map

Our grant map below shows where this scheme has made awards in the district. All figures are for 2016-2017.

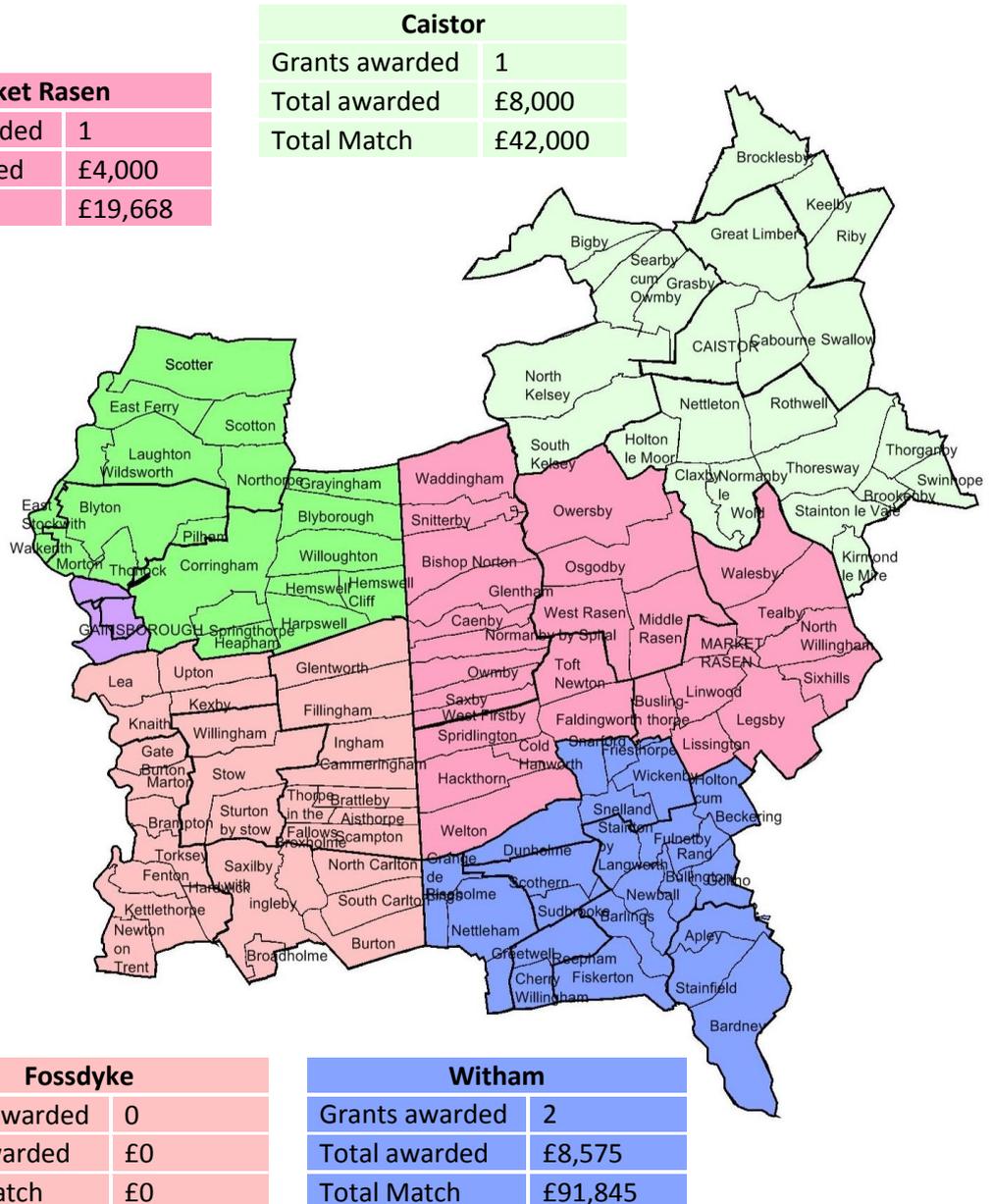
Market Rasen	
Grants awarded	1
Total awarded	£4,000
Total Match	£19,668

Caistor	
Grants awarded	1
Total awarded	£8,000
Total Match	£42,000

Trent	
Grants awarded	0
Total awarded	£0
Total Match	£0

Gainsborough	
Grants awarded	4
Total awarded	£27,052
Total Match	£74,047

District Wide Projects	
Grants awarded	1
Total awarded	£8,000
Total Match	£588,236



Fossdyke	
Grants awarded	0
Total awarded	£0
Total Match	£0

Witham	
Grants awarded	2
Total awarded	£8,575
Total Match	£91,845

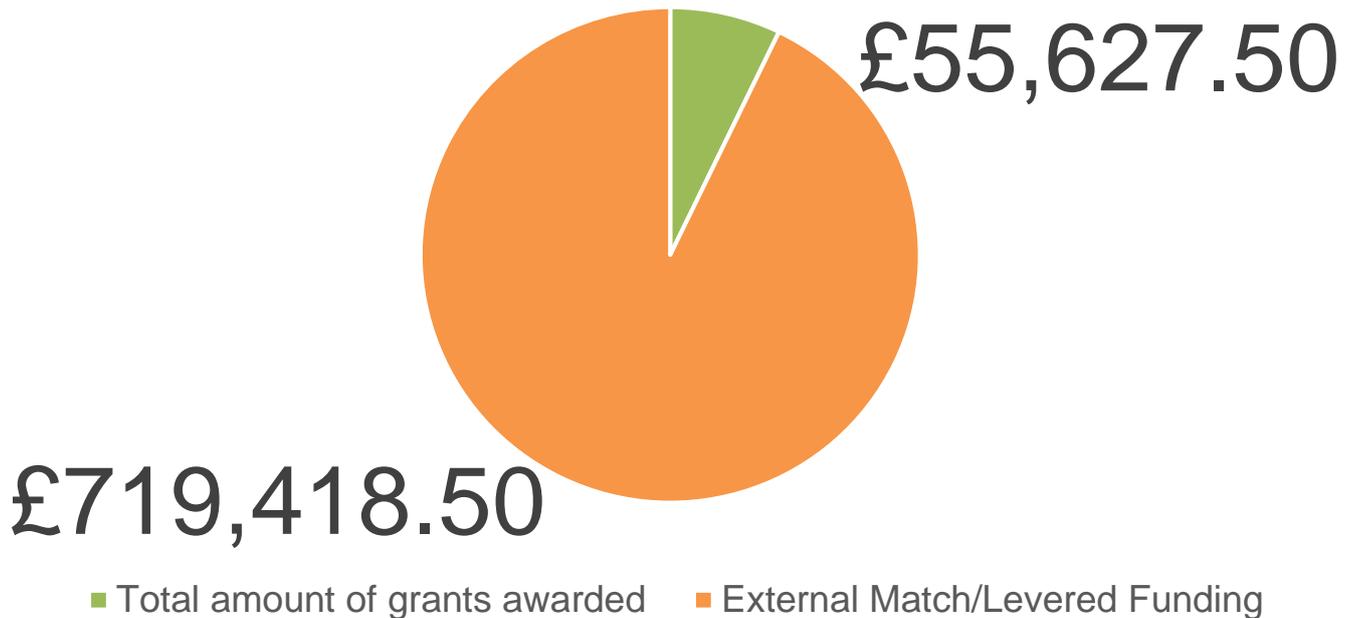
Total number of grants: 9

Total amount awarded: £55,627.50

6. Match Funding Grant continued...

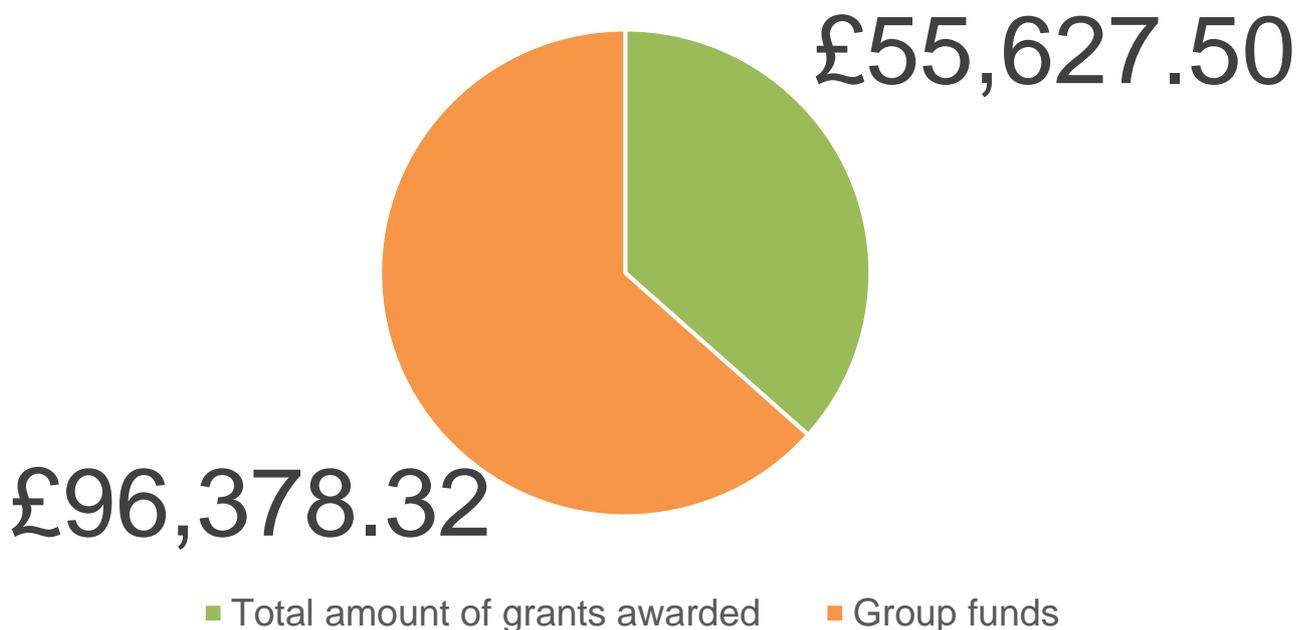
Match Funding

This grant scheme helped secure the following match/levered funding for projects. All figures are for 2016-2017.



Organisation Funding

This grant scheme helped secure the following investment from organisations delivering projects:



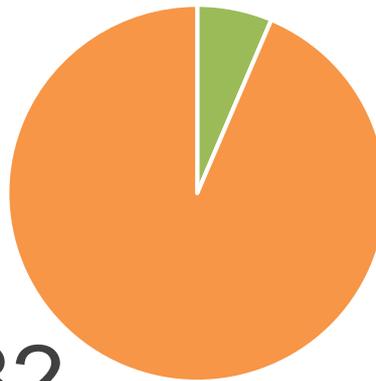
6. Match Funding Grant continued...

TOTAL Match/Levered Funding

This grant scheme helped secure the following TOTAL Match/Levered funding.

£55,627.50

£815,796.82



■ Total amount of grants awarded ■ Total Match/Levered Funding

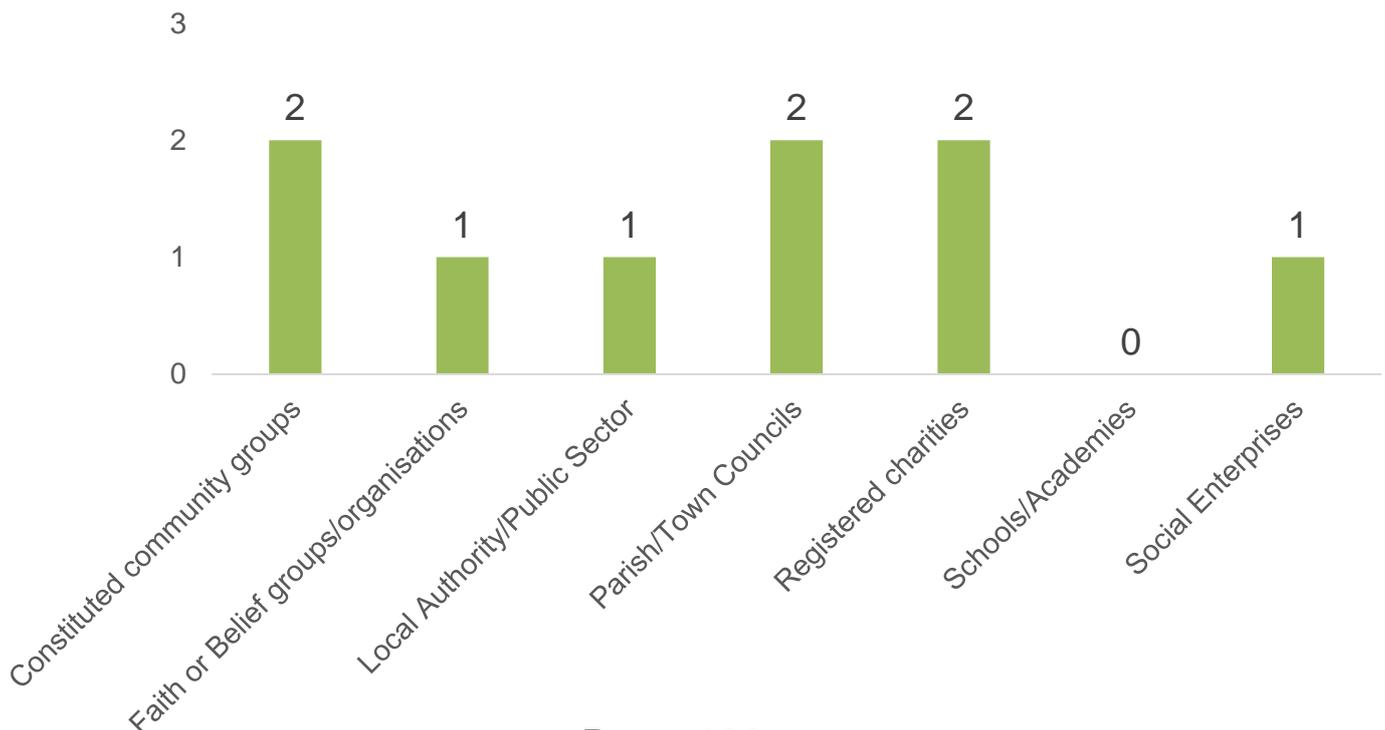
Note: As of 1st April 2017 £22,000 of the above match funding is currently awaiting confirmation.

Note: £570,736 of match funding has been secured for the Layers of History Project which is a Lincolnshire wide project.

For every **£1** invested from this scheme we matched/levered: **£14.66**

Types of organisations funded

This grant scheme supported the following types of organisations.



7. The year ahead 2017-2018

Grant Schemes

During 2017-2018 we will continue to deliver the following grant schemes:

- Councillor Initiative Fund
- Small Community Grant
- Large Community Grant
- Match Funding Grant

In addition to the above we shall continue to deliver the Community Defibrillator Scheme. This scheme provided fully equipped external defibrillators to be installed in public accessible locations throughout our local communities.

All of our grant giving activity will continue to align to the Council's Corporate Priorities and help us achieve match funding and volunteer involvement.

We will also explore new ways of working to provide better targeted support to specific projects. An example of this is looking at tools to support local organisations fundraise.

Publicity and Communication

We will continue to promote the different schemes through our website, social media and positive news stories. New promotional materials will be designed including posters and leaflets to promote our schemes and show examples of successful projects that we have funded. Working with our Communications Team we will prepare and provide more press releases to highlight community action.

Officers will attend funding events to promote the schemes and provide support to organisations seeking funding and delivering community projects.

We will use the following methods of publicity:

- County News
- Press releases
- Council website
- Posters and leaflets
- Funding events and networks
- Other websites (Parish Councils etc...)
- Social media (Facebook, Twitter and YouTube)

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Prosperous Communities

30th January 2018

Subject: Lincolnshire Wolds Area of Outstanding Natural Beauty (AONB) management plan 2018-2023 public consultation

Report by:

Grant White
Enterprising Communities Manager

Contact Officer:

Grant White
Enterprising Communities Manager
01427 675145

Purpose / Summary:

To agree any final comments to be submitted as part of the management plan consultation.

RECOMMENDATION(S):

1. Members agree any final comments to be submitted as part of the Lincolnshire Wolds Area of Outstanding Natural Beauty management plan 2018-2023 public consultation
2. Members endorse the draft Lincolnshire Wolds AONB Management Plan 2018-2023, subject to any made as a result of the consultation.

IMPLICATIONS

Legal:
 The National Parks and Access to the Countryside Act 1949 (NPAC Act) established the powers to designate AONBs; with the primary objective of conserving and enhancing their natural beauty, whilst taking account of the needs of agriculture, forestry and other rural industries.

 The Countryside and Rights of Way Act (2000) reaffirmed the duty and obligations for the protection and management of AONBs. Part IV of the Act; Sections 82, 84, 85, 86 and 89 (as detailed within the Plan) are of particular relevance, and places a legal requirement on all relevant local authorities to prepare and publish a partnership Management Plan. West Lindsey discharge this duty by working with other Councils who are responsible for the Lincolnshire Wolds Area of Outstanding Natural Beauty to prepare and adopt a joint management plan.

Financial: None

Staffing: None

Equality and Diversity including Human Rights:
 Please refer to section 5 of this report.

Risk Assessment: None

Climate Related Risks and Opportunities: None

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:

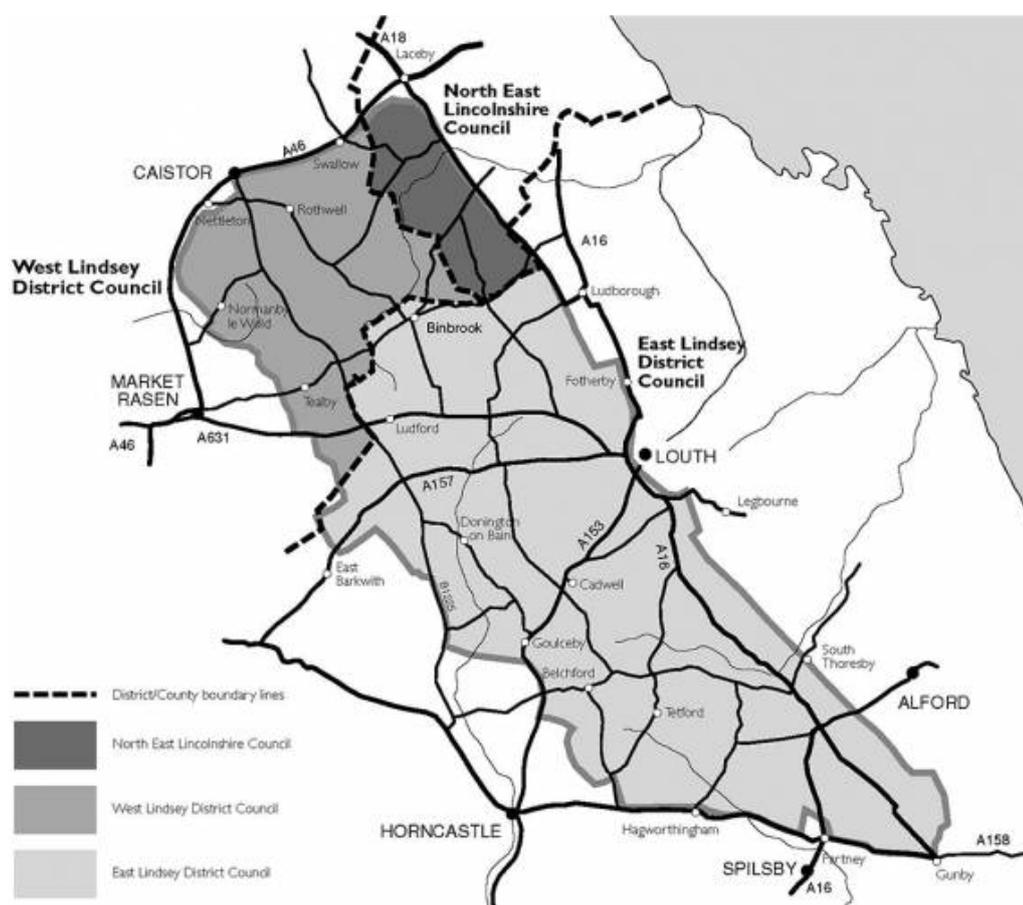
A matter which affects two or more wards, or has significant financial implications

Yes No

1. Background

- 1.1 The Lincolnshire Wolds Area of Outstanding Natural Beauty (AONB) was designated in 1973 on account of the area's outstanding landscape, cultural heritage and unique sense of place. AONB's are nationally protected – there are currently 46 in England, Wales and Northern Ireland – and in planning terms they are on a par with National Parks (as expressed through paragraphs 115 and 116 of the National Planning Policy Framework).

Lincolnshire Wolds AONB area map:



- 1.2 The Countryside and Rights of Way Act (2000) reaffirmed the national status of AONBs and the need for all relevant local authorities to have "due regard" for the designation when performing all of their duties. The Act provided an added responsibility on all local authorities with AONBs, to produce and review a Management Plan, including 1) Statement of significant attributes, 2) State of the AONB Report, 3) Vision, Objectives and Policies for the area, 4) A resulting partnership Action Plan. Under the EU Directive an accompanying Strategic Environmental Assessment (SEA) report may be required, depending upon the extent of the review.
- 1.3 The AONB Partnership has now completed its initial revisions of the previously adopted 2013-2018 Management Plan, and has endorsed the distribution of the Public Consultation Draft. The Partnership's initial steer was to conduct a light review, and in interests of economy avoid

incurring additional resources (staff and consultancy expenditure) to prepare an accompanying SEA. The Council has supported the Lincolnshire Wolds Countryside Service and the wider AONB Partnership – the Lincolnshire Wolds Joint Advisory Committee (JAC) and the Lincolnshire Wolds Joint Management Group (JMG – funding partnership) in helping to develop the Draft AONB Management Plan 2018-23, and prepare for its forthcoming closing review, adoption and implementation. A significant proportion of Lincolnshire Wolds Countryside Service time has been undertaken in updating of baseline data and reviewing relevant trends and issues, as documented within the State of the AONB Report – 2017 and Peer Review commentary.

- 1.4 At this stage of the process, the Officer recommendation is to broadly endorse the Draft AONB management plan; being mindful that there will be some further changes to take account of additional observations and recommendations as part of the ongoing public consultation.
- 1.5 A final Plan needs to be validated by Natural England, prior to its formal adoption by all relevant local planning authorities – including Lincolnshire County Council, East Lindsey District Council, North East Lincolnshire Council and West Lindsey District Council.

APPENDIX A – Draft Lincs Wolds Management Plan 2018-2023

2. Collaborative Plan

- 2.1 Under the Countryside of Rights of Way Legislation (CROW 2000) the Council has a statutory duty to produce and review a five yearly management plan for the Lincolnshire Wolds AONB.
- 2.2 The legislation is clear in stating that all relevant local authorities must produce a single collaborative Plan in partnership following national guidance originally published by Countryside Agency, and subsequently updated by Natural England and most recently the National Association for AONBs.

3. Reasons for endorsing the management plan 2018-2023

- 3.1 West Lindsey District Council Elected Members and Officers have been regularly consulted during the Management Plan review process, including the opportunity for dialogue at workshop and peer review stages as well as ongoing JAC and JMG updates. The Plan is now undergoing a final public consultation and all relevant Local Authorities, Parish Councils, Government Agencies (Natural England, Environment Agency and Historic England) partner organisations, local landowners, local businesses and the wider public will have a further opportunity to influence the final Plan.
- 3.2 The document is seen as a Plan for everyone with an active interest in the Lincolnshire Wolds AONB, and is holistic in scope. The Strategy

(policies and objectives) and resulting five year Action Plan is seeking to support and develop a wide range of collaborative projects to help secure sustainable development in the context of a nationally protected landscape. In short, protecting and enhancing the area's natural beauty whilst also delivering on social and economic aspirations – the Plan recognises that the Wolds AONB should not be preserved in aspic, but that the area is very much a living and working landscape with integral connections to its surrounding market towns and the wider area of Greater Lincolnshire.

4. Changes since the last Plan review:

4.1 In reviewing the previous objectives and policies some of the new expected forces for change include:

- Brexit uncertainties and its likely impact upon Rural Development Plan England (RDPE), agri-environment funding and general farming patterns.
- Increased focus on tourism and its contribution to the local economy e.g. linking with wider Love Lincolnshire Wolds businesses.
- An ongoing drive to secure sustainable growth, helping to positively influence future land management in planning decisions both within and immediately adjacent to the AONB.
- An increasing drive on health and wellbeing matters – including greater provision of multi-functional land.
- Emergence of new pests and diseases, including for example Chalara (ash dieback), Acute Oak Decline and Signal Crayfish.
- Possible implications and resourcing for a review of the current AONB boundary.

4.2 Since the last Plan there has been a significant improvement to the Lincolnshire Wolds AONB evidence base across a range of environmental, social and economic measures as evidenced within the State of the AONB – 2017 report. A number of indicators have been suggested to help monitor future progress. This work has been helped, in part, by an increase in availability of some national datasets specific to protected landscape boundaries (both AONBs and National Parks).

4.3 Objectives and policies have been reviewed thoroughly and there have been minor modifications to several, including in summary:

- **Natural heritage – Biodiversity Objective BO**; updated to highlight links to the latest Lincolnshire Nature Strategy, Biodiversity 2020 and emerging UK environmental plans.

- **Biodiversity Policies BP3/BP4**; slight rewording to reflect the local nature tourism offer.
 - **Woodland Policy WP1**; added the need for considering climate change adaptability in new planting options.
 - **Arable Farmland Policy AFP3**; rewording to aid clarification on future surveys for arable wildlife.
 - **Built Heritage Policies BHP1 and BHP4**; previous policies merged, revised BHP1 better reflects the need to work with all stakeholders to encourage sympathetic and innovative design (in keeping with local character).
 - **Farming and Field Sports Policy FWP2**; slight rewording to emphasise the importance of monitoring and influencing national agriculture policy.
 - **Interpretation Objective IO**; additional phrase included to highlight the benefits of raising the profile of the AONB to help support the local economy.
 - **Planning and Development Management Policy PP1**; amendments to highlight the requirement for making space for nature and tackling climate change when pushing for the highest quality of design in the context of the AONB. Likewise, similar additions to **Policy PP2** in respect of sensitive conversions to traditional buildings.
 - **Planning and Development Management Policy PP4**; minor change to wording of mineral and waste policy to help support implementation of the Lincolnshire Geodiversity Strategy.
 - **Planning and Development Management Policy PP8**; in terms of waste management/reduction, additional recognition made of helping the shift towards a circular economy.
- 4.4 The Action Plan has been updated for the period 2018-23, currently with a suite of proposed AONB partnership actions that align with the relevant overarching objectives and resulting policies. These are typically subjected to a more detailed review on an annual basis by the Joint Advisory Committee (JAC); enabling some flexibility and fleet-of-foot adjustments, taking for example changes to legislation, or the emergence of new funding streams over the life of the Plan. This approach will also enable post Brexit adjustments to take place, if for example there is significant change to the current land and resource management grant systems.

5. Equality Act Compliance

- 5.1 The Management Plan is seeking to provide an inclusive Strategy and Action Plan for everyone – including all specialist groups living, working

or visiting the area. The Plan aims to successfully balance land management interests to help support economic, social and environmental objectives for all. The AONB Partnership continues to welcome ongoing input from all members of the public as well as specialist interest groups.

- 5.2 Particular attention has been made to invite comments from the local communities, through for example attending a range of events, promoting an open and indiscriminate Have Your Say survey, as well as more formal contacts via parish councils and town councils, (for communities both within and adjacent to the Lincolnshire Wolds) and wider press coverage.
- 5.3 The Plan's aspirations include greater access and interest in the Wolds AONB from both local residents and the wider public. There is an opportunity to help provide increased green infrastructure in the future, which is especially valuable for the more dispersed and isolated settlements. Further promotion and enhancement of the public rights of way network is also sought, including improvements to the interconnect bus walks to help support these services. The recreation and tourism objectives include utilising the market towns as gateways to the Wolds, and increasing visitor numbers to help support local businesses and local services, including village shops, pubs, cafes and restaurants.
- 5.4 Specific objectives and policies actively supporting inclusiveness include: Interpretation Policy IP1 and IP3; Transport Objective TWO; Transport Policies TWP2 and TWP5 and Planning Policy Objective PP3.

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

- 6.1 The plan recognises the importance of the Joint Health and Wellbeing Strategy and this is recognised as a key related strategy. Currently the JHWS statistics are available at ward level so a direct comparison with the AONB census population figures cannot be made. We have requested postcode data to help inform the Plan and in particular the State of the AONB report.
- 6.2 The need to link with the health and well-being agenda is included within the Partnership's Landscape Management Statement, Thriving Communities Policy TCP2 includes the aspiration to promote healthier lifestyles and Action TCA8 includes the objective of exploring and developing further links to the JHWS.

7. Crime and Disorder

- 7.1 The Plan seeks to generate and inspire a sense of place and community cohesion for the Lincolnshire Wolds and its deeply rural communities. There is a realisation that various forms of rural crime take place, especially involving night-hawking and lamping activities. Further

guidance has been sought from the local Inspector to help to develop links with the Rural Community Safety Strategy 2017-20; advice also extends to seeking to reduce the incidents of fly-tipping, especially from known hot-spots.

8. Funding and Resources

- 8.1 West Lindsey District Council provides a fixed annual contribution under the terms of the Local Memorandum of Agreement (Lincolnshire Wolds AONB). This contribution helps to secure 75% core cost funding from Defra. The remaining 25% contribution is met by all relevant Local Authorities (East Lindsey District Council, Lincolnshire County Council and North East Lincolnshire Council and West Lindsey District Council).
- 8.2 West Lindsey District Council has an ongoing legal commitment to have a duty of regard for the AONB, when undertaking its general duties and functions.

9. Boundary Review

- 9.1 Under **Theme 4: Developing the Wolds** in the action plan **proposed action PA15** makes specific reference to investigating options of a further Lincolnshire Wolds AONB boundary review. Both the JAC and JMG have held discussions regarding the possibilities of a boundary review seeking to extend the AONB both to the north and south of the current designated area.
- 9.2 Officers and Members will continue to support work to review the boundary and liaise with other Local Authority partners. This will include North Lincolnshire Council who are seeking an extension of the Wolds into their authority area.

10. Recommendations

- 10.1 Members agree any final comments to be submitted as part of the Lincolnshire Wolds AONB management plan 2018-2023 public consultation
- 10.2 Members endorse the draft Lincolnshire Wolds AONB Management Plan 2018-2023 subject to any changes recommended as a result of the consultation.

**Lincolnshire Wolds
Area of Outstanding Natural Beauty
Management Plan**

2018 – 2023

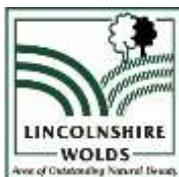
**DRAFT PLAN
Public Consultation**

Produced on behalf of
Lincolnshire County Council, East Lindsey District Council,
West Lindsey District Council, North East Lincolnshire Council
and partners

by

The Lincolnshire Wolds Countryside Service and
Lincolnshire Wolds Joint Advisory Committee (AONB Partnership)

Navigation Warehouse, Riverhead Road, Louth Lincolnshire LN11 0DA
Tel: (01522) 555780
www.lincswolds.org.uk



Chairman's Introduction

Welcome to the (DRAFT) Lincolnshire Wolds Area of Outstanding Natural Beauty (AONB) Management Plan which sets out the proposed updated Strategy and Action Plan for the period 2018-2023. The Lincolnshire Wolds was designated as an AONB in 1973, recognising it as one of the country's finest landscapes, a designation on a par with our National Parks.

The Lincolnshire Wolds is a hidden jewel of the English countryside and one of only two nationally protected landscapes in the East Midlands region, the other being the Peak District National Park. During the 45 years since its designation as an AONB, the continued modernisation of farming, demands of modern living and development of new technologies have imposed continued pressures on the landscape. However these are both threats and opportunities. Our overarching goal is to ensure that the Wolds retains its unique landscape and undeniable special character, whilst maintaining and supporting its communities.

We are keen to thank the many organisations, local groups and individuals that have been involved in the development of this document to date. A public consultation questionnaire took place during the summer of 2016 with extensive coverage in the local press and social media. We received responses from a wide range of interested individuals, organisations, local businesses and parish councils. A detailed peer review has been subsequently undertaken to further review the current Strategy (aims, objectives and policies) and make recommendations for the Action Plan (which proposes a range of specific actions for the five year period from April 2018).

The Plan seeks to continue to build on our original shared vision for the future of the Lincolnshire Wolds AONB with a continuing emphasis on balancing environmental, social and economic interests. Change is an intrinsic characteristic of the Wolds, but the type, scale and pace of change does need to be carefully managed. The challenge has never been greater, with pressures from the global economy, food production, energy use and climate change becoming increasingly evident. On account of Brexit, there is clearly considerable uncertainty for the UK's rural economy and more specifically the food, farming and environmental sectors. This Plan will remain flexible to respond to these ongoing challenges.

The Plan is not just a document for use by the Lincolnshire Wolds Countryside Service (LWCS), or the Lincolnshire Wolds Joint Advisory Committee (JAC), but rather a Plan for everyone. It is a place-based Plan derived through consensus and built on partnerships - local and national - and this is vital if we are to continue to move towards our shared vision for the Lincolnshire Wolds. The supporting evidence, aspirations, policies and targets set out in this document will provide an important tool to help inform and guide future management through both the emerging suite of Local Plans (Local Development Frameworks) and the wider range of partnership strategic plans.

There continues to be much work to be done and the success of the Plan will ultimately depend on achieving positive actions and outcomes. We also take this opportunity to reflect and celebrate the successes of the previous Plan which has been instrumental in taking forward a number of important partnership initiatives. These are well documented in the set of Lincolnshire Wolds AONB Annual Reviews published since 2004-05. We will endeavour to ensure that the new Plan provides an ongoing catalyst for protecting and enhancing our unique asset – the Lincolnshire Wolds. The Partnership looks forward to working with you to this end.

Stuart Parker
Chairman,
Lincolnshire Wolds Joint Advisory Committee
(AONB Partnership; working collaboratively with the National Association for AONBs).

ADDITIONAL NOTES

THIS IS CURRENTLY A DRAFT PLAN. We welcome your comments and input in scrutinising the draft documentation, helping to shape the final Strategy and Action Plan for the nationally protected Lincolnshire Wolds AONB. To view or download a full version of the draft AONB Management Plan 2018-23 visit the Lincolnshire Wolds website: www.lincswolds.org.uk. or alternatively please contact the Lincolnshire Wolds Countryside Service (contact details enclosed – page 4)

ALL COMMENTS WELCOMED OVER THE MINIMUM SIX WEEK CONSULTATION THAT CLOSSES AT 18:00 HRS ON 31st JANUARY 2018.

- **The final Published Management Plan will be a revised version of this plan taking account of responses received as part of the formal public consultation and also Natural England's (NE) comments as the Statutory Consultee for AONB Management Plans.**
- **All formal public responses received will be logged, recorded and summarised within a final consultation response table, with the name and relevant area of interest of the respondent duly detailed. Any personal information such as contact details will clearly not be included within the relevant annex.**
- **The statutory responsibility for the production of AONB Management Plans rests with the Local Authorities, but is facilitated and coordinated through the Lincolnshire Wolds Joint Advisory Committee (AONB Partnership) and the Lincolnshire Wolds Countryside Service (AONB Staffing Unit).**
- **To ease the consultation process all relevant supplementary information has been annexed to the main Strategy and Action Plan. However it is proposed that in the final Plan, additional supplementary information, including for example the State of the AONB Report, will be made available separately through relevant website links. It is also proposed that the final Plan will be in full colour, widely available in electronic format, with a small print run.**
- **The Partnership will be working towards achieving a Final Plan that can be endorsed by the JAC, approved by NE and subsequently adopted by all of the relevant local authorities: East Lindsey District Council, Lincolnshire County Council, North East Lincolnshire Council and West Lindsey District Council by May 2018.**
- **Ministerial Foreword for AONB Management Plans 2018**

(Note: Awaiting news from the National Association for AONBs (NAAONB) in respect of securing an introduction/overview from Lord Gardiner, Parliamentary Undersecretary for the Environment with responsibility for protected landscapes. This would be a collective statement for all of England's AONBs. Alternatively we will seek a statement from the Chairman of the NAAONB, or the Chief Executive of the NAAONBs.)

How to read and use the Management Plan

Section 1 (pages 9 - 12) sets the scene for the Plan, providing an overview of the statutory background to AONB designation and summary of the legal requirements to produce and review Management Plans through the Countryside and Rights of Way Act 2000 (CRoW Act) and more recent relevant legislation.

Section 2 (pages 13 - 34) describes the Lincolnshire Wolds and highlights the reasons for its designation as an AONB. Tables 1 - 2 and Appendix 3 complement this section, identifying the special qualities of the area, and the resulting threats/pressures and opportunities. The LWCS has completed a Draft State of the Lincolnshire Wolds AONB Report for 2017 (see Appendix 4) to establish a new baseline across a wide range of environmental, social and economic parameters. The report is not exhaustive, but commonly focuses on the more robust and readily available sources of data. It seeks to provide context, collate evidence and summarise findings across a number of proposed State of the AONB indicators.

Section 3 (pages 35 – 36) sets out the vision, aims and guiding influences for the Lincolnshire Wolds AONB and identifies five overarching themes: Protecting the Wolds; Living and Working in the Wolds; Discovering the Wolds; Developing the Wolds and Partnerships in the Wolds. These themes provide the overarching structure for the Plan.

Sections 4 – 8 (pages 38 - 78) provide the Strategy for the future management of the AONB detailing a series of objectives, policies and management statements across the five themes: Protecting the Wolds; Living and Working in the Wolds; Discovering the Wolds; Developing the Wolds; and Partnerships in the Wolds. These themes have been utilised to help group individual topics. Each topic is tackled succinctly with an introduction and overview of the current management issues. Each of these sections and individual topics are not mutually exclusive and in many cases there is both overlap and interdependence between them. This reflects the complex nature of AONB management in respect of the need to balance environmental, social and economic factors – the major drivers of landscape change in the AONB.

The objectives set out the overarching goals of the Plan, with policies providing clear specific and measurable areas of management for delivering the Strategy. Management statements have been endorsed for both the Wolds' landscape and partnerships as these are seen as integral to the overall delivery of the vision.

Section 9 (pages 79 - 139) contains the AONB Action Plan (Table 3) identifying and suggesting what needs to be done, by whom and when, to help implement the overarching objectives and policies. It is clearly an ambitious and challenging programme, even more so in the current financial climate and the many uncertainties emanating from Brexit.

The Plan's successful implementation will depend on everyone's continued hard work. Monitoring progress on the Action Plan and the condition of the AONB is included in Section 9, with Table 4 setting out a range of monitoring indicators.

Appendices and maps (pages 140 - 165) are included at the end of the document and provide a wide range of supporting information including additional baseline data, an index of key related plans and strategies, and a bibliography including useful website addresses. There is also a detailed glossary of technical terms and acronyms to aid the reader.

How was the Draft Plan produced?

This revised statutory Lincolnshire Wolds AONB Management Plan (2018-23) has been produced by the Lincolnshire Wolds Countryside Service (LWCS), in partnership and close consultation with the relevant local authorities, Natural England, other members of the Lincolnshire Wolds Joint Advisory Committee (JAC) and many other organisations and interest groups.

The JAC, on behalf of the relevant local authorities, advised the LWCS of the need to conduct a light review to minimise public cost and avoid undermining the extensive work undertaken to help inform the previous 2013-18 Management Plan and its twenty-five year vision for the Lincolnshire Wolds AONB. This approach concurs with the recommendation in the recently published AONB Management Plans – Support for their revision in England (Steve Preston Associates with the NAAONB, June 2017) that recommends that the current round of Plan Reviews should be concentrating on both continuity and consistency of management objectives.

Key elements in the production of the current revised Draft AONB Management Plan (2018-23) include:

- An initial public questionnaire survey undertaken during the summer of 2016 (Appendix 5).
- A Management Plan Review Workshop for the Joint Advisory Committee (AONB Partnership) facilitated in October 2016.
- A subsequent detailed Peer Review from key partners and organisations with an active interest in the AONB (Appendix 7).
- Attendance from the LWCS staff and display at a range of local shows and events during the summer of 2017 - inviting informal discussions and comments on the current issues facing the area.
- Ongoing evidence gathering to aid compilation of the Lincolnshire Wolds State of the AONB Report (2017).
- Production and circulation of the Public Consultation Management Plan documentation including the area's proposed Vision, Strategy and Action Plan for the five year period from April 2018.

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Further Information

For further information on this Plan or the Lincolnshire Wolds in general, please contact:

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Riverhead Road
Louth
Lincolnshire
LN11 0DA
Tel: (01522) 555780
aonb@lincswolds.org.uk
www.lincswolds.org.uk

If you would like to receive this draft document in an alternative format,
please contact the Lincolnshire Wolds Countryside Service
on 01522 555780.

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1. Setting the Scene

1.1 What is an Area of Outstanding Natural Beauty?

The Lincolnshire Wolds is a nationally important and cherished landscape most of which was designated as an Area of Outstanding Natural Beauty (AONB) in 1973 on account of its high scenic beauty. AONBs, together with National Parks, make up the finest landscapes in England and Wales. The AONBs are a national asset containing a wide variety of attractive landscapes including wolds, downlands, woodlands, moorlands and heaths, rivers and streams, estuaries and marshes, and coast (Map 1). Like National Parks, our AONBs are very much living and working landscapes that have been, and continue to be, shaped by nature and human activity.

1.2 Why have AONBs?

International context:

AONBs are one of a group of globally protected landscapes. They fall within a worldwide category of Protected Landscapes, established by the International Union for Conservation of Nature and Natural Resources (IUCN) where they are classed as 'Category V – Protected Landscapes'.

The European Landscape Convention, the ELC (2000), has been ratified by the United Kingdom and came into effect in March 2007. It sets out a comprehensive strategic agreement for the consideration of landscape matters within all relevant decision making across the European Community. The UK government's position on the Landscape Convention in the light of Brexit is currently unclear, although likely to be retained as saved legislation.

National context:

The National Parks and Access to the Countryside Act 1949 (NPAC Act) established powers to create AONBs, with the overriding objective of conserving and enhancing their natural beauty. 'Natural beauty' is not just the visual element of the landscape, but includes landform and geology, plants and animals, landscape features and the rich history of human settlement over the centuries (Countryside Agency – now Natural England, CA24, 2001). Whilst the original reasons for protection still hold true today, with the landscape quality of overriding importance, there has been increasing recognition of the multiple benefits that these dynamic areas bring. Our national AONB resource provides vibrant places that help to underpin the economy and the health and wellbeing of UK society, offering a wealth of opportunities for everyone to enjoy and also to help in looking after them.

The Lincolnshire Wolds is one of a family of 46 designated AONBs in England, Wales and Northern Ireland that work closely through the shared aims, objectives and work programme of the National Association for Areas of Outstanding Natural Beauty (NAAONB). The NAAONB was formed in 1998 and now operates as a Charitable Company limited by guarantee with its membership made up of AONB partnerships, some local authorities and other voluntary bodies, businesses and individuals with an interest in the future of these nationally important and iconic landscapes. Through the guidance of its Trustees, Management Board and wider membership, the NAAONB aims to sustain and enhance the funding arrangements, management and public awareness for all AONBs. In addition to the clear links with other AONBs the Lincolnshire Wolds is part of a wider national protected landscape family that includes the UK's National Parks and Heritage Coasts.

The close working relationship with our family of AONBs and sister group of protected landscapes remains vital to help share expertise, good practice and encourage innovation. The National Association for AONBs revised its Strategic Plan in 2016, reaffirming the shared objectives and aims for AONBs under the branding of Landscapes for Life seeking to:

- Conserve and enhance the natural and cultural heritage of the UK's Areas of Outstanding Natural Beauty, ensuring they can meet the challenges of the future.

- Support the economic and social wellbeing of local communities in ways which contribute to the conservation and enhancement of natural beauty.
- Promote public understanding and enjoyment of the nature and culture of Areas of Outstanding Natural Beauty and encourage people to take action for their conservation.
- Value, sustain and promote the benefits that the UK's Areas of Outstanding Natural Beauty provide for society, including clean air and water, food, carbon storage and other services vital to the nation's health and wellbeing.

Over the past 20 years, the NAAONB has established itself as the collective voice of AONB partnerships in England, Wales and Northern Ireland, and in so doing, represents those involved in the planning and management of over 8,000 square miles of the UK's finest landscapes. Its "modus operandi" is "Leading, Sharing, Learning and Inspiring" to enable everyone who can help care for our AONBs to do so, now and for future generations (NAAONB Communication Strategy 2017-20).

(visit www.landscapesforlife.org.uk - for further details on the Strategy, Business Plan and wider work of the NAAONB – see also cross cutting themes).

1.3 What are the statutory obligations for managing AONBs?

In 1991 the Countryside Commission (now Natural England) published a policy statement about AONBs (CCP 356) which clarified the following obligations for their management:

The primary purpose of AONB designation is to conserve and enhance natural beauty. In pursuing this aim account should be taken of the needs of agriculture, forestry, other rural industries and of economic and social needs of local communities. Particular regard should be made to promoting sustainable forms of social and economic development that in themselves help to conserve and enhance the environment.

Unlike our National Parks, recreation is not an objective of designation, but the demand for recreation should be met so far as this is consistent with the conservation of natural beauty and the needs of agriculture, forestry and other uses.

Part IV of the Countryside and Rights of Way Act 2000 (CRoW Act) introduced significant measures to improve the protection and management of AONBs. As summarised by the Countryside Agency (CA 23, 2001), the CRoW Act:

- Consolidates the provisions regarding the designation and purposes of AONBs previously contained in the National Parks and Access to the Countryside Act 1949 (NPAC Act) as modified by subsequent legislation. (Section 82, CRoW Act)
- Confirms the powers of local authorities to take appropriate action to conserve and enhance the natural beauty of AONBs. (Section 84, CRoW Act)
- Places a duty on 'relevant authorities' when exercising or performing any functions in relation to, or so as to affect, land in an AONB, to have regard to the purpose of conserving and enhancing the natural beauty of the AONB. (Section 85, CRoW Act)
- Provides for the creation of conservation boards for selected individual AONBs by means of an establishment order made by the Secretary of State. (Section 86, CRoW Act)
- Requires the preparation and publication of a Management Plan and its periodic review by the appropriate local authorities, or by an AONB conservation board where one is established. (Section 89, CRoW Act)

1.4 What is an AONB Management Plan and why is it needed?

The objective of AONB Management Plans is to ensure both consistency and continuity of management over time, conserving and enhancing these nationally important landscapes for their use and enjoyment over future generations. The production of five yearly management plans is a statutory duty for all local authorities that have AONBs, or part of an AONB, within their administrative boundaries and one plan must be produced in partnership with other local authorities and relevant statutory bodies.

The review of the previous Lincolnshire Wolds AONB Management Plan (2013-18) has provided a fresh opportunity for everyone with an interest in the area to help reassess the issues, revise objectives and set fresh priorities for protecting and enhancing the Wolds AONB. Additional to safeguarding our nationally protected scenic landscape the Plan can help to integrate strategic objectives and partnership actions to help secure a wide range of environmental, social and economic benefits for those living, working and visiting the area.

1.5 The Management Plan in context

The total area of the Lincolnshire Wolds AONB is 558 km² (55,800 hectares): Map 2 shows the administrative areas which includes East Lindsey District Council (397 km²); West Lindsey District Council (119.5 km²); and North East Lincolnshire Council (41.5 km²) with 516.5 km² within Lincolnshire County Council.

The Management Plan cannot be viewed in isolation and its strategic objectives, policies and resulting actions represent the collaborative local authority, AONB Partnership and wider public aspirations for the area. This publication seeks to complement the planning and development management framework provided under the current National Planning Policy Framework NPPF (2012) and the accompanying suite of local plans. The NPPF recognises the importance of AONBs as national assets as detailed through Paragraphs 115-116 and makes it clear that relevant planning decisions must give great weight to conserving landscape and scenic beauty in these areas.

The local plans of relevance to the Lincolnshire Wolds are: the East Lindsey Local Plan (Emerging Local Plan 2016-2031); the Central Lincolnshire Local Plan (Adopted Local Plan, 2012-2036) which includes the joint policies for West Lindsey District Council (WLDC); Planning for Growth – North East Lincolnshire Local Plan (Pre-Submission Draft, 2016); together with the additional Lincolnshire County Council and North East Lincolnshire Council plans for highways, minerals and waste matters. There is currently one neighbourhood plan which extends into the AONB and was produced by the market town of Caistor and subsequently adopted by WLDC. The Greater Lincolnshire Economic Partnership and the Greater Lincolnshire Nature Partnership, and their accompanying strategies, are further important drivers for change.

1.6 Status of the Lincolnshire Wolds AONB Management Plan

In accordance with Section 89 of the CRoW Act and the various "how to write and review plans" AONB guidance (CA23, CA221, the 2012 Defra/Natural England/NAAONB advice note and the most recent AONB Management Plans – Support for their revision in England 2017 publication) the revised Lincolnshire Wolds Area of Outstanding Natural Beauty Management Plan (2018-23) will be forwarded to Natural England for final observations prior to its formal adoption by Lincolnshire County Council, East Lindsey District Council, West Lindsey District Council and North East Lincolnshire Council.

1.7 Who looks after the Lincolnshire Wolds AONB and how is the partnership funded?

The care of the AONB has been entrusted to the local authorities, organisations, community groups and those who live and work in the area. Much of the area is in private ownership, with few publicly owned and managed sites. Private landowners, particularly farmers and land managers, have a crucial role to play in continuing to safeguard this unique landscape.

The Lincolnshire Wolds AONB has an established Joint Advisory Committee (Appendix 1): a partnership of public, private and voluntary organisations and representatives who have a special interest or working knowledge of the area. The JAC acts as a forum to advise and guide activity on a wide range of issues across the Wolds and will be instrumental in developing, implementing and monitoring the revised AONB Management Plan.

The LWCS currently implements a varied work programme on behalf of the JAC and its core funders, who meet quarterly as part of the Lincolnshire Wolds Joint Management Group (Appendix 2). The LWCS works alongside a wide range of organisations, local landowners, community groups and volunteers advising on policy and undertaking activity that furthers the interests of the AONB and wider Wolds Character Area. The LWCS will help to coordinate both the delivery and future statutory review of the Plan and will play a key role in identifying and pursuing funding opportunities that can aid its implementation. The success of the Plan will ultimately depend on integrated stakeholder action involving all organisations, landowners and communities with an influence and/or interest in the Lincolnshire Wolds AONB.

The LWCS provides the dedicated staff unit for the AONB and is hosted by Lincolnshire County Council (LCC) on behalf of the JAC. The current national government has pledged its continuing financial commitment to AONBs; with a 75% core grant supplied direct from Defra and a local Memorandum of Agreement in place with all relevant local authorities including LCC, East Lindsey District Council, West Lindsey District Council and North East Lincolnshire Council – whom together help to cover the additional 25% core and selected project funding. The national funding arrangements for AONBs are likely to be under further review in 2020.

There is a wide range of available grant programmes for assisting landowners, local communities and businesses to protect and enhance the Lincolnshire Wolds. Natural England's Mid Tier Stewardship (MT) and High Tier Stewardship (HT) schemes, together with the Rural Development Programme for England (RDPE), provide continuing support to the area's landowners and rural businesses. The RDPE also supports the Lindsey Action Zone (LEADER) programme which operates across and beyond the AONB boundaries and provides an added source of funding for local landowners, businesses and community groups and organisations.

Ongoing pressures on public finances and the need to reduce both central and local authority budgets will continue to have a direct impact upon future partnership work activity and grant programmes, creating challenging but fresh opportunities over the lifetime of the Plan. The JAC wishes to build on the many successes enjoyed by those living, working and visiting the Wolds: continuing to liaise with all to help towards the prudent management of resources and the exploration and implementation of innovative ideas for future sustainable development.

2. The Lincolnshire Wolds - A Special Landscape

2.1 The Lincolnshire Wolds - Introduction

The Lincolnshire Wolds lie in the north-eastern quarter of the county of Lincolnshire (Map 3), mid-way between Lincoln and the coast, surrounded by the relatively flat fens, coastal marsh and the Lincoln Clay Vale. As detailed, the AONB comprises an area of 558 km² (216 miles²), while the wider Lincolnshire Wolds Character/Natural Area incorporates the two neighbouring areas of the 'Spilsby Crescent' to the south and the remaining chalk uplands to the north (Map 4).

2.2 The Wolds' General Character

The Wolds has a strong unity of visual character, characterised by open plateau hilltops, sweeping views, strong escarpments, wide grass verges and ridge-top routeways, dramatic wooded slopes and valleys, beech clumps, attractive villages often nestled in hill folds and natural and historic features of great interest including visual remnants of ancient tumuli and deserted/shrunken medieval villages.

The Landscape Character Assessment for the Wolds undertaken by the Countryside Commission (CCP 414, 1993), recognises the landscape as strikingly different from most other chalk and limestone landscapes in the extent of arable cultivation, made possible by the area's fertile chalk and drift soils. The 'typical' chalk downland features of calcareous grassland and sheep walk were probably never widespread in the Wolds due to the thinness of the chalk and the fact that much of the area is covered by glacial till. The area subsequently has a long association with cultivated farming practices. The surviving areas of semi-natural habitats, including grassland and ancient woodland, are very limited in extent, but are nonetheless of particular importance, and are supported by more recent introductions of hunting and shooting plantations and hedgerows indicative of an Enclosure Landscape.

In addition to the distinctive and widely nucleated villages and hamlets within the Wolds, the surrounding market towns of Alford, Caistor, Horncastle, Louth, Market Rasen and Spilsby have integral connections with the area. The Wolds remains relatively sparsely populated and the roles of the market towns are very important in providing a wide range of social and economic services for the wider community, whilst also operating as important gateways to the surrounding countryside. The AONB remains a relatively tranquil place for residents and visitors alike and the aim of the Management Plan is to promote and enhance the area's special qualities, whilst also supporting and managing future recreational and tourism demands across a living and working landscape.

2.3 Why is the Lincolnshire Wolds an AONB?

2.3.1 Outstanding Qualities

The Lincolnshire Wolds was designated an AONB in 1973 following a period of considerable local campaigning. This recognised the area's unique landscape and distinctive 'sense of place'. The Landscape Character Assessment (CCP414, 1993), acknowledged the following outstanding qualities as detailed in support of our current vision statement (see Section 3):

- A unique physiography (geology and topography) – The physical geography of the Lincolnshire Wolds is unusual and distinctive. The Wolds is the highest upland landscape in eastern England between Yorkshire and Kent and has a complex geology; nowhere else in Britain has a chalk landscape been so extensively modified by glaciations. These have given rise to some of its most striking features including numerous steep-sided and open-ended combs (valley systems).
- A scenic, working landscape – The high scenic quality of the Wolds depends almost entirely upon the area's use for agriculture. Much of its charm is derived from the seasonally changing field and cropping patterns; the rural scenes of farming activity; and the traditional

villages and farmsteads in brick and pantile. Overall approximately 76% of the AONB is in arable cultivation, with 14.5% as pasture or rough grazing and 5.4% woodland cover (Defra Agricultural Census 2013 & Forestry Commission stats, 2015). It is widely recognised that much of the attractiveness of the Wolds today is a result of the activities of generations of landowners and farmers.

- A major archaeological resource – The Wolds has a rich legacy of prehistoric sites and a wealth of historic landscape features. Most of Lincolnshire’s long barrows are in the Wolds, with a high concentration of round barrows, together with many important ancient trackways including the ridge top routes of the Bluestone Heath Road and the Caistor High Street. The Wolds also has one of the largest densities of deserted and shrunken medieval villages (DMVs & SMVs) in the country.
- A valued cultural landscape – The Wolds’ landscape has been a source of cultural inspiration. The Tennyson family has a strong association with the area. Alfred, Lord Tennyson - the Poet Laureate - spent much of his formative years in the Wolds and it is featured in many of his works including ‘The Brook’. The landscape has offered inspiration to many artists and writers over the years including the mid-19th century landscape painter Peter de Wint and more recently the author A. S. Byatt in the Booker Prize-winning novel ‘Possession’.

2.3.2 National Landscape Character Assessments

The Lincolnshire Wolds AONB is part of the more extensive Lincolnshire Wolds National Character Area (NCA Number 43) as mapped originally by the Countryside Agency, now Natural England. The national Countryside Quality Counts project has helped to collate landscape trends for all of the NCAs and provides useful historic data for the wider Wolds area. This project has been updated by the Character and Quality of England’s Landscapes initiative, also known as CQuEL. This programme aims to provide a series of integrated datasets focusing on place-based evidence for the character and function of landscapes, and the provision of relevant ecosystem services.

Natural England (NE) has led on a national programme to update, expand and strengthen the suite of England’s 159 NCA profiles. This work has sought to encompass the recommendations of the Government’s White Paper on the Natural Environment including the development of a Strategic set of Statements of Environmental Opportunities (SEOs) for each area.

2.3.3 District Landscape Character Assessments

Finer-grained landscape character studies have been undertaken via the West Lindsey Landscape Character Assessment (1999) and East Lindsey Landscape Character Assessment (2009). The West Lindsey study recognised two distinct sub-areas the ‘North West Wolds Escarpment’ and ‘Lincolnshire Wolds’ within the AONB. The East Lindsey study highlighted three sub-areas, two directly in the AONB: ‘G1-Binbrook to Tetford Wolds Farmland’ and ‘G2-Little Cawthorpe to Skendleby’ and a third ‘G3 Hainton to Toyton All Saints Wolds Farmland’ extending south-eastwards beyond the AONB boundary. A further landscape character assessment is considering the north-east corner of the Wolds as part of the wider North East Lincolnshire Council landscape character assessment. Alongside the Historic Landscape Characterisation (HLC) study for the old county area of Lincolnshire these studies help to illustrate the highly regarded and distinctive qualities of the Wolds’ landscape and its relationship with neighbouring areas.

2.3.4 The Lincolnshire Wolds AONB Landscape Character Assessment

The Lincolnshire Wolds Landscape Character Assessment (CCP414, 1993) identified and described the key features that make the area special and contribute to its overall 'sense of place'. These features are:

- A rolling upland landscape of strongly cohesive identity.
- A pronounced scarp edge to the west comprising rough pasture and scrub, affording fine panoramic views to the Central Lincolnshire Vale.
- A combination of elevated plateau and deep-sided valleys.
- Large rectilinear fields with wide hedgerows from the late enclosure.
- Archaeologically rich, with ancient trackways, deserted villages and burial mounds.
- Sparse settlements of small-nucleated villages, often in sheltered valleys and associated with modest country houses and small parklands. The diverse geology gives rise to a variety of building materials.
- Broad verges to some roads and tracks providing valuable flower-rich habitats.
- Occasional shelterbelts concentrated on steeper-sided valley and scarp slopes emphasising landform.
- Broader south-west valleys of the Rivers Lymn and Bain. Associated alder carr woodland and tree lined watercourses.

2.3.5 Local Landscape Character Areas

There are clear variations in scenic character across the Wolds with topography and geology appearing to be the most dominant factors. The Lincolnshire Wolds Landscape Character Assessment (CCP414, 1993) recognised four Landscape Character Areas within the AONB (Map 5) identified by their distinct group of special features (Appendix 3):

- The north-west scarp
- The chalk wolds
- The ridges and valleys of the south-west
- The south-eastern claylands.

The Management Plan uses the local landscape classification as the most practical tool within the AONB, with the other district and national classifications providing useful information at the relevant mapping layer.

2.4 The Lincolnshire Wolds State of the AONB Report: 2017

The Draft Lincolnshire Wolds State of the AONB Report: 2017 (Appendix 4) has been compiled by the Lincolnshire Wolds Countryside Service (LWCS) and identifies and reviews a number of indices to help update and extend the baseline data for the protected landscape. There has been a notable increase in available data since the preparation of the previous AONB Plan in 2012-13, including provision of a wider range of national datasets made available via the Protected Landscapes Monitoring Framework (PLMF).

A number of indicators are proposed and these have been grouped in-line with the overarching themes of the Management Plan. The Report includes the context, findings and a concise analysis of the results, either for an individual indicator, or a cluster of closely linked indicators. As evidenced in the report, both quantitative and qualitative information has been utilised. Wherever possible AONB specific data has been gathered, however in some cases estimates from wider data coverage have been necessary to generate a proxy measure. This report is ongoing, with some limited data searches still being pursued, for example in respect of health measures, and broadband/mobile phone coverage specific to the AONB.

The report provides a snapshot of the Wolds to help assess the overall condition of the protected landscape, both its special qualities and also the area's important wider environmental, social and economic attributes. As mentioned, it establishes a detailed baseline of evidence to help evaluate both the current and the future success of the AONB Management Plan. The AONB Partnership (JAC) has always stressed that the objective of the Plan should be to provide a working document to help inspire and steer future positive partnership action.

2.5 Special Qualities of the AONB

Table 1 summarises the special landscape features that typify the Lincolnshire Wolds 'natural beauty' and 'sense of place'. These include features relating to landscape, farmland, geology, topography, biodiversity, archaeology, built heritage and culture. Appendix 3 provides an additional summary of the special qualities of each of the four Landscape Character Areas.

The table includes estimates of the extent or coverage of any feature and where possible an indication of its condition. This information is by no means comprehensive and has identified areas for further survey work (e.g. habitats in the wider countryside including woodland and grassland sites). The table provides a useful overview to accompany the more detailed State of the AONB report (Appendix 4). The source organisation is abbreviated in the left hand column. Table 2 complements Table 1 in highlighting specific threats and management options that relate to the individual qualities of the AONB.

Table 1: The Special Qualities of the Lincolnshire Wolds AONB

Special Quality (Importance to natural beauty)	Local Landscape Character Area – Quality & Extent					Condition	Pressures and trends	Management options
Landscape Character	North-west scarp	Chalk Wolds	Ridges and valleys of the south-west	South-eastern claylands	Total extent within AONB			
Scenic beauty & rural charm Page 150	General component (a rolling upland landscape of strongly cohesive identity with farming as an underlying component).				Most of AONB	Good, but needs quantitative survey (see monitoring section)	Changes in land management and the future use of farm buildings; decoupling from CAP; quarrying; telecommunication masts; wind farm developments including periphery of AONB; oil exploration; light pollution; solar, anaerobic and other alternative energy schemes.	Planning and development management; interpretation & education; liaison with community & visitors; national and local funding opportunities through agri-environment schemes, Lottery funding etc.
Expansive, sweeping views	General component (views from scarp edge, High Street and Bluestone Heath road are particularly dramatic).				Most of AONB	Good, as above	As above, but particularly potential for intrusion from hilltop or skyline developments including overhead powerlines.	Planning and development management; high quality design and build; landscaping. Undergrounding overhead wires initiative.
Peace & Tranquillity	General component (once away from the main roads there is a wide sense of remoteness and rural isolation accentuated by the combination of elevated plateau and sheltered coombes).				Most of AONB	Good, away from main roads such as A16, A18 and High Street.	Continued increase in road freight & possible increase in air traffic (via Humberside Airport and armed services); light pollution; unmanaged visitor pressure.	Integrated public transport initiatives.

<p>Farmed Land (scenic quality, biodiversity, socio-economic) (NE)</p>	<p>Primary land-use component of the AONB landscape.</p> <p>Almost 65% of the AONB is in regular cultivation, including over 45% for cereals.</p> <p>A further 14.5 % of the AONB is in grassland – a figure which has increased in recent years through agri-environment targeting of Countryside Stewardship, and more recently Entry and Higher Level Stewardship Schemes.</p>	<p>Most of AONB</p>	<p>Varied, but essential element of the AONB character (see component features below).</p>	<p>New cropping regimes; changes to national/EU farm policy via Brexit reforms; demands for ever larger farm sheds, outside stores, grain silos; climate change.</p>	<p>Re-directing new funding streams for landscape, biodiversity, access and recreation. Opportunities via game conservation. High quality design for farmed buildings via land agents, design guides and LPAs good practice.</p>
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Special Quality (Importance to natural beauty)	Landscape Character Area – Quality & Extent					Condition	Pressures and trends	Management options
Earth Heritage	North-west scarp	Chalk Wolds	Ridges and valleys of the south-west	South-eastern claylands	Total extent within AONB			
Chalk upland – plateau & valley landscape (Geodiversity Group)	General component (series of sandstones, ironstones and clay underlie the chalk capping and form the essential character of the Wolds. The area has been shaped by at least two periods of glaciation).				Most of AONB	Varied	Modern development (visual intrusion e.g. telecom masts and wind turbines both within and adjacent to the AONB); farm infrastructure developments (as above); chalk quarrying.	Planning and development management; interpretation & education.
Glacial/periglacial features including remnant lakes/spillways (Geodiversity Group)		Key feature 1 SSSI 4 LGS 1 RIGS 1 LWT Reserve	Key feature 1 SSSI 1 LGS	Key feature 1 LGS 1 RIGS	2 SSSI 6 LGS 2 RIGS	Varied 2 SSSIs all in favourable condition	Change in land use e.g. tree planting.	Improved access, interpretation & education; landowner liaison; restoration schemes.
Geological qualities (Geodiversity Group)	1 SSSI 1 LGS	4 LGS 2 RIGS	Key feature 3 SSSI 2 LGS 1 RIGS	1 RIGS	4 SSSI 7 LGS 4 RIGS	Varied, some small pits overgrown or infilled. 4 SSSIs all in favourable condition	Change in land use; lack of awareness; erosion; secondary activity including landfill; illegal activities.	Improved access, interpretation & education; landowner liaison; restoration schemes.

Special Quality (Importance to natural beauty)	Local Landscape Character Area – Quality & Extent					Condition	Pressures and trends	Management options
Biodiversity	North-west scarp	Chalk Wolds	Ridges and valleys of the south-west	South-eastern claylands	Total extent within AONB			
Calcareous, meadow, pasture & wet grasslands (NE, LWT & LWCS)	Key feature Nettleton Valley and western scarp face.	Local feature within the chalk valleys. 1 SSSI (bats in disused railway tunnels)	Key feature 4 SSSI 2 LWT Reserves	Local feature 5 SSSI 3 LWT Reserves	Estimated 13% of AONB - Over 80 sites with grassland interest have been proposed as Local Wildlife Sites. 10 SSSI	54% decline in grasslands between 1975 and 1994 (EN stats. from MAFF agriculture annual census). Situation now improving with agri-environment support. 2 SSSIs in declining condition.	Threat to livestock farming; intensive agricultural practices including land drainage; potential conflict with woodland planting; loss via woodland/scrub encroachment.	Grazing support schemes; shifts in national/EU policy favouring environmental farming schemes; landowner liaison.
Beech clumps (BeC) (LWCS)		Key feature 28 BeC	Local feature 12 BeC	Local feature 8 BeC	Important landscape feature.	Many of similar age & structure. The LWCS Beech Clump project has helped to create/restore 38 clumps since 2004, with the planting of over 6,630 trees & shrubs.	Wide neglect & lack of management, climate change.	AONB specific grants & advice. Landowner liaison. Tree Preservation Orders (TPOs).
Woodlands (largely 18 th - 19 th century plantings) (FC)	Local feature	Key feature	Key feature	Key feature	2,454 ha, <4.4% of AONB Approx. 80% b'leaved 10% coniferous 10% mixed w'land/ young trees	At least 56% of woodland is now deemed to be in positive management. (27% back in 2001/02). Remaining 44% unknown.	Further decline in management; lack of potential markets although improving with increasing demand for local wood fuels; conifer planting; fragility owing to small size; climate change; fly tipping.	Further surveys; targeted planting & woodland restoration schemes; development of woodland markets; TPOs.

Special Quality (Importance to natural beauty)	Local Landscape Character Area – Quality & Extent					Condition	Pressures and trends	Management options
Biodiversity (continued)	North-west scarp	Chalk Wolds	Ridges and valleys of the south-west	South-eastern claylands	Total extent within AONB			
Ancient woodlands (NE, LWT, CA & LWCS)	Oak & ash	Hazel, ash & wych elm 1 SSSI	Alder carr 1 SSSI	Oak & ash 2 SSSI 1 LWT Reserve	604 ha, <1.08% of AONB Localised, but highly visible feature. 4 SSSI	2 SSSI in favourable condition.	As above; with isolation of the woodland of particular concern.	As above.
River, streams and ponds (CA & LWCS)	Key feature	Local feature	Key feature	Key feature 1 LWT Reserve	9 principal river systems many are SNCI. Total estimated length = 258 km's. Ponds unknown	Poor – good 89km's classed as moderate to good condition. 7 km's in poor condition (Laceby Beck catchment) Approximately 12km's of chalk stream restoration achieved since 2004.	Low flow issues; poor water quality including sedimentation; restricted or inappropriate riverside habitats; invasive alien spaces – signal cray fish, Himalayan Balsam etc.	Lincolnshire Chalk Streams Project; Catchment Restoration Fund; Catchment Characterisation Studies; River Basin Management Plans under WFD. Anglian Water's Resources Management Plan. Future Facilitation Fund.

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Special Quality (Importance to natural beauty)	Local Landscape Character Area – Quality & Extent					Condition	Pressures and trends	Management options
Biodiversity (continued)	North-west scarp	Chalk Wolds	Ridges and valleys of the south- west	South- eastern claylands	Total extent within AONB			
Hedgerows (LCC; State of the Environment Report)	Local feature	Key feature	Key feature	Local feature	Unknown Mainly enclosure hedges, small areas of pre- enclosure (species rich) hedgerows survive in pockets.	Unknown. Between 1970s and 1990s over 1000m per km square believed to have been lost in the Wolds. Situation improving especially with grant support for new/restored hedges.	Decline in grant support for hedgerow restoration. Loss of traditional practices; poor management; spray drift.	Further surveys; landowner liaison, advice and specific grant aid; links to other habitats; development control (planning conditions) and Hedgerow Regulations.
Roadside verges and green lanes (LWCS & LWT) Roadside Nature Reserves (RNR)	Local feature	Local feature 7 RNRs	Key feature 3 RNRs	Key feature 7 RNRs	Overall key component of area. 17 RNRs within the AONB	Variable. 17 verges subsequently reclassified as Local Wildlife Sites	Loss of traditional management, e.g. grazing & hay making; inappropriate use; road run off & vehicle encroachment; fly tipping.	Increased volunteer engagement via Life on the Verge project; suitable future management; interconnected network of sites.

Special Quality (Importance to natural beauty)	Local Landscape Character Area – Quality & Extent					Condition	Pressures and trends	Management options
	North- west scarp	Chalk Wolds	Ridges and valleys of the south- west	South- eastern claylands	Total extent within AONB			
Archaeology								
Ancient route-ways (LWCS)	Key feature Caistor High Street	Key feature Barton Street	Key feature Bluestone Heath Road	Key feature Barton Street	Roman roads and salter routes, many as byways etc.	Generally degraded, esp. on byways.	Loss of character through road widening; modern signage; increased traffic flows; lack of appropriate management (e.g. byways); increased traffic flows.	Sympathetic/traditional signage; education & awareness.
Scheduled monuments (SMs) (LCC - MapInfo) (HE)	Local feature 13 barrow sites	Key feature 48 sites: 17 DMVs; 3 moated sites; 1 hillfort; 25 barrows 3 structures;	Key feature 26 sites: 2 DMVs; 2 moated sites; 16 barrows; 6 structures	Local feature 10 sites: 1 DMV; 9 barrows	98 SMs within AONB One new listing in 2016 – DMV.	30 SMs at high risk from cultivation (HE, 2017) - a downward trend from 37 in 2013 and 47 in 2004.	Change of land use or management; farming operations.	Development control; landowner liaison & advice; increased access interpretation & education.

Special Quality (Importance to natural beauty)	Local Landscape Character Area – Quality & Extent					Condition	Pressures and trends	Management options
Archaeology (continued)	North-west scarp	Chalk Wolds	Ridges and valleys of the south-west	South-eastern claylands	Total extent within AONB			
Burial mounds & monuments (LCC - MapInfo)	Local feature Long barrows and round barrows. 2 Anglo-Saxon cemeteries	Local feature Long barrows and round barrows. 3 Anglo-Saxon cemeteries	Local feature Long barrows and round barrows. 7 Anglo-Saxon cemeteries	Local feature Long barrows and round barrows. 1 Anglo-Saxon cemetery	Visible on chalk tops & adjoining routeways 56 long barrow & up to 350 round barrow sites recorded for the Wolds. 13 Anglo-Saxon cemeteries	Vulnerable feature. Many now only visible as crop & soil marks. Several important key sites remain e.g. Giants' Hill long barrow.	Farming operations; development pressures.	Planning and development management; landowner liaison. HE & HTL ongoing Long Barrow survey – results pending.
Deserted medieval villages (DMVs) & sunken medieval villages (SMVs)		Key feature Around North Ormsby, Calcethorpe, Withcall & Maltby	Key feature Around Wykeham, Biscathorpe and Calceby		High density of DMVs on plateau & spring line locations (Approx 80 DMVs.)	Vulnerable feature.	Farming operations; development pressures.	Planning and development management; landowner liaison & advice; increased access interpretation & education.
Roman villas and settlements (LCC - MapInfo)	5 sites	Local feature 12 sites	3 sites	1 site	21 known	Variable condition, (but no data for all). Vulnerable features. Many are only visible as crop marks.	Change of land use; farming operations; development pressures.	Planning and development management; landowner liaison & advice; increased access, education & interpretation; agri-environment schemes.

Special Quality (Importance to natural beauty)	Local Landscape Character Area – Quality & Extent					Condition	Pressures and trends	Management options
Cultural associations (community value)	North-west scarp	Chalk Wolds	Ridges and valleys of the south-west	South-eastern claylands	Total extent within AONB			
Literary/artistic (CP414 pg 24-26)	General component, especially Chalk Wolds & Ridges and Valleys of the South-West. Local and AONB-wide cultural associations. Vernacular idiom/dialect.				Most of AONB	Strong. Alfred, Lord Tennyson, Poet Laureate; Peter de Wint, landscape painter; A.S. Byatt, Booker Prize - winner novelist.	Change in ownership; loss of records or information; lack of interest or awareness.	Interpretation & education; improved access to cultural sites; landowner liaison; support specialist interest groups.

Special Quality (Importance to natural beauty)	Local Landscape Character Area – Quality & Extent					Condition	Pressures and trends	Management options
Historic Landscapes & Buildings	North-west scarp	Chalk Wolds	Ridges and valleys of the south-west	South-eastern claylands	Total extent within AONB			
Village character, including churches (LWCS) Conservation areas (LCC - MapInfo)	Key feature Local ironstone & limestone buildings. Conservation area in 2 villages.	Key feature Villages hidden from view. Conservation area in 1 village; conservation area of part of 1 town.	Key feature Local sandstone buildings, with rectangular plan villages. Conservation area of part of 1 village.	Key feature Linear villages	72 villages with distinctive churches. 16 villages without a church. Many houses of brick and pantile.	Variable Total of 343 building & heritage features listed at grade I, II* & II. 3 Listed buildings deemed to be at risk in the AONB. 2 Conservation areas deemed to be at risk.	Insensitive development including infill; change of use; visitor pressure.	Planning and development management, e.g. Design Guides as SPG; interpretation & education.
Traditional farm buildings (HE & LWCS)	Local feature Built of local stone, many still house livestock. Farmsteads 43 Outfarms 3	Key feature Victorian planned farmsteads mainly built of brick. Farmsteads 196 Outfarms 11	Key feature Victorian planned farmsteads, mainly built of brick and housing livestock. Farmsteads 262 Outfarms 20		A feature, esp. the planned Victorian farmstead e.g. Turnor buildings at Kirmond le Mire. Farmsteads 48 Outfarms 3	Variable Traditional Farmsteads Study completed in 2017 by Locus Consulting supported by LWCS and HE. Results included: Extant - 13% Partial loss - 36% Significant loss - 23% Farm house only – 6% Total loss – 22% Heritage potential 48%	Change of agricultural practices and legislation demand larger buildings for livestock and machinery; insensitive developments.	Planning and development management e.g. Design Guides as SPG; landowner liaison & advice; increased access, interpretation & education.

Special Quality (Importance to natural beauty)	Local Landscape Character Area – Quality & Extent					Condition	Pressures and trends	Management options
Historic Landscapes & Buildings (continued)	North-west scarp	Chalk Wolds	Ridges and valleys of the south-west	South-eastern claylands	Total extent within AONB			
Industrial heritage, airfields, railways mine workings	Local feature Ironstone mining.	Local feature. 3 former RAF airfields, old railway line and buildings.	Local feature Old railway line. Key feature - Stenigot Mast.		Small pockets of interest throughout inc. 9 historic military sites; 10 cuttings & embankment s.	Airfield heritage in declining condition, although memorials well maintained.	General neglect; previous lack of awareness has been improving e.g. Down Your Wold community heritage project.	Landowner liaison; improved access, interpretation & education. Growing interest in ironstone mining heritage.
Moated sites (WCS) Page 100		1	Key feature 4		5 known	Vulnerable feature	Farming operations; development pressures.	Development control; landowner liaison; improved access, education & interpretation
Watermills & Windmills (LWCS)	Local feature Paper making industry at Tealby utilised watermills 7	Local feature Thoresway and Binbrook watermills remain 11	Local feature Stockwith Mill is best remaining in Wolds. Ketsby Mill has potential 6	Local feature Windmills at Hagworthing-ham and Grebby	A localised feature within the Wolds, many have no surviving remains (all records have been counted). 24 known	Only half (12) have bricks/evidence on the ground of the site.	Many now lost through changes into private residence with watercourses often diverted; neglected feature under threat.	Development control; landowner liaison & advice; improved access, interpretation & education.
Dry stone walls (LWCS)	Key feature				Limited to the north-west scarp.	Variable condition but improving in places e.g. Tealby church wall.	Neglected feature; lack of building material.	Further surveys; landowner liaison AONB specific grants/advice including agri-environ schemes.

2.5 Threats/Issues/Pressures on the Wolds' Natural Beauty

Table 2 complements Table 1 in providing an overview of the threats and pressures on the Wolds and future opportunities that may exist for minimising any potential impact on the natural beauty of the AONB. The opportunities also provide a basis for developing much needed positive action to improve the Wolds' landscape quality and biodiversity. Appendix 3 provides an additional summary of the threats/pressures for each of the four AONB specific Landscape Character Areas.

There is much action by landowners, local authorities and others to help influence and encourage positive landscape management. A wide range of partnership achievements are documented in the Lincolnshire Wolds AONB's Annual Reviews which have been published since 2004-05. These reports show the success of the Partnership in encouraging and supporting a wide range of projects, very often inspired by local communities, and delivering environmental and socio-economic benefits for the area.

Whilst there may be a number of continuing threats to the landscape, there are also many opportunities for conservation and enhancement of the AONB. The task for everyone is to ensure that efforts can be coordinated in the best interest of the Wolds' landscape whilst meeting the needs of those living, working or visiting the AONB. The Management Plan seeks to provide a framework and stimulus for such integrated action.

Table 2: Forces for Change on the Lincolnshire Wolds AONB (summary)

Land Management	Pressures/Threats:	Opportunities:
<p>Agriculture (see also economic section)</p>	<p>Uncertainties within agriculture linked to Brexit and de-coupling from CAP reforms.</p> <p>Financial viability of future farming with increasing pressures from open market forces.</p> <p>Reducing and aging work force and possible restrictions on the mobility of seasonal labour from overseas.</p> <p>Extreme weather events, locally & globally, increasing volatility in market prices.</p> <p>Intensification in farm practices, coupled with emerging pests and diseases and future threats to biosecurity.</p> <p>Demand for ever larger working/storage facilities to maintain profitability & meet bio-control standards.</p> <p>Continued pressure on livestock farming & implications to the Wolds' landscape & biodiversity.</p> <p>Increasing financial costs of arable and livestock production and consistency in energy supply.</p> <p>Loss of cross compliance funding to help aid corridor management e.g. ditch and hedgerow boundary maintenance etc.</p>	<p>Ongoing Brexit and UK farming policy reform is a significant factor.</p> <p>Rationalisation of future government support mechanisms (Countryside Stewardship) providing a smart system of support with increasing emphasis on wider public goods and services – commonly expressed as "natural capital".</p> <p>Utilise links with the Campaign for the Farmed Environment, quality assurance schemes & other Lincolnshire branding initiatives including local rare breed groups.</p> <p>Catchment sensitive farming and integrated pest management systems.</p> <p>Increased collaborative working via Natural England's forthcoming facilitation fund and the Greater Lincolnshire Local Enterprise Partnership & Greater Lincolnshire Nature Partnership.</p> <p>A greater role for research and innovation and sharing good practice within and between sectors to enhance the knowledge bank and ensure food security.</p> <p>A shift towards sustainable farming that can work in harmony with landscape/natural forces as well as offering resilience to market pressures.</p>
<p>Forestry (also economic section)</p>	<p>Continued decline in management & isolation of woodland.</p> <p>Inappropriate location/species mix.</p> <p>Traditionally a lack of markets for local timber, although trends reversing.</p> <p>Climate change impacts, including emergence of new pests & diseases including Ash Die-Back (Chalara) and Acute Oak Decline.</p> <p>Future impacts from an increasing deer population.</p> <p>Resilience tree felling by power companies.</p>	<p>Woodland surveys & audits. Farm woodland plans.</p> <p>Woodland support schemes.</p> <p>Woodland fuel products.</p> <p>Promoting/supporting appropriate management practices and raising awareness of licencing obligations.</p> <p>Tailored advice and guidance to landowners and managers including timber markets.</p>

Land Management (continued)	Pressures/Threats:	Opportunities:
<p>Recreation (also economic section)</p>	<p>Private ownership often restricts public access.</p> <p>Need to manage any potential increase in recreation pressures and visitor numbers, especially to avoid harm to the AONB, including tranquillity.</p> <p>Need to balance the various user group requirements to minimise conflict, including safeguarding farmer, landowner and local community interests.</p> <p>Declining access payments available through agri-environment schemes will continue to impact upon and restrict the future levels of permissive access.</p>	<p>Love Lincolnshire Wolds tourism network and the emerging Destination Management Plan for wider Lincolnshire Wolds and its market towns.</p> <p>Viking Way regional footpath and connections with the wider Walkers are Welcome market towns network.</p> <p>Increased number of promoted circular walks.</p> <p>Continued potential for cycling & promoted cycle routes.</p> <p>Access for all & multi-access opportunities e.g. the Lindsey Trail, all-terrain mobility scooters etc.</p> <p>Promotion of the wider benefits of recreation & countryside tourism; including to the local economy, environment, public health & well-being.</p>
<p>Climate Change</p>	<p>Increasing demands for rural products to be produced from sustainable sources & demonstrate 'green credentials'.</p> <p>Implications for species and habitats e.g. woodland species mix may change.</p> <p>Increased fluctuations in water flows & possible increase in flooding, drought & soil erosion.</p> <p>Temperature changes for ground & surface water & impact upon chalk stream species.</p> <p>More extreme weather events likely to place increased stresses on nature conservation, farming, and heritage resources including archaeology.</p>	<p>Potential for new crops - new species & habitats may equally become viable.</p> <p>Increasing emphasis on multi-functional land management to help aid protection and enhancement of natural resources, including flood mitigation and the locking up of greenhouse gasses.</p> <p>Greater drive for energy efficiencies, including the opportunities to shift towards a more local "circular economy".</p>
<p>Pollution</p>	<p>Air quality – elevated levels of sulphur dioxide and nitrogen oxide pollutants from surrounding power stations along the Trent.</p> <p>Agro-chemical pollution exacerbated by low flows – water abstractions.</p> <p>Increasing light & noise pollution impacts upon dark night skies & tranquillity respectively.</p>	<p>Legislation, technical advances and alternative sustainable energies should improve air quality.</p> <p>Water quality protection via Water Framework Directive & Anglian Water's AMP6 targets.</p> <p>Technological improvements in farm spraying applications & LERAP regulations.</p> <p>Agri-environment & catchment sensitive farming schemes including buffering of water courses.</p> <p>Energy efficient lighting design.</p>

Economic	Pressures/Threats:	Opportunities:
Agriculture/Forestry Industries	<p>Wolds' economy historically heavily reliant upon farming.</p> <p>Pronounced period of uncertainty.</p> <p>Fewer people employed directly in farming than at any other period.</p> <p>Livestock farming particularly vulnerable along with infrastructure & skills to support a local livestock industry.</p> <p>Concerns that many of the younger generation are not attracted to a career in farming/forestry; additional impacts from the potential loss of the agricultural college.</p>	<p>Lincolnshire Forum for Agriculture & Horticulture.</p> <p>Local branding schemes – Tastes of Lincolnshire & Select Lincolnshire. Niche selling and promotions via farmers/rural markets.</p> <p>Farm diversification initiatives including links with tourism & conservation.</p> <p>Opportunities via the Greater Lincolnshire Local Enterprise Partnership & Greater Lincolnshire Nature Partnership.</p> <p>Utilising the shooting/field sports sector and its links to the wider local economy.</p> <p>Future facilitation funds/cluster farming approaches to aid collaboration and promote and share good practice.</p>
Tourism Industry	<p>Developing tourism is currently restricted by a weak infrastructure (e.g. limited accommodation and attractions; restricted highways and public transport).</p> <p>Threat to peace & solitude of the Wolds caused by additional visitors to various attractions, especially to honey-pot villages and nature reserves.</p> <p>Limited resources for collaborative countywide tourism promotions.</p> <p>Greater investment required to support sympathetic innovative developments to help enhance the visitor experience.</p>	<p>Partnership promotion under the Love Lincolnshire Wolds banner and enhanced development of the Destination Management services to help grow and enhance the visitor economy.</p> <p>Need for improved and well managed range of accommodation & visitor attractions appropriate to the Wolds AONB.</p> <p>Scope to further develop the green tourism product.</p> <p>Ongoing innovation of the Lincolnshire Wolds Walking Festival and promotion of other local cultural events.</p> <p>Utilise countywide tourism initiatives, including links to visitors to Lincoln and the east coast.</p> <p>Explore further links to the Wolds unique sense of place and its range of local shops, pubs and tearooms.</p> <p>Segmentation of the market promotions to reflect varying demographics and interests – opportunities to expand the year-round and weekend offers.</p> <p>Utilise links to Cadwell Motor Park to secure fresh interest in the AONB from wider audience groups.</p>
Mineral Extraction	<p>A number of chalk quarries and sand/gravel pits are actively worked within the Wolds.</p> <p>Secondary uses e.g. land fill, tarmacadam works.</p> <p>Hydrocarbon exploration is ongoing.</p>	<p>Reclamation schemes for landscape, wildlife, access, interpretation & education.</p> <p>Ongoing active management of key sites to maintain geodiversity features of interest.</p>

Economic (continued)	Pressures/Threats:	Opportunities:
Radio, Telecommunications Masts & Powerlines	<p>Incomplete broadband coverage.</p> <p>Proliferation of skyline masts including the latest generation masts for non-spots.</p> <p>Visual impact of medium and low voltage powerlines including potentially over-aggressive tree thinning operations.</p>	<p>Improved technology/design.</p> <p>Increased sharing of masts & sites by operators.</p> <p>Removal of redundant masts.</p> <p>Increased use of underground powerlines especially with OFGEM financial incentives.</p>
Alternative Energies	<p>Wind energy seen as both a threat and an opportunity.</p> <p>Several wind farm scheme applications have been permitted both within and adjacent to the AONB; other proposals have been rejected largely on landscape intrusion grounds.</p> <p>Potential solar farms and anaerobic digestion plants within and close to the AONB need careful planning & design.</p>	<p>Anaerobic digestion generation and bio-fuels, including miscanthus, maize & willow coppice, could aid farm diversification & woodland management.</p> <p>Potential for appropriate small scale wind turbines, appropriate on-farm composting schemes & increased use of photovoltaics & other emerging renewable energy technologies.</p>
New Business	<p>Expansion of IT resources is increasing business mobility – impacting upon social fabric of Wolds.</p> <p>Landscape threats due to new IT installations.</p>	<p>Secondary income to farm businesses through diversification & increased opportunities for local employment.</p> <p>Re-use of redundant/derelict buildings including farm buildings & former military installations.</p>
Transport	<p>Visual impact of road signage.</p> <p>Heavy goods vehicles impact on road verges and impacts from winter salting on verge habitats.</p> <p>Out of character road developments in village settlements following urban planning guidelines.</p> <p>Some village traffic calming measures potentially out of character with settlement entranceways.</p>	<p>Local Transport Plans and integrated initiatives.</p> <p>Every Street Matters supporting public realm enhancements and aiding Village Design Statements.</p> <p>Promote opportunities for community and public transport provision such as Call Connect/Wheels to Work.</p>

Social	Pressures/Threats:	Opportunities:
Local Services	<p>Local services are under threat owing to the general rural isolation of many of the communities within the Wolds and the limited social infrastructure.</p> <p>Public transport service variable, often poor with weekend services particularly limited.</p> <p>Minimal services/facilities for the younger generation aiding outward migration of workforce.</p>	<p>Local Transport Plans.</p> <p>Community strategies including neighbourhood plans.</p> <p>Community-run facilities such as village shops and multi-use centres.</p> <p>Furthering connections with the market towns for wider service provision – a two-way pathway for wider links with parishes across the Wolds.</p>
Local Housing	<p>General lack of affordable housing, with the Wolds invariably enabling a premium market price for high quality larger homes.</p> <p>National building corporations using standard building designs with formulaic architecture.</p>	<p>Village Design Statements.</p> <p>Local Development Frameworks and accompanying Housing Strategies to help aid social housing.</p> <p>Sympathetic re-development opportunities for farmsteads.</p>
Social Fabric	<p>The rural communities have suffered from economic deprivation aggravated by an ongoing decline in agriculture and the defence industry.</p> <p>Continued rural isolation, loss of local services, small size of many settlements & influx of both commuters and retired people is impacting upon traditional communities.</p> <p>Some parts of the AONB currently have very limited mobile phone and/or broadband coverage.</p> <p>Concerns with the potential decline in police protection and increase in rural crime.</p>	<p>Community Strategies & resulting community development schemes, rural support networks etc.</p> <p>Enhance opportunities for public engagement and social cohesion via volunteering.</p> <p>Support sustainable communities through fostering environmental/place shaping activity.</p> <p>Market town initiatives & links with the AONB as physical and information gateways to the Wolds.</p> <p>New enterprise possibilities via recreation, tourism, educational & other specialist industry sectors.</p> <p>Broadband & other IT improvements, especially with opportunities via the OnLincolnshire Broadband Project, UK wide Rural Broadband Partnership and future development of Wi-Fi technologies.</p>

2.6 Public Survey – Have Your Say

During March to September 2016, residents and visitors to the Lincolnshire Wolds AONB were invited to complete the Lincolnshire Wolds "Have Your Say" survey. The questionnaire was promoted via the LWCS and AONB Partnership's E-Newsletter Higher Ground, through direct mail and via social media. The survey provided a very useful snapshot of views in respect of the importance of the Lincolnshire Wolds and in particular perspectives on its recognition as a nationally protected Area of Outstanding Natural Beauty.

The results are detailed in Appendix 5 and provide interesting comparisons with the public questionnaire survey coordinated by the Partnership in 2003. In terms of providing a barometer of local views and opinions the results complement the generally very positive findings from Google and Trip Advisor (500+ responses) as evidenced within the State of the AONB Report.

The documentation for the revised Management Plan is currently in draft format and once again we now welcome comments from all members of the public, including local farmers, landowners, businesses, community groups and other stakeholders and organisations (public, private, charitable) with an active interest in the area (Appendix 6: Public Consultation Proforma - p143).

3. The Vision and Guiding Influences

3.1 The Vision

The Lincolnshire Wolds should not be preserved in aspic and is continually evolving in response to the many human and natural forces that are placed upon it and it is evident that the pressures on the AONB are set to continue to increase further. However, these pressures can be offset by new opportunities to manage the process, and the production of this Plan has served to highlight that there is a continuing pressing need for everyone to work in partnership - to positively influence the Wolds through appropriate future development and land management - recognising the vital contributions from local landowners, and the community living, working and visiting the area.

Subject to further public consultation, the area's proposed vision for the twenty-five year period from 2018 is as follows:-

The Lincolnshire Wolds will continue to be a vibrant living and working landscape through the primary influence of sustainable agriculture, forestry and land management. It will retain its unique and nationally important sense of place: an area of open rolling hills, dramatic views, farmed fields changing with the seasons, tranquil valleys, woodland, pasture, streams and attractive villages.

The Wolds natural and cultural heritage will be well known, enjoyed and widely respected by both residents and visitors. It will continue to provide a place of tranquillity and inspiration for those fortunate enough to visit the area, whilst meeting the economic, social and environmental needs of those who live and work there.

A sustainable approach to management activity will be normal practice with an emphasis on integrated farming and land management providing a wide range of innovative solutions to tackling the issues of climate change (through mitigation and adaptation), food production, water quality and supply, recreation provision, and energy demands. Enhanced connectivity between landscapes and green infrastructure will help to provide and cater for an increasingly dynamic environment and help to contribute to a good quality of life for all.

The vision acknowledges the challenge of securing social, economic and environmental progress that can protect and enhance the special and intrinsic qualities that define the Lincolnshire Wolds AONB (as introduced in Section 2). The Plan sets out a framework of objectives, policies and actions that collectively strive towards achieving this vision through local partnership action.

3.2 The Aims

The five key aims of the Management Plan are to sustain and enhance:

- the Lincolnshire Wolds' natural beauty and its landscape character
- farming and land management in the Wolds as the primary activities in maintaining its character, landscape and biodiversity
- recreational, tourism and interpretive activities and opportunities appropriate to the area
- the economic and social base of the Wolds including the development and diversification of enterprises appropriate to the area
- partnerships between organisations, the local community, landowners and others with an interest in the Wolds.

3.3 Cross-cutting influences – national drivers

The recent publication, AONB Management Plans – Support for their revision in England (June 2017) has served to highlight the following national context to the fresh round of reviews:

Partnership working: *The AONB Management Plan is a place-based plan derived through local consensus. It seeks to define the approach to conserving and enhancing the natural beauty of the AONB through the application of local solutions to local challenges that also respect the national and international importance of the AONB. It is a plan for the AONB, not just the Partnership or (where relevant) Conservation Board.*

Local participation: *AONB staff actively listens to their local communities. Using their skills, knowledge and empathy they are able to plan and support the delivery of practical solutions to local land management and planning issues that reflect local interests and concerns. These solutions often help support a sustainable rural economy and improve the health and well-being of those that live in, work in, and visit the AONB.*

Economic value of AONBs: *The AONB designation has helped to conserve and enhance some of England's finest landscapes. These landscapes are highly valued by business as economic assets in their own right and as settings which add value to business. Well managed landscapes offer a wealth of natural resources that serve as the foundations of rural business, including farming and forestry. Their beauty and international appeal also offers opportunities for tourism related businesses. AONBs are living, working landscapes that contribute some £16 billion GVA (Gross Value Added) to the national economy.*

Planning and the wider goods and services: *The natural environment underpins the economy through the provision of goods and services, more specifically its use in farming, forestry, housing, business, transport, energy, tourism and recreation. However, space and natural resources are limited and increasingly contested. The land use planning system is designed to help achieve optimal outcomes for society when decisions on land use priorities must be made.*

AONB teams can provide specialist advice to help public bodies and statutory undertakers make decisions on planning matters. In doing so, they can help these bodies meet their legal duty to have regard to the purpose of conserving and enhancing the natural beauty of AONBs, and ultimately help ensure that planning decisions result in sustainable outcomes.

Agri Environment Support: *Farming requires a profitable future to sustain farming families, safeguard the environment, mitigate climate change and maintain vitality and employment in rural communities. Land managers play a crucial role in helping to look after the environment including its soil and water quality and the provision for open air recreation.*

The AONB designation provides a platform for integrating the support provided to the sector with wider environmental, social and economic opportunities. In doing so, AONB teams are vital in helping develop a more sustainable approach to agriculture in the UK.

State of the Environment: *Monitoring and review is an essential part of management planning, with each review of the plan building on the results of the monitoring of the previous plan. In this way, successive plans can be modified to achieve better results, and the performance of those tasked with delivery can be measured. Robust state of the environment reporting is the foundation for all AONB management plans and is both qualitative and quantitative.*

Health and Well-being: *AONBs are vitally important for the health and well-being of the nation. 156 million people visit AONBs in England annually, many to make the most of the free opportunities on offer for outdoor recreation, exercise, rest and relaxation. Likewise, many of the 1 million people who live in AONBs express an appreciation for living in an area with a clear sense of place and local identity. As the link between greenspace and reduced depression, anxiety, anger and sadness becomes better understood, AONBs have become increasingly important for providing outdoor opportunities for improving the health of the nation.*

3.4 Delivery Themes

Considering both the aims and cross-cutting influences, five themes have been identified to help deliver the vision for the Wolds. These are:

- Theme 1. Protecting the Wolds**
- Theme 2. Living and Working in the Wolds**
- Theme 3. Discovering the Wolds**
- Theme 4. Developing the Wolds**
- Theme 5. Partnerships in the Wolds**

These themes provide the overall Strategy for the document. The sections are not mutually exclusive and in many cases there is both overlap and interdependence between themes. This reflects the complex nature of AONB management in respect of the need to harmonise environmental, social and economic forces, which are the major drivers for landscape change in the AONB. A set of objectives, policies and actions have been developed on a topic by topic basis within these themes, acknowledging both threats and opportunities.

Section 1.7 (p12) explains in more detail the resourcing of the wider AONB partnership. There is general recognition of the challenging financial climate which is continually likely to impact upon all sectors of the national and local economy, especially public and third sector organisations. This places an ever greater need for prudent and effective partnership working, increasingly utilising the services of willing landowners, volunteers, and local communities to help aid project delivery. The Strategy and Action Plan is ambitious, but the relevant local authorities and wider AONB partnership strongly believe that the document will serve as a catalyst for further innovative delivery.

4. Protecting the Wolds - Theme 1

4.1 Landscape Conservation and Enhancement

As detailed previously, the Wolds Landscape Character Assessment identified four landscape character areas within the AONB and highlighted the important landscape qualities of the Lincolnshire Wolds. Table 1 and Appendix 3 have been collated for this Plan, and together outline the special qualities of the AONB, where possible listing their current extent and condition. These are the principal elements of the natural beauty and landscape character of the Wolds.

The Wolds scenery is subtle and complex, but has a clear identity resulting from physical and human influences over many generations. It has a very open character with extensive outward views both eastwards to the coast and westwards across the Lincolnshire Clay Vale. The views within the AONB are equally dramatic and are shaped by the open rolling hills, hidden valleys and continually changing patterns of farming. The ridge-top locations provided by the Bluestone Heath Road, the Caistor High Street and the west-east drovers roads provide some of the area's best known and most frequented viewing points.

Threats/Pressures

There are many threats and pressures that have affected, and are likely to continue to impact upon the fine landscape character of the AONB. These are detailed in Tables 1 & 2, within the State of the AONB Report (Appendix 4) and are also summarised within the corresponding topic sections. The key landscape/character issues include:

- Impact of changing farming practices through any decline or switch in future agri-environment subsidies, especially as a result of Brexit and the current uncertainties in the future markets for UK agricultural and horticultural goods.
- Inappropriate or insensitive development both within and adjacent to the AONB including potential pressures from quarrying activity, wind farms, telecommunication infrastructure, new overhead electrical wires.
- Safeguarding the dramatic escarpment and ridge top views.
- Meeting the needs of the local community for new economic development and service provision whilst protecting the natural beauty and landscape character.
- Strongly linked to above, the need to maintain the area's special qualities and unique tranquillity whilst supporting/promoting development of appropriate type and scale to help secure access, recreation and tourism benefits.
- Impact upon views within, from and to the AONB, including cumulative impacts from neighbouring developments.
- Assessing future impacts from climate change including effects upon the area's ecosystem goods and services – including future agriculture, biodiversity, heritage and water assets.

The expansive views make the area particularly sensitive to landscape changes. Escarpment, ridge and plateau-top locations are especially vulnerable to inappropriate land-use or development. Similarly, the peaceful and highly attractive valleys that can be found throughout the Wolds are a key component of landscape character and are sensitive to change.

Sir John Lawton's report 'Making Space for Nature' (2010) remains relevant, and makes the case for 'more, bigger, better and joined' habitats to help ensure ecological recovery for our terrestrial wildlife sites, arguing that we must:

- improve the quality of current wildlife sites by better habitat management;
- increase the size of existing wildlife sites;
- enhance connections between sites, either through physical corridors or through 'stepping stones';
- create new sites;

- reduce the pressure on wildlife by improving the wider environment.

The report highlights that National Parks and AONBs should be exemplars of coherent and resilient ecological networks. The adoption of a landscape scale approach to land management provides an important mechanism for achieving such delivery, recognising the links between economic, social and natural forces.

The Lawton report recommendations, together with the UK National Ecosystem Assessment (UK NEA, 2011) have helped to inform the Government's Natural Environment White Paper – 'The Natural Choice: securing the value of nature' launched in June 2011. The White Paper recognises the importance of landscapes and local nature partnerships for protecting and improving our natural environment and highlights the value of working together at a strategic level. The AONB Partnership is well placed to lead on such initiatives in the future to help deliver the multiple benefits (goods and services) received from exemplary land management. In taking forward such a collaborative approach there is clearly a need to understand landowners' interests and requirements and to work closely with the Greater Lincolnshire Nature Partnership (GLNP) and other key partners.

Landscape Management Statement: (✓ = still deemed important from peer review responses)

The many partners supporting the Lincolnshire Wolds AONB will, through aiding and delivering the objectives, policies and resulting actions in this Management Plan, ensure that the natural beauty and special landscape character of the Wolds are protected and enhanced for the benefit of future generations. ✓✓✓

As expressed within the vision; in addition, the Partnership will seek to explore innovative approaches to land management that can help to demonstrate the area's contributions to wider goods and services, including opportunities to explore and further links with natural capital (ecosystem services), health and well-being.

This landscape management statement is an overall statement of intent for all partners and is delivered by the objectives, policies and resulting actions across this Plan.

4.2 Natural Heritage – Biodiversity

4.2.1 Introduction – context setting for nature conservation

The value and importance of biodiversity has been recognised nationally through the Biodiversity 2020 Strategy (2011) which sets out ambitious targets for halting the overall loss of England's biodiversity by 2020. The most recent State of Nature Report 2016 highlighted that although there have been some success stories, the general trend in loss of nature continues largely unabated. At the time of writing we are awaiting news on Defra's latest 25 Year Plan for the Environment; it is envisaged that it will reaffirm the importance of landscape scale protection and enhancement to aid climate change resilience and support the further embodiment of "natural capital".

As documented in previous Management Plans wildlife is a key component of the natural beauty of the Lincolnshire Wolds AONB. The Nature Strategy for Greater Lincolnshire (2015) and the national Lincolnshire Wolds National Character Area profile recognise farmland, grassland, roadside verges, woodland, beech clumps, rivers and streams and hedgerows as important habitat types within the AONB.

The Lincolnshire Wolds State of the AONB report provides a number of indicators that will help to monitor the nature conservation and biodiversity interests across the Wolds protected landscape – this includes GLNP collated data for a number of nationally and locally important species (UK BAP, Red List and Lincolnshire BAP Species) and a range of national datasets including those available from the PLMF programme (Section 2.4).

As evidenced, there are a limited number of nationally protected sites in the AONB, with 13 Sites of Special Scientific Interest (SSSIs) designated on account of their wildlife interest. Invariably these sites are located on the steeper valley sides or wetter valley bottoms and typically include important semi-natural grassland or marshland habitat and ancient woodland.

Historically there have been over 300 non-statutory wildlife sites recorded across the AONB. Many were originally listed as Sites of Nature Conservation Importance (SNCIs), but following more recent surveys some 208 of these sites have now been reclassified as Lincolnshire Wildlife Sites (LWSs). Of the remaining 95 original SNCIs, some still require resurveying, whilst some have failed to reach the more robust criteria for successful LWS listing. Additional to the above sites; the Wolds AONB has a further nine Lincolnshire Wildlife Trust Reserves and 17 Roadside Nature Reserves.

Clearly looking ahead, the pressures on the wildlife of the Wolds look set to continue, however there has been considerable work in recent years to help increase our knowledge and understanding of the flora and fauna resource. Additional to important agri-environment, forestry and riparian enhancement schemes, a wide range of collaborative projects have been undertaken with local landowners. The Partnership continues to seek to strive towards securing a diverse, abundant and accessible biodiversity resource – not just focusing on the rare and special - but also the wider network of habitats found across a heavily farmed, but nationally protected landscape.

Key issues for the future wildlife management of the Lincolnshire Wolds AONB include: (✓ = still deemed important from peer review responses)

- Continuing loss of biodiversity exacerbated by small size and isolation of priority wildlife habitats. ✓✓✓✓✓✓✓✓
- Wide neglect and absence of traditional management especially of woodland, hedgerow, grassland and grass verge habitats. ✓✓✓✓✓✓✓✓
- Lack of comprehensive up-to-date information, especially for remaining SNCIs that were not surveyed in 2005. ✓✓✓✓✓✓✓✓

- Future trends in farming, including continued threat to livestock farming and subsequent loss in pasture, increasing pressure for intensification and new crops, and the ongoing uncertainties to future farming markets and subsidies through the Brexit negotiations. ✓✓✓✓✓✓✓✓
- Need to develop 'good practice' land management in the wider countryside, including development of local case studies to assist landowners in protecting and enhancing wildlife. ✓
✓✓✓✓✓✓✓✓✓✓
- Conflicts between sites for new woodland planting and increasingly energy crops versus the retention of grassland/wetland habitats. ✓✓✓✓✓✓✓✓
- Inappropriate or insensitive developments especially farmstead and barn conversions which may impact upon protected species such as bats, barn owls, swifts, swallows and house martins. ✓✓✓✓✓✓✓✓
- Water resource issues including threat of diffuse pollution, sedimentation and low flow rates. ✓✓✓✓✓✓✓✓✓✓
- Wider issues including global warming and the ongoing and future threats to biosecurity from invasive species. Common concerns include the spread of Himalayan balsam, signal crayfish, mink, ragwort and other exotics. Increasing pressures from badger and deer populations is an issue for some landowners. ✓✓✓✓✓✓✓✓✓✓
- Increasing need for a new land management system post Brexit that can support an ecosystems services approach and encourage and support innovation through local ownership and governance. (*new issue*)

Objective:

BO To protect, enhance and where appropriate, restore the biodiversity of the Lincolnshire Wolds AONB, aiding the development and relevant delivery of the Lincolnshire Nature Strategy, Biodiversity 2020, Conservation 21, and emerging UK environmental plans (post Brexit).

Policies:

BP1 To survey and monitor key habitats and species within the AONB in-line with Lincolnshire, national and international aspirations for biodiversity.

BP2 To develop and promote a landscape-scale approach to habitat conservation, restoration and creation, helping habitats and species to develop resilience to future climate change through increasing habitat linkages and providing for enhanced ecosystem service networks.

BP3 To support and encourage agricultural guidance and good practises that protect, enhance and restore wildlife habitats across the AONB, helping to minimise the need for regulatory enforcement.

BP4 Utilising the concept of Natural Capital to develop and promote general awareness and appreciation of the wildlife of the AONB and maximise the benefits of wider socio-economic gains including utilising wider links to the local nature tourism offer.

Actions: See BA1-6 in Table 3

Key Related Plans and Strategies (Landscape and Biodiversity)

Anglian River Basin District Flood Risk Management Plan (2015)
Anglian Water Resources Management Plan (2015)
Anglian Water Asset Management Plan (2015-20)
Biodiversity Strategy (2011)
Biodiversity 2020: A Strategy for England's wildlife and ecosystem services
Conservation 21 – Natural England's Conservation Strategy for the 21st Century (2017)
Countryside Stewardship Statement of Priorities – Lincolnshire Wolds (NCA043)
Creating a Great Place for Living; Defra's Strategy to 2020 (2016)
Defra 25 Year Plans – Environment and Food & Farming (*pending*)
Forestry and Woodland Policy Statement (2013)
Future Water (2008) Defra
Greater Lincolnshire Local Economic Partnership (GLLEP) Water for Growth - Water Management Plan 2015-2040
Greater Lincolnshire Nature Strategy 2015-20 (2015)
Humber River Basin District Flood Risk Management Plan (2015)
Landscapes for Everyone; Creating a Better Future (Consortium Publication, 2016)
Lincolnshire Chalk Streams Strategic Action Plan (2014-19)
Lincolnshire County Council Natural Environment Strategy 2012-2018 (2012)
Lincolnshire Minerals and Waste Local Plan (2016)
Lincolnshire Wolds National Character Area 43
Local Development Frameworks and Core Strategies (see Developing in the Wolds)
Local Development Plans – Saved Policies
Local Wildlife Sites: Guidelines for the Identification and Selection in the Historic County of Lincolnshire 3rd Edition (2013)
Making Space for Nature: A Review of England's Wildlife Sites and Ecological Network (The Lawton Report)
Making Space for Water (2005): HA6 Catchment Scale Land-Use Management & HA7 Land Management Practices
Natural Environment White Paper (2011)
National Planning Policy Framework (2012)
National Pollinator Strategy (2014)
National Trust - Land, Outdoors and Nature Strategy (2017)
Planning for Ancient Woodland: Planners' Manual for Ancient Woodland and Veteran Tree (2017)
State of Nature UK Report (Consortium Publication, 2016)
Steeping, Great Eau and Long Eau Catchment Abstraction Management Strategy (2008)
The Anglian and The Humber River Basin Management Plan (2015)
The European Landscape Convention (ratified by the UK in 2006)
The European Water Framework Directive (2000)
The Geodiversity Strategy for Greater Lincolnshire (2017)
The Grimsby, Ancholme and Louth Catchment Abstraction Management Strategy (2009)
The Grimsby and Ancholme Catchment Flood Management Plan (2009)
The Natural Choice: Securing the Value of Nature (2011)
The Nature Strategy for Greater Lincolnshire (revised 2015)
The Water Environment (England & Wales) Regulations (2003)
The Witham and Louth Coastal Catchment Flood Management Plans (2009)
The Witham Catchment Abstraction Management Strategy (2004)
Think Big: Ecological Recovery – National Association for AONBs joint partnership statement
Vision for Nature; Young People's Vision for the Natural World in 2050 (2016)
Water Resources Strategy for the Anglian Region (2009)
Water Resources Management Plan (Anglian Water, 2010)
Water White Paper; Water for Life (2011)
Woodland for Water: woodland measures for meeting WFD objectives (2011)

4.2.2 Meadow, Pasture and Wet Grassland

Although much of the Wolds has long been under the plough, grassland habitats remain a very important landscape, wildlife and farming resource. The majority of the Wolds' grasslands and rough pastures are found on the steeper slopes (where soils are thin and the ground hard to cultivate), in the valley bottoms as lush pastures and wet flushes, and in disused quarries and chalk pits.

Unfortunately unimproved grassland has been very scarce in the AONB with less than 1.5% coverage. Much of this semi-natural grassland remains isolated and fragmented in habitat terms, although invariably protected through a range of designations, with added management support from agri-environment measures. The agricultural census figures for 2013 revealed total grassland coverage of just over 8,000 hectares (14.5% of the AONB); this includes permanent and temporary grassland and rough grazing. In more recent years some landowners have taken up the option of reversion to unfertilised and low inputs grassland, often for added benefits including heritage protection, reducing runoff and soil erosion.

Grassland is important in both landscape and biodiversity terms, with species rich swards often supporting a wide range of insects, pollinators and bird species. There has been a drive to improve management of the Wold's grassland for nature conservation, primarily by encouraging and supporting low-input fertiliser and balancing the grazing or hay and silage cutting regimes to aid self-pollination and maximise species diversity. The challenges look set to continue not least the uncertainties from Brexit that may impact (positively and negatively) upon the livestock industry. There is clearly a need for continued collaboration, supporting grazer networks at both local and strategic levels to help maintain and enhance the grassland resource.

Key issues for the future grassland management include: (✓ = still deemed important from peer review responses)

- Loss of local livestock and the infrastructure and expertise to support a thriving local livestock industry. ✓✓✓✓
- Resulting loss of traditional grazing management and threat to unimproved pastures, especially a decline in biodiversity from the encroachment of invasive species (e.g. ragwort, competitive grasses and scrub). ✓✓✓✓✓
- Continued pressures of intensive farming practices, including a more recent shift to the take-up of poultry farming. ✓✓✓✓✓
- Potential conflict with other habitat types, e.g. new woodland planting schemes. ✓✓✓✓
- The need for identifying and encouraging appropriate grassland restoration. ✓✓✓✓✓
- Increase in energy crop planting at the expense of wet grassland and grazing marsh. ✓✓✓
- More limited opportunities via Mid and Higher Tier Countryside Stewardship scheme options in the future. ✓✓✓✓✓
- Development and effective implementation of new land management policy post Brexit. (*new issue*)
- A need to maximise opportunities for wildlife and public services – multifunctional land for flood risk management, climate change resilience, and biodiversity gains within a productive food environment. (*new issue*)

Objective:

GO To increase the extent and quality of wildlife-friendly grasslands across the AONB, targeting areas close to Local Wildlife Sites, watercourses, important road verges, archaeological sites, historic parkland and settlements.

Policies:

GP1 To help maintain, enhance and where appropriate, restore, extend or connect grasslands of high wildlife, historic and landscape value.

GP2 To raise community awareness of the rich natural and cultural heritage of the Wolds' grassland. (See also Section 6.2 Interpretation)

GP3 To support initiatives to encourage grazing of less productive grasslands, including calcareous grassland.

GP4 To promote to land managers the additional benefits of good grassland management including carbon sink, climate change and flood alleviation impacts.

Actions: See GA1-6 in Table 3

4.2.3 Grass Verges and Green Lanes

A further important grassland resource is provided by the road verge and green lane network that characterises the Wolds, many of which are on historic routeways including Roman roads and the traditional salters tracks and drovers routes. On account of their history of development, a number of the verges are very distinctive in landscape terms, often with a straight roadway dividing broad verges and adjacent hedgerows.

A significant number of verges and green lanes are botanically rich, proving important refuges for grasses, sedges and flowering plants such as yarrow and devil's bit scabious. A large number serve as important links between otherwise fragmented habitats including grassland, churchyards, veteran trees, small copses and more substantial woodlands. There are currently 17 Roadside Nature Reserves in the AONB, comprising over 16 kilometres of verge habitat. The Life on the Verge partnership project has done much to raise the profile of this resource; work included delivering training for volunteers who then went on to help in the extensive surveying of the verge network. Information subsequently compiled on-line contributed to the review and classification of 55 roadside verges/green lanes as Local Wildlife Sites (LWS).

More recently partnership efforts have focused on working closely with Highways, Lincolnshire Wildlife Trust and other interest groups to secure good practice from a management perspective. This has comprised guidance on the appropriate levels of cutting, ideally lifting the arisings to avoid the ongoing build-up of nutrients. There is however often a balance to be struck, e.g. in terms of health and safety requirements to ensure both adequate visual splays and sight lines, and undertake salting during winter conditions, all of which can also impact detrimentally upon the neighbouring plant communities. A trial has been conducted ([LCC-Peakhill Associates](#)) from a study site buffering the Wolds to explore the potential for using verge cuttings to provide material for a local anaerobic digestion (AD) plant, generating both electricity and biogas. There is an opportunity to review further opportunities, especially in the context of Highway Authorities seeking financial savings from their future verge cutting programmes.

Threats/Pressures

Key issues for grass verge management include: (✓ = still deemed important from peer review responses)

- Loss of traditional grazing and hay-cutting practises with a trend toward inappropriate mechanical cutting (over-cutting or poor timing), although often in response to road safety or amenity pressures. ✓✓✓✓✓
- General neglect and/or poor management including inappropriate tree planting, scrub encroachment and introductions of other non-native plants, especially garden bulbs. ✓✓✓
- Road run-off, particularly salt wash, resulting in long term damage to neighbouring plant communities. ✓✓✓✓
- Illegal uses including litter and fly-tipping direct onto the verges and vehicle encroachments. ✓✓✓✓
- Highway authorities' reductions in budgets for verge management – both an opportunity and a threat. (*new issue*)

Objective:

VLO To retain, restore and encourage, positive management of the distinctive grass verges along the AONB's roadsides and green lanes. (See also Section 5.1 Farming in the Wolds)

Policies:

VLP1 To help maintain, enhance and where appropriate restore, extend or connect, grass verges for their wildlife and landscape value.

VLP2 To raise awareness and local engagement in the natural and cultural heritage of grass verges and their contribution to green infrastructure and climate change adaptation.

Actions: See VLA1-8 in Table 3

4.2.4 Woodlands, Beech Clumps and Traditional Orchards

The woodland cover of the Wolds AONB is low, at just over 3,000 hectares (less than 5%), but remains an essential habitat and landscape component. Much of the original woodland cover was cleared by the 11th century to make way for the grazing and mixed arable landscapes of the early middle-ages. However significant replanting occurred during the parliamentary enclosures from the late 18th and early 19th centuries – often for game shoots, landscaping in the vicinity of country halls and manors and the provision of shelter belts.

The remaining native deciduous woods (just over 600 hectares) typically still provide the most diverse ecosystems, especially those with aged veteran trees, wet springs, and open glades and rides. Woodlands in particular are an important resource for wider goods and services and natural capital. They commonly provide a source of timber (soft and hard woods), shelter, and with careful management and planning, climate change resilience benefits (e.g. buffering from storm events and minimising rapid runoff problems such as soil erosion and subsequent stream sedimentation). As documented in previous Management Plans, our local woods can be a real asset to the local community in offering wider socio-economic benefits through forestry employment, field sports and game management, as well as many opportunities for wider public engagement through access, education, recreation and tourism.

The Forestry Commission has highlighted that future woodland and estate plans must recognise that small blocks of woodland are invariably less economic to manage and have less resilience in the face of climate change. They are advocating that the extension of woodlands, carried out sensitively and in the right places, should be promoted. They have proposed that in some locations it may be recommended that up to 20% of "honorary-natives" and 20% of "non-native" stock be incorporated within new woodland planting schemes.

There is a small but important orchard resource in the Wolds, many located within the grounds, or in close proximity to country manors and halls. Previous studies have highlighted a potential of 48 traditional orchards in the AONB (People's Trust for Endangered Species, 2009) and surveys have been initiated to further assess our orchard resource. Many are now relics, where active management and pruning has ceased, however those remaining often harbour local/rare varieties of fruit trees and provide further opportunities for biodiversity (often including lichen and specialist insects and pollinators) and wider cultural gains.

Threats/Pressures

Key issues for future woodland management include: (✓ = still deemed important from peer review responses)

- Lack of current data on the woodlands/copses (especially those under 0.5 hectares). ✓✓✓✓
- General neglect and lack of woodland management with many of the smaller plantations, typically the overly mature 'beech clumps', with few trees of an age to replace them - although the situation is now improving with more recent planting. ✓✓✓✓✓✓
- Often general isolation of small and ancient/semi-natural woodland. ✓✓✓✓✓
- Inappropriate planting schemes including species mix and locations. ✓✓✓✓✓
- Illegal fly-tipping in some areas. ✓✓✓✓✓✓
- Climate change and impacts upon the future viability of some native species potentially resulting from both more extreme/unpredictable weather patterns and new pests and diseases. ✓✓✓✓✓✓
- A need to raise awareness of the need for felling licences and hedgerow removal notices, where appropriate. ✓
- The need to review woodland management and planting in the light of Chalara and Acute Oak Decline. ✓
- An increasing and expanding deer population. ✓

Shared Priorities Statement - currently under review...

Through the Joint Accord, the Lincolnshire Wolds AONB and the Forestry Commission (FC) East Midlands Region will continue to work together to enhance the contribution that trees and woodlands can make within this special landscape. The Government Forestry Policy Statement and the revised Management Plan for the AONB support the creation and sustainable management of woodland within the Lincolnshire Wolds. Most of the woodland within the area is in private ownership, and working closely with landowners will continue to be a key driver for success. As evidenced below, positive partnership activity has increased significantly since the signing of this accord.

Objective:

WBO To protect, enhance and where appropriate extend, the woodland and tree cover within the AONB, maximising their contribution to the AONB by integrating landscape, biodiversity and socio-economic benefits.

Policies:

WBP1 To reinforce the existing pattern of woodland, seeking to increase the area of native broadleaved woodland (including wet woodland), accepting some non-native planting for climate change adaptability.

WBP2 To re-establish complementary habitats adjacent to woodlands. (See also Sections 4.2.2 Meadow, Pasture and Wet Grassland and 4.2.5 Hedgerows and Landmark Trees)

WBP3 To record the extent and location of small ancient woodlands as part of an integrated digital resource database for the Lincolnshire Wolds woodlands.

WBP4 To encourage and support woodland business schemes, of an appropriate scale, within the AONB.

WBP5 To establish the extent and quality of traditional orchards and encourage suitable restoration, creation and management.

Actions: See WBA1-8 in Table 3

4.2.5 Hedgerows and Landmark Trees

The oldest hedgerows found in the Wolds are often markers of parish boundaries, or those located near to existing or deserted/shrunken settlements (old closes). As evidenced in previous Management Plans, a large proportion of the hedgerows found in the Lincolnshire Wolds today were actually planted in the 18th and 19th centuries in response to the national Enclosure Acts. Previously existing open fields, commons and rabbit warrens were subsequently parcelled into more regimented field systems. Many hedges were planted in uniform lines, adjacent to new roadways and wide verges with hawthorn the dominant species. Very often natural contours were ignored and the resulting patterns of hedgerows contrast markedly with the previous older, narrow and winding hedges that were species-rich, albeit with minimal verges.

Like much of lowland UK a significant number of hedgerows have been lost during the second half of the 20th century. It has for example been estimated that between the 1970's and 1990's an average of over 1,000 metres of hedgerow were lost for every square kilometre of farmland due to agricultural intensification and the government grants of the day. However there has been a realisation of the importance of hedgerows both in their own right for biodiversity (providing shelter, nesting and foraging opportunities for a wide range of wildlife), but also their wider role as landscape and ecosystem corridors often linking fragmented habitats and helping to provide livestock and soil protection.

The hedgerow resource found across the Lincolnshire Wolds provides an important refuge for many of the area's mature and veteran trees. The AONB Partnership's Trees of Our Time project enabled community groups to review and highlight individual trees, or groups of trees, that were prominent for wildlife and landscape reasons, or had a wider cultural significance. The pressure on our veteran trees look set to continue, not least with the new threats from climate change and spread of new pests and diseases. Post-Brexit changes to the agri-environment could also bring significant changes in terms of the future support for boundary and field edge enhancements.

Threats/Pressures

Key issues for future woodland management include: (✓ = still deemed important from peer review responses)

- Lack of collated hedgerows surveys and limited information on landmark trees. ✓✓✓✓✓
- Previously loss of traditional management techniques, for example hedge laying and rotational cutting, although situation has been improving via assistance from agri-environment schemes. ✓✓✓✓
- Previously poor maintenance, particularly inappropriate timing and over frequency of cuts, however situation also improving via assistance from agri-environment schemes. ✓✓✓✓✓
- The pressure on landowners to remove roadside trees on health and safety grounds. ✓✓✓✓✓
- Balancing tree planting and maintenance needs with heritage and geodiversity protection. ✓✓✓
- Resilience tree felling by powerline maintenance companies. (*new issue*)
- Tree health issues such as Chalara and Acute Oak Decline. (*new issue*)
- Potential loss of cross compliance options linked to CAP Pillar 1 payments which currently helps to protect hedgerow/ditch boundaries. (*new issue*)

Objective:

HTO To protect, manage, enhance and where appropriate increase, the hedgerows and landmark trees in the AONB.

Policies:

HTP1 To help record, maintain, and where appropriate restore all species rich and ancient hedgerows, encouraging planting and management of hedgerows and trees to benefit landscape and habitat connectivity. (See also Section 4.2.4 Woodlands, Beech Clumps and Traditional Orchards)

HTP2 To raise awareness of the importance of hedgerows and landmark trees for wildlife, landscape and cultural values and encourage future community engagement.

Actions: See HTA1-5 in Table 3

4.2.6 Rivers, Streams and Ponds

There are nine principal river systems within the AONB, which north to south comprise Nettleton Beck, Waithe Beck, River Rase, River Bain, River Lud (Louth Canal), Great Eau and Long Eau, River Waring and the River Lymn. These catchments are predominantly fed through the chalk aquifer and understandably chalk stream characteristics dominate; however due to the complex geology, which includes the Spilsby sandstone aquifer in the southern Wolds, some of the streams are classed as 'mixed geology' chalk streams. Mapping records a total stream network of 258 kilometres within the AONB, both as main-river and smaller tributaries, often fed by fluctuating spring-heads and occasional swallow holes.

The Lincolnshire Chalk Streams Project (LCSP) was established in 2004 and through committed partnership support continues to work closely with farmers, land managers, statutory bodies and residents of the Wolds to help support and enhance the quality of the chalk streams. Work has also focussed on raising awareness and interest in the special qualities of this unique resource, both through volunteering, surveying and an educational programme with local schools and colleges.

The LCSP has developed and kept under close review the partnership's Lincolnshire Chalk Streams Strategic Action Plan and has sought to develop innovative catchment-wide approaches to the challenges and opportunities facing both water quality and supply – including balancing nature conservation, farming, industry and domestic household requirements. The project is ongoing and has helped to deliver over 12 kilometres of riparian habitat enhancements, securing over 45 kilometres of adjacent habitat restoration. In addition to improving water quality and species conservation there have been wider benefits to the local communities, including reducing flood risk and enhancing the opportunities for leisure and tourism (e.g. improving the quality of the visitors experience, enhancing local fishing syndicates etc).

Currently over 76% of main river in the AONB are deemed to be in moderate or good ecological condition. Partners continue to be committed to working with landowners and managers to explore further opportunities for developing and maximising environmental enhancements alongside natural flood risk mitigation – helping for example to support and complement "hard-engineered" solutions such as the Louth Flood Alleviation Scheme on the River Lud.

Threats/Pressures

Current issues include: (✓ = still deemed important from peer review responses)

- Low water table and flow rates primarily through abstraction, but also anticipated future variability in rainfall through climate change. ✓✓✓✓✓✓✓✓
- Diffuse pollution - arable runoff of nitrate, phosphates, organic effluent and silts. ✓✓✓✓✓✓✓✓
- Loss of riverside and other marginal habitats through intensive farming practices and development. ✓✓✓✓✓✓✓✓
- Increasing water demands from agriculture, industrial/commercial and residential usage. ✓✓✓✓✓✓✓✓
- Flooding and prevention measures including flood alleviation schemes, and active bank maintenance. ✓✓✓✓✓✓✓✓
- Non-native and invasive species especially influx of signal crayfish, mink, farmed fish and Himalayan balsam. ✓✓✓✓✓✓✓✓
- Loss of small and fragile wetland habitats (spring feeds and ponds) through insensitive development and/or undesirable management practices. *(new issue)*
- Rising water temperatures in the absence of some waterside tree cover. *(new issue)*
- Potential loss of cross compliance linked to CAP Pillar 1 payments. *(new issue)*

Objective:

RSPO To improve, where appropriate, the function and natural environment of the river and stream catchments and their associated landscape character and wetland habitats.

Policies:

RSPP1 To maximise the extent of low-input land management adjacent to all rivers and streams and utilise floodplains to minimise impact of flooding in residential areas. (See also Section 4.2.7 Arable Farmland)

RSPP2 To rehabilitate streams and rivers to enhance their biodiversity and ecological status where appropriate and consistent with flood defence requirements and Water Framework Directive (WFD) targets.

RSPP3 To raise community awareness and where possible, community involvement of the rich diversity of water habitats within the Wolds and how their actions impact upon this resource. (See also Section 5.2 Thriving Communities)

RSPP4 To continue to further our understanding of the springs and pond resource found across the Wolds.

RSPP5 To encourage the enhancement of existing ponds and other wetland habitats for biodiversity, landscape and wider socio-economic gains.

RSPP6 Influence any future water storage schemes to encourage multiple benefits for landscape, flood prevention and wider ecosystem goods and services.

RSPP7 To seek to maintain groundwater levels and their seasonal fluctuations wherever possible to safeguard rivers, streams, springs and blow-wells sufficient to retain characteristic wildlife communities.

Actions: See RSPA1-15 in Table 3

4.2.7 Arable farmland

Unlike many of the chalk downland landscapes of southern England, much of the Lincolnshire Wolds sheep-walks, common land and warrens were extensively cultivated in the early 1800's, a pattern which continued apace with the Victorian High Farming Period which witnessed significant investment and the development of highly organised mixed rotational farming.

The generally high quality and permeable soils found across the Wolds, including for example loamy deposits from glacial drift, together with the area's generally drier climate (in comparison with western Britain) has favoured the ongoing intensification of arable cropping. The 1960's and 1970's saw some of the most dramatic changes to the tilling practices; and aided by mechanisation large fields took hold, the labour force shrank and many small farms and farmsteads were amalgamated.

Today, modern and commercial farming dominates much of the Wolds, invariably with a focus on a small handful of crops. Spray interventions, in the form of nutrient, pesticide and herbicide applications, together with the introduction of autumn sowing, has had a significant impact on the wildlife associated with the farmed landscape. The once common cornfield weeds, including poppies, yellow charlock (ketlocks), thistles and docks were driven from the fields under the relentless drive for increased yields. A similar trend has been evidenced in the decline of our farmland birds including species such as turtle dove, yellow hammer and the native partridge.

The future for domestic agriculture is uncertain, with current methods for farm support and cross compliance measures likely to change following de-coupling from the European payment support systems under Pillar 1 and Pillar 2 (Common Agriculture Policy – Rural Payments) and the move to more open market forces. Stakeholders are recommending that the Plan seeks to secure sustainable farming across the Wolds; in the context of arable cropping that means a type and level of cultivation that can secure a profit for the landowner/farmer, improving farm efficiencies to secure high quality food and produce, whilst also delivering on a wide range of public benefits (natural capital) including innovative projects to enhance arable wildlife, explore and develop integrated pest management and minimise inputs.

Threats/Pressures (✓ = still deemed important from peer review responses)

- Increasing pressure for intensification to maintain economies of scale in production. ✓✓✓✓
- General ongoing uncertainties to future farming markets and subsidies through Brexit and revisions to the Common Agricultural Policy (CAP). ✓✓✓
- Continuing applications of pesticides and fertilisers reducing opportunities for arable wildlife, however ongoing innovations and integrated pest management can aid good practice to help to minimise undesirable impacts and maximise economic returns. ✓✓✓✓✓
- Changing influences (positive and negative) on biodiversity through emerging field crops e.g. flax, borage, sunflowers, and energy crops such as maize and miscanthus. ✓✓✓✓✓
- Brexit and changes to domestic land management policies (including potentially no cross compliance) and the increasing influence of wider global forces. *(new issue)*

Objective:

AFO To improve the abundance and diversity of characteristic farmland wildlife within the commercially farmed landscape. (See also Section 5.1 Farming in the Wolds)

Policies:

AFP1 To encourage maximum take-up of agri-environment scheme options that provide enhanced conditions for arable farmland wildlife.

AFP2 To improve awareness of commercial farming's 'good practices' that bring additional wildlife and landscape benefits.

AFP3 To encourage surveys to improve information on distinctive arable wildlife (e.g. native herbs and grasses, pollinators and farmland birds), helping to provide a wider evidence base to inform future land management for the area.

Actions: See AFA1-5 in Table 3

4.3 Geodiversity

The Lincolnshire Wolds has a complex geology and geomorphology that has been extensively modified by a number of ice advances. Chalk from the Cretaceous period (140 million – 75 million years ago) forms the dominant bedrock for the area and is part of the strata that extends from the Chilterns north to the Yorkshire Wolds. However the chalk is typically less than 50 metres thick in places with glacial tills and gravels overlaying much of the area. The bedding planes of the Wolds dip gently eastwards, thus periodically exposing older rocks from the Lower Cretaceous (Carstone, Sutterby Marl, Roach, Upper Tealby Clay, Tealby Limestone, Lower Tealby Clay, Claxby Ironstones, Spilsby Sandstones). These deposits of sands, clays and ironstones are commonly revealed on the western facing scarp slopes and within the numerous river valley systems that cut through the Wolds. The picture is further complicated by the increasing dominance of the sandstone beds as you move southwards from the Bluestone Heath escarpment.

As indicated, the Wold's topography has been greatly modified by glacial and periglacial activity and this is one of the outstanding qualities of the area. No other upland chalk landscape in Britain has undergone such a dramatic modification on account of an extensive series of glaciations. Ancient coastal cliffs, glacial spillways, ponded-lake systems, dry valley combs cut by meltwaters, and complex glacial deposits (tills and gravels) are in abundance. One of the overriding legacies of the ice-age is the areas highly distinctive rolling plateau and incised steep valleys which are most evident in the Chalk Wolds character area.

The AONB currently has 15 registered Local Geological Sites (LGS's) with six sites still recognised as Regionally Important Geological Sites (RIGS) and awaiting further review. There are a further six Sites of Special Scientific Interest (SSSIs) on account of providing nationally important striking and memorable geological/geomorphological features. Four of these sites are disused quarries and two of the sites are cuttings. Many of the LGS exposures occur within redundant pits and quarries, typically where stone or chalk was extracted for local building stone, road aggregates or as a local source of lime.

There is an ongoing role for the Lincolnshire Geodiversity Group, as part of the Greater Lincolnshire Nature Partnership (GLNP), to work closely with landowners to raise awareness and interest in the geological and geomorphological interest of the Wolds. No new sites have been put forward for future stone quarrying under the current Mineral Plan, so only land with historic or existing permissions will be potentially used for the purposes of future extraction. However there are alternative uses for quarry pits including recycling, road aggregate, and highway storage that clearly need careful consideration through the formal planning system. As well as retaining important bedrock exposures for the purposes of research and education there is also a balance to be struck in terms of wider reclamation interests - in some cases there may well be pressures to provide a re-supply of land for future farming, recreation or wider landscape or environmental gains. The most advantageous enhancement schemes are invariably those that have undergone careful collaborative planning and can offer multiple future benefits whilst safeguarding the intrinsic geological/geomorphological interests of the Wolds.

Threats/Pressures

Key issues for managing the Wolds' geodiversity include: (✓ = still deemed important from peer review responses)

- Threats to geological sites from disuse, neglect or fly-tipping. ✓✓✓✓✓
- Continued quarrying/mineral extraction and secondary development pressures (e.g. landfill, recycling of aggregates etc.). ✓✓✓✓✓
- Possible threat to important localities from fossil collecting. ✓✓✓
- Restricted or poor access to many of the RIGS/LGS sites. ✓✓✓
- General lack of awareness and understanding. ✓✓✓✓✓
- Unauthorised use for recreation (e.g. from quad bikes, motorcycles and other vehicles). ✓✓✓✓
- Ongoing management of geodiversity sites to maintain their interest/condition. (*new issue*)

Objective:

GDO To protect and enhance the geological and geomorphological features of the AONB for enjoyment, education and research.

Policies:

GDP1 To work with partners and landowners to safeguard and improve the intrinsic interest of geological and geomorphological sites, including improved access. (See also Section 6.3 Access, Recreation and Tourism)

GDP2 To maintain and enhance awareness and understanding of the geological and geomorphological interest through general and site specific interpretation. (See also Section 6.2 Interpretation)

Actions: See GDA1-6 in Table 3

4.3.2 Soils

Soil can often be overlooked, however it is clearly a vital resource, not only providing the essential substrate for our farming industry (arable, livestock, dairy, and horticulture) but also serving as the base medium for our many and varied ecosystems including woodland, grassland, hedgerows, verges, parkland and gardens. Soils play an essential role in terms of capturing and protecting our water resources and also in their ability to buffer and protect the wider environment from extreme climatic events and unfortunate pollution incidents. Soil properties are dynamic, responding to a wide array of chemical, physical and biological processes as well as local conditions such as land-use, the type and extent of vegetation cover, topography and the prevailing weather conditions.

In response to the complex geology and topography of the Lincolnshire Wolds it is no surprise that some 25 individual soil types have been identified across the AONB. (Cranfield University, Soil Report 2009). Light chalky soils of varying colour and texture extend over much of the central and northern plateau tops and often provide well drained high grade agricultural land. By contrast, many of the valley bottoms in the Wolds comprise pockets of heavier and often impermeable clay soils where wet pastures, marshland and woodland carrs dominate the landscape. Similar waterlogged soils are extensive in the south-east claylands where glacial tills and moraine deposits are widespread. In turn more extensive glacial till has been deposited west of Belchford in the Bain valley. Further variety of soils is provided by Spilsby and Elsham beds which give rise to the more sandy substrates commonly found in a narrow westerly band and within the wider Lymn valley.

The partnership recognises the essential contribution of the Wolds soil resource to the farming sector but also its importance in safe guarding the wider goods and services (natural capital). There is clearly scope to explore and develop our understanding of soil management. This should include identifying and supporting good practice that can help ensure soil protection, minimising erosion and sedimentation and retaining, where needed, nutrients and organic matter (there are some circumstances where thin soils or an absence of soil is beneficial, for example geological/geomorphological exposures and plant communities that favour shallow/low fertility substrates). Such actions will help to secure sustainable and efficient levels of farming whilst aiding the wider protection of ecosystems and heritage assets and assisting in the future availability of fresh clean water within our aquifers, streams and rivers.

Threats/Pressures:

Key issues for managing the Wolds' soils include: (✓ = still deemed important from peer review responses)

- Erosion from wind and water run-off. ✓✓✓✓✓✓
- Appropriate land management practices to prevent the risk of erosion and subsequent diffuse pollution. ✓✓✓✓✓✓✓
- Maintaining good soil structure and nutrient content. ✓✓✓✓✓✓
- The reinstatement of grassland or use of winter cover crops or stubble to conserve the resource. ✓✓✓✓✓✓
- Potential impact from uncertainties and changes relating to Brexit, global market forces and climate change. (*new issue*)
- Potential increased risks to soil structure and water run-off (diffuse pollution) through new cropping patterns, for example, depending on location and topography, increasing maize production for anaerobic digestion. (*new issue*)

Objective:

SO To protect and enhance the soil resource for water protection, flood management, agricultural management, biodiversity, and carbon storage.

Policies:

SP1 To work with partners and landowners to safeguard and improve the soil resource, anticipating future pressures from climate change

SP2 To increase awareness and understanding amongst landowners, land managers and other practitioners, of the different soil types and their relationship to the wider landscape and other environmental and socio-economic services.

Actions: See SPA1-4 in Table 3

Key Related Plans & Strategies (Geodiversity & Soils)

Defra 25 Year Plans - Environment and Food and Farming (*pending*)

Earth Heritage Conservation in England: A Natural Areas Perspective (1996)

Lincolnshire Minerals and Waste Local Plan (2016)

Geodiversity Charter for England 2014

Lincolnshire Wolds Natural Area Profile (1997)

Local Development Frameworks and Core Strategies (see Developing in the Wolds)

Local Development Plans – Saved Policies

National Planning Policy Framework (2012)

Natural Foundations: Geodiversity for People, Places and Nature (2006)

RIGS Handbook - UK RIGS (1999 onwards)

UK Geodiversity Action Plan (UKGAP) - A Framework for Action (2009)

Local Geological Sites: Guidelines for their Identification & Selection in the Historic County of Lincolnshire (2009)

Safeguarding our Soils: A Strategy for England (2011)

Soils Report for Lincolnshire Wolds AONB (2009)

The Geodiversity Strategy for Greater Lincolnshire (2017)

4.4 Cultural Heritage - Historic Landscapes

A key component of the Lincolnshire Wolds AONB is undoubtedly its rich and vibrant rural heritage – much of which we are continuing to discover today both through specialist surveys and in some cases excavation, and through community projects such as the award winning Down Your Wold and the subsequent Layers of History initiatives.

Some of the oldest human remains in Britain have been found here and every period of habitation has left its mark on the landscape. A great variety of cultural features can be traced throughout the area, from ancient tumuli, long departed monastic sites, distinctive stone churches and more recent industrial heritage (ironstone mining) and our abandoned (but not forgotten) wartime airfields. There is evidence of many small parklands and a number of smaller estates, which often include modest Tudor or Georgian country houses, together with a large number of Georgian and Victorian farmsteads and more isolated farm dwellings.

The landscape has inspired many artists and writers, the most famous being Alfred, Lord Tennyson (1809-1892). Born in Somersby and educated in Louth, he left the Wolds in 1837, but its landscape provided a source for many of his poems including 'In Memorium AHH', 'Maud' and 'The Brook'. At the time of the enclosures, the well-known painter Peter de Wint (1784 -1849) produced a number of popular canvases of the Wolds. In the late 20th century, the area again provided a setting for literature in A.S. Byatt's Booker Prize-winning novel 'Possession' and continues to provide inspiration for local artists and writers.

4.4.1 Archaeology

The Wolds has a wealth of archaeological and historic landscape features. There are over 2,000 archaeological sites, of which 98 are classed as Scheduled Monuments (SMs) on account of their national interest. There is longevity of settlement which makes the Wolds a premier archaeological landscape (CCP414, 1993) and during early Medieval times it was one of the most densely populated parts of England with a thriving wool industry which helped in the development of the surrounding market towns.

The oldest remains date from the Palaeolithic period, with an important and well researched stratified site at Welton le Wold. The southern Wolds has significant Mesolithic remains, particularly in the Lymn valley and by the Neolithic period the Wolds had become a cultural focal point. The Wolds has an exceptional ritual landscape including the densest distribution of long barrows in the country and an important grouping of round barrows. Significant settlement and burial landscapes can be traced through the Bronze and Iron Ages and analysis of prehistoric and Roman remains shows that many Iron Age centres were superseded as Roman settlements. The Caistor High Street, the Bluestone Heath Road and Barton Street provided an important network of ancient trackways. The line of a Roman road between Lincoln Eastgate and Burgh le Marsh can still be traced through Tetford and north of Skendleby.

A large number of Anglo-Saxon cemeteries, such as the one at South Elkington, show the continued importance of the area for ritual purposes. The Wolds was important in the formative years of Christianity in the county with a very early monastery at Partney. Substantial numbers of remains date from the Medieval period, with numerous monasteries and nunneries and one of the highest concentrations of deserted and shrunken medieval villages in England.

The Wolds archaeology is an important resource in need of ongoing protection and enhancement. In 2004 English Heritage, now Historic England, identified 47 (51%) of the SMs at high risk and a further nine at medium risk. However by 2011 the number of sites at high risk was reduced to 33 (34%) with nine still remaining at medium risk. The most recent figures from 2017 highlighted that the number of SMs at high risk has once again been further reduced to 27 (28%).

A Joint Accord between HE and the NAAONB is in place and recognises the need for future integrated action to help safeguard, manage and raise awareness of the heritage assets widely evident in all of England's AONBs. A partnership approach between local landowners and respective organisations is

essential for the future protection and enhancement of the archaeological assets across the Wolds. The Plan seeks to encourage increased opportunities for voluntary input and community engagement, which very much aligns with the Government's more recent strategies for protecting the historic environment (Cultural White Paper, 2016). The local Partnership recognises that there is a continued need for further research and study, especially in respect of the important archaeological features found across the Wolds. Such studies will undoubtedly further our understanding of the links between people, place and landscapes and aid future protection, interpretation and management of both protected and unprotected heritage sites and features of interest.

Threats/Pressures (✓ = still deemed important from peer review responses)

- Change of land use especially conversion of pasture to arable - although the increasing use of 'min-till' (minimum tillage) and 'no-till' techniques will help to minimise future disturbances from deep ploughing which has previously been a concern. ✓✓✓✓
- Potential for damage through poorly executed woodland management and inappropriate planting – tree root and wind-throw damage. ✓✓✓✓
- General lack of awareness and understanding. ✓✓✓✓✓
- Future impacts from climate change. ✓✓✓

Objective:

AO To protect, appropriately manage and enhance archaeological and historic features within the AONB, preventing further loss or damage.

Policies:

AP1 To encourage and support research projects to help increase our knowledge of the Wolds' heritage, identifying sites of key importance and promoting better understanding of the complexity of risk, particularly from climate change.

AP2 To raise awareness of archaeological heritage in the Wolds, working with farmers, landowners, land managers, utility companies and relevant contract workers to support positive management. (See also Sections 5.1 Farming in the Wolds and 6.2 Interpretation)

AP3 To increase and enhance appropriate public access to sites of archaeological and historic interest, in consultation with landowners. (See also Sections 5.1 Farming in the Wolds, 5.2 Thriving Communities, 6.2 Interpretation and 6.3 Access, Recreation and Tourism)

Actions: See AA1-12 in Table 3

4.4.2 Built Heritage

Attractive farmsteads, country houses, hamlets and distinctive (often nucleated) villages all contribute to the special character of the Lincolnshire Wolds AONB. There is no one unified pattern of architecture in the area, but rather a wide range of rural buildings that often reflects the diversity of local buildings stones and local bricks.

Claxby Ironstone, with its rich ochre and the paler Tealby Limestone, are used extensively in the traditional church and cottage buildings in the north-west of the Wolds – for example at Nettleton, Walesby, Claxby and Tealby. In contrast, Spilsby Sandstone was the dominant building material in the southern Wolds, often providing a distinctive dark brown/greenish hue on account of the presence of the mineral glauconite (widely associated with greensand). Some churches, farm buildings and cottages have also made use of local chalk, usually blocks from the firmest Totternhoe Beds. When used, the chalk was usually incorporated in the main facades of the building, often on top and within more resistant foundation and cornering stones and hard wood timbers.

Brick became available from the 14th century and with the presence of local clays encouraged the development of local brick pits. Brick buildings, initially with thatch roofs, became much more dominant over the preceding centuries for domestic properties. From the 17th century clay pantiles were the preferred roofing material, although imported slates were also used being used, increasingly for more prestigious buildings including country houses such as Harrington Hall, Hainton Hall and South Ormsby Hall. Other important buildings in the Wolds include the now rare 'mud and stud' cottages within the southern Wolds, water and windmills, and Georgian and Victorian farmstead buildings and cottages.

As highlighted in previous plans, many of current stock of rural buildings can provide important roost opportunities for protected species including barn owls and bats, and any future renovation plans need to be managed sensitively. There are currently some 325 Listed Buildings found across the Wolds with less than 1% deemed at risk. The recent farmstead study for the AONB has identified 586 traditional farmsteads, some 8% of which include either a farmhouse or work building that is listed. Nearly half of the farmsteads recorded still retain over 50% of their original features and clearly provide an important resource. Restoration and enhancement of redundant historic buildings, thoughtfully planned and carefully implemented, can support further development and diversification of the local economy, and can add real value to the local built fabric and distinctive sense of place evident across the AONB.

Threats/Pressures

- Abandonment/dereliction of farm, cottage and watermill buildings – although the situation is improving through more recent renovation opportunities. ✓✓✓✓✓
- Previously poorly planned and constructed development/renovation/conversion, especially within some of the Wolds' villages, leading to loss of local distinctiveness – the situation is improving through local planning authorities increased attention to quality of design. ✓✓✓✓✓
- Limited sources for local materials. ✓✓✓
- Loss of traditional building expertise. ✓✓✓✓✓

Objective:

BHO To protect and enhance the historic and locally distinctive character of rural settlements, buildings and features within the AONB. (See also Section 7.1 Planning)

Policies:

BHP1 To work with property owners, residents, owner occupiers and developers to encourage sympathetic and innovative design and management of buildings in keeping with local distinctiveness and character.

BHP2 To raise awareness of the built heritage in the Wolds and increase understanding of its contribution to the AONB.

BHP3 To encourage and support sympathetic repair and sustainable re-use of redundant buildings for uses directly supportive of the local economy, encouraging use of local materials. (see also Section 5.2 Thriving Communities)

BHP4 To embrace appropriate technologies that promotes sustainability and energy efficiency whilst complementing the AONB's special character.

Actions: See BHA1-8 in Table 3

Key Related Plans & Strategies (Archaeology and Built Heritage)

Adapting Traditional Farm Buildings; Best Practice Guidelines for Adaptive Reuse (Historic England, 2017)
Adaptive Reuse of Traditional Farm Buildings; Historic England Advice Note 9 (2017)
Conservation Principles, Policies and Guidance for Sustainable Management of the Historic
County Archaeology Manual - Lincolnshire County Council (2016)
Cultural Heritage - Government White Paper (2016)
Defra 25 Year Plans - Environment and Food & Farming (*pending*)
English Heritage National Heritage Protection Plan (Version 1: May 2011)
Every Street Matters (2006)
Heritage Counts 2016: Heritage and the Economy (2016)
Heritage White Paper - Heritage Protection for the 21st Century (2007)
Joint Statement on the Historic Environment in Areas of Outstanding Natural Beauty: English
Heritage, CADW and National Association for AONBs (2004)
Lincolnshire Design Guide for Residential Areas (1996)
Lincolnshire Wolds AONB Traditional Farmstead and Landscape Statement (2017)
Local Development Frameworks & Core Strategies (emerging)
Local Development Plans – Saved Policies
Looking After Our Landscapes Post Brexit (Heritage Alliance, 2017)
National Planning Policy Framework (2012)
Our Lincolnshire, Our Past - The Lincolnshire County Council Historic Environment Strategy 2017-22 (2017)
Planning Policy Statement 5: Planning and the Historic Environment (2010)
Power of Place: The Future of the Historic Environment (2000)
Streets for All (2005)
Streetscape Design Manual - Lincolnshire County Council (2016)
Structure and Local Plans – Saved Policies and Emerging Local Plans
The Greater Lincolnshire Farmstead Assessment Framework - Guidelines for Best Practice (2015)
The Greater Lincolnshire Farmsteads Character Statements (2015)
The Historic Environment: A Force for Our Future (2010)
The Maintenance and Repair of Traditional Farm Buildings; A Guide to Good Practice (Historic England, 2017)

5. Living and Working in the Wolds - Theme 2

The Lincolnshire Wolds is sparsely populated, comprising small villages and hamlets and dispersed farm dwellings, surrounded by a number of small market towns. The area is deeply rural in character, and although characterised with some of the finest landscapes in the East Midlands, some communities still suffer from economic deprivation and rural isolation. Limited public transport connections beyond the primary main roads means many individuals are heavily dependent upon personal transport to access wider employment and service hubs.

It is important that there are sufficient local employment opportunities to enable people not only to continue living in the Wolds but also to have the opportunity of working close to home. As well as the important service and cultural links to the larger market towns, local residents are very aware of the need to utilise future benefits from new technologies (e.g. via the ongoing roll-out of mobile phone and broadband). There is also community awareness and understanding of the need to help maintain and support a wide range of local services including the village shop, post office, pub and tea room. Such facilities remain invaluable at a local level and often provide opportunities for important social connections, especially for the more isolated and vulnerable in our communities.

5.1 Farming and Field Sports in the Wolds

The character of the Lincolnshire Wolds remains heavily shaped by farming, with field sizes and cropping patterns reinforcing local landscapes and having an ever changing impact upon the visual character of the area. With over 75% of the AONB in cultivation any market changes through Brexit, and the potential decoupling from subsidies and move towards WTO (World Trade Organisation) rules, has the potential for wide reaching impact upon not only the farming community but also on the character and landscape of the Wolds.

Some 16% of employment in the AONB is in the farming sector, supporting a workforce of almost 800 individuals, including a significant number of full-time workers, farmers and farm managers. Almost half of the 231 farms registered in the area are primarily cereal producers (2013 Defra Agricultural Census). However approximately a quarter of the total number of Wolds farms continue to operate as mixed or lowland grazing units. These are commonly smaller holdings, but nevertheless also make an important contribution to the local economy and help to maintain the grassland pastures.

The current rural landscape of the Wolds, including its woodland copses, field headlands and winter cover crops owes much of its existence to both the previous and ongoing pursuit of various country field sports, including legal hunts and game shooting. The AONB Partnership continues to recognise that hunting, shooting and fishing interests can generate significant local income and employment to help support the local rural economy. There is a balance to be struck in terms of managing potential conflict with the wider public, for example potential noise and disturbance issues. Many landowners are equally aware of the need to sensitively stock and manage reared game birds, including the careful siting of release pens and game feeding stations to minimise impacts upon the local woodland and hedgerows and maximise the opportunities for wider environmental benefits. As indicated, many of the Wolds woodlands, copses, hedgerows and field margins continue to be actively managed to help support game rearing habitats and in so doing also provide very important habitat diversity in support of wider wildlife interests, including small mammals, farmland birds and insects.

Returning to general farming matters, there has been a reported reluctance for landowners and tenants to commit to fresh Countryside Stewardship Schemes; common concerns include both the high levels of bureaucracy and the perceived difficulties from locking into fresh long-term agreements at this point in time. The current messages from Government suggest that any future agri-environment schemes beyond the current EU arrangements will more than likely have to demonstrate clear public benefit - above and beyond food production - to include for example an emphasis on natural capital and wider goods and services. Future collaboration across the farming, environmental and economic sectors are essential not

only to help support individual farmers but also encourage increased catchment-scale approaches to land management.

Threats/Pressures (✓ = still deemed important from peer review responses)

The majority of farmland in the Wolds is used for agricultural purposes and any market changes have the potential for wide reaching impact upon the landscape and character of the Wolds.

- Increasing uncertainty and continuing pressure for higher yields and increasing economies of scale through intensification to compete in the global market and resist declining incomes, although farm sizes predicted to stay fairly static. ✓✓✓✓✓
- Potentially significant impacts and future uncertainties from both Brexit and the subsequent reform of domestic farming policy, including possible implications on farm subsidies for future agri-environment options. ✓✓✓✓✓
- Continuing decline in livestock farming and associated infrastructure with its likely degradation of landscape character. ✓✓✓✓✓
- Changing cropping patterns in response to climate change issues, weed/chemical control and market forces. ✓✓✓✓✓

Objective:

FW0 To acknowledge and promote sustainable farming as a key activity in maintaining the Wolds' landscape character and other natural and heritage assets.

Policies:

FWP1 To develop and promote agricultural good practice to conserve and enhance the natural beauty and landscape character of the Wolds.

FWP2 To monitor and proactively influence changes in local, regional and national agriculture policy to maximise benefits to farmers in the Wolds.

FWP3 To encourage and support initiatives to sustain livestock farming in the AONB. (See also Section 4.2.2 Meadow, Pasture and Wet Grassland)

FWP4 To support farm diversification schemes appropriate to the AONB and which accord with planning policy. (See also Section 7.1 Planning)

FWP5 To seek to maintain traditional rural activities that can protect, appropriately manage and enhance the landscape. (See also Section 5.2 Thriving Communities)

FWP6 To recognise and support the contribution of well managed field sport activities for the benefits of wildlife, rural character and the local economy.

FWP7 To raise awareness within the farming community of the growing issues of climate change, sustainable energy and carbon management.

Actions: See FWA1-15 in Table 3

Key Related Plans & Strategies (Farming in the Wolds)

Creating a Great Place for Living; Defra's Strategy to 2020 (2016)
Defra 25 Year Plans - Environment and Food and Farming (*pending*)
Greater Lincolnshire LEP Strategic Economic Plan 2014-2030 (refreshed 2016)
Local Development Frameworks and Core Strategies (see Developing in the Wolds)
Local Development Plans – Saved Policies
National Planning Policy Framework - NPPF (2012)
New Model Farming: resilience through diversity (2016)
Rural Business 2030: Unlocking Investment-Unlocking Potential (2016)
Rural Development Programme for England (2015-2020)
Uncertain Harvest: does the loss of farms matter (2017)

5.2 Thriving Communities

As indicated previously, the Lincolnshire Wolds is deeply rural, with a much dispersed infrastructure. Using 2011 census data, the LWCS estimates a population of 10,701 for the AONB, with a further 36,316 living in the surrounding market towns of Alford, Caistor, Horncastle, Louth, Market Rasen and Spilsby. There are 74 parishes within the protected landscape, only five of which have more than 450 residents. There are some 89 settlements, the larger ones being Brookenby, Tealby and Walesby within West Lindsey; Belchford, Binbrook, Ludford and Tetford within East Lindsey; and Hatcliffe within North East Lincolnshire.

The Wolds' communities are generally small, and often physically isolated, and their connections with the surrounding market towns remain essential to maintain the socio-economic vitality of the area. Equally important are the role of the many local facilities across the AONB. An LWCS audit in 2017 highlighted the following: 20 public houses; 6 post offices; 12 local stores; 9 tea rooms and 5 fishing lakes. The AONB Partnership is increasingly aware of the importance that such amenities provide, both within and between communities at the local level, providing a wide range of services for both residents and visitors to the area.

There is often a common perception that the Wolds is dominated by an elderly population with an influx of retirees and an outward movement of young adults. However closer examination of the population figures indicates that currently there is a fairly even distribution across all of the age categories, although the largest grouping is the 45-59 years old group. The LWCS estimates that in 2011 some 4,890 people were in employment, with 258 unemployed, the latter at 5% is slightly above the current UK unemployment average (4.3% - Oct 2017). As evidenced in the recent State of the AONB Report there are some 375 rateable businesses in the AONB including 70 workshops/factory premises, 54 warehouses/stores and 52 tourism accommodation providers including self-catering. Employment is varied across sectors with approximately 42% in professional, managerial or technical fields and 17% working in a skilled trade.

There is currently some concern at the local level in terms of recent housing applications both within and immediately adjacent to the AONB. Clearly a balance needs to be struck to maintain sustainable and viable communities by ensuring for example that any new housing proposed is in the right location, of the right size and of the right design and wherever possible can provide affordable homes. The respective Local Authorities and their formal Local Plans provide the mechanisms and legal policy frameworks for robustly assessing housing needs and supply and allocating accordingly future parcels of land for housing. Local engagement in all levels of the process should be actively sought, including the further support and encouragement of community Neighbourhood Plans.

Returning to wider access to services, this also extends into green space provision, and although there is an extensive network of public rights of way many settlements have limited access to more formal areas of open space such as country parks, allotments and playing fields. With increasing awareness of the public health benefits from leading/experiencing active lifestyles there is considerable potential to enhance physical and mental wellbeing for all ages utilising the Wolds resource - supporting, promoting and enhancing the opportunities for local communities and the wide public to enjoy and experience the AONB's unique sense of place, tranquillity and rural charm.

Ongoing issues highlighted during the peer review: (✓ = still deemed important from peer review responses)

- A sense of unease over the future of many rural services and facilities, typically the post office and village shop. ✓✓✓✓✓
- Impact of unsightly development (Buildings, Wind Turbines etc.)
- Loss of scenic beauty through changes to landscape.
- A generally poor public transport system because of the sparse settlement pattern. ✓✓✓✓✓✓
- Concern over the decline in the rural economy and the need to sustain local employment. ✓✓✓✓✓✓
- The increasing housing difficulties for the young. ✓✓✓✓✓✓

- The limited access to public open space. ✓✓✓✓✓
- The ongoing EU review of the Common Agricultural Policy (CAP) and development of a possible British Agricultural Policy
- Vulnerabilities to communities and the business sector through the continuing outward migration of young people. (*new issue*)

Objective

TCO To support and promote partnership activity to help safeguard and enhance the prosperity and well-being (quality of life) of communities within the Wolds AONB, ensuring the Wolds remain a place to live, work, invest in, and visit, whilst meeting the needs of this unique landscape. (See also Section 7 Developing the Wolds)

Policies:

TCP1 To foster safe, vibrant and inclusive communities, working with relevant agencies to support local businesses and communities, encouraging both innovation and wider good practice. (See also Sections 4.2.4 Woodlands, Beech Clumps and Traditional Orchards and 5.1 Farming in the Wolds)

TCP2 To encourage measures to reverse the declines in rural services and facilities and promote healthier lifestyles.

TCP3 To encourage existing and new businesses to have a high regard for environmental sustainability especially in the context of the AONB.

TCP4 To sensitively utilise the Wolds as a recreational resource, in particular promoting accessible 'green infrastructure' close to communities within and adjacent to the AONB.
(See also Sections 4.2.2 Meadow, Pasture and Wet Grassland, 4.2.4 Woodlands, Beech Clumps and Traditional Orchards and 6 Discovering the Wolds)

Actions: See TCA1-13 in Table 3

Key Related Plans and Strategies (Thriving Communities)

Forestry and Woodland Policy Statement (2013)

Greater Lincolnshire LEP Strategic Economic Plan 2014-2030 (refreshed 2016)

Health and Wellbeing in Lincolnshire; Joint Strategic Needs Assessment (2017)

Local Development Frameworks and Core Strategies (see Developing in the Wolds)

Local Development Plans – Saved Policies

National Planning Policy Framework (2012)

6. Discovering the Wolds - Theme 3 (Interpretation, Access, Recreation and Tourism)

6.1 Overview for discovering the Wolds

The primary purpose of the Lincolnshire Wolds AONB designation is the protection and enhancement of the area's natural beauty and unlike National Parks there is no statutory duty placed on the relevant authorities to actively promote the area for the purposes of recreation and tourism. However since the publication of the Lincolnshire Wolds Interpretation Strategy (2000) and subsequent AONB Management Plans there has been an increasing awareness and recognition of the value of supporting and encouraging "appropriate" recreation and tourism. The AONB Partnership's understanding of "appropriate" in this context, is a level of promotion and management of access, recreation and tourism that can help to support "quiet enjoyment" of the area and foster interest and respect in the natural beauty of the Wolds.

The superb views, attractive villages and hamlets, and unique natural and cultural heritage assets provide considerable opportunities for future recreation and tourism development. As evidenced in the State of the AONB Report, there is an increasing awareness of the tourism sector's contribution to the local economy, including wider visitor expenditure which can often assist local ancillary services important to the social fabric of the area. There is however a widespread view that promotion of the Wolds needs to be respectful of the protected landscapes special qualities, which include its deeply rural sense of place and tranquillity.

Key issues for the managing interpretation, access, recreation and tourism: (✓ = still deemed important from peer review responses)

- Raising the profile of the Lincolnshire Wolds - its unique landscape and natural/heritage/cultural assets - as a place to visit, enjoy and appreciate. ✓✓✓✓✓✓✓✓
- Balancing an increase in visitors with the Wolds sense of tranquillity and isolation. ✓✓✓✓✓✓✓✓
- Developing an appropriate access, recreation and tourism infrastructure, including suitable facilities for specialist interests. ✓✓✓✓✓✓✓✓
- Exploring opportunities to develop links with the surrounding market towns and neighbouring venues. ✓✓✓✓✓✓✓✓
- Enhancing partnership working to aid the promotion and interpretation of the Wolds. ✓✓✓✓✓✓✓✓
- Promoting walking, cycling, horse riding and carriage driving. ✓✓✓✓✓✓✓✓
- Promoting access for all and the principle of least restrictive access. ✓✓✓✓✓✓✓✓
- Promoting appropriate specialist leisure interests, exploring further opportunities for field sports activity, 'energetic/high adrenalin' pursuits and other emerging markets. ✓✓✓✓✓✓✓✓
- Supporting and promoting established festivals and events programmes that can help to maintain and encourage the vitality and cultural interest of the Wolds area. (*new issue*)

6.2 Interpretation – Awareness Raising

There is an important role for the ongoing roll-out of high quality interpretation: as well as helping to direct and inform visitors, utilising a wide range of interpretive media has been shown to be a very important tool in engaging local residents and encouraging active interest and participation in the protection and enhancement of the Wolds AONB.

A people-focused approach to interpretation has always been fully supported and encouraged by the AONB Partnership, helping communities to discover and share in the understanding of local sites, places and the wider AONB – depending on levels of interest and expertise, outcomes will often be across a wide range of environmental and heritage topics. This approach recognises and builds on the wealth of local knowledge and local voices for exploring and promoting the area – including the area's local character, history, wildlife, folklore and cultural strengths. Local engagement links with wider national strategies, for

example Conservation 21, which advocates placing people at the heart of the environment and future "natural capital" planning/place-shaping.

The future Management Plan will continue to recognise the important links between the Wolds and the surrounding market towns, all of which, to varying degrees, act as both physical and intellectual "gateways" into the AONB. The future emphasis will be on the further development of a coordinated approach to interpretation, helping to promote the special attributes of the area through a diverse range of media. This should in turn help provide an enhanced sense of place and improve the visitor experience for not only those travelling into the Wolds but also for the benefit of our local residents.

Objective:

IO To raise the profile of the AONB through increasing visitors' and residents' enjoyment and understanding of its special qualities, in turn helping to support the local economy. (See also Sections 5.2 Thriving Communities, 6.3 Access, Recreation and Tourism and 7.2 Transport in the Wolds)

Policy:

IP1 To provide visitors and residents with a greater understanding and appreciation of what makes the Lincolnshire Wolds a special place, encouraging interpretation facilities and services that can be utilised by all.

IP2 To strengthen the profile of the AONB as a visitor destination by highlighting the area's unique landscape character and sense of place to the general public.

IP3 To encourage residents to become actively involved in the interpretation and promotion of their area for visitors.

Actions: See IPA1-9 in Table 3

6.3 Access, Recreation and Tourism

As highlighted earlier in the Plan, although there is a limited number of country parks and recreational open space immediate to many of the settlements in the Lincolnshire Wolds there is an extensive network of public rights of way. There are six well established long distance routes, including most notably the Viking Way, and also a wide range of walking, cycling and wider promotional literature that has been produced by the AONB Partnership.

The Partnership has more recently linked up with the relevant local authorities and local businesses to help support and promote the work of the new "Love Lincolnshire Wolds" tourism partnership; a group which seeks the careful promotion of both the Wolds and its surrounding network of market towns to aid the delivery of its Destination Management Plan (Lincolnshire Wolds and Market Towns). This Strategy has specific actions aimed at increasing visitors, identifying gaps in provision and further developing partnerships to help enhance facilities and bring additional economic benefits into the area.

The Love Lincolnshire Wolds group has highlighted the benefits of utilising wider countywide tourism initiatives, including the more recent success of the Lincoln Castle renovation programme and its national/international promotion of the Magna Carta. As highlighted in the State of the AONB report, the STEAM data analysis for the wider Lincolnshire Wolds National Character Area and the Wolds surrounding market towns estimates the total number of annual visitor days for 2016 as 4.05 million, bringing in an estimated £166.58 million in tourism income.

Clearly there is scope to further promote the area as an all-round destination and to continue to support the enhancement of the tourism and recreation offer to help attract new visitors and extend overnight stays. There is also an opportunity to make additional positive connections with the Greater Lincolnshire Nature Partnership, in this context, working to secure and enhance engagement with "green tourism" initiatives to help build on the wider nature conservation /natural environment infrastructure.

A collaborative approach to recreation and tourism management involving public, private and third sector organisations is being actively encouraged for the area and is very much work in progress. An objective review of unsolicited comments from Trip Advisor and Google Maps, demonstrates the generally high regard held for the Wolds AONB as a recreation/tourism destination and its value to local residents and visitors for enjoyment, discovery, health and wellbeing.

Objective:

ARTO To develop, promote and seek implementation of a wide range of sustainable access, recreation and tourism initiatives appropriate to the Lincolnshire Wolds AONB.

Policies:

ARTP1 To maximise access opportunities for all visitors and residents of the AONB, improving provision for quiet recreation. (See also Sections 4.2.2 Meadow, Pasture and Wet Grassland, 4.2.4 Woodlands, Beech Clumps and Traditional Orchards, 5.1 Farming in the Wolds and 5.2 Thriving Communities)

ARTP2 To provide coordinated, accurate and up-to-date information on the access, recreation and tourism opportunities within the Wolds AONB. (See also Section 6.2 Interpretation)

ARTP3 To develop joint promotion and marketing initiatives to raise the profile of the Lincolnshire Wolds AONB, including utilising the surrounding market towns as gateways to the Lincolnshire Wolds. (See also Sections 5.1 Farming in the Wolds and 6.2 Interpretation)

ARTP4 To review current access, recreation and tourism provision and support new measures and good practice to improve the infrastructure where compatible with the AONB.

Actions: See ARTA1-18 in Table 3

Key Related Plans and Strategies (Interpretation, Access, Recreation and Tourism)

Creating a Great Place for Living – Defra's strategy to 2020
Cycling and Walking Investment Strategy - Dept. for Transport (2016)
Countryside Access and Rights of Way Improvement Plan - Lincolnshire (2012)
Delivering a Golden Legacy; A growth strategy for inbound tourism to Britain from 2012 to 2020 (2012)
Forestry and Woodland Policy Statement (2013)
Lincolnshire Wolds Interpretation Strategy (2001)
Local Authorities Tourism / Economic Development Strategies (various)
Love Lincolnshire Wolds Destination Management Plan (2016)
Structure and Local Plans – Saved Policies and Emerging Local Plans

7. Developing the Wolds - Theme 4

As highlighted in the scene setting chapters, the Lincolnshire Wolds Area of Outstanding Natural Beauty (AONB) is a nationally recognised and protected landscape on account of its high scenic quality and its unusual combination of features. Originally designated in 1973, there have been continual efforts and action by the AONB Partnership - including local authorities, the Lincolnshire Wolds Countryside Service, government agencies, and other third sector organisations - to work closely with landowners, local communities and businesses to help direct, influence and manage landscape change and future development in a positive way.

The Wolds scenery is subtle and complex, with many different facets combining to create the area's overall intrinsic character and distinctive sense of place. As is often said, the more one comes to know the area the greater its appeal. However there is widespread view that the Wolds are very much a living and working landscape and should not be preserved in aspic. A key challenge remains in terms of fostering and supporting development that can work with, not against, the grain of the Wolds and its people.

7.1 Planning and Development Management

The Wolds AONB is particularly vulnerable to inappropriate development on account of its strong rural character and tranquillity, its extensive plateau tops and open views, and its dark night skies. Furthermore there is wide spread recognition that the topography of the Wolds is subtle and complex and its juxtaposition with the low lying coastal grazing marshes to the east and the equally flat clay vale to the west make the area especially sensitive to neighbouring development which can potentially impact upon both the setting and the expansive views to and from the AONB.

As highlighted previously, individual planning decisions are taken by the relevant local planning authorities based upon national guidance and legislation as expressed through the National Planning Policy Framework (NPPF) and the corresponding suite of Local Plan, Highways, and Mineral and Waste policies. The Management Plan seeks to complement these strategies and not oppose them; it has been demonstrated through national planning appeals that AONB Management Plan policies are a material consideration in the decision making process for securing sustainable development. The NPPF makes it clear that there should be a general presumption in favour of granting development, however through Paragraphs 115 and 116 there is a duty on relevant decision making bodies to apply great weight to the protection and enhancement of our nationally protected landscapes (our National Parks and AONBs).

New development, of the right type, of the right scale, and in the right location should be actively encouraged. This should include thoughtfully designed and well-constructed development that seeks to complement and enrich local distinctiveness and the natural beauty of the AONB. The active use of relevant and up-to-date site surveys (including flora, fauna, heritage assets), relevant design guides and best practice should be the norm, accompanied by the comprehensive use of LVIA's (landscape and visual impact assessments) to help shape and assess both formal and informal proposals.

Key issues highlighted included: (✓ = still deemed important from peer review responses)

- Proliferation of often unsightly telecommunication masts and their associated infrastructure (similarly with overhead powerlines). ✓✓✓✓✓
- Poor design and build of some developments, including village infilling and farm and cottage renovations. ✓✓✓✓✓
- Growing impact of light pollution. ✓✓✓✓✓
- Negative view of planning restrictions which are seen to be limiting socio-economic development. ✓✓✓✓✓
- Lack of affordable housing for local people and key workers. ✓✓✓✓✓

- Renovation/development of redundant farm buildings. ✓✓✓✓✓✓
- Potential impact of development and land use change on sites adjacent to the AONB. ✓✓✓✓✓✓
- Wind farms – pros and cons. ✓✓✓✓✓✓
- House builders/developers utilising formulaic national designs. ✓✓✓✓✓✓
- Potential for future increase in future hydro-carbon exploration. (*new issue*)

Objective:

PO To seek to ensure that development plans and planning guidance consistently recognise and uphold the primary purpose of the Lincolnshire Wolds AONB designation – the protection and enhancement of its natural beauty and special character. (See also Sections 4.4.2 Built Heritage and 5 Living and Working in the Wolds)

Policies:

- PP1** To protect and enhance local character and distinctiveness through the highest quality design in new development and re-development, including making space for biodiversity and tackling climate change.
- PP2** To encourage and support the sensitive conversion of traditional buildings to new viable uses to support the local economy and community, including making space for biodiversity and tackling climate change.
- PP3** To support the development of local needs/affordable housing provision which is appropriate to local character and consistent with AONB objectives and LA planning policies.
- PP4** To minimise damage to the AONB landscape as a result of mineral working and associated activity and help in implementation of the Lincolnshire Geodiversity Strategy.
- PP5** To promote awareness and encourage consideration of the impact of adjacent development on the views to and from the AONB.
- PP6** To recognise and protect the AONB night skies and general tranquillity through ensuring future development minimises impact upon light and noise levels.
- PP7** To ensure a general presumption against wind energy schemes in any location which could cause significant and demonstrably detrimental effects upon the natural beauty and intrinsic characteristics of the AONB.
- PP8** To support general waste reduction measures and recycling initiatives that are in accordance with the special requirements of the AONB and help the shift towards a circular economy.
- PP9** To ensure that where larger scale development must proceed within or adjacent to the AONB, because of other national interests, the highest regard is placed on minimising any impacts upon the primary purpose of the designation – the area’s natural beauty.
- PP10** To develop a comprehensive assessment approach to securing opportunities for renewable energy provision across the AONB and its wider setting.

Actions: See PA1-16 in Table 3

Key Related Plans and Strategies (Planning)

A New Vernacular for the Countryside (2004)

EC Rural Development Regulations (2007 onwards)

Fixing our Broken Housing Market - Dept. for Communities and Local Government (2017)

Greater Lincolnshire LEP Strategic Economic Plan 2014-2030 (refreshed 2016)

Guidelines for Landscape and Visual Impact Assessment – Landscape Institute (3rd Ed, 2013)

Lincolnshire Design Guide for Residential Areas (1996)

Lincolnshire Charter for Agriculture and Horticulture Implementation Plan (2003)

Lincolnshire Minerals and Waste Local Plan Core Strategy and Development Management Policies (2016)

Local Development Frameworks and Core Strategies

Local Development Plans – Saved Policies

National Planning Policy Framework (2012)

Planning Act 2008

Streetscape Design Manual - Lincolnshire County Council (2016)

The Lindsey Action Zone Local Development Strategy 2014-2020

The Localism Act (2011)

The Planning and Compulsory Purchase Act (2004)

7.2 Transport and Signage in the Wolds (✓ = still deemed important from peer review responses)

The Partnership recognises that a good transport network is essential to the future well-being and prosperity of those living in the Wolds, helping to ensure that local residents and visitors have good access to a wide range of amenities both within and adjacent to the AONB. These include links to the essentials for modern living – connections to commerce, retail, education, finance and health services - in addition to regular access to the wider countryside and its various rural attractions.

There is an expectation on developing and maintaining a good road infrastructure that can support the needs of local farming, forestry, tourism, recreation and the needs of other rural businesses. Whilst there is a network of arterial roads linking the surrounding market towns many of the Wolds interior routes are narrow and rural in nature. Currently over 90% of the highway network is managed directly by Lincolnshire County Council, the remainder by North East Lincolnshire Council. Comparing the average annual average daily traffic flow counts (AADT) for all vehicles using the principal A and B roads in the Wolds the average vehicle movements for A roads was 7,433 (2017 counts) with 2,078 vehicle movements for B roads (2016 counts). As evidenced in the State of the AONB report, the detailed picture is more complicated, but there has clearly been a net increase in road vehicle movements since 2010.

The AONB partnership has sought to encourage and develop local transport solutions to aid traffic management including the regular review of road signage, including the Lincolnshire Wolds gateway/entrance signs found on most of the principal routes. Whilst being mindful of the need to minimise roadside furniture and visual clutter the group has actively supported the ongoing renovation and maintenance of the AONBs locally distinctive, black and white, traditional road signs.

As noted in earlier chapters the settlement pattern across the Wolds is highly scattered and dispersed making the efficient running of a fully integrated transport network challenging. The InterConnect and CallConnect Services remain very important to the area, in particular providing vital links for those that are totally reliant upon public transport or private taxi services. Most of the arterial routes are covered by a scheduled bus route but the number of journeys can be fairly limited.

With an increasing partnership emphasis on encouraging sustainable recreation and tourism there will be ongoing pressures on the transport infrastructure and the need to review both services and the signage across the Wolds. There will also be fresh opportunities to explore the linkages with recreation and active lifestyles, helping for example to review and develop the InterConnect Bus Walks. Further provision for other user groups - cyclists, horse-riders and those with particular special needs - will also be important, including exploring and developing innovative good practice through public, private and community sector engagement.

Key issues highlighted included: (✓ = still deemed important from peer review responses)

- Limited transport infrastructure. ✓✓
- Sparse public transport links, especially in the northern half of the AONB. ✓✓✓
- Lack of integrated public transport network. ✓✓✓
- Increasing loss of rural character through proliferation of urban style road development. ✓✓✓
- Road safety issues, particularly dangerous driving. ✓✓✓
- Increase in commuting from the Wolds. ✓✓✓
- In isolated cases, village signage that fail to capture adequately the links with the local character and distinctiveness of the Wolds. (*new issue*)

Objective:

TWO To encourage and support the development and promotion of a sustainable and fully integrated transport network which respects the AONB landscape and character and addresses local community and visitor needs.

Policies:

TWP1 To encourage integrated public and community-based transport schemes that can help to improve the links between communities within the AONB and the surrounding market towns. (See also Sections 5.2 Thriving Communities and 6.2 Interpretation)

TWP2 To support and encourage traffic management that will promote safe and attractive walking, cycling and riding in the AONB.

TWP3 To encourage transport infrastructure improvements to support appropriate tourism development, ensuring schemes are sympathetic to the landscape and character of the AONB.

TWP4 To encourage a consistent approach to the use of road signage, furniture and maintenance to promote and respect the character of the AONB.

TWP5 To support and encourage the development of an integrated and well maintained public rights of way network, maximising the opportunities for achieving access for all.

TWP6 To encourage the Highway Authorities to adopt traffic management measures and schemes commensurate with AONB designation and rural environments.

Actions: See TWA1-14 in Table 3

Key Related Plans and Strategies (Transport in the Wolds)

Community Strategies

Countryside Access and Rights of Way Improvement Plan - Lincolnshire (2012)

Every Street Matters (2006)

Lincolnshire Local Transport Plan 4 - (2013)

Lincolnshire Streetscape Design Manual (2012)

Local Development Plans – Saved Policies

Local Transport Act (2008)

National Planning Policy Framework (2012)

North East Lincolnshire Local Transport Plan (2011)

7.3 Climate Change and Energy

There remains a requirement to increase our understanding of the full suite of pressures from climate change, the anticipated type, scale and rate of change and the steps that can be taken to both mitigate and adapt to "climate-proof" our precious natural and developed landscapes. The worldwide understanding of climatic changes are continually improving, and although there are still sceptics to global warming, it is clearly evident that weather patterns are changing markedly, both home and abroad. Climate change, in addition to the spread of plastics, is now widely recognised as posing one of the most serious long-term threats to both global and UK ecosystems, with a host of direct and indirect impacts upon our landscapes, wildlife and habitats and the wider goods and services they provide – including provision of water, food and outdoor environments for recreation and tourism.

The Partnership continues to recognise that the problems associated with climate change have the potential to have a significant impact upon the Lincolnshire Wolds AONB. Anticipated long term changes include a likely change to future cropping and farming patterns across the Wolds, as farmers increasingly review and adapt their growing regimes to help maximise their future commercial returns. There is likely to be increased pressure on wildlife, although some species may adapt well and expand their ranges, others will struggle and their coverage could become further restricted. Pressures on both farmed and indigenous plants and animals are likely to increase through the emergence and spread of new pests and diseases. Extreme and more unpredictable weather events are anticipated to become more frequent, including severe storms with high winds and intense rainfall. This has the potential to cause harm and disruption to crops, wildlife (including notably woodlands, parklands, landscape trees and our rivers and streams), historic buildings, infrastructure (transport, communications and utilities) and our communities, especially those residential and commercial properties within/adjacent to flood plains and historic spring-lines.

As well as working to reduce emissions (most notably fossil fuels), including the shift towards a circular economy and reduced 'carbon footprint', a landscape scale /catchment scale collaborative approach is highly advantageous to help build resilience and aid adaptations. The Lincolnshire Wolds AONB can clearly provide a test-bed for more innovative multiple land management. An obvious example is the review and development of further green networks and habitat corridors to crucially connect isolated and fragmented habitats. Such an approach would be in-line with current Government thinking on "natural capital", where a mosaic of varying and connected habitats can aid the future migration of our native plant and animal species, supporting natural pest control and crop pollination for adjoining cultivated land, whilst safeguarding our water resources through increasing interception and infiltration rates in the upper catchments.

Key issues will be: (✓ = still deemed important from peer review responses)

- Predicting and managing the increasing burdens on our natural and built resources, including impacts upon our water, food, biodiversity, housing and recreation interests. ✓✓✓✓✓✓
- Securing energy conservation measures and reducing reliance upon fossil fuels. ✓✓✓✓✓
- Ensuring that future sustainable energy technologies minimise their impact upon the Wolds' landscape and other environmental assets. ✓✓✓✓✓
- Water availability and quality issues, including lower river flows, temperature changes, reduced water tables and expected increased demand for flood alleviation and water storage areas. ✓✓✓✓✓✓✓
- Changes to future cropping patterns and impacts (positive and negative) upon local distinctiveness. ✓✓✓✓✓✓
- Wildlife migration pressures and the mobility of habitats and species through adaptation. ✓✓✓✓✓✓✓
- Likely emergence of new pests, diseases and invasive species. ✓✓✓✓✓✓✓

- Increasingly integrating solutions to climate change through applying a landscape scale and ecosystems approach to land management including the provision of breathing spaces for nature. ✓✓✓✓✓✓✓✓
- Encouraging sustainable forms of recreation and tourism to help enhance the local environment and economy. ✓✓✓✓✓✓✓✓
- Increased pressure on woodlands to supply woodfuel to meet Renewable Heat Incentive requirements.
- Potential impacts from anaerobic digestion plants – including issues with design, infrastructure, transportation and future cropping patterns (increasing demand on monocultures).

Objective:

CCO To seek to develop and implement a long-term climate change strategy to help safeguard the Lincolnshire Wolds AONB, recognising and responding to the key local pressures through effective adaptation and mitigation.

Policies:

CCP1 To establish, monitor and review key indices for monitoring the possible effects of climate change.

CCP2 To develop practices that promote a sustainable landscape approach to tackle and respond to climate change pressures through a range of mitigation and adaptation measures.

CCP3 To support and develop practices that promote healthy, well-connected and managed landscapes and ecosystems resilient and flexible to the effects of climate change.

CCP4 To encourage and promote innovative low carbon energy reduction/generation schemes that are conducive to the requirements of the AONB designation and complement local landscape character.

Actions: See CCA1-8 in Table 3

Key Related Plans and Strategies (Climate Change and Energy)

Community Strategies

Climate Change and Sustainable Energy Act (HMSO, 2006)

Climate Change – The UK Programme (Defra, 2006)

Energy White Paper – Meeting the Energy Challenge (DBERR, 2007)

Energy White Paper: Our Energy Future – Creating a Low Carbon Economy (2003)

Local Development Frameworks and Core Strategies (see Developing in the Wolds)

Local Development Plans – Saved Policies

National Planning Policy Framework (2012)

Natural England's Climate Change Risk Assessment and Adaptation Plan (2015)

The Economics of Climate Change – The Stern Review (2006)

The Kyoto Protocol – United Nations Framework Convention on Climate Change (1992 & 1998)

The UK Government Sustainable Development Strategy – Securing the Future (Defra, 2005)

8. Partnerships in the Wolds - Theme 5

Partnership Management Aspiration:

All agencies, organisations, communities, landowners/managers and local businesses will work in partnership to protect and enhance the Lincolnshire Wolds AONB.

This partnership management aspiration is an overall statement of intent for all partners involved in the ongoing delivery of the objectives, policies and resulting actions of this Plan.

At this stage of the plan making process we wish to thank once again everyone that has contributed their thoughts and views to aid the formulation of the revised Management Plan for the period 2018-23. We continue to welcome further input from all of the Wolds landowners, local businesses, communities, local residents and visitors to the area during the public consultation. Please help us all in shaping, developing and ultimately delivering an aspirational Strategy and Action Plan for the Lincolnshire Wolds AONB area – one that can best protect and enhance the Lincolnshire Wolds AONB, both now and for generations to come.

Future success is clearly heavily dependent upon understanding, appreciating and collaborating both within and across sectors and interest groups. This is even more critical with the many pressures facing the area and the ever increasing demand on resources. The Management Plan seeks to provide a catalyst for future positive activity and change, identifying common points of synergy and encouraging innovation, at local, strategic, national and international levels.

9. Making it Happen – Implementation, Monitoring and Review

9.1 Implementation

It is intended that the objectives and policies set out in the revised Management Plan will be embraced and acted upon by all those organisations and individuals that have a role to play in the management of the Lincolnshire Wolds AONB – in short, everyone. This includes landowners, voluntary organisations and interest groups, local authorities, parish councils, statutory agencies, regional bodies and government agencies.

The fundamental purpose of the Plan is to encourage integrated action by all who have an active interest in the management of the area. The subsequent Action Plan sets out a detailed five year proposed programme of work activity to help in the delivery of our policies and overriding objectives across the five themes:

1. **Protecting the Wolds**
2. **Living and Working in the Wolds**
3. **Discovering the Wolds**
4. **Developing the Wolds**
5. **Partnerships in the Wolds**

The Lincolnshire Wolds JAC has a key role to play in conjunction with the LWCS and the relevant local authorities in overseeing the promotion and implementation of the Plan and the Action Plan (Table 3). The monitoring procedures will enable us to measure the success of the Plan where it matters most – on the ground. Lead partners will help support the JAC, LWCS and the local authorities with the co-ordination of the Action Plan. The Action Plan details a comprehensive suite of tasks relevant to the strategic policies and the wider objectives of the Plan. As far as possible these are intended to be specific, measurable, achievable, realistic and time-bound in order to deliver a set of clear outcomes. They will be the subject of a regular annual review to help prioritise and target actions as resources and wider partnerships allow.

Item 9.1.1: Table 3 - The Lincolnshire Wolds AONB 5 Year Action Plan 2018-2023

Theme 1: Protecting the Lincolnshire Wolds

Biodiversity Objectives – Overarching

Objective BO To protect, enhance and where appropriate restore the biodiversity of the Lincolnshire Wolds AONB, aiding the development and relevant delivery of the Lincolnshire Nature Strategy, Biodiversity 2020, Conservation 21 and emerging UK environmental plans (post Brexit).				
Policies	Proposed Actions	Potential Lead Partners	Potential Others	Proposed Target
BP1 To survey and monitor key habitats and species within the AONB in-line with Lincolnshire national and international aspirations for biodiversity.	BA1 Review and develop further baseline data to increase understanding and improve monitoring of the biodiversity of the AONB. Implement Actions... link to other sections	LWCS	Other relevant JAC partners GLNP	Ongoing
	BA2 Encourage community/voluntary biodiversity recording. Implement Actions... link to other sections	LNU LWCS LWT	Other relevant JAC partners	Ongoing
	BA3 Continue to research the spread and impact of invasive species on the biodiversity of the AONB. Implement Actions... link to other sections	EA	Other relevant JAC partners GLNP LWT NE	Ongoing
BP2 (see also Policy CCP3) To develop and promote a landscape-scale approach to habitat conservation, restoration and creation, helping habitats and species to develop resilience to future climate change through increased habitat linkages and providing for enhanced ecosystem service networks.	BA4 Build upon Countryside Stewardship to promote uptake in Wild Pollinator and Farmland Wildlife Packages specifically designed to link and extend habitat corridors and protect watercourses. . Implement Actions.....link to other sections	LWCS LWT NE	Other relevant JAC partners	50%+ coverage by 2023
BP3 To support and encourage agricultural guidance and good practices that protect, enhance and restore wildlife habitats across the AONB, helping to minimise the need for regulatory enforcement.	BA5 Continued promotion through Countryside Stewardship and Catchment Sensitive Farming (CSF) initiatives. Implement Actions....link to other sections	NE	Defra	Ongoing
BP4 To develop and promote general awareness and appreciation of the wildlife of the AONB and maximise the benefits with wider socio-economic gains including utilising wider links to the local nature tourism offer.	BA6 Seek to influence and shape appropriate targeting via Countryside Stewardship and future agri-environment schemes. Implement Actions...link to other sections	NE	GLNP	Ongoing

Biodiversity – Meadow, Pasture and Wet Grassland (section 4.2.2)

Objective GO To increase the extent and quality of wildlife friendly grasslands across the AONB, targeting areas close to Local Wildlife Sites, watercourses, important road verges, archaeological sites, historic parkland and settlements. (See also Linc's Nature Strategy - LNS – for links with wider lowland grassland habitat targets)				
Policies	Proposed Actions	Potential Lead Partners	Potential Others	Proposed Target
GP1 To help maintain, enhance and where appropriate restore, extend or connect grasslands of high wildlife, historic and landscape value.	GA1 Restore and maintain favourable conservation status to all grassland SSSI sites in the AONB supporting landowners with pro-active management.	NE	Landowners	All sites by 2023
	GA2 Restore and maintain positive conservation management across all grassland Local Wildlife Sites.	GLNP LWCS	Landowners LWT NE	70% by 2023
	GA3 (see also FWA1 & FWA7) Promote, advise and encourage farmers and landowners uptake in agri-environment measures to increase the extent of biodiversity rich grasslands.	NE	Landowners LWCS	35 ha by 2023
GP2 To raise community awareness of the rich natural and cultural heritage of the Wolds' grassland.	GA4 (see also VLA7 & TCA13) Facilitate local events to increase awareness of the Wolds' grassland including via the Campaign for the Farmed Environment Network.	LWCS	GLNP LWT NE	5 events by 2023
GP3 To support initiatives to encourage grazing of less productive grasslands, including calcareous grassland.	GA5 (as FWA6) Review and develop support networks for local graziers to aid future livestock management, including access to specialist advice on rare breeds.	NE	Defra LWCS LWT	Ongoing
GP4 To promote to land managers the additional benefits of good grassland management including carbon sink, climate change and flood alleviation impacts.	GA6 (see also GA4 & VLA7-8) Research and coordinate specialist training/awareness opportunities in tandem with GA4 including utilising the Countryside Stewardship Facilitation Fund focusing on grassland management advice and support for land managers in the AONB.	LWCS NE	GLNP LCC LWT	3 events by 2023

Biodiversity – Grass Verges and Green Lanes (section 4.2.3)

Objective VL To retain, restore and encourage positive management of the distinctive grass verges along the AONB's roadsides and green lanes. (See also LNS for links with wider lowland grassland habitat targets)				
Policies	Proposed Actions	Potential Lead Partners	Potential Others	Proposed Target
VLP1 To help maintain, enhance and where appropriate restore, extend, or connect grass verges for their wildlife and landscape value.	VLA1 Continue to survey and monitor all Roadside Nature Reserves (RNRs) in the AONB, utilising online recording systems.	LWT	Local specialist LCC LNU NE	Ongoing on a 3 year cycle
	VLA2 Restore all RNRs to favourable conservation status.	LWT	LCC NELC Landowners	100% by 2023
	VLA3 Review and encourage suitable verge cutting management to enhance biodiversity, avoiding compromising vehicle sight lines.	LCC NELC	LWT LWCS Landowners Specialist	50 km by 2023

			contractors	
	VLA4 Minimise litter and fly-tipping on road verges and green lanes with an awareness campaign and deal with any incidents promptly.	ELDC NELC WLDC	LCC EA	Ongoing+ 1 x publicity campaign by 2023
	VLA5 Maintain liaison between highway authorities, landowners, interest groups and local communities to minimise illegal vehicle encroachments.	LCC NELC	Parish Councils Landowners Interest Groups	Ongoing
VLP2 To raise awareness and local engagement in the natural and cultural heritage of grass verges and their contribution to green infrastructure and climate change adaption.	VLA6 Review and support further training opportunities to widen voluntary skill base for ecological surveying.	LWT	GLNP LWCS Local specialists Volunteers	50+ volunteers by 2023
	VLA7 (see also GA4 & GA6) Research and coordinate specialist awareness raising opportunities linking with wider grassland management issues.	LWT	GLNP LCC LWCS NE	1 event by 2023
	VLA8 Promote and implement appropriate recommendations from the AD Biomass Trial to support verge management for nature conservation and wider gains.	LCC NELC	LWT LWCS Landowners Specialist contractors	Ongoing

Biodiversity - Woodlands, Beech Clumps and Traditional Orchards (section 4.2.4)

Objective WBO To protect, enhance, and where appropriate extend the woodland and tree cover within the AONB, maximising their contribution to the AONB by integrating landscape, biodiversity and socio-economic benefits. (See also LNS for wider links with Trees and woodland; Lowland mixed deciduous woodland; Traditional orchards; Wet woodland HAP; and Wood-pasture and parkland targets)

Policies	Proposed Actions	Potential Lead Partners	Potential Others	Proposed Target
WBP1 To reinforce the existing pattern of woodland, seeking to increase the area of native broadleaved woodland (including wet woodland), accepting some non-native planting for climate change adaptability.	WBA1 Encourage uptake of grants and specialist advice to aid sustainable management of existing woodlands for biodiversity.	FC	Landowners LWCS NE	10 ha by 2023
	WBA2 Promote uptake of grants to encourage appropriate new planting schemes, particularly adjacent to existing ancient semi-natural woodlands, and linking areas of existing habitats	FC	Landowners LWCS NE	10 ha by 2023
WBP2 To re-establish complementary habitats adjacent to woodlands.	WBA3 Promote uptake of grants and specialist advice to encourage complementary neighbouring biodiversity habitats, including pasture and in-field crop options.	NE	Landowners LWCS	25 ha by 2023
WBP3 To record the extent and location of small ancient woodlands as part of an integrated digital database for the Lincolnshire Wolds woodlands.	WBA4 Encourage continued mapping of the small woodland resource across the AONB including beech clumps.	LWCS GLNP	FC NE	Ongoing
WBP4 To encourage and support woodland business schemes, of	WBA5 Encourage uptake of grants (FC, LAZ-LEADER, RDPE & SDF) and specialist	FC	CLA Landowners LWCS	Ongoing

an appropriate scale, within the AONB.	advice to support local woodland/timber businesses.		NFU	
	WBA6 (see also FWA11) Organise and promote an autumn festival event to help market locally produced timber, enhancing links between businesses and potential customers.	Business Operators	FC LWCS	1 event by 2023
WBP5 To establish the extent and quality of traditional orchards and encourage suitable restoration, creation and management.	WBA7 Review the results of the pilot voluntary orchard surveying project (ground-truthing the PTES inventory) with a view to aiding a wider roll-out of evidence gathering, including the type and frequency of local varieties.	LWCS GLNP	EoEAO Landowners LCC NE PTES	Ongoing
	WBA8 (see also FWA11) Promote annual Apple Day and other local events to encourage wider awareness of the orchards in the AONB and their management requirements.	LWCS NT GLNP	CG EoEAO LCC	3 events promoted by 2023

Biodiversity – Hedgerows and Landmark Trees (section 4.2.5)

Objective HTO To protect, manage, enhance and where appropriate increase the hedgerows and landmark trees in the AONB. (See also LNS for wider links with Hedgerows and hedgerow trees targets)				
Policies	Proposed Actions	Potential Lead Partners	Potential Others	Proposed Target
HTP1 To help record, maintain, and where appropriate restore all species-rich and ancient hedgerows, encouraging planting and management of hedgerows and trees to benefit landscape and habitat connectivity.	HTA1 Explore and develop funding applications to help support landscape scale enhancement projects; (to include potentially the Lincolnshire Wolds Greenway and Bluestone Heath Road initiatives).	LWT LWCS	EH GLNP Parish Councils	Review by 2019
	HTA2 Provide specialist advice and encourage uptake of agri-environment grants and the AONB Grant Scheme to support species-rich/ancient hedgerows and landmark trees.	LWCS NE	ELDC LCC NELC WLDC	5+ schemes supported per annum
HTP2 To raise awareness of the importance of hedgerows and landmark trees for wildlife, landscape and cultural values and encourage future community engagement.	HTA3 Continue to promote and encourage the tree warden scheme and training programme throughout the area.	ELDC LCC NELC TCV WLDC	Parish Councils	Ongoing
	HTA4 Continue to review and promote various tree advisory notes, including those pertaining to new and emerging pests and diseases (e.g. Chalara and Acute Oak Decline).	FC LWCS	ELDC LCC LWT NELC NFU WLDC	Ongoing
	HTA5 Encourage and support local cultural events to celebrate and inspire interest in the special values of our hedgerow and tree resource.	LWCS LWT	ELDC LCC NELC Parish Councils WLDC	3 events by 2023

Biodiversity – Rivers, Streams and Ponds (section 4.2.6)

Objective RSPO To improve, where appropriate, the function and natural environment of the river and stream catchments and their associated landscape character and wetland habitats. (See also LNS for wider links with Rivers and wetlands; Chalk streams and blow wells; Ponds, lakes and reservoirs; Rivers, canals and drains; Springs and flushes targets)				
Policies	Proposed Actions	Potential Lead Partners	Potential Others	Proposed Target
RSPP1 To maximise the extent of low-input land management adjacent to all rivers and streams and utilise floodplains to minimise impact of flooding in residential areas.	RSPA1 Promote and develop agri-environment schemes and woodland planting schemes to enhance the AONB's river valley landscapes where appropriate.	FC LCSP NE	EA Landowners LCC LWCS	Ongoing
	RSPA2 (see also SA4) Create low-input managed land adjacent to the area's streams and rivers.	LCSP	NE	50 km by 2023
RSPP2 To rehabilitate streams and rivers to enhance their biodiversity and ecological status where appropriate and consistent with flood defence requirements and Water Framework Directive (WFD) targets.	RSPA3 Facilitate, support and promote the Lincolnshire Chalk Streams Project (LCSP) under the guidance of its Steering Group.	AW EA NE LWCS	LWT WTT	Ongoing work programme review – 4 meetings per annum
	RSPA4 Influence and work with landowners to introduce a variety of in-stream and bankside enhancement measures.	LCSP	EA GLNP	5 km of river restoration by 2023
RSPP3 To raise community awareness and where possible, community involvement, of the rich diversity of water habitats within the Wolds and how their actions impact upon this resource.	RSPA5 Facilitate a series of local events to increase public awareness of the Wolds' wetland heritage.	LCSP	LWT	5 events by 2023
	RSPA6 Provide a range of specialist talks, demonstration events and guided walks under the LWCS/LCSP banner.	LCSP	LWCS	12 activities by 2023
	RSPA7 Facilitate a range of practical volunteering activities, seeking engagement from the local communities.	LCSP	AW EA WTT	6 activities by 2023
RSPP4 To continue to further our understanding of the springs and pond resource found across the Wolds.	RSPA8 Encourage continued mapping of the small wetland resource across the AONB, utilising volunteer assistance where possible.	GLNP LWT	LCSP LWCS	Ongoing
RSPP5 To encourage the enhancement of ponds and other wetland habitats for biodiversity, landscape and wider socio-economic gains.	RSPA9 Provide advice and encourage practical enhancements for pond, lake and wetland management and where appropriate creation.	LCSP LWCS	EA LWT NE TCV	3 sites by 2023
RSPP6 Influence any future water storage schemes to encourage multiple benefits for landscape, flood prevention and wider ecosystem goods and services.	RSPA10 Provide relevant advice and support on any forthcoming storage or flood alleviation schemes.	EA LCC	LCSP LWCS LWT NE	Ongoing
RSPP7 To seek to maintain groundwater levels and their seasonal fluctuations wherever possible to safeguard rivers, streams, springs and blow-wells sufficient to retain characteristic wildlife communities.	RSPA11 Monitor and maintain the appropriate biological grading and flow rates of streams and rivers in the AONB.	EA	LCSP	70% by 2023
	RSPA12 Seek to influence the development and implementation of all relevant Catchment Abstraction Management Strategies	EA LCSP NE	AW JAC LWCS	Ongoing

	(CAMS) and Catchment Sensitive Farming (CSF) programmes to safeguard AONB interests.			
	RSPA13 Comment, monitor and respond to new implications from the Water Framework Directive.	EA	AW JAC LCSP	Ongoing
	RSPA14 Advise and support future chalk and Spilsby Sandstone groundwater modelling studies including impacts of siltation and diffuse pollution.	EA	LCSP NE	Abstraction models reviewed by 2023
	RSPA15 Review and where possible, minimise the presence of stream/river barriers to natural fish/aquatic migrations.	LCSP EA	AW	Ongoing

Biodiversity – Arable Farmland – (section 4.2.7)

Objective AFO To improve the abundance and diversity of characteristic farmland wildlife within the commercially farmed landscape. (See also LNS for wider links with Farmland birds targets)

Policies	Proposed Actions	Potential Lead Partners	Potential Others	Proposed Target
AFP1 To encourage maximum take-up of agri-environment scheme options that provide enhanced conditions for arable farmland wildlife.	AFA1 (see also FWA1) Promote, advise and assist farmers and landowners on relevant agri-environment stewardship measures including utilising the CS Wild Pollinator and Farmland Wildlife Package (WPFWP).	Defra NE	CLA Landowners LWCS NFU	Ongoing
AFP2 To improve awareness of commercial farming's 'good practices' that bring additional wildlife and landscape benefits.	AFA2 Utilise farmers' networks to explore and promote environmental management systems for farms to share good practice.	CLA NFU	Defra Landowners LWCS NE	Ongoing
	AFA3 Continue to support and promote Open Farm Sunday events in the Wolds, encouraging engagement with harder to reach groups.	CLA NFU LEAF	Landowners LWCS	1 event per annum
AFP3 To encourage surveys to improve information on distinctive arable wildlife (e.g. native herbs and grasses, pollinators and farmland birds), helping to provide a wider evidence base to inform future land management for the area.	AFA4 Continue to identify selection of key sites for future monitoring of arable farmland – where possible linking with GLNP arable plants report on trends and distribution.	LWCS LNU	Landowners GLNP NE	5 new sites by 2023
	AFA5 Develop a subsequent monitoring programme utilising volunteers where possible.	LNU	GLNP LWCS	Review and amend baselines by 2023

Earth Heritage – Geodiversity (section 4.3.1)

Objective GDO To protect and enhance the geological and geomorphological features of the AONB for enjoyment, education and research				
Policies	Proposed Actions	Potential Lead Partners	Potential Others	Proposed Target
GDP1 To work with partners and landowners to safeguard and improve the intrinsic interest of geological and geomorphological sites, including improved access.	GDA1 Work with partners to deliver, monitor and review the Lincolnshire Geodiversity Strategy.	GLNP	LWCS	Ongoing
	GDA2 Encourage and support the review and reclassification of RIGS sites to Local Geological Sites.	GLNP ELDC NELC WLDC	LWCS NE	Review the four remaining RIGS by 2020
	GDA3 Maintain support and engagement with the Lincolnshire Geodiversity Group and GeoConservationUK.	LWCS	GLNP LWT NE	Ongoing
GDP2 To maintain and enhance awareness and understanding of the geological and geomorphological interest through general and site specific interpretation.	GDA4 Encourage and support appropriate on-site interpretation.	LGG	Landowners LWCS NE	3 further sites by 2023
	GDA5 Continue to review and promote the Wonder of the Wolds Geology leaflet and relevant partner publications.	LWCS	LGG	Ongoing
	GDA6 Organise and support public events and field trips to promote the geodiversity resource in the Wolds.	LWCS	LGG	3 events by 2023

Earth Heritage – Soils (section 4.3.2)

Objective SO To protect and enhance the soil resource for water protection, flood management, agricultural management, biodiversity and carbon storage				
Policies	Proposed Actions	Potential Lead Partners	Potential Others	Proposed Target
SP1 To work with partners and landowners to safeguard and improve the soil resource, anticipating future pressures from climate change.	SA1 Monitor the application of measures to safeguard and protect the soil resource.	CSF EA LCSP	IDB ELDC WLDC NELC	Annually
	SA2 Encourage and support voluntary measures to further improve and protect the resource via agri-environment schemes, CFE and planting schemes.	CFE CLA NFU	EA FC GLNP LWCS NE	A further 6 schemes by 2023
SP2 To increase awareness and understanding amongst landowners, land managers and other practitioners of the different soil types and their relationship to the wider landscape and other environmental and socio-economic issues and services.	SA3 Organise and support events that raise awareness of different soil types and good practice for their management.	GLNP LWCS	LGG NFU CLA NE	3 by 2023
	SA4 (see also RSPA2) Explore land management techniques to aid soil protection and minimise water course sedimentation.	EA IDB	AW CSF FC LCSP LWCS NFU NE	Ongoing

Archaeology (section 4.4.1)

Objective AO To protect, appropriately manage and enhance archaeological and historic features within the AONB, preventing further loss or damage.				
Policies	Proposed Actions	Potential Lead Partners	Potential Others	Proposed Target
AP1 To encourage and support research projects to help increase our knowledge of the Wolds' heritage, identifying sites of key importance and promoting better understanding of the complexity of risk, particularly from climate change.	AA1 Continue to coordinate a specialist sub-group (the Heritage Working Group - HWG) to address the issues of archaeological sites and SMs at risk in the Wolds.	LWCS	HE HL LCC NELC	3 meetings per annum
	AA2 Review the findings and recommendations of the Long Barrows research project to help aid and inform future management practice.	HE NE HTL	HWG LCC LWCS NELC	Ongoing
	AA3 Continue to offer support to local history groups for survey, information gathering and interpretation material, including projects to aid what and how features are at risk.	LCC LWCS	HL HWG NELC	Support on request
	AA4 Seek to explore and understand direct and secondary climate change impacts upon the archaeological heritage of the AONB by engagement with current and future research.	HE	HL HWG LCC LWCS NELC	Ongoing
	AA5 Continue to support and guide the use of the countywide Historic Landscape Characterisation as a management tool.	LCC	HE HTL HWG NELC	Ongoing
	AA6 Continue to utilise opportunities from the countywide Layers of History Project to develop and support further Wolds' community heritage projects.	HTL LWCS	LCC HaR HWG NELC	By 2023
AP2 To raise awareness of archaeological heritage in the Wolds, working with farmers, landowners, land managers, utility companies and relevant contract workers to support positive management.	AA7 Promote opportunities for funding support for key sites including SMs identified as high risk by Historic England.	HE	HTL LCC LWCS NELC	Ongoing
	AA8 Promote and encourage maximum take up of agri-environment scheme options that maintain & enhance archaeological sites, including those at risk.	LCC NELC	HE NE LWCS Landowners	Ongoing via CS agreements
	AA9 (see also BHA5) Utilise the Layers of History training programme to encourage voluntary stewards and local groups to undertake surveys across the Wolds.	HL	LWCS HaR HWG	Ongoing
	AA10 (see also MA3) Support AONB focused data collection and review as part of the wider Selected Heritage Inventory for Natural England (SHINE) and the Defra monitoring programmes.	NE Defra	HE HL LCC LWCS NELC	By 2020
AP3 To increase and enhance appropriate public access and interpretation to sites of archaeological and historic interest, in consultation with landowners.	AA11 In consultation with landowners and tenants, provide new access opportunities to suitable archaeological sites in the Wolds.	LCC NELC	HE HL Landowners LWCS	3 sites by 2023
	AA12 Provide regular data to aid monitoring of the heritage interests and features of the AONB.	HE LCC NELC	HL LWCS	Annually

Built Heritage (section 4.4.2)

Objective BHO To protect and enhance the historic and locally distinctive character of rural settlements, buildings and features within the AONB. <i>(See also Section 7.1 Planning)</i>				
Policies	Proposed Actions	Potential Lead Partners	Potential Others	Proposed Target
BHP1 To work with property owners, residents, owner occupiers and developers to encourage sympathetic and innovative design and management of buildings in keeping with local distinctiveness and character.	BHA1 Continue to coordinate the specialist Heritage Working Group (HWG) to advise and support built heritage interests in the AONB.	LWCS	HE HL LCC NELC	3 meetings per annum
	BHA2 Promote the development and use of Village Design Statements, Neighbourhood Plans, Parish Plans and Place Check surveys.	CL CPRE	ELDC LCC LWCS NELC WLDC	Ongoing
	BHA3 (see also BHA7) Seek funding and external support to develop a design guide to help aid and inform future sympathetic design and management of buildings.	HE LWCS	ELDC HL LCC NELC WLDC	Reviewed by 2020
	BHA4 Explore and utilise future good practice for public realm design via promotion and implementation of the Lincolnshire Streetscape Design Manual (Every Street Matters).	LCC NELC	LWCS HL	Ongoing
BHP2 To raise awareness of the built heritage in the Wolds and increase understanding of its contribution to the AONB.	BHA5 (see also AA9) Actively promote the Layers of History project encouraging wide community uptake in the voluntary Heritage Stewards scheme.	HL	ELDC HE LCC LWCS	By 2021
	BHA6 In consultation with landowners and/or property owners encourage and support on-site access and interpretation.	HL	HE LCC LWCS NE NELC	3 sites by 2023
BHP3 To encourage and support sympathetic repair and sustainable re-use of redundant buildings for uses directly supportive of the local economy encouraging use of local materials.	BHA7 (see also BHA3) Identify buildings which are redundant and have potential for refurbishment/re-use, and develop linkages with appropriate funding mechanisms e.g. Higher Tier, Leader-LAZ, RDPE.	LCC	ELDC HL LAZ LWCS NE NELC WLDC	Ongoing
BHP4 To embrace appropriate technologies that promote sustainability and energy efficiency whilst complementing the AONB's special character.	BHA8 To offer specialist advice and signposting to encourage wider use of relevant technologies and innovative design solutions.	ELDC LCC NELC WLDC	HL LWCS	Ongoing

Theme 2: Living and Working in the Wolds

Farming and Field Sports in the Wolds (section 5.1)

Objective FWO To acknowledge and promote sustainable farming as a key activity in maintaining the Wolds' landscape character and other natural and heritage assets.				
Policies	Proposed Actions	Potential Lead Partners	Potential Others	Proposed Target
FWP1 To develop and promote agricultural good practice to conserve and enhance the natural beauty and landscape character of the Wolds.	FWA1 (see also AFA1) Continue to promote, advise and assist farmers and landowners on relevant agri-environment stewardship measures.	NE	CLA Landowners LCSP LWCS NFU	Ongoing
	FWA2 Continue to encourage and support farmers' awareness raising and networking events to help share good practice.	NFU CLA	Landowners LWCS NE	3 by 2023
	FWA3 Explore and develop a series of case studies to help demonstrate and promote examples of good practice.	NFU CLA	Landowners LWCS NE	
FWP2 To monitor and proactively influence changes in local, regional and national agriculture policy to maximise benefits to farmers in the Wolds.	FWA4 In the light of Brexit, seek to influence national rural development policies to bring positive benefit to farmers in the Wolds.	JAC NAAONB	Defra CLA GLNP NFU	Ongoing
	FWA5 Explore and utilise current initiatives (such as the Facilitation Fund), to encourage continuing financial incentives for 'on-farm' environmental measures.	CLA CFE NE NFU	GLNP LWCS LWT	Ongoing
FWP3 To encourage and support initiatives to sustain livestock farming in the AONB.	FWA6 (as GA5) Review and develop support networks for local graziers to aid future livestock management, including access to specialist advice on rare breeds.	NE	CLA LWCS LWT NFU	Ongoing
	FWA7 (see also GA3) Support, promote and encourage arable reversion to pasture where appropriate and multiple benefits can result (e.g. biodiversity rich grasslands, heritage and soil protection, new habitat links).	NE	Defra CLA LWCS LWT	35 ha by 2023
	FWA8 Promote and encourage opportunities for niche branding and local co-operative ventures to help market a wide range of Wolds based livestock products.	CLA LCC	Landowners LWCS NELC NFU	Review by 2019
FWP4 To support farm diversification schemes appropriate to the AONB and which accord with planning policy.	FWA9 Work with landowners to promote and encourage high quality diversification projects utilising Lindsey Action Zone, RDPE and the Sustainable Development Fund for financial assistance.	Defra LAZ LWCS	CLA NFU	Ongoing
	FWA10 Recognise and support the role of local, small-scale and appropriate ventures to support the economy, seeking multiple benefits to the special qualities of the Wolds.	ELDC LWCS NELC WLDC	CLA NFU	Ongoing
FWP5 To seek to maintain traditional rural activities that can protect, appropriately manage and enhance the landscape.	FWA11 (see also WBA8,WBA11 & TCA3 & TCA11-12) Encourage promotional opportunities for wide range of rural businesses, developing contacts to support local markets and cultural events.	CLA LCC NFU	ELDC LWCS NELC WLDC	Ongoing

	FWA12 (see also TCA 11-12 & ARTA14) Promote common links with the Greater Lincolnshire Local Enterprise Partnership, and the range of local producers to support the local economy.	LCC	CLA ELDC LWCS NELC NFU	Ongoing
FWP6 To recognise and support the contribution of well managed field sport activities for the benefits to wildlife, rural character and the local economy.	FWA13 (see also ARTA8) Support and promote existing initiatives that contribute towards sustainable field sports activities.	CLA	LWCS NFU	3 events by 2023
	FWA14 Quantify the benefits of sustainable field sports activities to the AONB and raise awareness of these benefits.	CLA	LWCS NFU	Ongoing
FWP7 To raise awareness within the farming community of the growing issues of climate change, sustainable energy and carbon management.	FWA15 Research and coordinate specialist training/awareness opportunities to explore whole farm approaches to climate change mitigation and adaptation.	LWCS NE	CLA Defra EA GLNP NFU	1 event by 2023

Thriving Communities (section 5.2)

Objective TCO To support and promote partnership activity to help safeguard and enhance the prosperity and well-being (quality of life) of communities within the Wolds AONB, ensuring the Wolds remain a place to live, work, invest in, and visit, whilst meeting the needs of this unique landscape. (See also Section 7 Developing the Wolds)				
Policies	Proposed Actions	Potential Lead Partners	Potential Others	Proposed Target
TCP1 To foster safe, vibrant and inclusive communities, working with relevant agencies to support local businesses and communities, encouraging both innovation and wider good practice.	TCA1 (see also PA2) Seek to encourage, influence and support Parish and Neighbourhood Plans.	CL CPRE LWCS	ELDC LCC NELC WLDC	Ongoing
	TCA2 Develop innovative projects via the Wolds Grant Schemes to support local businesses, communities and landowners.	LWCS	CL Defra ELDC LCC NELC WLDC	5 schemes supported per annum
	TCA3 (see also PA4) Continue to support, assist and promote a wide range of local community events, projects and voluntary activity.	CL LWCS TCV	ELDC LCC NELC WLDC	Ongoing
	TCA4 Promote and encourage where appropriate affordable housing schemes within the Wolds.	CL	ELDC LCC NELC WLDC	Ongoing
TCP2 To encourage measures to reverse the declines in rural services and facilities and promote healthier lifestyles.	TCA5 Provide specialist advice and support to promote uptake of the various community grant schemes – Rural Gain Grant, Big Lottery Fund, local community grants etc.	CL ELDC LCC NELC WLDC	LWCS	Ongoing
	TCA6 Identify and promote fast broadband internet development appropriate to the AONB utilising various rural community broadband schemes.	LCC	ELDC NELC WLDC Internet service providers	Ongoing
	TCA7 (see also ARTA9) Support and promote local services via website links and 'Making the Most of' leaflet updates.	LWCS	Parish & Town Councils	Annual updates
	TCA8 Explore and develop links to the Lincolnshire Health and Well-being	ELDC LCC GLNP	Lincolnshire Health & Wellbeing	Ongoing

	commissioning plans especially targets in respect of tackling obesity, physical activity and mental health.	NELC WLDC	Board	
TCP3 To encourage existing and new businesses to have a high regard for environmental sustainability especially in the context of the AONB.	TCA9 (see also FWA11-12 & ARTA14) All partners to help promote the positive benefits of the unique AONB landscape to the local business sector.	JAC	Parish & Town Councils	Ongoing
	TCA10 (see also ARTA14) Seek to maximise opportunities for environmental gains via the AONB Grant Schemes, Lindsey Action Zone and the Rural Development Programme for England.	LWCS	LAZ LCC	Ongoing
TCP4 To sensitively utilise the Wolds as a recreational resource, in particular promoting accessible 'green infrastructure' close to communities within and adjacent to the AONB.	TCA11 (see also ARTA6) Influence and link with Green Infrastructure Strategic Plans to assist in the future development of multi-functional community green space.	ELDC LCC NELC WLDC	CLJPU LWT LWCS NE	Ongoing
	TCA12 (see also ARTA6 & TWA9) Help to identify and support new community facilities and access, especially those adjacent to settlements, utilising Local Nature Reserves, Local Wildlife and Geological Sites, woodland and community grant schemes.	LWCS Parish Councils	ELDC FC LCC LWT NELC WLDC	3 sites by 2023
	TCA13 (see also GA4) Continue to support and develop the God's Acre project to utilise the multiple benefits of the church and churchyard resource across the Wolds.	CT LWCS	CCT GLNP LCC LWT PCCs Parish Councils	Ongoing

Theme 3: Discovering the Wolds

Interpretation – Awareness raising (section 6.2)

Objective IO To raise the profile of the AONB through increasing visitors' and residents' enjoyment and understanding of its special qualities, in turn helping to support the local economy. (See also Sections 5.2 Thriving Communities, 6.3 Access, Recreation and Tourism and 7.2 Transport in the Wolds)

Policies	Proposed Actions	Potential Lead Partners	Potential Others	Proposed Target
IP1 To provide visitors and residents with a greater understanding and appreciation of what makes the Lincolnshire Wolds a special place, encouraging interpretation facilities and services that can be utilised by all.	IPA1 Facilitate an interpretive walks and events programme across the Wolds linking with local partnership initiatives.	LCSP LWCS	ELDC LCC NELC RA WLDC	12 walks/ events per annum
	IPA2 Coordinate the production and distribution of the community focused AONB e-newsletter 'Higher Ground'.	LWCS	Community- groups CL JAC Parish Councils	4 e-news circulations per annum
	IPA3 Influence and utilise a wide range of partnership events, (e.g. Heritage Open Days, Wolds Words Festival and Churches Festival), to help celebrate the special qualities of the AONB.	ELDC LWCS HL WLDC	Parish Councils	Ongoing
IP2 To strengthen the profile of the AONB as a visitor destination by highlighting the area's unique landscape character and sense of place to the general public.	IPA4 Actively engage with businesses to help aid the review and mutual delivery of the Love Lincolnshire Wolds Destination Management Plan (Love Lincolnshire Wolds tourism group)	ELDC LLW LWCS WLDC	LCC Local businesses	Ongoing
	IPA5 (see also IPA7) Use range of local, regional and national press and publications to highlight the special qualities of Wolds.	LWCS	JAC NAAONB	4 postings per annum
	IPA6 Promote and develop further the Wonders of the Wolds series and the Enjoy the Lincolnshire Wolds leaflet.	LWCS	ELDC LCC NELC WLDC	Ongoing
	IPA7 (see also IPA5) Work collaboratively with the National Association for AONBs and wider protected landscapes family (National Parks and Heritage Coasts) to promote the Lincolnshire Wolds - including utilising Outstanding Week.	LWCS	JAC NAAONB	Ongoing
	IPA8 Highlight and celebrate the collective achievements of the AONB partnership through publication and distribution of an Annual Review to inspire further local action.	LWCS	JAC	1 per annum
IP3 To encourage residents to become actively involved in the interpretation and promotion of their area for visitors.	IPA9 (see also ARTA3) Encourage and support research and delivery of local community interpretation, supported by AONB Grant Schemes and other funding avenues.	CL HL LWCS	ELDC NELC LCC WLDC	3 by 2023

Access, Recreation and Tourism (section 6.3)

Objective ARTO To develop, promote and seek implementation of a wide range of sustainable access, recreation and tourism initiatives appropriate to the Lincolnshire Wolds AONB.				
Policies	Proposed Actions	Potential Lead Partners	Potential Others	Proposed Target
ARTP1 To maximise access opportunities for all visitors and residents of the AONB, improving provision for quiet recreation.	ARTA1 To advise and assist the Mid-Lincolnshire Local Access Forum (LAF) and Rights of Way Improvement Plan in respect of AONB objectives.	LCC NELC	JAC LAF LWCS	Ongoing
	ARTA2 Seek to ensure no net loss to the existing Definitive Public Rights of Way network and maximise opportunities for access for all via permissive arrangements.	LCC NELC	CLA LAF Landowners LWCS NFU RA	Ongoing
	ARTA3 (see also IPA9) Work with landowners, residents and local businesses to review, develop and promote further Wolds self-guided trails for walking and cycling.	LWCS	Landowners LCC Parish Councils HTL	A further 3 new publications by 2023
	ARTA4 Work with partners to review and promote the Lincolnshire Wolds Cycle Routes, North Wolds and South Wolds Cycling Maps and other Wolds public transport maps.	LCC NELC LWCS	Local businesses Parish Councils	Ongoing
	ARTA5 Continue to support and promote the annual Lincolnshire Wolds Walking Festival, including reviewing funding and governance beyond 2018.	HL	LAZ LWCS Steering Group RA Volunteers	1 Festival per annum
	ARTA6 (see also TCA11-12) Seek to establish new multifunctional green space (including grassland and woodland) where possible close to main settlements and existing wildlife habitats.	LCC LWCS Parish Councils	CL FC Landowners Local Businesses NE	3 sites by 2023
ARTP2 To provide coordinated, accurate and up-to-date information on the access, recreation and tourism opportunities within the Wolds AONB.	ARTA7 Regularly review and maintain visitor information via the Lincolnshire Wolds AONB website (www.lincswolds.org.uk), Love Lincolnshire Wolds (www.lovelincolnshirewolds.com), and Visit Lincolnshire websites (www.visitlincolnshire.com) including relevant signposting to tourist destination services.	LCC LWCS LLW	ELDC NELC WLDC	Ongoing
	ARTA8 (see also FWA13) Link with landowners and other interest groups to provide information on more specialist recreational activity, including opportunities for legal hunting, shooting and fishing.	CLA NFU	ELDC LCC LWCS NELC WLDC	Ongoing
	ARTA9 (see also TCA7) Maintain and update the 'Making the Most of' leaflet and webpage and utilise links with partnership websites including the Love Lincolnshire Wolds interactive portal.	LWCS LLW	ELDC NELC Parish & Town Councils WLDC	Ongoing
	ARTA10 Work with the National Association for AONBs on promotional initiatives using combination of local and national	NAAONB LWCS	JAC	Ongoing

	branding, including relevant coordinated promotions through social media channels.			
ARTP3 To develop joint promotion and marketing initiatives to raise the profile of the AONB, including utilising the surrounding market towns as gateways to the Lincolnshire Wolds.	ARTA11 Jointly promote the Wolds through collaborative visitor guides and marketing schemes including connections via the Love Lincolnshire Wolds network.	LCC LLW LWCS NELC	ELDC WLDC Town Councils	Ongoing
	ARTA12 Explore further opportunities to develop and promote the Wolds Gateway Walks series and cycle routes.	LWCS	ELDC LCC LNT NELC WLDC	Ongoing
	ARTA13 Support and assist market towns in working towards Walkers are Welcome status and maintaining the award once achieved.	LCC	ELDC LWCS NELC RA WLDC	Ongoing
	ARTA14 (see also FWA12 & TCA10) Explore common links with the Greater Lincolnshire Local Enterprise Partnership and Greater Lincolnshire Nature Partnership to enhance the visitor experience and support the local economy through green tourism.	LCC	CLA ELDC LWCS NELC NFU WLDC	Ongoing
ARTP4 To review current access, recreation and tourism provision and support new measures and good practice to improve the infrastructure where compatible with the AONB.	ARTA15 Continue to enhance baseline information on visitor numbers, profiles and distribution across the AONB.	LCC	ELDC LWCS NELC WLDC	Ongoing
	ARTA16 Encourage and support more access, recreational and tourism studies especially to supply information on local visitor experiences and specialised interest groups.	LCC	ELDC GLNP LWCS NELC WLDC	By 2020
	ARTA17 (see also TWA8) Promote and support the Lindsey Trail horse carriage route for both specialist and general use.	LCC	BDS BHS LAF Landowners LWCS	Ongoing
	ARTA18 (see also TCA12 & TWA9) Resources permitting, explore provision for appropriate and sensitively planned car parking and viewing points in consultation with relevant landowners, highway authorities and community groups.	LCC NELC Parish Councils	ELDC LWCS WLDC	Ongoing

Theme 4: Developing the Wolds

Planning and Development Management (section 7.1)

Objective PO To seek to ensure that development plans and planning guidance consistently recognise and uphold the primary purpose of the Lincolnshire Wolds AONB designation – the protection and enhancement of its natural beauty and special character. (See also Sections 4.4.2 Built Heritage and 5 Living and Working in the Wolds)				
Policies	Proposed Actions	Potential Lead Partners	Potential Others	Proposed Target
PP1 To protect and enhance local character and distinctiveness in the highest quality of design for new development and re-development, including making space for biodiversity and tackling climate change.	PA1 Comment on significant planning applications or those likely to set a precedent on sites within and adjacent to the AONB.	LWCS NE	CLJPU CPRE ELDC LCC NELC WLDC	Ongoing
	PA2 (see also TCA1) Encourage and support the production and use of Parish and Neighbourhood Plans, recognising and reinforcing local character and distinctiveness in design.	CLJPU CPRE ELDC LCC NELC WLDC	CL EH LWCS NE Parish Councils	Ongoing
PP2 To encourage and support the sensitive conversion of traditional buildings to new viable uses to support the local economy and community, including making space for biodiversity and tackling climate change.	PA3 Develop wider partnership interest in the development of a tailored design guide to help aid future high quality development in the AONB.	CLJPU ELDC LCC NELC WLDC	EH LWCS NE Parish Councils	By 2020
PP3 To support the development of local need/affordable housing provision which is appropriate to local character and consistent with AONB objectives and LA planning policies.	PA4 (see also TCA3) Support the work of the Rural Housing Enablers specific to AONB community needs via the Living Lincolnshire affordable housing partnership.	CL	CLJPU ELDC LCC LWCS NELC WLDC	Ongoing
PP4 To minimise damage to the AONB landscape as a result of mineral working and associated activity and help in the implementation of the Lincolnshire Geodiversity Strategy.	PA5 Comment on potentially significant mineral application proposals likely to impact upon the AONB.	LWCS NE	CLJPU CPRE ELDC LCC NELC WLDC	Ongoing
	PA6 Provide specialist advice and support for landscape restoration and alternative uses following the cessation of mineral extraction.	LWCS NE	CLJPU CPRE ELDC LCC NELC WLDC	Ongoing
PP5 Promote awareness and encourage consideration of the impact of adjacent development on the views to and from the AONB.	PA7 Continue to liaise with planning authorities and relevant companies regarding those developments adjacent and visible from the Wolds that may impact upon the setting of the AONB.	LWCS NE	CLJPU CPRE ELDC LCC NELC WLDC	Ongoing
PP6 To recognise and protect the AONB night sky and general tranquillity through ensuring future development minimises impact upon light and noise levels.	PA8 Raise awareness and continue to review the baseline data for tranquillity and dark night skies across the Wolds.	CPRE LWCS NE	CLJPU Defra ELDC LCC NELC WLDC	Ongoing
	PA9 Liaise with planning authorities and relevant developers regarding proposals that may impact upon general high levels of tranquillity and night skies.	CPRE LWCS NE	CLJPU ELDC LCC NELC WLDC	Ongoing

PP7 To ensure a general presumption against wind energy schemes in any location which would cause significant and demonstrably detrimental effects upon the natural beauty and intrinsic characteristics of the AONB.	PA10 Seek to influence Local Development Frameworks (Local Plans) to recommend the general presumption against wind energy schemes likely to have a significant impact upon the AONB.	LWCS JAC NE	CLJPU CPRE ELDC LCC NELC WLDC	Ongoing
	PA11 To provide specialist comments on any wind farm/turbine applications to the relevant planning authority on a case by case basis, reviewing accompanying reports as relevant, but especially Landscape and Visual Assessment Studies and wider Environmental Assessments.	LWCS NE	CLJPU CPRE ELDC LCC NELC WLDC	Ongoing
PP8 To support general waste reduction measures and recycling initiatives that are in accordance with the special requirements of the AONB and help the shift towards a circular economy.	PA12 To advise and assist the Lincolnshire Waste Partnership in respect of AONB objectives.	LCC LWCS NE NELC	CLJPU CPRE ELDC WLDC	Ongoing
	PA13 Seek to encourage innovative community-led waste reduction, management and recycling projects.	LCC NELC	CLJPU CPRE ELDC LWCS NE WLDC	Ongoing
PP9 To ensure that where larger scale development must proceed within or adjacent to the AONB, because of other national interests, the highest regard is placed on minimising any impacts upon the primary purpose of the designation – the area's natural beauty.	PA14 Provide specialist comments on any large scale development on a case by case basis, reviewing accompanying reports as relevant, but especially any accompanying Landscape and Visual Assessment Studies and wider Environmental Assessments.	LWCS NE	CLJPU CPRE ELDC LCC NELC WLDC	Ongoing
	PA15 In consultation with all statutory agencies, relevant local planning authorities and local communities investigate the options of a further Lincolnshire Wolds AONB boundary review.	Defra JAC NE	CLJPU ELDC LCC NAAONB NLC NELC WLDC	By 2020
PP10 (see also Policy CCP?) To develop a comprehensive assessment approach to securing opportunities for renewable energy provision across the AONB and its wider setting.	PA16 Explore and encourage innovative sustainable energy projects that are compatible with the special landscape qualities of the AONB.	CLJPU ELDC WLDC NELC LCC	LWCS	Ongoing

Transport in the Wolds (section 7.2)

Objective TWO To encourage and support the development and promotion of a sustainable and fully integrated transport network which respects the AONB landscape and character and addresses local community and visitor needs.				
Policies	Proposed Actions	Potential Lead Partners	Potential Others	Proposed Target
TWP1 To encourage integrated public and community-based transport schemes that can help to improve the links between communities within the AONB and the surrounding market towns.	TWA1 (as CCA8) Explore and support a programme of partnership activity to encourage public transport and community transport initiatives including shared bus schemes.	LCC Bus Operators NELC	ELDC LWCS NELC Parish - Councils RA WLDC	By 2020
	TWA2 Maximise public transport opportunities when organising and promoting events and walks.	HTL LWCS RA	ELDC NELC Parish Councils WLDC	12 events by 2023
	TWA3 Review and influence future Local Transport Plans and Transport Strategies supporting sustainable transport solutions.	LCC NELC	ELDC LWCS Parish Councils WLDC	As required
TWP2 To support and encourage traffic management that will promote safe and attractive walking, cycling and riding in the AONB.	TWA4 Review and update the InterConnect Bus Walk Series using Lincoln - Skegness & Lincoln - Grimsby services.	Stage Coach LCC NELC	LWCS ELDC WLDC Parish Councils	10 refreshed routes in place by 2020
	TWA5 In consultation with local landowners and communities, promote and encourage safe walking, cycling and riding routes across the AONB, with an emphasis on community led/supported trails.	LWCS Parish Councils LCC NELC	CLA Landowners LCC NELC	5 new or updated routes by 2023
TWP3 To encourage transport infrastructure improvements to support appropriate tourism development, ensuring schemes are sympathetic to the landscape and character of the AONB.	TWA7 Work with local businesses and communities to explore and encourage development of cycle hire and bike loan schemes.	LAZ LCC NELC	ELDC LWCS WLDC	Ongoing
	TWA8 (see also ARTA17) Encourage appropriate equestrian tourism, including opportunities from the Lindsey Trail horse carriage route.	LCC LAZ	CLA ELDC LWCS NELC WLDC	Ongoing
	TWA9 (see also TCA12 & ARTA18) Work with landowners and local communities to identify and establish suitable and appropriate small scale car parking facilities for local and visitor use.	Parish Councils	ELDC Landowners LCC LWCS NELC WLDC	Ongoing
TWP4 To encourage a consistent approach to the use of road signage, furniture, and maintenance to promote and respect the character of the AONB.	TWA10 Seek to ensure that any road improvements are of a design and scale that will minimise their impact upon the landscape and character of the AONB.	LCC NELC	ELDC LWCS WLDC	When required
	TWA11 Continue to support, promote and develop the Traditional Roadsigns in Lincolnshire Project to enhance historic signage across the AONB.	LCC LWCS NELC	HTL Local Volunteers Parish Councils	Ongoing
TWP5 To support and encourage the development of an integrated, well maintained public rights of way network, maximising the opportunities for achieving access for all.	TWA12 Advise and assist Mid-Lincolnshire Access Forum and Rights of Way Improvement Plans in respect of AONB objectives.	LCC NELC	LAF LWCS JAC	Ongoing
	TWA13 Engage positively to help support and	LCC NELC	LAF LWCS	When required

	promote permissive and official public rights of way improvements to help enhance the network.		JAC	
TWP6 To encourage the Highway Authorities to adopt traffic management measures and schemes commensurate with AONB designation and rural environments.	TWA14 Liaise with highway authorities to minimise the urbanisation of country and village roads in the AONB – utilising Streets for All and similar guidance.	LCC NELC	LWCS Parish Councils	Ongoing

Climate Change and Energy (section 7.3)

Objective CCO To seek to develop and implement a long-term climate change strategy to help safeguard the Lincolnshire Wolds AONB, recognising and responding to the key local pressures through effective adaptation and mitigation.				
Policies	Proposed Actions	Potential Lead Partners	Potential Others	Proposed Target
CCP1 To establish, monitor and review key indices for monitoring the possible effects of climate change.	CCA1 Review and utilise research and monitoring for environmental/landscape resources linking with proposed actions...	GLNP JAC	EA LWCS	Ongoing
CCP2 To develop practices that promote a sustainable landscape approach to tackle and respond to climate change pressures through a range of mitigation and adaptation measures.	CCA2 Research, encourage and support landscape scale enhancements linking with proposed actions...	GLNP JAC	EA LWCS	Ongoing
	CCA3 (see also CCA5) Research, support and encourage changes to land management practices to help aid the AONB's resilience to climate change impacts.	FC NE	EA LWCS GLNP	Ongoing
CCP3 To support and develop practices that promote healthy, well-connected and managed landscapes and ecosystems resilient and flexible to the effects of climate change.	CCA4 Explore opportunities for landscape scale habitat restoration via HLF and other strategic grant funded packages.	LWCS Defra	EA LCC JAC NELC NE	Ongoing
	CCA5 (see also CCA3) Encourage and support landscape scale habitat enhancements that can provide economic, social and environmental benefits.	GLNP JAC	EA LWCS NE	Ongoing
CCP4 To encourage and promote innovative low carbon energy reduction/generation schemes that are conducive to the requirements of the AONB designation and complement local landscape character.	CCA6 (see also BHA8 & TWA1-3) To raise awareness of the benefits of carbon reduction plans for organisations, local communities and businesses active across the AONB.	LCC NELC	CL JAC Local Business Owners	Ongoing
	CCA7 Support low carbon micro-energy generation schemes and community energy reduction measures that are in-keeping with the special qualities of the nationally protected AONB.	JAC LCC NELC	CL ELDC Local Businesses WLDC	Ongoing
	CCA8 (as TWA1) Explore and support a programme of partnership activity to encourage public transport and community transport initiatives.	LCC Bus Operator s NELC	ELDC LWCS NELC RA WLDC	Ongoing

Monitoring (section 9.2)

Objective MO To monitor the Management Plan activities and condition of the Lincolnshire Wolds AONB				
Policies	Proposed Actions	Potential Lead Partners	Potential Others	Proposed Target
MP1 To monitor the performance of the Action Plan.	MA1 Collate, report and review information against annual work programmes for LWCS and JAC partners.	JAC LWCS	GLNP	Annually
	MA2 Utilise electronic reporting tools to support and encourage returns from all partners.	LWCS JAC	Parish Councils GLNP	Annually
MP2 To monitor the condition of the AONB.	MA3 Continue to develop the Wolds AONB baseline evidence for key condition indicators – linking with key national protected landscapes monitoring datasets.	LWCS	Defra EA NE All LAs	Ongoing
	MA4 (see also AA10) Actively engage with the NAAONB key performance reporting for the headline indicators: Landscapes for Nature, Landscapes for People, Landscapes for Culture and Landscapes for Business.	LWCS	NAAONB	Annually

9.2 Monitoring

The publication of the revised Plan is not the end of the process but marks a continuous commitment to manage the Lincolnshire Wolds AONB. Monitoring both the condition of the AONB and the implementation of the Plan will be essential if we are to assess its success.

The previous evidence-bases for the area have been fairly limited, with datasets usually available at either the administrative boundaries (parish council, electoral wards, district/unitary and county levels) or the more extensive Lincolnshire Wolds Character Area. The volume of AONB specific data has been more abundant since 2005 with assistance from the Lincolnshire Environmental Records Centre and the Lincolnshire Research Observatory. However there is still a tendency for most information to be gathered at an administrative level; with further time and resources usually required to refine to the AONB boundary, with estimates and interpretation of information often necessary. A sound and robust evidence-base remains essential for making informed strategic decisions and ensuring the best use of limited resources to protect and enhance the area.

9.2.1 Condition Monitoring

A variety of 'condition indicators' have been identified in the accompanying State of the AONB Report 2017. These have been selected from a nationally recommended list of monitoring indicators recommended by Natural England and will enable comparisons with similar areas on a regional and national scale. The indicators will help to develop and refine baseline data over the following areas: countryside and landcover; cultural and vernacular; ecology and environment; and socio-economic and quality of life themes.

9.2.2 Performance Monitoring

Performance monitoring is necessary to monitor progress of the Plan. A more detailed annual work programme will be established from the five-year Action Plan for both the Lincolnshire Wolds JAC and LWCS. These will be reviewed annually, reporting progress on specific actions and identifying where additional resources may be required.

Objective:

MO To monitor the Management Plan activities and condition of the Lincolnshire Wolds AONB.

Policies:

MP1 To monitor the performance of the Action Plan.

MP2 To monitor the condition of the AONB.

Actions: See MA1-4 on Table 3

Table 4: Draft Monitoring Indicators & Summary Findings (for further review)

Indicator	Description	Summary findings
Protecting the Wolds (Theme 1) – Landscape, Natural Heritage & Biodiversity		
Landscape		
1	To review the fixed point photographs established across the AONB as a proxy measure for monitoring changes to key viewpoints and local character.	Under review
2	The investment and length of powerlines undergrounded since 2004 within the AONB.	Northern Power – 13kms undergrounded with an investment of £1.7 million. (2016) Western Power – 12 kms undergrounded with an investment of £1.2 million. (2016)
3	A visual tranquillity map of the Lincolnshire Wolds AONB.	See relevant map p112 – State of the AONB Report
4	A dark night skies map of the Lincolnshire Wolds.	See relevant map p113 – State of the AONB Report
Nature Conservation		
5	UK BAP Species present within the Lincolnshire Wolds AONB.	165 species from known records. (2017)
6	Red List Species present within the Lincolnshire Wolds AONB.	244 species from known records. (2017)
7	Lincolnshire BAP Species present within the Lincolnshire Wolds AONB.	41 species from known records. (2017)
8	Condition of SSSIs within the Lincolnshire Wolds AONB.	50% (52 hectares) of SSSIs are in favourable condition. (2016)
Woodland Resource		
9	Area of ancient and semi-natural woodland the AONB.	604 hectares recorded as ancient woodland. (2017)
10	Area of the AONB's woodland in positive management	At least 56% of woodland in positive management. (2015)
11	Uptake of Woodland Managed and Created Under Environmental Stewardship (ES).	234.79 hectares of total woodland was managed and/or created via Environmental Stewardship - 18 agreements. (2017)
Grassland Resource		
12	Uptake of Low input Grassland, Managed, Restored or Created Under Environmental Stewardship (ES)	1883.22 hectares of low input grassland created, managed and/or restored. (2017)
13	Number, length and condition of Protected Roadside Nature Reserves	17 Protected Roadside Nature Reserves - condition info pending. (2017)
Rivers and streams resource		
14	The length of river in moderate or good ecological condition.	89.28 kms of main river was classified as being in moderate or good condition. (2017)
15	The length of Lincolnshire Chalk Streams and their adjacent habitat restored through active management.	Since 2014 over 12 kms of chalk stream resorted, with management enhancements to a further 45 kms of adjacent habitat. (2016)
Land Management		
16	Number and area of land in formal stewardship agreements.	31,990 hectares (57%) of the AONB in Environmental Stewardship with 136 live agreements with an investment of £2.17 million. (2017)
17	Environmental Stewardship (ES Options) number and area.	See relevant table - p119.
Soils and Earth Heritage		
18	Area of the Lincolnshire Wolds retaining good soil structure and nutrient content for sustainable productive farming (or the area of the Lincolnshire Wolds providing high grade agricultural land).	25 soil types identified across the AONB - series of vulnerability maps produced in 2009 now in need of renewal.
19	Condition of registered SSSI geological	Six SSSIs sites all in favourable condition. (2017)

	sites	
20	% of Local Geological Sites and Regionally Important Geological and Geomorphological Sites (RIGS) that are in favourable condition.	15 LGS sites and a further 6 RIGS – condition? (2017)
Cultural Heritage – Archaeology and Built Heritage		
21	Condition of heritage assets deemed to be 'At Risk'.	27.6 % of Scheduled Monuments and 5.9% of Grade II* buildings are deemed to be at risk. One place of worship (Grade II*) is also at risk. (2017)
22	The number of Traditional Roadsigns in Lincolnshire (TRiL) within the AONB in good condition.	89 TRiLs within the AONB, 95% estimated to be in good condition. (2017)
23	The number of AONB traditional farmsteads deemed to have "high heritage potential".	568 traditional farmsteads have been identified in the AONB; 48% are deemed to have heritage potential on account of 50%+ retention of historic buildings. (2017)
Living and Working in the Wolds (Theme 2)		
24	Population patterns in the AONB and adjacent market towns.	19% under 19 years, 21% 20-44, 26% 45-59 and 9% over 75 years. (2011)
25	Number of rateable businesses in the Lincolnshire Wolds AONB.	375 rateable businesses. (2017)
26	Employment levels in the Lincolnshire Wolds.	4,890 people currently employed in the Wolds (2017); unemployment currently approx. 5%
27	Business activity in the Lincolnshire Wolds AONB.	The rateable businesses (2017) include: 70 workshops, 54 warehouses, 52 guest houses etc, 27 comm's stations, 21 shops/showrooms, 20 pubs, 14 offices, 12 equestrian facilities.
28	Access to basic services.	See table p125 - LWCS audit (2017)
29	The average annual average daily traffic flow (AADT) range for Lincolnshire Wolds A and B roads.	1n 2016 the mean AADT from A road counts was 7,313 vehicles; 2,078 for B roads.
30	Public transport services?	Further evidence required
31	Broadband/Mobile Phone Coverage?	Further evidence required
32	Farm Types - Lincolnshire Wolds AONB	64% of farms are in cereals or general cropping, 18% livestock grazing. (2013)
33	Farm Sizes Classification	Over 53% of farms are over 100 hectares. (2013)
34	Land Use in hectares (% listings in respect of the total area of the AONB)	Over 76% of AONB was in cropping or bare fallow, 11% in permanent grassland and 3.2% in woodland. (2013)
35	Breakdown of Farm Labour (number of personnel)	798 people were in agricultural sector employment – 52% full-time. (2013)
36	Additional Rural Development Programme for England (RDPE) and LEADER investment in landowner, business and community partnership projects across the Lincolnshire Wolds.	Between 2014–16, four farming/forestry projects completed utilising RDPE Countryside Productivity small grants programme. £451,273 of Leader grants was approved in support of seven projects in the AONB pre-2014. Schemes continue to come forward under the new programme.
Discovering the Wolds (Theme 3)		
37	The total number of visitors to the wider Lincolnshire Wolds Destination Plan Area*	In 2016 over 3.4 million visitors visited. (2017 STEAM data)
38	The total number of day and staying visitors to the Lincolnshire Wolds*	In 2016 there were 3.18 million day visitors and 250,000+ staying visitors. (2017 STEAM data)
39	The estimated economic contribution from tourism across the Lincolnshire Wolds*	In 2016 the economic contribution from tourism to the area is in excess of £166.5 million. (2017 STEAM data)
40	Number and condition of gateway roadsigns for the Lincolnshire Wolds	20 boundary signs originally installed in 2001 – one missing, one moved. JAC has deemed to renew signs on a like-for-like basis. (2016 audit)

41	Number of Promoted Circular Walking Routes	Over 37 promoted walks available as "Wolds Walks" or "Gateway Walks". Further 11 Interconnect Bus Walks available. (2017)
42	Number of Long Distance Trails	Five long distance routes take in the AONB including The Viking Way. (2017)
43	Number of special feature maps and leaflets.	Five special feature leaflets (Wonders of...) available promoting AONB's points of interest + other specific leaflets inc. Making the Most of, Enjoy the... (2017)
44	Number of AONB specific interpretation panels	7 panels were renewed in 2014-15. 11 panels were renewed in 2015-16.
45	Number of people engaged in AONB activity through guided walks, events, shows and volunteering.	During 2016-17 over 11,250 people were actively engaged via AONB walks, events, shows and volunteering. (2017)
46	Number of visits to the Wolds AONB website.	During 2016-17 the LWCS's dedicated AONB website was visited 57,749 times, > 79% were first time visitors. (2017)
47	Google Maps Rating for the Lincolnshire Wolds AONB.	449 independent postings - average score 4.5 out of five. (2017)
48	Trip Advisor Rating for the Lincolnshire Wolds AONB.	63 independent postings - average score 5 out of five. (2017)
Developing the Wolds (Theme 4)		
49	Total investment and projects supported via the Wolds AONB Partnership's Sustainable Development Fund (SDF) and Small Grants Scheme (SGS) to aid delivery of wide range of goods and services.	Since April 2013 the SDF and SGS programmes have supported 78 projects across the Wolds with an investment of £106,987 securing match funding of £126,611.
50	Number of neighbourhood plans	None for any AONB settlements
51	Number of local design guides	Older guides exist e.g. Tealby
52	Number of new affordable homes?	Further evidence required
53	Number of new flood management schemes to aid water management and /climate change	New flood alleviation scheme constructed on the River Lud, helping to protect Louth.
54	Number of planning applications or appeals approved contrary to the advice of the LWCS and NE?	<i>New measure proposed for monitoring from May 2018. (Currently LWCS comments on a wide range of planning applications that may impact upon the AONB).</i>
Partnerships in the Wolds (Theme 5)		
55	The LWCS will compile and publish an annual review summarising activities undertaken.	13 th Wolds AONB Annual Review 2016-17 published and circulated. (2017)
56	All JAC partners will complete annual updates against key M. Plan policies and objectives as detailed within the five year indicative Action Plan.	Last recording request April 2017.
57	The key local authorities will review and sign a local Memorandum of Agreement (MoA) to help ensure continuing financial support.	Current MoA expires in spring 2018.
58	The JAC will continue to support, influence and promote the wider family of AONBs – primarily via the work of the National Association for AONBs (NAAONB), under the Landscapes for Life banner.	Attendance at Chairman's Conference (autumn 2016); active participation in the NAAONB Strategic Business Plan review.

9.3 Management Plan Review

In addition to the annual review of the Action Plan, the CRoW Act legislation requires that AONB Management Plans be reviewed at regularly five year intervals. A formal review of the Plan will commence during 2022 to enable effective participation and consultation with partners and stakeholders.

Appendix 1: Lincolnshire Wolds Joint Advisory Committee (JAC) Membership

Membership as of November 2017

Joint Management Group
Natural England (NE) - <i>statutory advisor</i>
Lincolnshire County Council (LCC) - <i>core funder</i>
East Lindsey District Council (ELDC) - <i>core funder</i>
West Lindsey District Council (WLDC) - <i>core funder</i>
North East Lincolnshire Council (NELC) - <i>core funder</i>
Other Members:
Campaign to Protect Rural England (CPRE)
Churches Together (CT)
Community Lincs (CL)
Country Land and Business Association (CLA)
Historic England (HE)
Environment Agency (EA)
Forestry Commission (FC)
Heritage Lincolnshire (HL)
Lincolnshire Wildlife Trust (LWT)
National Farmers Union – East Midlands (NFU)
National Trust (NT)
Ramblers - Lincolnshire (RA)
The Conservation Volunteers (TCV)
Advisory Members:
Department for Environment Food and Rural Affairs (Defra) - core funder under the terms of the local Memorandum of Agreement.

Appendix 2: Role of the Joint Advisory Committee, Lincolnshire Wolds Countryside Service and sub-groups

Role of the Joint Advisory Committee - JAC

- To develop as an active partnership.
- To pool resources and expertise including National and Regional Agendas.
- To coordinate activities delivered across the Wolds including identifying adverse activities.
- Joined up delivery of members' services by advising their constituent authorities on proposals/policies for the Wolds.
- To oversee the production of the management plan, aiding its formal adoption and regular review.
- To identify opportunities and make recommendations for new initiatives.
- To agree and adopt the annual work programme.
- To receive, adopt and distribute the annual report.

Role of the Joint Management Group - JMG

- To identify and review the statutory duties placed on the local authorities in relation to the AONB, and where appropriate to ensure the LWCS delivers against these duties on behalf of the local authorities.
- To core fund the LWCS (in accordance with the Memorandum of Agreement).
- To oversee the LWCS accounts.
- To identify the local Authority conditions attached to funding for incorporation into Management Plan and annual work programme.

Role of the Lincolnshire Wolds Countryside Service - LWCS

- To give the AONB an identity, positive image and increased status.
- To obtain increased funding and resources for the AONB.
- To keep under review and refine the Management Plan.
- To coordinate the monitoring of change and development in the AONB.
- To establish a database for the AONB.
- To prepare technical and planning reports and act as secretariat to constituent local authorities and JAC for the Wolds.
- To liaise with local community and interested individuals in respect of 'AONB-related' issues, providing practical and specialist advice where appropriate.

Role of the specialist sub-groups

- To be set up as and when required with a clear remit and a set of outcomes to achieve.

A range of groups currently provide specialist advice, and assistance in reviewing and aiding the delivery of specific areas of the AONB Management Plan including the Heritage Working Group (HWG), Lincolnshire Chalk Streams Project (LCSP), and the Traditional Roadsigns in Lincolnshire (TRiL) Project.

Appendix 3: Local Landscape Character Area Statements (AONB specific)

North-West Scarp

The prominent North West Scarp is a dramatic feature of the Lincolnshire Wolds affording distant views across the Lincolnshire Clay Vale. The slopes provide a steep and hummocky appearance with attractive spring-line villages at the foot of the scarp. The area is rich in wildlife with rough pasture, scrub and woodland dominant within the valleys.

Key local AONB features identified:

- Prominent scarp slope with extensive views west
- Rough pasture with some wet flushes
- Picturesque villages sited along the spring-line (e.g. Claxby, Nettleton, Tealby, Walesby)
- Industrial heritage (e.g. Ironstone mining in Claxby and Nettleton; paper making in Tealby)
- The Caistor High Street ancient trackway and associated tumuli
- Ridge-top clumps of beech
- Ornate late medieval churches and other distinctive buildings using Claxby Ironstone (e.g. Nettleton) and Tealby Limestone (e.g. Tealby, Walesby)
- Sparse farm settlements.

Key local issues identified:

- Proliferation of telecommunication masts on the highly visible ridgeline
- Impact of large agricultural structures
- Impact of chalk quarrying
- Threats to nature conservation, especially rough pasture and wet flushes
- Parking and visitor pressure in villages close to the Viking Way (e.g. Tealby, Walesby)
- Decline in woodland and beech clumps.

Chalk Wolds

The Chalk Wolds is a large open plateau of rolling hills and secluded valleys. The topography of this part of the Wolds is striking and is testimony to the last glaciation when ice sheets and meltwater dramatically altered the landscape. Large arable fields and characteristic changing crop patterns dominate the plateau top and contrasts markedly with the numerous valleys with their lush pastures and wooded slopes. The area has the highest concentration of deserted and shrunken medieval villages within the AONB.

Key local AONB features identified:

- Open rolling arable farmland on gently dipping plateau
- Wooded and lush inward-facing valleys and dry valleys
- Attractive nucleated villages, often of Saxon or medieval origin (e.g. Rothwell, Hatcliffe, Thoresway)
- Enclosure roads (drovers roads) with wide verges and characteristic hedgerows
- Small plantation woodlands and beech clumps of the 18th and 19th centuries
- Isolated chalk grassland
- Deserted medieval villages (e.g. Beesby, East Wykeham)
- Archaeological sites on the plateau (e.g. tumuli, barrows)
- Manors and parkland (e.g. East Ravendale)
- Geomorphological and geological sites (e.g. Hubbard's Hills, Welton le Wold)
- Localised old enclosed landscape (e.g. north-eastern corner of the AONB).

Key local issues identified:

- Impact of disused wartime airfields, transmission lines, radio masts and huge straw stacks
- Loss and decline of chalk grassland
- Loss and decline in quality of hedgerows
- Decline in quality of beech clumps and other woodland
- Impact of arable practices on archaeological features
- Abandonment of some of the more remote farms and cottages
- Lack of awareness of the unique geomorphology

- ❑ Threats to views out to the coastal marshes (e.g. wind farms, tourism developments).

Ridges and Valleys of the South-West

The ridges and valleys landscape is enormously complex with prominent chalk ridges bisected by deep combs and wide river valleys. The area is one of the most attractive within the Wolds with a patchwork of pastoral and arable fields, woodland, hedgerows, country estates and parkland, and attractive rivers and streams.

Key local AONB features identified:

- ❑ Dramatic views south from the Bluestone Heath Road and Nab Hill - Hoe Hill ridge
- ❑ Mixed pattern of arable and pastoral farming
- ❑ Herb rich roadside verges
- ❑ Rich marginal and aquatic habitats of the River Bain, Lymn, and Waring.
- ❑ Old mixed hedgerows
- ❑ Sole example of a semi-natural chalk woodland (e.g. Tetford Wood)
- ❑ Characteristic villages - often rectangular in form and houses widely built of brick (e.g. Tetford)
- ❑ Historic parkland and country houses (e.g. Harrington, Langton and Stenigot)
- ❑ Alfred, Lord Tennyson birthplace and childhood home at Somersby
- ❑ Archaeological interest on the ridges and slopes (e.g. barrows, tumuli, cultivation terraces)
- ❑ Early medieval churches and moated sites (e.g. Bag Enderby, Brinkhill, Langton and Somersby)
- ❑ Wet alder carr woodlands (e.g. New England Valley, Salmonby Carr).

Key local Issues identified:

- ❑ Lack of awareness about historic and cultural associations
- ❑ Development issues including telecommunications masts and oil exploration
- ❑ Threat to grassland habitats
- ❑ Inappropriate management of roadside verges
- ❑ Loss of local village services
- ❑ Heavy coastal traffic and potential road modernisation schemes (e.g. A158, Gunby Corner).

South-Eastern Claylands

The gentle ridge of the south-eastern claylands dips gently west before merging with the flat marshlands beyond the AONB. This is the most heavily wooded part of the Wolds where large blocks of woodland are interspersed with cultivated fields. The area has an isolated and remote feel. Ridge-top salters' roads, spring-line villages and archaeological features are evident here.

Key local AONB features identified:

- ❑ Views across the Middle Marsh to the coast
- ❑ Extensive oak-ash woodland (e.g. Maltby, Haugham, Burwell, Willoughby, Welton Woods)
- ❑ Attractive spring-line villages (e.g. Little Cawthorpe, Muckton, South Thoresby, Welton le Marsh)
- ❑ Rich mixed geology/chalk stream habitats typified by the Long Eau, Calceby Beck and Great Eau.
- ❑ Ancient sea cliff on eastern ridge, broken by glacial meltwater valleys (e.g. Skendelby Psalter, Well Vale)
- ❑ Ridge-top roads and their associated archaeology (e.g. long and round barrows)
- ❑ West-east salters' roads
- ❑ Wetland flushes and springs.

Key local Issues identified:

- ❑ Sand, gravel and chalk extraction
- ❑ Threats to views out to the coastal marshes (e.g. wind farms, tourism developments, grain silos)
- ❑ Impact of conifer planting
- ❑ Development issues on prominent ridgelines (e.g. telecommunication masts).

*Context, indicators and data summaries for the
Lincolnshire Wolds Area of Outstanding Natural Beauty.*

Further case studies pending.

Public Consultation Draft

produced by

Lincolnshire Wolds Countryside Service

(AONB Staffing Unit)



Introduction

Table 1 within the AONB Management Plan (2018-23) summarises the special landscape features that typify the Lincolnshire Wolds natural beauty and sense of place – these include attributes that relate to the area's landscape, farmland, geology, topography, biodiversity, archaeology, built heritage and culture. Appendix 3 provides an additional summary of the special qualities of each of the four Local Landscape Character Areas.

This supplementary report identifies and reviews a number of indices to help aid future condition monitoring for the AONB and the development of subsequent Management Plans. These proposed indicators are grouped in-line with the overriding themes of the Lincolnshire Wolds Management Plan (2018-23):

- Protecting the Wolds (Theme 1)
- Living and Working in the Wolds (Theme 2)
- Discovering the Wolds (Theme 3)
- Developing the Wolds (Theme 4)
- Partnerships in the Wolds (Theme 5).

Protecting the Wolds (Theme 1) – Landscape, Natural Heritage & Biodiversity

Landscape character – conservation and enhancement:

INDICATOR 1: To review the fixed point photographs established across the AONB as a proxy measure for monitoring changes to key viewpoints and local character.

Context: Additional to detailed landscape character assessments undertaken at each of the local administrative areas (ELDC, NELC, and WLDC) the original Lincolnshire Wolds Landscape Character Assessment identified four distinctive landscape character areas: The North-West Scarp, the Chalk Wolds, the Ridges and Valleys of the South-West and the South-East Claylands.

Status: Resources dependent, a detailed study and reassessment of fixed point photographs is recommended over the next plan period.

Visual Amenity:

INDICATOR 2: The investment and length of powerlines undergrounded since 2004 within the AONB.

Context: OFGEM (the Government Office of Gas and Electricity Markets) has a target of supporting the undergrounding up to 5% of powerlines across nationally protected landscapes (AONBs and National Parks) to enhance scenic quality. Two district network operators; Northern Powergrid and Western Power Distribution have linked up with the LWCS, local communities and landowners to assist in undergrounding schemes across the Wolds.

Results:

- As of April 2016, Northern Powergrid has removed over 13 kilometres of overhead line and associated infrastructure with an investment of over £1.7 million.
- As of April 2016, Western Power has removed nearly 12 kilometres of overhead line with an investment of over £1.2 million.

Review of undergrounding data:

Most of the schemes have focused on low voltage schemes within or close to settlements – a total of 15 villages/hamlets have benefitted directly from the projects, improving not only visual amenity but often power outage and consistency in future supply.

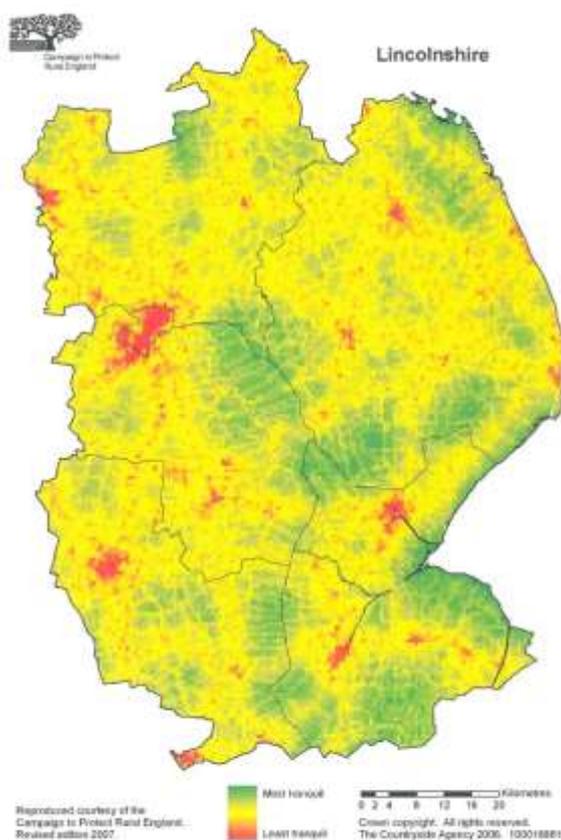
Tranquillity and Dark Night Skies:

Context: Tranquillity is stimulated by sight, sound and other senses either directly or as a trigger to memories. We aspire to it as it brings on or increases our feelings of peace and well-being with resulting positive effects on health and quality of life. It both benefits us as individuals and more widely society and the economy as a whole. In a densely populated country pressured by development and the pressures of modern living it is increasingly important to find the qualities of places which generate such tranquil feelings and to protect those locations and their attributes for the future (adapted from CPRE Tranquillity Mapping Report, 2008). The AONB family can make a major contribution in terms of safe guarding the tranquillity and sense of place that we find across some of our most special and often unique landscapes.

Revised national tranquillity maps were published by the CPRE in 2007 – the study did not seek to determine outright if an area is tranquil or non-tranquil by zoning but sought to provide continuous surface maps based on a combination of GIS mapping and Participatory Appraisal Consultation (PA). The integrated PA analysis reviewed peoples' perceptions, values and beliefs across a wide range of seeing and hearing attributes that would either contribute or detract from tranquillity (21 positive and 23 negative measures). The integration of the PA study applies modern thinking, recognising that as well as a resource, judgements on tranquillity are ultimately personal depending upon a complex set of factors.

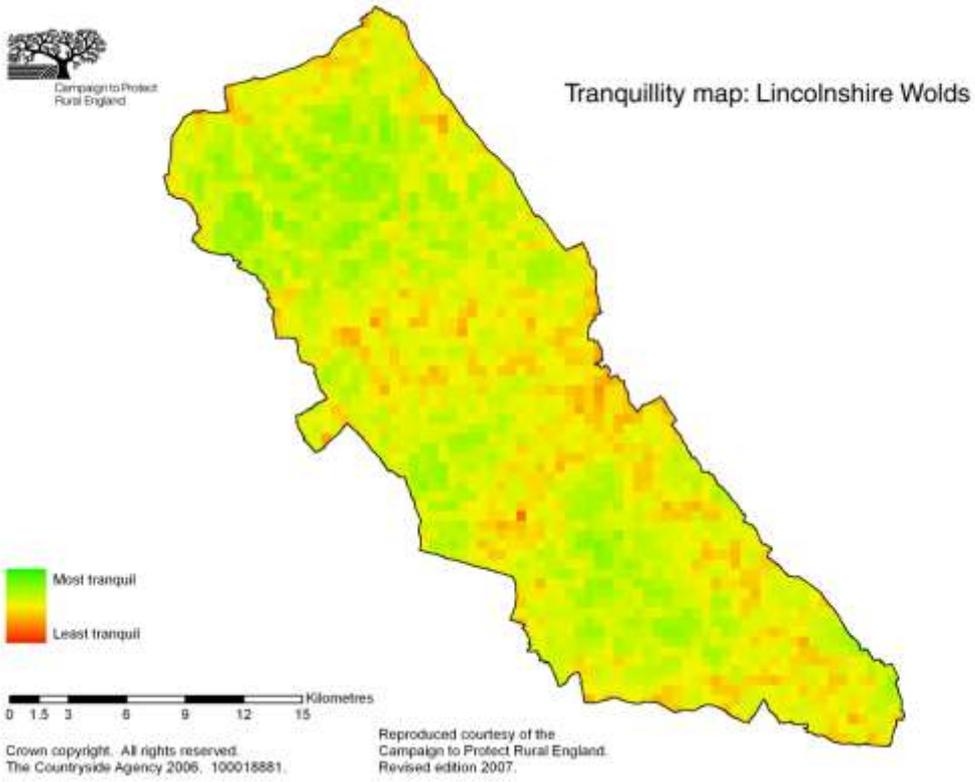
INDICATOR 3: A visual tranquillity map of the Lincolnshire Wolds AONB:

Lincolnshire County Tranquillity Map (2007):



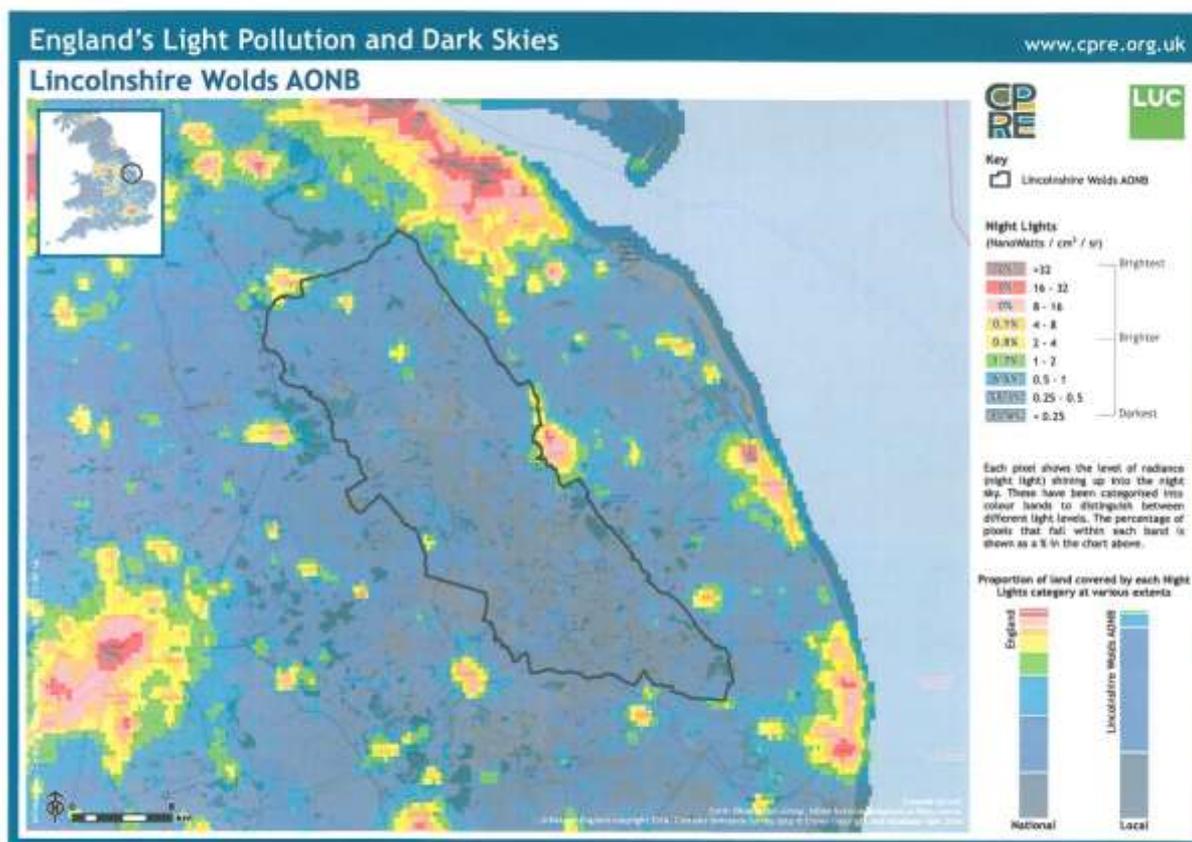
Copyright CPRE

Lincolnshire Wolds AONB Tranquillity Map (2007):



INDICATOR 4: A dark night skies map of the Lincolnshire Wolds AONB

Visibility at night has been integrated into the national tranquillity mapping work. This has applied the measure of "skyglow" which is defined as the brightness of the night sky as a function of distance from varying sizes of urban areas – applying the assumption that settlement size correlates directly to light pollution (the ability to see the stars at night).



Copyright CPRE

Review of tranquillity and night skies maps:

As highlighted, both maps indicate the importance of the Lincolnshire Wolds for retaining a high degree of both tranquillity and night sky visibility, with fairly minimal negative receptors. The influence of adjacent market towns, Cadwell Motor Circuit and the major roadways are clearly evident on the tranquillity map. There is also a mapping cluster suggesting a loss of tranquillity/increase in light intrusion in the area of Binbrook and Brookenby, largely on account of the industrial business park.

Natural Heritage:

Context: The value and importance of biodiversity has been reaffirmed at a global and UK levels with the continuing aims to halt the loss of habitat degradation and species loss and help mitigate and adapt to climate change pressures. The wildlife of the Lincolnshire Wolds has been heavily shaped by living and working practices through the generations and is a key element of the natural beauty of the AONB. As detailed in the main Plan, habitats of particular relevance to the Wolds include: 1) grassland – meadow, pasture and wet grassland; 2) grass verges and green lanes; 3) woodlands, beech clumps and traditional orchards; 4) hedgerows and landmark trees; 5) rivers, streams and ponds; 6) arable farmland.

INDICATOR 5: UK BAP Species present within the Lincolnshire Wolds AONB:

165 species listed from records, of which 51 were recorded post 2014.

INDICATOR 6. Red List Species present within the Lincolnshire Wolds AONB:

244 species listed from records, of which 33 were recorded post 2014.

INDICATOR 7. Lincolnshire BAP Species present within the Lincolnshire Wolds AONB:

41 species listed, of which 33 were recorded post 2014.

Source: Indicator 1 – 3: Lincolnshire Greater Lincolnshire Nature Partnership Records Centre

INDICATOR 8. Condition of SSSIs within the Lincolnshire Wolds AONB:

Context: Sites of Special Scientific Interest are nationally protected areas which provide a representative sample of some of the best wildlife and geologically important sites in England. Most SSSIs are in private ownership and their management is a shared responsibility with Natural England, the body responsible for their designation and subsequent condition monitoring.

As directed through 'Biodiversity 2020', Natural England has a target to ensure that at least 50% of SSSIs are in favourable condition and at least 95% are in favourable or recovering condition by 2020.

The Lincolnshire Wolds AONB has a total of 14 SSSIs designated on account of their wildlife interest with many located on the steeper slopes of the Wolds, or within the valley bottoms. The sites include nine SSSIs of alkaline-acidic grassland/marshland, four SSSIs of ancient and semi-natural woodland and one nationally important bat colony, protected on account of both the number and the range of species present.

Results:

Lincolnshire Wolds AONB - SSSI Condition (figures = area in hectares)	2004	2008	2010	2012	2014	2016
Favourable Condition	57	43	45	53	52	52
Unfavourable, Recovering	13	37	41	41	45	45
Unfavourable, No Change	30	13	10	10	5	5
Unfavourable, Declining	4	11	8	0	2	2
Total	104	104	104	104	104	104

Source: Natural England (April 2017)

Lincolnshire Wolds AONB SSSI Detailed Categories (figures = area in hectares)	Acid Grassland	Broadleaved woodland	Built up areas/ gardens	Calcareous Grassland (lowland)	Neutral Grassland (lowland)	Earth Heritage
2017						
Favourable Condition		29.5	3.8	4.4		14.1
Unfavourable, Recovering	2.4	14.1		13.3	14.9	
Unfavourable, No Change		5.4				
Unfavourable, Declining				2		

2014						
Favourable Condition	2.54	29.6	3.8	4.5	15	14.1
Unfavourable, Recovering		14.2				
Unfavourable, No Change		5.4				
Unfavourable, Declining				2		

Source: Natural England (April 2017)

Review of biodiversity data: The Lincolnshire Wolds SSSIs comprise a total of 104 hectares of land, with some 14.1 hectares designated on account of the earth heritage interests (see below). Including the latter, 92.8% of the total SSSI resource is currently deemed to be either in a favourable or recovering condition, with some 5% classed as unfavourable no change (within the woodland component), with just 2% unfavourable and declining (calcareous grassland). In terms of timeline changes there has been a slight reduction in the favourable condition of SSSIs over the past ten years, but a significant increase in the total hectares classed as unfavourable but recovering. Two SSSI sites, which include part of Swaby Valley and Skendleby Psalter Banks, have been declining largely on account of reduced grazing and the subsequent encroachment from dominant grasses and scrub.

Woodland Resource and Management

Context: The woodland cover of the Wolds is low (< 5.5% coverage) but remains a vital habitat and landscape component, and an important source of local timber. Additional to the wildlife benefits, especially of mixed and deciduous woods, these habitats aid water management and soil protection through reducing runoff, make a major contribution to green infrastructure connectivity and provide further opportunities for access and recreation. Many woodlands remain in active management on account of their use for supporting the rearing of game birds.

The mosaic of differing habitats within any given woodland can help to maximise plant and animal diversity, including for example woodland springs, streams, glades, rides and field edge layers. Agri-forestry grant enhancements and forestry/woodland plans commonly aim to enhance biodiversity and timber productivity, supporting species of local provenance and seeking to minimise the risks from future pests and diseases.

Extent and type of woodland cover:

Lincolnshire Wolds AONB	2014 (hectares)	2015 (hectares)
Total area of woodland	3,058	3,060
Broadleaved	2,478	2,478
Conifer	300	300
Mixed	80	80
Felled	4	4
Ground prepared for planting	46	27
Shrub land	1	1
Young trees	169	171

Source: National Forestry Inventory – Forestry Commission.

INDICATOR 9: Area of ancient and semi-natural woodland the AONB.

This measure is based upon Natural England's Ancient Woodland Data which seeks to establish the area of woodland recorded as ancient and semi-natural woodland (ASNW) and the area of plantations on ancient woodland sites (PAWS).

Lincolnshire Wolds AONB – Ancient Woodland	2017 (hectares)
Ancient and semi-natural woodland (ASNW)	233
Plantations on ancient woodland sites (PAWS).	1,392
Total area of ancient woodland	604

INDICATOR 10: Area of the AONB's woodland in positive management

Lincolnshire Wolds AONB	2014 (hectares)	2015 (hectares)
Actively managed woodland	1,723	1,741
Unmanaged woodland	1,392	1,394
% of woodland managed	55%	56%

INDICATOR 11: Uptake of Woodland Managed and Created Under Environmental Stewardship (ES).

As of March 2017, 18 woodland agreements were in place across the Lincolnshire Wolds through the ES programme, aiding management of some 235 hectares of woodland/woodland edge resource.

Woodland Managed and Created Under Environmental Stewardship (ES)	2017 (hectares)
Management of Woodland Edge – EC4 Option	1.98
Creation of Woodland Outside the SDA & ML – HC10 Option	5.23
Management of Woodland Edges – HC4 Option	0
Maintenance of Woodland Edges – HC7 Option	225.47
Restoration of Woodland – HC8 Option	2.11
Creation of Woodland in the SDA – HC9 Option	0
Management of Wood Edges – OC4 Option	0
Management of Woodland Edges – OHC4 Option	0
Total	234.79

Review of woodland data:

Many of the Wolds woodlands are small and fragmented and are often found on the steeper slopes of the escarpments or coombes, or in the wetter valley bottoms where cultivation is difficult. Some 80% of the woodland resource is broad-leaved, approximately 20% of which is ancient, semi-natural woodland. There are also a significant proportion of plantation woodlands, many are broad-leaved and also used for shelter belts and game cover. The results show that the current uptake for new woodland creation is low, but just over half of the woodlands are actively managed.

Grassland Resource and Management

Context: Although much of the Wolds is currently under cultivation, grassland habitats remain an important landscape and wildlife resource, comprising a wide range of semi-natural to permanent pastures. The composition of the grassland swards are variable, typically ranging from calcareous chalk grassland to neutral grassland depending on local soils and geology, with very small pockets of acidic grassland also present.

INDICATOR 12: Uptake of Low input Grassland, Managed, Restored or Created Under Environmental Stewardship (ES)

Low input Grassland, Managed, Restored or Created Under Environmental Stewardship (ES)	2017 (hectares)
Permanent Grassland with Low Inputs – EK2 Option	281.67
Permanent Grassland with Very Low Inputs outside SDA & ML – EK3 Option	438.47
Reversion to Unfertilised Grassland to Prevent Erosion/Runoff – HJ3 Option	186.68
Reversion to Low Input Grassland to Prevent Erosion/Runoff – HJ4 Option	4.93
Permanent Grassland with Low Inputs – Hk2 Option	5.41
Permanent Grassland with Very Low Inputs – HK3 Option	104.87
Maintenance of Species-Rich, Semi-Natural Grassland – HK6 Option	306.53
Restoration of Species-Rich, Semi-Natural Grassland – HK7 Option	501.39
Permanent grassland with low inputs; outside SDA & ML (organic) – OK2 Option	1.38
Permanent grassland with very low inputs; outside SDA & ML (organic) – OK3 Option	51.89

Review of grassland data: Many of the Wolds' grasslands and rough pastures are found on steep slopes (where the soils are thin and the ground hard to till), in the valley bottoms as wet flushes and pastures, and in abandoned quarries and pits. Maintenance and restoration of species rich grassland remains important and currently includes some 800 hectares; a further 700 hectares of permanent grassland is managed with low or very low inputs and is also a significant resource for wider wildlife and landscape benefits.

INDICATOR 13: Number, length and condition of Protected Roadside Nature Reserves and roadside Local Wildlife Sites.

Context: Grassed roadside verges and the wider network of green lanes are a distinctive landscape feature of the Lincolnshire Wolds, with many found alongside ancient drovers trackways.

Results: There are currently 17 Protected Roadside Nature Reserves in the Lincolnshire Wolds AONB, totalling over 16 kilometres in length. Over 55 roadside verges and green lanes are currently classified as Local Wildlife Sites.

Review of grass verge data: The Life on the Verge partnership project with the Lincolnshire Wildlife Trust aided the wider mapping of the verge network through training and supporting voluntary recording across the Lincolnshire Wolds. This two year project acted as a drive for improved maintenance of verge ways and the opportunities for utilising cuttings for bio-energy ([Peakhill Associates](#)).

Water Quality in Rivers

Context: Under the European Water Framework Directive the ecological status of rivers and canals is classified as High, Good, Moderate, Poor and Bad. All main river (116.25 kilometres) within the Lincolnshire Wolds AONB forms part of the areas internationally important chalk stream resource and is fed from nine principal catchment systems within the area, namely from north to south; Nettleton Beck, Waithe Beck, River Rase, River Lud, River Bain, Long Eau, Great Eau, River Waring and the River Lymn. The upper catchments comprise an important network of minor streams (a further 141 kilometres across the AONB), calcareous marshes and spring-line flushes and ponds providing further ecological and wider benefits.

INDICATOR 14: The length of river in moderate or good ecological condition.

In April 2015:

- 22.48 kilometres (19.3%) of main river was classified as being in good ecological condition.
- 86.36 kilometres (74.3%) of main river was classified as being in moderate ecological condition.

- 7.41 kilometres (6.4%) of main river was classified as being in bad ecological condition.

In April 2016:

- 14.89 kilometres (12.83%) of main river was classified as being in good ecological condition.
- 74.39 kilometres (64.13%) of main river was classified as being in moderate ecological condition.
- 26.97 kilometres (23.25%) of main river was classified as being in poor ecological condition.

Review of river quality data: Over 76% of the rivers in the AONB are deemed to be in moderate to good ecological condition. However there are still notable stretches in poor condition; it is believed that both sedimentation and agri-chemical runoff are major factors on local water quality, exacerbated by the relatively large areas of the Wolds that are actively cultivated (>75% of land area cropped).

INDICATOR 15: The length of Lincolnshire Chalk Streams and their adjacent habitat restored through active management.

Context: The Lincolnshire Chalk Streams Project (LCSP) is a group of organisations that have actively worked together since 2003 to conserve and enhance this Biodiversity Action Plan (BAP) priority habitat. Since 2006 staff and volunteers have been employed to undertake work on behalf of the partnership, both monitoring riparian species and planning and organising a wide range of restoration.

Results:

Since 2004 over 12 kilometres of chalk stream has been restored through in-stream and or bankside restoration, with further management enhancements to over 45 kilometres of adjacent habitat.

CASE STUDY – RIVERFLY MONITORING PROJECT

The LCSP partnership has established and coordinated a programme of detailed riverfly monitoring, training up 46 volunteers in total to assist in surveying a number of sites across the project area. A total of 13 sites have been established across the AONB, with a further 16 locations downstream from the chalk stream headwaters.

See page 135.

Land in Environmental Management

Context: Natural England (NE) is a key partner in the AONB Partnership (Lincolnshire Wolds AONB) and a member of the Department for the Environment Farming and Rural Affairs family (Defra). NE administers agri-environment schemes which provide funding to farmers and land managers for undertaking a wide range of environmental enhancements. In 2005 the Countryside Stewardship Scheme (CSS) was replaced by the Environmental Stewardship Scheme providing both Entry Level and Higher Level agreements. Further modifications have been undertaken with the national roll-out of the new Countryside Stewardship Scheme in the period from 2014. The impacts of the new changes will take a number of years to evaluate as the current live schemes are at various phases of their five or ten year cycles - depending on the date of any individual agreements.

INDICATOR 16: Number and area of land in formal stewardship agreements.

Lincolnshire Wolds AONB	Area (hectares)	Number of agreements	Cost
AONB GIS area	55,898	-	-
Area of AONB under ES	31,990 (57%)	-	-
Total UAA (Utilisable Agricultural Area)	48,985	-	-
Proportion of UAA under stewardship	65%	-	-
Entry Level plus Higher Level Stewardship	20,149	78	£1,546,870
Entry Level Stewardship	7,950	52	£192,236

Higher Level Stewardship	3	2	£1,145
Organic Entry Level + Stewardship	3,486	3	£403,236
Organic Entry Level Stewardship	403	1	£24,131
Total Stewardship	31,990	136	£2,167,618*

Note: The total investment for Environmental Stewardship across the AONB = £1.96 million in 2011 (including £1.26 million for those Entry Level Stewardship schemes with additional HLS options).

Source: Natural England (March 2017)

INDICATOR 17: Environmental Stewardship (ES Options) number and area

There are six theme groups of ES options that contribute to conserving and enhancing landscape character – more specifically measures to help enhance the management and protection of archaeological features. These serve as a proxy measure for landscape quality and natural beauty.

Lincolnshire Wolds AONB ES Options Uptake	May 2017
Options measured in hectares	6,336.2
Number of parcels	2176
Options measured in metres	38,539
Number of parcels	96
Number of trees	234
Number of parcels	28

Source: Natural England (March 2017)

Review of Environmental Stewardship Data: As indicated, there is currently in excess of £2 million investment supporting over 135 stewardship schemes across the Lincolnshire Wolds, with over 57% of the AONB in a scheme. In more recent years a number of incentives have been especially important in protecting both wildlife and heritage interests through for example encouraging grassland restoration and minimising cropping in or immediately adjacent to Scheduled Monuments.

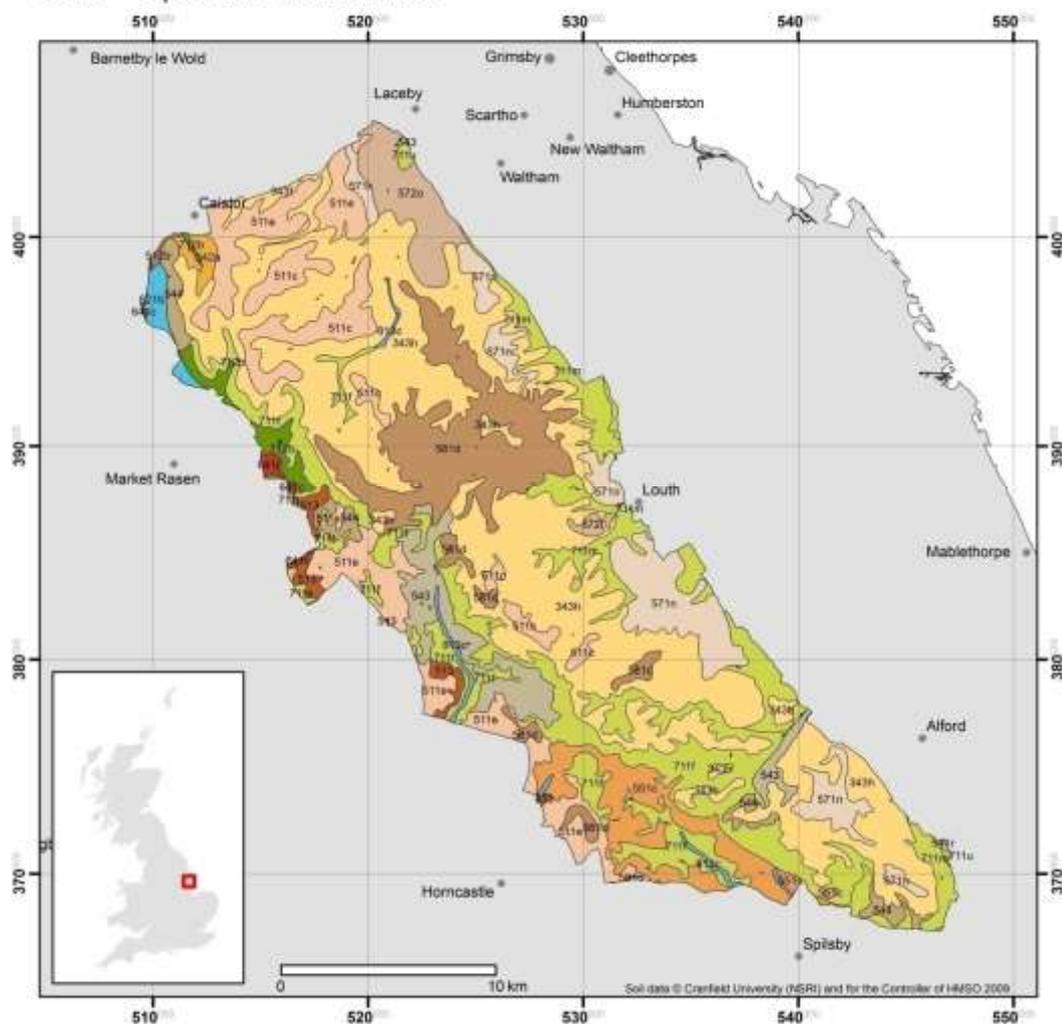
With the current uncertainties in the future agri-environment measures we are envisaging a likely downward trend as there is anecdotal evidence emerging that some landowners are currently holding off renewing their schemes due in-part to uncertainties stemming from Brexit.

INDICATOR 18: Area of the Lincolnshire Wolds retaining good soil structure and nutrient content for sustainable productive farming (or the area of the Lincolnshire Wolds providing high grade agricultural land).

Context: Over 20 soil types have been identified across the AONB, including light chalky soils on the plateau tops interspersed with heavy glacial drift deposits, impermeable clays in the valley bottoms and the lighter sandy and wind-blown loams often found to the south and west. Many of the more unworkable soils and nutrient poor ground has not been cropped and has been widely used for pasture and woodland – e.g. the valley bottoms, steeper valleys and the Wolds escarpments.

Review of Soil Data: The Lincolnshire Wolds Soil Report (Cranfield University, 2009) provides some more detailed soil maps for the AONB, including thematic mapping for leachate and soil erosion vulnerabilities. See below map for the spatial distribution of soils across the area. (*Further information available on request at www.lincswolds.org.uk*)

Soils - Spatial Distribution



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Earth Heritage

Context: The Lincolnshire Wolds AONB has a complex geology and topography. Chalk from the Cretaceous period (140 million - 65 million years old) forms the dominant bedrock, however the bedding dips gently eastwards, which often exposes the underlying Lower Cretaceous and Upper Jurassic beds in the western and southern areas of the Wolds (e.g. bands of Tealby Ironstones and Limestones, Spilsby Sandstone and Kimmeridge Clay). The geology and topography is further complicated by the extensive glaciation and periglacial modification which helped to create the areas distinctive pattern of rolling plateaus, deeply incised valley systems (coombes) and its glacial tills and gravel deposits.

INDICATOR 19: Condition of registered SSSI geological sites

Natural England has commenced recording and monitoring of important geological features, collating both the number and condition of geological SSSIs across the protected landscapes family. This information is commonly, but not always, indicative of prominent visible geological features or other earth heritage elements that may be striking or memorable. Exceptions can include hidden/underground features including in the Lincolnshire Wolds case glacial/periglacial deposits.

Recent data for the Lincolnshire Wolds AONB SSSI Level 2 Geological Features records 6 sites all in favourable condition, and classed as: Disused quarries – 4 sites; Cuttings – 2 sites.

Source: Natural England (April 2017)

INDICATOR 20: % of Local Geological Sites (LGS) and Regionally Important Geological and Geomorphological Sites (RIGS) that are in favourable condition.

Context: In Lincolnshire RIGS are being re-assessed under new Local Geological Site criteria to evaluate their interest, condition and future management on a site by site basis. This work links with the Greater Lincolnshire Geodiversity Strategy 2017-21 and the GLNP's Geodiversity Group aspirations, which are striving to ensure that all of the county's geodiversity assets can be conserved, recorded, promoted, understood and enjoyed by all.

In the Lincolnshire Wolds there are 15 geodiversity sites which have been notified as LGS's and a further six sites which are currently still classed as RIGS.

Review of geodiversity data: A large number of these sites occur as redundant pits and quarries where there are typically exposures that have been created by mineral extraction, often as chalk pits or for local building stone. As indicated, the re-classification of RIGS as LGS's is a good proxy measure for the general condition of the sites as all of the notified LGS's will have undergone a recent survey and review process.

Protecting the Wolds (Theme 1) – Archaeology and Built Heritage

Context: The Lincolnshire Wolds AONB is a rich archaeological resource with a wealth of historic landscape features including a high concentration of long and round barrows, ancient trackways and one of the highest densities of deserted and shrunken medieval villages (DMVs & SMVs) in the country. The area also has a number of distinctive farmsteads, county houses, and hamlets and nucleated villages, with a number of prominent churches. There is no one unified style of buildings across the Wolds – many reflect the local building materials of the day, including local stone, brick, and often wide spread use of slate and pantiles.

INDICATOR 21: Condition of heritage assets deemed to be 'At Risk'.

30 heritage sites within the AONB were deemed to be at risk in 2017, including over 27% of Scheduled Monuments (SMs).

Historic England Statutory Sites

Lincolnshire Wolds AONB	March 2017	At Risk	% of category at Risk
Scheduled Monuments	98	27	27.6
Listed buildings			
Grade I	14		
Grade II*	34	2	5.9
Grade II	277		
Total listed buildings	325		
Registered Parks and Gardens			
Grade II	3		
Registered Battlefields	1		
Places of Worship			
Grade II	-	1	-

Source: Historic England

Review of Scheduled Monument data: The proportion of Scheduled Monuments (SMs) classed at risk is high (over ¼), although an improvement on the situation in 2004 when over 49% of SMs in the AONB were deemed to be at risk. The situation for the stock of Listed Buildings found across the Wolds is considerably more positive with less than 1% considered to be at risk. In terms of heritage buildings Historic England

has deemed to be at risk, due to their deteriorating condition, are the Church of St Andrew (Utterby) and Church of St Helen, Biscathorpe, along with the Conservation Areas of Binbrook and South Thoresby (on the boundary of the AONB).

A large number of SMs comprise ancient Neolithic long barrows and bowl barrows, typically located on prominent ridges and plateau tops – they often occur within or juxtapose areas of cultivated ground where arable ploughing and clipping can cause significant problems. In some cases however localised disturbance of SM's has been the result of animal burrowing and tree/shrub growth. The current Long Barrows project, commissioned by Historic England, and being undertaken by Heritage Trust for Lincolnshire, is ongoing and seeks to review and inform our future understanding of these sites. The final results from this two year study will help inform and aid the further management of these nationally important sites.

INDICATOR 22: The number of Traditional Roadsigns in Lincolnshire (TRiL) within the AONB in good condition.

Context: Since 2003 the TRiL partnership group was established to survey, monitor and aid the repair of the very distinctive black and white roadsigns, which are a combination of concrete post, wooden finger signs and cast iron lettering. The LWCS has linked up with the County Council Highway's team and local volunteers.

As of September 2017, there are 89 TRiL signs in the AONB – the LWCS estimates that 95% of signs are currently in good condition.

Review of TRiL data: A minor maintenance programme is commissioned annually, clearly targeting those signs in most need of repair. There are also occasional requests from local parish councils or residents to install replacement signs – there is a protocol for assessing these requests, including the need for supporting evidence. Such requests are reviewed on a case-by-case basis.

INDICATOR 23: The number of AONB traditional farmsteads deemed to have high heritage potential.

Context: Traditional farmsteads and their outlier farm buildings are an important heritage resource found across the Lincolnshire Wolds AONB, and are integral to the landscape and cultural character of the area.

The Lincolnshire Wolds AONB Partnership commissioned Locus Consulting to undertake a research project to provide guidance to support the future sustainable development and conservation of the historic farming landscapes of the Lincolnshire Wolds. The study builds on the Greater Lincolnshire Farmstead Guidance for Lincolnshire, North Lincolnshire and North-East Lincolnshire published in 2015 which included:

- A Farmstead Assessment Framework
- Greater Lincolnshire Farmsteads Character Statements.

Data: The 2017 study recorded a total number of 586 traditional farmsteads within the Lincolnshire Wolds AONB. 45 (8%) of these include a statutory listed (protected) farmhouse or working building. Of the farm buildings listed 78% were classed 18th Century farmsteads, 22% were classed as 19th Century farmsteads.

Locus Consulting's 2017 report classed nearly half (48%) of all of the identified farmsteads as having heritage potential on account of retaining close to 50% of their historic buildings within today's landscape. See below table:

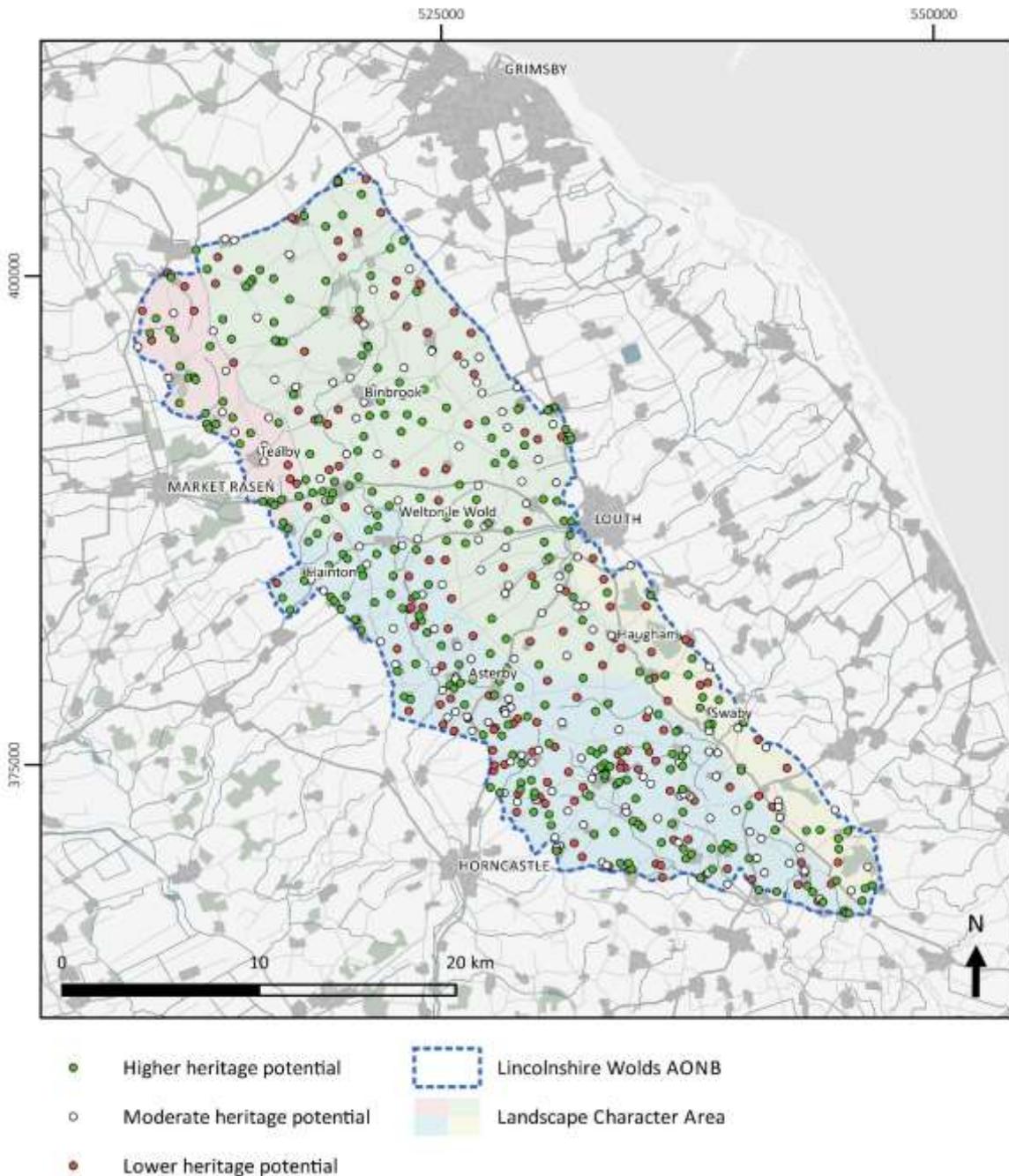
Levels of Survival of Traditional Farmsteads:	Number in the AONB	% in the AONB	% in Greater Lincolnshire
Extant - no apparent alterations	63	11%	10%
Partial loss - less than 50%	203	37%	33%
Significant loss - more than 50% change	139	25%	19%

Farmhouse only survives	24	4%	9%
Total Loss or demolition of traditional buildings and plan	120	21%	29%

Source: Locus Consulting

Review of Traditional Farmstead Data: The more recent survey has indicated that the total number of known farmstead out outbuildings is larger than first envisaged (2013-18 AONB M. Plan recognises 300+). Current figures show that although many of the most important farmsteads and workshops are protected through listing, there is a small proportion of buildings which are currently not listed but have future heritage potential through sensitive restoration and enhancement.

Below map produced by Locus Consulting showing the "Heritage Potential" of the Lincolnshire Wolds AONB Farmstead Resource.



Living and Working in the Wolds (Theme 2)

Population patterns and distribution:

Context: The Lincolnshire Wolds AONB is sparsely populated with a deeply rural fabric, traditionally heavily dependent upon the farming and defence sectors, although the latter's influence diminished with the closure of RAF Binbrook (Brookenby). The infrastructure across the AONB is dispersed and although there is a reasonable network of A and B roads public transport remains fairly limited. The AONB's links with its surrounding market towns remain important for the provision of retail, health, secondary school/college education, financial and other administrative services. Like many rural areas in the UK both mobile phone and IT service provision across the AONB is variable, with some notable areas of poor coverage.

Due to administrative and ward boundaries not always following the boundary of the AONB designation we must rely on census figures as an estimate for providing a range of socio-economic data for the area.

INDICATOR 24: Population patterns in the AONB and adjacent market towns.

Using the 2011 census the LWCS estimates that the population of the AONB at this time was 10,701, with a further 36,316 people living in the surrounding market towns of Alford, Caistor, Horncastle, Louth, Market Rasen and Spilsby. There are 89 settlements within the Lincolnshire Wolds AONB, and a further 49 settlements (including the market towns) within a wider five kilometre envelope.

INDICATOR 25: Age distribution in the Lincolnshire Wolds

In 2011 in the AONB:

- 19% of the population were <19 years old
- 21% were aged 20-44
- 26% were aged 45-59
- 25% were aged 60-74
- 9% were over 75 years old.

Review of population data: As indicated, the population within the Lincolnshire Wolds AONB is comparatively sparse, typically on average less than 20 inhabitants per km². There are 74 parishes but only five parishes have more than four hundred and fifty residents; Binbrook (892), Brookenby (665), Tealby-Walesby (551), Teford-Salmonby (464) and Ludford (460). There is also however a significant population (over 36,000) distributed across the six market towns that surround the Wolds, providing integral people and service links. The current age distribution for the AONB population is fairly even across the age categories; across Lincolnshire as a whole there has been a pattern of an aging population with an influx of those of middle-age or retirees, set against a trend of an outward movement of young adults, often pursuing further education and career opportunities in other areas of the UK.

Employment and economic performance:

INDICATOR 26: Number of rateable businesses located in the AONB

In 2017 there were 375 rateable businesses in the AONB. In terms of categories the ten highest listings were as follows:

- 70 workshops, factories and premises
- 54 warehouses/stores or land used for storage
- 52 guest houses, hotels, hostels or self-catering units
- 27 communication stations/premises
- 21 shops or showrooms
- 20 public houses
- 14 offices
- 12 equestrian or racing facilities
- 11 village or community halls

- 10 café, tea room or kitchens.

Review of rateable business data: The above groupings are an estimate from the LWCS based on local authority datasets and provides a useful proxy measure on the number and location of businesses that have a rateable value. Figures are not readily comparable with previous records as the criteria for the collection of business rates has recently changed. The actual number of enterprises based in the AONB will be higher as some micro-business activity will be exempt from business rates. The rankings indicate the importance of smaller workshop and warehouse facilities which are often located within rural farm buildings, or village settlements with a significant cluster at the Brookenby Industrial Park.

INDICATOR 27: Employment levels in the Lincolnshire Wolds – 4,890 people from the total census are in employment.

In 2011 the in-work distribution by occupation in the AONB estimated from census figures is as follows:

- 17% Professional
- 17% Skilled trades
- 15% Managers, Directors and Senior Officials
- 11% Elementary
- 10% Assoc. Professional and Technical
- 9% Caring, Leisure and other Services
- 9% Administration and Secretarial
- 7% Process Plant and machine Operatives
- 5% Sales and Customer Service.

In 2011 the not-in-work number in the AONB estimated from census figures is 5,811 people, distributed as follows:

- 70% Other - unpaid carers, students, parental etc (3,345 people)
- 23% Retired (1,886 people)
- 4% Long term sick or disabled (322 people)
- 3% Unemployed (258 people)

Review of general employment data: The current UK unemployment rate is 4.3% (UK Office for National Statistics, Sept '17) – this includes all persons aged 16 to 64 years of age. Census figures from 2011 suggested an unemployment rate slightly above the average at 5.01% for the Lincolnshire Wolds AONB. Employment is varied across the economic sectors; with over 42% working in professional, managerial or technical fields with a further 17% classed as skilled labour. Looking at more detailed figures for the farming labour market (INDICATOR 35 – Breakdown of Farm Labour (number of personnel) 16% of employment in the AONB is in this sector, including many full-time workers, and a significant number of farmers and farm managers.

INDICATOR 28: Access to basic services

Context: Traditionally the provision of services for both the local residents and visitors to the AONB has been variable and heavily dependent upon location and access to transport. Increasingly there has been a realisation of the value and importance of increased mobile phone and IT (broadband) coverage as a means of enhancing access to wider goods and services e.g. for finance, education and home-retail purchasing. Additional to the vital role played by the surrounding market towns and larger "service villages" of the Wolds (e.g. Binbrook and Tetford) there are a wide range of local facilities - both community and business focused – that are found across the AONB.

Lincolnshire Wolds Audit of services 2017	Facilities within/adjacent to the AONB	Facilities within the AONB + the wider offer (excluding market towns)
Local stores/shops	12	24
Tea /coffee rooms	9	15
Public houses	20	42
Post offices	6	13
Car service centres	6	11

Review of basic services data: Additional to the vital role played by the surrounding market towns and larger "service villages" of the Wolds (e.g. Binbrook and Tetford) there are a wide range of local facilities - both community and business focused – that are found across the AONB. The shops, pubs, tea rooms provide important facilities for local residents and help to provide further infra-structure to help support the visitor economy (both day time and staying). The facilities listed are especially important in the context of a generally sparse and dispersed population and several venues often provide a multiple range of services.

Road infrastructure and public transport services:

Context: The Lincolnshire Wolds JAC (Joint Advisory Committee) recognises that a good transport network is essential to the future well-being of those living in the AONB, to enable continued sustainable and sensitive development of the local economy. This should include a road infrastructure that can support the needs of local farming, forestry, tourism, recreation and other rural businesses. Currently 92.5% of the highway infrastructure is managed directly by Lincolnshire County Council, with 7.5% within the jurisdiction of North East Lincolnshire Council.

INDICATOR 29: The average annual average daily traffic flow (AADT) range for all vehicles and commercial vehicles on the Lincolnshire Wolds A and B roads.

Results:

A Roads	Lowest range	Highest range	Average % CV	Mean AADT	B Roads	Lowest range	Highest range	Average % CV	Mean AADT
2010	3,170	7,670	-	5,420	2010	1,340	4,320	-	2,830
2013	6,235	7,965	7%	7,100	2013	2,330	-	3%	2,330
2015	4,255	8,465	8%	6,360	2015	-	-	-	-
2016	3,510	11,115	9.5%	7,313	2016	1,355	2,800	9%	2,078
2017	3,435	11,430	9%	7,433	2017	-	-	-	-

(Note: Figures supplied from LCC; typically comprising data from between 3 to 7 counting stations within or immediately adjacent to the AONB).

Review of road traffic data: The above figures indicates that there has been a significant increase in road traffic through the AONB on the A Roads, with a >35% increase in annual average daily traffic flows since 2010. This reverse pattern would appear to be the case for B roads through the Wolds with the median figure showing a <30% drop in vehicle movements, although less surveys have been conducted on these roads. Taking the results as a whole the total number of vehicle journeys on the Wolds AONB roads has increased over the seven year period from 2010.

INDICATOR 30: The number and frequency of bus services through the AONB.

Further evidence required - there are currently four InterConnect routes (Nos. 3, 6, 9 and 51) which run within or very close to the Wolds. There are further additional bus routes radiating from Louth and a

service linking Alford and Spilsby (part of a wider Skegness-Boston service). CallConnect services continue to remain very important for more bespoke journeys.

INDICATOR 31: Broadband/Mobile phone coverage:

Further evidence required – the AONB Partnership has sought to support and encourage the appropriate roll-out of both broadband and mobile phone coverage across the Lincolnshire Wolds. Digital and mobile phone services are clearly very important for both local residents and visitors to the area and a clear constraint for developing and enhancing our rural businesses. Government guidance highlights a presumption in favour of approving telecommunication applications – however in the context of the AONB impact upon the area's natural beauty must be reviewed on a case by case basis as planning applications come forward. The Partnership advocates the need to minimise potential harm to the designation through a range of measures, including maximising infrastructure (mast) sharing, careful site selection, robust justification statement, high quality design and landscaping for schemes. Landscape and Visual Impact Assessments (LVIA) provide an important tool to aid and assist the decision making process and help inform subsequent recommendations and conditions.

Several schemes have come forward under the Mobile Infrastructure Project (MIP) to help tackle areas of particularly poor telecommunications coverage. Post 2014-15 eight new mast sites were proposed, five of which were within the AONB. Four sites were deemed to be broadly acceptable but one site was in a very exposed location, immediately adjacent to the Viking Way, and was subsequently withdrawn.

INDICATOR 32: Farm types – Lincolnshire Wolds AONB:

Context: The character of the Lincolnshire Wolds remains heavily shaped by farming, with field sizes and cropping patterns reinforcing local landscapes and having an intrinsic impact upon the visual landscape character. Farming practices in turn, be they cultivation or livestock management, can often have a dominating impact upon the wider health of the AONB environment - its soils, water, biodiversity, heritage assets, carbon storage and climate change resilience.

The annual census of farming, carried out each June provides a range of data for protected landscapes – the latest figures currently available are for 2013 which showed 231 registered farm holdings for the Lincolnshire Wolds AONB. Due to changes in various collection and grouping methodologies from 2010, applying comparisons with earlier census data can be misleading, although still useful as a proxy measure.

Farm Types - Lincolnshire Wolds AONB

Farm Types (number of farms) 2013				
Cereals	General cropping	Specialist Poultry	Grazing Livestock (lowland)	Mixed
113 (48.9%)	36 (15.6%)	10 (4.3%)	42 (18.2%)	20 (8.7%)
Farm Types (number of farms) 2010				
Cereals	General cropping	Specialist Poultry	Grazing Livestock (lowland)	Mixed
117 (50.6%)	39 (16.8%)	8 (3.5%)	39 (16.8%)	19 (8.2%)

Defra metadata - June Agricultural Census 2010 & 2013.

INDICATOR 33: Farm sizes – Lincolnshire Wolds AONB:

Farm Sizes Classification

Farm Sizes (number of farms) 2013
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<5 ha	5 - <20	20 - <50	50 - <100	>100
15 (6.5%)	36 (15.6%)	26 (6%)	31 (13.4%)	123 (53.3%)
Farm Sizes (number of farms) 2010				
<5 ha	5 - <20	20 - <100	50 - <100	>100
11 (4.8%)	43 (18.6%)	24 (10.4%)	32 (13.9%)	121 (52.4%)

Defra metadata - June Agricultural Census 2010 & 2013.

INDICATOR 34: Land Use in hectares (% listings in respect of the total area of the AONB)

Land Use	2007	2010	2013
Total cereals	24,950 (44.6%)	24,889 (44.5%)	26,428 (47.3%)
All other arable crops	11,998 (21.5%)	11,784 (21.1%)	13,150 (23.5%)
Horticultural crops	1,375 (2.5%)	811 (1.4%)	898 (1.6%)
Crops & bare fallow	38,900 (69.6%)	38,918 (69.6%)	42,973 (76.9%)
Permanent grass	6,195 (11.1%)	6,334 (11.3%)	6,358 (11.4%)
Temporary grass	1,190 (2.1%)	1,539 (2.8%)	1,507 (2.7%)
Rough grazing (sole right)	277 (0.5%)	278 (0.5%)	198 (0.4%)
Woodland	1,372 (2.5%)	1,529 (2.7%)	1,786 (3.2%)
Other land	1,330 (2.4%)	1,140 (2%)	1,151 (2.1%)
Set-aside	3,295 (5.9%)	-	-
Total Area (Defra registered)	52,558 (94%)	49,750 (89%)	53,962 (96.5%)
Total GIS area for AONB	55,898 (100%)	55,898 (100%)	55,898 (100%)

Defra metadata - June Agricultural Census 2010 & 2013.

INDICATOR 35: Breakdown of Farm Labour (number of personnel)

	2007	2010	2013
Farmers full-time	180	191	195
Farmers part-time	235	183	186
Salaried managers full-time	56	32	39
Salaried managers part-time	39	14	11
Employees full-time	192	203	226
Employees part-time	81	73	79
Casual workers	45	38	61
Total Labour	828	734	798

Defra metadata - June Agricultural Census 2010 & 2013.

Review of farmland data: Almost half of the 231 registered farms in the Wolds AONB are focused on cereal production, with over 75% of the area in cultivation. There remains an important proportion (>25%) of typically smaller farm units, that operate primarily as either mixed farming or lowland grazing units. These holdings are very important for their contribution to the local economy, environment and wider landscape, helping for example to maintain the lowland and rougher grazing pastures that characterise steep hillsides or the wetter valley bottoms. Some 16% of employment in the AONB is in the farming sector, which helps to support many full-time workers, and a significant number of farmers and farm managers.

INDICATOR 36: The total Rural Development Programme for England (RDPE) and LEADER investment in landowner, business and community partnership projects across the Lincolnshire Wolds.

Context: The RDPE has provided a wide range of financial support to the agri-environment businesses in and around the Lincolnshire Wolds AONB – typically providing support to landowners to help raise productivity, support employment and help aid farm diversification projects. The Wolds are also within the wider Lindsey Action Zone (LAZ) which has operated as the Local Action Group for the LEADER programme since its inception in 2007. The LAZ is made up of local representatives from the public, private and civic sectors and has provided funding for local businesses, farmers, foresters, land managers and communities for projects that create jobs and benefit the rural economy.

Results – RDPE additional investment: Within/adjacent to the AONB the RDPE has supported four Countryside Productivity small grant projects to enable farmers to purchase equipment to improve on-farm nutrient management, animal health and welfare and forestry productivity. A further £75,000 has recently been awarded for a national 'best practice and innovation' project funded via the European Innovation Partnerships, also under the RDPE. This project aims to undertake trials and analysis to investigate the effects of cover crops in vining pea rotations to improve soil health, soil structure and soil organic matter content; ultimately to improve productivity and yields in a sustainable manner.

Leader investment: The Lindsey Action Zone funding mechanism is ongoing, and projects from businesses both within and adjacent to the Lincolnshire Wolds are continuing to come forward with eligible schemes. From the previous programme (closed in 2014) some £451,273 of grants were provided in support of seven projects that directly benefited the AONBs economy, communities and environment. Three of the projects were directly aiding farm diversification, three were concerned with tourism enhancements and one was an international collaboration project with a Normandy Leader scheme with a focus on water management. This investment figure excludes a number of projects which were supporting businesses in the adjacent market towns of the Wolds, and thus understates the full benefits of the LAZ support to the area.

Review of RDPE and Leader investment: As suggested above, both of these Defra funding mechanisms have been very important in providing an added grant incentive for farm and rural enterprises. It has often made the difference in terms of a local business or third party organisation deciding to take the risk in extending and or diversifying their business operations through for example renewing or enhancing various capital assets. The end result has been enhanced sustainable development appropriate to the special character of the Wolds.

Discovering the Wolds (Theme 3)

Context: The Lincolnshire Wolds plays an important role in providing opportunities for access, recreation and tourism. The special qualities of the AONB include its rich cultural heritage and inspiring scenic rural landscapes, and the pervading ambience of peace and solitude which in itself is widely appreciated by local communities and visitors. The primary purpose of the AONB designation is to protect and enhance the natural beauty of the area, so unlike our National Parks, there is no statutory duty to promote the area for the purposes of recreation. However in recent years there has been an increasing recognition from the Partnership of the benefits of supporting appropriate infrastructure to help inform and assist both residents and visitors who wish to experience, enjoy and further their understanding of the Lincolnshire Wolds.

The tourism profile for the area needs to be carefully balanced, but clearly enhancing the range and quality of the offer in a sustainable way (e.g. enhancing and not detracting from the area's special qualities) can bring added benefits to the local communities notably through helping to support local businesses and services and encouraging participation in outdoor recreation with resulting health benefits for the general public. The AONB Partnership has linked up with relevant local authorities and local businesses to help develop and promote the new Love Lincolnshire Wolds tourism partnership and its accompanying Destination Management Plan. A key aim of the group is to help promote the area as an all-year-round destination.

INDICATOR 37: The total number of visitors to the wider Lincolnshire Wolds Destination Plan Area*

	2014	2015	2016
Total number of visitors	3.26 million	3.46 m	3.44 m

INDICATOR 38: The total number of day and staying visitors to the Lincolnshire Wolds*

	2014	2015	2016
Total number of day visitors	3.02 million	3.21 m	3.19 m
Total number of overnight visitors	243,000	250,800	250,200

INDICATOR 39: The estimated economic contribution from tourism across the Lincolnshire Wolds*

	2014	2015	2016
Total number of visitor days	3,825,000	4,053,000	4,055,000
Estimated Economic impact on tourism to the Wolds	£153 million	£163.83 m	£166.58 m

Review of tourism data: Indicators 37 - 39 have been collected through the 2017 STEAM Trend Report undertaken by consultants Global Tourism Solutions (UK) Ltd, commissioned by East Lindsey District Council.

The STEAM analysis data search area includes all of the Lincolnshire Wolds AONB and the wider hinterland areas recognised as the Lincolnshire Wolds Destination Plan Area*; significantly this includes all of the surrounding Wolds' market towns, the area known as the Spilsby Crescent which includes visitor sites such as Snipe Dales Country Park and Old Bolingbroke Castle, and the northern Wold extending to the M18-Humberside Airport zone.

The study reveals the important contribution that tourism makes to the Wolds economy with a modest upward trend in visitor days per annum to in excess of 4.05 million in 2016. There is an opportunity, with careful marketing and further sustainable infrastructure enhancements, to further develop the over-night stay offer – which currently represents just over 7% of the total visitor numbers.

The Love Lincolnshire Wolds partnership has highlighted the following key messages from the report:

- *Between 2014 and 2016 the visitor economy has grown by 8.87%*
- *More visitors are opting for non-serviced accommodation for their breaks*
- *There has been a 5% increase in visitor numbers between 2014 and 2016.*

INDICATOR 40: Number and condition of gateway roads signs for the Lincolnshire Wolds

The LWCS undertook an audit in 2016 to review the conditions of the Lincolnshire Wolds boundary signs that had been installed as part of the Lincolnshire Wolds Interpretation Strategy Pilot Projects. Of the 20 signs installed over 15 years ago, 18 were found to still be in their original location, one had been moved and one had been lost. Most of the signs remain in a good physical condition (i.e. still sound), although some were not particularly prominent on account of overhanging vegetation and a small number were found to be in a general shabby condition.

Review of signage: The current stock of boundary signs are subject to renewal - with designs, funding and permissions pending. The design agreed and adopted at the time was of a basic style to ensure

compliance with the Highway regulations. The style of the signs in their current form clearly does not include the revised LWCS logo, or the additional link to the wider National Association for AONBs.

INDICATOR 41: Number of Promoted Circular Walking Routes

Context: Since the Lincolnshire Wolds Interpretation Strategy in 2001, the AONB team has focused on the development of a wide range of circular walk and rides across the Wolds. Many have been subsequently produced with the direct involvement and support from a wide range of community and interest groups. These are available both in leaflet and electronic formats and are regularly reviewed and updated.

Results: As of September 2017 the LWCS has in print, or available electronically 15 Wolds Walk routes; 22 Gateway Walk routes from the Market Towns of Market Rasen, Louth and Alford. Lincolnshire County Council has produced a further series of walks for the town of Horncastle. There are a further 11 routes available that link directly with the Interconnect Bus Services (Lincoln < > Grimsby and Lincoln < > Skegness respectively).

INDICATOR 42: Number of Long Distance Trails

Results: There are seven long distance routes that pass through the AONB: The Viking Way, National Sustrans Cycle Way, SilverLincs Way, Lindsey Loop, Lindsey Trail, Lincs Wolds Way and the Greenwich Meridian Trail.

INDICATOR 43: Number of special feature maps and leaflets

- As of September 2017 the LWCS has in print five Wonders of the Wolds Leaflets – namely for Geology, Heritage, Water, Ritual & Religion, and the very latest on Wildlife.
- The LWCS has also produced two very popular general leaflets promoting the AONB and its attractions and facilities e.g. Enjoy the... and Making the Most of... the Lincolnshire Wolds.
- Louth Cycle Routes - a pack of six cycling routes (on and off-road)
- North and South Wolds Cycling Maps
- The Lindsey Trail - specialist horse-carriage route (on and off-road)

Review of recreational resource data: As evidenced, there is currently a wide range of walking and to a lesser extent cycling literature available across the Wolds that has been produced by the LWCS on behalf of the AONB Partnership. These are widely available in both leaflet and pdf forms and are in a clear and professional format. The Love Lincolnshire Wolds tourism group are currently developing an online resource, summarising key routes on an electronic map that will be accessible through Smart technology, and supplementing existing website access. With further local support and engagement there may be further opportunities to develop further routes, and there is a known demand for new off-road cycling and horse-riding trails.

INDICATOR 44: Number of AONB specific interpretation panels

Over 15 years ago Lincolnshire County Council coordinated the installation of a suite of interpretation panels on behalf of the AONB Partnership. Many were showing signs of general wear and tear so during 2014-15 seven were replaced in a new house style. A further 11 panels were updated in 2015-16. Three additional panels have been installed in collaboration with local community groups and relevant partners including sites at Nettleton, Utterby and Walesby. Four more site panels are being refurbished in 2017-18.

Review of interpretation data: As detailed, a modest investment has been undertaken to help refresh the interpretation panels across the AONB for the benefit of residents and visitors. The panels are located at some of the more popular vantage points across the Wolds – they are frequently used to highlight the area's national designation and raise awareness of the Wolds special qualities, its 'natural beauty' and sense of place.

INDICATOR 45: Number of people engaged in AONB activity through guided walks, events, shows and volunteering.

Throughout 2016-17 approximately 11,250 people were engaged in AONB walks, events, shows and volunteering including the annual Lincolnshire Wolds Walking Festival (3,000+ in attendance) and Lincolnshire Chalk Stream Festivals (250+ in attendance).

Review of practical engagement data: Year-on-year the LWCS and partners commonly makes direct contact with over 10,000 people through event and activity programmes and also through support and involvement in a number of locally organised community events. The challenge has always been to reach out to new audiences and to widen debate and interest in rural issues among the wider population.

INDICATOR 46: Number of visits to the Wolds AONB website.

During 2016-17 the LWCS website was visited 57,749 times of which 79% were new visitors to the site. 94% of visits were from the UK followed by the USA, Germany, Netherlands and Australia.

INDICATOR 47: Google Maps Rating for the Lincolnshire Wolds AONB.

As of September '17 the Lincolnshire Wolds AONB had received 453 independent review postings with an average score rating of four and a half out of five.

- 70.6% had scored as five
- 18.9% had scored as four
- 6.4% had scored as three
- 1.9% had scored as two
- 1.9% had scored as one.

INDICATOR 48: Trip Advisor Rating for the Lincolnshire Wolds AONB.

As of September 2017 the Lincolnshire Wolds AONB had received 59 independent review postings and had an average score rating of five out of five stars.

- 52 had scored as excellent
- 6 had scored as very good
- 1 had scored as average.

Review of website data: The LWCS operates a dedicated website and this has been a very useful tool for disseminating information, increasing interest and ultimately enabling participation in the wider work of the AONB Partnership. Further on-line activity via Google Maps and Trip Advisor is also providing a very useful tool for the recording of independent and unprompted feedback.

These outlets are commonly frequented by first time visitors to the area and as summarised, on the whole the responses have been very positive – many enjoy the views, tranquillity and special charm of the area. The more critical comments see the Wolds as a sleepy back-water with few attractions and facilities and a poor transport infrastructure.

Developing the Wolds (Theme 4)

Context: The AONB Partnership recognises that the Lincolnshire Wolds, whilst affording national protection on account of its high scenic natural beauty, should not be preserved in aspic – the visual character is clearly a combination of generations of interaction between people, communities and the natural environment – it is very much a living and working landscape. The challenge for strategic planners, developers, land managers, land owners and local communities is to continue to ensure that future development is sustainable.

In essence we must successfully balance the need for economic and social growth and cohesion with the highest quality of protection and enhancement for the natural beauty of the AONB. A constant should be to ensure that we secure the right type of development, of the right size and in the right location – whilst upholding the highest regard for the designation and also importantly its setting. The views both to and

from the AONB are highly prized, but are especially vulnerable to development on account of the areas low profile and its juxtaposition with very flat and low lying ground, especially to the east (Lincolnshire Coastal Grazing Marshes) and to the west (Lincolnshire Clay Vale).

INDICATOR 49: Total investment and projects supported via the Wolds AONB Partnership's Sustainable Development Fund (SDF) and Small Grants Scheme (SGS):

Results: The Lincolnshire Wolds Sustainable Development Fund (SDF) administered by LWCS staff was launched initially in 2004-05 with support from East Midlands Development Agency. With Defra's continuing core grant support for the AONB, partnership funding has continued to support the programme. To date the SDF has successfully awarded over £600,000, supporting 113 local projects across the Wolds and helping to bring in over 1.1 million in match-funding.

Since April 2013 the SDF has supported 21 projects – with an investment of £68,624 securing match-funding of £73,022. Over the same period the SGS has supported 57 projects – with an investment of £38,363 securing match-funding of £53,589.

Review of SDF/SGS data: The SDF has sought to sustain and enhance the social wellbeing and economic viability of communities and local businesses within the Lincolnshire Wolds, along with seeking to conserve and enhance the local characteristics of farming, land management, culture, wildlife, and ultimately landscape. The programme remains important in providing a catalyst to enable innovative sustainable development at the grass-roots level.

The SGS has sought to encourage and support projects that protect, enhance and encourage interest in the Lincolnshire Wolds landscape and its special features and has helped to kick-start numerous local projects across the AONB, with many farmers, landowners and businesses utilising the scheme with guidance and support from the LWCS team.

Further details on individual SDF and SGS projects are detailed within the Lincolnshire Wolds AONB Annual Reviews. (available at www.lincswolds.org.uk)

INDICATOR 50: Number of neighbourhood plans

There are currently no known neighbourhood plans for settlements directly within the Lincolnshire Wolds AONB. Several have been produced for the neighbouring settlements of Caistor and Horncastle and also more recently the smaller settlement of Legbourne.

INDICATOR 51: Number of local design guides

Local village design guides and local histories have been produced on a regular basis by a number of Wolds communities, often under the auspices of local history groups.

There are currently very few local design guides – Tealby is one example.

INDICATOR 52: Number of new affordable homes

Further evidence required.

INDICATOR 53: Number of new flood management schemes to aid water management and /climate change

- Major new flood alleviation scheme installed within the River Lud catchment in 2017, to help protect the town of Louth from extreme rainfall events.

INDICATOR 54: Number of planning applications or appeals approved contrary to the advice of the LWCS (AONB Staffing Unit) and Natural England.

Indicator 54 is a new measure initially suggested by ELDC, and would be monitored from May 2018. Currently LWCS comments on a wide range of planning applications at the invitation of the respective planning authority. This has included AONB Partnership representation at the appeal stage. Natural England is more likely to get involved in applications for major developments within or adjacent to the Wolds. LWCS worked closely to support the relevant authorities in upholding WLDC's decision to refuse two large single wind turbine applications, both in close proximity to the western edge of the Wolds – the impact upon the views and setting of the AONB were significant reasons for the ongoing refusal of the applications on appeal.

Partnerships in the Wolds (Theme 5)

Context: The Lincolnshire Wolds AONB is managed through the Lincolnshire Wolds Joint Advisory Committee (JAC) body - a partnership of public, private and third sector (voluntary) bodies. The Lincolnshire Wolds Countryside Service (LWCS) operates as the AONB staffing unit and works on behalf of the JAC, helping to coordinate and facilitate the partnership's production, review and implementation of the AONB Management Plan. The Plan is a statutory document which sets out both the Strategy and Action Plan for protecting and enhancing the Lincolnshire Wolds through a programme of collaboration. Additional guidance and scrutiny is provided via the Lincolnshire Wolds Joint Management Group, which comprises the key local authority funding partners and Natural England.

INDICATOR 55: The LWCS will compile and publish an annual review summarising AONB Partnership activity undertaken.

The Lincolnshire Wolds AONB Annual Review (2016-17), the 13th annual report, has been completed and well received both locally and nationally.

INDICATOR 56: All JAC partners will complete annual updates against key Management Plan policies and objectives as detailed within the five year indicative Action Plan.

The last review was undertaken in April-May 2017. The next review will commence in March 2018 in advance of the adoption of the Revised Management Plan.

INDICATOR 57: The key local authorities will review and sign a local Memorandum of Agreement to help ensure continuing financial support.

- A three year MoA agreement is currently in place and due for renewal in March 2018.

INDICATOR 58: The JAC will continue to support, influence and promote the wider family of AONBs – primarily via the work of the National Association for AONBs (NAAONB), under the Landscapes for Life banner.

- National updates on relevant performance indicators are submitted annually.
- Submissions are provided to aid development of the NAAONB Strategic Plan.
- AONB staff continue to maintain active links with Basecamp as a e-sharing tool to aid learning.

Review of local and national partnership management data: The five-yearly Management Plan continues to provide a key focus for collaborative engagement across environmental, social and economic interests. As well as looking ahead, the LWCS Annual Review continues to be published to celebrate the many achievements and highlight the positive work being undertaken on the ground. A large number of projects are reliant upon ongoing partnership and community engagement. With continuing pressures on public resources the challenge remains on securing active involvement from all stakeholders, including key government agencies.

CASE STUDY 1 – RIVERFLY MONITORING PROJECT

The Riverfly surveying scheme is a national aquatic invertebrate surveying scheme involving standardised training and the use of standard equipment. Volunteers are trained to identify 8 key indicator species of aquatic invertebrates e.g. mayfly larvae and freshwater shrimp. Numbers are estimated and then totals are given a score of 1, 2, 3 or 4 for each species based on abundance. These totals are added up to give an overall score. A 'trigger' level is calculated by the relevant river authority (in this case the Environment Agency). If the overall score of a sample is below the trigger level the Environment Agency is told and relevant action taken. The surveys are carried out on a recommended monthly basis at allocated sites. Each volunteer surveys the same allocated site every time. The data is fed into a national database.

Environment Agency + Lincolnshire Chalk Streams Project + Pilot Project

LCSP Partners at the Lincolnshire and Northamptonshire Environment Agency, Chris Extence and Richard Chadd, have developed a new scoring system based on an augmented list of aquatic invertebrates to extend the Riverfly Monitoring Initiative surveying model.

To implement the new system the Lincolnshire Chalk Streams Project with their partners at the Environment Agency have been working with their existing Riverfly volunteers to pilot the project on Lincolnshire's chalk streams in the Lincolnshire Wolds AONB. Existing volunteers were given a day's training by Richard Chadd and Chris Extence hosted by the Lincolnshire Chalk Streams Project, first to emphasise the key problems with local rivers, then to demonstrate how the identification of particular invertebrates can highlight issues such as poor water quality, sedimentation and low flows.

The surveying method remains the same, a kick sample is taken at an allocated river section every month by volunteers and invertebrates are collected, numbers estimated and recorded. The list of invertebrates has been extended to 26 from 8 to give a more in depth evaluation of the issues within the river. The 8 key invertebrates on the standard Riverfly Partnership list are included on the new list.

Standard Riverfly sites: Nos 3, 5 -7, 10 & 11.

Pilot Project sites: Nos 1-2, 4, 8-9.

Survey Sites in the AONB:

1. Mid Bain - Mill Donington on Bain
2. Upper Bain - Biscathorpe 1 (Upper)
3. Upper Bain - Biscathorpe 2 (Lower)
4. Upper Waithe Beck - Kirmond le Mire
5. Upper Waithe Beck - Swinhope Church
6. Upper Waithe Beck - Moorhouse Farm
7. Upper River Lud - Welton Beck, Welton le wold
8. Nettleton Beck - Dunn Deal Tea Rooms
9. River Lymn - Salmonby bridge
10. Long Eau - Ketsby near Mill Farm
11. Burwell Beck - Burwell headwaters
12. Rain Beck/Double Dyke - Tetford
13. River Rase - Bully Hill. Tealby.

Case Study 2 – Traditional Farmstead and Landscape Assessment Report (Locus Consulting, 2017).

The Locus Consulting report provides guidance to support the sustainable development and conservation of the historic farming landscapes of the Lincolnshire Wolds. With direct links to the original Greater Lincolnshire Farmstead Guidance (for Lincolnshire, North Lincolnshire and North East Lincolnshire) the study provided greater detail and clarity on the AONB farmstead resource. In addition to a review of the evidence base the report produced a Farmstead and Landscape Statement for the Lincolnshire Wolds AONB which seeks to enhance understanding of the local distinctiveness and significance of traditional rural building in the AONB. (Further information available on request via www.lincswolds.org.uk)

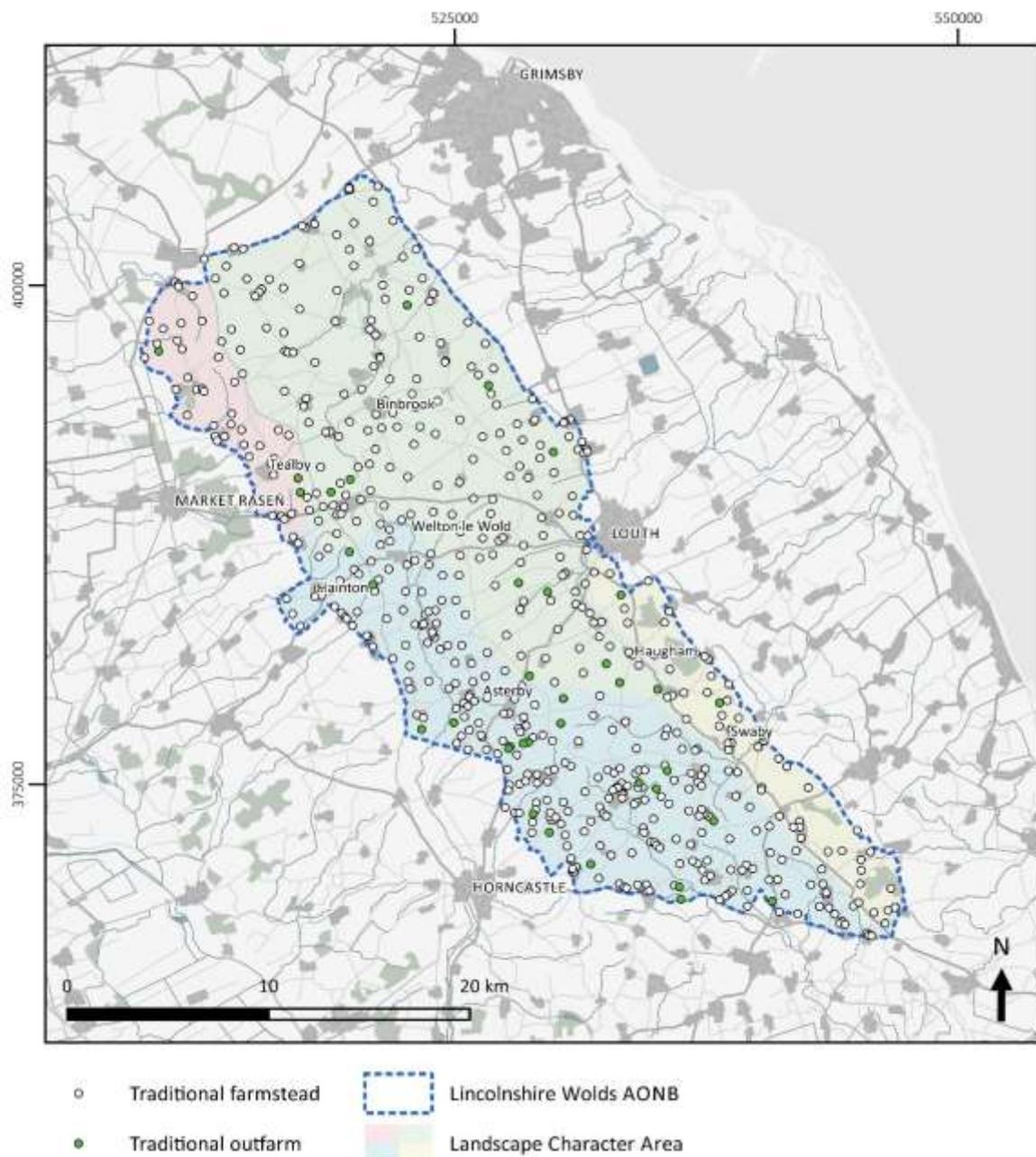
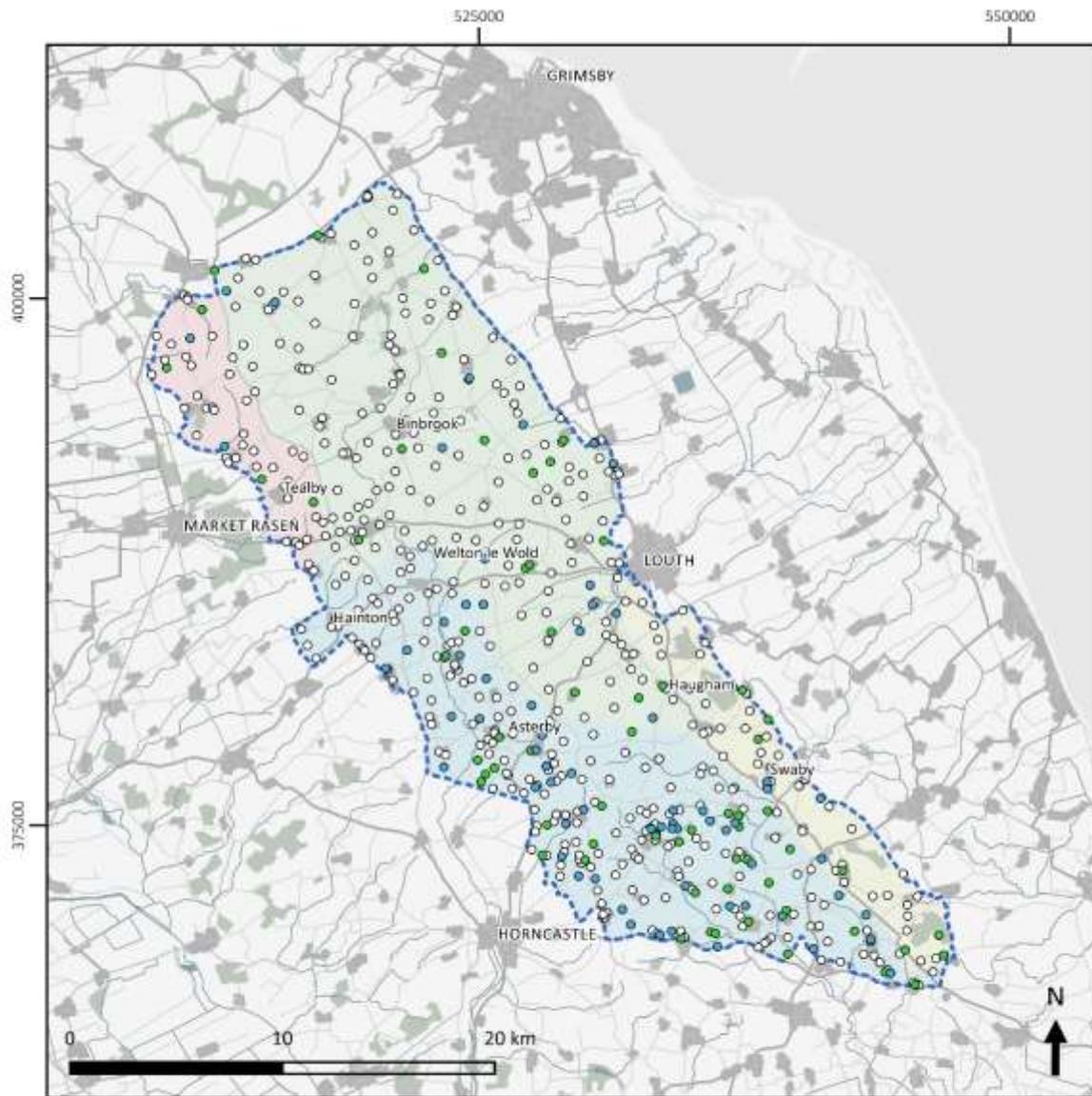


Figure 1: Farmstead classifications



- Regular courtyards
- Loose courtyards
- Other plan-types
- ▭ Lincolnshire Wolds AONB
- ▭ Landscape Character Area

Figure 2 - Farmstead Types

FARMSTEAD TYPES			
Layout	# in AONB	% in AONB	Greater Lincs' avg.
Regular courtyards	434	79%	76%
Loose courtyards	59	11%	14%
Others (including dispersed and linear arrangements)	56	10%	10%

LOCAL VARIATION IN FARMSTEAD CHARACTER ACROSS THE LINCOLNSHIRE WOLDS

Greater Lincolnshire	AONB	North West Scarp	Ridge and Valleys SW	South East Claylands	Chalk Wolds	
Numbers of traditional farmsteads and outfarms identified during the Greater Lincolnshire Traditional Farmstead project						
Traditional farmsteads	10497	549	43	262	48	196
Traditional outfarms	361	37	3	20	3	11
Farmstead types						
Regular courtyard	76%	79%	88%	73%	79%	85%
Loose courtyard	14%	11%	5%	13%	13%	9%
Others (including dispersed and linear arrangements)	10%	10%	7%	14%	8%	7%
Regular courtyard arrangements						
L-Plan	50%	37%	32%	43%	37%	30%
E-Plan	7%	16%	21%	6%	17%	29%
U-Plan	33%	40%	42%	40%	46%	38%
Others (including F, H, T and Z)	10%	7%	5%	11%	0%	1%
Farmstead location within the landscape						
In an isolated position	67%	71%	67%	74%	83%	75%
Within or associated to a high-status group, church or manor	3%	6%	0%	6%	8%	9%
Within or associated to a village or hamlet	21%	18%	33%	18%	15%	16%
Within a cluster of farmsteads	9%	1%	0%	2%	0%	0%
Levels of survival of traditional farmsteads						
Extant – no apparent alterations	10%	11%	19%	10%	8%	13%
Partial loss – less than 50% change	33%	37%	40%	37%	35%	36%
Significant loss – more than 50%	19%	25%	26%	27%	23%	23%

change						
Farmhouse only survives	9%	4%	2%	3%	6%	6%
Total loss or demolition of traditional buildings and plans	29%	21%	14%	22%	27%	22%
Scale of traditional farmsteads						
<i>(measured in metres, diagonally across the farmstead plan)</i>						
Average	42.8	52	51.7	47.6	48.8	58.8
Median	39	47	50	41	43.5	57

Appendix 5: Questionnaire Results (summary) – 2016

During March – September 2016, residents and visitors to the Lincolnshire Wolds completed our 'Have Your Say' Questionnaire. There were a total of 146 respondents.

Which of the following special features of the Lincolnshire Wolds AONB contribute most to its natural beauty? (maximum of 3 selections per respondent)	Ranking	Number of Selections
Open hill tops and sweeping views	1 st	123
Wooded slopes and valleys	2 nd	55
Attractive villages	3 rd	51
Farmed landscape	4 th	50
Ancient lanes and trackways	5 th	41
Downland and grassland meadows	6 th	31
Archaeological and historic features	7 th	26
Wide grass verges	8 th	23
River valleys	9 th	21
Geological features	10 th	14

What do you value most about the Lincolnshire Wolds AONB? (maximum of 3 selections per respondent)	Ranking	Number of Selections
Scenery and views	1 st	102
Peace and quiet	2 nd	81
Opportunities for Walking, Cycling, Horse-riding etc	3 rd	68
Wildlife	4 th	39
All of these	5 th	32
Farming life	6 th	26
Historic features	=7 th	16
Attractive villages	=7 th	16
Surrounding market towns	9 th	15
Locally sourced food and drink	10 th	10
Cultural connections	11 th	3
Visitor attractions	12 th	1

Which of the following current issues should be of most concern to the AONB Partnership? (maximum of 3 selections per respondent)	Ranking	Number of Selections
Impact of unsightly development (Buildings, Wind Turbines etc.)	1 st	86
Loss of scenic beauty through changes to landscape	2 nd	70
Decline in village services, including public transport	3 rd	53
Decline in wild plants and animals	4 th	45
Uncertainties in farming - poss. impact on landscape	5 th	36
Low regional/national profile as a tourist venue	6 th	30
Increased intrusion from noise and light pollution	7 th	29
Threats to rural way of life	8 th	28
Lack of information about places to visit and facilities	9 th	14
Loss of historic and archaeological features	10 th	10
Visitor pressure in popular locations	11 th	9

Which of the following activities do you undertake most frequently within the Lincolnshire Wolds AONB? (A maximum of three features per respondent)	Ranking	Number of Selections
Walking	1 st	120
Eating out at pubs and tea rooms	2 nd	69
Visiting villages and churches	3 rd	53
Looking at wildlife	4 th	50
Cycling	5 th	36
Organised walks and rides	6 th	23
Car tours	7 th	21
Hunting/shooting	8 th	14
Horse riding	9 th	10
Visiting local attractions	10 th	5
Fishing	11 th	2

How often do you visit the Lincolnshire Wolds AONB?	Percentage	Number of Selections
Daily	47%	69
Weekly	29%	42
Monthly	17%	24
Six monthly	6%	8
Annually	1%	1
1st time		

Has the AONB designation and/or high quality of the landscape encouraged your visit?	Percentage	Number of Selections
Yes	76%	103
No	24%	32

What can be done to protect and enhance the Lincolnshire Wolds AONB? (A maximum of three features per respondent)	Ranking	Number of Selections
Prevent unsightly development	1 st	67
Support sustainable farming	2 nd	65
Develop environmental/landscape enhancement projects	3 rd	61
Support the rural communities	4 th	58
Raise awareness of the Lincolnshire Wolds	5 th	52
Promote appropriate tourism and recreation	6 th	44
Improve public transport and other rural services	7 th	39
Encourage farm diversification	8 th	34

What are the most important social and economic issues for the Wolds communities? (A maximum of three features per respondent)	Ranking	Number of Selections
Local services (schools, shops, public transport)	1 st	97
Local business and employment opportunities	2 nd	93
Threat to rural way of life	3 rd	63
Affordable housing	=4 th	60
General ageing population	=4 th	60
Loss of traditional rural crafts	6 th	18
Public health	7 th	9

What do you value most about the Wolds surrounding market towns? (A maximum of three features per respondent)	Ranking	Number of Selections
Locally distinctive shops	1 st	119
Regular markets	2 nd	90
Cultural events	3 rd	54
Health facilities	4 th	31
Schools/educational opportunities	5 th	29
Sports/leisure facilities	6 th	21
Entertainment	7 th	12

Do you think the Lincolnshire Wolds AONB boundary needs to be reviewed?	Percentage	Number of Selections
No	74%	99
Yes	26%	35

Would you like to be kept informed of progress on the Management Plan review?	Percentage	Number of Selections
No	43%	57
Yes	57%	77

Would you like the opportunity to provide further input into the management of the AONB?	Percentage	Number of Selections
No	57%	75
Yes	43%	56

Are you completing the questionnaire on behalf of a Parish Council or another group?	Percentage	Number of Selections
No	85%	120
Yes	15%	21

Do you?	Percentage	Number of Selections
Live in the AONB	41%	57
Live adjacent to the AONB	38%	53
Live within the wider Lincolnshire area	18%	26
Live out of County	3%	4
Work in the AONB	46%	44
Work adjacent to the AONB	26%	25
Work within the wider Lincolnshire area	23%	22
Work out of County	5%	5

Age Group	Percentage	Number of Selections
45 – 64	50%	68
65+	38%	52
26 – 44	11%	16
0 – 17	1%	1
18 - 25		

Appendix 6: Public Consultation Proforma 2017

Response Form – please return comments by 31st January 2018

Please feel free to use this form to comment on the Lincolnshire Wolds Draft AONB Management Plan 2018-23 – save it to your computer, add your comments and return to aonb@lincswolds.org.uk or print it off and post to:

Lincolnshire Wolds Countryside Service
Freepost RTJA-KKJU-XXH
Navigation Warehouse, Riverhead Road,
Louth LN11 0BR

If you have any queries please contact aonb@lincswolds.org.uk or 01522 555780

Your details:

Name
Organisation/business (if applicable)
Address

Postcode
Email
Telephone

Do you have any comments on the general style of the revised AONB Management Plan? Please note the final AONB Management Plan will have a limited print run but will be widely available in CD and PDF formats.

Do you have any comments on 'Section 4: Protecting the Wolds'?

Do you have any comments on 'Section 5: Living and Working in the Wolds'?

Do you have any comments on 'Section 6: Discovering the Wolds'?

Do you have any comments on 'Section 7: Developing the Wolds'?

Do you have any comments on 'Section 8: Partnerships in the Wolds'?

Do you have any comments on 'Section 9: Making it Happen, which includes the proposed Actions'?

Are you able to suggest and/or provide any direct actions to assist the Plan?

Do you have any other comments?

Thank you for taking the time to let us know your comments and suggestions.

Appendix 7: Peer Review (summary of partnership responses received from Dec 2016)

General observations

- LWT & NE both suggest a greater use of case studies to evidence progress since last Plan – examples could include LCSP, links with farming sector (Open Farm Sunday), work of the CFE's etc.

Landscape

- The National Trust supports the Plan and resulting advice/guidance within the Strategy but feels that as they are not in the AONB they have limited ways they can actively get involved in the work of the AONB Partnership.
- Opportunity to link with Gunby Hall via National Trust's Land, Outdoors and Nature Strategy. Gunby implementation planned for 2018.
- The NT highlights that they look forward to a time when the AONB could be extended to include their land holdings.

Biodiversity

- NE – ecosystems approach is essential. Through collaboration we must seek to achieve diverse, abundant and accessible nature & not just focus on the rare and special.
- Concerns from GLNP and LWT on habitat loss through reduction/influence lost through CAP Pillar 1 Cross Compliance e.g. options for riverside habitats, hedgerows and landmark trees.
- Wide concerns on changes post Brexit, climate change, bio-resilience to various pests and diseases – Chalara (Ash Die Back), Acute Oak Decline – emerald beetle etc.
- NE highlight the importance of future delivery tools, such as the replacement for Countryside Stewardship (CS), and the CS Facilitation Fund, being used in an integrated way to enable and advise effective local delivery.
- NE recognises that raising awareness and sharing good/best practice at "grassroots level" is critical – supports the promotion of various case studies.
- ELDC supports original issues as listed, but highlights post Brexit uncertainties, esp on account that much of our wildlife (environmental) legislation has European origins.
- LCC (Planning) do not feel that climate change and the threat from existing & invasive species is still a relevant issue.
- NT recognises all issues and policies still relevant – no additional comments supplied.

Meadow, Pasture and Wet Grassland

- NE & LWT highlight need to recognise post Brexit changes & support for the development & implementation of wider multi-functional approaches.
- NE - Review & modify stewardship scheme info to reflect new terminology and/or Mid & Higher-tier Countryside Stewardship; review any emerging clarity post Brexit.
- LCC (Planning) has some differences of opinion with other partners in respect of grassland management conflicts with future land-use/habitat changes e.g. new woodland planting and miscanthus (energy crops).
- GLNP comment on GP3 Policy - whilst well intentioned who can take the lead on developing initiatives to support grazing of less productive grasslands? Are there any initiatives locally? Various 'matchmaking' services have been undertaken in other areas of the UK.
- Explore opportunities of rare breeds "Lincolnshire russets" and local products including dairy that rely on livestock.
- LWCS question - is there a bigger issue of intensive livestock rearing; with less reliance upon pasture fields and potential increasing trend towards poultry farming?
- NT recognises all issues and policies as still relevant – no additional comments supplied.

Grass Verges and Green Lanes

- Biomass opportunities – link with LCC Study (LWT) any lessons learnt and consider Life on the Verge as a suitable case study.
- LCC (Planning) recommend revising objectives and policies although no suggestions to revised wording supplied; but pose the question "will the decision of the County Council to cut back its cutting of road-side verges have any impact and need to be taken into consideration?"
- NT recognises all issues and policies as still relevant – no additional comments supplied.

Chalk Rivers, Streams and Ponds

- EA recognises the need for greater understanding and further research to help evidence the pond resource across the Wolds.
- Concerns from Forestry Commission regarding loss of riverside trees and subsequent increase in water temperatures.
(note - Chalk Streams Management Guide recommend seeking a balance of 60% light and 40% shade for the surface of the river/stream channels to maximise channel biodiversity for aquatic flora and fauna, including brown trout).
- LCSP - continuing focus on catchment partnership approaches to help implement river restoration, habitat buffering etc, - working to minimise sedimentation impacts and maximise biodiversity, water quality and flood mitigation gains.
- LCSP - Ongoing awareness of the need and benefits of helping to raise public and landowner awareness of the Lincolnshire chalk stream resource and the opportunities for getting involved.
- Contrary to other responses from the LCSP, LCC (Planning) do not view diffuse pollution and sedimentation as a current issue.
- NT recognises all issues and policies as still relevant – no additional comments supplied.

Woodlands, Beech Clumps and Traditional Orchards

- FC highlights the need for greater flexibility with planting mixes to safeguard from climate change and pests/diseases.
- Mapping of small woodland resource remains an issue but who/how is this to be resourced.
- Differing views on whether inappropriate planting (locations and species) is still an ongoing problem. For example - NE & FC both think this is no longer an issue; LWT & GLNP feel it is.
- LCC (Planning) do not feel that climate change and the future viability of some native issues, including new pests and diseases is still a relevant issue.
- NT recognises all issues and policies as still relevant – no additional comments supplied.

Hedgerows and Landmark Trees

- New issues highlighted include tree health and biosecurity especially from Chalara (Ash Die Back) and Acute Oak Decline.
- Impacts post Brexit especially with cross compliance (via Pillar 1 funding) currently supporting hedgerow/ditch boundary maintenance etc.
- NT recognises all issues and policies as still relevant, in particular stressing the pressures landowners are under to remove roadside trees on H & S grounds.

Earth Heritage – Geodiversity and Soils (see also comments on agriculture)

- LCC (Planning) – the recently adopted Minerals and Waste Local Plan has not identified any need for additional quarries for chalk or the need for any additional landfill capacity so only expect that land with historical permissions or existing sites will be developed in the future.
- The GLNP highlights the issue of the need for ongoing management of geodiversity sites to maintain their interest/condition.

- NE highlights a case for strengthening partner efforts to raise awareness and understanding of soil related issues e.g. through river catchment initiatives, Lincolnshire Chalk Streams Project work, CS Facilitation Fund & other future mechanisms.
- NT recognises all issues and policies as still relevant – no additional comments supplied.

Agriculture (see also comments on soils)

- NFU recognise the key issue of Brexit and its impacts upon the farming sector including;
 - 1) Future subsidy payments – any new schemes need to be advantageous for Wolds farmers with achievable and sensible conditions.
 - 2) General concern stressed on the poor uptake of Countryside Stewardship across Lincolnshire. Farmers have been put-off by much of the Defra/Rural Payment Agencies bureaucracy, including overly excessive inspection regimes and very onerous record keeping obligations.
 - 3) The implications from a shift to world market prices under WTO (World Trade Organisation) rules and the possibility of tariffs.
 - 4) Uncertainties in future legislation/regulations for food production, pesticide application, environment etc; a plea to minimise future red tape and Defra gold plating.
 - 5) Concerns with mobility of the work force in respect of the future use of foreign nationals – some scheme for agricultural workers is required.
- LWT, GLNP and NE all highlight uncertainties and future impacts from changes to domestic agricultural policy in light of Brexit – changes to cropping patterns, global markets etc.
- Roll of future voluntary/paid agri-environment schemes is unclear.
- Increase in interest for energy crops including miscanthus and more recently maize.
- NE highlights need to maximise Natural Capital approaches to help raise awareness with local businesses, schools and wider public.
- Future survey work for helping our understanding of distinctive arable wildlife – GLNP question what is meant by "distinctive"? NE asks how and what parameters? Future links with University of Lincoln?
- EA recommend that landowner engagement should also seek to raise awareness and understanding of increased sedimentation on our river systems and the potential impacts on water quality, ecology and flood risk.
- NT recognises all issues and policies as still relevant – no additional comments supplied.
(See also comments on Soils)

Farming and Field Sports

- LWT, NE and GLNP recommend refreshing issues in light of forthcoming Brexit scenarios and the uncertainties in the farming sector.
- LCC (Planning) agree with others on the need to support but revise Policy FWP2 (monitoring and influencing changes in regional, national and EU agricultural policy...). Stressed that with the uncertainty following Brexit there is an increased importance to influence agricultural policy to bring benefits to the Wolds.
- NE asks if the EA still have a budget/project to provide advice through workshops for farmers which could help aid delivery of Policy FWP7?
- LCC (Planning) still deemed important, but requested a revision to Policy FWP7 (to raise awareness within farming community of the growing issues of climate change, sustainable energy and carbon management). No further details or suggestions supplied.
- NT recognises all issues and policies as still relevant – no additional comments supplied.

Archaeology and Built Heritage

- NE supports all outstanding issues and highlights the opportunity to use examples from the Down Your Wold project.
- NT recognises all issues and policies as still relevant – no additional comments supplied.
- HL recognises all issues and policies as still relevant – some minor changes to wording of some policies suggested including the merging of Policies BHP1 and BHP4 due to their close similarities.
- In respect of Objective AO (to protect, appropriately manage and enhance archaeological and historic features within the AONB...) HL stresses the importance of the need for further research and a coordinated management approach from all agencies in consultation with landowners. Research is viewed as key, as the potential for archaeology needs to be fully assessed in addition to applying this objective to all known archaeological sites and features.
- HL – Policy AP1 (to encourage and support research projects to help increase understanding of the Wolds etc); further research is required to fully understand the significance of a wide range of heritage and to share this with people living and working in the area. Identifying what and how features are at risk will allow for priorities to be determined so that resources can be targeted. Baseline information is in place and needs to be updated.
- Policy AP3 (to increase and enhance appropriate public access to sites of archaeological interest etc.) HL highlights increased public access as valuable for local residents and could also be promoted to visitors to the area in order to increase the perception of the Wolds as a historic landscape.
- Policy BHP1 (to work with property owners, residents, owner occupiers and developers to encourage sympathetic design and management of buildings); HL stresses that working with planners in relevant authorities on a Design Framework/Guide for Wolds villages would be useful so that they can also offer the right level of advice and guidance at pre-application stage.
- Policy BHP2 (to raise awareness of the built heritage in the Wolds etc.); in terms of future delivery, HL recommends a project that can explore the morphology of Wolds villages – their common characteristics and their unique development attributes, such a project could encourage volunteer input.
- Policy BHP3 (encouraging and supporting sustainable re-use of buildings using local materials...); HL reports that funding for private owners is now incredibly rare but small scale grants can be an effective way to encourage conservation and re-use. Case studies about how redundant buildings have been reused in the past are very helpful to demonstrate how this can be achieved.
- Policy BHP3 (encouraging and supporting sustainable re-use of buildings using local materials...) LCC (Planning) feel that there is no evidence of lack of availability of local building materials that would constrain this approach.
- LCC (Planning) – support but revise Policy BHP4 (encouraging/supporting innovative new construction taking inspiration from local character etc); no further details supplied. HL also suggest a slight re-wording of this policy.

Thriving Communities

- ELDC, NE, LWT, GLNP - ongoing issues still valid to varying degrees but esp. concerns with local services/ facilities (inc. access to public open space) and future local employment opportunities.
- LCC (Planning) do not perceive an issue with limited public open space.
- LCC (Economic Regeneration) – the Thriving Communities section of the Plan looks to be too wide ranging. Consider splitting down into "Living in the Wolds", "Working in Wolds" and "Visiting the Wolds" or similar.
- Policy TCP2 (reversing the decline in rural services and promoting healthier lifestyles) – NE stresses that Defra wants to make clearer the links between a healthy natural environment and public health and prosperity. LCC (Planning) highlight the continued concern raised about the lifestyles of all ages and impact on health so important that contribution to the promotion of healthy lifestyles is recognised.
- Policy TCP2 - ELDC reports that the decline in rural services has not slowed down and that many of the smaller communities now have little in the way of services, with poor transport, isolation and deprivation more likely to occur.

- Policy TCP4 (community links with green infrastructure) - ELDC notes that this is arguably likely to become even more important as the appetite for more tourism and recreation increases via Love Lincolnshire Wolds initiative. LCC (Planning) reiterates the links to health benefits as detailed in response to TCP2.
- NT recognises all issues and policies as still relevant – no additional comments supplied.
- LAZ (LEADER) deemed all issues and policies as remaining important with the following additional comments:-
 1. Suggested new issue with the ongoing EU review of the Common Agriculture Policy (CAP) and the potential development of a new "British Agricultural Policy". There could be a role for the AONB Partnership to influence whether the future Rural Development Programme will include LEADER funding (or similar) i.e. rural development (socio-economic) funding to support economic growth and "quality of life" in rural areas.
 2. The LAZ flagged up that in terms of the overall Objective TCO (Support and promote partnership activity to safeguard/enhance the prosperity and well-being of communities within the Wolds etc...) the vulnerabilities for the communities still include outward migration of young people creating challenges for businesses in all sectors including the ability to attract and retain suitably qualified employees. (High growth is projected in the 65+ age group with the working age population set to reduce by 5% between 2017 and 2037 (Ref: LAZ LDS 2014).
 3. LAZ highlighted that in respect of Policy TCP2 (reversing the decline in rural services and promoting healthier lifestyles) issues still exist over broadband access and connectivity. Furthermore the average distance to key services is generally more than countywide or national average distances.
- LCC (Economic Regeneration) did not wish to comment on individual issues, objectives and policies as listed in the current M. Plan but wished to provide some wider observations and pose a number of questions for the Partnership. An overriding comment in respect of rural economies is the way that they are operating is changing, they are much more than simply economies providing employment and tourism - increasingly they are offering a wide range of additional services to the local community – e.g. schools, convenience stores, childcare to help families work and care services to the most vulnerable. There is also a shift in the affordability/viability of businesses so that there is an ever increasing need for communities to grow in order to help maintain their services (e.g. local pubs, shop, bakers, butchers, hair dressers etc, many of which can no longer survive in today's world/economy). Thinking about future pressures the following points were highlighted:
 1. The Plan might want to explore whether the AONB positively leads the way of life of its residents, or whether its residents' way of life has to adapt to be suitable to the AONB. Arguably, the AONB should be part of the psyche of its residents and lead their way of life.
 2. There is a debate to be had over the increase in population size versus tranquillity (sense of place) arguments. LCC (Economic Regen) ask if the Local Plans have the balance right in terms of enabling the sustainable growth of village settlements.
 3. In the light of news for 100% rural rate relief for businesses the AONB Partnership should consider specific actions that can help nurture and support small businesses in our deeply rural communities e.g. seeking to diversify the income streams of rural businesses but doing so in the context of the AONB's character.
 4. The Partnership should consider also nurturing and supporting links with further education colleges and academics to help aid research, (informing our evidence base, knowledge and understanding) and provide lasting legacies; as well as an opportunity to explore new income streams.
 5. There is an issue in respect of utilities (power, heat, water, digital), both costs and supply. Could and should more be made of the natural assets in the AONB to help ensure future supply and minimise the costs e.g. water power generation etc.
 6. The Plan needs to maintain and develop a greater focus on the inter-relationship between the market towns and the rest of the AONB. What can the AONB's communities do to stop them being simply a drive-through to the larger towns, in turn taking pressure off the market towns themselves. There will still be a need for services that the AONB communities would need the

market towns to provide (e.g. vocational training, + *additional NHS services, larger retail units etc*).

Interpretation – Awareness Raising

- NE recognises that the broad interpretive-awareness raising Objective (IO) accords with NE's Conservation Strategy principles of "putting people at the heart of the environment" and "Natural Capital".
- LCC (Planning) stresses that in terms of overriding objective (IO) and Policy IP2" (strengthening the profile of the AONB); "with the success of Lincoln as a tourist attraction in recent times extra effort should be made to encourage these visitors to go beyond Lincoln". Consider revising Policy IP2 accordingly.
- WLDC (economic team) highlights the importance of the overarching objective IO (raising the profile of the AONB...) and the links with the emerging Love Lincolnshire Wolds (Wolds & Market Town Groups) and its Destination Management Plan. The Destination strategy includes specific actions aimed at increasing visitors, identifying gaps in provision and working with partners, all of which in turn will enhance resident facilities & bring economic benefits.
- WLDC notes the links to businesses that are engaged with the Wolds & Market Town Groups and connections with the Love Lincolnshire Wolds branding/website.
- ELDC, HL, LCC (Planning), NT and LAZ (LEADER) recognise all listed issues as still relevant.
- HL identifies an additional issue of promoting the importance of the value of established festivals and events, helping to demonstrate the vitality and cultural interest of the Wolds area.
- Objective IO (raising the profile of the AONB...); HL suggests re-wording to highlight the economic benefits. Also Policy IP2 wording is very similar to the overarching objective so is IP2 needed?
- Policy IP1 (to provide visitors and residents with a greater understanding and appreciation of what makes the Lincolnshire Wolds a special place...); HL highlights that there are several 'gateways' into the Wolds and a coordinated approach offering good quality information about all of the special attributes of the area is needed. A creative interpretation scheme would be very effective at creating an enhanced sense of place and improving visitor experience.
- Policy IP3 (to encourage residents to become actively involved in the interpretation and promotion of the area...); HL comments that local residents know the area best and have a wealth of knowledge about its character, history, best views, places to eat etc. Using promotional material which uses local voices to invite people to visit and to learn more about the place would provide a strong marketing/interpretative approach.

Access, Recreation and Tourism

- LCC (Planning) suggests revising of Policy ARTP3 (developing joint promotion and marketing initiatives to raise the profile of the Lincolnshire Wolds AONB etc) to link with Lincoln tourism opportunities – see comments for Policy IP2 above.
- LCC (Planning) revise Policy ARTP4 (identify gaps in current access, recreation and tourism provision etc) but no further comment supplied.
- Policy ARTP1 (to maximise opp's for all visitors and residents of the AONB, improving provision for quiet recreation); HL suggests a definition/clarification of the term 'quiet recreation'.

Planning and Development Management

- WLDC (planning team) recognises the value of the AONB Partnership in reviewing planning and development management issues/themes but questions the use of presenting as "policies" as these will not have that status and there is no sense in duplicating what is already expressed in the Local Plans (inc Central Lincolnshire Local Plan) – so for e.g. the M. Plan cannot seek to deliver (more or less) affordable housing that will already be specified in local plans. Such policies should come out and be re-worded along the lines of "development should be supported that will.... protect and enhance the character of the area; development of affordable housing to support the ongoing sustainability should be promoted where it is appropriate in scale & design.
- LCC (Planning) recognise and support all previous planning issues and in addition highlighted a new issue of hydro-carbon exploration – planning permission has been granted for hydro-carbon exploration (*site in Biscathorpe*)- if drilled and successful this may result in pressure for further sites in the AONB.
- LCC (Economic Regeneration) Planning in rural areas needs to embrace businesses when they want to expand, however the time taken with the planning and decision making process may often put people off. Is there a role for the M. Plan in setting out some guidance for developers and planners when it comes to development in the AONB?
- Policy PP1 & PP2 (protecting and enhancing local character and distinctiveness through the highest quality in design; including for traditional buildings) - LWT & NE request stressing the importance of making space for biodiversity & tackling climate change in design.
- Policy PP3 (supporting development of local needs/affordable housing – ELDC stresses that current reductions in funding to Registered Social Landlords mean that their opportunity to provide affordable housing is seriously curtailed. Currently no formal housing allocations within East Lindsey portion of the AONB following objections to the Local Plan proposals; thus likelihood of limited affordable housing being provided via quota system on new market sites.
- Policy PP4 (minimising damage to the AONB landscape as a result of mineral working...) - LCC (Planning), as above comment, pressure for additional hydro-carbon extraction may be forthcoming.
- Policy PP6 (dark night skies)- ELDC notes the potential for this to become a more important issue if the amount of tourism in the area increases.
- Policy PP7 (wind energy schemes) - ELDC reports a drop in demand in wind farm applications largely on account of changes to subsidies; this could change if there are further modifications to the current national approach (incentive mechanisms).
- Policy PP8 (general waste reduction and recycling initiatives) – LCC (Planning) suggest policy revision highlighting that as we move towards a circular economy and a desire to 'make things last longer' this policy is an even more important requirement and should be given a high priority.
- NT recognises all issues and policies as still relevant – no additional comments supplied.
- The LAZ (LEADER) highlights the ongoing relevance of the Lindsey Action Zone Local Development Strategy 2014-2020.
- The LAZ also stresses the continuing importance of the England Rural Development Programme (RDP) initiatives and regulations. For the Lincs Wolds, as well as Countryside Stewardship, it also specifically includes the Lindsey Action Zone LEADER fund which makes funding available to business and community projects, up to c£40,000 at 40%. The funding is for projects that contribute to the rural economy and create jobs (for commercial businesses). The six national priority areas are farming, forestry, small business start-up and development, tourism, heritage and rural services. AONBs and National Parks are uniquely placed to engage in future planning for the ongoing Rural Development Funding – to aid and support local delivery and help ensure these priority areas continue to be relevant.
- HL highlights the ongoing issue of renovation/development of redundant farm buildings. Queries why there appears to be no clear policy for farm buildings in this section (LWCS note – possible duplication with Policy BHP1, BHP3 and BHP4).
- HL considers Policy PP1 (to promote and enhance local character and distinctiveness through the highest quality design...) to be a repeat of an earlier policy within Built Heritage section.
- HL considers Policy PP2 (to encourage and support the sensitive conversion of traditional buildings to new viable uses...) to also be a repeat of an earlier policy within Built Heritage section.

- CPRE has offered to assist the AONB Partnership in developing a document for a model "Wolds Landscape Character Proposal" that could help aid and inform future Neighbourhood Plans and Plan Policies – this would build on national CPRE work in this area to provide local context.

Transport in the Wolds

- ELDC recognises all current issues as valid and in terms of overall objective highlights the potential for transport related issues to become more important if there is a significant increase in the tourism offer in the Wolds. There may be a requirement to create better access links and certainly a likely increase in demand for signage associated with attractions and facilities.
- LCC (Planning) recognises all issues as still valid, and though still important recommends revisions to Policy TWP3 (encouraging transport infrastructure improvements to support appropriate tourism etc), Policy TWP5 (encouraging integrated and well maintained public right of way - network etc), and Policy TWP6 (maximising access for all on the PROW) to take account of earlier commentary on Policy IP2 e.g. securing the wider links to visitors from Lincoln + helping to promote healthy lifestyles.
- NT recognises all issues and policies as still relevant – no additional comments supplied.

Climate Change

- NE recognises all existing issues as still relevant + highlight the impact of future cropping patterns.
- LWT & GLNP stressed the issue of anaerobic digesters and increasing demands for energy crops such as miscanthus and more recently maize.
- FC highlighted a new issue of increasing pressure on woodlands to supply woodfuel to help meet Renewable Heat Incentive requirements.
- ELDC recognises all existing climate change issues.
- LCC (Planning) recognises all issues as still relevant except for the emergence of new pests, diseases and invasive species.
- NT recognises all issues and policies as still relevant – no additional comments supplied.

Monitoring

- NE – objective of "condition" monitoring demands robust (and regular) reviews of baseline/evidence.

Key to organisations/groups who formally responded during the initial peer review:

EA	Environment Agency	ELDC	East Lindsey District Council
FC	Forestry Commission	GLNP	Greater Lincolnshire Nature Partnership
HL	Heritage Lincolnshire	LAZ	Lindsey Action Zone
LCC	Lincolnshire County Council	LCSP	Lincolnshire Chalk Streams Project
LWT	Lincolnshire Wildlife Trust	NE	Natural England
NFU	National Farmers Union	NT	The National Trust
WLDC	West Lindsey District Council.		

Appendix 7a – Glossary for Acronyms

AONB	Area of Outstanding Natural Beauty
AMP5	Asset Management Plan (2010-2015) for private water companies
AW	Anglian Water
BAP	Biodiversity Action Plan
BDS	British Driving Society
BeC	Beech Clumps
BHS	British Horse Society
CAMS	Catchment Abstraction Management Strategy
CAP	Common Agricultural Policy
CCT	Churches Conservation Trust
CFE	Campaign for the Farmed Environment
CG	Common Ground
CL	Community Lincs
CLA	Country Land and Business Association
CLJPU	Central Lincolnshire Joint Planning Unit
COSMIC	Conservation of Scheduled Monuments in Cultivation
CPRE	Campaign to Protect Rural England
CRoW Act	Countryside and Rights of Way Act 2000
CSF	Catchment Sensitive Farming
CSS	Countryside Stewardship Scheme
CT	Churches Together
Defra	Department for Environment, Food and Rural Affairs
DMV	Deserted Medieval Village
EA	Environment Agency
EoEAO	East of England Apples and Orchard Project
EIA	Environmental Impact Assessment
ELDC	East Lindsey District Council
ELS	Entry Level Stewardship
ENPAA	English National Park Authorities Association
EU	European Union
FC	Forestry Commission
GL	Groundwork Lincolnshire
GLLEP	Greater Lincolnshire Local Economic Partnership
GLNP	Greater Lincolnshire Nature Partnership
GM	Genetically Modified
GVA	Gross Value Added
HaR	Heritage at Risk
HE	Historic England
HHT	Hubbard's Hills Trust
HL	Heritage Lincolnshire
HLS	Higher Level Stewardship
HWG	Heritage Working Group (Lincolnshire Wolds)
IDB	Internal Drainage Board
ICT	Information and Communications Technology
IUCN	International Union for Conservation of Nature and Natural Resources
JAC	Joint Advisory Committee (AONB Partnership)
JMG	Joint Management Group (of JAC)
LA	Local Authority
LAF	Mid-Lincolnshire Local Access Forum
LAZ	Lindsey Action Zone
LBP	Lincolnshire Biodiversity Partnership
LBAP	Lincolnshire Biodiversity Action Plan
LCC	Lincolnshire County Council
LCSP	Lincolnshire Chalk Streams Project
LDF	Local Development Frameworks
LE	Lincolnshire Enterprise
LEAF	Linking Environment and Farming Network
LERAP	Local Environment Risk Assessment for Pesticides
LERC	Lincolnshire Environmental Records Centre
LGG	Lincolnshire Geodiversity Group
LGS	Local Geological Site
LLW	Love Lincolnshire Wolds
LNR	Local Nature Reserve
LNS	Lincolnshire Nature Strategy
LNT	Louth Navigation Trust
LNU	Lincolnshire Naturalists Union
LRO	Lincolnshire Research Observatory
LTC	Louth Town Council
LTP	Local Transport Plan

LWCS	Lincolnshire Wolds Countryside Service (AONB staffing unit)
LWS	Local Wildlife Site
LWT	Lincolnshire Wildlife Trust
LWWF	Lincolnshire Wolds Walking Festival
MapInfo	Map Information System (computerised)
NAAONB	National Association for Areas of Outstanding Natural Beauty
NE	Natural England
NELC	North East Lincolnshire Council
NFU	National Farmers Union
NO	Nitrogen Monoxide
NPAC Act	National Parks and Access to the Countryside Act 1949
NPPF	National Planning Policy Framework
OFGEM	Office of Gas and Electricity Markets
OWG	Officers Working Group (of JAC)
PAWS	Plantations on Ancient Woodland Sites
PCC	Parochial Church Council
PLMF	Protected Landscapes Monitoring Framework
PPG	Planning Policy Guidance
PTES	People's Trust for Endangered Species
RA	Ramblers
RDPE	Rural Development Programme for England
RDS	Rural Development Service
RES	Regional Economic Strategy
RFF	Regional Forestry Framework
RIGS	Regionally Important Geological/Geomorphological Site
RNR	Roadside Nature Reserve
RoWIP	Rights of Way Improvement Plan
RTP	Rural Transport Plan
RTPO	Rural Transport Partnership Officer
SDF	Sustainable Development Fund
SE	Sport England
SM	Scheduled Monument
SNCI	Site of Nature Conservation Importance
SO	Sulphur Monoxide
SPD	Supplementary Planning Documents
SPG	Supplementary Planning Guidance
SSP	Sub-regional Strategic Partnership
SSSI	Site of Special Scientific Interest
TCV	The Conservation Volunteers
TPO	Tree Preservation Order
TRiL	Traditional Roadsigns in Lincolnshire
WFD	Water Framework Directive
WLDC	West Lindsey District Council
WTT	Wild Trout Trust

Appendix 8: Technical Terms

Acute Oak Decline	Acute oak decline (AOD) is a condition usually affecting mature oak trees and is believed to be caused by a bacterium, although often exacerbated by beetle infestations.
Agri-environment Scheme	Land-based schemes that provide financial incentives for land managers to adopt environmentally beneficial land management practices.
Ancient woodland	A site that has had continuous woodland cover since at least 1600AD and which has not been cleared or replanted (except natural regeneration).
Barrows	An ancient mound associated with burials.
Biodiversity	The variety of life on Earth, coined from the Rio de Janeiro Earth Summit of 1992.
Brownfield land	A planning term to indicate land that has been previously developed e.g. redundant airfield sites, industrial premises etc.
Calcareous	An area of ground that is rich in calcium carbonate (lime) and is therefore chalky. It supports specific vegetation types.
Carbon sequestration	The natural or artificial processes by which carbon dioxide is captured and removed from the atmosphere and stored in a carbon sink.
Carbon sink	A natural or artificial reservoir that absorbs and locks more carbon than it releases.
Climate change adaptation	A response that seeks to reduce the vulnerability of biological systems to climate change effects.
Chalara	A serious disease of ash trees caused by the fungus <i>Hymenoscyphus pseudoalbidus</i> .
Circular economy	Using restoration and recovery techniques to reuse products, components and materials; maximising their use and minimising harmful impacts upon the wider environment through reducing energy, waste and the need for raw materials.
Climate change mitigation	A response that seeks to reduce the greenhouse gas emissions and/or enhance the removal of these gases from the atmosphere.
Combes	Steep incised valleys formed by glaciation processes.
Coppice	To cut, at ground level, all stems of trees/shrubs to stimulate new, multi-stemmed growth. Also refers to an area that has been managed in this way.
Diversification (farm)	To vary and expand the type of operations within a farm business, e.g. supplement farm income by other enterprises.
DMV – deserted medieval village	An abandoned settlement that dates from the Middle Ages.
Drovers roads	Routes that were used to move flocks and herds between grazing pastures, markets and settlements.
Ecosystem services	A concept developed to aid our understanding of the human uses and management of natural resources including their supporting, provisioning, regulating and cultural functions.
Escarpment	A long steep slope at the edge of a plateau.
Geomorphology	The physical features of the surface of the earth, such as rivers, valleys etc.
Glacial and Periglacial activity	The landscape features created by the presence of, and by adjoining, ice sheets in the past glaciations.
GI – Green Infrastructure	A strategically planned and delivered network of high quality green space that provides multiple benefits for biodiversity, access, recreation and resource protection.
Hedge laying	To cut and lay stems of a hedge in such a way that it will regenerate and continue to grow.
Higher Tier Stewardship	Multi-year Countryside stewardship agreements for environmentally significant sites, commons and woodlands where more complex management requires support from NE and/or the FC, and include a range of year-round options and capital items.
Interpretation	The art of communicating the significance of places and features.
Landmark trees	Individual and small clumps of trees that are conspicuous within the landscape and add to its distinctive character – this can also be via local cultural significance.
Lincolnshire Nature Strategy	The document, previously known as the Biodiversity Action Plan that ensures everyone can help protect and enhance the biodiversity of Lincolnshire through a series of achievable actions.
Mid Tier Stewardship	Multi-year Countryside stewardship agreements for environmental improvements in the wider countryside that include a range of year round options and capital items.
Natural capital	Those elements of the natural environment that provide valuable goods and services to people, such as the stock of forests, water, land and sea.
Nucleated	A village or settlement with a strong central core.
Pollard	To cut, at 3-4 metres above ground level, branches of a tree to stimulate new, multi-stemmed growth out of the reach of browsing animals.
RNR - Roadside Nature Reserves	A verge that is deemed worthy of protection because of its botanical interest, and actively managed between the Lincolnshire Wildlife Trust and Lincolnshire County Council, (previously classified as Protected Roadside Verges).
Socio-economic	The interaction of social and economic factors.
SMV – shrunken medieval village	A settlement much reduced in size from the Middle Ages.
Statutory undertaker	An organisation, required by law, to undertake certain duties, e.g. public utilities companies.
Sustainable	Ensuring social, economic and environmental needs can be met without depletion of natural resources.
Synergy	Interaction and co-operation of individuals and organisations to work more effectively.

Appendix 9: Key Related Plans, Strategies and Initiatives

Adapting Traditional Farm Buildings; Best Practice Guidelines for Adaptive Reuse (Historic England, 2017)
Adaptive Reuse of Traditional Farm Buildings; Historic England Advice Note 9 (2017)
Anglian Water Resources Management Plan (2015)
Anglian Water Asset Management Plan (2015-20)
An Historical Atlas of Lincolnshire - S Bennett and N Bennett (1993)
Biodiversity 2020: A Strategy for England's Wildlife and Ecosystem Services
Catchment Abstraction Management Strategies - Environment Agency
Conservation 21: Natural England's Conservation Strategy for the 21st Century - Natural England (2017)
Countryside Access and Rights of Way Improvement Plan - Lincolnshire (2012)
Countryside Stewardship Targeting Statement, Defra (2003)
County Archaeology Manual - Lincolnshire County Council (2016)
Creating a Great Place for Living; Defra's Strategy to 2020 (2016)
Cycling and Walking Investment Strategy - Dept. for Transport (2016)
Defra 25 Year Plans – Environment; and Food and Farming (*pending*)
Delivering a Golden Legacy; A growth strategy for inbound tourism to Britain from 2012 to 2020 - Visit Britain (2012)
Earth Heritage Conservation in England: A Natural Areas Perspective - English Nature Research Report no 158 (1996)
England Rural Development Programme - Defra
Fixing our Broken Housing Market - Dept. for Communities and Local Government (2017)
Forestry and Woodland Policy Statement (2013)
Greater Lincolnshire LEP Strategic Economic Plan 2014-2030 (refreshed 2016)
Greater Lincolnshire Local Economic Partnership (GLLEP) Water for Growth - Water Management Plan 2015-2040 (2015)
Greater Lincolnshire Nature Strategy 2015-20 - Greater Lincolnshire Nature Partnership (2015)
Health and Wellbeing in Lincolnshire; Joint Strategic Needs Assessment - Lincolnshire Health and Wellbeing Board (2017)
Heritage Counts 2016: Heritage and the Economy - Historic England (2016)
Humber River Basin Management Plan (2015)
Humber River Basin District Flood Risk Management Plan (2015)
Lincolnshire Chalk Streams Strategic Action Plan (2014-19)
Lincolnshire Charter for Agriculture and Horticulture Implementation Plan - Lincolnshire Forum for Agriculture and Horticulture (2003)
Landscapes for Everyone; Creating a Better Future (Consortium Publication, 2016)
Lincolnshire County Council Natural Environment Strategy 2012-2018 (2012)
Lincolnshire Enterprise Business Plan 2004-2007 - Lincolnshire Enterprise (2004)
Lincolnshire Rural Transport Partnership - Action Plan (2000)
Lincolnshire Tourism - A Sharper Focus (2003)
Lincolnshire Local Transport Plan 3 (2011)
Lincolnshire Local Transport Plan 4 - Draft (2012)
Lincolnshire Wolds Interpretation Strategy - Lincolnshire County Council (2001)
Lincolnshire Wolds National Character Area 43
Litter Strategy for England - HM Government (2017)
Local Geological Sites: Guidelines for their Identification & Selection in the Historic County of Lincolnshire (2009)
Local Wildlife Sites: Guidelines for the Identification and Selection in the Historic County of Lincolnshire (2013)
Looking After Our Landscapes Post Brexit (Heritage Alliance, 2017)
Making Space for Nature - The Lawton Review (2010)
National Association for AONBs - AONB Family Communications Strategy 2017-2020 (2017)
National Association for AONBs - Strategic Plan 2016-2020 (2016)
National Planning Policy Framework (2012)
National Pollinator Strategy (2014)
National Trust - Land, Outdoors and Nature Strategy (2017)
Natural Foundations: Geodiversity for People, Places and Nature (2006)
New Model Farming: resilience through diversity - CPRE (2016)
North East Lincolnshire Community Strategy - North East Lincolnshire Local Strategic Partnership (2003)
North East Lincolnshire Local Transport Plan (2011)
Our Lincolnshire, Our Past - The Lincolnshire County Council Historic Environment Strategy 2017-22 (2017)
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Appendix 11: Acknowledgements

The Lincolnshire Wolds Countryside Service would like to thank all individuals who took the time and trouble to respond during the initial questionnaire survey and also those who met and spoke to us directly during our summer events.

In addition, the following individuals and organisations have provided regular support and input to enable the collaborative development of the Draft Plan and accompanying State of the AONB Report.

Lincolnshire Wolds Joint Advisory Committee Membership as at Nov 31st 2017:

Tim Allen	Historic England
Katy Anderson	Country Land and Business Association
Cllr Richard Avison (Vice Chair)	East Lindsey District Council
Andy Bailey	Environment Agency
Liz Bates	Heritage Lincolnshire
Sara Blair-Manning	National Trust
Paul Chaplin	North East Lincolnshire Council
Janet Clark	Community Lincs
Cllr Iain Colquhoun	North East Lincolnshire Council
Charles Dobson	National Farmers Union
Roger Douglas	Country Land and Business Association
Rob Gornall	Natural England
Cllr Adam Grist	East Lindsey District Council
Sean Kent	Lincolnshire County Council - Environmental Services
Cllr Angela Lawrence	West Lindsey District Council
Chris Miller	Lincolnshire County Council - Environmental Services
Darren Nortcliffe	The Conservation Volunteers
Stuart Parker (JAC Chair)	Ramblers - Lincolnshire
Cllr Eddie Poll	Lincolnshire County Council
Cllr Tom Regis	West Lindsey District Council
Alan Robson	Churches Together in all Lincolnshire
Marina Di Salvatore	West Lindsey District Council
Ella Sivil	Campaign to Protect Rural England
Tammy Smalley	Lincolnshire Wildlife Trust
Henry Smith	National Farmers Union
Cllr Lewis Strange	Lincolnshire County Council
Kay Turton	East Lindsey District Council
David White	Forestry Commission
Grant White	West Lindsey District Council

Other contributors (data gathering, peer review and wider professional input):

Charlie Barnes	Greater Lincolnshire Nature Partnership
Judy Bell	Lindsey Action Zone (LEADER)
Justin Brown	Lincolnshire County Council - Economic Development
Richard Chadd	Environment Agency & Lincolnshire Naturalists Union
Elizabeth Chamberlin	Historic England
Melanie Fisher	Defra (Local Rural Development Programme)
Deborah Fitzpatrick	Natural England
Oliver Fytche-Taylor	West Lindsey District Council
Sarah Grundy	Lincolnshire County Council
Ian Lings	Campaign for the Protection of Rural England
Tim Machin	Campaign for the Protection of Rural England
Neil McBride	Lincolnshire County Council - Planning
Vanessa McNaughton	Natural England
Rob Millbank	Environment Agency
Chris Monk	Natural England

Adam Partington
Andrew Ratcliffe
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Sarah Smith
Caroline Steel
Paul Tame
Marion Thomas
Grant White
Graham Willis
Hugh Winfield
Dr Helen Woodhouse

Locus Consulting
Lincolnshire County Council - Highways
Greater Lincolnshire Nature Partnership
Lincolnshire County Council - Lincs Lab
Lincolnshire Wildlife Trust (retired)
National Farmers Union
West Lindsey District Council
West Lindsey District Council
Campaign for the Protection of Rural England
North East Lincolnshire Council
Historic England

The Lincolnshire Wolds Countryside Service:

Stephen Jack, Helen Gamble, David Rodger, Ruth Craig, Will Bartle and Claire Harrison.

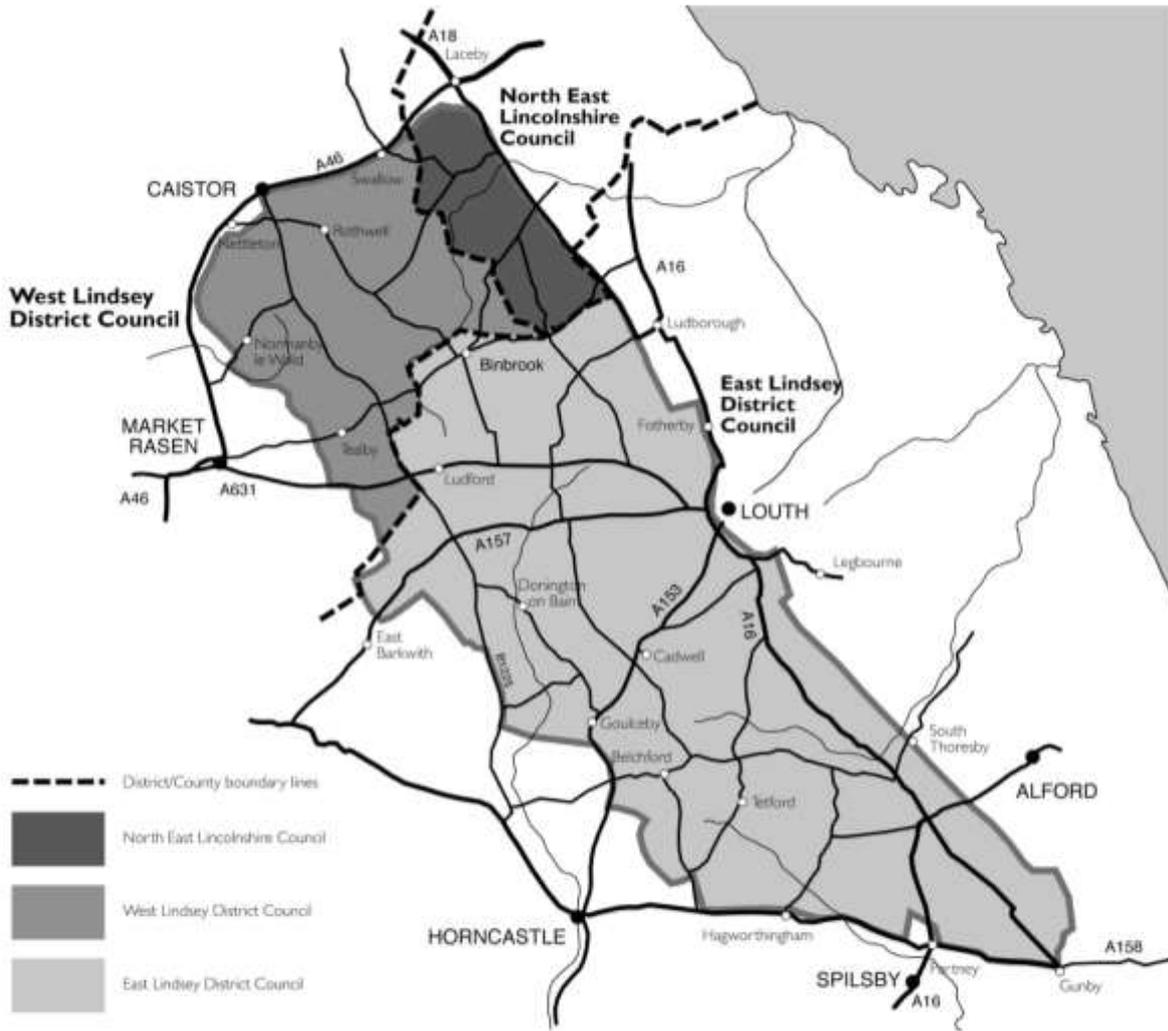
Map 1

National Map of AONBs



Map 2

Local Authority Boundary Map



MAP © Lincolnshire and South Humberside
Tourist Cartography by Lovell Johns Ltd, Oxford 1993

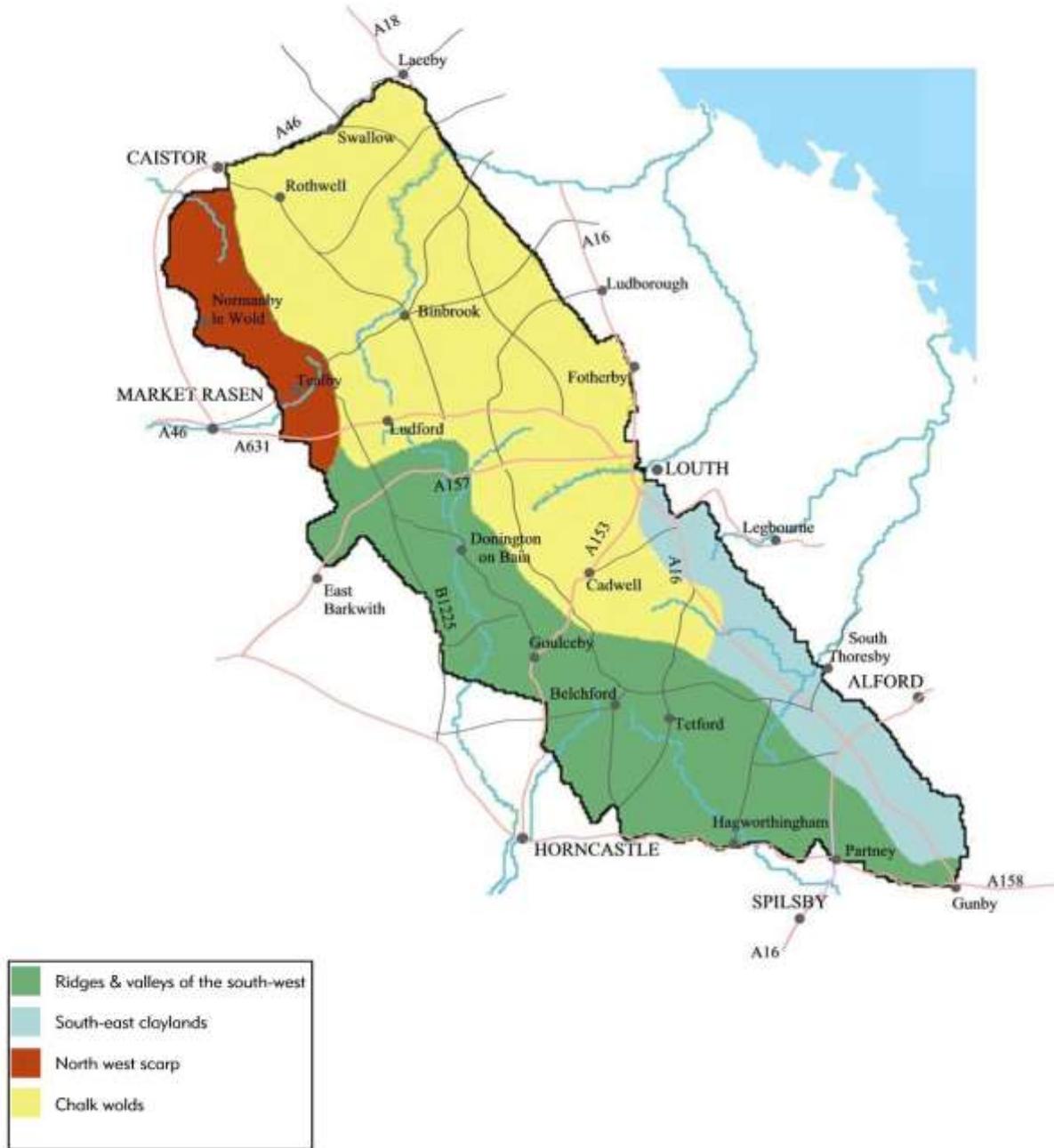
Map 4

AONB/Character Area Map



Map 5

Local Landscape Character Map



MAP © Lincolnshire and South Humberside
Tourist Cartography by Lovell Johns Ltd. Oxford 1993



Prosperous Communities Committee

Date: 30 January 2018

Subject: Draft Revenue Estimates 2018/19 and forecast to 2022/23

Report by:

Tracey Bircumshaw (Deputy S151 Officer)
Finance and Business Support Manager
01427 676560

Contact Officer:

Tracey Bircumshaw
Finance and Business Support Manager
01427 676560

Purpose / Summary:

The report sets out details of the Committee's draft revenue budget for the period of 2018/19 and estimates to 2022/23

RECOMMENDATION(S):

1. That Members recommend the draft Prosperous Communities budget 2018/19 and revenue estimates to 2022/23 to Corporate Policy and Resources Committee for the inclusion in the Medium Term Financial Plan 2018/19 – 2022/23.

IMPLICATIONS

Legal: None arising as a result of this report

Financial : FIN/116/18/SL

The 2018/19 base budgets and variance to the 2017/18 base budget are explained in the body of this report.

After taking a robust approach to the development and estimations within the budget for this Committee the total cost of services will be £3.403m.

This has resulted in base budget reductions of £0.029m, and additional income of £1.903m resulting in a net movement of £1.932m in addition to an amount of £0.284m relating to a one off project funded from Earmarked Reserves.

The overall impact is therefore a decrease of £1.647m, 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 2018/19 – 2022/23, 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 2018/19 budget only to Corporate Policy and Resources Committee for the purpose of setting the 2018/19 budget.

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

- A base budget review considering the out-turn surplus of 2016/17 against the 2017/18 base budget to identify ongoing savings, in total this exercise identified £148.1k 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 £10.1k. Full Details of proposed fees and charges were presented to Prosperous Communities Committee on the 24 October 2017.
- Regular updates have been provided to the Management 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 2018/19 – 2022/23.
- Consultation with Parish Councils, residents and business rate payers has been undertaken.
- The review of Earmarked Reserves and approved additional resources being funded from these reserves and/or external grant income.
- Consideration of other Strategies i.e. Car Parking Strategy, Housing Strategy etc.

- 1.4 This Budget Preparation process has achieved a High Assurance rating from our Internal Auditors in 2016.
- 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 2017 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 (People, Places, Policy and Resources) 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 The budget consultation report is attached at Appendix E for information.
- 1.12 No allowance has been made for price increases within general budgets for 2018/19 other than contractual obligations. Pay budgets for 2018/19 have been increased by 2% as per the latest employers offer, and employer's superannuation in line with that provided by the Actuary.

2. Significant Variations

When compared to the 2017/18 base budget the 2018/19 base budget shows a budget decrease of £1.647m (£0.287m 2017/18). The major variances to the 2017/18 base budget are provided below;

- 2.1 Green Waste Charging - £502k net additional income to be generated from the introduction of charging for green waste was approved by this Committee at its meeting in December 2017, and a charge of £35 per annum was subsequently approved by Corporate Policy and Resources Committee.
- 2.2 Base Budget Review saving total £18.5k – the review of 2016/17 outturn surplus against 2017/18 base budget resulted in ongoing savings within the Committee.
- 2.4 Leisure Management Contract – the successful procurement of a 15 year contract for the provision of Leisure Management and the ability to part fund a new dry leisure facility in the Market Rasen area has made a £213.7k difference to the 2017/18 base budget.
- 2.5 Car Parks – the Car Parking Strategy has identified a £82.7k additional income, £13k of which will be utilised for future investment in car parking provision, with £30k contributing to the funding gap.
- 2.6 Statutory Planning Fees – the recent announcement that statutory fees will be increased by 20% is estimated to generate £188.4k in additional income. The Government proposed in the Housing White Paper that it would allow local planning authorities to raise planning fees by 20% if the individual LPA commits to invest this 20% increase in its planning service.
- 2.7 Lincolnshire Wellbeing Service procurement – it was reported to CP&R 14 December 2017 that a District Partnership, led by East Lindsey District Council (ELDC), were successful in a bid to Lincolnshire County Council (LCC) for the provision of a countywide Wellbeing Service. The impact on the 2018/19 budgets for WLDC is a net surplus of £78.6k.
- 2.8 Trade Waste service – following a full year of trading the business plan for the Trade Waste service has been reviewed and the expected increase in customer base has been reflected in the future year budgets. This has made a net difference of £131.4k on the 2017/18 base budget.
- 2.9 Disabled Facilities Grant – Due to the early completion of the capital programme we have been able to accurately account for the Disabled Facilities grant of £605k in the base budget for 2018/19. This is met from grant income therefore there is no impact on the bottom line of the Council's budgets.
- 2.10 The impact of the recent announcement that a 2% pay award will be applicable for the next 2 years changes the assumptions in the 2017/18 MTFP in addition the impact of restructures has resulted in a net increase on Committee employee budgets of £136k.

2.6 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 9th November 2017 considered the Fees and Charges recommended by this Committee.

They approved the introduction of a £50 charge for invalid or refused planning applications to cover the cost of administration.

4. Budget Consultation

A number of events were held with Parish Councils, businesses and the wider community during September 2017. New for 2017 was an online Budget Allocator tool which was launched to encourage members of the public online, easy access to engage in the process, in addition a paper based survey was issued to the West Lindsey Citizen Panel.

Topics covered included;

Level of Council Tax
Service investment priorities
New Homes Bonus allocation

The process has provided constructive feedback on budget proposals. The full report is attached at Appendix E for information.

Separate consultations were undertaken for the level of Green Waste Charging, the Car Park Strategy and the Housing Strategy and these have been subject of feedback reports to this Committee.

5. Recommendations

That Members recommend the draft Prosperous Communities budget 2018/19 and revenue estimates to 2022/23 to Corporate Policy and Resources Committee for the inclusion in the Medium Term Financial Plan 2018/19 – 2022/23.

APPENDIX A

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

Prosperous Communities	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £	Base Budget 22/23 £
Income						
Customer and Client Receipts	(2,289,500)	(3,467,200)	(3,527,400)	(3,561,400)	(3,633,000)	(3,686,800)
Government Grants	0	(729,600)	(693,800)	(694,900)	(687,100)	(697,400)
Other Grants and Contributions	(47,200)	(43,000)	(175,900)	(303,900)	(303,200)	(305,700)
Total Income	(2,336,700)	(4,239,800)	(4,397,100)	(4,560,200)	(4,623,300)	(4,689,900)
Expenditure						
Employees	4,611,300	4,950,200	4,949,400	4,997,800	5,074,700	5,173,900
Premises	333,200	365,200	344,500	355,900	349,500	353,200
Supplies and Services	1,082,300	894,100	889,500	860,700	877,100	889,500
Third Party Payments	779,200	562,800	474,900	474,300	474,300	474,300
Transfer Payments	72,000	88,600	88,600	68,600	68,600	68,600
Transport	793,000	781,500	777,400	779,200	790,500	782,700
Total Expenditure	7,671,000	7,642,400	7,524,300	7,536,500	7,634,700	7,742,200
Net Total	5,334,300	3,402,600	3,127,200	2,976,300	3,011,400	3,052,300

APPENDIX B

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

Cluster and Business Unit	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £	Base Budget 22/23 £
People	4,184,300	2,837,500	2,893,000	2,828,700	2,838,100	2,851,100
Building Control	79,100	76,100	68,900	63,000	64,800	71,300
Cemeteries and Churchyards	46,100	52,300	56,300	52,300	42,300	42,300
Community Action & Community Safety	260,300	237,600	244,600	244,100	248,900	253,200
Culture, Heritage & Leisure	19,700	16,400	300	300	300	300
Environmental Initiatives	56,900	56,900	56,900	56,900	56,900	56,900
Food Safety	136,100	143,100	146,400	149,100	151,900	154,700
General Grants etc	416,200	288,300	261,800	208,200	208,200	208,200
Homelessness/ Housing Advice	282,000	218,900	217,100	222,600	235,800	230,800
Housing Strategy	117,900	203,000	227,300	211,600	215,900	220,400
Land Charges	11,700	15,500	20,100	23,500	27,000	29,300
Licences - Community	4,300	(15,000)	(10,100)	(500)	(9,800)	(8,400)
Parish Lighting	53,500	54,800	56,200	57,600	59,100	60,700
Pest and Dog Control	22,900	24,100	24,100	24,100	24,100	24,100
Pollution Control	115,200	139,800	143,100	145,600	148,200	150,800
Private Sector Housing Renewal	149,800	(488,000)	(485,300)	(495,500)	(510,500)	(508,800)
Street Cleansing	513,100	535,000	555,300	563,500	571,700	580,100
Town Centre Markets	29,900	33,400	34,400	35,300	36,200	37,300
Trade Waste	13,000	(142,600)	(177,300)	(214,200)	(251,700)	(289,900)
Waste Management	1,856,600	1,387,900	1,452,900	1,481,200	1,518,800	1,537,800
Places	1,079,000	503,200	170,600	81,900	105,400	132,200
Car Parks	(186,300)	(198,900)	(263,800)	(262,500)	(261,200)	(259,800)
Culture, Heritage & Leisure	450,900	300,100	101,100	(53,900)	(52,600)	(51,600)
Development Management	(47,100)	(168,800)	(160,300)	(104,800)	(92,300)	(76,600)
Economic Development	471,200	327,900	298,800	304,600	310,500	316,600
Environmental Initiatives	44,500	3,700	3,700	3,700	3,700	3,700
Neighbourhood Planning & Local Plans	139,500	53,200	1,100	1,100	1,100	1,100
Other Council Properties	(17,700)	(38,000)	(38,000)	(38,000)	(37,900)	(37,900)
Parks & Open Spaces	49,800	49,600	49,600	49,600	49,600	49,600
Planning Policy - Forward Planning	78,000	61,600	64,500	66,800	68,100	69,400
Property Services	2,900	2,900	2,900	2,900	2,900	2,900
Public Conveniences	52,400	50,200	50,500	50,800	51,100	51,500
Tourism	40,900	41,500	42,100	42,800	43,300	43,900
Strategic Manager-Services	0	18,200	18,400	18,800	19,100	19,400
Policy and Resources	71,000	61,900	63,600	65,700	67,900	69,000
Health and Safety	71,000	61,900	63,600	65,700	67,900	69,000
Grand Total	5,334,300	3,402,600	3,127,200	2,976,300	3,011,400	3,052,300

APPENDIX C

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

Business Unit	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £	Base Budget 22/23 £
Building Control	79,100	76,100	68,900	63,000	64,800	71,300
Car Parks	(186,300)	(198,900)	(263,800)	(262,500)	(261,200)	(259,800)
Cemeteries and Churchyards	46,100	52,300	56,300	52,300	42,300	42,300
Community Action & Community Safety	260,300	237,600	244,600	244,100	248,900	253,200
Culture, Heritage & Leisure	470,600	316,500	101,400	(53,600)	(52,300)	(51,300)
Development Management	(47,100)	(168,800)	(160,300)	(104,800)	(92,300)	(76,600)
Economic Development	471,200	327,900	298,800	304,600	310,500	316,600
Environmental Initiatives	101,400	60,600	60,600	60,600	60,600	60,600
Food Safety	136,100	143,100	146,400	149,100	151,900	154,700
General Grants etc	416,200	288,300	261,800	208,200	208,200	208,200
Health and Safety	71,000	61,900	63,600	65,700	67,900	69,000
Homelessness / Housing Advice	282,000	218,900	217,100	222,600	235,800	230,800
Housing Strategy	117,900	203,000	227,300	211,600	215,900	220,400
Land Charges	11,700	15,500	20,100	23,500	27,000	29,300
Licences - Community	4,300	(15,000)	(10,100)	(500)	(9,800)	(8,400)
Neighbourhood Planning & Local Plans	139,500	53,200	1,100	1,100	1,100	1,100
Other Council Properties	(17,700)	(38,000)	(38,000)	(38,000)	(37,900)	(37,900)
Parish Lighting	53,500	54,800	56,200	57,600	59,100	60,700
Parks & Open Spaces	49,800	49,600	49,600	49,600	49,600	49,600
Pest and Dog Control	22,900	24,100	24,100	24,100	24,100	24,100
Planning Policy - Forward Planning	78,000	61,600	64,500	66,800	68,100	69,400
Pollution Control	115,200	139,800	143,100	145,600	148,200	150,800
Private Sector Housing Renewal	149,800	(488,000)	(485,300)	(495,500)	(510,500)	(508,800)
Property Services	2,900	2,900	2,900	2,900	2,900	2,900
Public Conveniences	52,400	50,200	50,500	50,800	51,100	51,500
Strategic Manager-Services	0	18,200	18,400	18,800	19,100	19,400
Street Cleansing	513,100	535,000	555,300	563,500	571,700	580,100
Tourism	40,900	41,500	42,100	42,800	43,300	43,900
Town Centre Markets	29,900	33,400	34,400	35,300	36,200	37,300
Trade Waste	13,000	(142,600)	(177,300)	(214,200)	(251,700)	(289,900)
Waste Management	1,856,600	1,387,900	1,452,900	1,481,200	1,518,800	1,537,800
Grand Total	5,334,300	3,402,600	3,127,200	2,976,300	3,011,400	3,052,300

APPENDIX D

The following tables detail Business Unit Income and Expenditure Budgets

Building Control	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £	Base Budget 22/23 £
Income						
Customer and Client Receipts	(241,100)	(248,000)	(264,300)	(277,800)	(282,600)	(282,600)
Total Income	(241,100)	(248,000)	(264,300)	(277,800)	(282,600)	(282,600)
Expenditure						
Employees	282,400	291,600	298,700	306,300	312,900	319,400
Supplies and Services	20,700	15,400	17,400	17,400	17,400	17,400
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	320,200	324,100	333,200	340,800	347,400	353,900
Net Total	79,100	76,100	68,900	63,000	64,800	71,300

Car Parks	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £	Base Budget 22/23 £
Income						
Customer and Client Receipts	(272,500)	(320,900)	(382,800)	(382,800)	(382,800)	(382,800)
Total Income	(272,500)	(320,900)	(382,800)	(382,800)	(382,800)	(382,800)
Expenditure						
Employees	19,900	14,400	14,900	15,100	15,300	15,600
Premises	34,900	59,900	60,900	62,000	63,100	64,200
Supplies and Services	3,800	8,800	4,300	4,300	4,300	4,300
Third Party Payments	26,500	37,900	37,900	37,900	37,900	37,900
Transport	1,100	1,000	1,000	1,000	1,000	1,000
Total Expenditure	86,200	122,000	119,000	120,300	121,600	123,000
Net Total	(186,300)	(198,900)	(263,800)	(262,500)	(261,200)	(259,800)

APPENDIX D

The following tables detail Business Unit Income and Expenditure Budgets

Cemeteries and Churchyards	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £	Base Budget 22/23 £
Income						
Customer and Client Receipts	(10,100)	(10,100)	(10,100)	(10,100)	(10,100)	(10,100)
Total Income	(10,100)	(10,100)	(10,100)	(10,100)	(10,100)	(10,100)
Expenditure						
Employees	0	1,200	1,200	1,200	1,200	1,200
Premises	55,800	60,800	64,800	60,800	50,800	50,800
Supplies and Services	400	400	400	400	400	400
Total Expenditure	56,200	62,400	66,400	62,400	52,400	52,400
Net Total	46,100	52,300	56,300	52,300	42,300	42,300

Community Action & Community Safety	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £	Base Budget 22/23 £
Income						
Customer and Client Receipts	(21,200)	(23,700)	(23,700)	(23,700)	(23,700)	(23,700)
Other Grants and Contributions	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Total Income	(22,200)	(24,700)	(24,700)	(24,700)	(24,700)	(24,700)
Expenditure						
Employees	240,100	213,600	220,600	225,100	229,900	234,200
Premises	200	200	200	200	200	200
Supplies and Services	35,500	36,800	36,800	31,800	31,800	31,800
Transfer Payments	1,500	1,500	1,500	1,500	1,500	1,500
Transport	5,200	10,200	10,200	10,200	10,200	10,200
Total Expenditure	282,500	262,300	269,300	268,800	273,600	277,900
Net Total	260,300	237,600	244,600	244,100	248,900	253,200

APPENDIX D

The following tables detail Business Unit Income and Expenditure Budgets

Culture, Heritage & Leisure	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £	Base Budget 22/23 £
Income						
Customer and Client Receipts	(138,100)	(151,900)	(151,900)	(151,900)	(151,900)	(151,900)
Other Grants and Contributions	(11,400)	(17,200)	(151,400)	(282,100)	(277,700)	(280,600)
Total Income	(149,500)	(169,100)	(303,300)	(434,000)	(429,600)	(432,500)
Expenditure						
Employees	131,600	188,900	179,900	173,700	170,100	173,500
Premises	86,700	83,500	56,000	68,500	69,000	69,500
Supplies and Services	118,200	124,600	124,600	124,600	124,600	124,600
Third Party Payments	274,700	81,000	36,600	6,000	6,000	6,000
Transfer Payments	8,000	7,000	7,000	7,000	7,000	7,000
Transport	900	600	600	600	600	600
Total Expenditure	620,100	485,600	404,700	380,400	377,300	381,200
Net Total	470,600	316,500	101,400	(53,600)	(52,300)	(51,300)

Development Management	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £	Base Budget 22/23 £
Income						
Customer and Client Receipts	(942,700)	(1,188,000)	(1,151,800)	(1,127,200)	(1,129,200)	(1,128,300)
Other Grants and Contributions	0	(10,300)	(9,600)	(9,800)	(10,000)	(10,200)
Total Income	(942,700)	(1,198,300)	(1,161,400)	(1,137,000)	(1,139,200)	(1,138,500)
Expenditure						
Employees	745,500	775,000	746,600	727,700	742,400	757,400
Premises	5,000	5,000	5,000	5,000	5,000	5,000
Supplies and Services	121,100	126,800	126,800	126,800	126,800	126,800
Third Party Payments	10,000	108,900	108,900	158,900	158,900	158,900
Transfer Payments	500	300	300	300	300	300
Transport	13,500	13,500	13,500	13,500	13,500	13,500
Total Expenditure	895,600	1,029,500	1,001,100	1,032,200	1,046,900	1,061,900
Net Total	(47,100)	(168,800)	(160,300)	(104,800)	(92,300)	(76,600)

APPENDIX D

The following tables detail Business Unit Income and Expenditure Budgets

Economic Development	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £	Base Budget 22/23 £
Income						
Customer and Client Receipts	(6,800)	(23,500)	(19,300)	(19,300)	(19,300)	(19,300)
Total Income	(6,800)	(23,500)	(19,300)	(19,300)	(19,300)	(19,300)
Expenditure						
Employees	445,600	307,800	289,600	295,400	301,300	307,400
Premises	0	7,900	7,900	7,900	7,900	7,900
Supplies and Services	1,500	5,500	5,400	5,400	5,400	5,400
Third Party Payments	15,000	15,000	0	0	0	0
Transfer Payments	11,900	11,900	11,900	11,900	11,900	11,900
Transport	4,000	3,300	3,300	3,300	3,300	3,300
Total Expenditure	478,000	351,400	318,100	323,900	329,800	335,900
Net Total	471,200	327,900	298,800	304,600	310,500	316,600

Environmental Initiatives	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £	Base Budget 22/23 £
Total Income	0	0	0	0	0	0
Expenditure						
Employees	38,800	0	0	0	0	0
Supplies and Services	6,200	5,700	5,700	5,700	5,700	5,700
Third Party Payments	37,000	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	0	0	0	0	0
Total Expenditure	101,400	60,600	60,600	60,600	60,600	60,600
Net Total	101,400	60,600	60,600	60,600	60,600	60,600

APPENDIX D

The following tables detail Business Unit Income and Expenditure Budgets

Food Safety	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £	Base Budget 22/23 £
Income						
Customer and Client Receipts	(700)	(700)	(700)	(700)	(700)	(700)
Total Income	(700)	(700)	(700)	(700)	(700)	(700)
Expenditure						
Employees	126,600	133,600	136,900	139,600	142,400	145,200
Supplies and Services	1,100	1,100	1,100	1,100	1,100	1,100
Transport	9,100	9,100	9,100	9,100	9,100	9,100
Total Expenditure	136,800	143,800	147,100	149,800	152,600	155,400
Net Total	136,100	143,100	146,400	149,100	151,900	154,700

General Grants etc	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £	Base Budget 22/23 £
Total Income	0	0	0	0	0	0
Expenditure						
Supplies and Services	124,500	108,600	84,600	51,000	51,000	51,000
Third Party Payments	291,700	159,700	157,200	157,200	157,200	157,200
Transfer Payments	0	20,000	20,000	0	0	0
Total Expenditure	416,200	288,300	261,800	208,200	208,200	208,200
Net Total	416,200	288,300	261,800	208,200	208,200	208,200

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The following tables detail Business Unit Income and Expenditure Budgets

Health and Safety	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £	Base Budget 22/23 £
Total Income	0	0	0	0	0	0
Expenditure						
Employees	69,300	60,200	61,900	64,000	66,200	67,300
Supplies and Services	400	400	400	400	400	400
Transport	1,300	1,300	1,300	1,300	1,300	1,300
Total Expenditure	71,000	61,900	63,600	65,700	67,900	69,000
Net Total	71,000	61,900	63,600	65,700	67,900	69,000

Homelessness / Housing Advice	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £	Base Budget 22/23 £
Income						
Customer and Client Receipts	(43,900)	(21,900)	(21,900)	(21,900)	(21,900)	(21,900)
Government Grants	0	(124,600)	(88,800)	(89,900)	(82,100)	(92,400)
Total Income	(43,900)	(146,500)	(110,700)	(111,800)	(104,000)	(114,300)
Expenditure						
Employees	249,600	249,600	258,000	264,600	270,000	275,300
Supplies and Services	16,000	16,500	16,500	16,500	16,500	16,500
Third Party Payments	55,600	94,600	48,600	48,600	48,600	48,600
Transport	4,700	4,700	4,700	4,700	4,700	4,700
Total Expenditure	325,900	365,400	327,800	334,400	339,800	345,100
Net Total	282,000	218,900	217,100	222,600	235,800	230,800

APPENDIX D

The following tables detail Business Unit Income and Expenditure Budgets

Housing Strategy	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £	Base Budget 22/23 £
Income						
Customer and Client Receipts	0	(43,200)	(21,000)	(21,000)	(21,000)	(21,000)
Total Income	0	(43,200)	(21,000)	(21,000)	(21,000)	(21,000)
Expenditure						
Employees	108,900	232,700	214,800	219,100	223,400	227,900
Supplies and Services	6,600	7,200	7,200	7,200	7,200	7,200
Third Party Payments	0	0	20,000	0	0	0
Transport	2,400	6,300	6,300	6,300	6,300	6,300
Total Expenditure	117,900	246,200	248,300	232,600	236,900	241,400
Net Total	117,900	203,000	227,300	211,600	215,900	220,400

Land Charges	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £	Base Budget 22/23 £
Income						
Customer and Client Receipts	(117,400)	(121,500)	(121,500)	(121,500)	(121,500)	(121,500)
Total Income	(117,400)	(121,500)	(121,500)	(121,500)	(121,500)	(121,500)
Expenditure						
Employees	97,900	104,700	109,300	112,700	116,200	118,500
Supplies and Services	3,200	4,600	4,600	4,600	4,600	4,600
Third Party Payments	27,500	27,500	27,500	27,500	27,500	27,500
Transport	500	200	200	200	200	200
Total Expenditure	129,100	137,000	141,600	145,000	148,500	150,800
Net Total	11,700	15,500	20,100	23,500	27,000	29,300

APPENDIX D

The following tables detail Business Unit Income and Expenditure Budgets

Licences - Community	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £	Base Budget 22/23 £
Income						
Customer and Client Receipts	(111,800)	(118,500)	(116,100)	(108,100)	(119,200)	(119,600)
Other Grants and Contributions	(1,000)	(3,800)	(3,200)	(300)	(3,800)	(3,200)
Total Income	(112,800)	(122,300)	(119,300)	(108,400)	(123,000)	(122,800)
Expenditure						
Employees	90,000	83,000	85,500	87,100	88,900	90,700
Supplies and Services	24,100	21,300	20,700	17,800	21,300	20,700
Transport	3,000	3,000	3,000	3,000	3,000	3,000
Total Expenditure	117,100	107,300	109,200	107,900	113,200	114,400
Net Total	4,300	(15,000)	(10,100)	(500)	(9,800)	(8,400)

Neighbourhood Planning & Local Plans	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £	Base Budget 22/23 £
Total Income	0	0	0	0	0	0
Expenditure						
Employees	95,400	53,100	1,000	1,000	1,000	1,000
Supplies and Services	100	100	100	100	100	100
Third Party Payments	44,000	0	0	0	0	0
Total Expenditure	139,500	53,200	1,100	1,100	1,100	1,100
Net Total	139,500	53,200	1,100	1,100	1,100	1,100

Other Council Properties	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £	Base Budget 22/23 £
Income						
Customer and Client Receipts	(41,300)	(86,400)	(86,400)	(86,400)	(86,400)	(86,400)
Total Income	(41,300)	(86,400)	(86,400)	(86,400)	(86,400)	(86,400)
Expenditure						
Premises	22,500	20,900	20,900	20,900	21,000	21,000
Supplies and Services	1,100	27,500	27,500	27,500	27,500	27,500
Total Expenditure	23,600	48,400	48,400	48,400	48,500	48,500
Net Total	(17,700)	(38,000)	(38,000)	(38,000)	(37,900)	(37,900)

APPENDIX D

The following tables detail Business Unit Income and Expenditure Budgets

Parish Lighting	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £	Base Budget 22/23 £
Total Income	0	0	0	0	0	0
Expenditure						
Premises	33,300	34,600	36,000	37,400	38,900	40,500
Transfer Payments	20,200	20,200	20,200	20,200	20,200	20,200
Total Expenditure	53,500	54,800	56,200	57,600	59,100	60,700
Net Total	53,500	54,800	56,200	57,600	59,100	60,700

Parks & Open Spaces	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £	Base Budget 22/23 £
Total Income	0	0	0	0	0	0
Expenditure						
Premises	33,700	33,500	33,500	33,500	33,500	33,500
Supplies and Services	16,100	16,100	16,100	16,100	16,100	16,100
Total Expenditure	49,800	49,600	49,600	49,600	49,600	49,600
Net Total	49,800	49,600	49,600	49,600	49,600	49,600

Pest and Dog Control	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £	Base Budget 22/23 £
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						
Employees	0	1,200	1,200	1,200	1,200	1,200
Supplies and Services	24,900	24,900	24,900	24,900	24,900	24,900
Total Expenditure	24,900	26,100	26,100	26,100	26,100	26,100
Net Total	22,900	24,100	24,100	24,100	24,100	24,100

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The following tables detail Business Unit Income and Expenditure Budgets

Planning Policy - Forward Planning	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £	Base Budget 22/23 £
Total Income	0	0	0	0	0	0
Expenditure						
Employees	74,400	58,700	61,600	63,900	65,200	66,500
Supplies and Services	1,400	800	800	800	800	800
Transport	2,200	2,100	2,100	2,100	2,100	2,100
Total Expenditure	78,000	61,600	64,500	66,800	68,100	69,400
Net Total	78,000	61,600	64,500	66,800	68,100	69,400

Pollution Control	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £	Base Budget 22/23 £
Income						
Customer and Client Receipts	(5,200)	(5,200)	(5,200)	(5,200)	(5,200)	(5,200)
Other Grants and Contributions	(500)	(500)	(500)	(500)	(500)	(500)
Total Income	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)
Expenditure						
Employees	107,000	120,100	123,400	125,900	128,500	131,100
Premises	500	500	500	500	500	500
Supplies and Services	4,300	15,800	15,800	15,800	15,800	15,800
Third Party Payments	3,500	3,500	3,500	3,500	3,500	3,500
Transport	5,600	5,600	5,600	5,600	5,600	5,600
Total Expenditure	120,900	145,500	148,800	151,300	153,900	156,500
Net Total	115,200	139,800	143,100	145,600	148,200	150,800

Private Sector Housing Renewal	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £	Base Budget 22/23 £
Income						
Customer and Client Receipts	(8,400)	(6,400)	(6,400)	(6,400)	(6,400)	(6,400)
Government Grants	0	(605,000)	(605,000)	(605,000)	(605,000)	(605,000)
Total Income	(8,400)	(611,400)	(611,400)	(611,400)	(611,400)	(611,400)
Expenditure						
Employees	142,000	106,500	109,200	99,000	84,000	85,700
Supplies and Services	9,900	14,500	14,500	14,500	14,500	14,500
Transport	6,300	2,400	2,400	2,400	2,400	2,400
Total Expenditure	158,200	123,400	126,100	115,900	100,900	102,600
Net Total	149,800	(488,000)	(485,300)	(495,500)	(510,500)	(508,800)

APPENDIX D

The following tables detail Business Unit Income and Expenditure Budgets

Property Services	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £	Base Budget 22/23 £
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 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £	Base Budget 22/23 £
Total Income	0	0	0	0	0	0
Expenditure						
Premises	49,800	48,200	48,500	48,800	49,100	49,500
Supplies and Services	2,600	2,000	2,000	2,000	2,000	2,000
Total Expenditure	52,400	50,200	50,500	50,800	51,100	51,500
Net Total	52,400	50,200	50,500	50,800	51,100	51,500

Strategic Manager-Services	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £	Base Budget 22/23 £
Total Income	0	0	0	0	0	0
Expenditure						
Employees	0	16,000	16,200	16,600	16,900	17,200
Transport	0	2,200	2,200	2,200	2,200	2,200
Total Expenditure	0	18,200	18,400	18,800	19,100	19,400
Net Total	0	18,200	18,400	18,800	19,100	19,400

APPENDIX D

The following tables detail Business Unit Income and Expenditure Budgets

Street Cleansing	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £	Base Budget 22/23 £
Income						
Customer and Client Receipts	(32,700)	(31,200)	(31,200)	(31,200)	(31,200)	(31,200)
Other Grants and Contributions	(33,300)	(10,200)	(10,200)	(10,200)	(10,200)	(10,200)
Total Income	(66,000)	(41,400)	(41,400)	(41,400)	(41,400)	(41,400)
Expenditure						
Employees	311,100	391,500	415,200	423,400	431,600	440,000
Premises	2,500	2,400	2,400	2,400	2,400	2,400
Supplies and Services	113,900	31,400	31,400	31,400	31,400	31,400
Transport	151,600	151,100	147,700	147,700	147,700	147,700
Total Expenditure	579,100	576,400	596,700	604,900	613,100	621,500
Net Total	513,100	535,000	555,300	563,500	571,700	580,100

Tourism	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £	Base Budget 22/23 £
Total Income	0	0	0	0	0	0
Expenditure						
Employees	27,600	28,200	28,800	29,500	30,000	30,600
Supplies and Services	0	2,200	2,200	2,200	2,200	2,200
Transfer Payments	12,000	9,800	9,800	9,800	9,800	9,800
Transport	1,300	1,300	1,300	1,300	1,300	1,300
Total Expenditure	40,900	41,500	42,100	42,800	43,300	43,900
Net Total	40,900	41,500	42,100	42,800	43,300	43,900

Town Centre Markets	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £	Base Budget 22/23 £
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	54,500	43,900	44,800	45,600	46,400	47,400
Premises	4,800	4,900	5,000	5,100	5,200	5,300
Supplies and Services	17,700	31,800	31,800	31,800	31,800	31,800
Transport	4,200	4,100	4,100	4,100	4,100	4,100
Total Expenditure	81,200	84,700	85,700	86,600	87,500	88,600
Net Total	29,900	33,400	34,400	35,300	36,200	37,300

APPENDIX D

The following tables detail Business Unit Income and Expenditure Budgets

Trade Waste	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £	Base Budget 22/23 £
Income						
Customer and Client Receipts	(100,600)	(323,000)	(375,600)	(428,700)	(482,400)	(536,700)
Total Income	(100,600)	(323,000)	(375,600)	(428,700)	(482,400)	(536,700)
Expenditure						
Employees	40,100	67,600	70,100	71,800	73,300	74,700
Supplies and Services	71,800	105,400	118,000	130,700	143,600	156,600
Transport	1,700	7,400	10,200	12,000	13,800	15,500
Total Expenditure	113,600	180,400	198,300	214,500	230,700	246,800
Net Total	13,000	(142,600)	(177,300)	(214,200)	(251,700)	(289,900)

Waste Management	Base Budget 17/18 £	Base Budget 18/19 £	Base Budget 19/20 £	Base Budget 20/21 £	Base Budget 21/22 £	Base Budget 22/23 £
Income						
Customer and Client Receipts	(141,700)	(689,800)	(684,200)	(684,200)	(684,200)	(684,200)
Total Income	(141,700)	(689,800)	(684,200)	(684,200)	(684,200)	(684,200)
Expenditure						
Employees	1,113,000	1,407,100	1,460,000	1,488,300	1,516,400	1,544,900
Premises	600	0	0	0	0	0
Supplies and Services	326,200	128,900	138,900	138,900	138,900	138,900
Third Party Payments	0	4,000	4,000	4,000	4,000	4,000
Transport	558,500	537,700	534,200	534,200	543,700	534,200
Total Expenditure	1,998,300	2,077,700	2,137,100	2,165,400	2,203,000	2,222,000
Net Total	1,856,600	1,387,900	1,452,900	1,481,200	1,518,800	1,537,800



Corporate Governance Service

Budget Consultation 2017

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1 Introduction

1.1 Background and introduction

With reduced budgets from central government it is critical that resources are directed in a way that benefits residents and meets their needs and priorities.

Each year a consultation is undertaken on the following year's budget prior to it being set. Although there is no legal requirement to undertake this we have a legal requirement under the Local Government Act 1992 section 65 to consult ratepayers who are persons or bodies appearing to be representative of persons subject to non-domestic rates within the district and must be about the authority's proposals for expenditure.

This report summarises the views of residents that completed the budget allocator tool online, attended a budget consultation event or completed a paper survey. West Lindsey residents, Parish Councillors, West Lindsey District Council Members and West Lindsey businesses were invited through either a direct invite, posters or by visiting the website.

The objectives of this engagement were to:

- Raise awareness of the financial challenges
- Raise awareness of the diversity of services the Council provides
- Seek views on ideas for efficiencies and areas for further income
- Identify services the public would feel could be reduced or have low local priority

1.2 Methods

To undertake this work it we used multiple routes to consult with our stakeholders and following on from feedback of previous years we made the consultation more interactive. The methods used were 3 events, an online tool, and a paper survey.

Budget Allocator

A budget consultation tool was agreed to be used during 2017 to encourage members of the public to take part. It uses the tool to help residents consider where council budget cuts should be. For the 2017 consultation a company called Budget Allocator was used and a license for 12 months was purchased.

This software gave West Lindsey the possibility to set a budget deficit of £2m and the respondents were tasked with trying to get a balanced budget. On top of the service budget the respondents were asked to give views on whether the council tax for 2018/19 should be increased by 1%, 2% or 3% and then at the end were asked their views on how the New Homes Bonus should be used. A copy of the questions asked can be seen at appendix B.

Events

To ensure that as many people as possible are able to take part in the consultation a number of events were held in 3 different locations in either the afternoon or evening. The locations for 2017 were the Arts and Heritage Centre, Caistor, the Guildhall, Gainsborough and the Old School Hall, Nettleham.

Paper Survey

As a district which is rural and has some broadband issues there is a number of residents who are on the West Lindsey Citizen Panel who receive a paper copy of each survey. Currently for this consultation 420 residents received a paper survey. A copy of the paper survey distributed can be found at Appendix B.

1.3 Response

All 1,290 current members of the Citizens' Panel were sent an invite as well as Parish Councils and Parish Meeting Councillors, West Lindsey District Council Councillors and West Lindsey businesses. 3 events were held across the district with a total of 44 attendees.

For the budget allocation we had 117 responses of which were part of the following groups (please note that a respondent could tick more than 1 group):

Number of businesses responded - 8

Number of Citizen Panel responses - 74

Number of Councillor responses – 2

Number of residents - 90

Number of attendees at events – Nettleham 11 residents, 4 Parish Councillors and 1 Independent Member

Caistor 4 residents, 4 Parish Councillors and 2 District Councillors

Gainsborough 17 residents and 1 District Councillor

Number of paper surveys returned – 207

Total response – 368

2 Results

2.1 Council Tax level

The results from the council tax level were as follows:

Option	Budget Allocator	Events	Paper Survey	Total
1% increase	33	0	68	101 (30.6%)
2% increase	32	16	79	127 (38.5%)
3% increase	48	28	26	102 (30.9%)
Total	113	44	173	330

Table 1: Council Tax data

These figures show no overall option being the favourite with the respondents.

A number of comments were received and these are:

- Need to go with the maximum allowed without a referendum for what needs to be done.
- Communication if the main issue with this issue.
- High percentage of retired in the district which have a fixed income.
- Need to be realistic.
- LCC – issue with the percentage they receive
- Revaluation is national through valuation office
- All footpaths in Keelby are an awful state
- Policemen we see are a thing of bygone days
- We only just had a CT increase and I work in the public sector and have not had a pay rise.

Please note that where duplicate comments have been received these have been collated.

2.2 Service Priorities

For the Service priorities the figures are different for the paper survey in that they were asked to prioritise the services rather than balance the budget. These figures therefore are separate at the end of this section.

Corporate and Democracy Services

Option	Budget Allocator	Events	Total
Keep the same	7	0	7
Reduce by 5%	14	0	14
Reduce by 10%	18	18	36
Reduce by 15%	73	26	99
Total	112	44	156

Table 2: Corporate and Democracy data

Economic Development

Option	Budget Allocator	Events	Total
Keep the same	31	28	59
Reduce by 5%	28	16	44
Reduce by 10%	26	0	26
Reduce by 15%	31	0	31
Total	116	44	160

Table 3: Economic Development data

Environmental Services

Option	Budget Allocator	Events	Total
Keep the same	29	28	57
Reduce by 5%	36	16	52
Reduce by 10%	33	0	33
Reduce by 15%	17	0	17
Total	115	44	159

Table 4: Environmental data

Land and Property

Option	Budget Allocator	Events	Total
Keep the same	22	0	22
Reduce by 5%	25	16	41
Reduce by 10%	28	0	28
Reduce by 15%	41	28	69
Total	116	44	160

Table 5: Land and Property data

Housing Services

Option	Budget Allocator	Events	Total
Keep the same	28	28	56
Reduce by 5%	31	16	47
Reduce by 10%	27	0	27
Reduce by 15%	30	0	30
Total	116	44	160

Table 6: Housing data

IT Services

Option	Budget Allocator	Events	Total
Keep the same	11	28	39
Reduce by 5%	16	16	32
Reduce by 10%	36	0	36
Reduce by 15%	53	0	53
Total	116	44	160

Table 7: IT data

Leisure, Arts and Tourism Services

Option	Budget Allocator	Events	Total
Keep the same	16	0	16
Reduce by 5%	18	0	18
Reduce by 10%	28	0	28
Reduce by 15%	53	44	97
Total	115	44	159

Table 8: Leisure, Arts and Tourism data

Planning and Building Control Services

Option	Budget Allocator	Events	Total
Keep the same	13	10	23
Reduce by 5%	22	34	56
Reduce by 10%	41	0	41
Reduce by 15%	39	0	39
Total	115	44	159

Table 9: Planning and Building Control data

Revenues and Benefits Services

Option	Budget Allocator	Events	Total
Keep the same	23	28	51
Reduce by 5%	28	16	44
Reduce by 10%	29	0	29
Reduce by 15%	35	0	35
Total	115	44	159

Table 10: Revenues and Benefits data

Support Services

Option	Budget Allocator	Events	Total
Keep the same	6	0	6
Reduce by 5%	16	10	26
Reduce by 10%	27	0	27
Reduce by 15%	67	34	101
Total	116	44	160

Table 11: Support data

Waste Services

Option	Budget Allocator	Events	Total
Keep the same	42	28	70
Reduce by 5%	44	16	60
Reduce by 10%	23	0	23
Reduce by 15%	7	0	7
Total	116	44	160

Table 12: Waste data

Within the paper survey the respondents were asked to prioritise the services with 1 being the highest priority and 11 being the lowest. The figures came back showing the following priority (with 1 being the highest priority):

Service	Priority	Score
Waste Services	Top priority	340
Environmental Services	2 nd	397
Housing Services	3 rd	468
Economic Development	4 th	596
Revenues and Benefits Services	5 th	673
Planning and Building Control Services	6 th	689
Land and Property	7 th	814
Leisure, Arts and Tourism Services	8 th	895
Corporate and Democracy Services	9 th	1001
Support Services	10	1021
IT Services	Last priority	1026

Table 13: Paper survey priority

The scores are the votes from the respondents of the survey. The higher the score the lower the priority.

If you take the results from the budget allocator (the budget allocator and events) the priority of the services would change to:

Service	Priority	Score
Waste Services	Top priority	4.406
Environmental Services	2 nd	5.673
Economic Development	3 rd	6.275
Housing Services	4 th	6.319
Revenues and Benefits Services	5 th	6.83
Planning and Building Control Services	6 th	8.164
IT Services	7 th	8.463
Land and Property	8 th	9.638
Leisure, Arts and Tourism Services	9 th	11.579
Support Services	10	12.0
Corporate and Democracy Services	Last priority	12.32

Table 14: Budget Allocator priority

Looking at these scores shows that most of the services follow the same priority, however, Environmental Services and Economic Development have exchanged places and IT Services has increased the priority. This may be due to the increased use by those attending the events and completing online whereas the paper respondents may take IT Services to mainly be the website and therefore not a priority for them.

Numerous comments were received on the services which were:

- Corporate and Democracy
 - Cuts could cause a delay in democratic decisions
 - The electoral register needs to be kept updated and therefore cuts would not want to cause this to happen.
- Economic Development
 - Business development with the Humber Bank area.
 - Development of businesses needed in Caistor
 - Gainsborough is in need of massive regeneration. Grass roots are beginning but we need more. Most other areas in West Lindsey also need investment; this in time will bring other investment.
- Environmental
 - Does the environmental services not include air pollution? The air where we live is often smoky and we have to keep our windows shut.
- Housing
 - Most important that everyone has a decent home to live in, and homes shouldn't be left empty when there is an urgent need for housing
- IT
 - Technology is improving and becoming cheaper so I think savings could be made in this area
- Leisure, Arts and Tourism
 - Current spend is too centrist
 - Money for leisure services should be more evenly distributed around the district. Too much is concentrated on Gainsborough at the detriment of other towns and villages.
 - Leisure is good service.

- Planning and Building Control
 - WLDC must not approve any more housing in surrounding villages without addressing the completely inadequate infrastructure, which must include efficient sewage treatment, surface water runoff, ATM machines, Post Offices, doctor's surgeries, schools, superfast broadband, good cellular phone network, improved road access, public transport and good access to rail network. Currently, planning approval at Stow and Sturton by Stow is repeatedly granted, which exacerbates the overloading of sewage and surface water treatment facilities, which were designed in the 1950's for villages which were a third of the size they are today. Anglian Water persistently refuses to upgrade the infrastructure, although it knows there is a problem of capacity and yet it continues to give approval to planning consultations as non-statutory consultee.
 - Planning has a poor reputation - lack of meaningful consultation and huge delays - urgent in county - for searches.
 - Unusual period of planning/building, the consequences of which will shape life for a long time i.e. construction quality. Design of schemes - don't underestimate the distress new builds can cause for existing residents, neighbourhoods etc.
- Revenues and Benefits
 - I think the whole benefit system needs reviewing because I'm sure, as usual, there are some people claiming benefit who have no need to
- Support
 - Another area where I'm sure savings could be made?
- Waste
 - Flytipping will increase if charging for Green Waste is introduced
 - More street cleaning needed
 - Waste services are good
 - The grass on our verges which the council are responsible for are a disgrace. Also the trees on Broadway are in urgent need of a good prune.
 - Cutback to the maintenance of roadside verges are making the residential areas look unkempt and bringing the tone of the neighbourhoods down around Gainsborough. Community spirit exists in some neighbourhoods where residents have taken on the maintenance of the grass verges (i.e. The Avenue/Ash Grove) however the cost of council tax surely should cover this.

- The standard of waste services at an individual level is VERY poor. Needs to be improved.

2.3 New Homes Bonus

Respondents were asked how the New Homes Bonus should be utilised in West Lindsey. Currently this is used to support growth and regeneration across West Lindsey.

The results were:

Option	Budget Allocator	Events	Paper Survey	Total
Provide an allocation based on number of new properties in their parish	36	16	64	116 (34.7%)
Provide an allocation through a communities grant funding scheme in which they can all bid for local schemes	23	8	27	58 (17.4%)
Use all NHB to support growth and regeneration across West Lindsey	51	15	94	160 (47.9%)
Total	110	39	185	334

Table 15: New Homes data

Respondents were then asked if the NHB should be used to support West Lindsey's revenue budget.

Option	Budget Allocator	Events	Paper Survey	Total
Yes	59	0	91	150 (44.5%)
No	55	28	104	187 (55.5%)
Total	114	28	195	337

Table 16: Revenue Budget data

The results show that nearly half of the respondents which the New Homes Bonus to be used to support growth and regeneration across West Lindsey which is the process currently used while there is no great split between whether the NHB should be used to support the revenue budget.

Comments received in this section include:

- Too little of the council resources is spent in the parishes and this could empower growing parishes to help themselves
- Money would be better spent in the neglected parishes
- I think it important that the money associated to NHB remain solely for that purpose and not get used for other purposes.

2.4 Comments

At the end of the budget allocator, events and paper surveys there was an option for respondents to add any additional comments. The summary of comments received are:

- I like the council to save money where it can and be able to build up a 'rainy day' fund just in case it needs to allocate the money elsewhere
- The council should actively protest central government cuts to its budget. This is politically unfeasible of course, but the council ought to lobby to maintain its central government grant beyond 2020 or have a more limited timescale for reduction
- How about more on libraries and police?
- If you do more to empower the parishes you could perhaps improve productivity/value for money
- I underspent and yet you then seek for me to spend more - No wonder you cannot manage your finances
- Looks like a further increase in Council Tax would be necessary for my budget
- I have under allocated as I would like the council to provide funding to adult education services, such as evening classes for crafts, woodwork, electrical, plumbing, curtain making etc. so we can make people more self-sufficient. Currently there is only voluntary /paid groups and there is a demand especially for the retired who can't get work above age 55 as employers only want young people or graduates. We need to consider social inclusion as a key priority, keep the elderly active and they won't be a drain on the system
- Unfortunately savings and increases have to be made in all areas. A pity the Wages bill for staffing at the Council wasn't included
- I would prefer a 0% increase in council tax and consequent reduction in spending to achieve a balanced budget
- Too much of our tax payer's money is being spent in Gainsborough and very little to regenerate places like Rasen and Caistor and the villages. Fairer allocation of money is needed

- It is a shame that only cuts could be made to balance the budget
- Not as easy as it looks - time the Government came to its senses, stopped being so pedantic about "saving" money and started allocating the funds it does have more fairly. Good luck with that!!!!!!
- There are areas that I would like to see no reduction in budget, but under the current financial constraints there is no alternative but to significantly reduce spend. Any reduction in spend must be prioritised so that the most vulnerable in West Lindsey do not suffer from these cuts. Any investment in West Lindsey must be on a fair a basis so the whole of the County sees some benefit
- It is now time to reduce the excessive pay awarded to Department Heads as part of this cost reduction exercise. Please also address the 'sick' holidays taken by employees in the public sector which I believe is almost double that of the private sector
- The task of allocating funds is made a great deal more difficult for Local Government by the imposition by Central Government of a cap on the sums that can be raised through taxation locally. Councils should be free to raise whatever money they think they need to provide services for local people then, if their electorate don't like what they are doing they will respond according. However, local people will be given the chance to make decision about what affects them directly
- Easy to say cut this and that - but not so easy to do! I would hope that savings can be made, in the first instance, by efficiency improvements and reducing waste
- Would have thought Market Rasen was a big enough part of the District to warrant a meeting in the town
- I am unable to attend the meetings and feel that discussion on the budget allocations would probably give a better result
- Why does this council not encourage and make use of potential hydro-fracking revenue that could significantly cut the cost of services? Also it should attempt to attract heavy industry rather than wasting money on tourists
- Not quite sure why this budget has not balanced, tried to make amendments without success; obviously needs further scrutiny. We can only reduce to a level which still maintains at least a basic service, and one which supports both residents and council employees
- should take a look at the housing department to see if it is necessary to refurbish properties each time they change hands, In North Kelsey the housing department seem to live here, first at one or another
- No option to keep Council Tax the same. It looks like the decision has been made to introduce garden waste charges. That's fair enough as it is right that

only people who use that service should pay for it, but residents will be furious if Council tax goes up at the same time

- Very difficult task to do (I didn't manage it!) and not clear impact on employees in this areas or other types of cost savings. Departmental budgets should be looked at before jobs
- Make West Lindsey a unitary authority
- Drains and roads are a serious problem
- Section 2 was very difficult. Holding eleven issues in one's mind is hard. The section should have been subdivided.
- Review all personnel as to real need. Dismiss top layer of personnel replace as necessary on lower pay scales by competent persons!
- All avenues of the budgeting consultation I hope will be explored as even though my opinions have been marked all services required assistance.
- WLDC no longer manage council housing - as this is managed by a private organisation. Therefore should not be included in this survey. Council tax in Saxilby is too high compared to the rest of the district.
- Housing I consider to be absolutely vital, affordable housing in villages, and homes for the elderly to enable them to stay as independent as possible.
- WLDC could operate satisfactorily without overpaid Chief Execs. Reducing upper management 'head-count' would be equivalent of at least 3% increase in Council Tax.
- We have had 4 major developments in the Market Rasen area, I believe that permission has been given for another big development. The infrastructure cannot cope with all of this without being addressed. Traffic has increased fourfold, the roads through Rasen cannot cope. We need money to be spent here, not just in big towns.
- Salaries of senior staff are too high and unwarranted.
- Priority should go to help those in need - the aged, the infirm, the young and the homeless.
- Increase in council tax should not be more than the rate of inflation as measured by the RPI or CPI. In fact it should only increase if wages or pensions are increasing.
- Also, the streetlights being turned off in the early hours is not ideal in my opinion - have crime rates increased due to unlit areas?
- All the services are important. How can you decide which is most important?
- I put Arts and Leisure at 11 not because I do not value it but because funds are tight and everything else the council must do.

- Why is there not an option for no increase in Q1 for example? By how much (£) has the council's budget been reduced year on year? Will increasing council tax by 1, 2 or 3% deal with these cuts?
- I think you do a grand job. No IT.
- I believe new homes should be first available for families in the parish.
- Become progressive. Encourage all sections of Lincs and join up to re-emerge as one united whole county. Implement position of mayor of same. Apply and receive supportive government grants Share across whole county Consider transportation links - road and rail priority.
- More money could be saved by cutting the numerous middle management positions and cutting out the work generating jobs.
- Everything seems to go to Gainsborough and the rest in the north of the council get nothing.
- West Lindsey needs more ground floor flats and bungalows for whatever age needs them. Hard to decide; all services are nearly as important.
- One subject local authorities never want to talk about are pension costs. Some months ago in an article in the Times an article suggested 28% of rates collected went into pensions. What are WLDC and LCC figures?? I would love to know. Years ago when we got a booklet with our rate bill, it was noticeable that the third highest cost of Lincolnshire Police was pension.
- Do not make cuts in services that means the Parish Council has to pick up the costs and puts up the parish precept
- Why move trouble tenants into new houses for them to wreck them and bring down nice neighbourhoods?
- You are doing a good job - keep it up!
- Any homes built need paying for, so employment is a key issue. No excess increases to be paid to top members of the council. Please consider the retired people, we only have limited income
- I must say that 1% increase is very low but pensioners and families on low budgets have little enough to manage on any increase, how even small add to their problems. Being a pensioner myself I am well aware of difficulties involved in staying solvent.
- Needs to help everyone to get New Homes Bonus and preparing to support anything if they want to desired everything to offers. Also need to improve Bardney with more shops, small leisure centre, new bus shelter and new youth club to help them to keep off crimes
- You have already turned out lights out on a dangerous road and we are not happy about it.

- To save money don't get rid of people until they reach retirement age and don't replace unless absolutely necessary
- I am of the opinion that rates should be allocated in a fairer way as in USA. Pay more if you have street lights, buses, shops etc.
- Share planning across the council to include villages to keep them alive and not give so much to Gainsborough.

3 Conclusion

3.1 Response rates

Response rates this year were lower than previous years. This is more than likely down to the new use of the online tool putting people off and the natural reduction in the size of the Citizen Panel. The total response rate this year was 368 compared to 461 in 2016. There was a decrease in both the number of attendees to the events (44 in 2017 compared to 64 in 2016) as well as completing either the online tool or survey (324 in 2017 compared to 402 in 2016). There are a number of actions which should be implemented for 2018 to encourage members of the public to take part.

3.2 Council Tax Level

These figures show no overall option being the favourite with the respondents although comments do ask either why there is no 0% change to council tax or the ability for the council to take the maximum increase allowed without a referendum to achieve the highest potential amount.

3.3 Service Priorities

Looking at these scores shows that most of the services follow the same priority, however, Environmental Services and Economic Development have exchanged places and IT Services has increased the priority. This may be due to the increased use by those attending the events and completing online whereas the paper respondents may take IT Services to mainly be the website and therefore not a priority for them.

3.4 New Homes Bonus

The results show that nearly half of the respondents which the New Homes Bonus to be used to support growth and regeneration across West Lindsey which is the process currently used while there is no great split between whether the NHB should be used to support the revenue budget.

3.5 Feedback

There was a great number of comments received on all sections of the consultation. It is worth noting that it highlighted to respondents the difficulty the council has in ensuring a balanced budget is achieved. The comments also raised on numerous occasions the amount of respondents who do not understand the split between the responsibility of services for West Lindsey compared to Lincolnshire County Council.

3.6 Next Steps

A number of actions are recommended for 2018 budget consultation:

Increase participation

- Increase the number of members of the Citizen Panel

Online tool

- Ability to verify respondents easier in online tool to ensure security
- Online tool which allows a data export

Feedback to respondents

- More work to explain to residents which services are WLDC compared to LCC
- Feedback to the Citizen Panel and online on responses to some of the questions asked

4 Appendices

Appendix A: Online questions



Share your Opinion

BUDGET CONSULTATION 2017

West Lindsey District Council would like to offer you the opportunity to have your say on how you think the council should spend its budget for the next financial year 2018/19.

As you will no doubt be aware, times are challenging for local government. With reduced grants from central government, it is critical that we direct our resources in a way that benefits our communities and meets their needs and priorities.

Since 2013/14 West Lindsey has delivered £3.4m of savings and efficiencies to meet the cost of growth and Government funding reductions. In 2015/16 the Government announced it would continue to reduce the Revenue Support Grant to West Lindsey from £2.5m to nil by 2019/20. To ensure that services continued, the council has embarked on a strategy of increased efficiency and income generation whilst still delivering quality services. Currently the council is working to deliver three significant projects which are designed to contribute £1.8m to the funding gap, but they are not without risk. This strategy ensures the council stays within the Government cap of Council Tax of 2% or £5 (per average Band D property) whichever is the higher.

To continue its drive for efficiencies the council is always looking for new ways to deliver services and is seeking resident and business comments on which services they would prioritise.

Your responses will form part of a report to council.

Share your Opinion



[HOME](#) [TERMS & CONDITIONS](#) [PRIVACY](#) [ADMIN](#)

POWERED BY
budget allocator

COUNCIL TAX LEVEL

Council tax is a local tax set by local councils to help pay for local services. Council and Police services are paid for by government grants, council tax, fees and other charges. There is one council tax bill for each domestic dwelling whether it is a house, flat, mobile home or houseboat. We collect the council tax, but we retain one ninth of it. We pay the rest over to the Lincolnshire County Council, Police and Crime Commissioner for Lincolnshire, Parish and Town Councils.

1% increase for West Lindsey

A 1% increase in the average property would be an increase of £2.03 and would be 4 pence per week. This would give West Lindsey an increase in the budget of £58,861.

2% increase for West Lindsey

A 2% increase in the average property would be an increase of £4.02 and would be 8 pence per week. This would give West Lindsey an increase in the budget of £116,556.

3% increase for West Lindsey

A 3% increase in the average property would be an increase of £6.04 and would be 12 pence per week. This would give West Lindsey an increase in the budget of £174,834.

HOW WOULD YOU SPEND ?

Budget
£8.68m

Your Spend
£0

Feel free to allocate more funds

You are under budget consequences

CORPORATE AND DEMOCRACY SERVICES

Corporate and democracy services are the support services for the council including elections and electoral register, director and member support and the committee structure.

<input type="radio"/> Keep the same	£1.66m	
<input type="radio"/> Reduce by 5%	£1.57m	
<input type="radio"/> Reduce by 10%	£1.49m	
<input type="radio"/> Reduce by 15%	£1.41m	

ECONOMIC DEVELOPMENT

The Economic Development Service addresses the needs of West Lindsey to move forward on projects that will regenerate, stimulate, encourage, development in the district.. Working in partnership with public, private and voluntary sector organisations they also look for external funding to support development in the area.

<input type="radio"/> Keep the same	£425.70k	
<input type="radio"/> Reduce by 5%	£404.42k	
<input type="radio"/> Reduce by 10%	£383.13k	
<input type="radio"/> Reduce by 15%	£361.85k	

ENVIRONMENTAL SERVICES

The Environmental Service includes community safety, food safety, health and safety, noise pollution, pest control and pollution of land or water.

<input type="radio"/> Keep the same	£692.40k	
<input type="radio"/> Reduce by 5%	£657.78k	
<input type="radio"/> Reduce by 10%	£623.16k	
<input type="radio"/> Reduce by 15%	£588.54k	

LAND AND PROPERTY

The land and property service includes looking after all the council owned assets including the market, car park and offices. This service makes a profit above what the service costs. These figures are the profit which it makes.

<input type="radio"/> Keep the same	(£41.60k)	
<input type="radio"/> Reduce by 5%	(£43.68k)	
<input type="radio"/> Reduce by 10%	(£45.76k)	
<input type="radio"/> Reduce by 15%	(£47.84k)	

HOUSING SERVICES

The Housing Service includes improving housing standards, supporting and preventing homelessness, helping people to find or stay in their home and encouraging landlords to let or improve empty homes.

<input type="radio"/> Keep the same	£557.70k	
<input type="radio"/> Reduce by 5%	£529.82k	
<input type="radio"/> Reduce by 10%	£501.93k	
<input type="radio"/> Reduce by 15%	£474.05k	

IT SERVICES

IT Services supports the information technology used for the council including systems, telephones, computers etc.

<input type="radio"/> Keep the same	£719.20k	
<input type="radio"/> Reduce by 5%	£683.24k	
<input type="radio"/> Reduce by 10%	£647.28k	
<input type="radio"/> Reduce by 15%	£611.32k	

LEISURE, ARTS AND TOURISM SERVICES

This service looks after any leisure contracts including the West Lindsey Leisure Centre and the Trinity Arts Centre.

<input type="radio"/> Keep the same	£292.10k	
<input type="radio"/> Reduce by 5%	£277.50k	
<input type="radio"/> Reduce by 10%	£262.89k	
<input type="radio"/> Reduce by 15%	£248.29k	

PLANNING AND BUILDING CONTROL SERVICES

The planning service deals with planning permission, planning enforcement and neighbourhood planning. building control deals with pre-application advice, plan checking service and site inspections. This service also includes the Local Land Charges, which involves the local land register and charges and how you can search it.

<input type="radio"/> Keep the same	£221.20k	
<input type="radio"/> Reduce by 5%	£210.14k	
<input type="radio"/> Reduce by 10%	£199.08k	
<input type="radio"/> Reduce by 15%	£188.02k	

REVENUES AND BENEFITS SERVICES

Revenues and benefits is the service which collects money for the council including council tax. The benefits part of the service deals with housing benefit and council tax support.

<input type="radio"/> Keep the same	£311.70k	
<input type="radio"/> Reduce by 5%	£296.12k	
<input type="radio"/> Reduce by 10%	£280.53k	
<input type="radio"/> Reduce by 15%	£264.95k	

SUPPORT SERVICES

These are the services that are internal to the working of the council such as human resources, finance, and governance such as risk, audit, consultation and project support.

<input type="radio"/> Keep the same	£2.64m	
<input type="radio"/> Reduce by 5%	£2.51m	
<input type="radio"/> Reduce by 10%	£2.38m	
<input type="radio"/> Reduce by 15%	£2.25m	

WASTE SERVICES

Waste services deal with the collection of rubbish, recycling, bulky waste collections, assisted collections and enforcement.

<input type="radio"/> Keep the same	£2.21m	
<input type="radio"/> Reduce by 5%	£2.09m	
<input type="radio"/> Reduce by 10%	£1.98m	
<input type="radio"/> Reduce by 15%	£1.87m	

NEW HOMES BONUS

New Homes Bonus (NHB) is a government grant awarded to the council based on the number of new properties in the district which now generate council tax. The amount awarded is based on a national average council tax and the councils' benefit by circa £1,500 per property. The current policy is that NHB is used to support regeneration and growth projects throughout the district. The council receives circa £290k per annum in NHB over a period of 4 years. 78 Parish Councils raise £1.9m in Parish Precepts which is between 1.6% and 40% (average 15% currently) of the West Lindsey District Council tax bill.

How should New Homes Bonus be utilised in West Lindsey?

Provide an allocation based on number of new properties in their parish.



Provide an allocation through a Communities Grant Funding Scheme in which they can all bid for local schemes.



Use all New Homes Bonus to support growth and regeneration across West Lindsey.



Should New Homes Bonus be used to support the revenue budget?

Yes



No



YOUR DETAILS

Which group do you belong (Please tick all that applies)

A resident



A business



A Parish/Town Council or meeting



A Citizen Panel member



A WLDC Councillor



Appendix B: Paper survey



West Lindsey District Council Budget Consultation 2017

HELPFUL HINTS FOR COMPLETING THIS QUESTIONNAIRE

- Please read each question carefully. In most cases you will only have to tick one box but please read the questions carefully as sometimes you will need to tick more than one box, or write in a response.
- Once you have finished please take a minute to check you have answered all the questions that you should have answered.
- If you have any questions about this survey please email Katy Allen on katy.allen@west-lindsey.gov.uk or ring on 01427 675149.

Section 1: Council Tax

Council tax is a local tax set by local councils to help pay for local services. Council and Police services are paid for by government grants, council tax, fees and other charges. There is one council tax bill for each domestic dwelling whether it is a house, flat, mobile home or houseboat. We collect the council tax, but we retain one ninth of it. We pay the rest over to the Lincolnshire County Council, Police and Crime Commissioner for Lincolnshire, Parish and Town Councils.

1. What level of council tax increase would you agree to?

- 1% increase - A 1% increase in the average property would be an increase of £2.03 and would be 4 pence per week. This would give West Lindsey an increase in the budget of £58,861.
- 2% increase - A 2% increase in the average property would be an increase of £4.02 and would be 8 pence per week. This would give West Lindsey an increase in the budget of £116,556.
- 3% increase - A 3% increase in the average property would be an increase of £6.04 and would be 12 pence per week. This would give West Lindsey an increase in the budget of £174,834.

Section 2: Service priorities

2. Please rank the following services in order of priority with 1 being the highest priority to you and 11 being the lowest priority:

Corporate and Democracy Service

Corporate and democracy services are the support services for the council including elections and electoral register, director and member support and the committee structure.

Economic Development Service

The Economic Development Service addresses the needs of West Lindsey to move forward on projects that will regenerate, stimulate, encourage, development in the district.. Working in partnership with public, private and voluntary sector organisations they also look for external funding to support development in the area.

Environmental Service

The Environmental Service includes community safety, food safety, health and safety, noise pollution, pest control and pollution of land or water.

Land and Property Service

The land and property service includes looking after all the council owned assets including the market, car park and offices.

Housing Service

The Housing Service includes improving housing standards, supporting and preventing homelessness, helping people to find or stay in their home and encouraging landlords to let or improve empty homes.

IT Service

IT Services supports the information technology used for the council including systems, telephones, computers etc.

Leisure, Arts and Tourism Service

This service looks after any leisure contracts including the West Lindsey Leisure Centre and the Trinity Arts Centre.

Planning and Building Control Service

The planning service deals with planning permission, planning enforcement and neighbourhood planning. building control deals with pre-application advice, plan checking service and site inspections. This service also includes the Local Land Charges, which involves the local land register and charges and how you can search it.

Revenue and Benefit Service

Revenues and benefits is the service which collects money for the council including council tax. The benefits part of the service deals with housing benefit and council tax support.

Support Services

These are the services that are internal to the working of the council such as human resources, finance, and governance such as risk, audit, consultation and project support.

Waste Service

Waste services deal with the collection of rubbish, recycling, bulky waste collections, assisted collections and enforcement.

Section 3: New Homes Bonus

New Homes Bonus (NHB) is a government grant awarded to the council based on the number of new properties in the district which now generate council tax. The amount awarded is based on a national average council tax and the councils' benefit by circa £1,500 per property. The current policy is that NHB is used to support regeneration and growth projects throughout the district. The council receives circa £290k per annum in NHB over a period of 4 years. 78 Parish Councils raise £1.9m in Parish Precepts which is between 1.6% and 40% (average 15% currently) of the West Lindsey District Council tax bill.

3. How should New Homes Bonus be utilised in West Lindsey?

- Provide an allocation based on number of new properties in their Parish.
- Provide an allocation through a Communities Grant Funding Scheme in which they can all bid for local schemes.
- Use all New Homes Bonus to support growth and regeneration across West Lindsey.

4. Should New Homes Bonus be used to support the revenue budget?

- Yes
- No

Section 4: Comments

5. Any other comments you wish to make regarding this consultation:

Thank you very much for your time completing this survey.
Please send it back in the enclosed prepaid envelope by Friday 6th October 2017.



**If you would like a copy of this in large,
clear print, audio, Braille or in another
language, please telephone
01427 676676**

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**Prosperous Communities
Committee**

Date: 30th January 2018

**Subject: Safeguarding Children and Young People – Outcome of Section 11
(Children Act 2004) Compliance Assessment for WLDC**

Report by:

Chief Operating Officer

Contact Officer:

Michelle Howard
Wellbeing and Health Manager
01427 676609
michelle.howard@west-lindsey.gov.uk

Purpose / Summary:

Section 11 of the Children Act 2004 places duties on a range of organisations and individuals to ensure their functions, and any services they contract to others, are discharged having regard to the need to safeguard and promote the welfare of children and young people. As a District Council, West Lindsey District Council (WLDC) is subject to these duties. A compliance check in the form of a self-assessment and peer moderated audit by the Lincolnshire Safeguarding Children Board (LCSB) is carried out every three years.

This report provides details of WLDC's compliance as set out in the LCSB moderated assessment carried out during December 2017. It provides assurance that WLDC's policies, processes and practices are compliant with the requirements of Section 11 and that WLDC has a proactive approach to safeguarding and promoting wellbeing.

RECOMMENDATION(S):

The assessment demonstrates compliance across all requirements placed on WLDC by Section 11 of the Children Act 2004.

Members of Prosperous Communities Committee are asked to:

- 1. Endorse the outcome of this assessment**

IMPLICATIONS

Legal: Section 11 of the Children Act 2004 places duties on a range of organisations and individuals to ensure their functions, and any services they contract to others, are discharged having regard to the need to safeguard and promote the welfare of children and young people. As a District Council, West Lindsey District Council (WLDC) is subject to these duties

Financial: FIN/128/18 None arising from this report.

Staffing: None arising from this report. Safeguarding at WLDC is managed within existing structures and whilst the Section 11 evidence gathering process is extremely onerous, this has been managed without additional staffing resource.

Equality and Diversity including Human Rights: None arising from this report. WLDC's approach to Equality and Diversity has been assessed as part of the Section 11 Assessment.

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:

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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 chairman) **Yes**

No

Key Decision:

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

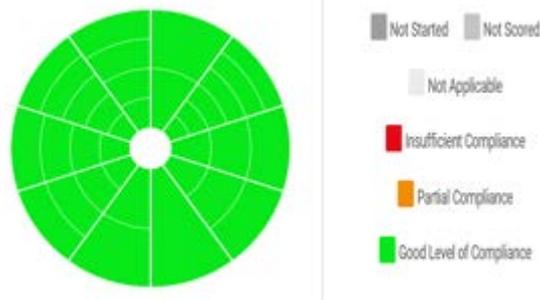
No

1. Background

- 1.1 Section 11 of the Children Act 2004 places duties on a range of organisations and individuals to ensure their functions, and any services they contract to others, are discharged having regard to the need to safeguard and promote the welfare of children and young people. As a District Council, West Lindsey District Council (WLDC) is subject to these duties. A compliance check in the form of a self-assessment and peer moderated audit by the Lincolnshire Safeguarding Children Board (LCSB) is carried out every three years.
- 1.2 This report provides details of WLDC's compliance as set out in the LSCB moderated assessment carried out during December 2017.

2. Section 11 Assessment Outcome

- 2.1 All areas were assessed as 'green', providing assurance that WLDC's policies, processes and practices are compliant with the requirements of Section 11 and that WLDC has a proactive approach to safeguarding and promoting wellbeing.



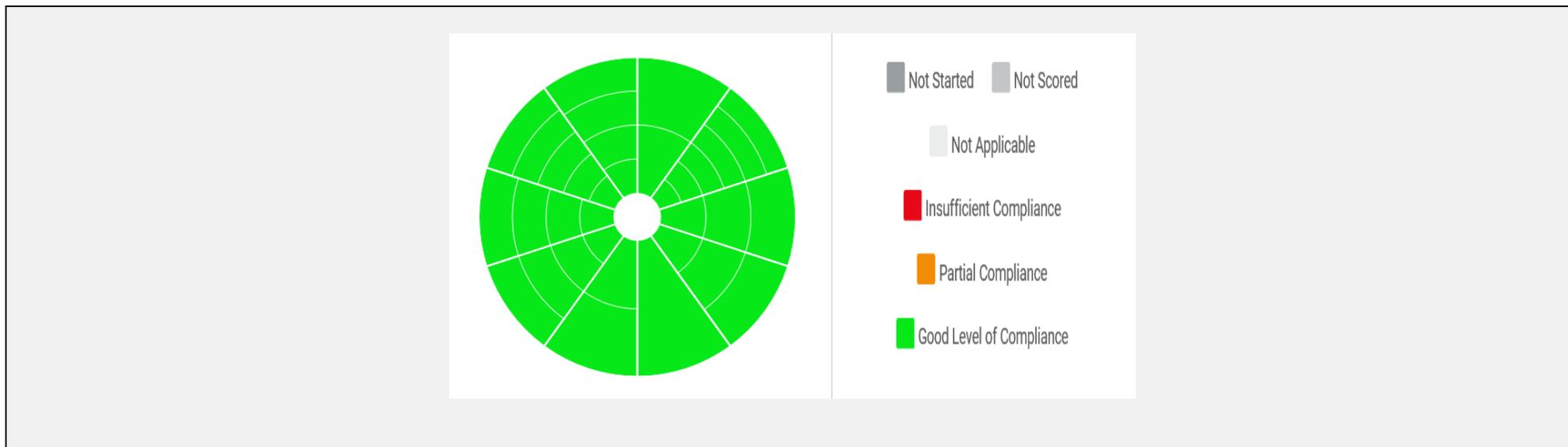
- 2.2 Details of WLDC's moderated assessment and feedback can be found at Appendix 1 of this report.

End of Report

Appendix 1

Safeguarding Assessment and Moderation – Section 11 Compliance Assessment 2017

West Lindsey District Council



Senior management commitment to the importance of safeguarding children			
Requirement	Moderated Rating	Overview	Moderator Comments
1.1 There is a named or lead person well known throughout the organisation with clearly	Green	<p>WLDC has a clearly defined, well publicised corporate safeguarding structure.</p> <p>Named officers within this structure have clear roles and responsibilities. The role of lead safeguarding officer is fulfilled by the councils Chief Operating Officer.</p>	<p>Agree with grading. Safeguarding policy is clear and the named Safeguarding lead officer and Deputy Safeguarding officers are known. Policy has a detailed safeguarding structure chart with defined roles and responsibilities. Each staff member listed on the structure chart signs a declaration to confirm they know their role and</p>

	defined roles and responsibilities in relation to safeguarding and child protection		<p>Safeguarding roles are clearly set out against specific role descriptions, and included within the corporate safeguarding policy.</p> <p>A corporate safeguarding working group (sponsored by the Lead Safeguarding Officer and chaired by the Safeguarding Coordinator) ensures cross departmental collaboration and awareness of safeguarding.</p> <p>All staff receive a safeguarding briefing as part of their inductions, from a named safeguarding officer. TV's throughout the building are used to communicate updates and reminders about safeguarding.</p> <p>A clear and effective reporting tool is included on the staff intranet and a consistent level of referral received through this (monitored through corporate progress and delivery reporting).</p> <p>WLDC also has a named member champion for safeguarding - approved by the relevant committee. All councillors and key staff are provided with a yearbook which includes key information (contact details, committee dates etc) - the first page of the yearbook sets out the safeguarding contacts.</p>	<p>responsibilities. This is updated as and when there are staff changes or the role and responsibilities change.</p> <p>Good use of a logo that clearly identifies how to report concerns or what number to contact. The log that records all safeguarding concerns/referrals is accessed by 3 safeguarding officers. All concerns/referrals are reported on quarterly.</p> <p>Intranet has a dedicated page for safeguarding, which is very detailed. Good links to all areas of safeguarding, information for staff and how to report concerns. Named safeguarding officers are also found on this page.</p> <p>WLDC website links through to LSCB.</p> <p>LCC contact details are clear in policy.</p> <p>Safeguarding contacts are clear in yearbook.</p>
1.2	Organisations and their leader are able to demonstrate that children	Green	Although as an organisation WLDC predominantly works with adults, there is a wide range of evidence to show how children are listened to, taken seriously and responded to appropriately in terms of both service development and delivery. This includes	<p>Agree with grading.</p> <p>The Safeguarding Policy indicates that staff should listen to young people carefully, recording their exact words in any safeguarding reports; they should provide reassurance and seek their consent for onward referrals.</p>

	are listened to, taken seriously and responded to appropriately		having clear and effective mechanisms for staff to report concerns, a training programme, clear policy and procedures and also service developments and service delivery examples to demonstrate this requirement. These include; evidence of referrals to Children's Services and outcomes, raising awareness of teen domestic abuse, changes to taxi driver licensing in response to the CSE issues in Rotherham, presentation in relation to the youth housing strategy to better meet the needs of young people and changes to the way we work with LCC in respect of 16/17 year olds at risk of homelessness.	Evidence that WLDC supports the Lincolnshire Youth Housing Strategy and Joint Protocol. Good evidence that a key area of contact is Youth Homelessness (16-17 year olds and care leavers). When I visited WLDC the Homelessness Officer explained how they will always consider the best outcome for the young person, listening to their needs. Risks of the family living situation/parental responsibilities will always be considered to provide appropriate support and access to accommodation All discussions are detailed on their file. WLDC have temporary accommodation which they use instead of B&B's, prioritising accordingly. Reporting mechanisms are good and referrals are completed and detailed, can see the thought process of staff members thinking about the children and family.
A clear statement of the agencies responsibilities towards children is available to staff				
	Requirement	Moderated Rating	Overview	
2.1	Partners are to ensure that their documents are compliant with the spirit of Working Together 2015 (statutory guidance) and are endorsed by	Green	WLDC's safeguarding policy incorporates all aspects of safeguarding for the organisation. The combined policy and procedures are split into distinct chapters: Chapter 1: Introduction & Policy Overview Chapter2: Safeguarding Children & Young People Chapter3: Safeguarding Adults at Risk Chapter 4: Domestic Abuse Chapter 5: Hate Crime & Mate Crime Chapter 7: Modern Slavery and Human Trafficking	Grading agreed. The policy links to LSCB, Meeting the Needs. Some links in the policy are not working. Informed that at the next policy review all links will be removed from the policy and will be added to the dedicated safeguarding Intranet page. Policy has a detailed safeguarding structure chart with defined roles and responsibilities. Evidence that the Children Act 2004 is referenced in the Lincolnshire Youth Housing Strategy under strategic links.

	the senior liaison officers within their organisation		The current policy was developed by the Council's safeguarding coordinator in collaboration with the corporate safeguarding group, taking account of the requirements of Working Together 2015. It was approved by the Council's Prosperous Communities Committee in July 2016, with delegated authority given to allow for annual review and housekeeping amendments. The last review was completed on 31.07.17 by the safeguarding coordinator.	Clear evidence that the revised policy was approved at the Council's Prosperous Communities Committee in July 2016.
2.2	The safeguarding policy and procedure is available to all staff and reviewed annually and reflects the latest Working Together guidance	Green	Policy updated and approved July 2016. Incorporates children and young people, adults at risk, domestic abuse, hate crime and mate crime, and prevent. Available to all staff electronically via staff intranet. Briefings provided to all new staff as part of induction. Focus of September 2016 corporate update - all staff. Member champion fully briefed. Safeguarding working group in place, chaired by safeguarding coordinator and sponsored by director (safeguarding lead), represented by all service areas and elected member champion. Minutes available on intranet to all staff. Yearbook for all staff and members includes safeguarding information and details reporting mechanism. Case studies and information shared on intranet and internal TV's (comms method), training records maintained, specific safeguarding tab on staff intranet - a key feature on the intranet.	Grading agreed. Can see your Policy is available to all staff via the internal intranet and that it was updated and approved in August 2016 and a review was carried out and published 31/07/2017. The policy aligns to multi agency safeguarding children procedures and reflects principles for best practice in safeguarding. Can also see that systems are in place to review and update in line with local and national developments. Briefings are provided to all new staff as part of their induction, staff are also asked to read the safeguarding policy and sign the declaration. WLDC are looking to build in Safeguarding training before any new member of staff can start. The safeguarding working group is a great way to keep key people informed of any changes/issues to any safeguarding activity.

				Intranet has a dedicated page for safeguarding. Good links to all areas of safeguarding, information for staff and how to report concerns. Named safeguarding officers are also found on this page.
2.3	Safeguarding policies and procedures are sufficiently robust and clear to incorporate the wider safeguarding agenda and agreed practices and approach in Lincolnshire	Green	Safeguarding policies and procedures are clear, robust and incorporate the wider safeguarding agenda. The volume and range of safeguarding queries received by safeguarding officers and level of professional curiosity exercised by staff reflects this. Staff and members can easily report concerns using an online reporting tool which alerts safeguarding officers. Reporting procedures including for staff without IT access and in the event of urgent / emergency situations are set out within the policy. A dedicated telephone number is in place to enable officers to contact safeguarding officers by phone. The evidence in this section is wide ranging across many areas that link to safeguarding including Early Help, Domestic Abuse, Homelessness, Community Tensions, ASB, Missing Persons. An additional check for safeguarding officers was recently added to our internal log, to ensure safeguarding officers check whether the referrer requires any further support / debriefing or advice. This is in response to a member of staff being personally affected by a safeguarding issue they had encountered (relating to a vulnerable adult).	<p>Grading agreed.</p> <p>Evidence that policy and procedures incorporate the wider safeguarding agenda. Some links on the policy need updating as they are not working, but I am informed these links will be removed at the next policy review and links will be added to the dedicated safeguarding intranet page. Policy links to the correct resources and forms.</p> <p>Clear and precise reporting systems in place and great use of the jigsaw puzzle, to report concerns. Evidence of training records and completed inductions was seen when visited.</p> <p>WLDC members also have safeguarding briefing sessions as part of their induction.</p> <p>WLDC are trying to be as paperless as possible so limited posters are displayed around the building. WLDC have television screens displayed around the building that display all their communications including any LSCB campaigns and information relating to safeguarding.</p>
2.4	Safeguarding roles and responsibilities to be	Green	WLDC is clear that safeguarding is everyone's responsibility. This is reflected in processes from job adverts to job descriptions, policies and procedures, code of conduct, induction,	<p>Grading agreed.</p> <p>The Corporate safeguarding structure details clearly, the roles and responsibilities of safeguarding leads, co-</p>

	explicit within JD's		and safeguarding policy. Specific responsibilities fulfilled by officers named within the safeguarding structure are clearly defined within the safeguarding policy, signed evidence of this is included as evidence. The corporate safeguarding working group is supported by terms of reference to reflect roles, responsibilities and representation.	<p>ordinators and assistants and how these roles feed into the safeguarding working group.</p> <p>Each staff member listed on the structure chart signs a declaration to confirm they know their role and responsibilities. This is updated as and when there are staff changes or the role and responsibilities change.</p> <p>Each job description has a statement that WLDC is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults. As part of this commitment all staff will attend a safeguarding briefing as part of their induction and be expected to familiarise there selves with the safeguarding policy.</p>
2.5	The organisation complaints process is current, fit for purpose and accessible to the public	Green	<p>The Council has a complaints policy and procedure in place. The procedure, and associated guidance is available and accessible to the public. Complaints are shared with the relevant team managers upon receipt and any safeguarding issues arising from complaints will be reported to safeguarding officers through the reporting mechanisms available to all staff.</p> <p>The relevant documents are currently being reviewed to ensure more explicit links to LSCB procedures. They are scheduled on the council's forward plan and recommended for approval by the Council's Prosperous Communities Committee on 14/12/17.</p>	<p>Grading agreed.</p> <p>Detailed corporate complaints procedure and guidance, neither relate to safeguarding, but there is evidence that is something which will be completed in the near future. Information is available in various languages. Complaints procedure is available on the website and there are links to the LGO.</p> <p>The safeguarding policy states how complaints and allegations are dealt with and explains the investigation process including referral to the LADO.</p> <p>If staff wish to escalate a safeguarding concern they will complete the online reporting concern tool and a safeguarding officer will pick the case up and follow the Professional resolution and Escalation Protocol.</p> <p>WLDC have a Difficult and Dangerous Situation Register which logs potential people that may be a risk to staff and others.</p>

2.6	The organisation has effective whistleblowing policies and systems in place for professionals and service users, which	Green	The Council has a whistleblowing policy in place. This policy is reviewed annually by the Council's Governance and Audit Committee to ensure that the policy remains fit for purpose and is working effectively. The next review is next scheduled for March 2018. The lead officer for whistleblowing is the People and Organisational Development Team Manager. This is clearly set out within the policy. The policy is available and accessible to all staff and is included as part of the induction process for new staff.	Grading agreed. Effective whistleblowing policy in place and it is clear who the lead officer for whistleblowing is. Evidence of previous reviews. Whistle Blowing is referred to in the safeguarding policy.
A clear line of accountability within the organisation for work on safeguarding and promoting the welfare of children				
	Requirement	Moderated Rating	Overview	
3.1	Each organisation has clear structure charts capturing clear lines of accountability		WLDC has clear structures and lines and accountability - both for the corporate structure and safeguarding specific structure. The safeguarding structure is captured within the safeguarding policy, with details of the responsibilities of all staff, managers and then specific responsibilities of the officers with a lead role in safeguarding. The corporate safeguarding working group is supported by clear terms of reference and meeting schedule. An action log is maintained and monitored by the group. The council has identified a safeguarding champion, this is clearly documented for staff and elected members and reflected in the yearbook alongside the officer roles. The recent management restructure was implemented on 1/9/17 and is supported by clear roles and	Grading agreed Accountability identified, explained and understood throughout organisation, with detailed roles and responsibilities. Clear structure charts are in place, both corporate and for safeguarding. The safeguarding structure is in the safeguarding policy. Safeguarding training and levels of training have been categorised by individual roles The level of training and knowledge required by each person is determined by their role and their level of contact with vulnerable customers.

			responsibilities. This includes the responsibility for safeguarding.	
3.2	Professionals working with children are required to receive an annual appraisal and that the appraisal has specific objectives to safeguarding and promoting welfare.	Green	WLDC has a workforce that works predominantly with adults. However all staff receive an annual appraisal, supported by a six monthly review and monthly 121 meetings. The performance and development appraisal policy was last reviewed in February 2017. Appraisal documents and associated training and development requirements are collated by the People and Organisational Development Team.	Grading agreed. The Performance and Development Appraisal guidance is clear in telling staff that they should expect an annual appraisal. The People and Organisational Development team collate all appraisals; they will flag any appraisals that have not been completed. Appraisals are also
3.3	All professionals who have direct contact with children and families receive regular and appropriate supervision / case review to support their work.	Green	WLDC staff who have contact with children and families in the course of their work are supported by team managers. Specific support is provided by safeguarding officers. During 2017 the safeguarding 'report a concern' mechanism was amended to allow us to identify if staff making referrals required any support over and above the feedback in respect of their referral. The councils Difficult and Dangerous Customer process was amended in 2016 to identify safeguarding or welfare concerns, which are forwarded to the safeguarding teams to allow for appropriate follow up, including a check with staff. In instances of upset or distress, staff are debriefed by the safeguarding officer. Staff are also offered access to the Council's Employee Assistance Scheme.	Grading agreed. Staff have the choice if they want more support on a case, to tick a box on the reporting concerns mechanism. This was put in place after a member of staff witnessed an incident that caused them distress. Staff also have the option to use the Employee Assistant Programme. Individual training is identified and inputted onto annual appraisals. This is monitored through regular one to ones. The training platform identifies if training has not been completed.

Service development takes account of the need to safeguard and promote welfare			
Requirement		Moderated Rating	Overview
4.1	Strategic planning and priorities to incorporate safeguarding and promoting the welfare of children	Green	WLDC has a wealth of evidence to demonstrate the extent to which safeguarding is embedded into service development. At a strategic level, the council has a commitment to 'people first'. The council's corporate risk register includes a specific strand in respect of safeguarding; this is reported to the councils Governance and Audit Committee. The safeguarding policy and associated procedures are embedded within the organisation. The corporate safeguarding working group is represented by services from across the council. This has led to specific service developments in 2017 including; significant changes to taxi licensing (training for taxi drivers), community tensions reporting, changes within the housing benefit service to flag high risk cases and the development of strategies and programmes of work to support and safeguarding particularly vulnerable and deprived communities within the district. The councils safeguarding policy has been expanded to include a wide range of subject areas that contribute to safeguarding and promoting wellbeing, all of which support wider service development.
			Grading agreed
4.2	Service plans incorporate how the delivery of	Green	WLDC has a wealth of evidence to demonstrate the extent to which safeguarding is embedded into service development. The safeguarding policy and associated procedures are embedded within the
			Grading agreed Taxi Driver training is monitored by the Licensing Committee and WLDC receive a report from LSCB identifying how many have completed the training. To

	services will take account of the need to safeguard and promote the welfare of children		organisation. The corporate safeguarding working group is represented by services from across the council. This has led to specific service developments in 2017 including; significant changes to taxi licensing (training for taxi drivers), community tensions reporting, changes within the housing benefit service to flag high risk cases and the development of strategies and programmes of work to support and safeguarding particularly vulnerable and deprived communities within the district. The councils safeguarding policy has been expanded to include a wide range of subject areas that contribute to safeguarding and promoting wellbeing, all of which support wider service development.	date 86% have completed and a deadline is set for the 5 th Jan 2018 for the remaining to complete.
4.3	Each organisation can demonstrate how children's and families views are considered in service developments	Green	WLDC can evidence that many service developments have taken account of, and been developed specifically to meet the needs and views of families and young people. Most significant is the work the council has done in respect of its response to youth homelessness through a partnership approach with LCC, and response to raising awareness of domestic abuse amongst young people - for both of these key service developments, the needs and views of 16/17 year olds have been taken into consideration. WLDC played an active role in the development, launch and implementation of Lincolnshire's youth housing strategy (2013 - 2018). WLDC is currently actively engaging with LCC in respect of the corporate parenting agenda - this has been included within recent homelessness strategy discussions and has	Grading agreed

			been included as a key activity within the delivery plan supporting the new strategy (note: strategy currently awaiting member approval, recommended for approval by WLDC's Prosperous Communities Committee on 5th December 2017)	
When working with a family, decisions that are made clearly incorporate and are informed by the views of children and families				
Requirement		Moderated Rating	Overview	
5.1	Individual case decisions are informed by the views of children and families	Green	For young people presenting as homeless to WLDC, every effort is made to support them to return home where safe and appropriate to do so; with the views, considerations and support needs for the young person and their family shaping the response to each individual case. In all cases where safeguarding concerns are raised about children and young people, officers work to establish the level of need, risk and wider circumstances, adopting a strengths based approach at all times. Officers understand and apply safeguarding thresholds (evidenced by LCC CSC responses to referrals) and are experienced in completing early help and safeguarding referrals, seeking consent from young people and families wherever possible and appropriate to do so. The thresholds are detailed within WLDC's safeguarding policy. Additionally, in homeless prevention cases and throughout homeless investigations, the needs and views of the family are taken into consideration to ensure appropriate action and offer of housing. The range and quality of	Grading agreed Early Help assessments are completed, children are listened to when EHA's are completed and the voice of the child is recorded. Good evidence that staff are thinking about the needs of the family when visiting. Good evidence of the range and quality of safeguarding concerns and can see evidence that staff understand and apply different thresholds. The log of reports and concerns, details all areas of a safeguarding concern with an overview and outcome.

			safeguarding concerns reported to WLDC safeguarding officers demonstrates the extent to which individual case responses are informed by the views and needs of children and families, this is evidenced in the councils internal case records. Officers in enforcement roles have been actively supported by safeguarding officers to ensure that children and families can be most effectively supported, whilst also ensuring that issues such as ASB or housing standards are addressed.	
Effective communication between professionals and service users regarding information sharing				
Requirement	Moderated Rating	Overview		
6.1	Children and families are able to see what and fully understand what your services offer and why you do it	Green	In all cases where safeguarding concerns are raised about children and young people, officers work to establish the level of need, risk and wider circumstances, adopting a strengths based approach at all times. Officers understand and apply safeguarding thresholds (evidenced by LCC CSC responses to referrals) and are experienced in completing early help and safeguarding referrals, seeking consent from young people and families wherever possible and appropriate to do so. Officers engage in and support the delivery of TAC / CIN plans. Council services are clearly advertised and accessible to customers. The work of the councils Customer First programme will further strengthen this. Customer facing services interact directly with customers,	<p>Grading agreed</p> <p>Evidence that staff understand what they are required to do should they have a concern about a child or young person and the safeguarding thresholds they apply, seeking consent where possible and discussing issues and concerns with families.</p> <p>Evidence of participation in LSCB communication campaigns, including posters and tweets.</p> <p>Good communications with local secondary schools, offering work experience opportunities, additional employment and skills fairs and mentoring programmes.</p> <p>Your website also details services and support on offer.</p> <p>Consent and Early Help is detailed in the Safeguarding policy.</p>

			<p>ensuring that the service offer and options are clear. Customers can access front facing services face to face (including drop ins, home visits), by telephone, or digitally (online reporting forms, emails). The Councils response to homeless 16/17 year olds is supported by a clear protocol, and is explained to young people as part of their contact with us. New service provision, or campaigns to raise awareness of services and support are promoted to customers – the recent domestic abuse campaign targeted at young people is a good example of this. The council has engaged in a programme of mentoring for young people at a local secondary school, led by the councils employment and skills advisor and through its Challenge and Improvement committee has led a piece of scrutiny work to understand the challenges affecting young people in respect of unemployment. The councils employment and skills advisor has recently qualified as a ‘mental health first aider’ – the decision to invest in this training was the direct result of her experience of young people being affected by mental health issues, and the impact of these of education opportunities. The council also works in partnership with local secondary schools, to support and offer work experience opportunities. Additionally, employment and skills fairs led by the council have been successful and have led to young people being able to access work and training opportunities.</p>	
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			<p>https://www.west-lindsey.gov.uk/my-council/council-news/something-for-everyone-at-skills-fair/</p> <p>https://www.west-lindsey.gov.uk/my-council/council-news/skills-fair-attracted-almost-200-people/</p>	
6.2	Each organisation can demonstrate how it signposts children and families to appropriate safeguarding services that may not be owned by that organisation	Green	<p>WLDC is experienced in working in partnership with, and signposting to appropriate services to ensure the needs of customers are met, including to safeguarding services and those that can support customers' wellbeing and reduce the escalation of need / risk. This is an area of work that WLDC is very proud of. In all cases where safeguarding concerns are raised about children and young people, officers work to establish the level of need, risk and wider circumstances, adopting a strengths based approach at all times. Officers understand and apply safeguarding thresholds (evidenced by positive LCC CSC responses to referrals) and are experienced in completing early help and safeguarding referrals, seeking consent from young people and families wherever possible and appropriate to do so. Clear, internal reporting mechanisms, supported by a policy strapline that 'safeguarding is everyone's business' ensures that officers raising their concerns are not worried about doing so, and that sufficiently experienced officers cases can review these and ensure that the most appropriate onward referrals can be made. Details of onward referrals are captured within</p>	<p>Grading agreed</p> <p>Evidence that WLDC is experienced in working in partnership with other agencies.</p> <p>The safeguarding policy and website has links to signpost people to the correct agencies for more information, this includes the LSCB website.</p> <p>The safeguarding log is evidence of direct referrals to LCC children's safeguarding, with overview and outcomes recorded.</p> <p>Evidence of cases that have cross referenced between different departments, all looking for the best outcome for the client.</p> <p>Evidence that staff know how to complete a DASH risk assessment if they suspect domestic abuse, or a disclosure has been made to them.</p> <p>Additional evidence supplied during moderation – a review of work was undertaken by the challenge and improvement committee, to conclude the study of youth unemployment, it was considered worthwhile to hear the direct experiences of young people. It established an employment and skills gap in Bricklaying/Labouring</p>

			the council's internal safeguarding records. Examples include but are not limited to; Early Help Assessments / referrals, referrals in line with the pre-birth protocol, safeguarding referrals, domestic abuse risk assessment, referrals to supported housing, referrals and liaison between council teams.	courses available. Contact was made with the college who are now offering these courses.
Staff training on safeguarding and promoting the welfare of children for all staff working with or in contact with children and families				
Requirement		Moderated Rating	Overview	
7.1	The organisation has an induction process for all staff and volunteers that includes familiarisation with safeguarding and HR policy and procedures	Green	The council's induction process is supported by a checklist to ensure that new staff understand key processes and policies within their role. Safeguarding is included as part of this process and all recruiting managers are required to ensure that their staff receive a briefing from one of the council's safeguarding officers within 2 weeks of their start date. To ensure that we do not miss any new starters, safeguarding officers receive a monthly 'new starters' email from the HR team and for anybody that has not already received / is scheduled to receive a briefing this is booked in. The briefing follows a set format, staff sign to confirm they have received the briefing. The briefing has received positive feedback from new staff.	<p>Grading agreed</p> <p>The Safeguarding briefing covers a lot of safeguarding aspects but it does state that the briefing session does not replace reading the Safeguarding policy. You have good systems in place so new starters are not missed and all are given a safeguarding briefing session. Staff sign a declaration to say they have attended the briefing session and that they will read the safeguarding policy.</p> <p>WLDC follow the LSCB 5 year training plan, training records for individuals seen on training platform.</p> <p>Random sample of completed inductions for new starters was seen when visited.</p> <p>All mid-term appointment of members will be given a safeguarding briefing session and asked to read the policy. This is something to be developed</p>
7.2	All front facing staff and	Green	WLDC has a rolling training programme in place. It is aligned with the LSCB training pathway. The training programme is set out in	Grading agreed

	<p>volunteers are trained to recognise signs and symptoms of abuse and neglect and understand the mechanism within their own organisation for reporting concerns</p>		<p>the safeguarding policy. Staff roles are categorised according to level of interaction with customers to help determine whether basic or enhanced training is required. Face to face training is provided for staff without ICT access; this has been helpful for staff working within the council's waste services team, who receive 'bite size' briefings to fit with their working patterns. All other staff and members access safeguarding board e-learning. Staff training requirements are circulated by email, with clear log in details and timeframes for completion. Records of completion are maintained. This process has required some additional capacity to manage, which has been provided via the council's licensing team. Non-compliance is managed through escalation to the councils safeguarding coordinator, to enable liaison with the relevant manager. The process for reporting concerns is clear, effective and consistently used - staff can report a concern online by clicking the well-publicised safeguarding logo (jigsaw piece) and populating the relevant details. This triggers a notification to the safeguarding officers for assessment a decision on next steps. The policy is clear in terms of the instances in which staff must make an immediate referral to LCC or the Police rather than the internal reporting mechanism. The volume and quality of referrals is monitored by safeguarding officers, with key trends / gaps triggering further awareness raising and training. This information is fed back to the corporate safeguarding working group and the</p>	<p>The Safeguarding Policy is well detailed it specifies the signs and symptoms of abuse and neglect and informs of all reporting referrals and people to contact.</p> <p>I can see you are following the LSCB 5 year training plan. For staff that fall into the yellow section, I can't see that they complete the Awareness of Child Abuse and Neglect E-learning? When I visited I was shown the training platform and this learning is included. It just needs adding to the policy.</p> <p>All training is monitored through the training platform; managers will flag in one to ones and appraisals if the training has not been completed. Evidence seen of some corporate training that had not been completed, an email was sent to the member of staff with a reminder and a date when completed was required by.</p> <p>The jigsaw piece is a great way of reporting concerns, clear and precise and well publicised. The fact that it triggers a notification indicates that any concern/s that a staff member may have should not be missed.</p> <p>Good that trends/gaps are being identified and further awareness/training needs are recognised.</p>
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			<p>volume of referrals reported through the council's corporate 'progress and delivery' mechanism, within which a narrative is provided in respect of the status of this area of work.</p>	
7.3	<p>Staff and volunteers who work with or have contact with children and families receive training befitting to their professional roles and responsibilities</p>	Green	<p>WLDC has a rolling training programme in place. It is aligned with the LSCB training pathway. The training programme is set out in the safeguarding policy and compliance in mandatory. Staff roles are categorised according to level of interaction with customers to help determine whether basic or enhanced training is required. All customer facing teams are required to complete an enhanced level of training. Face to face training is provided for staff without ICT access; this has been helpful for staff working within the council's waste services team, who receive 'bite size' briefings to fit with their working patterns. All other staff and members access safeguarding board e-learning. Staff training requirements are circulated by email, with clear log in details and timeframes for completion. Safeguarding training covers all safeguarding policy areas. Additional briefings are also provided in response to emerging needs / risks (for example, modern slavery, CSE, violent extremism). Records of completion are maintained. This process has required some additional capacity to manage, which has been provided via the council's licensing team. Non-compliance is managed through escalation to the councils safeguarding coordinator, to enable liaison with the relevant manager. The council</p>	<p>Grading agreed</p> <p>Evidence that WLDC follow the LSCB 5 year training pathway. Staff roles have been categorised into groups to determine the level of training needed, this follows the National Competency Frameworks for Safeguarding Children.</p> <p>The Safeguarding Policy is clear about the role of the organisation in safeguarding children and also about professional boundaries and behaviours.</p> <p>Can see that you have provided further in house training/briefings for relevant staff including, modern slavery, CSE, violent extremism.</p> <p>Good percentages of Taxi Drivers have completed the E-learning. 86% of taxi drivers have completed the training with the remainder to complete by 5th January 2018. If they do not complete by this date they will have their licence suspended until they do complete, this is to be agreed by committee.</p> <p>WLDC have produced a safeguarding policy which is an extract of their policy for one of their main contractors, Homesafe.</p> <p>Once the contract for leisure has been finalised, WLDC will ask them to complete a S11 to ensure compliance.</p>

			introduced a selective licensing scheme in 2016; this required a partnership with Homesafe who carry out inspections - Homesafe were provided with a safeguarding briefing, policy extract, reporting mechanism and access to LSCB training to support this. Safeguarding concerns raised by Homesafe are passed to the councils Selective Licensing officer in order for the internal report mechanism to be followed. Taxi driver training has also been rolled out, with over 80% taxi drivers licensed with WLDC currently having completed the LSCB training module. The councils licensing manager has been particularly proactive and supportive of safeguarding and ensuring this important service development and training requirement has been accelerated.	WLDC are looking to train landlords to self-inspect properties but to do this training they must also complete safeguarding training, this is something that is been discussed and evidence has been seen.
7.4	Outcomes and findings from reviews and inspections are disseminated to staff and volunteers	Green	Findings from reviews and inspections are shared at corporate safeguarding group meetings, where a decision in terms of onward dissemination is agreed. For example, WLDC engaged in the 2016 inspection of the LSCB and the findings shared with WLDC including with the councils safeguarding champion. DHR's, serious case reviews and significant incident reports are reviewed by safeguarding officers, to enable learnings that are relevant to WLDC to be fed into service changes - an example is a change within the housing benefit service to introduce a process of checking with safeguarding officers before a housing benefit payment will be made to a third party bank account. In the event of any inspections or	Grading agreed Good evidence that any findings and outcomes from reviews/inspections /changes to policies and multi-agency sharing are disseminated to staff. Evidence of involvement and participation in DHR's and SCR's and action plans that come from these.

			serious incidents / reviews affecting WLDC, reports will be provided to the council's corporate management team. Audits and actions arising from audit inspections are monitored corporately. WLDC has actively engaged in the recent MARAC audit, JTAI, Neglect Audit. In October 2017 the council's licensing service was audited, and received substantial assurance. Part of this audit scope included safeguarding training for taxi drivers.	
Safer Recruitment				
Requirement		Moderated Rating	Overview	
8.1	The organisation can demonstrate compliance with national safer recruitment policy and procedure and the quality assurance if its application	Green	WLDC has a safer recruitment policy in place. This guides the recruitment and selection process for recruiting managers and provides a guide for staff. Responsibility for reviewing the policy and ensuring it is applied to recruitment throughout WLDC lies with the People and Organisation Development Team Manager. The policy is supported by recruitment and selection training, recruitment checklist, guidance and processes. This includes ensuring that interview panels include at least one member of staff that has received the relevant training. Recruitment is always overseen by the People and Organisation Development Team.	<p>Grading agreed</p> <p>The recruitment policy advises on the Recruitment and Selection processes to be followed by officers with responsibility of appointing new staff internally and externally. The Council has a commitment to equal opportunities and welcomes applicants from all sections of the community. The Recruitment Policy is on the forward plan to be reviewed.</p> <p>Thorough and detailed recruitment checklist, covering four aspects of the recruitment process.</p> <p>Good evidence that safeguarding questions are asked in interviews where appropriate.</p>
8.2	Identity and qualifications are verified	Green	In line with the recruitment and selection policy and associated guidance, identity and qualifications are verified. Copies are taken and remain on file. Checks are carried out by the People and Organisational Development Team. This includes a Disclosure Scotland	<p>Grading agreed</p> <p>The recruitment checklist is evidence that identity and qualifications are verified. Other checks include obtaining two references and to ensure candidate is eligible to work in the UK.</p>

			check, which is carried out and must be returned satisfactorily before any offer is made.	This was evidenced when I visited by sampling 3 employee files each file had all of the above completed and checked.
8.3	All staff are subject to disclosure and barring procedures where required	Green	Whilst all staff are subject to Disclosure Scotland checks as a requirement of employment with the council, DBS checks will only be completed for relevant roles, in line with the DBS criteria. A risk assessment is carried out for each role within the council to determine whether a DBS check is required. Currently, there are no roles within the council assessed as requiring a DBS check, in line with this assessment. Discussion about this with colleagues from District Councils across Lincolnshire has shown that this is not unusual for a district council, since the transition from CRB to DBS. The Councils DBS policy was reviewed and refreshed in 2016. All new roles will be assessed using the DBS risk assessment. A number of staff require police vetting to be able to access key IT systems in the course of their work– Sentinel (multi-agency anti-social behaviour case management), and Modus (multi-agency high risk domestic abuse case management). Where this is the case, police vetting to the appropriate level is completed before access to the system is granted. This process is also supported by appropriate Information Sharing Agreements (ISA).	Grading agreed All staff are subject to Basic Scottish Disclosure checks as a requirement of employment with WLDC. These checks are on the recruitment checklist. Evidence that employees that attend MARAC and have access to sensitive IT systems are police vetted. Both the Safeguarding Policy and Recruitment policy detail Safer Recruitment. The corporate safeguarding structure identifies the Designated Safer Recruitment Lead who is responsible for WLDC safer recruitment decisions in line with the requirements of the DBS. The safeguarding policy is clear that if an allegation is made against a member of staff and it is proven, WLDC will notify DBS as required by legislation.
8.4	Employees involved in the recruitment	Green	In line with the selection and recruitment policy, all recruiting managers are required to complete recruitment and selection training. A training record is maintained by the councils	Grading agreed Recruitment policies and procedures have been adapted to incorporate safer recruitment requirements. The guidance states that all employees responsible for any

	of staff to work with children have received training as part of the safer recruitment programme		People and Organisational Development Team. As a minimum, one member of any interview panel for a role employed by WLDC must have completed the recruitment and selection training.	aspect of the Selection and Recruitment procedure should be trained to undertake the recruitment and selection process and follow all relevant procedures and policies in connection with the recruitment and selection of employees. Evidence seen of all officers that have completed safer recruitment training.
Effective inter-agency working to safeguard and promote the welfare of children				
Requirement		Moderated Rating	Overview	
9.1	Staff understand the thresholds for making a referral to EH, TAC, CIN, CP	Green	The thresholds for making referrals are set out in the council's safeguarding policy. Officers understand and apply safeguarding thresholds (evidenced by positive LCC CSC responses to referrals) and are experienced in completing early help and safeguarding referrals, seeking consent from young people and families wherever possible and appropriate to do so. Clear, internal reporting mechanisms, supported by a policy strapline that 'safeguarding is everyone's business' ensures that officers raising their concerns are not worried about doing so, and that sufficiently experienced officers can review these and ensure that the most appropriate onward referrals can be made. Details of onward referrals are captured within the council's internal safeguarding records. Examples include but are not limited to; Early Help Assessments / referrals, referrals in line with the pre-birth protocol, safeguarding	Grading agreed Thresholds for making referrals are set out in the Safeguarding policy. The policy is clear about reporting concerns and the jigsaw piece icon is a clear reporting mechanism throughout the organisation. The policy has links to important external procedures and processes which are included throughout the document. Evidence proves staff understand the thresholds for making a referral as there are various assessments and referrals to support this.

			referrals, domestic abuse risk assessment, referrals to supported housing, referrals and liaison between council teams. EH assessments are always carried out for homeless 16/17 year olds. A strengths based approach is adopted throughout. Officers in enforcement roles have been actively supported by safeguarding officers to ensure that children and families can be most effectively supported, whilst also ensuring that issues such as ASB or housing standards are addressed.	
9.2	Staff have access to and are using LSCB guidance and procedures	Green	LSCB guidance and procedures are embedded into WLDC's safeguarding policy and working practices. The policy is clear that it must not be read in isolation, and links to LSCB guidance are included within the policy. Whilst all staff can access LSCB online guidance themselves, and are guided by LSCB guidance in their day to day practices through WLDC's policy / procedures, they are not expected to have a high level knowledge unless their role requires this advanced awareness (as guided by the training programme). Safeguarding officers are experienced in working within LSCB procedures on a daily basis and are responsible for maintaining awareness, including for new and updated procedures. The evidence provided to support this section demonstrates the positive implementation of LSCB guidance / procedures including understanding of safeguarding thresholds, and referrals / work at each stage of the pathway from Early Help through to Child	Grading agreed Thresholds for making referrals are set out in the Safeguarding policy. The policy is clear about reporting concerns and the jigsaw piece icon is a clear reporting mechanism throughout the organisation. The policy has links to important external procedures and processes which are included throughout the document. Evidence proves staff understand the thresholds for making a referral as there are various assessments and referrals to support this.

			Protection. Wider policy areas, such as homelessness, domestic abuse and ASB are also carried out with an understanding of LSCB guidance and requirements.	
9.3	Attendance at multi agency forums and meetings eg TAC, CIN, CP	Green	WLDC can demonstrate commitment to and extensive engagement with multi-agency boards, forums and meetings; demonstrating both an operational and strategic level. Staff are confident in attending, contributing to and providing evidence to support multi-agency case meetings and adopt a strengths based approach to their work. At a strategic level, nominated officers attend a variety of meetings that contribute to safeguarding and promoting wellbeing including (but not limited to) domestic abuse, Child Sexual Exploitation, suicide, anti-social behaviour, reducing offending, MAPPa, MARAC, taxi licensing, youth homelessness, district councils safeguarding meeting. In the case of significant incident notifications, there is an effective response to requests to check systems for involvement with cases. For meetings within the LSCB and LSCB structure (including boards and sub groups), nominated district council officer representation has been agreed between the seven district councils (approved by chief executives) with information sharing via the district council safeguarding meetings. WLDC also leads on the hosting of multi-agency meetings to address issues of concern, for example; community safety issues. The council's domestic abuse coordinator is also an experienced chair of MARAC meetings.	Grading agreed High level of evidence of commitment and attendance at multi agency forums and meetings.

9.4	Organisations are able to demonstrate, or have in place a mechanism by which they can evidence, how their organisation, staff and training has impacted on practice thereby improving outcomes for children and families	Green	WLDC is confident that the policy, awareness raising and training provided to staff supports confidence to report concerns and improve practice and partnership working. Examples include; referrals received directly as a result of training which staff advise has 'made them think' about a case they have been working with, changes to working practices as a result of training on youth homelessness, ASB case decisions that are influenced by the wider safeguarding context within which the case is being heard. WLDC is aware that this must be a focus for continuous development at all times and that a drop in referrals, or any gaps in awareness are monitored and responded to. The council monitors referral activity through its corporate progress and delivery reporting. Where staff make referrals, feedback is provided by safeguarding officers, to thank them for passing on a concern and, if required, to address any gaps in knowledge. The quality and positive response to referrals to the CSC demonstrate the positive application of staff knowledge and awareness.	Grading agreed
9.5	All commissioned services involving children and families are compliant with S11	Green	All commissioned services are commissioned with the support and guidance of procurement Lincolnshire. A core part of commissioning is to ensure that providers can demonstrate compliance with legal requirements including Section 11. A key commissioned service at the present time is the council's Leisure Contract; the respective safeguarding policy is included as evidence. The contract is currently in the process of being re-commissioned; a schedule for completing S11 during the contract delivery	Grading agreed

			<p>period has been requested from the commissioning manager. For relevant grant funded services, safeguarding policies for the charitable groups / organisations are requested as part of the evidence base and grant determination. The councils Enterprising Communities Team Manager is currently reviewing safeguarding policies with grant funded services as part of contract management meetings; copies are available to safeguarding officers. WLDC is a stock transfer council, therefore, does not have any retained housing stock; therefore assurance has been sought that staff within the LSVT organisation have received safeguarding training (with a recommendation made that LSCB training is accessed in future) and that there is a named safeguarding lead to implement oversee the policy. An offer has also been made to carry out a S11 assessment on a voluntary basis. This has not yet been taken up, however WLDC is committed to providing support with this. The council introduced a selective licensing scheme in 2016; this required a partnership with Homesafe who carry out inspections - Homesafe were provided with a safeguarding briefing, policy extract, reporting mechanism and access to LSCB training to support this. Safeguarding concerns raised by Homesafe are passed to the councils Selective Licensing officer in order for the internal report mechanism to be followed.</p>	
<p>Effective inter-agency working and information sharing in order to ensure safeguarding and promoting children's welfare</p>				

Requirement		Moderated Rating	Overview	
10.1	There is organisational understanding of information sharing guidance and compliance with the DPA including when to gain consent	Green	WLDC can demonstrate compliance with information governance requirements. The senior officer responsible for overseeing this is the councils Director of Resources. Staff demonstrate an understanding of these requirements, and training in respect of both information sharing and data protection is mandatory. Completion of this is monitored by the councils ICT team. The councils safeguarding policy includes a section on information sharing in the context of safeguarding, detailing 'golden rules' for information sharing. The policy is clear about what should be shared, with whom, and when, working on the basis that consent should be gained wherever possible. Staff understand when to seek consent to make referrals, and are supported by safeguarding officers when this may impact on their day to day role; for example, it is not always possible for enforcement officers to seek consent due to the difficult relationship they may have with the individual customer and nature of their involvement; in these instances this is done with the support of safeguarding officers instead. The positive response to referrals to LCC CSC shows the positive implementation of these principles. The policy is clear about the instances in which staff should override consent in order to immediately safeguard or protect individuals in the context of safeguarding, domestic abuse and risk to life /	Grading agreed The safeguarding policy includes information on good practice in information sharing and prompts employees to ask for consent to share information with other agencies. Clear that consent is gained in referrals. Good evidence of other relevant policies. Good evidence WLDC are preparing for GDPR. All staff have completed DPA training.

			<p>immediate safety. The councils' difficult and dangerous register is managed corporately and includes a check for each case in respect of customers on this list that may be vulnerable or in need of support; safeguarding officers are notified of these cases. WLDC is currently actively preparing for the implementation of GDPR, with an information audit currently underway to check every service areas readiness - this will lead to action planning and implementation in time for the introduction of GDPR. The councils safeguarding work is being checked as a distinct work area for this - any actions arising from this will be managed by the corporate safeguarding group, and overseen by the safeguarding coordinator.</p>	
10.2	<p>The organisation contributes to multi-agency learning through the LSCB</p>	Green	<p>WLDC can demonstrate commitment to and extensive engagement with multi-agency boards, forums and meetings; demonstrating both an operational and strategic level. Staff are confident in attending, contributing to and providing evidence to support multi-agency case meetings and adopt a strengths based approach to their work. At a strategic level, nominated officers attend a variety of meetings that contribute to safeguarding and promoting wellbeing including (but not limited to) domestic abuse, Child Sexual Exploitation, suicide, anti-social behaviour, reducing offending, MAPPAs, MARACs, taxi licensing, youth homelessness, district councils safeguarding meeting. In the case of significant incident notifications, there is an effective response to requests to check</p>	<p>Grading agreed Good evidence that clearly shows WLDC attendance at multi-agency meetings.</p>

			systems for involvement with cases. For meetings within the LSCB and LSCB structure (including boards and sub groups), nominated district council officer representation has been agreed between the seven district councils (approved by chief executives) with information sharing via the district council safeguarding meetings. WLDC also leads on the hosting of multi-agency meetings to address issues of concern, for example; community safety issues. The council's domestic abuse coordinator is also an experienced chair of MARAC meetings.	
10.3	The organisation evaluates outcomes from the perspective of the child or young person	Green	WLDC can demonstrate a number of service developments that reflect the views and needs of young people and families. There are a number of sections within this audit that demonstrate this. Of particular importance is the council's response to youth homelessness, and efforts to improve employability amongst young people. As an organisation that does not work with children and young people as a core part of its work, this tends to be service or subject specific, reflecting a proportionate approach for a district council.	Grading agreed.
10.4	The organisation has in place a programme of internal audit and review that enables	Green	WLDC has an annual programme of internal audit. This is agreed each year by the councils management team, further to a 'combined assurance' assessment of every service area carried out by the audit team (Assurance Lincolnshire). Safeguarding is always included as a specific service strand in the combined assurance process. The last safeguarding audit carried out internally received substantial	Grading agreed Assurance mapping confirms that the overall level is green which indicates a substantial level of assurance.

	<p>them to continuously improve the protection of children and young people from harm or neglect and promote welfare</p>		<p>assurance. WLDC's previous S11 assessment was used a key evidence base to support this. Audits and actions arising from audit inspections are monitored corporately. In October 2017 the council's licensing service was audited, and received substantial assurance. Part of this audit scope included safeguarding training for taxi drivers. At a countywide level, WLDC has actively engaged in the recent MARAC audit, JTAI, Neglect Audit and is committed to embedding learning from audits into its working practices, led by the corporate safeguarding working group. WLDC also has democratic accountability; the council reports its S11 compliance and risk status to its governance and audit committee, via the corporate risk register mechanism and a detailed report is submitted to the councils Prosperous Communities Committee with each policy review and S11 audit. Officers are next scheduled to report to both committees y January 2018. Any actions arising from any work in respect of safeguarding are included within a workplan of the corporate safeguarding group, with named lead officers.</p>	
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**Prosperous Communities
Committee**

Date: 30th January 2018

Subject: Lincolnshire Homelessness Strategy 2017 - 2021

Report by:

Chief Operating Officer

Contact Officer:

Michelle Howard
Wellbeing and Health Manager
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Purpose / Summary:

Local Housing Authorities are required to have in place, a long term strategic approach to preventing and managing homelessness through an evidence based Homelessness Strategy. Since 2002, the seven Lincolnshire Housing Authorities have collaborated to achieve this with a lot of success and additional investment in Lincolnshire as a result.

This report presents Lincolnshire's fourth joint homelessness strategy (2017 – 2021). It sets out the key challenges, priorities and objectives for preventing and tackling homelessness across Lincolnshire over the next five years.

RECOMMENDATION(S):

Members of Prosperous Communities Committee are asked to:

- 1) Approve the Lincolnshire Homelessness Strategy (2017 – 2021)**

IMPLICATIONS

Legal: Local Housing Authorities are required to have in place, a long term strategic approach to preventing and managing homelessness through an evidence based Homelessness Strategy. The Homelessness Strategy meets the requirements of the Housing Act 1996, Homelessness Act 2002 and Homelessness Reduction Act 2017.

Financial: FIN/129/18 None arising from this report.

Staffing: None arising from this report. A countywide commitment to continue to support coordination of delivery of the strategy has led to the recent appointment of a Homelessness Prevention Programme Manager for Lincolnshire; a strategic role funded through District Council resources and designated external funding for a two year period.

Equality and Diversity including Human Rights: None arising from this report. An Equality Impact Assessment has been carried out.

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:

-Presentation to Challenge and Improvement Committee 9 January 2018 - link to webcast meeting: https://west-lindsey.public-i.tv/core/portal/webcast_interactive/324704 and link to minutes of the meeting:

<https://democracy.west-lindsey.gov.uk/documents/g1675/Printed%20minutes%2009th-Jan-2018%2018.30%20Challenge%20and%20Improve%20Committee.pdf?T=1>

-Lincolnshire Homelessness Strategy 2017 – 2021 (draft)

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 chairman)

Yes

No

x

Key Decision:

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

Yes

No

1. Background

- 1.1 Local Housing Authorities are required to have in place, a long term strategic approach to preventing and managing homelessness through an evidence based Homelessness Strategy.
- 1.2 For many years, the seven Lincolnshire Housing Authorities have collaborated to achieve this, with a lot of success and additional investment in Lincolnshire as a result. Achieving such collaboration in a two tier area is considered best practice. A jointly funded, countywide coordination resource has supported delivery for a number of years.
- 1.3 During the lifetime of the current strategy the additional investment achieved through the countywide partnership has supported a range of specific priorities in respect of mortgage rescue, tackling rough sleeping, youth homelessness, domestic abuse and homelessness prevention.
- 1.4 The Lincolnshire collaboration has received national recognition as best practice in a two tier area.
- 1.5 Although operating within very diverse housing markets and managing varied housing and homelessness demands, a commitment to work together in this way remains strong.

2. Introduction and Strategy Development

- 2.1 The Lincolnshire Homelessness Strategy 2017 – 2021 is the fourth combined Homelessness Strategy for Lincolnshire. It sets out the key challenges, priorities and objectives for preventing and tackling homelessness across Lincolnshire over the next five years. It has been developed through engagement with stakeholders and service users and is informed by an evidence base taking the form of a review during 2016 and 2017.
- 2.2 A commitment to continue to support coordination of delivery of the strategy has led to the recent appointment of a Homelessness Prevention Programme Manager for Lincolnshire; a strategic role funded through existing resources and designated external funding, for the next two years.
- 2.3 The strategy is supported by a delivery plan focussed on delivery in line with the priority areas. The delivery plan will be further developed, managed and monitored by the Homelessness Prevention Programme Manager to ensure that it reflects current and emerging needs.
- 2.4 During the lifetime of the current strategy, Lincolnshire has experienced an increase in homelessness alongside an increase in the complexity of the needs of individuals affected by homelessness.
- 2.5 Developing this strategy at a time of unprecedented change, economic challenge and significant housing, planning and welfare policy developments and against a backdrop of some of the most significant changes to the homelessness legislation and rising homelessness figures has been incredibly challenging and has led to delays in bringing the strategy forward for approval.
- 2.6 Homelessness is a complex issue that cuts across many policy areas. The current Government has introduced substantial and wide ranging changes across many

Departments meaning that the period ahead will be one of the most challenging for Local Authorities and our partners. The potential impact of a wide range of policy changes on people vulnerable to experiencing homelessness cannot be underestimated.

2.7 Local Authorities have long recognised that partnership working is the key to tackling homelessness. Now more than ever, we need to work together a respond to and maximise opportunities to prevent and tackle homelessness within a period of significant and rapid change.

2.8 The introduction of the Homelessness Reduction Act 2017 will further increase demand on services and places a renewed emphasis on homelessness prevention and partnership working. With continued pressure on the resources available, we will have to be innovative in our approach, develop further collaborative initiatives, respond effectively to the evidence base and make best use of our collective resources to tackle and prevent homelessness.

2.9 During the lifetime of this strategy we will see significant changes which; without innovation, collaboration and partnership may lead to increased homelessness amongst vulnerable individuals and households. In order to respond to the challenges ahead we must build on relationships with many partners including other statutory services, housing providers, employment and skills services, criminal justice services, financial inclusion services and voluntary sector partners; all of whom will need to (and some who will be required to) play a greater role in preventing homelessness over coming years.

2.10 Recommendations for District Council approval across all seven districts are scheduled.

Local Authority	Timescale for Approval	Decision
North Kesteven District Council	9 th November 2017	Approved
Boston Borough Council	29 th November 2017	Approved
East Lindsey District Council	18 th December 2017	Approved
City of Lincoln Council	8 th January 2018	
South Kesteven District Council	11 th January 2018	
West Lindsey District Council	30 th January 2018	
South Holland District Council	February 2018	
Lincolnshire County Council	Awaiting confirmation of process	

2.11 Additionally, as a two tier authority Lincolnshire District Councils rely on a strong and effective relationship with Lincolnshire County Council to effectively prevent and tackle homelessness. With many collaborative programmes of work spanning the Housing, Health and Care agenda and with future changes and challenges to the way supported housing is funded, a high rate of rough sleepers having been evicted from supported housing in Lincolnshire, this has never been more important. Supported Housing provides a significant resource to prevent homelessness and vulnerability and is considered an integral part of this strategy.

2.12 The importance and value of this partnership as we embrace such significant change has been a key driver in inviting Lincolnshire County Council to become a signatory to and key delivery partner for Lincolnshire’s Homelessness Strategy 2017 – 2021. A report to the Housing, Health and Care Delivery Group (sub group of the Lincolnshire Health and Wellbeing Board) in December 2017 making a direct request to Lincolnshire County Council to become a signatory to this strategy was supported and considerations are currently being progressed by LCC.

3. Strategy Overview

Key national drivers for change that have shaped Lincolnshire's Homelessness Strategy 2017 – 2021 include:

- A national Government focus on supporting home ownership, and a likely corresponding reduction in the supply of new homes for affordable rent
- A likely reduction in the size of the existing pool of available affordable housing for rent
- A likely increased reliance on the Private Rented Sector (PRS) to meet housing need
- A Government welfare reform agenda with a strong emphasis on supporting access to employment
- A shifting role for social housing in meeting housing need
- An increased expectation on Local Authorities and the wider Public Sector to do more to prevent homelessness (Homelessness Reduction Act 2017)
- Proposed changes to the future funding of supported housing and need for localised supported housing strategies

Local drivers/evidence shaping the strategy include:

- 46.5% increase in full statutory duty owed by Local Authorities to homeless households between 2012 and 2016
- Main reasons for statutory homelessness: Termination of Assured Shorthold Tenancy (AST); Domestic Abuse; Parental Exclusion
- A continued challenge to tackle rough sleeping and entrenched rough sleeping across Lincolnshire:

Annual Countywide Rough Sleeping Snapshot					
2012	2013	2014	2015	2016	2017*
17	21	22	32	34	65

Note: 2017 snapshot figure is based on November 2017 snapshot. It has not yet been published.

During 2016/2017 **394** individuals were verified as rough sleeping in Lincolnshire. Reasons for rough sleeping 2016 / 2017 (Street Outreach Service data):

Relationship Breakdown	31%
Evicted from Supported Housing	25%
Prison Release	19%
Evicted from Private Rented Sector Property	18%
Evicted by Local Authority / Registered Provider	5%
End of Local Authority Homeless Duty	2%

Evidence informing the development of ACTion Lincs and being obtained through delivery of ACTion Lincs also provides an important evidence base

- A need to ensure the availability and supply of good quality, fit for purpose services and supported housing to meet the needs of those who are vulnerable to homelessness

Homelessness Strategy 2017 – 2021 – Priority Areas:

Priority One: Partnership	Developing and maintaining strategic relationships and partnerships.
Priority Two: Prevent	Preventing homelessness wherever possible to do so.
Priority Three: Protect	Protecting the most vulnerable from experiencing homelessness including tackling rough sleeping.
Priority Four: Place	Ensuring access to the right type of housing solution.
Priority Five: Possibility	Ensuring a sustainable future for supported housing.

End of Report

Lincolnshire Homelessness Strategy

2017-2021



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welcome

Welcome to the fourth Homelessness Strategy produced by Lincolnshire housing authorities. The strategy sets out the key challenges, priorities and objectives for preventing and tackling homelessness across Lincolnshire over the next five years.

Local authorities and their partners face unprecedented change, economic challenges and significant welfare, housing and planning policy developments.

Over recent period the current government has introduced substantial and wide-ranging changes meaning that the period ahead will be one of the most challenging for local authorities and their partners.

Homelessness is a complex issue that cuts across many policy areas. Local authorities have long recognised that partnership working is the key to tackling homelessness. Now more than ever we need to work together to respond to an environment of rapid change. The potential impact of a wide range of policy changes on people vulnerable to experiencing homelessness cannot be underestimated.

The strategy is supported by a delivery plan which clearly sets out the short, medium and longer term activities to deliver an effective homelessness strategy for Lincolnshire. To ensure the strategy remains relevant and can respond to change, the delivery plan will be regularly

monitored by the Lincolnshire Homelessness Strategy Group and will be reviewed annually.

Over the past four years Lincolnshire has experienced both an increase in homelessness, alongside an increase in the complexity of the needs of individuals and households affected by homelessness.

During the lifetime of this strategy we will see significant changes which, without innovation, collaboration and partnership may lead to increased homelessness amongst vulnerable households. In order to respond to the challenges ahead we must build on our relationships with other statutory services, registered providers, employment and skills colleagues and financial inclusion services, all of whom will play a larger role in preventing homelessness over coming years. With continued pressures on the level of available resource across local authorities and their partners, we will have to be innovative in our approach to homeless prevention, develop further initiatives and make best use of our collective resources to improve the lives of those who are at risk of, or are experiencing, homelessness across Lincolnshire.

This strategy represents a partnership response to preventing and tackling homelessness. We would like to thank all of the individuals and organisations who have contributed to the development of the strategy.

Lincolnshire in context

Lincolnshire is the fourth largest county in England, covering 5921 sq. km. It is also the fourth most sparsely populated. It is a county of contrasts, with a diverse landscape covering coastal, rural and urban areas with concentrations of population around the city of Lincoln and the key market towns of Gainsborough, Sleaford, Boston, Grantham, Louth, Skegness, Spalding and Stamford. Rural and coastal areas present particular homelessness challenges, with the coastal area characterised by high concentrations of deprivation and high levels of low paid seasonal work while rural areas have low population density areas, limited road networks and transport infrastructure coupled with social isolation.



5,921km²

743,400

Estimated population 2016



Having some of the highest private rents in the region and lowest full time wages, Boston faces real affordability challenges



Boston

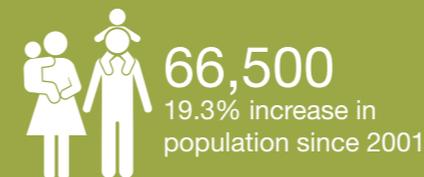
Covering an area of 362 square kilometres Boston Borough consists of the market town of Boston and 18 rural parishes. Boston is a sub-regional centre, second in the county to Lincoln, and provides retail employment and a variety of visitor attractions. It has a strong food and agricultural sector as well as a stable historic industrial base and a port. Its historic environment is recognised by English Heritage as one of the most important in England.

Shaped by agricultural and horticultural activity, the Boston area has seen one of the largest increases in population since the 2001 Census, nationally. The population of Boston Borough has increased by 19.3% (to 66,500) since 2001. A high proportion of the increase has come from economic migrants, particularly from Portugal and Eastern Europe, placing a strain on housing and local services. The population is forecast to grow further by 10,000 for the period 2014 to 2039.

In common with many other coastal communities, Boston faces significant challenges. These include geographical isolation, low wages, an economy over-reliant on elementary occupations and a poor skills base. Gross weekly full time pay is £411.20 compared with an East Midlands average of £492.00 (2015) while the proportion employed in elementary occupations is 20.3%, more than double the Great Britain figure of 10.8%. However, long-term unemployment remains below the England average.

Although local schools are of a generally high quality, the proportion of residents with NVQ4 Level qualifications and above is significantly below the East Midlands and Great Britain average.

Some 19.8% of the district's population falls within the 20% most deprived areas in England compared to a Lincolnshire average of 11.7%. Private sector rented accommodation is of generally low quality and rents are higher than the East Midlands average.



City of Lincoln

City of Lincoln has an estimated population of 97,065 residents across approximately 44,600 households, with the average Lincoln household containing 2.21 people.

In 2015 Lincoln had ten areas that were in the highest 10% of deprived areas nationally. This has increased from seven areas in 2010 and five areas in 2007 according to the Indices of Multiple Deprivation. The ten areas equate to 16,014 Lincoln residents and 16.5% of the total City of Lincoln population.

Although there is growth in the local housing market this is at levels significantly less than that assessed as needed in the local plan. The highest growth is in the number of flats with 2,110 being built in the last ten years.

There has been a significant increase in the number of private rented properties in the last fifteen years and this is partly due to the growth of the universities and consequent student numbers. A quarter of the City's total housing stock is now private rented and with estimates of non-decency at 36% and Category 1 Hazards, under the Housing and Health Rating System, at 21% the sector present significant challenges.

The City's age demographic is younger than the rest of the County, which is mainly driven by University growth, but this can mask the growing demand and need for support and care services from the permanently resident population.

In the five years from 2012/13 to 2016/17, the number of people formally approaching the City Council as homeless, with the exception of one year, stayed at a fairly consistent 240-250 households per annum. Within that though there has been a movement towards younger age levels presenting themselves as homeless. In line with the Homelessness Reduction Act 2017 the Council is targeting more resources on homelessness prevention activities in forthcoming years.

Rough sleeping in Lincoln is increasing, as evidenced by the formal annual rough sleeping count of 2017. A range of support and accommodation services are already operated by several agencies within the City. The short term focus in addressing rough sleeping is to develop closer partnerships between the third sector and statutory agencies to ensure consistency of both support and emergency accommodation.



There is a higher proportion of younger people living in Lincoln, compared to other districts



97,065
Residents across approximately
44,600 households



2,110
flats being built



242
people as
homeless

East Lindsey

East Lindsey has an estimated population of 138,400 and covers approximately 1,765 square kilometres making it the second largest non-unitary District in England or the ninth largest overall if you include unitary authorities. Only four of its 189 parishes have a population greater than 5,000.

The population is expected to increase but below national levels. However the percentage of working age people is set to increase significantly whilst the number of over 65's, which is already higher than regional and national averages, will continue to rise. The demand for adapted lifetime homes and health related services is already high and will continue to increase.

Employment, training and education opportunities are poor resulting in an out of work claimant count of 8,930 (11.6% of the working age population) for main out of work benefits including JSA, ESA & Income Support. The total claimant count is 12,580 (16.4% of working age population) which includes Carers, Bereavement and Disability benefits as well.

Average wages in East Lindsey have traditionally fallen behind regional and national levels but for full-time workers this gap has narrowed. Part-time workers continue to earn less than the

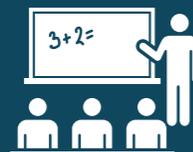
national average and this gap has widened. There are few major employers, and lots of self-employed and micro businesses.

Being a coastal district, with circa 28,000 static caravans, brings many challenges. The population of Skegness area increases from circa 25,000 up to 250,000 during the summer months which generates income to individuals and the wider area but can also put pressure on public services. There are high levels of seasonal employment which creates financial uncertainty for many residents.

Overall, East Lindsey is ranked the 33rd most deprived local authority district area in England (out of 326) and there are approximately 4,500 children living in poverty. During summer months there is an increase in rough sleepers who generally migrate from the Midlands to the coast to make a fresh start.

Between 1st April 2008 and 1st April 2017, the Council enabled the development of 1351 new affordable homes. Opportunities for large scale housing development are limited due to restrictions linked to the Wolds Area of Outstanding Natural Beauty (AONB), proximity to the coast and the risk of flooding and existing market town infrastructure.

 **138,400**
Estimated population

 Poor employment, training and education opportunities

11.6% Adults claim key out of work benefits

 High levels of seasonal employment

 **28,000** static caravans bring many challenges

 **1351** New affordable homes

Being a coastal district, there are high levels of seasonal employment



North Kesteven

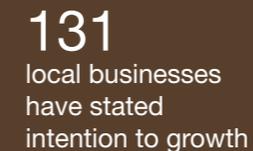
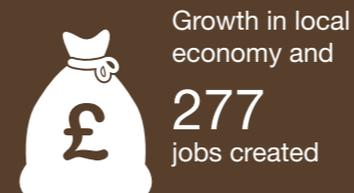
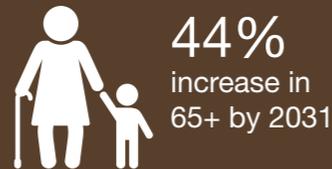
North Kesteven has the lowest crime rate in the country and is ranked as the 34th best place to live according to Rural Quality of Life Survey. However, there are a range of issues that pose challenges for residents, businesses, district council and other public services. The 2011 census showed that North Kesteven was the fourth fastest-growing district in England and Wales. Latest projections indicate this is to grow a further 6% by 2021, which creates additional demand on accessible and affordable housing, support, education and health services. As well as the predicted growth levels, the age profile of the population will change significantly with a projected 44% increase in the 65+ population by 2031.

The NK Economy is built upon traditional strengths relating to agriculture and associated industries.

The district council has financial plans to invest in new social, affordable and private rented accommodation. In recent years the district has experienced growth in local economy and 277 jobs have been created or safeguarded and a further 131 local businesses have stated their intention to grow. Unemployment is below the national average but wage levels are not only below the national average but amongst the lowest in the country. Deprivation is lower than average, but approximately 2,200 children live in poverty. Locally we are experiencing an increase in mortgage lending, property sales and average houses prices but they remain below the national average. The private rented sector has also seen increases in rental charges but Local Housing Allowance rates remain unchanged for the second year.

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The District Council has financial plans to invest in new social, affordable and private rented accommodation



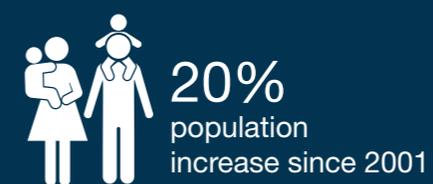
South Holland

South Holland has an estimated population of 92,000. The population has grown by c.20% between 2001 and 2011, driven by a combination of inward migration from other parts of the UK and further afield, alongside growth in the ageing population locally. Whereas unemployment remains consistently lower than national averages, lower earnings locally compound the issue of housing affordability within South Holland. The population of the district is anticipated to grow significantly over the next 21 years, with rates of population growth anticipated to reach the second highest levels of growth within Lincolnshire. Whereas there is a buoyant housing market in South Holland, driven by the district's excellent connectivity to places of high growth such as Peterborough, levels of growth have fallen short of local targets. Market rents in South Holland are high, and are comparable with those in Cambridgeshire to the south of the district. There is a notable gap between Local Housing Allowance rates and local market rents.

The number of applications for assistance with homelessness to the council has increased over the past 12 months, leading to corresponding increases in temporary accommodation use. The district has also seen an increase in rough sleeping over the past few years. In response to these challenges, South Holland District Council is seeking to play an activity role in increasing supply of new housing within the district. The authority has set up Welland Homes Ltd (a private company with a remit to develop new housing for market rent), alongside pursuing a number of new affordable housing developments through the council's Housing Revenue Account. The council is also planning for major housing growth through two Sustainable Urban Extensions within Spalding; the largest settlement within the district. Growth is also planned for Crowland and Holbeach.

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The population is expected to increase significantly over the next 21 years



South Kesteven

South Kesteven is a district of divides. Stamford in the south of the district is very affluent yet areas of Grantham in the north of the district rank among the 10% most deprived neighbourhoods in the country. In 2013 the Sunday Times voted Stamford as the Best Place to Live in Britain. Many households cannot afford to buy a house in Stamford.

The Office for National Statistics data shows that South Kesteven will see the highest increase across the county of the 75+ age group between 2012 and 2037. This means that the demand on accessible and affordable housing will increase whilst the number of people of working age and paying tax for much needed services will decrease.

The district council intends to invest approximately £8m on affordable housing over the next four to five years. The number of unemployment claimants has reduced by more than a half in the last four years. Between April 2015 and April 2016, there was a drop in claimant rate of over 4%. The median average house price across the whole of South Kesteven in 2012 was £156,500. Between 2009

and 2013, there has been an increase in the house prices in all areas of South Kesteven. The increase has ranged from 4% in Market Deeping to 14% in Stamford.

The Local Housing Allowance rates have remained the same in South Kesteven for the last five years. Only about half of two and three bed private rental properties available to let in Grantham are at or below Local Housing Allowance rates; most if not all of the rental properties in Stamford and Bourne are above the LHA rate and all 4+ bed properties are above the LHA rate (Rightmove figures as at 2016).

The Peterborough Sub-Regional Strategic Housing Market Assessment shows that the indicative income required to buy a property at the lower quartile purchase price is: £37,100; for a lower quartile private rent: £19,400; for an affordable rent: £15,500 and for a social rent: £13,400 (figures as at 2013). These statistics show that many households are priced out of private homeownership and many households who need to rely on welfare benefits are priced out of the private rental sector.



Stamford is a very expensive place to live, making housing unaffordable to many households



Stamford
best place to live in Britain
Sunday Times 2013



SK will see the highest increase across the county of 75+ age group



£8m
on affordable housing over the next 4 - 5 yrs

West Lindsey

The district of West Lindsey covers the area immediately north of Lincoln and forms the north west gateway to Lincolnshire. The district is predominantly rural and has a diverse housing market with significantly higher levels of demand and higher house prices and affordability challenges in villages closer to Lincoln compared to the main market town of Gainsborough. This is also reflected in the levels of deprivation and unemployment across the district.

Whilst some of the West Lindsey villages are amongst the least deprived in the country, the South West Ward of Gainsborough is one of the most deprived. This area is characterised by a dense private rented sector requiring a number of council initiatives to improve housing standards and reduce vulnerability. The Council is working hard to tackle empty homes and has recently introduced a selective licensing scheme to improve the standards and management of private sector properties. A number of successful multi-agency approaches to tackling the wider issues that contribute to deprivation and vulnerability across the District are underway.

Varied micro markets across former Ministry of Defence villages, rural villages and market towns within the district present very different housing challenges.

Gainsborough has been identified as an area in which there will be significant growth and development over the next few years. Gainsborough is one of the few areas of the Country to have achieved Housing Zone status, with ambitious plans to develop a minimum of 800 new homes on brownfield sites within the town. Further land is allocated to accommodate an additional 3635 which represents 12% of the total growth planned for Central Lincolnshire

Over the last 10 years, West Lindsey has experienced 4.3% growth in population and it is anticipated that by 2030, the population will increase by 30% which is the highest level of growth in the county and compares with a regional level of 20% and a national level of 15%.

West Lindsey has an ageing population. Some 21% of the population in the census was of retirement age compared with 19% in the rest of the country. It is envisaged that this will rise to 32% by 2037. This is also reflected in a lower than average proportion (75%) of people who are economically active. This means that the demand on accessible and affordable housing will increase whilst the number of people of working age and paying tax for much needed services will decrease.

West Lindsey District Council's housing stock was transferred to Acis Group in 1999.

The district is predominantly rural and has a diverse housing market



 **4.3% growth**
in population
30% increase
by 2030

 **21%**
of population in
the census was
of retirement age

Reflecting on the previous Lincolnshire Homelessness Strategy 2012 – 2016

Lincolnshire's Homelessness Strategy 2012 – 2016 focused on five key priority areas:

- Priority 1: Prevention
- Priority 2: Partnership working
- Priority 3: Welfare reform
- Priority 4: Young people
- Priority 5: Rough sleeping

Through working together, the Lincolnshire Homelessness Strategy 2012-16 achieved the following key outcomes:

- Prevented in excess of 9,700 households across Lincolnshire from experiencing homelessness
- Secured around £1 million of additional homelessness-related government grant for Lincolnshire, which has been used to fund services and initiatives that have contributed towards the prevention of homelessness

The strategy and partnership also secured the following achievements which made a significant contribution to reducing homelessness across Lincolnshire:

PREVENTION

- We focused our resources to target the most vulnerable enabling them to remain in their own homes or obtain suitable alternative accommodation, mitigating as far as possible the impacts of welfare reform. The range of measures deployed include the use of discretionary housing payments, charitable funding, government grants and rent deposit schemes to prevent homelessness
- We delivered a 'Breaking the Myths' communications campaign, that sought to dispel the myths about homelessness through various media in Lincolnshire.

PARTNERSHIP WORKING

- We established a genuine collaboration to broker additional local and central government funding to deliver services such as the rough sleeper outreach team to redirect the lives of over 1,200 individuals
- Following a successful partnership bid of £430k we secured the provision of new accommodation and support, introducing specialist accommodation for male domestic abuse victims
- Through closer working with criminal justice agencies

- we enhanced our understanding of the links between homelessness and offending to achieve better risk management and enable more settled housing solutions
- Together with statutory and voluntary partners, we developed our Vulnerable Adult Panels across Lincolnshire to assist in meeting the needs of complex and chaotic households

WELFARE REFORM

- We have worked closely in partnership with the Department of Work and Pensions, Citizens Advice and Credit Unions to prepare for and mitigate against the impact of welfare reform
- Lincolnshire has taken a lead for the Universal Credit 'pilots', training over 500 advisors on the implications of Universal Credit and how to identify support needs for customers, together with the setting up of digital hubs across Lincolnshire managed by trained volunteers

YOUNG PEOPLE

- We worked in partnership with Lincolnshire County Council to develop a model of early intervention and prevention to reduce youth homelessness and developed a joint protocol to meet the needs of young people at risk of homelessness
- With a focus on early intervention to prevent youth homelessness, we commissioned a successful drama programme in schools. A total of 278 shows were performed during the life of the strategy to 16,589 young people. The project has since been commissioned by 10

- other local authority areas across the country.
- Our youth homelessness prevention work is cited as best practice by the Department for Communities and Local Government

ROUGH SLEEPING

- We developed and supported implementation of rough sleeper outreach service operating across Lincolnshire and Rutland, redirecting the lives of 1,395 individuals
- Lincolnshire received national recognition from Homeless Link for best practice when tackling rough sleeping across multiple local authority areas
- Our partnership working had a significant impact on reducing rough sleeping across Lincolnshire by 47% in the first year of the outreach service
- We encouraged members of the public to play an active role by reporting and referring people sleeping through implementation of a dedicated 0800 rough sleeper hotline
- 279 EU Nationals were connected back to their local communities and support networks
- Recognising the important contribution that this service made to vulnerable rough sleepers, an extension for the funding for this service was secured for a minimum of three years through discussions with Public Health

Strategy introduction

The Homelessness Act 2002 requires housing authorities to take a long term strategic approach to preventing and managing homelessness. Councils are required to carry out regular reviews of the homelessness situation in our local authority areas, taking account of the activities and services available to prevent and tackle homelessness in addition to taking account of relevant national and regional policies and to develop a strategy based on the findings of these.

Lincolnshire's Homelessness Strategy 2017 – 2021 sets out how the seven Lincolnshire housing authorities, together with a range of partners, aim to prevent and tackle homelessness over the next five years. This is Lincolnshire's fourth joint homelessness strategy; a combined strategy between the seven Lincolnshire district authorities who, although managing very diverse housing and homelessness pressures and needs, have committed to working to common goals to prevent homelessness across Lincolnshire.

This strategy has been developed through engagement with stakeholders of the Lincolnshire Homelessness Strategy Group, elected members and service users. It has been informed by the findings of a homelessness review undertaken during 2016 and 2017.

Engagement has taken place with statutory and voluntary sector partners to ensure our homelessness strategy is effective and relevant. Consideration has been made of

local and wider sub-regional plans and regional plans and strategies. Therefore a series of engagement events and surveys were held to assist in the collation of data.

It is important to acknowledge this strategy has been developed at a time of considerable change in the housing sector. Legislative changes being introduced at the time of writing are being implemented and will likely have significant implications for local authorities and our partners in tackling homelessness.

NATIONAL AND LOCAL CONTEXT AND DRIVERS FOR CHANGE

Over the next five years there are a number of challenges that are likely to impact heavily upon those who are vulnerable to experiencing homelessness, alongside those who work to prevent homelessness. These challenges include changes to government policy where careful management of the possible impacts are required, a continuous demand on resources in the face of tightening budgetary pressures, a fragile national economic picture and various policy areas that have the potential to impact on preventing and tackling homelessness but are not necessarily coordinated. In order to successfully prevent homelessness going forward, the homelessness prevention agenda across Lincolnshire will need to prepare those vulnerable to homelessness and the services that support

them for the challenges that may lie ahead. This section sets out the national, countywide and local context that surrounds some of these challenges.

A national government focus on supporting home ownership, and a likely corresponding reduction in the supply of new homes for affordable rent

Since the May 2015 General Election there has been a notable shift in central government policy in relation to affordable housing. Whereas previous government policy was strongly focused on increasing the number of homes available for affordable rent, prevailing government strategy has seen investment and policy directed towards increasing the supply of affordable homes designed to help households into home ownership. Early indications following the June 2017 General Election suggest that supporting households into home ownership will remain a key theme of the government's focus in relation to affordable housing.

The government has sought to do this in a number of ways. The government has consulted on proposals for local authorities to secure a higher large proportion of new housing on new housing developments as 'low cost home ownership housing (e.g. shared ownership and shared equity housing) as opposed to low cost rented housing. The government is also seeking to direct higher levels government grant for affordable housing into 'rent to buy' housing; a product aimed at working households who can afford a market rental property, but as a result do not have the available income to save for a deposit to buy.

The government has also applied a constraint on the income that social landlords can derive from rented housing between 2016 and 2020. This has had the impact of encouraging

housing associations to build a higher proportion of homes for market sale and rent, as a means of cross-subsidising the delivery of rented housing. Whereas cross-subsidisation is helping housing associations to deliver rented housing, the investment priorities of many housing associations have drifted away from rented housing as a result.

Whereas this shift in government policy will undoubtedly generate opportunities to support households into home ownership across Lincolnshire, these changes are likely to result in the delivery of fewer rented homes for affordable rent. This creates challenges for local authorities in relation to how they plan to meet the needs of those for whom home ownership is not a viable housing solution.

WHAT DOES THIS MEAN FOR OUR STRATEGY?

A decrease in the supply of new social housing has the potential to significantly impact on the ability of Lincolnshire local authorities to meet their statutory duties in relation to homelessness households. The reduction in supply which may result from these policy changes may also limit our ability to utilise social housing to prevent and/or alleviate homelessness before it arises, and also to limit the options available for those in need of independent accommodation (such as those presently residing in supported accommodation).

Over the next four years, it will become vitally important to the success of this strategy to ensure that the available supply of affordable rented housing is prioritised for the most vulnerable, and that those who can meet their housing needs through alternative tenures are supported to do so.

Home ownership opportunities will be varied across

Lincolnshire. One of the biggest challenges in Lincolnshire is to understand how many households will be able to afford low cost home ownership products – for some, this will present a new opportunity for home ownership however for others and in some parts of the county, this will not be viable. Lincolnshire's ageing population presents additional challenges, with some households being unable to access high street borrowing options to enable home ownership. Housing providers will need the flexibility to be able to develop a range of home ownership products and must also consider how best to ensure that social rented stock prioritised for those in the greatest need.

A likely reduction in the size of the existing pool of available affordable housing for rent

In addition to limiting the supply of new affordable housing to rent, a number of new government initiatives may also result in reducing the existing stock of affordable rented housing across Lincolnshire. Such initiatives include the extension of the Right to Buy for housing associations tenants (affording housing association tenants the right to buy their home at a discount), alongside an plans to introduce a policy which will compel stock-owning local authorities to sell their higher value stock in order to fund the replacement of homes purchased through the extended Right to Buy scheme.

WHAT DOES THIS MEAN FOR OUR STRATEGY?

As with the potential decrease in the supply of new affordable housing for rent, any reduction of the existing pool of homes to rent is likely to limit the ability of Lincolnshire local authorities and their partner organisations to utilise social housing to meet the needs of all but the most vulnerable households. Once again, it will become vitally

important to the success of this strategy to ensure that the available supply of affordable rented housing is prioritised for the most vulnerable.

A likely increased reliance on the private rented sector to meet housing need amongst vulnerable groups, and other PRS reforms

With the government placing a strong emphasis on supporting home ownership, there are a number of factors that are likely to impact upon the supply of new and existing affordable housing for rent. Lincolnshire local authorities and their partners rely heavily upon the existing stock of affordable rented housing within the county to meet the needs of the most vulnerable households, including those who are either threatened with or have experienced homelessness.

If the supply of new affordable housing for rent decreases, and the pool of existing stock for rent shrinks, it is likely that over the lifespan of this strategy there will be an increased reliance upon the private rented sector across Lincolnshire in order to meet the housing needs of those whose needs would have previously been met through a housing association or local authority home.

This comes at a time when central government is seeking to encourage a higher quality private rented sector by introducing new standards in relation to fire safety, new standards in relation to lettings practices and bolstering consumer rights for tenants and also through utilising the tax system to encourage landlords to become more 'visible' and adopt more formal business arrangements. It also comes at a time when many local authorities are exploring becoming private landlords themselves, as a means of setting a higher

standard for within the sector locally in terms of management practices and quality of accommodation. South Holland District Council is one local authority within Lincolnshire who has established itself as a market rented landlord.

WHAT DOES THIS MEAN FOR OUR STRATEGY?

There is evidence of a high level of demand for private rented housing across all of the major towns in Lincolnshire. The quality and affordability of the private rented sector offer is however, hugely varied across Lincolnshire.

Our evidence suggests that the private rented sector plays an important role in meeting housing need and demand across the county, however, consistent with the national picture, the ending of a an assured shorthold tenancy in the private rented sector continues to be a leading reason for households approaching local authorities as homeless.

Increased reliance on the private rented sector to meet housing need will require those working in homelessness agenda across Lincolnshire to consider how we best engage with the sector as a means of supporting households to access private rented accommodation, in addition to supporting private landlords to provide accommodation for those who will come to rely upon it. Supporting vulnerable households in accessing the sector will become a key focus of our strategic approach to addressing homelessness over the course of this strategy.

A government welfare reform agenda with a strong emphasis on supporting access to employment

Since the 2010 and 2015 General Elections, there has been

a strong government focus on reform to the Welfare Benefits system. There have been a number of national drivers for these reforms, including a tightening of government expenditure on welfare budgets and a policy focus on encouraging and supporting households to take up employment opportunities as opposed to being reliant upon welfare payments to meet housing and living costs.

The government's Welfare Reform agenda includes a number of key policies, most notably the introduction of Universal Credit (which consolidates a range of existing welfare payments into a single monthly payment) and the introduction of caps and limits of the benefit that households are entitled to in order to cover their living and housing costs. There are some specific elements of welfare reform which pose potential challenges to the homelessness agenda at a national, county and local level over the lifetime of this strategy. These challenges include the following:

THE DESIGN OF KEY ASPECTS OF THE UNIVERSAL CREDIT SYSTEM

A flagship policy of the government's welfare reform agenda, the Universal Credit system seeks to pull together six means tested benefits into a single welfare payment. The government's view is that the Universal Credit scheme, which will see a single payment of welfare benefit paid to households on a monthly basis, will support households in the transition into employment by simplifying the benefits system from the perspective of the claimant (thus making it easier for the claimant to understand how their benefits may change if they enter employment) whilst also preparing claimants for life in employment by mirroring the typical monthly pay cycles associated with paid work.

A large number of housing and homelessness charities



Lincolnshire local authorities and their partners rely heavily upon the existing stock of affordable rented housing within the county to meet the needs of the most vulnerable households, including those who are either threatened with or have experienced homelessness

have raised concerns about some elements of the design of the Universal Credit scheme, and how these elements may heighten the risk of vulnerable households claiming the benefit from experiencing budgeting challenges, debt issues and homelessness. Concerns relating to scheme design issues include the monthly payment of benefits (which will require households to effectively manage their income over a month long period, ending the current fortnightly arrangement), and the ending of direct payment of rent to social landlords (which will lead to claimants in the social sector being required to take responsibility for ensuring the housing elements of Universal Credit are paid to their housing provider). Claimants of Universal Credit will also be required to enter into formal arrangements with the Department for Work and Pensions in relation to their commitment to find employment. Those who cannot satisfy the requirements of the DWP in relation to expectations around finding employment may be subject to benefit sanctions.

Whereas there is broad political consensus that the welfare system should be reformed to better support households into employment, a number of housing and homelessness charities have raised concerns about the sanctions system and how it may adversely affect vulnerable individuals and those who live chaotic lifestyles.

At the time of writing, there are 2300 Universal Credit claimants in Lincolnshire. Whilst new claimants moving onto Universal Credit will do so only in line with the eligibility criteria, any change in circumstances for those claimants will not lead to a move away from Universal Credit, therefore there will be people in receipt of Universal Credit with varied circumstances and needs.

THE LOWERING OF THE BENEFIT CAP FROM £26,000 TO £20,000

Another flagship policy of the government's welfare reform system relates to the lowering of the national household benefit cap. The benefit cap, which limits the total annual value of welfare entitlement that a household can claim, was lowered from £26,000 to £20,000 in November 2016.

Whereas the original £26,000 cap introduced in April 2013 broadly only affected larger out of work families, the proposed £20,000 cap has affected a larger number of households nationally, especially those in higher value areas where housing benefit is being claimed to support accommodation costs.

THE GOVERNMENT'S COMMITMENT TO THE 'REMOVAL OF THE SPARE BEDROOM SUBSIDY'

The government remains committed to the continued removal of the 'spare bedroom subsidy' for those claiming housing benefit whilst residing in affordable housing. This welfare reform, introduced in 2012, requires tenants in the social rented sector to make a financial contribution to their rent where the property that they occupy is larger than what their family requires. Whereas many housing providers and local authorities have sought to mitigate the impact of this policy by reviewing how they allocate and manage affordable housing, it remains a financial challenge for many tenants residing in social housing where their ability to move to smaller accommodation is restricted. There are proposals to extend the policy to include those of pensionable age who were previously exempt.

WHAT DOES THIS MEAN FOR OUR STRATEGY?

The government's strong and continued emphasis on utilising welfare reform as a means to encourage households to enter employment presents a number of challenges for the homelessness prevention agenda across Lincolnshire over the lifespan of this strategy.

The government's use of Universal Credit to encourage greater personal responsibility in relation to budgeting requires those working in the homelessness agenda across the county to consider the importance of budgeting advice and financial inclusion as a tool to protect and mitigate against vulnerable households experiencing debt and homelessness.

The policy focus on capping the welfare entitlement of many out of work households will lead to many households being compelled to find employment or move to less expensive housing, in order to meet their accommodation and living costs, including households who are presently furthest away from the jobs market.

Preparing households for the impacts of welfare reform will form a key component of our strategy to prevent homelessness over the coming four years.

A shifting role for social housing in meeting housing need

A key theme of emerging government policy in relation to housing is the shifting role of social housing in meeting housing need, with a strong focus on social housing starting to play the role of a 'stepping stone' to alternative housing tenures as and when the circumstances of the tenant improve to a point that allows them to move out of publicly

subsidised accommodation.

This shift is demonstrated through the Housing and Planning Act 2016, which has paved the way for secondary legislation to be introduced which, if enacted, will bring to an end the automatic granting of 'lifetime tenancies' for those in local authority housing.

WHAT DOES THIS MEAN FOR OUR STRATEGY?

The government's agenda in relation to the shifting role of social housing in meeting housing need presents both challenges and opportunities for the homelessness agenda across Lincolnshire. In relation to the opportunities, measures which assist housing providers in directing social housing to those in greatest need have the potential to ensure that opportunities are created for vulnerable households to benefit from a scarce resource. It will be necessary to revisit and review housing allocations policies and tenancy strategies to ensure that the social housing resource is prioritised for those in the greatest need.

A growing call for local authorities to do more to prevent homelessness

Nationally there is a growing call for local authorities to go beyond their current statutory duties and play a more direct and proactive approach in preventing homelessness and to improve the help that single people receive under the homelessness legislation. These calls have not only come from leading housing and homelessness charities, but also from Parliament itself.

In August 2016, the cross-party Communities and Local Government Committee published the findings of its



Debt



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enquiry into homelessness. The review explored the factors contributing to homelessness, the present role and performance of local authorities in supporting those who lose their accommodation, and the experiences of the system of those who have become homeless. Much of the work has also drawn on the experiences of the revised homelessness legislation in Scotland and Wales, leading to consideration of whether any of the lessons learned and changes made could be applied in England.

In addition to making several recommendations in relation to government welfare and housing policy, the committee called on the government to amend the existing homelessness legislation. As such The Homelessness Reduction Act 2017 became law in 2017 and will go live in April 2018. The Act will amend Part 7 of the Housing Act 1996 and is far reaching in its ambitions.

Key measures in the Act include:

- An extension of the period during which an authority should treat someone as threatened with homelessness from 28 to 56 days, and clarification of the action an authority should take when someone applies for assistance having been served with a notice to leave market rented housing. These provisions represent a shift in focus to early intervention, and aim to encourage local housing authorities to act quickly and pro-actively, addressing some concerns that some previously only intervened at crisis point.
- A new duty to prevent homelessness for all eligible applicants threatened with homelessness, regardless of priority need. This extends the help available to people not in priority need, with local housing authorities supporting them to either stay in their accommodation or help them find somewhere to live and should mean

fewer households reach a crisis situation.

- A new duty to relieve homelessness for all eligible homeless applicants, regardless of priority need. This help could be, for example, the provision of a rent deposit or debt advice. Those who have a priority need will be provided with interim accommodation whilst the Local Housing Authority carries out the reasonable steps.
- A new duty on public services to notify a local authority if they come into contact with someone they think may be homeless or at risk of becoming homeless. It is hoped that this measure will ensure that a person's housing situation is considered when they come into contact with wider public services, and encourage public services to build strong relationships based on local need and circumstances.

The legislation reflects a recognition that tackling homelessness is not simply a matter of increasing housing supply, and instead that an effective national strategy to tackle homelessness will need to be developed across a wider cross-government programme of work. At a national level, homelessness policy currently sits within the Department for Communities and Local Government, but is influenced by policy from many other Government departments including Department for Works and Pensions, the Department of Health and the Treasury. The committee recognised that policies from these departments have impacted on homelessness through the absence of joined up working and at times, as a result of contradictory policies. A wider, cross government strategy on homelessness prevention has been recommended by the committee report, including a focus on early intervention and a duty for public services to cooperate. The committee also set

out a view that legislative change will only deliver ambitions to reduce homelessness if implemented as part of a coherent, workable, long-term national strategy for ending homelessness. The committee reported the view that a successful strategy would review the impact of national policy on homelessness trends and bring together local housing, health, justice and employment partners.

The committee also set out a need to address the increasing gap between household incomes and rising rents and allow councils to protect and build more affordable homes.

WHAT DOES THIS MEAN FOR OUR STRATEGY?

The extension of the statutory duties that local authorities have to homeless households to include a wider group of people beyond the most vulnerable is likely to result in increased costs for local authorities, requiring a renewed emphasis on homelessness prevention across Lincolnshire.

Proposed changes to the future funding of supported housing

A policy statement issued in October 2017 set out proposed changes to the funding of supported housing. These proposals are currently out to consultation but include changes to short term and transitional supported housing to be through a new ring fenced grant to local authorities in England.

WHAT DOES THIS MEAN FOR OUR STRATEGY?

There remains a great deal of uncertainty at the time of drafting this document, however, partners across Lincolnshire remain committed to working together to

feed into the government consultation, undertake a needs analysis and develop a strategic supported housing plan. Throughout the life of this strategy we will need to continue to work together to ensure effective pathways for vulnerable people that rely on supported accommodation.

Depending upon the outcome of the consultation relating to the future funding of supported housing, the future provision and sustainability may prove challenging with such significant constraints placed on providers' revenue. In addition to partners, local authorities will seek to play an active role in the national discussions relating to the proposed changes to the funding of supported housing.

The Homelessness Reduction Act 2017 is far reaching in its ambitions and includes a new duty to prevent homelessness for all eligible applicants threatened with homelessness, regardless of priority need



Homelessness in context in Lincolnshire

The term homelessness is broad, and in this section we consider key matters impacting on homelessness.

Some forms of homelessness are governed by law and this is commonly known as statutory homelessness. The law is complicated but covers households which do not have accommodation they have a legal right to occupy, is accessible and physically available to the household and it would be reasonable for them to continue to live in.

Local authorities have a duty to provide free advice and assistance to all households threatened with homelessness, although in practice authorities often go beyond this to pro-actively attempt to prevent or relieve homelessness.

Rough sleeping is the most visible form of homelessness and in line with government advice, a count of people sleeping rough is undertaken each autumn.

An increasing number turn to the council for assistance with their homeless crisis.

Between 2010/11 and 2016/17, 6,286 homeless applications were made to the seven housing authorities across Lincolnshire. A total of 3,969 of these applications led to a full homelessness duty being accepted.

Between 2010/11 and 2016/17, the number of decisions made by Lincolnshire authorities rose by 46.5%. Discounting East Lindsey where the number of decisions made fell (15.9%), decisions rose by 79.8%. This is a considerable rise when viewed against the national rise in decisions of 6.26% and evidences the lack of affordable alternatives across the county.

Homelessness Decisions 2016/17

SKDC	BBC	ELDC	WLDC	COL	SHDC	NKDC	Totals
268	94	127	101	243	95	89	1078

Not all homeless applications are approved by authorities. Some applicants are found to be not homeless or to be homeless but have no priority need, or to have made themselves intentionally homeless. Applicants falling into these categories are provided with advice and assistance to obtain alternative accommodation or to remain in their current accommodation where possible. Nevertheless, the number of applications that were awarded the full main duty has risen across Lincolnshire by 46.5% over the period.

Homeless Duty Acceptances 2016/17

SKDC	BBC	ELDC	WLDC	COL	SHDC	NKDC	Totals
197	12	77	65	164	42	150	707

Many homeless households are literally homeless, requiring the council to find temporary accommodation whilst enquiries are progressing or until a more settled home is secured.

The following tables do not show all households provided with temporary accommodation by the authority over the year. Instead, they show the numbers accommodated at the end of March 2017. For those households who require temporary accommodation, the majority (53%) are housed within local authority stock.

No. in TA (snapshot end of Q4) 2016/17

SKDC	BBC	ELDC	WLDC	COL	SHDC	NKDC	Totals
22	11	29	2	14	28	12	118

Type of TA (snapshot end of Q4) 2016/17

TYPE	SKDC	BBC	ELDC	WLDC	COL	SHDC	NKDC	Totals
B&B / hotel	0	0	1	0	5	0	6	12
Other nightly paid, privately managed accommodation	0	0	17	2	4	0	0	23
Hostel	0	5	0	0	0	0	0	5
Women's refuges	0	0	4	0	1	0	1	6
PRS/RP	0	6	7	0	0	0	0	13
LA stock	22	0	0	0	4	28	5	59

Acceptances/1000 population 2016/17

	SKDC	BBC	ELDC	WLDC	COL	SHDC	NKDC	TOTAL
2011 Census population figure	133,788	64,637	136,401	89,250	93,541	88,270	107,766	713,653
Acceptances	197	12	77	65	164	42	89	646
Acceptances per 1000 population	1.47	0.19	0.56	0.73	1.75	0.48	0.83	0.91

WHAT DOES THIS MEAN FOR OUR STRATEGY?

There is a long term trend of a rise in homelessness both nationally and locally. Every homeless application made comes at a cost to the local authority in terms of staff time and potentially for temporary accommodation whilst enquiries are being made or whilst more settled accommodation is being secured.

Homelessness Reasons 2016/17	SKDC	BBC	ELDC	WLDC	COL	SHDC	NKDC	%
Parents no longer willing or able to accommodate	30	1	0	1	6	2	8	7.43
Friends no longer willing or able to accommodate	11	0	9	2	11	8	6	7.28
Relationship breakdown – non violent	22	0	6	9	14	5	21	11.92
Violence	12	6	15	21	54	5	16	19.97
Harassment, threats or intimidation	1	1	2	0	1	0	3	1.24
Mortgage arrears	1	0	0	2	1	1	4	1.39
Rent arrears	2	0	0	1	3	3	7	2.48
Termination of Assured Shorthold Tenancy	69	2	25	23	39	6	5	26.16
Reason other than Termination of Assured Shorthold Tenancy	15	1	19	1	23	7	12	12.07
Required to leave accommodation provided by Home Office as asylum support	0	0	0	0	0	0	0	0.00
Left an institution or LA care	2	1	0	2	7	2	0	2.17
Left armed forces	0	0	0	0	0	0	1	0.15
Other	32	0	1	3	5	3	6	7.74

The Homeless Reduction Act 2017 has the potential to increase considerably the work load of Lincolnshire authorities in meeting their duties to households in housing need. There are risks of legal challenge to the authority if resource requirements are not met and councils are unable to meet new legal duties arising from the Act. Government has committed to providing additional resource to local councils to help them implement the new Act. The demands will be met from a combination of existing resource, partnership working and any future funding from government.

The loss of private rented accommodation as a key cause of homelessness across Lincolnshire

The ending of an assured shorthold tenancy is the single largest reason for loss of settled accommodation amongst statutorily homeless households nationally. This trend that has been increasing sharply since 2009, with over 4,000 households (11% of all cases in 2009/10) becoming homeless through the ending of a private tenancy to now 17,900 (31% of cases in 2015/16). The main reason for homelessness in Lincolnshire is the ending of an assured shorthold tenancy, this accounts for 26% of all statutory homeless acceptances in 2016/17 across the county.

Domestic abuse is a key driver of homelessness across Lincolnshire

Violence is the second most common reason for homelessness in Lincolnshire. During 2015/16 there were 856 cases of domestic abuse that were assessed as being high risk and have required a high level of multi agency intervention and a referral to Multi Agency Risk Assessment Conference. This demand on services demonstrates a continued need to pro-actively ensure early intervention is used to help households that have become homeless through violence.

Parents no longer willing or able to accommodate

Parental exclusions is also considered a main reason for homelessness across Lincolnshire, with many young people also being captured in the category of friends no longer willing or able to accommodate. Councils work

collaboratively with Lincolnshire County Council to ensure that young people receive the help and support that they need.

WHAT DOES THIS MEAN FOR OUR STRATEGY?

With an increased reliance on the private rented sector to meet housing need including for vulnerable households; access, sustainability, quality and affordability in the private rented sector must be a key feature of our strategy to prevent and reduce homelessness in Lincolnshire. Councils will need to develop new incentives to engage with private sector landlords and help customers to access or remain in their tenancies.

It will be more important than ever for councils to work in partnership to address the many forms of domestic abuse and to ensure that schemes to prevent homelessness are prioritised.

Partnership working forms the cornerstone of our work with young people. We need to maintain current work streams whilst together we assess if better outcomes could be delivered by doing things differently.

Developing a joined and cohesive approach to homelessness prevention between districts and county

It is becoming more important for councils to make attempts to prevent homelessness and during the five year period of the homeless strategy, over 9,700 households were prevented from becoming homeless across Lincolnshire.

Tackling financial issues highlighted by the need for debt advice, resolving housing benefit issues and resolving rent arrears remain key factors in preventing homelessness. Many of these issues relate to helping a household to remain in the private rented sector or to find accommodation in the private rented sector. This mirrors the major cause of homelessness being the ending of an assured shorthold tenancy.

Homelessness Preventions 2016/17	SKDC	BBC	ELDC	WLDC	COL	SHDC	NKDC	TOTAL	%
Mediation	2	0	0	0	0	0	2	4	0.25
Reconciliation	5	1	5	14	0	9	12	46	2.85
Homeless Prevention Fund	2	2	0	33	1	27	2	67	4.15
Debt Advice	2	1	7	2	0	84	7	103	6.38
Resolve Housing Benefit	3	0	28	62	348	119	275	835	51.73
Resolve Rent Arrears	15	1	65	0	0	3	24	108	6.7
Sanctuary Scheme	8	0	3	17	33	1	14	76	4.71
Crisis Intervention	2	0	0	4	3	1	8	18	1.12
Negotiation with PRS	21	18	7	13	2	6	21	88	5.46
Assistance with PRS	13	0	6	83	1	102	0	205	12.71
Mortgage Arrears intervention	1	1	8	0	0	0	7	17	1.05
Other	10	0	22	0	1	0	14	47	2.91
Total	84	24	151	228	389	352	386	1,614	

	SKDC		BBC		ELDC		WLDC		COL		SHDC		NKDC		TOTAL		
	Prevent	Relief	Prevent	Relief	Prevent	Relief	Prevent	Relief	Prevent	Relief	Prevent	Relief	Prevent	Relief	Prevent	Relief	%
Hostel/HMO	7	1	0	5	56	0	0	0	0	0	5	0	8	0	76	6	6.93
PRS - Incentive Scheme	10	4	1	3	60	2	5	0	29	6	21	0	8	1	134	16	12.68
PRS - Without Incentive	1	0	0	4	67	0	11	1	0	0	3	0	61	0	143	5	12.51
Friends/Relatives	0	0	0	3	11	0	0	0	0	0	1	0	9	4	21	7	2.37
Supported accommodation	4	1	0	7	31	0	33	10	23	5	12	0	15	0	118	23	11.92
Social Housing - Existing LA Tenant	0	0	0	0	1	0	0	0	0	0	3	0	0	0	4	0	0.34
Social Housing - Part 6 offer	7	1	7	11	82	4	85	2	111	10	123	0	66	15	481	43	44.29
Social Housing - Non Part 6	14	0	0	1	35	0	0	0	0	0	2	0	0	0	51	1	4.4
Low cost home ownership scheme	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	1	0	0	9	0	0	0	0	0	0	0	0	44	0	45	9	4.56
	44	7	8	43	343	6	134	13	163	21	170	0	211	20	1073	110	

Homeless People - Priority Needs

Of those households accepted as being homeless, the following priority needs were recorded. They demonstrate that households with children are the

main category of priority need. Also notable is the demonstration that homeless people are approaching with high prevalence of physical disability and mental illness or disability.

Priority Need 2016/17	SKDC	BBC	ELDC	WLDC	COL	SHDC	NKDC	TOTAL	%
Emergency (fire, flood, storms, disaster, etc)	0	0	0	0	1	1	0	2	0.31
Dependent children	130	9	56	42	101	22	59	419	64.86
Pregnant woman - no dependents	24	0	0	2	11	7	6	50	7.74
Aged 16 or 17 years old	1	0	1	0	1	0	0	3	0.46
Formerly "in care", and aged 18 to 20 years old	0	0	0	0	0	1	0	1	0.15
Old age	1	0	1	8	0	1	3	14	2.17
Physical disability	18	0	7	5	5	1	11	47	7.28
Mental illness or disability	18	0	6	3	22	6	6	61	9.44
Drug dependency	2	0	0	0	2	0	0	4	0.62
Alcohol dependency	2	0	0	1	0	0	1	4	0.62
Former asylum seeker	0	0	0	0	0	0	1	1	0.15
Other	0	0	0	0	0	0	1	1	0.15
Having been "in care"	0	0	0	0	0	0	0	0	0
Having served in HM Forces	0	0	0	0	0	0	0	0	0
Having been in custody/on remand	0	1	0	0	0	0	0	1	0.15
Having fled their home because of violence/threat of violence	0	0	0	1	1	0	0	2	0.31
Domestic violence	1	2	6	3	20	3	1	36	5.57
Total	197	12	77	65	164	42	89	646	

WHAT DOES THIS MEAN FOR OUR STRATEGY?

The role of preventing homelessness will have to be strengthened and further developed particularly in finding incentives to encourage the private rented sector to work in partnership. The Homeless Reduction Act will act as a key driver for authorities with new duties for Councils and new responsibilities placed on applicants.

There are clear linkages with other public services and a requirement to work in partnership to ensure that homeless people receive the right support.

Just as the government's cross party Communities and Local Government Committee found that an effective strategy needed to be developed across a wider cross government programme of work, it is clear that the same requirement exists at the local level. Our future approach requires collaboration from a range of partners across the statutory and voluntary sectors.

A continued challenge to tackle rough sleeping in Lincolnshire

Rough sleeping is the most visible form of homelessness. It is also one of the most destructive forms of homelessness. The life expectancy of someone who has experienced rough sleeping is around 47 years compared with 77 within the general population.

Rough sleeping is rising. Nationally rough sleeping rates have risen by 79% between 2012 and 2016. Despite efforts of the service to reduce rough sleeping during 2016, there has been a year on year increase in rough sleeping levels across Lincolnshire (100% from 2012 to 2016, source: Autumn Rough Sleeper Counts).

Local Authority Area	2012	2013	2014	2015	2016
COL	5	11	8	14	13
WLDC	0	0	1	0	1
NKDC	0	0	0	0	3
SKDC	1	1	2	2	1
BBC	7	5	4	7	5
SHDC	1	2	6	3	4
ELDC	3	2	1	6	7
Lincs Total	17	21	22	32	34
England Total	2309	2414	2744	3569	4134

Rates of rough sleeping vary across the county, with specific 'hotspots' existing in Lincoln, Boston, Spalding and Skegness.

ROUGH SLEEPING LEVELS IN LINCOLNSHIRE OVER THE PAST FOUR YEARS HAVE BEEN INFLUENCED BY THE FOLLOWING KEY CHALLENGES:

The introduction of restrictions to the welfare entitlement for EEA nationals

Changes to the welfare entitlement of EEA nationals has been a contributing factor to increased levels of rough sleeping amongst EEA nationals across Lincolnshire and most particularly, those individuals assessed as ineligible for welfare benefits but considered by the Home Office to have permanent residency in the UK. These changes have had the impact of limiting the housing options available to those who experience a loss of employment whilst residing in the UK, resulting in some individuals who experience sporadic employment patterns which in turn leads to street homelessness. Such individuals can face being 'trapped' with no resources to return to their home country, no work and therefore no money and no home.

These challenges are likely to remain for the lifetime of this strategy, requiring authorities across Lincolnshire and their partners to consider how support is provided to those who have lost their employment and experience street homelessness. This includes support in re-accessing employment, in addition to support in returning to their country of origin.

Rough sleeping as a result of being vulnerable and/or having a chaotic lifestyle

Significant numbers of rough sleepers and those known as hostel hoppers or sofa surfers are vulnerable in the commonly understood sense of the word. This can include

having a mental health problem, or addiction to drugs or alcohol, being physically unwell or any combination of these. Many have had abusive childhoods or have had a sequence of major life traumas which have the consequence of an inability to form positive relationships and 'difficulty coping'. The fear of isolation and loneliness can act as a barrier for some to access and maintain settled accommodation where the 'street' represents a known quantity and familiar faces.

There are examples where partners involved in supporting rough sleepers across Lincolnshire express difficulties in accessing appropriate services for individuals. The Rough Sleeper Outreach Service, commissioned by Lincolnshire County Council and delivered by P3, frequently reports the difficulties in supporting rough sleepers with mental health issues in accessing services to provide support and assistance with such issues.

In addition to difficulties in accessing mental health services, many partners report difficulties in securing suitable accommodation for rough sleepers, often as a result of their higher support needs, substance misuse and their tenancy history.

There is some evidence of individuals experiencing homelessness as a result of being discharged from hospital without suitable accommodation being available for them upon discharge.

The challenges facing us include:

- Concerns around engaging mental health services to assess and support individuals.
- Evictions from supported housing
- Unplanned discharge from hospital.
- Difficulties in accessing accommodation due to support needs and tenancy histories.

More recently, a report commissioned by the independent anti-slavery commissioner considered the links between modern slavery and homelessness. The results were eye opening, showing that homeless people are at risk of being exploited when they are on the streets, but also that victims of modern slavery are at risk of becoming homeless if no long-term support is provided to them. The report makes 12 recommendations for organisations who work with homeless people.

In response to the challenge, the street outreach team have implemented a 'Housing First' model, initially within Lincoln. Through this model, accommodation is offered to those who have been rough sleeping for a period of time or where traditional housing related support services have not worked.

More recently, together with P3 and Lincolnshire County Council, the seven district councils were successful in securing funding from the Department of Communities and Local Government's Homelessness Prevention Programme to expand our work with some of the most entrenched rough sleepers across Lincolnshire. This funding presents an opportunity to build on strong foundations to try, in partnership, something new and more innovative than previous traditional service models.

The service, ACTions Lincs is based on the premise that traditional methods of engagement do not meet the needs of the most vulnerable and will incorporate the support and coordination of other key services including the Mental Health Trust, Addaction, Lincolnshire CCG's, the Police and Crime Commissioner, Health Watch and Credit Union to take an holistic approach to the needs of rough sleepers.

This is a £1.3m fund, just one of eight social impact bond

projects across England and the first complex needs project in Lincolnshire. The project launched in September 2017 and will support 120 of the most entrenched and vulnerable homeless individuals intensively for a three and a half year period. The model adopts a housing first approach, and will be delivered through genuine collaboration and partnership. ACTion Lincs will provide life changing support to the most entrenched rough sleepers across the County.

The project will be delivered by a team of specialists including a seconded drug and alcohol recovery worker and a seconded mental health practitioner. Crucially, once someone is accepted onto the program, then unlike traditional services, they will remain part of the program and support will be provided in any setting whether that be the street, hospital, prison or home. By offering support over a prolonged period of time, and by being flexible to meet the needs of the people that we are working with, we hope that it will give them the best opportunity of bringing about lasting change.

WHAT DOES THIS MEAN FOR OUR STRATEGY?

Tackling rough sleeping will continue to form a major part of our work on homelessness. There is a need to build on relationships with key statutory and voluntary sector partners to address concerns and to tackle the barriers which prevent rough sleepers from moving away from the streets.

It is recognised that tackling homelessness is not simply a matter of increasing housing supply. To tackle the broader causes and symptoms of homelessness in Lincolnshire, there is a need for coordinated action; bringing together housing, health, criminal justice and employment commissioners and partners. At a time of increasing

homelessness in Lincolnshire, there is a need to ensure that effective collaborative working is in place across each of these areas and that all partners and commissioners understand their roles and genuinely contribute to preventing homelessness even in the absence of national joined up policy.

At a national level the Homelessness Reduction Act provides an opportunity to include a duty to cooperate for other public bodies to comply with efforts to prevent and relieve homelessness, particularly for vulnerable groups. We will seek to engage with ongoing discussions regarding the Act. We will seek to engage with relevant strategic partners and commissioners, seeking to invite adoption of the homelessness strategy and action therein. Whilst a wider group of partners and stakeholders will continue to play an important role in homelessness prevention, the emergence of a group of strategic commissioners partners, focussed on the prevention and reduction in homelessness across the county.

The need to ensure the availability of services and supported housing to meet the needs of those who are at risk of, or experience homelessness

Housing related support plays a vital role in preventing and relieving homelessness, particularly for vulnerable groups who are unable to access or sustain alternative housing options. It is important that the limited resources available are able to meet the needs of those customers in need, and that the services form part of a pathway to housing and independence.

Thanks to Lincolnshire County Council's ongoing commitment to preventing and tackling homelessness,

Lincolnshire has not to date encountered the levels of reduction to housing related support provision experienced in other parts of the country. In 2014, the Public Health Directorate of Lincolnshire County Council recommissioned housing related support services in Lincolnshire. The revised model sought to provide transitional accommodation and support to a greater number of people – services were rationalised and an emphasis placed on throughput and more even distribution of services across Lincolnshire.

Whilst the recommissioning process has resulted in the loss of client group specific accommodation and support, the need to continue to address rough sleeping was integrated into the revised model as part of a countywide floating support service. The development of an electronic referral system sought to improve areas such as ease of access to services, greater transparency, accountability and improved data capture to inform evidence of need and future commissioning. The services commissioned as part of the revised model are available to:

- Former rough sleepers, and other single homeless people living in hostels, to move-on into self-contained accommodation;
- Recovering substance misusers, to settle down after treatment and rehabilitation;
- Offenders, who have lost their home while in prison, to plan for their release;
- People suffering domestic abuse to find new accommodation freeing themselves from abusive relationships

It is anticipated that housing related support services will be re-commissioned during the life of this strategy. A Public Health led review of the service as part of the commissioning cycle is currently underway, with a focus on:

- Rationale for current model
- Delivering outcomes
- Future commissioning needs and alignment with other key areas of work (such as the Housing for Independence Strategy)

WHAT DOES THIS MEAN FOR OUR STRATEGY?

Access to stable and suitable accommodation plays a vital role in assisting vulnerable people to rebuild their lives. It is also important to genuinely work collectively and collaboratively to meet the needs of those at risk of, or experiencing homelessness and to make best use of the limited resources available to us in Lincolnshire. We will engage fully with the review of Housing Related Supported services, with a focus on ensuring that supported housing continues to be available to those who need it. We will seek to ensure that associated work streams (including housing for independence, the Housing Health and Care Delivery Group and the Joint Strategic Needs Assessment) are aligned. We also seek to engage Lincolnshire County Council as a partner in adoption and delivery of this countywide homelessness strategy.

The emergence of a number of non-commissioned supported housing schemes, funded in the main through intensive housing management must also be considered as part of this strategy in terms of their role in preventing and tackling homelessness, their sustainability and opportunities to ensure a partnership approach to preventing and tackling

homelessness across Lincolnshire. We will seek to actively engage with providers of these services operating in Lincolnshire.

Priorities, Delivery Plan and Governance

We have used the sections above on ‘national and local context and drivers for change’ (pages 21 – 33) and ‘homelessness in context in Lincolnshire’ (pages 35 – 46) to formulate the following Key Priorities that we hope to focus on and achieve throughout the life of this strategy. We will meet these priorities through working to meet the actions

set out in a Delivery Plan. Accompanying this strategy will be our first Delivery Plan which will run for the first two years following launch of the strategy. We will undertake a review of our Delivery Plan after 18 months and consider progress, whether it is still fit for purpose and whether other actions need to be added.

The Key Priorities are:

Priority One: Partnership	Developing and maintaining strategic relationships and partnerships.
Priority Two: Prevent	Preventing homelessness wherever possible to do so.
Priority Three: Protect	Protecting the most vulnerable from experiencing homelessness including tackling rough sleeping.
Priority Four: Place	Ensuring access to the right type of housing solution.
Priority Five: Possibility	Ensuring a sustainable future for supported housing.

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Effective governance arrangements are key to driving change and improvements across the sector. Coordination of our Delivery Plan and associated work programmes will be the responsibility of Lincolnshire’s Homelessness Prevention Programme Manager. This post will be accountable to the Lincolnshire Homelessness Strategy Partnership. Any further

demands will be met from a combination of existing resource, partnership working and any future funding from Government.

The following table sets out our governance arrangements and the key roles and responsibilities of those involved in making this strategy a success:

	Context / Role
Homelessness Prevention Programme Manager	A countywide role funded by a grant from the Department for Communities and Local Government. Accountable to the Homelessness Strategy Partnership.
Homelessness Strategy Network	Wide network of voluntary and statutory sector stakeholders working together to prevent and tackle homelessness in line with the objectives of the countywide homelessness strategy and delivery plan. Information sharing, collaboration and delivery.
Homelessness Strategy Partnership (Strategic)	Strategic partnerships comprising the District Councils, County Council and other key stakeholders from Health and Criminal Justice. Oversee the delivery of the Homelessness Strategy and ensure the delivery plan is responsive to emerging needs. Unblock and address key strategic issues that are impacting on homelessness. Oversee the ACTion Lincs Project and steering group Accountable to the District Housing Network.
Programme / Project Sponsorship	Within the homelessness strategy, work programmes / key projects may require strategic leadership from a member of the Homelessness Strategy Partnership. For these areas of work, a Local Authority programme /project sponsor will be agreed.
District Housing Network	Endorsed by the Lincolnshire Chief Executives Group as the senior housing group on Lincolnshire. Oversee the work and outcomes of the Homelessness Strategy Partnership.
Housing, Health and Care Delivery Group	A sub group of Lincolnshire’s Health & Wellbeing Board. Driving forward collaboration and integration between housing, health and care.

South Holland District Council

Homelessness Out of Hours: 01775 761161
Housing Advice/Needs: contact via SHDC
Switchboard: 01775 761161

North Kesteven District Council

Homelessness Out of Hours: 01529 308308
The Safe as Houses and Housing Options: contact via
NKDC switchboard: 01529 414155

West Lindsey District Council

Homelessness Out of Hours: 01427 613960
The Housing & Communities Team and Home Choices Team
contact via WLDC switchboard: 01427 676676

East Lindsey District Council

Homelessness Out of Hours: 07766 776447
Housing Advice: 01507 613126

Boston Borough Council

Homelessness Out of Hours: 01205 362151
Housing Advice/Needs: 01205 314555

South Kesteven District Council

Homelessness Out of Hours: 01476 590044
Housing Advice/Needs: contact via SKDC
switchboard – 01476 406080

City of Lincoln Council

Homelessness Out of Hours: 01522 534737
For housing advice contact the Property Shop:
01522 873777
Private Sector Housing team: 01522 873787



CITY OF
Lincoln
COUNCIL

Lincolnshire Homeless Strategy 2017-2021

Delivery Plan

Below is our interagency homeless strategy delivery plan for years one and two. The strategy has been produced jointly by the local housing authorities and a variety of partnerships. This delivery plan highlights the key activities that are being taken forward to tackle homelessness across Lincolnshire. This delivery plan will be revised over the course of time to ensure that our actions remain relevant and focused to ensure maximum impact.

Priority One: Developing and maintaining strategic relationships and partnerships

	Activity
1.1	Seek commitment from key statutory and strategic partners to play their part in reducing and tackling homelessness in its many forms
1.2	Create a new forum for key strategic partners including health and social care to be more actively involved in the strategic planning and delivery of services and approaches
1.3	Ensure attendance from housing and homeless teams at the full range of partnerships, co-ordinating actions and information
1.4	Contribute to the work of the Housing and Wellbeing sub group of the Health and Wellbeing Board.
1.5	Support the pilot of the hospital in-reach housing service
1.6	Collaborate in the production of information leaflets for use in A&E and community health settings.
1.7	Produce a common referral form for the use by strategic and partner agencies in the delivery of the Homeless Reduction Act
1.8	Maintain homelessness forums in each of the districts and quarterly meetings of all districts to which all partners and stakeholders are welcome.
1.9	Continue to play an active role supporting Lincolnshire's Domestic Abuse Strategy and meet the ten standards of the charter.
1.10	Continue to support work on the JSNA and to use the data strategic conversations and development of services
1.11	Work with LCC to produce the next Youth Housing Strategy and Protocol
1.12	Work with provider of Wellbeing Service to ensure homeless persons and those threatened with homelessness who are eligible get a consistent service across Lincolnshire

Priority Two: Preventing homelessness

	Activity
2.1	Undertake work to prepare each council and partner agencies for the implementation of the Homeless Reduction Act, including setting out additional staffing requirements, training requirements and new procedural arrangements.
2.2	Review the approach to young people and care leavers in collaboration with Children's Services
2.3	Work with LCC to develop a strategic approach to ensure a smooth transition for care leavers
2.4	Review current homeless prevention tools including the management of DHP budgets and rent deposit/bond schemes
2.5	Provide training to staff and stakeholders in relation to new processes adopted as a consequence of the homeless Reduction Act

2.6	Develop approaches across social landlords which promote tenancy sustainment
2.7	Engage private sector landlords to ensure that more people can remain in their accommodation
2.8	Minimise the impacts of universal credit by providing advice to vulnerable customers, encouraging RSL partners to do the same
2.9	Review the main causes of homelessness to effectively target prevention activity
2.10	Review accommodation pathways to ensure the needs of former Forces personnel are met
2.11	Facilitate networking and training across relevant staff groups working in local authority housing and homeless teams.
2.12	Work with supported accommodation providers to ensure residents with no local connection are reconnected and not made homeless at end of stay.
2.13	To review evictions from supported accommodation to establish how this can be reduced

Priority Three: Protecting the most vulnerable from experiencing homelessness including tackling rough sleeping

	Activity
3.1	Implement the successful Social Impact Bond award working with P3, LCC and other stakeholders
3.2	Set up a SIB steering group to provide overall governance of the SIB
3.3	Submit a bid to DCLG to facilitate work with those who are homeless with no recourse to public funds and not able to find work
3.4	Consider the options of a Housing First approach across Lincolnshire using learning from SIB
3.5	Develop a strategic response for addressing rough sleeping in the county.

Priority Four: Ensuring access to the right type of housing solution

	Activity
4.1	Consider new initiatives which are attractive to private sector landlords and can enable those on benefits or low incomes to access and maintain accommodation.
4.2	Review opportunities for increased provision of shared housing
4.3	Consider alternative approaches to ensure the use of B&B isn't used or continues to be minimised
4.4	Explore links with Better Care Fund and support for Delayed Transfers Of Care with regard to the provision of adapted temporary accommodation for disabled homeless people

Priority Five Ensuring a sustainable future for supported housing

	Activity
5.1	Work with the commissioners of housing related support services in their review of how services meet need including number of bed-spaces and length of stay where service user has complex needs.
5.2	Explore options for the provision of non-commissioned supported accommodation
5.3	Monitor allocations policies and move on outcomes to ensure that flows from supported housing are achieved but social housing is not the only form of move on.
5.4	Ensure a strategic response is taken to planned supported housing funding changes



**Prosperous Communities
Committee**

30 January 2018

Subject: West Lindsey Housing Strategy 2018-2022

Report by:

Eve Fawcett-Moralee – Commercial and
Economic Growth Director

Contact Officer:

Diane Krochmal
Housing Strategy and Supply Manager
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Diane.krochmal@west-lindsey.gov.uk

Purpose / Summary:

To review the results of the consultation exercise
in relation to the draft Housing Strategy and to
approve the amended strategy for adoption

RECOMMENDATION(S):

that Members

- a) note and consider the feedback from and response to the consultation exercise (appendix 1)**
- b) agree and approve the amended West Lindsey Housing Strategy (appendix 2) and associated Implementation Plan (appendix 3) for adoption**

IMPLICATIONS

Legal: There is no statutory requirement for local authorities to have a Housing Strategy therefore there are no legal implications

Financial: FIN/141/18/TJB
None from this report.
Any funding requirements for the delivery of the action plan will require approval of the Corporate Policy and Resources Committee.

Staffing: No staffing implications. Implementation of the strategy will be within existing staff resource

Equality and Diversity including Human Rights:

Risk Assessment: The adoption of the Housing Strategy will provide the framework and appropriate governance to support the council’s ambitions and priorities for housing, enabling the delivery of projects set out within the associated implementation plan, to assist in meeting the council’s strategic aims

Climate Related Risks and Opportunities: none arising from 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 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 report was brought to Committee on 18th July 2017 introducing the draft Housing Strategy for West Lindsey 2018-22. The draft strategy was approved for consultation.
- 1.2 This report summarises the findings of the consultation exercise which ran from 9th October 2017 to 20th November 2017 and seeks member approval for the strategy which has been amended taking into consideration consultation feedback to be adopted.

2 Response to Consultation

- 2.1 The response to the consultation exercise is attached at appendix 1.
- 2.2 The response to comments have been addressed within the response document and also through amendments where necessary to the revised strategy document (appendix 2). The changes to the document have not resulted in a fundamentally different document.
- 2.3 Many of the comments received related to planning policy and will be addressed through planning policy.
- 2.4 Further comments were received in relation to the strategy being 'Gainsborough centric.' Housing growth is a key theme within the strategy and 12% of the growth for Central Lincolnshire within the Central Lincolnshire Local Plan is planned for Gainsborough. Our desire through growth is to create safer, stronger more resilient and prosperous communities and to do this the strategy is embedded in and aligned to key national and local plans and strategies – most importantly the Central Lincs Local Plan 2012-2036 and the Council's own Corporate Plan 2016-2020. The spread of planned growth in other areas of the district has been included within the amended strategy document
- 2.5 Further text has been added to the strategy document to clarify the role of the Implementation Plan (appendix 3). This is a working document and will not remain static throughout the life of the strategy.
- 2.6 A table of amendments following consultation is attached at appendix 4.

3 Recommendation

- 3.1 That members approve the amended Housing Strategy for adoption.

The role of the West Lindsey Housing Strategy 2018-2022 is to set the strategic vision for housing and housing related services for the district for the next 5 years. This is within the context of the legislation and national and local policies which govern their delivery. It further aims to set direction for the council, in partnership with developers, registered providers and statutory and voluntary sector agencies to focus resources.

The consultation period which ran from 9th October 2017 to 20th November 2017 resulted in 27 responses. This document includes issues identified through the feedback received and the actions the Council has taken in response.

1. Do you think the strategy identifies the key challenges and opportunities for housing in West Lindsey?

(77.8%) Yes
(22.2%) No

2. Do you agree that the key themes of the Housing Strategy give a fair and reasonable reflection of the most important issues for Housing in West Lindsey?

(81.5%) Yes
(18.5%) No

3. Do you agree that the Housing Strategy Implementation Plan is relevant and achievable?

(77.8%) Yes
(22.2%) No

4. Is the language used plain and understandable?

21 (84%) Yes
2 (16%) No

A number of comments were received and the issues raised have been considered. We have taken steps to incorporate a number of the suggestions as detailed below;

1. Consultees highlighted the fact that the strategy is ‘Gainsborough centric’

Response – The Central Lincolnshire Local Plan (2012-2036) adopted in April 2017 establishes the housing delivery targets across Central Lincolnshire with the focus for future housing growth in West Lindsey falling within Gainsborough. Further text and graphics have been added to the strategy document detailing housing targets and consented homes in other areas which illustrate the spread of planned growth across the district

2. Consultees noted that the housing strategy doesn’t cover the impact of new housing on the provision of infrastructure

Response - Infrastructure requirements are covered in the Central Lincolnshire Local Plan (2012-2036) and are set in policy. Explanation of the role of the Lincolnshire Strategic Infrastructure Delivery Plan and the Central Lincolnshire Infrastructure Delivery Plan have been included in the strategy document with links to the relevant documents/websites.

3. Consultees raised queries in relation to the role of Neighbourhood Plans and the Neighbourhood Planning Act 2017

Response – The Neighbourhood Planning Act 2017 has been added to the strategy document as a relevant piece of legislation with an additional paragraph clarifying the role of neighbourhood planning in relation to delivering locally specific community priorities through the planning system. The Localism Act 2011 has also been added in response to consultee comments.

4. Consultees commented on a number of topics which are covered by planning policy within the Central Lincolnshire Local Plan ie Infrastructure, Neighbourhood Planning, mix of housing proposed by developers.

Response – The Housing Strategy is not a policy document. It is a framework setting out what the council will seek to achieve over the coming years to ensure that our residents have the opportunity to access good quality housing upon and within which they can build happy, healthy, successful and prosperous lives. Additional text has been inserted in the strategy document to give clarity on its role

5. Consultee comment - No reference made to housing for ex members of the armed forces

Response – The Council's Housing Allocations policy gives reasonable preference to those leaving the armed forces and therefore it is not considered necessary to amend the strategy document

6. Consultee requested more detail on how disrepair/regeneration will be addressed – specifically SWW but more widely challenges within PRS in the district

Response – Additional detail has been added to the strategy document

7. Consultees commented that the strategy was not 'user friendly' in relation to the language

Response – Some technical terms will be necessary due to the nature of the document however a number of words and phrases in the strategy have been amended. A glossary has been added and the document will be checked for plain English

8. Consultees commented on the detail within the Implementation Plan – ie measures, resources, timeframes

Response – The Implementation Plan is a working document and forms a programme of work to be delivered by the council and partner organisations over a period in time. Further detail on the role of the Implementation Plan has been added to the strategy document for clarity

9. Consultees requested that options in relation to renewable energy be considered within the Implementation Plan

Response - Requiring all developments to include renewable energy is a planning policy matter. It is possible to impose a policy that would require all new developments to include specific renewable energy features, and this was considered during the preparation of the Central Lincolnshire Local Plan. Balancing policy options, such as this, with all of the other high-profile needs such as affordable housing, schools, GP surgeries, roads etc all which have a direct impact on build costs and viability is a difficult decision. Imposing this requirement would in reality result in a reduced delivery of one of the other priorities and due to the high need for infrastructure and affordable housing at this time these have taken precedence. However different planning policies can be set in the future provided there is evidence that such an approach can be justified.

10. Consultees commented that the strategy fails to provide detail in what a partnership approach will look like, in relation to theme 3, that will support the aims that the council is seeking to secure.

Response – The strategy document has been amended to provide further detail.

Consultee responses

30.0%	a member of the public
4.0%	a private landlord
7.0%	a developer
37.0%	an elected member (MP, County, District, Town or Parish)
15.0%	commenting on behalf of a housing provider
7.0%	other

West Lindsey Housing Strategy (Final Draft) 2018 – 2022

Foreword

As Chair of the West Lindsey Prosperous Communities Committee one of responsibilities I have is to ensure that the policies which the committee approves are in line with the West Lindsey Corporate plan and meet the needs of the community. Particular strands of focus are 'People First', 'Open for Business' and 'Value for Money'. At the same time we need to be innovative and flexible in our approach to ensure the best outcomes for all. With this in mind I am delighted to introduce the Authorities Housing Strategy for the next five years.

Those who live here know that West Lindsey is a great place to live and work as well as a wonderful place in which to invest. Our aim is for it to be a place where all residents are able to contribute to, and benefit from, sustainable prosperity. We recognise that housing is key to the success of our communities as well as being of paramount importance to the quality of life, health and wellbeing of residents. With a growing and ageing population we must plan for and meet the housing needs of all within the district and ensure that the positive impacts of doing so are realized through education, health & wellbeing, together with finance and the building of stronger communities. These in turn support our wider strategic ambitions for growth, jobs and training opportunities which make West Lindsey this great place to live.

The West Lindsey Housing Strategy identifies the key challenges for housing over the next five years and sets out what the council and its partners are planning to do to resolve them and take West Lindsey forward by identifying opportunities and setting out how they can be realized. The decisions will not always be simple and easily achieved but it is important that we seek ways in improving our Housing offering and this proposed strategy allows us to do so. It encourages not only flexibility but also reflects a dynamic approach to the constantly changing needs of the community allowing us to react positively to opportunities which arise.

Achieving our vision will not be easy in these times of constant change but it is important that we are ambitious and innovative in our work, that we keep our Corporate Plan at the forefront of our efforts, and look forward to engaging with the community and working with partners to continue to improve housing services and to deliver more homes in the district.

Sheila Bibb

Introduction

Access to good quality housing is the foundation upon which people can build happy and successful lives. This housing strategy provides an overarching plan to guide the council and its partners in tackling the major housing challenges facing the district. It aims to promote three key themes which affect housing and identifies the outcomes that the council wishes to achieve, through the implementation plan.

We are clear that our role as an enabling authority is a critical one if we are to realise our ambition to increase housing supply, meet housing need and aspiration and transform our neighbourhoods and that to do so we will need to work with a range of partners across all tenures, balancing the needs and aspirations of all within legislation and policy. This strategy therefore aims to provide clear strategic vision and leadership in an increasingly uncertain national economic and policy climate. It has been developed with full knowledge of the significant challenges ahead and allows for an early review to meet the requirements of legislative changes. The strategy contributes towards the council's corporate priorities for West Lindsey and is intrinsically linked to a number of other plans and strategies, not only of the council, but also those of other key partners and stakeholders. At a time when the Authorities capacity to deliver services is reducing the importance of maximising the potential to shape the work of partners, and work collaboratively, to deliver not only the built environment but existing housing and housing related services, is at the heart of the West Lindsey Housing Strategy 2018 – 2022.

West Lindsey - Who we are

West Lindsey is the largest and one of the most rural districts within the County of Lincolnshire. West Lindsey includes villages to the north of the City of Lincoln, and covers an area of approximately 1,156 square kilometres (446 square miles). The administrative centre of the district (and largest town) is Gainsborough, with the district also being home to the market towns of Caistor and Market Rasen.

- West Lindsey is home to some 98,812¹ residents and around 42,350² dwellings.
- West Lindsey has witnessed steady population growth since 2001 and over the next twenty years (to 2036) the population in West Lindsey is forecast to growth by a further 11,500 residents (or 6,500 households)³.
- Situated in the north west of the county West Lindsey is bordered by East Lindsey, City of Lincoln, North Kesteven, Newark and Sherwood, Bassetlaw, North Lincolnshire and North East Lincolnshire Councils
- The district is rural in nature transacted by a number of 'A' roads.
- The proportion of ethnic minority residents in West Lindsey was approximately 3.5% as of 2011. Amongst ethnic minorities, those classified as Other White, White Irish and Indian comprise the largest groups⁴.

¹ Mid 2015 estimate, ONS 2016

² 2016 Valuation Office Agency data

³ Central Lincolnshire Strategic Housing Market Assessment 2015

⁴ Census 2011

- West Lindsey currently has an ageing population; between the 2001 and 2011 census the median age increased by 3 years, and the 0-14 and 25-44 age groups fell
- Average household size is 2.3⁵ people and in line with national trends household sizes have fallen over recent years.
- The district saw an increase of 15.1% in dwellings between 2001 and 2011⁶.

Housing Strategy Vision

Our vision for housing in West Lindsey is for a district where ***“Everyone has access to good quality housing which meets their housing need and aspiration, in a pleasing environment which enables a healthy lifestyle.”***

This means that we want to ensure that everyone has the opportunity to access good quality housing upon and within which they can build happy, successful and prosperous lives. Our challenge however is principally one of how we can meet the differing requirements of all 129 communities within the district where their needs, strengths, assets and opportunities vary so much and to do so within the context of national and local policies and strategies.

To achieve this vision we will require housing partners and providers to work together across the district to deliver priorities within three key strategic themes:

- Driving housing growth to meet housing need
- Improving homes and transforming places
- A partnership approach to support choice, wellbeing and independence

These themes are the building blocks and form the section headings of this strategy; they will underpin not only all of the Council’s work on housing, but also the level of contribution we seek and need to secure from our partners to deliver our vision for the benefit of our communities.

Our Ambition

Primarily led by the development of new housing West Lindsey is committed to housing growth and economic development. However we must ensure that the level and type of growth we are seeking is supported by appropriate infrastructure and meets the needs of our residents and businesses alike. We must also ensure that the benefits associated with growth and increased investment are accessed and enjoyed by all of our residents.

Our desire through growth is therefore to create safer, stronger, more resilient and prosperous communities.

To achieve this ambition our housing strategy is embedded and aligns itself with a number of key locally adopted strategies and plans, most importantly the Central

⁵ Central Lincolnshire Strategic Housing Market Assessment 2015

⁶ Census 2011

Lincolnshire Local Plan 2012-2036 and West Lindsey District Council's own Corporate Plan 2016-2020.

Diagram to demonstrate links between strategies and plans (with Comms team)

We recognise that the successful delivery of our ambition through our strategic themes will require partnership working across a number of areas within the council and through collaboration with a number of key partner organisations. It will involve not only delivering new housing that meets the housing needs of our residents but raising standards and making best use of existing housing stock and by doing so reduce health inequalities, promote healthy lifestyles and maximise health and wellbeing within the district.

It is important that we consider both challenges and opportunities moving forward in an ever changing local and national picture. These challenges and opportunities are varied and include the following;

- Need for additional new homes across all tenures
- The impact and implications of new legislation and regulation across planning, homelessness and the private sector
- Innovative affordable housing solutions to meet housing need
- Viability of development sites in some areas of the district
- Government emphasis pace of build
- Increased demand on homelessness services
- Renewed emphasis on homelessness prevention
- Increased demand in the private rented sector to meet housing need
- Identifying new and innovative methods to finance housing development
- Removal of housing benefit support for 18 – 21 year olds
- Changes to the future funding of supported and sheltered housing
- A drive to integrate housing, health and social care
- Disproportionate challenges in areas of the district requiring a strategic 'place based' approach

National and local context

Much of the way in which housing services are delivered is governed by legislation and national and local policies of which there are a number providing context to this housing strategy and the impact they have on our district including:

Housing White Paper (2017) 'Fixing our Broken Housing Market'

The White paper identifies the following three main challenges facing the national housing market:

- an insufficient land supply for the required amount of housing development;
- the slow pace of development from permission to completion; and
- the need to diversify the housing market.

Once legislated the White Paper will provide a significant part of the policy background to deliver this strategy. We recognise the need to build more homes at an increased

pace and how these aspirations link to economic growth. By putting 'people first' at the centre of our strategy our plans over the next 5 years will do just that resulting in all sectors of the community benefitting including those trying to get onto the housing ladder, those looking for a better quality property in the private rented sector and vulnerable households seeking accommodation to meet their needs.

Housing and Planning Act (2016)

The 2016 Housing and Planning Act is a major piece of legislation for the housing sector and introduces a number of changes including;

- the introduction of Right to Buy to Housing Association tenants which has the potential to significantly impact on our statutory duties in relation to homeless households.
- end of lifetime tenancies
- giving local authorities greater powers to tackle criminal landlords including the provision of the use of fixed penalty notices for Housing Act offences. Income from this to be reinvested into local authority housing services. Also the creation of a criminal landlord database to enable the worst offenders to be easily identified across different geographical areas.
- The expansion of the self build and custom build sector – opening up a new way of entering the housing market
- measures to increase the supply of new starter homes which would likely mean less affordable homes for rent being built. The Housing White Paper however gives further clarity on delivery and the ambition of the government to build 200,000 starter homes by the end of the next parliament. Even with the subtle change to 'help over 200,000 people become homeowners by the end of parliament'⁷ the target is now defunct due to the General Election which was held on 8th June 2017.

National Planning Policy Framework (2012)

The National Planning Policy Framework (NPPF) sets out the planning policies for England and how they are applied. It forms a significant part of the policy background for the delivery of this strategy. The NPPF requires Local Planning Authorities to assess and plan to meet their own objectively assessed housing requirements. The Housing White Paper (2017) proposed a number of potential amendments to the NPPF. There is not firm indication from Central Government at this time what form any changes will take or when they will be implemented.

Localism Act 2011

The aim of the act was to devolve power from central government to individuals, communities and local councils. Key measures set out in the Act include new freedoms for local government, new rights and powers for communities and individuals, reform to the planning system and reforms about local decisions made in relation to housing.

Neighbourhood Planning Act 2017

As with the Localism Act the Neighbourhood Planning Act gives rights and powers to communities allowing them to shape development within their settlement or parish through the production of a neighbourhood plan. The CLLP provides the strategic

⁷ Housing White Paper 2017

planning guidance while neighbourhood plans set our policies and plans for settlements on a very local scale aiming to deliver locally specific community priorities.

Homelessness Reduction Act (HRA) (2017)

The Homelessness Reduction Act (2017) amends Part 7 of the Housing Act 1996. It is likely to be enacted in 2018 and will become a major piece of homelessness legislation. It will introduce a number new legal duties with resulting implications. Placing a renewed emphasis on homelessness prevention the HRA introduces duties to assess the needs of and seek to prevent homelessness for all eligible households within 56 days of them becoming homeless, irrespective of priority need or intentional homelessness.

Key changes and implications of the HRA include:

- Extension to the period of time within which a household is classed as 'threatened with homelessness' from 28 days to 56 days
- Initial duty owed to all eligible persons who are homeless
- Duty to provide advisory services
- Duty to assess every eligible applicants case and agree a clear plan of the steps required to prevent or relieve homelessness
- Introduction of a 'prevention duty' for all eligible applicants
- Introduction of a 'relief duty' to take reasonable steps to secure accommodation for eligible homeless applicants regardless of priority need
- 'Duty to Refer' – The Act also places a duty on other local services to notify the local housing authority if they are working with an applicant who is homeless or at risk of homelessness

Welfare Reform and Work Act (2016)

There is a strong government focus on reform to the Welfare Benefit system. One of the key policy focus' being to encourage and support households to take up employment opportunities as opposed to being reliant upon welfare payments to meet housing and living costs.

The introduction of Universal Credit (which consolidates a range of existing welfare payments into a single monthly payment) and the introduction of caps and limits of the benefit that households are entitled to in order to cover their living and housing costs presents enormous challenges as many households across the district, particularly those already facing financial exclusion, have experienced a reduction in their income placing significant pressure on their ability to sustain their tenancies.

Key impacts include:

- Lowering of the benefit cap from £26,000 per year to £20,000 which will impact on a larger number of households particularly in higher value areas where housing benefit is being claimed to support accommodation costs.
- Housing benefit restrictions for those aged under 35 which creates challenges for meeting the housing needs of those in this age group, particularly in relation to those whose needs are best met in self-contained as opposed to shared accommodation.

- Housing benefit removal for 18-21 year olds which was intended to encourage young people into work, or to remain at home, but in reality is limiting the housing options available for younger people
- Introduction of a 4 year reduction in social housing rents by 1%.

Sitting below the national strategies and policies are a range of regional and local plans. These include:

Greater Lincolnshire Local Economic Partnership and the Strategic Economic Plan (SEP) (2014 – 2034)

The Greater Lincolnshire Local Economic Partnership (GLLEP) is a partnership working with the Government to find solutions to enable the delivery of strategic projects that will drive local prosperity and economic growth. The Strategic Economic Plan 2014-2034 (SEP) is the primary document which underpins everything the GLLEP aims to do. It sets out ambitious targets of creating 13,000 new jobs by 2030, and assisting in the creation of 100,000 new homes and helping 22,000 existing businesses grow across Lincolnshire.

Central Lincolnshire Local Plan (CLLP) (2012 – 2036)

The Central Lincolnshire Local Plan – adopted April 2017 establishes a total housing target of 36,960 new homes up to 2036 with the focus for future housing growth falling within the main settlements of the City of Lincoln, Sleaford and Gainsborough and in settlements that support their roles. This approach makes the most of existing services and facilities, delivering growth where it is most needed, providing opportunities to regenerate urban areas and provide new jobs and homes in accessible locations.

For West Lindsey, the Local Plan sets out the delivery target of 4,435 new homes within the Gainsborough area which includes two new Sustainable Urban Extensions. Outside of the main urban areas the smaller towns and villages in Central Lincolnshire and certainly in West Lindsey vary in size, demography, accessibility, facilities, issues and opportunities. The CLLP determines how each community can contribute to the delivery of a sustainable Central Lincolnshire. To maintain and enhance their roles as market towns Caistor and Market Rasen will be the focus for significant but proportionate growth. The plan also allows for larger villages such as Welton, Scotter and Nettleham which provide housing, employment and key services for the local area to maintain and enhance their role. Levels of growth for medium and smaller villages within the district are also set out within the plan.

Policies are also included to ensure that the infrastructure that is required to support the delivery of new homes is provided at the same time.

Central Lincs Infrastructure Delivery Plan (CLIDP)

Sitting alongside the CLLP the Central Lincs Infrastructure Delivery Plan identifies where and how appropriate physical and social infrastructure such as schools, roads,

health facilities and open space will be needed and delivered; all which contributes to the overall quality of life for our residents.

Central Lincolnshire Housing Growth Strategy 2016-2021

The Central Lincolnshire Housing Growth Strategy sets out the housing issues and challenges facing Central Lincolnshire, identifying the following six strategic objectives:

- Deliver sustainable housing growth
- Deliver affordable housing
- Deliver housing to meet diversity of need including Older Persons
- Maintain and improve the housing stock and bring empty properties back into use
- Deliver quality and energy efficiency in the new housing stock
- Deliver and maintain a robust and up to date evidence base.

It focusses on increasing housing supply recognising that the development industry alone will not provide the full range of homes needed and sets out how the partner authorities will work together to deliver more homes.

West Lindsey Corporate Plan (2016 – 2020)

The West Lindsey Corporate Plan sets out the Council's priorities and objectives designed to meet the many and varied needs of our district. The vision within our Corporate Plan has six themes:

- Open for Business
- People First
- Asset Management
- Delivering the Central Lincolnshire Local Plan
- Partnerships
- Excellent, value for money service

Lincolnshire Homelessness Strategy

Local authorities have long recognised that partnership working is the key to tackling homelessness. Lincolnshire Housing Authorities have, for a number of years, had a collaborative strategic approach to preventing and tackling the issue across Lincolnshire. As a result of this successful collaboration, a further countywide homelessness strategy is currently in development.

Lincolnshire Health & Wellbeing Strategy

Informed by the Lincolnshire Joint Strategic Needs Assessment (JSNA), the Lincolnshire Health and Wellbeing Strategy underpins the activity for the Health and Wellbeing Board. Housing is identified as a key priority for Lincolnshire in the current strategy (2013 – 2018) however activity to genuinely integrate housing has only recently started to gain momentum. The national drive to align and better integrate

housing, health and care is reflected within the most recent JSNA for Lincolnshire and is likely to be a focus of the new strategy, which is currently in development.

The Care Act (2014)

The Care Act (2014) makes a requirement for closer cooperation between health, care and services that address the wider determinants of health, including housing; to deliver outcome based support, systems and provision to meet identified needs.

Housing in West Lindsey

The current housing offer in West Lindsey is very diverse across the District reflecting the urban and rural locations and the dispersed nature of the district. The wider urban area of Gainsborough is characterised by smaller properties focused around terraced, semi-detached and flatted property, whereas in more rural areas the housing stock more usually comprises of larger owner occupied detached properties.

House prices accordingly vary greatly across the district with some smaller terraced properties in Gainsborough priced below £75,000 where in contrast prices in more rural areas can attract values in excess of £300,000.

Key housing facts in West Lindsey

- Non stock holding authority
- Objectively assessed need within the Central Lincs Local Plan 2012 -2036 for 1540 dwellings per annum across Central Lincolnshire (SHMA 2015)
- Need for 231 affordable homes (2015 - 2019) then 181 affordable dwellings until 2036 in West Lindsey (SHMA 2015)
- Affordable housing need driven by newly arising future need
- 11% of housing stock social rent. Below the national average with the exception of Gainsborough East
- 13.7% of housing stock in the district is private rent. Diversely spread with less choice in rural areas. Sector grew by 7.1% between 2001 and 2011⁸
- 50% of stock is privately rented in South West Ward of Gainsborough
- In 2014 approximately 33%⁹ of all private rented properties in West Lindsey were estimated to contain at least one Category 1 Hazard under the Housing and Health Rating System
- Approximately one third of private rented properties in the district have EPC rating below band E
- Selective licensing scheme introduced in the South West Ward Gainsborough helping tackle anti-social behaviour, poor housing standards and poor standards of housing management practices by private landlords
- Decommissioning of MOD sites without a clear exit strategy has led to the emergence of vulnerable, unstable and unsustainable communities
- The West Lindsey overall ranking for deprivation is 152 out of England's 326 local authorities

⁸ Central Lincs Strategic Housing Market Assessment 2015/Census 2011

⁹ Lincolnshire Stock Condition Survey 2014

- Increase in demand for housing advice, homelessness and homelessness prevention services year on year since 2013/14 with a significant increase in 2016/17
- Loss of Private Rented Sector (PRS) tenancy is the leading cause of homelessness in West Lindsey
- Assistance to remain in PRS tenancy through proactive homelessness prevention intervention is key prevention tool

Positioning ourselves to meet the need and aspirations of our communities

To address the future housing challenges and aspirations of the district our strategy sets out three key strategic themes, identified through evidence gathering, to deliver our ambition. Crucially, the council cannot and will not aim to do everything itself and we are clear that leadership and service delivery on housing in West Lindsey extends beyond the council. Our approach is that the strategy should apply to all homes in the district, which means everyone involved in building, managing and supporting the people who live in West Lindsey's homes has a role to play.

We recognise that this document does not contain all of the detail, challenges, issues or possible solutions for housing in West Lindsey. In part this is because we do not have or have not yet developed all of the answers. More detail is available within the accompanying Housing Strategy Implementation Plan where, within each theme, we have identified a number of key areas of priority actions which need to be addressed in order to meet the objectives, detailing the measures and resources required. The Implementation Plan is a working document which forms the basis of a programme of work being delivered by the council to address issues and meet challenges and aspirations for housing and housing related services within the district.

In order to ensure this strategy is effectively implemented and meets its objectives progress against the key actions will be monitored quarterly and reviewed annually. An annual review enables us to ensure that we have the flexibility to meet the challenges of a rapidly changing housing environment and to ensure we can be responsive to both local issues and changes to the national legislative and policy environment that will occur over the lifetime of the strategy.

This strategy is therefore a public document which we want to be accessible to everyone. There are some groups of people that we expect will be particularly interested in some or all of the document. These include:

- ✓ Existing residents
- ✓ People looking to move into West Lindsey so they can understand what their options are and what support they might expect
- ✓ Private developers and registered providers (housing associations) proposing to build new homes
- ✓ Private landlords and registered providers who let homes in West Lindsey, so they know what standards are expected and how those standards might be enforced
- ✓ Regional and central government agencies such as Homes England formerly the Home and Communities Agency (HCA) and the Department for

Communities and Local Government (DCLG), to help inform their funding decisions

- ✓ Public bodies and voluntary sector organisations that provide services or advice to current or future residents, so they can make sure their own work with residents is consistent with the council's approach and is linked properly to the work being done by housing providers.
- ✓ The council itself, to ensure that our approach to housing and the future challenges are consistent with our overall strategic / corporate approach
- ✓ Providers of supported housing

Partnership working is therefore at the very heart of not only the delivery of the strategy but also the development of future delivery solutions. Emphasis on partnership working is already a major focus for West Lindsey District Council. It is identified in our Corporate Plan and recognises the crucial role of partnership working further extended to include the creation of commercial partnerships and Joint Ventures.

Key Themes and Housing Priorities

Theme 1: **Driving Housing Growth to meet housing need**

Challenges and Opportunities

This theme seeks to increase the supply, mix and quality of new homes across all tenures. An increase in supply encourages greater choice to meet the housing needs of existing and future residents within the district and at the same time delivers the additional benefits of infrastructure to improve not only the built environment but the social role in improving the lives and wellbeing of our residents.

Housing growth targets for the district are set within the Central Lincs Local Plan which was adopted in April 2017. Whilst 12% of the growth for the whole of Central Lincolnshire is planned for Gainsborough larger villages situated in the Lincoln fringe area and the other market towns within the district will also accommodate a number of new homes over the plan period.

Map to be inserted of district with growth targets (with Comms team)

Market Rasen, defined as a market town within the CLLP, will be the focus for significant but proportionate growth. Residential development land is allocated which can accommodate 640 dwellings. Planning consent in excess of 500 new homes has already been granted or is in the planning system awaiting determination. As a result the role of the town is already changing, as are the pressures that it is experiencing, physically, economically and socially. It is acknowledge that successfully attracting this investment will make a material difference however whilst this presents a number of opportunities it also raises concerns in relation to the impact this will have on infrastructure and capacity along with a declining retail offer within the town centre. It is within this context that the emerging Market Rasen 3 Year Vision and Strategy is of such importance highlighting how the distinctive strengths of the town should be safeguarded and be central to the future of the town as well as outlining opportunities

for development. These will address some of the existing weaknesses and contribute to the comprehensive improvement of Market Rasen as a place to live, work and invest.

The local housing market in West Lindsey has seen improvements in recent years and whereas the rate of housebuilding has also improved the level across the district is lower than required. In order to meet our ambition for growth, we need to take positive and proactive steps as an enabling authority to ensure that residential development proposals are both viable and deliverable in all parts of the district.

During the plan period 2012-2036 Gainsborough will seek to accommodate a target of 4435 new homes. At the fore-front of our housing plans for the town is the Greater Gainsborough Housing Zone which will act as a catalyst to the creation of a new and differentiated housing market in the town. Bespoke procurement of a development partner to act as master developer and delivery body of the Gainsborough Growth Programme is underway focussing on this aspect. Access to recoverable investment funding and government support through the Homes England (formerly HCA) is available to the authority to expedite the delivery of housing on brownfield land by removing the barriers, such as the cost of addressing flood risk in areas where values may be low, that are preventing delivery. The Housing Zone designation has also given access to Homes England grant funding to increase the capacity, skills and expertise within the council's dedicated delivery team to further drive housing growth.

The Greater Lincolnshire Local Enterprise Partnership (GLLEP) is a business led partnership made up of private and public sector leaders working with the government to find solutions to enable the delivery of projects which will drive local prosperity and economic growth. Its commitment to the facilitation of housing growth is demonstrated at a countywide level with Local Plans leading on the delivery target of 100,000 new homes by 2031. West Lindsey's successful bid to the GLLEP's Single Local Growth Fund aligned to the implementation of our ambitious regeneration plans for the Gainsborough resulted in an award of £4m which will further kick start housing development. The delivery of the Housing Zone sites therefore will not only provide a minimum of 750 new homes but will regenerate the town centre and riverfront areas of the town contributing to a new sense of place and wealth. In turn this will help unlock and service a further 3,500 new homes, including development on the town's two Sustainable Urban Extensions (SUE's), and help create more than 3,000 new jobs.

Whilst investment in the town on this scale is welcomed and will certainly have a positive impact on delivery the challenges associated with delivering this level of growth in the town are considerable. The Housing Zone designation has enabled us to raise the profile of the town but the viability of sites remains a key issue due to the riverside location of a number of sites resulting in higher build costs and lower values within some areas of the town.

This diversity of the district in relation to house type, tenure and location and the impact of this on values that can be achieved is recognised in the Whole Plan Viability Study undertaken as part of the evidence base for the Central Lincolnshire Local Plan and CIL (Community Infrastructure Levy) examination.¹⁰

¹⁰ Peter Brett Associates Whole Plan Viability Study 2015

Due to the significant variance in values, and the aforementioned high levels of growth planned for Gainsborough, additional detailed testing in the town was undertaken. The testing concluded that in order to achieve delivery within the Greater Gainsborough Housing Zone investment in the wider provision of infrastructure and pump prime funding would be required. The Council's Capital Investment Programme, designed to unlock the housing zone sites, is such that it would exceed any potential loss of CIL revenue available from the developments and as a consequence a zero charging zone was established in an area bounded by the railway line in Gainsborough West.¹¹

This pragmatic approach to CIL not only recognises the diversity of the district through the use of charging zones, based on market evidence, but further demonstrates our commitment to promoting development and driving growth whilst at the same time ensuring that where achievable, contributions to affordable housing and strategic infrastructure is made.

We want the balance of housing in the district to ensure that there are enough homes of the right types, sizes and quality for people at all stages in their lives to aspire to. Critical to West Lindsey's future economic success will be ensuring there are a number of larger homes in attractive environments, providing more choice, to attract economically active households as well as providing appropriate housing for our aging population which will free up existing properties.

Further evidence of the diversity of the district is demonstrated by the fact there are areas where house prices are lower than average and it is assumed that because of this that these houses are 'affordable'. However in reality these houses may not be of the type or quality expected to meet modern expectations or in locations currently viewed as desirable. These houses therefore cannot be seen as the solution to the evidenced need for affordable housing across the district. They do however have the potential to provide other innovative opportunities to the Council and our partners.

The challenges facing the authority and our Central Lincolnshire partners to deliver the number of affordable homes in Central Lincolnshire to meet the full needs set out in the Central Lincs Strategic Housing Market Assessment (Turleys, 2016) are considerable. The Central Lincolnshire Local Plan (adopted April 2017) policy has needed to have regard to what can viably and reasonably be achieved when taking the other policy 'asks' and developer contributions needed to deliver other forms of essential infrastructure, such as education provision and healthcare into consideration. As such the affordable housing requirements set out in the plan are presented as targets and in most cases, due to the clear viability constraints set out in the Whole Plan Viability Report (Peter Brett, 2016), would only deliver around half of the actual need presented in the SHMA.

With the introduction of the new Community Infrastructure Levy (CIL) in January 2018, which will be fixed, affordable housing will remain subject to negotiation. The evidence however robustly demonstrates that affordable housing targets can viably be met whilst also meeting the requirements of the CIL. It is likely therefore that particularly in areas of the district where values are lower or there is known to be a tighter viability gap that affordable housing targets will face scrutiny and pressure.

¹¹ Peter Brett Associates Whole Plan Viability Study 2015 p50

This inability to meet affordable housing need through the planning process alone is not exclusive to West Lindsey, nor indeed to the Central Lincolnshire sub-region, and is in fact reflective of a country-wide issue that is well evidenced and is a common concern for nearly all local authorities.

The challenge for West Lindsey will be to deliver additional affordable housing to help mitigate the known undersupply that the planning system can deliver. This issue will be a concern in all parts of the district. An undersupply of additional affordable homes to meet housing need will not only occur in areas where there is less delivery across all tenures but will also occur in areas where the housing market is more buoyant such as the villages on the Lincoln fringe. The evidenced need for affordable homes will only be met where additional intervention takes place using alternative and innovative approaches.

A national focus on home ownership will undoubtedly generate opportunities to support households into home ownership across the district however it is likely to result in fewer homes being developed for affordable and social rent. This creates further challenges for the council in relation to how we plan to meet the needs of those for whom home ownership is not a viable housing solution. A further challenge is for us to understand how many households will be able to afford low cost home ownership products.

As an enabling authority we aim to continue to work in a flexible manner so that supply can adapt as the housing market and demand for homes changes ensuring that the places where we want development to happen are both viable and attractive.

Theme 2: Improving Homes and Transforming Places

Challenges and Opportunities

Improving the existing housing stock and the resulting benefits to residents, and communities is a key priority for the council. Whilst we do not own or manage any housing stock we wish to work with others to achieve a number of outcomes including raising housing standards, addressing energy efficiency and reducing fuel poverty. Reducing the number of empty homes in the district will also be addressed under this theme.

As it has grown in size, the private rented sector in West Lindsey has become increasingly more important. A healthy high quality private rented sector helps to support economic and social mobility, and can provide an affordable housing option for those households on lower incomes. As well as encouraging the development of more homes for owner occupation, we are keen to support and encourage the continued growth of the private rented sector where the accommodation (and management services) meets the required standards.

The quality of housing within this sector has however not always kept pace with the demands of the market and so, in places, it detracts from our vision for a thriving and prosperous district. Nowhere is this more evident than in parts of Gainsborough and

in the former MoD estates. To address this we want to raise standards and competition within the sector by increasing the quantity of new good quality homes for rent. We want private landlords to raise their game and in doing so provide homes and the residential environments that meet aspirations. Where private landlords either cannot or choose not to respond to these challenges, we will provide advice, assistance and where necessary utilise our statutory powers to ensure standards are improved.

We recognise that the majority of landlords provide a good standard of accommodation and service to their tenants and we aim to build a more trusting relationship with landlords alongside our formal enforcement approach. The council will therefore continue to support these landlords through a range of assistance and advice based services. Our advice will be focussed on ensuring that landlords understand their legal obligations and are signposted to the appropriate resources and advice to enable them to manage their properties effectively and to a high standard.

The Council, in partnership with other agencies will actively seek out criminal landlords and will utilise its statutory powers to deal with them. The Council has already introduced a selective licensing scheme in the South West Ward of Gainsborough to address issues such as anti-social behaviour and low housing demand. This approach is in line with the Government's increased regulation for the sector and is an approach that may be required across other parts of the district. The move towards increased regulation in the sector is seen as a positive step and the approach to dealing with poor housing standards is in line with this.

We also recognise the impact that empty properties can have upon all neighbours and wider neighbourhoods. As well as a wasted resource and potential blight within a community, empty properties can present a health risk, can become a focus for unwanted or anti-social activity and can adversely impact upon the image and values within a neighbourhood.

We have a strong track record of identifying and working with owners to help them bring these properties back into use. Where owners are either unable or unwilling to take the necessary steps to re-use their properties, again we are able to utilise and deploy a range of powers to aide this process.

Theme 3: A Partnership Approach to support Choice, Wellbeing and Independence

Challenges and Opportunities

Housing is about more than the built environment – it is about people and communities. We will only be successful in our ambition if the provision of housing and housing related services helps to meet the wider needs and aspirations of all of our residents and communities as recognised by the 'People First' and 'Partnership' themes of our Corporate Plan.

We want our neighbourhoods and communities to be mixed and inclusive. To achieve this we need to ensure greater equality, resilience and stability through improvements in the amount, mix and quality of our homes. Therefore whilst much of the early focus of this strategy prioritises the delivery of new homes and physical improvements to existing properties, we need to balance this against the need to ensure that housing in West Lindsey provides a foundation upon which people can build happy and successful lives, promoting stability, independence, health and wellbeing.

This means that we and our partners become more than landlords and service providers but take a more proactive approach to helping residents find and keep a home and by working together with them improve their health, education, skills and employment prospects and maintain their independence.

At its most extreme the very real issues of rising homelessness and decreasing access to housing mean that there needs to be a focus on early intervention, prevention and enabling access to housing. Whilst we already place emphasis on homelessness prevention, the new duties associated with the Homelessness Reduction Act (HRA) will enhance our responsibilities to prevent homelessness for a much broader cohort of customers. The HRA is likely to significantly increase the prevention outcomes we achieve whilst reducing the number of applicants that require a full homeless duty. The duties and changes to the assessment journey for customers will require some adjustment to roles and processes for receiving and managing caseloads. The work required at the initial assessment and advice stage of the revised process will be substantial. There will also be a need to enhance capacity in terms of monitoring and reporting on our homelessness prevention performance.

We will continue to shift resources to tackle the causes of problems rather than just treating the symptoms. This focus upon intervention aims to reduce the number of specialist interventions and prevent crisis. In order to achieve this, we will focus on working in partnership to bring resources together in order to maximise the impact of any interventions. Additionally, we must consider a number of challenges that are likely to impact heavily upon those who are marginalised and vulnerable to experiencing homelessness. These challenges include changes to government policy where careful management of the possible impacts are required, a continuous demand on resources in the face of tightening budgetary pressures, a fragile national economic picture and various policy areas that have the potential to impact on preventing and tackling homelessness but are not necessarily coordinated. Alongside our ambitions for growth we must place emphasis on preventing homelessness and developing a range of housing and support options to assist us to do so. Placing our homelessness prevention, growth and social regeneration efforts in the context of the Councils Growth agenda through this Housing Strategy allows us to approach this in a more holistic way. We are committed to working with a range of partners to meet the needs of those who are vulnerable to or experiencing homelessness in our district.

Homelessness is a complex issue that cuts across many policy areas. Over the past four years Lincolnshire has experienced both an increase in homelessness, alongside an increase in the complexity of the needs of individuals and households affected by homelessness. Now more than ever we need to work together to respond to an environment of rapid change.

The potential impact of a wide range of policy changes on people vulnerable to experiencing homelessness cannot be underestimated. Of particular concern is the affordability of housing for younger people – we will need to explore, in partnership, options to enable access to good quality, affordable accommodation for all. During 2016/17 73% of the demand on our home choices service was from people aged between 26 and 55. We will maximise opportunities brought about by the Homelessness Reduction Act for early identification and notification of homelessness risk by our public sector partners, to allow for earlier intervention and collaboration. We will extend this approach to ensure that customers and stakeholders are able to access our homelessness prevention services at the earliest opportunity and are aware of how to do so. We will also continue to review our evidence base and work with partners to respond to emerging risks and accommodation needs, for example, by exploring alternative housing models and options for specific cohorts and age groups actively building on our existing approach.

Local Authorities are reliant on social housing stock to meet housing need and prevent homelessness. A decrease in the supply of new social housing has the potential to significantly impact on our ability to meet our statutory duties in relation to homelessness households. A reduction in supply may also limit our ability to utilise social housing to prevent and/or alleviate homelessness before it arises, and also to limit the options available for those in need of independent accommodation (such as those presently residing in supported accommodation). We must seek to ensure that the available supply of affordable rented housing is prioritised for those in greatest need, and that those who can meet their housing needs through alternative tenures, including a good quality affordable homes in the private rented sector are supported to do so.

The loss of private rented accommodation continues to be a leading cause of homelessness in West Lindsey. Similarly, our homelessness prevention activity majors on supporting people to remain in the private rented sector. Ensuring that the private rented offer in West Lindsey is suitable, affordable and well managed and that by seeking to intervene earlier we can prevent the loss of accommodation where possible.

In common with many areas, the population in West Lindsey is also set to witness a significant level of growth amongst older person households. As well as living for longer, many older person households prefer to continue to live in their own homes before seeking specialist accommodation. Support should therefore maintain a focus upon developing the range of services which will help many older people maintain and stay within their own homes.

We do however also recognise that housing choices for older people is often limited so in partnership with providers of housing and support services we need to consider the appropriateness of more specialist accommodation with support, including retirement housing and extra care models alongside reviewing existing sheltered housing which may no longer be fit for purpose to respond to long term demographic changes and support the future needs of specific groups.

Housing also plays a key role in supporting wellbeing. As a district council, we are well placed to have a leading contributory role in the strategic infrastructure surrounding housing, health and care as key policy areas and their associated interdependencies. Our commitment to improving health and wellbeing outcomes for communities is rooted in our corporate plan and the council has invested in resource to fully understand and maximise the role we can play. Whilst we are increasingly and more actively involved, this agenda is moving rapidly and we need to position ourselves to have a collaborative role at both a strategic and local level for the benefit of residents in West Lindsey. Through this housing strategy we aim to explore the opportunities which will enable us to maximise the role we can play.

Housing is identified as a key priority for Lincolnshire in the Joint Health and Wellbeing Strategy 2013 – 2018. The Lincolnshire Health and Wellbeing Board is one of only 12 (out of 150 across the country) to have identified it as such. Given the necessary focus on and the rapidly moving transition to align housing, health and care to improve wellbeing outcomes, it is likely that housing will continue to be a priority for the board. At both officer and political level, we are actively engaged in the Health and Wellbeing Agenda for Lincolnshire. The recent inception of the Housing, Health and Care Delivery Group (a formal sub group of and accountable to the Lincolnshire Health & Wellbeing Board) is considered an important tool to work in partnership with colleagues across Housing, Health and Care and to ensure that programmes of work are aligned. This group will allow for greater integration of services and improved outcomes for residents across Lincolnshire. District Councils are actively helping to shape and drive the work programme for the group. The importance of understanding and maximising opportunities to improve health and wellbeing through this housing strategy must be realised. The most recent Lincolnshire Health and Wellbeing Strategy is currently in its final stages of development and recognises the important role of housing in health.

Our response to the Challenges

The challenges identified within this strategy are not exhaustive and will change within its lifetime. The Implementation Plan associated with this strategy is a working document which forms the basis of a programme of work being delivered by the council to address issues and meet challenges and aspirations for housing and housing related services as identified or as they arise through the coming years. The strategy is a high level strategic document and does not set out in detail how delivery will be achieved. We do not have all the answers and we are working in a rapidly changing policy environment and under significant monetary pressures. Therefore the actions and projects identified in the plan are not fixed and are likely to change over time. The outcomes, measures, resources and stakeholder/partner input required will be updated as each project is scoped out and implemented. This document will be monitored and updated regularly to reflect the impact of the programme of work and the positive effect on the lives of our residents.

Glossary of terms **Affordable Housing**

Social rented, affordable rented and intermediate housing for households who cannot afford to meet their housing needs through the market.

Affordable Rent

Affordable rented housing is let by local authorities or private registered providers of social housing to households who are eligible for social rented housing. Affordable Rent is subject to rent controls that require a rent of no more than 80 per cent of the local market rent (including service charges, where applicable).

Department for Communities and Local Government (DCLG)

The central government department with responsibility for Local Government, housing and planning matters

Fuel Poverty

A household is considered to be in fuel poverty if they have required fuel costs that were above average and were they to spend that amount they would be left with a residual income below the official poverty line

Homes England (Formerly Homes and Communities Agency)

The national housing and regeneration agency for England that provides investment for new affordable housing, improving existing social housing and regenerating land

Housing Association

Non-profit making organisations that provide low cost 'social housing' for people in need of a home. Any trading surplus is used to maintain existing homes and to help finance new housing

Intermediate Housing

Intermediate housing is homes for sale and rent provided at a cost above social rent, but below market levels subject to the criteria in the Affordable Housing definition above.

Marginalised

Those with lack of access to resources, opportunities and rights

National Planning Policy framework (NPPF)

The Government's overarching planning policy document setting out planning priorities for England and outlines an expectation for how the associated policies should be applied.

Objectively Assessed need (OAN)

Establishes the quantum and mix of housing that households are willing and able to rent or buy either from their own resources or with assistance from the State

Owner Occupation

Properties owner outright by the occupier or being bought by the occupier with a mortgage

Priority Need

A priority for accommodation given to specified groups of people who are homeless or threatened with homelessness under part 7 of the Housing Act 1996

Private Rented Sector

All rented property other than that rented from housing associations and local authorities

Right to Buy

A scheme that helps social housing tenants in England to buy their home at a discount

Registered Provider (RP)

Provider of social housing registered with Homes England

Registered Social Landlord (RSL)

Housing Association

Sheltered Housing

Accommodation for sale or for rent exclusively to elderly or vulnerable people often with estate management services, emergency alarm system and warden service

Social rent

Rented housing owned and managed by local authorities and housing associations

Stakeholders

Individuals or groups or organisations with an interest or concern in something

Strategic Housing market Assessment (SHMA)

A study into the local housing market that assesses housing need and demand to inform the development of the Local Plan and the Housing Strategy

Sustainable Housing

Homes that are designed to reduce the overall impact during and after construction in such a way that they can meet the needs of the present without compromising the ability of future generations to meet theirs.

Universal Credit

A new type of benefit designed to support people who are on a low income or out of work. It replaces six existing benefits and is currently being rolled out across the UK. The new system is based on a single monthly payment transferred directly into a bank account

Vulnerable

Those at risk for a reason which means they may be unable to take care of or protect themselves from harm or exploitation

Implementation Plan (21 January 2018)

Housing Strategy Theme	Action/Project/Recommendation	Link to Corporate Plan	Lead organisation and partner organisations	Resource required	Outcome/measure	Time period *
1,2 and 3	Promote role of Housing Strategy to ensure linkages between built environment and social wellbeing are fully understood internally and externally <i>and through this ensure the opportunity to influence changes to legislation and policy are maximised</i>	All themes	WLDC, Housing, Planning, Growth, Communications Teams WLDC Management Team WLDC Elected Members Gainsborough Place Board	Existing staff resource/time Member time	Member Champion in place Comms plan in place Press releases published Input into Corporate Updates Staff development monitored	short
1.Driving Housing Growth to meet housing need	1.1 To consider the development and implementation of a private rented sector solution to assist with meeting housing need and aspiration in the district	People First	WLDC	Existing staff resource/time	Preferred option approved Specific number homes available for rent	medium
1.Driving Housing growth to meet housing need	1.2 Attract a variety of high quality developers and housing investment to the district to deliver high quality development and secure the delivery of appropriate housing across all tenures to meet need and demand	Open for Business People First Central Lincs Local Plan Partnerships	WLDC Housing, Planning and Growth services, Private Developers, Registered Providers, CLLP Partners, Planning agents, Landowners and agents Neighbourhood Plan Groups Parish Councils	Existing staff resource/time	During CCLP period provision for development of 4435 new homes in Gainsborough. 1540 new homes per annum across CL Private sector and RP investment to deliver a mix of tenures Set up/re engage with CL Developers and Agents Forum Monitor housing completions to ensure variety of homes are delivered to meet demand and need Housing engagement with Neighbourhood Plan Groups Number of neighbourhood plans adopted	ongoing
1.Driving Housing growth to meet housing need	1.3 To deliver housing regeneration in Gainsborough and meet the Greater Gainsborough Housing Zone delivery target of	Open for Business People First Central Lincs Local Plan	WLDC Homes England (formerly Homes	Existing staff resource	Development partner procured Delivery strategy in place for Riverside Gateway	ongoing

	a minimum of 750 new homes on brownfield land	Partnerships	and Communities Agency) GLLEP Development Partner Landowners Developers	Additional capacity to provide relevant expertise	Starts on site recorded for all Housing Zone sites Targets within Housing Zone Delivery Plan met Gainsborough Growth Delivery Plan met	
1.Driving Housing growth to meet housing need	1.4 Support the acceleration of delivery Gainsborough Sustainable Urban Extensions (SUE's)	Open for Business Central Lincs Local Plan Partnerships	WLDC Planning, Housing and Growth TSE and Savills Developer LCC	Existing staff resource	Phase 1 Southern SUE Developer identified Phase 1 Southern SUE submission Reserved Matters Phase 1 Southern SUE Infrastructure delivery commenced Phase 1 southern SUE 100 homes completed Northern SUE outline planning permission granted for 750 number dwellings Off site infrastructure requirements diagnosed	ongoing
1.Driving Housing growth to meet housing need	1.5 Support the wider Gainsborough regeneration Programme through deliver the 'Living over the shop' project	Open for Business Partnerships	Market Street Renewal (JV Dransfield properties Ltd and WLDC) WLDC	Private sector Partner Existing staff resource	4 number of additional town centre dwellings Reduce empty properties Increase footfall in town centre	short
1.Driving Housing growth to meet housing need	1.6 Assess potential of alternative building methods through custom and self build models to meet need as identified through self build register	Open for Business People First Central Lincs Local Plan Partnerships	WLDC Planning and Housing Landowners	Officer time	Demand identified through LA register Identification of sites Provision of fully serviced plots to meet demand Completion of site prep	Short/medium
1.Driving Housing growth to meet housing need	1.7 Seek to acquire land off Japan Road/Wilson Street in line with Council's acquisition policy to enable delivery of mixed tenure housing scheme	Open for Business, people First, Central Lincs Local Plan, Partnerships	WLDC Housing, Planning, Growth, Property and Assets WLDC agent	Officer time, Council's agent	Land acquired Developer identified Housing delivered with quantum of affordable housing to meet need	Short/medium

			TSE agent Acis		Contributes to Housing Zone delivery target	
1.Driving Housing growth to meet housing need	1.8 Explore innovative solutions to delivery of ancillary sites within Greater Gainsborough Housing Zone ie Crowd it Built it Gleadell's Wharf	Open for Business, People First, Central Lincs Local Plan, Partnerships	WLDC Housing, Planning, Growth, Finance Landowner Developer Crowd it Fund it	Officer time	Contributes towards Housing Zone target	Short/medium
1.Driving Housing growth to meet housing need	1.9 Ensure that intelligence and evidence of housing need within the district is appropriate and up to date	People First, Central Lincs Local Plan,	CLLP Team CLLP Partner Authorities WLDC Housing,	Officer time Cost of new housing register system	Refresh of Central Lincs SHMA Mechanism identified to evidence rural housing need Evidence base in place for provision of elderly accommodation New housing register system delivered Countywide Stock Condition Survey updated	Short/medium
2. Improving homes and transforming places	2.1 to deliver financial assistance in the PRS to improve property standards, energy efficiency and reduce fuel poverty	People First, Partnerships	WLDC PRS Landlords Parish Councils LCC (housing related support)	Officer time Financial assistance/grants – specifics TBC	TBC	TBC
2. Improving homes and transforming places	2.2 Develop a place based approach to improving deprived and unstable communities	Open for Business, People First, Central Lincs Local Plan, Partnerships	WLDC Housing, Growth Statutory and voluntary sector partners	Officer time External support	Place based methodology developed Governance structure in place Health, wellbeing and social regeneration partnership developed	ongoing
2. Improving homes and transforming places	2.3 Effective use of planning policies to embed health and wellbeing into considerations for growth and development of housing	People First, Central Lincs Local Plan, Partnerships	WLDC Housing (inc health coordinator) and Planning teams	Officer time	Monitor policies LP9 and LP10 of Central Lincs Local Plan	ongoing

			WL Health Commission Developers Registered Providers			
2. Improving homes and transforming places	2.4 To actively tackle poor quality housing standards and criminal landlords across the district	People First, Partnerships	WLDC Lincolnshire Police Lincs Fire and Rescue Service	Officer time Legal costs Additional grant funding	No of rogue landlords prosecuted No of property conditions improved No of notices served	ongoing
3. A partnership approach to ensure choice and independence	3.1 Work in partnership with Registered Providers to enable the delivery of affordable housing options throughout the district including options to meet the needs of specific client groups, those aspiring to own their own homes and to prevent homelessness supporting the provision of the Homelessness reduction Act (2017)	Open for Business, People First, Central Lincs Local Plan, Partnerships	WLDC Housing, Planning, External Registered Provider partners Service provider partners Developers PRS landlords LCC	Officer time Training re HRA	Number of affordable dwellings started and completed by type, tenure, client group Land identified for delivery Homelessness measures	ongoing
3. A partnership approach to ensure choice and independence	3.2 Undertake detailed review of provision of accommodation for older persons to inform future delivery options	People First, Partnerships	WLDC LCC Partner authorities	Officer time Possible external resource to support review	Robust evidence base in place to support delivery	short
3. A partnership approach to ensure choice and independence	3.3 To develop a policy in line with the Better care Fund objectives which enables independent living and improves health and wellbeing	People first, Partnerships	WLDC LCC Health & Wellbeing Board	Officer time	Policy in place Demonstrate alignment with wellbeing service	short
3. A partnership approach to ensure choice and independence	3.4 To review the existing regulatory and licensing schemes within the district and the impact they have had in the short and long term	People First	WLDC	Officer time	TBC	Short
3. A partnership approach to ensure choice and independence	3.5 Deliver a sophisticated new housing register system that is fit for purpose, enabling the Council to fulfil its revised legal duties under Homeless Reduction Act	People First, Excellent VFM	WLDC Central Lincs LA's / Acis	Officer time System procurement	System delivered with ability to evidence need for a variety of housing options including low cost home ownership and	short

					ability to effectively allocate accommodation to meet housing need	
3. A partnership approach to ensure choice and independence	3.6 Maximise future role in enabling development and delivery of supported housing to meet the housing needs of diverse and vulnerable households/	People First, Central Lincs Local Plan	WLDC Developers RP Partners LCC / Adult Social Care Health	Officer time	Evidence of need identified Supported housing delivered to meet need	medium
3. A partnership approach to ensure choice and independence	3.7 Assess impact of welfare reform and develop responses with partners to address	People First	Health and Wellbeing Service Registered providers Supported Housing providers	Officer time	Mitigation against welfare reform changes which may increase risk of homelessness Understand impact on private rented sector tenants Understand impact on specific client groups (eg young people)	short

*Time period –

short 2018-2020,

medium 2019-2021,

long 2020-2022,

ongoing

Appendix 4

Table of amendments to Housing Strategy following consultation

P2	Foreword added
P4	Clarity that vision is vision for housing
P5	Bullet 5 amended re Govt focus
P6	Rogue landlords amended to criminal NPPF – timeframe amended re Govt proposal to amend Localism Act added Neighbourhood Planning Act added
P7	GLLEP expanded
P8	CLLP expanded to demonstrate planned growth across district
P9	CLIDP added
P10	Key housing facts – Affordable housing need figure amended – specific to West Lindsey
P11	Additional comment re Implementation Plan
P12	Additional para re planned growth for district Additional para re Market Rasen
P13	Additional comment re GLLEP
P16	Amendment to para 2 re positive working relationships with landlords Rogue landlords amended to criminal
P17 and p18	Additional detail on what partnership working looks like
P19	Update para on links between Health, Wellbeing and Housing Response to Challenges – explanation of role of Implementation Plan
P20	Glossary added



**Prosperous Communities
Committee**

Date: 30th January 2018

Subject: Supporting Vulnerable Communities Place Based Strategy 2017

Report by:

Chief Operating Officer

Contact Officer:

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Purpose / Summary:

This report provides an overview of the rationale and proposed strategy to progress, resource and oversee delivery of individual strategies to promote social regeneration in the most vulnerable communities across West Lindsey. This work sits closely alongside, aligns with and supports the Councils regeneration objectives and recognises that addressing socio-economic and environmental risks is integral to supporting regeneration potential and aspirations.

Situating this as a key programme of work within the West Lindsey Housing Strategy allows us to provide structure, clear delivery aims and accountable governance arrangements in place whilst also ensuring that this work is not considered or delivered in isolation of the Councils wider strategic objectives.

RECOMMENDATION(S):

Members of Prosperous Communities Committee are asked to:

1. Approve the 'Supporting Vulnerable Communities Place Based Strategy 2017'
2. Approve the projects listed against the recommended allocation of the Supporting Vulnerable Communities Ear Marked Reserve to support the delivery of this strategy and;
 - a. Recommend to Corporate Policy and Resources Committee that the requested resource be released for the following projects:
 - SVC 01 Continuation of Community Payback (18/19 & 19/20 Revenue)
 - SVC 04 Private Sector Landlord Support (18/19 & 19/20 Revenue)

- SVC 05 Vulnerable Communities Enforcement Officer (18/19 & 19/20 Revenue)
- SVC 06 CCTV Expansion (One Off - Capital)
- SVC 07 Lincolnshire Action Trust: Young Oasis (18/19 Revenue)

3. Support the proposed two yearly review of this strategy to ensure it remains meaningful and able to deliver its objectives

IMPLICATIONS

Legal: None arising from this report.

Financial: FIN/136/18/SL

The financial implications in this report relate to the request to draw down £220,000 from the 'Supporting Vulnerable Communities Ear Marked Reserve'

A resource allocation of £300,000 was approved by Council within the Medium Term Financial Plan (MTFP) 2013/14. This allocation was not accompanied at the time by a plan to allocate the resource to specific interventions to support vulnerable communities and the fund ('Supporting Vulnerable Communities Earmarked Reserve') remains largely unspent.

The remaining reserve amount after the allocations proposed within this report will be £18,000. It is proposed that the remaining funds are retained to support the objectives of the Supporting Vulnerable Communities – Placed Based Strategy.

Subject to approval of this report; a report requesting budget approval to spend on the specific initiatives is scheduled to be presented to the Council's Corporate Policy & Resources Committee on 6th February 2018 (**FIN/138/18TJB**)

Staffing: The allocation of the EMR as proposed will allow for two officers to be appointed by West Lindsey District Council on two year fixed term contracts:

1. Enforcement and Fixed Penalty Notice Officer
2. Private Rented Sector Officer

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

Risk Assessment: It is considered necessary to progress this strategy and its associated place specific strategies and delivery plans in order to stabilise and support the most vulnerable and at risk communities in West Lindsey as part of the Councils overall commitment to growth and 'People First'.

Climate Related Risks and Opportunities:

Not applicable

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 chairman)

Yes

No

Key Decision:

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

Yes

No

1. Background and Context

- 1.1 Vulnerable communities within West Lindsey are typified by compounding environmental and socio-economic risk factors that have a negative impact on the environment, the community and the people living within.
- 1.2 The issues facing these communities also adversely impact the Council's ability to realise the potential of its growth ambitions.
- 1.3 Adopting a 'place based' approach to social regeneration with its focus on stabilising and normalising vulnerable communities is integral to the success of the Council's Growth Agenda.
- 1.4 This strategy, its associated ward specific strategies and delivery plans are placed alongside, align with and support the Council's growth and regeneration objectives in recognition that addressing socio-economic and environmental risk is integral to supporting regeneration potential and aspirations.

2. Integrated Strategic Approach

- 2.1 The Council has not previously taken a coordinated strategic approach to supporting its vulnerable communities. However, the need for a strategic approach to supporting vulnerable communities is recognised in the Council's [draft] Housing Strategy 2018 – 2021 and reflected as a key priority within which, specific ward focussed strategies can be delivered to meet the needs of specific vulnerable communities.
3. An overarching 'Supporting Vulnerable Communities -Place Based Strategy' for vulnerable communities in West Lindsey has been developed to oversee WLDC's approach. The intention is that this Place Based Strategy is the tool to direct, oversee, coordinate and monitor the necessary work programmes to drive forward improvements in areas of need. It works on the basis of directing work towards stabilisation, normalisation and regeneration of vulnerable areas.
 - 3.1 At present, two vulnerable communities have been identified - Gainsborough South West Ward and Hemswell Cliff. Both require focussed and specific support and intervention. The proposed strategy also allows for monitoring and analysis to identify and intervene earlier, in any other West Lindsey communities that are considered to be showing signs of vulnerability risk such as this
 - 3.2 The draft 'Supporting Vulnerable Communities – Place Based Strategy 2017' is attached at **Appendix A** of this report and is recommended for approval.

4. Resources and Capacity

- 4.1 Vulnerable communities place a disproportionate strain and demand on the Council's services and those of our partners. Often this type of demand requires a reactive response and takes the form of crisis management, resulting in the intervention doing little more than addressing an immediate issue.
- 4.2 As part of its recent Management Restructure, West Lindsey DC has aligned its housing, homelessness prevention, economic growth, community safety, safeguarding, health and wellbeing, communities, employment and skills and environmental protection functions to allow for the development and delivery of a 'social regeneration' approach to support vulnerable communities. This is the first time a strategic approach to social regeneration has been taken. The alignment of

services in this way has identified opportunities for improved working practices and more coordinated capacity to deliver.

4.3 It is inevitable that in order to stabilise and best support them, our most vulnerable communities require increased proactive resource, capacity and efforts to coordinate intervention and improve outcomes. As reported to the Councils Challenge and Improvement Committee in November 2017, there is a need for specific intervention to enable progress and change in vulnerable communities

5. Supporting Vulnerable Communities Earmarked Reserve

5.1 A resource allocation of £300,000 was approved by Council within the Medium Term Financial Plan (MTFP) 2013/14.

5.2 This allocation was not accompanied at the time by a plan to allocate the resource to specific interventions to support vulnerable communities. The Supporting Vulnerable Communities Earmarked Reserve remains largely unspent at this stage.

5.3 This strategy provides a plan and framework for the allocation of this resource to enable direct intervention for the vulnerable communities within West Lindsey.

5.4 Through this strategy, coordination of the interventions combined – including those already funded, will allow for improved outcomes and a more proactive response in these areas. The associated delivery plans for the interventions are included within the respective strategies for both Hemswell Cliff and Gainsborough South West Ward.

5.5 The table below provides an overview of the projects / initiatives completed and committed to date, followed by an overview of the proposed initiatives that recommended for approval as part of the strategy

Supporting Vulnerable Communities - Earmarked Reserve							
Ref	Title	Description	16/17	17/18	18/19	19/20	TOTAL
			Budget agreed		Budget awaiting		
SVC01	Community Payback*	To deliver a Community Payback scheme across West Lindsey	£10,000	£10,000	£5,000	£5,000	£30,000
SVC02	X-Church SLA	Grant funding to support community activities delivered by X-Church in South West Ward	£15,000	£15,000			£30,000
SVC03	Hemswell Cliff Vulnerability	To enable an understanding of the vulnerability issues affecting the community at Hemswell Cliff and the opportunities to align environmental and socio-economic improvements		£12,000			£12,000
SVC04	Private Sector Landlord Support Worker (2yr pilot)	Specific staffing resource to provide support to Private Rented Sector (PRS) landlords within the Councils Selective Licensing area and other vulnerable			£35,000	£35,000	£70,000
SVC05	Enforcement Officer Vulnerable Communities	Specific staffing resource focussing on fixed penalty and PSPD enforcement in vulnerable communities			£25,000	£25,000	£50,000
SVC06	CCTV Expansion	Install new CCTV cameras in key locations to increase coverage in vulnerable communities and help increase prevention and detection of crime and anti-social behaviour			£50,000		£50,000
SVC07	Lincolnshire Action Trust: Young Oasis	Grant funding to enable delivery of project to support children of substance misusers in vulnerable communities - focussing on building resilience, coping mechanisms, safeguarding and			£40,000		£40,000
		TOTAL	£25,000	£37,000	£155,000	£65,000	£282,000

* Any remaining budget from previous years will be carried forward to continue delivering this scheme.

5.6 A more detailed description of each initiative is detailed within the attached strategy.

5.7 The specific initiatives recommended for approval at the current time are considered to be integral to the necessary stabilisation and improvement across West Lindsey's vulnerable communities. They are:

- SVC 01 Continuation of Community Payback (18/19 & 19/20 Revenue)
- SVC 04 Private Sector Landlord Support (18/19 & 19/20 Revenue)
- SVC 05 Vulnerable Communities Enforcement Officer (18/19 & 19/20 Revenue)
- SVC 06 CCTV Equipment Expansion (One Off - Capital)
- SVC 07 Lincolnshire Action Trust: Young Oasis (18/19 Revenue)

5.8 The proposed initiatives and associated high level business cases were approved by the Council's Management Team (8th January 2018)

End of Report

<u>Appendices</u>
Appendix A: 'Supporting Vulnerable Communities – Place Based Strategy 2017'

Supporting Vulnerable Communities – A Placed Based Approach for West Lindsey

Background and Rationale

Vulnerable communities in West Lindsey are typified by compounding environmental and socio-economic risk factors that impact on the environment, the community and the people living within them.

The Council has not previously taken a coordinated strategic approach to supporting its vulnerable communities. However, the need for a strategic approach to supporting vulnerable communities is recognised and reflected as a key work programme in the Council's [draft] Housing Strategy 2018 – 2021.

Resources and Capacity

Vulnerable communities place a disproportionate strain and demand on the Council's services and those of our partners. Often this type of demand requires a reactive response and takes the form of crisis management, resulting in the intervention doing little more than addressing an immediate issue.

As part of its recent Management Restructure, West Lindsey DC has aligned its housing, homelessness prevention, economic growth, community safety, safeguarding, health and wellbeing, communities, employment and skills and environmental protection functions to allow for the development and delivery of a 'social regeneration' approach to support vulnerable communities. This is the first time a strategic approach to social regeneration has been taken. The alignment of services in this way has identified opportunities for improved working practices and more coordinated capacity to deliver.

It is inevitable that in order to stabilise and best support them, our most vulnerable communities require increased proactive resource, capacity and efforts to coordinate intervention and improve outcomes. As reported to the Council's Challenge and Improvement Committee in November 2017, Officers, Elected Members and stakeholders have highlighted specific gaps and challenges in need of specific intervention to enable progress and change in vulnerable communities.

Aligning Economic Growth and Socio-Economic Stability

It is important that our understanding of, and ability to address vulnerability issues in a proper context in our district is properly coordinated as part of our mainstream work. This work is fundamental to achieving the social regeneration objectives of our Growth programme.

This work sits closely alongside, aligns with and supports the Council's regeneration objectives and recognises that addressing socio-economic and environmental risks is integral to supporting regeneration potential and aspirations. It will need to emerge and develop in order to be successful and ensure it is meaningful.

This strategy is therefore considered a tool to enable a framework to progress, resource and oversee delivery of individual ward / area focussed strategies and delivery plans to promote social regeneration in the most vulnerable communities across West Lindsey.



Situating this as a key programme of work within the West Lindsey Housing Strategy 2017 – 2021 allows us to provide structure, clear delivery aims and ensure accountable governance arrangements whilst also ensuring that work to support vulnerable communities is not considered or delivered in isolation of the Councils wider strategic objectives and those of its stakeholders.

At present, two key vulnerable communities within West Lindsey have been identified. They are long established as the most vulnerable in West Lindsey and consistently highlighted as such:

Gainsborough South West Ward

Hemswell Cliff

Within both of these communities are multiple issues including:

- Concentration of low cost, poorly managed Private Rented Sector housing stock
- Anti-Social behaviour affecting both environmental and community safety
- Low levels of community cohesion and stability
- High levels of multiple deprivation

Action is required to stabilise and normalise these communities, to improve community safety, community cohesion and to align with and support the Councils Growth ambitions.

The respective place based strategies and delivery plans for vulnerable communities within West Lindsey can be found [here](#) (Note: Hyperlinks to be inserted when strategies approved and published)

An overview of how community vulnerability issues will be monitored and responded to in the future, is set out later in this document.

Stabilising and Normalising Vulnerable Communities: Supporting Vulnerable Communities Earmarked Reserve

In order to support the Councils growth ambitions and to best support our most vulnerable communities, it is recommended that the Council takes action to invest in a range of specific

evidence based initiatives through the allocation of monies contained within a specific Earmarked Reserve ('Supporting Vulnerable Communities Earmarked Reserve')

A resource allocation of £300,000 was approved by Council within the Medium Term Financial Plan (MTFP) 2013/14. This allocation was not accompanied at the time by a plan to allocate the resource to specific interventions to support vulnerable communities and the fund ('Supporting Vulnerable Communities Earmarked Reserve') remains largely unspent.

This section of this document provides a plan and framework for the allocation of this resource to enable direct intervention for the most vulnerable communities within West Lindsey. It is recommended that the following be progressed:

- SVC 01 Continuation of Community Payback (18/19 & 19/20 Revenue)
- SVC 04 Private Sector Landlord Support (18/19 & 19/20 Revenue)
- SVC 05 Vulnerable Communities Enforcement Officer (18/19 & 19/20 Revenue)
- SVC 06 CCTV Expansion (One Off - Capital)
- SVC 07 Lincolnshire Action Trust: Young Oasis (18/19 Revenue)

Through this strategy, coordination of the interventions combined (including those already funded) alongside a more coordinated 'business as usual' approach will allow for improved outcomes and a more proactive response in these areas.

The associated delivery plans for the interventions are included within the respective ward level strategies.

Supporting Vulnerable Communities - Earmarked Reserve							
Ref	Title	Description	16/17	17/18	18/19	19/20	TOTAL
			Budget agreed		Budget awaiting		
SVC01	Community Payback*	To deliver a Community Payback scheme across West Lindsey	£10,000	£10,000	£5,000	£5,000	£30,000
SVC02	X-Church SLA	Grant funding to support community activities delivered by X-Church in South West Ward	£15,000	£15,000			£30,000
SVC03	Hemswell Cliff Vulnerability	To enable an understanding of the vulnerability issues affecting the community at Hemswell Cliff and the opportunities to align environmental and socio-economic improvements		£12,000			£12,000
SVC04	Private Sector Landlord Support Worker (2yr pilot)	Specific staffing resource to provide support to Private Rented Sector (PRS) landlords within the Councils' Selective Licensing area and other vulnerable			£35,000	£35,000	£70,000
SVC05	Enforcement Officer Vulnerable Communities	Specific staffing resource focussing on fixed penalty and PSPD enforcement in vulnerable communities			£25,000	£25,000	£50,000
SVC06	CCTV Expansion	Install new CCTV cameras in key locations to increase coverage in vulnerable communities and help increase prevention and detection of crime and anti-social behaviour			£50,000		£50,000
SVC07	Lincolnshire Action Trust: Young Oasis	Grant funding to enable delivery of project to support children of substance misusers in vulnerable communities - focussing on building resilience, coping mechanisms, safeguarding and			£40,000		£40,000
TOTAL			£25,000	£37,000	£155,000	£65,000	£282,000

* Any remaining budget from previous years will be carried forward to continue delivering this scheme.

Supporting Vulnerable Communities Interventions – Overview

A high level overview of each intervention (including those already funded / committed) is set out in the following table.

SVC 01	Community Payback	<p>Continuation of the community payback scheme. This scheme has been funded from the EMR during 16/17 and 17/18. Project underspend will be used to offset costs in 18/19 and 19/20.</p> <p>It is proposed that to maximise outcomes and allow for this to be managed in the context of community / voluntary sector work, it is moved to the responsibility of the Enterprising Communities Manager. The scheme will be available across the District, and specific consideration to the role of Community Payback within vulnerable communities.</p> <p>Outcomes will be reported as part of this strategy, rather than in isolation.</p>
SVC 02	X-Church SLA	<p>Grant funding has been provided to X-Church during 16/17 and 17/18. This grant agreement is managed by the Councils Enterprising Communities Manager. The funding commitment expires June 2018.</p> <p>It is proposed that the outcomes of this funding commitment are reviewed to ensure that for the remainder of the agreement we ensure they align with the principles of the councils approach to supporting vulnerable communities through the strategy.</p> <p>Outcomes will be reported as part of this strategy.</p>
SVC 03	Hemswell Cliff Vulnerability	<p>An independent review and stakeholder engagement to enable an understanding of the vulnerability issues affecting the community at Hemswell Cliff and the opportunities to align environmental and socio-economic improvements.</p> <p>This work has been completed and accelerated our understanding of the need for Council intervention in vulnerable communities. This work, alongside previous Hemswell Cliff masterplan work allowed the progression of a specific Hemswell Cliff Stabilisation and Normalisation Strategy.</p> <p>Delivery of the associated work programmes is underway.</p>
SVC 04	Private Rented Sector Prevention Officer	<p><u>New</u></p> <p>This proposal for a two year initiative builds on a significant piece of preparatory work completed by officers and stakeholders in 2017 in respect of:</p>

		<ul style="list-style-type: none"> • Preparing to implement the requirements of the Homelessness Reduction Act and; • A need to support landlords within the Councils selective licensing area to support tenancy sustainment <p>Ending of an Assured Shorthold Tenancy (AST) remains the leading cause for households at risk of homelessness approaching WLDC. Due to the challenges associated with a concentration of PRS properties, there is a disproportionate level of tenancy turnover and homelessness within our most vulnerable communities.</p> <p>WLDC is committed to improving access to and the sustainability of the Private Rented Sector (PRS) – we will require access to the PRS even more so to meet our increased duties in line with the Homelessness Reduction Act and it is important that this is appropriate and sustainable whilst meeting the needs of both landlords and tenants.</p> <p>It is recognised that whilst selective licensing provides a tool to tackle property conditions and a framework for the management of properties by landlords in Gainsborough South West Ward, it does not provide the support needed by both landlords and tenants to prevent escalation of risk factors leading to homelessness. However, it does provide a unique ‘window of opportunity’ to improve our engagement with and proactive support we can provide to best support private rented sector landlords and tenants.</p> <p>Through the provision of a specific officer resource we will seek to increase access to and sustainability of the Private Rented Sector, and actively support and empower landlords to be part of the solution to preventing homelessness. The Private Rented Sector Prevention Officer will focus on enhancing homelessness prevention outcomes within the Private Rented Sector. We will:</p> <ol style="list-style-type: none"> 1. Develop the model and approach in Gainsborough SWW – an urban, deprived area within West Lindsey’s main market town. 2. Expand the model to a second vulnerable community in West Lindsey (Hemswell Cliff); an ex MOD settlement where former MOD properties have been purchased by private sector landlords. This is in a rural part of the district with poor transport links. High levels of tenancy turnover, evictions, poor tenancy conduct and poor tenancy management. 3. Further develop the model to be available across the West Lindsey district.
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		<p>The officer will also deliver and manage the Council's Tenant Passport Scheme (approved by the Council's Prosperous Communities Committee).</p> <p>Although working closely with the Selective Licensing Officer, this officer will work within the Council's Home Choices Service.</p> <p><i>It is proposed that one officer is appointed on 2 year fixed term basis at band 6/7 subject to job evaluation. Costs relating to training will be met via existing budgets and the officer will be managed by the Senior Home Choices Officer within the service.</i></p>
SVC 05	Enforcement Officer - Vulnerable Communities	<p>The staffing resource within the Council's Community Safety function is currently under review, with the focus looking to shift to more on the ground resource to tackle issues that are prevalent within our communities and in particular our most vulnerable communities.</p> <p>However, this capacity alone is not sufficient to work as proactively as required in our most vulnerable communities at the present time. On that basis it is proposed that the earmarked reserve is utilised to appoint an enforcement officer on a 2 year fixed term contract to focus on two key areas of work</p> <ol style="list-style-type: none"> 1. Enforcement within areas where a Public Space Protection Order (PSPO) is designated and; 2. Enforcement in relation to matters where fixed penalty notices (FPNs) can be issued. <p>The Council have proactively introduced two PSPOs over the last 12 months one covering the whole District (dog fouling and control) and the other our land at Trinity Arts Centre (alcohol and ASB related), and we are currently consulting on a third PSPO for Hemswell Cliff (ASB focussed). The use of PSPOs is a new solution to tackling ASB and enviro crime in the District, and is well supported by both residents and elected members, showing that the council does take these matters seriously.</p> <p>Alongside the PSPOs the Council can also issue fixed penalty notices for matters such as littering, fly tipping, early presentation of waste, offences relating to waste transfer and abandoned vehicles. This additional, temporary resource will enable the Council to enforce in a more effective manner within the PSPO areas and in relation to other fixed penalty offences.</p> <p>The issuing of FPNs results in either the penalty charge being paid to the Council or the individual issued being taken to court for non-payment. Any payments received from FPNs should be used in a prescribed manner,</p>

		<p>see https://www.gov.uk/guidance/fixed-penalty-notices-issuing-and-enforcement-by-councils#history for further information.</p> <p>Proactively monitoring and enforcing the PSPOs is not currently the sole function of an existing officer and our priorities are focused on the highest harm ASB and environmental cases. Therefore our ability to do this is limited and this post will enable the residents within those communities to see that we are actively enforcing in the short term, with a view to amending behaviour in the long term. This will send a clear message of intent from the council and allow us to make a difference in key areas. It will reassure partners of our commitment, and support partnership working, as we have already had commitment to supporting the Trinity Arts PSPO from the police, but only if we as a council are willing to commit appropriate resource too.</p> <p><i>It is proposed that one officer is appointed on 2 year fixed term basis at band 5/6 subject to job evaluation. Costs relating to training and equipment will be met via existing budgets and the officer will be managed by the Community Action and Enforcement Officer within the Housing and Environmental Enforcement function</i></p>
	<p>CCTV Expansion</p>	<p>Members have expressed significant concern about ASB and crime prevalence in Gainsborough South West Ward and the challenges brought about by unreported crime and community reluctance to report.</p> <p>The extension of the CCTV system (through increased camera provision) into Gainsborough South West Ward will enable the Council and the Police to more effectively deal with issues relating to crime and anti-social behaviour and contribute to the enhancing of intelligence we have within the specific area.</p> <p>The Council currently commits a high level of resource in responding to and enforcing on matters within the South West Ward and CCTV will contribute to more effectively and proactively dealing with these issues and seek to prevent crime and antisocial behaviour. Its installation will also demonstrate to the general public that we are enhancing our presence within the area and help to provide reassurance in regards to our ability to deal with the issues that are present.</p> <p>The specific location of cameras will need to be agreed to ensure that they have the highest level of impact and the Council will liaise with the Police in regards to this.</p> <p>CCTV provision at Hemswell Cliff has proven to be a positive and proactive tool. It has had a deterrent effect and has already been instrumental in allowing Police and WLDC to respond more effectively to incidents. The CCTV provision has also created increased awareness and ability to respond to safeguarding risks.</p>

	Lincolnshire Action Trust: Young Oasis	<p>Evidence shows that young people within vulnerable and deprived communities are disproportionately affected by the substance use of their families.</p> <p>Drug or alcohol misuse within a young person's immediate family can cause serious harm to children at every stage of their development, potentially with lifelong effects. Children may also experience very chaotic lives which lack routine. More specifically, young people caring for a relative with drug and/or alcohol problems have been shown to have higher incidences of missed school and educational difficulties than other young carers. Furthermore, they are at subsequent risk of developing serious emotional and social problems later in life (Joseph Rowntree Foundation, 2004). A lack of 'normal' childhood experiences and a 'normal' child-parent relationship can have a long reaching impact on their own parenting (Children's Society, 2015).</p> <p>As reported to the Councils Challenge and Improvement Committee in November 2017 WLDC has been working with local partners including a charitable organisation specialised in supporting children of drug and alcohol users to encourage a bespoke partnership approach that could be implemented to support Gainsborough SWW.</p> <p>With safeguarding and wellbeing embedded within its model, the well-established provider specialises in supporting children and young people with their resilience, confidence and ability to cope. The Young Oasis project is well established and its service offer unique. It offers support to children and young people living with a parent or other significant family member who is engaged in substance misuse or problematic alcohol use. Building on the evidence of need in the vulnerable communities within West Lindsey it is proposed that a dedicated and specific 'Young Oasis' service to support young people who are resident or being educated within Gainsborough South West Ward and / or Hemswell Cliff.</p> <p><u>Background Information:</u></p> <p><i>"On a daily basis, children affected by familial drug and/or alcohol use face challenges which impact on every aspect of their lives. Maslow's hierarchy of needs (Maslow, 1943) dictates that all humans must have their basic needs of food, safety and belonging met before they can engage in higher level activities such as learning and developing a sense of esteem and identity. Therefore, it follows that if a young person is worried all day about what awaits them at home, they will struggle to engage in even the most basic activities in school, leading to poor concentration, irregular attendance, poor academic attainment and higher risk of exclusion, affecting long-term life chances.</i></p> <p><i>Their health may be compromised as a result of poor diet, missed health checks, incomplete immunisations, poor hygiene, and physical or emotional abuse or neglect (Advisory Council on the Misuse of Drugs, 2011).</i></p>
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Furthermore, there is evidence of parental substance misuse in 57% of cases of serious or fatal child abuse (The Children's Society, 2010). Children of parents with alcohol dependence are also eight times more likely to develop an addiction themselves (Addictions and Recovery, 2014). The young people may also be exposed to criminal or other inappropriate adult behaviours such as violence and theft. As they get older, they are more likely to suffer bullying, self-blame, guilt and suicide (Advisory Council on the Misuse of Drugs, 2011).

These issues were reflected in a consultation carried out in May 2017 with clients accessing the current Young Oasis Service across Lincolnshire: 28% had experienced abuse/neglect, 39% did not feel safe at home, 28% were not doing well at school, 22% reported truancy or exclusion, 44% had poor emotional wellbeing, 50% lacked confidence and self-esteem, 61% felt fear, guilt or embarrassment about their situation, 67% worried about the future and 60% were involved in safeguarding proceedings.

Young people within the Gainsborough South West Ward who experience these issues are also likely to be affected by the many complex issues identified within the ward. The issues are associated with being the most deprived ward within the West Lindsey District and within the top 5% most deprived in the country. These complexities include health inequalities and life chances, lower educational attainment, higher levels of income deprivation, higher levels of child poverty, higher levels of criminal activity and lower levels of community cohesion than those recorded in other areas of Lincolnshire (Gray, 2015).

Despite these complex issues, there is currently no specific support available within the ward to support this vulnerable group of people”.

Proposed Approach

Providing support on a one to one basis, Young Oasis seeks to foster a safe and supportive environment in which to build resilience, self-esteem and wellbeing to enable young people to better cope with the situation they find themselves in. All support is adapted to meet the specific needs of each young person, and their age, and there is a specific focus on trust and honesty from the beginning which often means that young people feel comfortable to share their innermost fears and concerns that they may not have vocalised before. Sessions use a variety of techniques and resources. This may simply be having a chat, using books or other information, or creative work. Key areas of focus include:

- Safety and minimising harm
- Ways of coping

- Reducing isolation
- Understanding addiction
- Emotional wellbeing
- Support with formal safeguarding proceedings
- Having fun

Most referrals to the current Young Oasis service come from schools. The Benjamin Adlard School, Gainsborough and Gainsborough Academy have both stated their support and need for a service such as this.

Other agencies will also be able to refer and young people will also be able to self-refer, should they wish to. The X Church has also been identified as another significant venue in the ward. X Church runs weekly activity sessions for a large number of young people and it is therefore proposed that the Young Oasis Practitioner allocated to the service would run a fortnightly drop in at X Church during its Thursday evening sessions. This would provide the opportunity for people to find out about the service and self-refer for further support. LAT has undertaken a scoping exercise during one of the drop in sessions at X Church and the young people reacted positively during this session, recognising how the proposed service could help many of their peers attending X Church. As some of the young people who attend X Church are not currently attending school, utilising this venue as an additional delivery site would allow us to engage more widely with young people who are already displaying some of the issues identified above. LAT has gained support from the management team there and will work closely with them to overcome any delivery challenges presented by offering the Young Oasis service at X Church.

Any young person up to the age of 18 years who is resident or being educated within the South West Ward of Gainsborough (or Hemswell Cliff) will be eligible for the service. There is no specific minimum age specified but the young person must have some understanding of what their situation is with regard to substance misuse within the family. The service would not support people with their own substance misuse issues as there are other services available to support this, which we would aim to continue to work in partnership with (Addaction, Young Addaction).

Young Oasis employs the use of The Outcomes Star to evidence progress within each client. Young Oasis will evidence positive outcomes in the following areas:

- Wellbeing
- School
- Coping

		<ul style="list-style-type: none"> - Support Networks - Relationships <p>The Young Oasis team would work with West Lindsey District Council to develop suitable performance outcomes and an ongoing programme of consultation to evidence the effectiveness of the work.</p> <p>This agreement would be overseen by the Council's Safeguarding Lead.</p>
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A Contextual Approach to Safeguarding



Whilst we are confident in our identification of and response to individual safeguarding concerns, the impact of context and community dynamics on safeguarding and wellbeing remains a concern.

Supported by this strategy and in partnership with key stakeholders, specialist officers and researchers, it is recommended that WLDC progresses an opportunity to adopt a place based / contextual approach to safeguarding and wellbeing in our most vulnerable communities to focus on how we address risk in the community and change the dynamics of place. This builds on successful work to develop and test the contextual safeguarding model in Hackney, London.

An opportunity to pilot a contextual safeguarding model in Hemswell Cliff and Gainsborough South West Ward will allow us to work with and understand the vulnerabilities and impact of 'place' dynamics on children and young people in our most vulnerable communities particularly where safeguarding thresholds for individual cases are not met. As 'contained' spaces with engaged schools, both locations are considered ideal pilot areas. An audit of each vulnerable community will be completed to identify the contextual risk factors to guide and shape this work.

Sustainability of Outcomes

The request to release the EMR to enable progression of these specific interventions is supported by a commitment to explore longevity of outcomes, opportunities to embed developing working practices as business as usual and to expand the approaches to other parts of the district. Ongoing monitoring and review of the outcomes achieved through these initiatives will take place.

Identifying Future Vulnerable Communities - Preventing Escalation

The two vulnerable communities identified as a priority within this strategy have suffered deprivation and vulnerability for a long time. The need for coordinated intervention to stabilise and support these particular communities is clear. However, it is recognised that there are other areas within the District that may be at risk, or may emerge as vulnerable areas in the future. For some communities, as a non-stock holding authority, we have very little on the ground presence and need to rely on other means of obtaining information. We will:

- Ensure that the Council's Business Improvement Team flags any particular trends / vulnerability markers
- Review the Council's annual 'State of the District' report to understand any changes, trends or risk factors – particularly taking note of compounding risk factors
- Monitor complaints
- Monitor CCTV, ASB, Safeguarding and Environmental Protection demand
- Monitor information provided by Community Safety and Health Partners
- Proactively engage with Parish and Town Councils
- Gather intelligence from our partners, stakeholders and communities
- Further develop, raise awareness of and embed an existing (internal) warning system to alert us to community tensions (staff, elected member and community reporting)



- Explore opportunities to develop a strategic health partnership
- Include awareness of vulnerable communities, community cohesion and socio-economic regeneration in relevant service plans and appraisals

Governance - Monitoring Delivery and Outcomes

- Officers are committed to maintaining a proactive and accountable approach. It is proposed that the 'Placed Based Regeneration' Strategy and its associated work programmes is subject to annual scrutiny by the Council's Challenge and Improvement Committee.
- Monitor within Housing Programme Board – as a programme of work within the Housing Strategy
- Establish specific performance reporting measures
- Quarterly newsletter – include key outcomes and challenges within quarterly member bulletin

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**Prosperous Communities
Committee**

Date: 30th January 2018

Subject: Gainsborough South West Ward Place Based Strategy 2017

Report by:

Chief Operating Officer

Contact Officer:

Michelle Howard
Wellbeing and Health Manager
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Purpose / Summary:

Gainsborough South West Ward is considered a vulnerable community. This report:

- Provides an overview of a proposed strategy to progress, resource and coordinate necessary work programmes and improvements in Gainsborough South West Ward in order to stabilise and normalise the ward.
- Demonstrates how this approach aligns with and supports the Councils regeneration and Growth objectives; recognising that addressing socio-economic and environmental risks is integral to supporting regeneration potential and aspirations
- Addresses concerns in respect of drug prevalence in Gainsborough South West Ward and provides an overview of proposed work programmes in response to the evidence base

RECOMMENDATION(S):

Members of Prosperous Communities Committee are asked to:

1. Approve the Gainsborough South West Ward Strategy 2017 and associated delivery plan
2. Support the proposed two yearly review of this strategy to ensure it remains meaningful and able to deliver its objectives

IMPLICATIONS

Legal: None arising from this report

Financial: FIN/137/18/SL

None arising from this report. The financial and resource implications of the overall strategy are captured within the following report:

‘Supporting Vulnerable Communities – Place Based Strategy 2017’ (**Fin Ref: FIN/136/18/SL**)

Staffing: Subject to approval of the recommendations within the ‘Supporting Vulnerable Communities – Place Based Strategy 2017’ report; additional staffing resource will be deployed to support the Gainsborough South West Ward through this strategy.

1. Enforcement and Fixed Penalty Notice Officer
2. Private Rented Sector Officer

It is proposed that both officers will be appointed by West Lindsey District Council on two year fixed term contracts.

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

Risk Assessment: Each work programme / activity will be covered by a specific and proportionate risk assessment as required.

Climate Related Risks and Opportunities: Not applicable

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

[State of the District 2017](#)

[Central Lincolnshire Local Plan](#)

Supporting Vulnerable Communities – Place Based Strategy (included elsewhere on this agenda)

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 chairman)

Yes

No

Key Decision:

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

Yes

No

1. Background and Context

1.1 Gainsborough's South West Ward (SWW) is one of the most vulnerable and deprived communities within Lincolnshire. It has been considered a priority area for West Lindsey District Council (WLDC) for a number of years and has been in need of coordinated intervention to improve the area.

1.2 A vision for Gainsborough South West Ward was articulated within the Gainsborough Neighbourhood Renewal Assessment (NRA) in 2010 and is still considered relevant today, particularly in the context of the proposed growth and development of Gainsborough:

"To make the South West Ward a proud and vibrant neighbourhood where people choose to be"

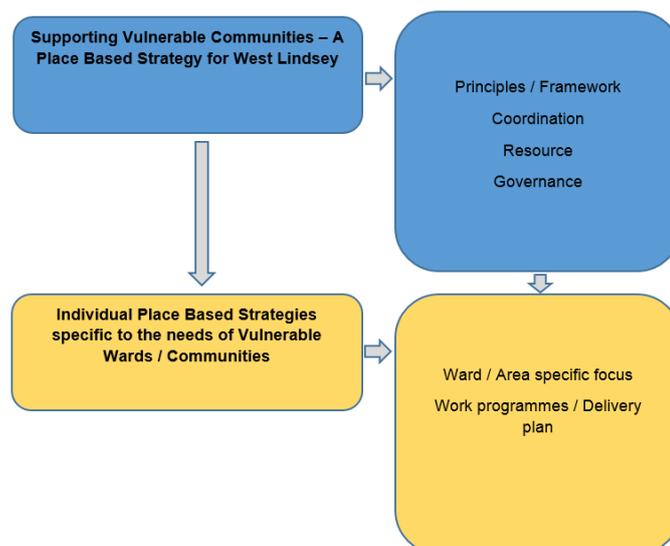
1.3 It is important to acknowledge that despite a number of efforts and initiatives to drive forward improvement over recent years, the Gainsborough South West Ward (SWW) remains one of the most vulnerable and deprived communities within Lincolnshire. There are a number of socio-economic and environmental risk factors affecting the area including:

- Concentration of low cost (and historically poorly managed) Private Rented Sector (PRS) housing stock
- Anti-Social Behaviour (ASB) issues affecting both environmental and community safety

1.4 West Lindsey District Council's State of the District Report (2017) makes the following analysis of Gainsborough South West Ward:

7: Gainsborough South-West: has the highest rates of poverty and deprivation in the district, which feed into wider issues of unemployment, crime, and health, all of which are also the worst in the district. Rapidly growing in population and might lower in overall deprivation due to demographic change. The southernmost areas of the ward have notably less deprivation and crime.

- 1.5 Whilst a significant amount of activity has taken place in the area, previous efforts had not been well coordinated and an overall strategic approach was lacking.
- 1.6 A significant amount of officer, member and stakeholder resource is spent reporting and responding to issues in the ward. With the exception of the Council's Selective Licensing Scheme the approach tends to be reactive; rather than strategic, proactive and preventative.
- 1.7 There has been a great deal of excellent work within and to support Gainsborough South West Ward. An overview of some key projects and work is included at Appendix A of this report.
- 1.8 It is important to consider the socio-economic and environmental needs of vulnerable communities in the context of the Council's Growth ambitions, if we are to genuinely enable the necessary stabilisation and normalisation of vulnerable communities in order to support and accelerate Growth. A strategic and more coordinated approach is required to guide and oversee this.
- 1.9 The need for a strategic approach to supporting vulnerable communities such as Gainsborough South West Ward is recognised in the Council's [draft] Housing Strategy, within which the development of a Social Regeneration approach for vulnerable communities is a key programme of work. In response to this, the following approach has been taken:



2. Placing Environmental and Socio-Economic Stabilisation in the context of the Growth of Gainsborough

- 2.1 Gainsborough South West Ward is home to over 3000 households (Mosaic, 2014) and approximately 5500 residents (ONS, 2016). It is an integral part of Gainsborough and plays a significant role in meeting housing need in the town and wider area.
- 2.2 As a location, Gainsborough South West Ward is 'land locked' between the railway lines, Thorndyke Way and the River Trent. Spatially, it appears to be an isolated or 'cut off' part of the town.

- 2.3 Challenges with poor quality housing stock, absentee landlords and poor tenant behaviour are well documented and continue to be a key focus of our efforts and work to stabilise the area.
- 2.4 A large proportion of the ward and its residents suffer multiple indices of deprivation.
- 2.5 The affordability, over supply and concentration of privately rented homes in the ward leads to a concentration of vulnerability in the area and a transient population.
- 2.6 Assured Shorthold Tenancies coming to an end continues to be a leading reason for households at risk of homelessness approaching the Council for advice and assistance to move.
- 2.7 Without coordinated improvement, and alignment of socio-economic and Growth objectives it is likely that Gainsborough South West Ward will continue to attract a transient population. This is a key challenge for the area, impacting on stability, community cohesion, growth and education.
- 2.8 In housing market terms, this ward (and indeed much of the downtown area) is characterised as being in 'market failure' – there is insufficient effective demand and value to achieve development. The market failure of down-town Gainsborough is recognised in the evidence base for the Central Lincolnshire Local Plan, Community Infrastructure Levy and resulted in the area being designated as the only zero charging area in Central Lincolnshire.
- 2.9 Past Governments have sought to address areas like Gainsborough South West Ward with a range of physical regeneration initiatives; most recently in the mid 2000's with the Housing Market Renewal programme. It is important to caution whilst this provided funding for house clearance and rebuilding homes there is little evidence to show how this addressed deprivation. It is worth noting that the Gainsborough South West Ward was subject to a Neighbourhood Renewal Assessment in 2010 however to date, no physical intervention nor tangible change has resulted.
- 2.10 Given the low impact – high cost of this type of scheme and in the context of austerity, it is unlikely that a physical regeneration scheme would be repeated in the foreseeable future – there is no Government funding for this type of physical regeneration. The Government's focus is now on developing new housing supply.
- 2.11 The evidence base collated as part of the Gainsborough South West Ward NRA will be reviewed as part of the implementation of this strategy. WLDC's current response to regenerating Gainsborough is focussed on a housing led approach (via Housing Zone and Sustainable Urban Extensions) and "Invest" to develop the town centre using the Council's enabling funds and procuring a development partner.

Cumulatively, these programmes / Growth Agenda are designed to deliver 4350 homes (a 47% increase in the town's residential stock) by 2036. The resulting increase in Gainsborough's population (from 18,500 to c. 30,000) is required to make Gainsborough an economically viable and sustainable place. The "Invest" programme has created a clear and market facing investment plan to attract and enable development in the town and is now supported by the Greater Lincolnshire Local Enterprise Partnership (GLLEP) with a £4m grant. Put succinctly, Gainsborough and WLDC are now regarded as an investable proposition.

Through environmental and socio-economic improvements to stabilise and normalise our vulnerable communities, West Lindsey District Council can accelerate and support its Growth ambitions for the District

2.12 A Place Based Approach to the social regeneration of Gainsborough South West Ward with its focus on stabilising and normalising the area is integral to the success of the Councils Growth Agenda. This approach must provide clear vision, direction and leadership to direct a multi-disciplinary action plan to address socio-economic and environmental risk factors whilst supporting and accelerating growth ambitions and opportunities. It is expected that an integrated approach such as this will reduce the stigmatisation of Gainsborough South West Ward and assist in promoting market confidence to attract and support the development of the town.

2.13 The importance of creating a normal market economy in Gainsborough is emphasised by the Ministry of Housing, Communities and Local Government (MHCLG) thrust to get Local Authorities to invest in their own areas for regeneration and commercial returns.

3. Substance Use and Prevalence in Gainsborough South West Ward

3.1 A motion to Council on 3rd July 2017 raised specific and serious concerns in respect of drug use and prevalence in Gainsborough South West Ward.

“There has been a significant increase in the drug scene in Gainsborough over the past 10 years and unless we start to tackle the problem it will become a catastrophic time bomb in future years. Class A drugs such as ‘crack cocaine’ appear to be easily accessible to buy ‘off the street’.

It is extremely concerning to learn that more and more young vulnerable people in the town are becoming victims of the surge in the drug culture. We are informed that children as young as ten are being used as drug runners to supply hardened addicts. There is a desperate need from residents living in the town for agencies to seriously start addressing the problem, and of course it requires far more than just police enforcement.

Therefore as ward members of the Gainsborough South West ward we request that this council produces a report to the relevant policy committee regarding developing a strategic approach to dealing with drugs in West Lindsey, we ‘so move’.”

3.2 Officers have worked hard to establish the evidence base in respect of this very serious concern. Within this section, the report addresses:

- ▶ Information and evidence from key stakeholders
- ▶ Overview of key issues and challenges
- ▶ Proposed solutions

3.3 Information and Evidence from Key Stakeholders

Evidence from the Public Health commissioned substance misuse service (Addaction) and from Lincolnshire Police has consistently confirmed that whilst drug and alcohol use is present in the area, there is no evidence to suggest an increasing trend in the presence of Class A drugs nor any evidence base to substantiate specific safeguarding concerns in respect of young people.

Addaction Lincolnshire Position Statement

Crack Cocaine use is no worse within adults than previously reported. It is historic that heroin users will use crack but as a primary drug choice we have nobody in treatment specifically for Crack alone.

There is still no evidence to suggest that Crack Cocaine is being used with young people. Young Addaction have not received any referrals or intelligence from schools that this is an issue.

There is no evidence of any NPS (Legal High) use in adults or young people. Neither service have anybody in treatment for this.

The most prevalent drug choice with young people is still Cannabis and Alcohol

Lincolnshire Police Position Statement

The police carried out a number of drug warrants throughout Gainsborough over the summer and early Autumn, in particular in Gainsborough SWW, targeting the main known drug dealers, where there has been credible intelligence to justify such action.

Officers from other parts of the county have been used to support this because the search teams are a regional resource now and work all over the East Midlands region – this is normal procedure now and will be going forward.

During these warrants, we have recovered significant amounts of Cannabis, Heroin and Amphetamine, but Crack Cocaine in very much smaller quantities. The results of our stop and search in Gainsborough would also support this to be the case.

3.4 Key Issues and Challenges

- 3.5 The position in respect of evidence illustrates the complexity of issues we are dealing with and the importance of working collaboratively with partners to develop a robust intelligence and evidence base.
- 3.6 Enforcement agencies continue to stress the importance of intelligence or information in respect of drug presence or associated activity being reported. Lincolnshire Police note that “in order to authorise a search warrant under the misuse of drugs act, there needs to be credible intelligence and information that activity is taking place”. Building an intelligence picture is incredibly important.
- 3.7 Officers wish to stress that articulating the absence of evidence does not seek to minimise the significance of the concerns raised. This strategy absolutely recognises that the challenge of responding to ‘unreported’ crime or activity is very real.
- 3.8 Officers share concerns and intelligence with Lincolnshire Police as a matter of course. Relationships with local stakeholders are positive and developing at some pace.
- 3.9 The need to increase community confidence to report, proactively identify and address substance use and associated activity and to respond to the emerging evidence base is embedded within this strategy.

- 3.10 The absence of CCTV coverage is considered a limiting factor in being able to identify and substantiate concerns. CCTV colleagues report particular frustrations in being able to follow up and substantiate concerns for this reason.
- 3.11 The need for increased 'on the ground' officer capacity and resource to allow for increased presence in vulnerable communities is considered necessary to allow for a more proactive and preventative approach
- 3.12 There is evidence that there are a number of young people living in and attending school in vulnerable communities within West Lindsey that are affected by parental substance use.

3.13 Proposed Solutions

- 3.14 Critically, through this strategy we are committed to addressing the challenges outlined. Measures to support this include:
- ▶ Joint communications and partnership with Police / substance misuse services including awareness of referral routes to specialist services
 - ▶ Focus on supporting community reporting, including anonymous reporting of concerns
 - ▶ Increased CCTV coverage into Gainsborough SWW to support the prevention and detection of crime
 - ▶ Increased officer presence and capacity to take enforcement action
 - ▶ Direct support through a bespoke pilot project to support young people affected by parental substance use in vulnerable communities
 - ▶ Improved stakeholder relationships and collaboration including through co-location at WLDC of Lincolnshire Police ASB Officer to
 - ▶ The evidence base in respect of the impact of parental substance use has been explored in detail, in partnership with stakeholders. A proposed bespoke pilot project has been developed in response to the evidence base to enable the direct provision of support to between 20-30 young people over a 12 month period to develop resilience and coping mechanisms whilst also ensuring that they are best supported in respect of their wellbeing needs.

4. Resource and Capacity

- 4.1 Vulnerable communities place a disproportionate strain and demand on the Councils services and those of our partners. Often this type of demand requires a reactive response and takes the form of crisis management, resulting in the intervention doing little more than addressing an immediate issue.
- 4.2 As part of its recent Management Restructure, West Lindsey DC has aligned its housing, homelessness prevention, economic growth, community safety, safeguarding, health and wellbeing, communities, employment and skills and environmental protection functions to allow for the development and delivery of a 'social regeneration' approach to support vulnerable communities. This is the first

time a strategic approach to social regeneration has been taken. The alignment of services in this way has identified opportunities for improved working practices and more coordinated capacity to deliver.

4.3 It is inevitable that in order to stabilise and best support them, our most vulnerable communities require increased proactive resource, capacity and efforts to coordinate intervention and improve outcomes. As reported to the Councils Challenge and Improvement Committee in November 2017, there is a need for specific intervention to enable progress and change in vulnerable communities.

5. Supporting Vulnerable Communities Earmarked Reserve

5.1 A resource allocation of £300,000 was approved within the Medium Term Financial Plan (MTFP) 2013/14 to 2017/18 by the Councils Policy and Resources Committee on 21/2/13.

5.2 This allocation was not accompanied at the time by a plan to allocate the resource to specific interventions to support vulnerable communities. The Supporting Vulnerable Communities Earmarked Reserve remains largely unspent at this stage.

5.3 This strategy provides a plan and framework for the allocation of this resource to enable direct intervention for the vulnerable communities within West Lindsey.

5.4 Through this strategy, coordination of the interventions combined – including those already funded, will allow for improved outcomes and a more proactive response in these areas. The associated delivery plans for the interventions are included within the respective strategies for both Hemswell Cliff and Gainsborough South West Ward.

5.5 The table below provides an overview of the projects / initiatives completed and committed to date, followed by an overview of the proposed initiatives that recommended for approval as part of the strategy

Supporting Vulnerable Communities - Earmarked Reserve							
Ref	Title	Description	16/17	17/18	18/19	19/20	TOTAL
			Budget agreed		Budget awaiting		
SVC01	Community Payback*	To deliver a Community Payback scheme across West Lindsey	£10,000	£10,000	£5,000	£5,000	£30,000
SVC02	X-Church SLA	Grant funding to support community activities delivered by X-Church in South West Ward	£15,000	£15,000			£30,000
SVC03	Hemswell Cliff Vulnerability	To enable an understanding of the vulnerability issues affecting the community at Hemswell Cliff and the opportunities to align environmental and socio-economic improvements		£12,000			£12,000
SVC04	Private Sector Landlord Support Worker (2yr pilot)	Specific staffing resource to provide support to Private Rented Sector (PRS) landlords within the Councils Selective Licensing area and other vulnerable			£35,000	£35,000	£70,000
SVC05	Enforcement Officer Vulnerable Communities	Specific staffing resource focussing on fixed penalty and PSPD enforcement in vulnerable communities			£25,000	£25,000	£50,000
SVC06	CCTV Expansion	Install new CCTV cameras in key locations to increase coverage in vulnerable communities and help increase prevention and detection of crime and anti-social behaviour			£50,000		£50,000
SVC07	Lincolnshire Action Trust: Young Oasis	Grant funding to enable delivery of project to support children of substance misusers in vulnerable communities - focussing on building resilience, coping mechanisms, safeguarding and			£40,000		£40,000
TOTAL			£25,000	£37,000	£155,000	£65,000	£282,000

* Any remaining budget from previous years will be carried forward to continue delivering this scheme.

5.6 Details of the proposed initiatives and what this means for Gainsborough SWW can be found within the 'Supporting Vulnerable Communities – Place Based Strategy' (included elsewhere on this agenda).

6. Governance and Oversight

6.1 Progress against the overarching Supporting Vulnerable Communities Strategy, plus the place specific strategies and associated work programmes will be overseen by the Councils Housing Programme Board.

6.2 Whilst a long term approach is required, a two yearly review of each of the 'Placed Based' strategies is recommended to allow for a review of outcomes and ensure that they remain meaningful and aligned with trends, evidence and strategic objectives at all times.

6.3 Annual scrutiny via the Councils Challenge and Improvement Committee is welcomed.

7. Appendices

Appendix A	Positive work /activity in Gainsborough South West Ward
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End of Report

Appendix A

Current Positive Activities and Interventions within Gainsborough SWW.

Significant work is being, and will continue to be, done by the Authority and our partners to effect change in the South West Ward. The focus of the South West Strategy is to build and expand on the positives.

Action	Start Date	Overview	Outcomes
Mentoring Scheme Year 5 Benjamin Adlard Primary School	February 2018	Adult mentors to mentor on 1:1 identified Yr. 5 pupils from Feb 18. Currently there are 18 mentors signed up, not all from WLDC. Initial concept is to run till Dec 18; repeat Feb 19 – Dec 19 with another group Yr. 5 however some support may continue for original year 5 into Yr. 6.	Raise expectations. Bring a different perspective into the lives of young people. To support the pupil learn life skills help them with school projects if applicable. Child led mentoring.
Mini Psco's at Benjamin Adlard Primary School	February 2018	A Police run project. Children are encouraged to act as 'mini police officers' including having the chance to wear 'Mini PCSO' uniforms.	The initiative is intended to educate young people, raise aspirations, give them the opportunity to engage in community projects and achieve rewards.
School Assemblies – 'What is happening in their town'	2018 – ongoing	Speak at school assemblies to talk re developments in the town. Encourage partners to mirror this in conjunction with the schools as appropriate.	Raise expectations and a pride in their town and environment. Keep the messages & 2 way engagement ongoing.
Key links established between X Church, Benjamin Adlard & Police.	August 2017 and ongoing	A number of positive partnership meetings have taken place between WLDC, Police, X Church & Benjamin Adlard to foster links and see what proactive projects can be established.	Shared training. X Church volunteers have had safeguarding training & safeguarding procedures in place. Exploring opportunities for more extra diversionary activity for young people. Working to establish data sharing agreements – co-ordination / joint support.
Estab. of bespoke place based project 'Young Oasis' in conjunction with schools of SWW & X Church (if funds approved)	Spring 2018 onwards	Lincolnshire Action Trust a charitable organisation specialised in supporting children of drug & alcohol users have been asked to operate a place based project in SWW. The project is Young Oasis'.	This well-established provider works with the children to build their resilience, confidence and ability to cope.
Pilot – Contextual Safeguarding	Spring 2018 onwards	Working with LCC to explore community dynamics on safeguarding and wellbeing risks – a different way of working and opportunity to focus on how we address risk in the community and change the dynamics of place.	We hope this will allow us to work with and understand the vulnerabilities and impact of 'place' dynamics on children and young people in our most vulnerable communities particularly where safeguarding thresholds for individual cases are not met.
Supported Housing Providers Network		Supported housing providers manage temporary accommodation and therefore deal with some of the most vulnerable residents of the district.	Joint partnership work to help ensure people are supported and helped establish longer term accommodation.

Selective Licensing Scheme 2016 - 2021	18 July 2016	The Selective Licensing scheme focuses on a specific area of the SWW. Under the scheme every private sector property in the area requires a licence that holds conditions for the licence holder to deal with e.g. ASB, housing standards & housing management	Enables the council to make landlords more accountable for their actions in regards to property management and to address poor housing conditions. It's an enabler to drive up standards.
Successful prosecutions	2017	4 landlords have been successfully prosecuted as part of the Selective Licensing Scheme. The courts supported the presentation of 15 selective licensing offences, and enforces fines totalling £213,000 and 10 year Criminal Behaviour Orders. (CBO's)	The CBO's on all these landlords impose conditions on the letting & management of any properties owned within the district for 10 years. The publicity around this sends messages out that the authority does not tolerate such activity.
Greater identification of vulnerable people to enable support	2016 ongoing	Proactive approach to identifying safeguarding and wellbeing needs. Embedded within WLDC (assessed through recent Section 11 assessment)	From 1 Oct 2016 - 30 Sept 2017, 58 safeguarding & wellbeing concerns were raised (20% of total same period). 23 of 58 concerns resulted in onward referral into statutory services, with lower level support given to the remaining cases
Proactive enforcement Increased coordination with police	Ongoing	WLDC Housing & Community Safety Enforcement team ensure all legislative powers we have are being proactively used.	There is an increasing case portfolio of more successful interventions especially where joined up with the police. Increasing moves to drive up standards.
Tenant Passport Scheme	January 2018	The tenant passport is a tenant referencing service managed and delivered by Home Choices team WLDC.	The aim is improve tenancy sustainment in the social and private rented sector. It assists landlords as to tenant's suitability & enables the council to identify where support can be offered to the landlord and or potential tenant.
Extra resources into SWW re enforcement & support to private landlords	Spring 2018	Approval is being sought for recruitment of an Enforcement Officer & a further resource to offer specific support for private rented sector landlords.	Drive up standards and enforce the Public Space Protection Orders in place and help to increase tenancy sustainment and provide advice, support and guidance
Public Space Protection Order (PSPO) & increased CCTV	2017 / 2018	A PSPO is in place to ban drinking in the grounds of the Trinity Arts Centre & pocket park in Cleveland Street. CCTV is in place in certain parts of the SWW and more are proposed.	Drive up Standards to help establish an improved environment for people to feel safe.
Trolley Scheme	April 2018	A use of Authority Powers to put in place a formal scheme to enable the seizure of abandoned trolleys and a charge put on the owner.	Reduced number of abandoned trolleys. More ownership on retailers.

South West Ward: Place Based Strategy and Delivery Plan

Overview

Gainsborough South West Ward is considered to be a particularly vulnerable community. This strategy provides:

- **A framework to progress, resource and coordinate necessary work programmes and improvements in Gainsborough South West Ward in order to stabilise and normalise the ward and is;**
- **Developed in the context of, supports and is aligned with the Councils regeneration and Growth objectives, recognising that;**
- **Addressing socio-economic and environmental risks is integral to supporting regeneration potential and aspirations**

This strategy document also addresses concerns in respect of drug prevalence in Gainsborough South West Ward and provides an overview of proposed work programmes in response to the evidence base.

Background and Context

Gainsborough's South West Ward (SWW) is one of the most vulnerable and deprived communities within Lincolnshire. It has been considered a priority area for West Lindsey District Council (WLDC) for a number of years and has been in need of coordinated intervention to improve the area.

West Lindsey District Council's State of the District Report (2017) makes the following analysis of Gainsborough South West Ward:

7: Gainsborough South-West: has the highest rates of poverty and deprivation in the district, which feed into wider issues of unemployment, crime, and health, all of which are also the worst in the district. Rapidly growing in population and might lower in overall deprivation due to demographic change. The southernmost areas of the ward have notably less deprivation and crime.



The ward scores significantly worse on many health and socio-economic indicators and is also affected by different forms of anti-social behaviour (ASB). Complex issues cover significant health inequalities and life chances, poor living environment including surroundings and

housing, tenancy turnover, disproportionately high crime rates and a lack of community cohesion

Housing demand is typically low; evidenced by high occupancy turnover, a large private rented sector, density of empty homes and low house prices. The affordability of Private Rented Sector accommodation in this area further concentrates the vulnerability of tenants within the area.

Data held by a range of services and organisations consistently highlights that Gainsborough SWW has significant issues across a variety of measures. These include:

- Low average income
- Very high rates of unemployment
- Much lower than average life expectancy
- Much poorer than average housing standards
- Significantly higher levels of crime and anti-social behaviour
- Poorer than average academic achievement
- Poor general living environment
- Significant levels of deprivation, welfare benefit dependency and tenant vulnerability
- Poor tenancy conduct
- High rate of tenancy turnover

These issues have been apparent within the ward for many years and as such are deeply engrained. The issues cross a number of service/ organisational boundaries and are all part of a hugely complex series of lifestyle indicators that simply cannot be addressed in isolation.

Whilst there has been and continues to be some excellent and positive work taking place within and to support the ward (which absolutely should be welcomed and supported), previous Council efforts to improve the area have not been well coordinated and an overall strategic approach was lacking. A significant amount of officer and member resource is spent reporting, responding to and tackling ad hoc problems, particularly in regards to ASB, in this ward. This approach has often been reactive.

WLDC has now realigned its services to allow for the development and delivery of a 'social regeneration' approach to support vulnerable communities. It is the first time a strategic approach to social regeneration has been taken.

The need for a strategic approach to supporting vulnerable communities such as Gainsborough SWW is recognised in the Council's [draft] Housing Strategy 2018 – 2021. A key action within this is the development of a WLDC 'Placed Based Regeneration' strategy, under which it is proposed specific ward focussed strategies such as this are delivered to meet the needs of specific vulnerable communities.

An overarching 'Placed Based Strategy' for vulnerable communities in West Lindsey has been developed to guide and provide a framework for WLDC's approach. The intention is that the Place Based Strategy is the tool to direct, oversee, coordinate and monitor the necessary work programmes to drive forward improvements in areas of need. It works on the basis of directing work towards stabilisation, normalisation and regeneration of vulnerable areas.

The Gainsborough SWW is such a place of a need. This SWW Strategy presented within this document sets out the current situation, the key stakeholder's position and need to work with them to deliver the associated work programmes.

The SWW strategy will steer the co-ordinated programmes of work within the 3 key interlinked areas shown below:



WLDC believes this place based approach and SWW Strategy are the key tools to ensure delivery of key work programmes to support and help bring about longer term change for this ward whilst also managing effectively, current and emerging risk issues and challenges.

A vision for Gainsborough South West Ward was articulated within the Gainsborough Neighbourhood Renewal Assessment (NRA) in 2010 and is still considered relevant today, particularly in the context of the proposed growth and development of Gainsborough:

“To make the South West Ward a proud and vibrant neighbourhood where people choose to be”

Impact on Education Sector

The primary school within the ward is considered a key asset and a key stakeholder to drive forward the necessary improvements to support stabilisation. The school was judged in June 2016 as a Good School having been in special measures before new leadership had been put in place. This was the first time, since schools were judged by Ofsted, that the school had ever been graded Good. Previous inspections have all said the school required significant improvement.

However, the challenges facing the ward are felt by the school. The information below is extracted from a January 2018 briefing by the Headteacher at Benjamin Adlard primary school situated in the SWW:

“The challenges encountered by Benjamin Adlard Primary School often stem from the domestic environments and the historic social deprivation issues that are prevalent in the South West Ward in Gainsborough. As a school we are limited to the wrap-around support we can provide to families to ensure children and families in the local area flourish”.

Key Challenges:

- Recent research and figures from the Government (Dec 2017) shows that 6 of the top 10 lowest house prices in Lincolnshire were situated in the school’s catchment
- An increasing number of pupils arriving at the school with English as an additional language, however, due to mobility this fluctuates. In Sept 2017 there were 23 EAL pupils on roll. The spread of ethnicity is growing which requires a more structured community approach

- The school serves an area of significant social deprivation. (Bottom 20% Nationally) Social and economic backgrounds vary enormously, with a significant number of pupils coming from very deprived and turbulent backgrounds. The School Deprivation indicator is 0.42, which is in the lowest 20% in England
- Currently 64.1% (127 Pupils YrR-6) of pupils come from disadvantaged defined by government indicators
- Additionally (34.6%) of Nursery Pupils also are eligible for Pupil Premium funding; significantly higher than the National Average of 26.6%. Further to this 55.5% currently claim Free School Meals (110 pupils) Yr. R to Yr. 6. (Oct 2017)
- The local area is dominated by a large number of low cost private rental properties as well as social housing. Many families move into the area for short periods of time (6 months) before moving on
- Mobility in the school is very high with a 34% change of cohort since Sept 2016 - Sept 2017, 53 school age mid-term applications have arrived and 49 pupils of statutory school age have departed. These figures do not include Reception arrivals or Year 6 leavers. At the end of the first half term (Sept 2017-Oct 2017) we have had 13 new arrivals and 8 departures (That is a 10.6% change to the school). This has a significant impact in every class. Currently in Year 6 (2018) only 53% of the pupils are classed as non-mobile
- Due to the lengthy referral processes and evidence needed a number of children never get to access social based support, there is a great need for support to be readily available as soon as new families arrive in the area
- 30.3 % of the children are supported on the Special Educational Needs and Disabilities Register. This number is much higher than the national average meaning that the number of pupils requiring additional intervention over and above quality first teaching is significant
- Due to the significant need for children's services intervention in this area the school currently funds a full time family support worker. Due to an increase in need, school find that despite early identification of needs families often go without targeted and pro-active intervention

The primary school is an important stakeholder and is committed to supporting improvements in Gainsborough South West Ward. We are committed to further developing strong relationships and opportunities for collaboration with the school.

Schools are stable entities within communities that often deal with vulnerable families not only their children. Through this strategy we are committing to support programmes of work from within the schools of this ward to strengthen them and the community they serve.

Information and Evidence from Key Stakeholders

Evidence from the Public Health commissioned substance misuse service (Addaction) and from Lincolnshire Police has consistently confirmed that whilst drug and alcohol use is present in the area, there is no evidence to suggest an increasing trend in the presence of Class A drugs nor any evidence base to substantiate specific safeguarding concerns in respect of young people.

Addaction Lincolnshire Position Statement

Crack Cocaine use is no worse within adults than previously reported. It is historic that heroin users will use crack but as a primary drug choice we have nobody in treatment specifically for Crack alone.

There is still no evidence to suggest that Crack Cocaine is being used with young people. Young Addaction have not received any referrals or intelligence from schools that this is an issue.

There is no evidence of any NPS (Legal High) use in adults or young people. Neither service have anybody in treatment for this.

The most prevalent drug choice with young people is still Cannabis and Alcohol

Lincolnshire Police Position Statement

The police carried out a number of drug warrants throughout Gainsborough over the summer and early Autumn, in particular in Gainsborough SWW, targeting the main known drug dealers, where there has been credible intelligence to justify such action.

Officers from other parts of the county have been used to support this because the search teams are a regional resource now and work all over the East Midlands region – this is normal procedure now and will be going forward.

During these warrants, we have recovered significant amounts of Cannabis, Heroin and Amphetamine, but Crack Cocaine in very much smaller quantities. The results of our stop and search in Gainsborough would also support this to be the case.

Key Issues and Challenges

Enforcement agencies continue to stress the importance of intelligence or information in respect of drug presence or associated activity being reported. Lincolnshire Police note that “in order to authorise a search warrant under the misuse of drugs act, there needs to be credible intelligence and information that activity is taking place”. Building an intelligence picture is incredibly important.

This does not seek to minimise the significance of the concerns raised. This strategy absolutely recognises that the challenge of responding to ‘unreported’ crime or activity is very real. The position in respect of evidence illustrates the complexity of issues we are faced with and the importance of working proactively and collaboratively with partners to develop a robust

intelligence and evidence base. Officers share concerns and intelligence with Lincolnshire Police as a matter of course. Relationships with local stakeholders are positive and developing at some pace. The need to increase community confidence to report, proactively identify and address substance use and associated activity and to respond to the emerging evidence base is absolutely embedded within this strategy.

Key issues and challenges include:

- The need to increase community confidence to report, proactively identify and address substance use and associated activity and to respond to the emerging evidence base is embedded within this strategy
- The absence of CCTV coverage is considered a limiting factor in being able to identify and substantiate concerns. CCTV colleagues report particular frustrations in being able to follow up and substantiate concerns for this reason
- The need for increased 'on the ground' officer capacity and resource to allow for increased presence in vulnerable communities is considered necessary to allow for a more proactive and preventative approach
- There is evidence that there are a number of young people living in and attending school in vulnerable communities within West Lindsey that are affected by parental substance use

Proposed Solutions

Critically, through this strategy we are committed to addressing the challenges outlined. Measures to support this are embedded within the delivery plan and include:

- Joint communications and partnership with Police / substance misuse services including awareness of referral routes to specialist services
- Focus on supporting community reporting, including anonymous reporting of concerns
- Increased CCTV coverage within Gainsborough SWW to support the prevention and detection of crime
- Increased officer presence and capacity to take enforcement action
- Direct support through a bespoke pilot project to support young people affected by parental substance use in vulnerable communities
- Improved stakeholder relationships and collaboration including through co-location at WLDC of Lincolnshire Police ASB Officer

Current demand on WLDC resources & those of our partners

Vulnerable communities place a disproportionate strain and demand on the Councils services and those of our partners. Often this type of demand requires a reactive response and takes the form of crisis management, resulting in the intervention doing little more than addressing an immediate issue.

Selective Licensing:

Based on evidence in respect of ASB prevalence in Gainsborough SWW linked directly with the Private Rented Sector, the Council implemented a selective licensing scheme in the SWW in July 2016.

A year and half on this is having an impact in driving up housing standards but it is recognised that this intervention cannot work in isolation – it is one of a number of things required. The scheme has enabled proactive enforcement to take place and accelerated our understanding and awareness of the key issues facing the area and need for increased capacity to support stabilisation efforts.

Housing Enforcement:

The Council's evidence base shows that consistently around 70% of open and new cases are for the SWW. It is also the area with the highest density of empty homes. Of the 4 FTEs allocated to cover these areas of work, it is considered that 3 FTEs are working on SWW cases at any one time.

Safeguarding:

Between 1st October 2016 and 30th September 2017, Gainsborough SWW accounted for 20% of the safeguarding concerns raised by WLDC staff. Of the 58 concerns raised, 23 resulted in onward referral into statutory services, with lower level support provided to the remaining cases as required.

ASB and Envirocrime:

Around 50% of the Council's open cases are from within the SWW.

Police:

Police note a disproportionate impact of the SWW on their resources and need for CCTV expansion to enable more effective detection and prevention of crime. Current CCTV provision does not extend directly to the SWW but crime is known to be linked directly to this area.

WLDC is strengthening links with this key stakeholder holding regular casework liaison between WLDC Enforcement Officers. These monthly meetings discuss the selective licencing area, share information and agree actions. The results are better knowledge, coordinated and proactive enforcement action. WLDC CCTV Operations work closely with the police to assist with the identification of crime and building up a clear evidence base.

The Police data in the tables below provides information about reported incidents in West Lindsey and Gainsborough SWW between April 2017 and November 2017.

	West Lindsey	April	May	June	July	August	September	October	November	December	January	February	March	Total	
Incidents Cause Fear and Concern	Abandoned Vehicles	6	12	8	6	6	4	4						46	
	Begging and Vagrancy	1	0	1	1	1	1	1						6	
	Drunken Behaviour	10	11	10	9	26	10	12						88	
	Environmental Damage	1	1	4	2	3	3	2						16	
	Shouting and Swearing	9	12	13	17	10	9	11						81	
	Street Drinking	0	2	0	2	0	0	0						4	
	Throwing Things	7	4	10	6	8	12	12						59	
	Vehicle Nuisance	8	24	23	18	26	18	25						142	
	Fear and Concern - TOTAL	42	66	69	61	80	57	67	0	0	0	0	0	0	442
	Other ASB	Animal Related	5	1	2	5	2	3	0						18
Fireworks		3	0	1	3	3	2	2						14	
Inconsiderate Behaviour		83	63	98	94	106	106	103						653	
Malicious Communications		40	32	31	37	29	12	20						201	
Neighbours		28	37	28	30	29	24	15						191	
Noise Nuisance		14	8	10	11	12	4	9						68	
Prostitution Related		0	0	0	0	0	0	0						0	
Trespass		11	1	7	5	6	0	4						34	
Other ASB - TOTAL	184	142	177	185	187	151	153	0	0	0	0	0	0	1179	
ALL ASB INCIDENTS	226	208	246	246	267	208	220	0	0	0	0	0	0	1621	

Reported ASB incidents West Lindsey: April 2017 – November 2017

SWW

		2017	2017	2017	2017	2017	2017	2017	
		Apr	May	Jun	Jul	Aug	Sep	Oct	Sum:
Incidents That Cause Fear & Concern	Abandoned Vehicle	0	1	1	1	0	0	0	3
	Begging & Vagrancy	1	0	0	1	1	0	1	4
	Drunken Behaviour	5	5	8	4	10	4	6	42
	Environmental Damage	0	0	2	1	1	0	1	5
	Shouting & Swearing	4	5	6	8	4	4	3	34
	Street Drinking	0	1	0	0	0	0	0	1
	Throwing Things	3	1	3	3	4	3	4	21
	Vehicle Nuisance	0	6	2	1	3	0	7	19
Incidents That Cause Fear & Concern	Sum:	13	19	22	19	23	11	22	129
Other A&B	Animal Related	1	0	0	0	0	1	0	2
	Fireworks	1	0	0	1	1	0	0	3
	Inconsiderate Behaviour	34	25	29	26	36	35	41	226
	Mischievous Communications	10	4	8	6	5	2	4	39
	Neighbours	7	9	4	4	4	5	3	36
	Noise Nuisance	3	3	3	5	3	0	3	20
	Trespass	1	0	0	2	2	0	4	9
Other A&B	Sum:	57	41	44	44	51	43	55	335
Sum:		70	60	66	63	74	54	77	464

Reported ASB incidents Gainsborough SWW: April 2017 – November 2017

Placing Environmental and Socio-Economic Stabilisation in the context of the Growth of Gainsborough

Gainsborough South West Ward is home to over 3000 households (Mosaic, 2014) and approximately 5500 residents (ONS, 2016). It is an integral part of Gainsborough and plays a significant role in meeting housing need in the town and wider area.

However;

- As a location, Gainsborough South West Ward is 'land locked' between the railway lines, Thorndyke Way and the River Trent. Spatially, it appears to be an isolated or 'cut off' part of the town
- Challenges with poor quality housing stock, absentee landlords and poor tenant behaviour are well documented and continue to be a key focus of our efforts and work to stabilise the area.
- A large proportion of the ward and its residents suffer multiple indices of deprivation
- The affordability, over supply and concentration of privately rented homes in the ward leads to a concentration of vulnerability in the area and a transient population. Assured Shorthold Tenancies coming to an end continues to be a leading reason for households at risk of homelessness approaching the Council for advice and assistance to move.

Without coordinated improvement, and alignment of socio-economic and Growth objectives it is likely that Gainsborough South West Ward will continue to attract a transient population.

This is a key challenge for the area, impacting on stability, community cohesion, growth and education.

In housing market terms, this ward (and indeed much of the downtown area) is characterised as being in 'market failure' – there is insufficient effective demand and value to achieve development. The market failure of down-town Gainsborough is recognised in the evidence base for the Central Lincolnshire Local Plan, Community Infrastructure Levy and resulted in the area being designated as the only zero charging area in Central Lincolnshire.

Past Governments have sought to address areas like Gainsborough South West Ward with a range of physical regeneration initiatives; most recently in the mid 2000's with the Housing Market Renewal programme. It is important to caution whilst this provided funding for house clearance and rebuilding homes there is little evidence to show how this addressed deprivation. It is worth noting that the Gainsborough South West Ward was subject to a Neighbourhood Renewal Assessment in 2010 however to date, no physical intervention nor tangible change has resulted.

Given the low impact – high cost of this type of scheme and in the context of austerity, it is unlikely that a physical regeneration scheme would be repeated in the foreseeable future – there is no Government funding for this type of physical regeneration. The Government's focus is now on developing new housing supply.

The evidence base collated as part of the Gainsborough South West Ward NRA will be reviewed as part of the implementation of this strategy. However, WLDC's current response to regenerating Gainsborough is focussed on a housing led approach (via Housing Zone and Sustainable Urban Extensions) and "Invest" to develop the town centre using the Council's enabling funds and procuring a development partner.

Cumulatively, these programmes / Growth Agenda are designed to deliver 4350 homes (a 47% increase in the town's residential stock) by 2036. The resulting increase in Gainsborough's population (from 18,500 to c. 30,000) is required to make Gainsborough an economically viable and sustainable place. The "Invest" programme has created a clear and market facing investment plan to attract and enable development in the town and is now supported by the Greater Lincolnshire Local Enterprise Partnership (GLLEP) with a £4m grant. Put succinctly, Gainsborough and WLDC are now regarded as an investable proposition.

It is considered that:

Through environmental and socio-economic improvements to stabilise and normalise our vulnerable communities, West Lindsey District Council can accelerate and support its Growth ambitions for the District

A Place Based Approach to the social regeneration of Gainsborough South West Ward with its focus on stabilising and normalising the area is integral to the success of the Councils Growth Agenda.

This approach must provide clear vision, direction and leadership to direct a multi-disciplinary action plan to address socio-economic and environmental risk factors whilst supporting and accelerating growth ambitions and opportunities. It is expected that an integrated approach such as this will reduce the stigmatisation of Gainsborough South West Ward and assist in promoting market confidence to attract and support the development of the town.

The importance of creating a normal market economy in Gainsborough is emphasised by the Ministry of Housing, Communities and Local Government (MHCLG) thrust to get Local Authorities to invest in their own areas for regeneration and commercial returns.

The Need for a Collaborative Approach between Partners

To enable the necessary improvements within the SWW, West Lindsey District Council needs to take a bold leadership role which also ensures that partners are, and consider themselves to be, instrumental in achieving change.

As noted above and shown below the issues being dealt with necessitate a multi-agency approach. This approach will be taken within all the strands of this SWW strategy – Support and / or Enforce, Prevention – Future Proofing and Regeneration. Engagement and collaboration with key stakeholders will form a key part of delivery of this strategy.

Key Stakeholders include:

- West Lindsey District Council
- Gainsborough SWW Ward Members
- Gainsborough Town Council
- Schools – Primary and Secondary Schools
- LCC Children’s Services
- Lincolnshire Police
- Community and Voluntary Sector
- Business Owners
- Invest Gainsborough
- Property Owners / Landlords

Strategic Fit and Interdependencies

This SWW Strategy takes account of a number of key documents, reports and proposals to improve, develop and regenerate. These include:

Date	Title	Author	Overview	Outcome
2010	The SWW Neighbourhood Renewal Assessment	Consult	A comprehensive review to consider housing and wider issues	Comprehensive community consultation and a databank of knowledge. Some pocket projects but no significant change.
2015	The private rented sector and anti-social behaviour	Neighbourhood Knowledge Management	Analysis of the issues	Evidence base to support and shape the implementation of selective licensing in Gainsborough SWW
2017	Central Lincolnshire Local Plan 2012 – 2036	Central Lincolnshire Joint Planning Unit	Adopted Development Plan	12% of Housing Growth is in Gainsborough. Just over 3,000 homes are being planned in the SWW long term. 1 st phase the Council are actively seeking to

				deliver around 1,800 homes in the SWW - these will come mainly from the first phase of the southern urban extension and the Riverside gateway site, plus a number of others identified in the housing zone programme.
2018	West Lindsey Housing Strategy	WLDC	Hyperlink to be added subject to approval	

Strategic Approach & Priority Areas

In order to address the long-standing challenges facing Gainsborough South West Ward there is a need for a range of interventions that apply to a number of interlinked areas.

Work programmes need to be well led, delivered in collaboration with our partners, co-ordinated and monitored to achieve improvements.

The priority areas and work programmes seek to:

- Establish a clear and effective strategy vision for the South West Ward
- Ensure effective strategic and operational collaboration between stakeholders
- Ensure that the strategic vision & work is aligned with the wider Invest Gainsborough / Gainsborough Growth programmes
- Support and improve the management of the private rented sector
- Explore opportunities to improve housing stock & general street scene
- Ensure proactive work is given to bring funding into the area to help the environment and the people who live in this area
- Ensure sufficient enforcement capacity and proactive responses to issues
- Ensure the community feels able and confident to report concerns

To do so, this strategy aligns five key priority areas with three stages of intervention.



	Support	Prevention	Regeneration
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	& or Enforce (The Now)	(Future Proofing)	(Aligned with Invest Gainsborough)
<u>Priority 1</u> : Work to improve the environment			
<u>Priority 2</u> : Address concentration of low cost, low quality, traditional housing stock			
<u>Priority 3</u> : Address Anti-Social Behaviour (ASB) issues affecting both the environment and community safety			
<u>Priority 4</u> : Work with our partners and the community to bring about change			
<u>Priority 5</u> : Support the people of this ward improve their health and wellbeing			

Support & / or Enforce – the now

As this place based strategy has tried to convey Gainsborough SWW has a multitude of complex issues that are in many ways overwhelming. They present a very stark 'deal with it now' element that cannot be ignored, this strategy recognises this whilst also looks at how to change things in the future.

The Gainsborough SWW strategy needs to collate and monitor all current efforts to support and or enforce in regard to the issues that exist now.

Future proofing – Prevention

The entrenched issues require a long term approach and investment. A core aspect to this strategy is to ensure that there is sufficient focus and work towards prevention to 'future proof' and stop the ongoing cycle.

Regeneration – Invest Gainsborough

Key to a place based approach is to ensure that inward investment and growth agendas are integral to the social regeneration of vulnerable areas. This strategy affords the focus on how this ward can be regenerated. What funding streams are available to change the environment and health of the residents? How to introduce more green spaces into a built up area?

Resources: It is inevitable that in order to stabilise and best support them, our most vulnerable communities require increased proactive resource, capacity and efforts to coordinate intervention and improve outcomes. It is recommended that a range of interventions are funded from the Councils Supporting Vulnerable Communities Earmarked Reserve to enable this. This is articulated and further detail provided within the 'Supporting Vulnerable Communities – Place Based Strategy' **Note: Hyperlink to be added subject to approval.**

Supporting Vulnerable Communities - Earmarked Reserve							
Ref	Title	Description	16/17	17/18	18/19	19/20	TOTAL
			Budget agreed		Budget awaiting		
SVC01	Community Payback*	To deliver a Community Payback scheme across West Lindsey	£10,000	£10,000	£5,000	£5,000	£30,000
SVC02	X-Church SLA	Grant funding to support community activities delivered by X-Church in South West Ward	£15,000	£15,000			£30,000
SVC03	Hemswell Cliff Vulnerability	To enable an understanding of the vulnerability issues affecting the community at Hemswell Cliff and the opportunities to align environmental and socio-economic improvements		£12,000			£12,000
SVC04	Private Sector Landlord Support Worker (2yr pilot)	Specific staffing resource to provide support to Private Rented Sector (PRS) landlords within the Councils Selective Licensing area and other vulnerable			£35,000	£35,000	£70,000
SVC05	Enforcement Officer Vulnerable Communities	Specific staffing resource focussing on fixed penalty and PSPD enforcement in vulnerable communities			£25,000	£25,000	£50,000
SVC06	CCTV Expansion	Install new CCTV cameras in key locations to increase coverage in vulnerable communities and help increase prevention and detection of crime and anti-social behaviour			£50,000		£50,000
SVC07	Lincolnshire Action Trust: Young Oasis	Grant funding to enable delivery of project to support children of substance misusers in vulnerable communities - focussing on building resilience, coping mechanisms, safeguarding and			£40,000		£40,000
		TOTAL	£25,000	£37,000	£155,000	£65,000	£282,000

* Any remaining budget from previous years will be carried forward to continue delivering this scheme.

Priority Areas: Overview of Work Programmes / Initiatives

Note: This section is in development. A detailed delivery plan will be developed to ensure delivery, performance management and oversight.

Priority 1. Work to improve the environment

Support & or Enforce - deal with the now

- Implement and monitor measures (support and enforcement) to drive up standards in PRS
- Implementation of a Trolley Scheme April 2018
- Proactive communications messages – ASB, fly tipping etc
- Explore opportunities to utilise community payback

Prevention – future proofing

- Re-educational programmes to inspire care for environment
- Engage directly with school pupils to raise awareness and inspire interest in regeneration ambitions for Gainsborough
- Review waste collection arrangements in the SWW
- Improvement works at Ashcroft Road Park in partnership with X Church & local community. Subject to procurement process, scheduled for 2018

Regeneration

- Proactive drives to access funding streams, establish workable programmes that can enable change to the SWW environment – evidence based
- Review & Evaluate HNA 2010 data and findings to establish appropriateness to current work programmes
- Review green spaces within this ward or potential availability of brownfield areas with the aim of greening the space and enabling improved environment / open space.

The built up environment of certain parts of the SWW is a contributing factor to its position as one of the lowest ranking deprived wards within Lincolnshire. For change to happen efforts need to be made in conjunction within the other programmes of this strategy. As well as dealing with the present situation and work on prevention programmes there is a need to address the bigger picture for change. The SWW has a significant lack of green infrastructure. Focus needs to be given to enable more green space, encourage easier access to physical activity and establishing a better vista whilst continuing to manage, support and enforce on environmental crime.

Priority 2. Address concentration of low cost, low quality, traditional housing stockSupport & or Enforce - deal with the now

- Selective Licensing Scheme in place 2016 (until 2021)
- Private Rented Support Officer (funded through EMR funded)
- Tenant Passport Scheme for the Selective Licensing area.
- Housing Act 2004: Proactive use of powers to tackle poor housing standards & management
- Targeted communications for landlords, tenants and agents in regards to their role and responsibilities and the support available to them.

Prevention – future proofing

- Increased support to private landlords to help sustain tenancies, empower landlords to prevent risk factors from escalating
- Early Intervention to prevent / reduce the escalation of homelessness risk factors to help reduce tenancy turnover
- Utilise increased evidence base gained through the selective licensing scheme to build in prevention measures as appropriate.
- Empty Properties projects with partner agencies to bring properties back into use
- Develop Housing Assistance Policy for consideration by members

Regeneration

- Assess avenues to improve the traditional housing stock and tenancy management

Good quality, well managed housing stock is key to establishing stable tenancies and a decent environment. The SWW is dominated in parts by a large number of low cost private rental properties as well as social housing. There is a high concentration of households in disrepair (excess cold and fuel poverty). 25% dwellings contain one or more category 1 hazard. SWW accounts for 50% of WLDC housing disrepair caseload at any one time.

Continued focus monitored through this strategic approach needs to be given to how we longer term can influence the poor housing stock.

The SWW has low property values and low rental incomes. A terraced 3 bed property can be purchased for as little as £40,000. This has resulted in a large number of absentee landlords owning 1-2 properties. Average monthly rent £400 resulting in concentration of vulnerable, low income households.

Between January – July 2016 there were 207 changes of tenancy January - July 2016. Only a quarter of these (56) approached the Council for housing advice. Benjamin Adlard Primary School dealt with a 34% mobility for the academic year 16-17. This level of tenancy turnover is continual. It provides little incentive to landlords, receiving low rents, to reinvest in their properties therefore perpetuating the decline in housing stock.

WLDC have put in direct measures to improve the management of the private sector with a Selective Licensing scheme together with continued use of Housing Act 2004 legislation to ensure standards are being driven up. Help to encourage longer term tenancies is being given through a Tenant Passport Scheme and also with proposals for resources to provide specific support for the private rented sector landlords aimed at increasing tenancy sustainment and providing advice, support and guidance.

The existing selective licensing scheme is a 'window of opportunity'; Existing evidence base, infrastructure, governance structure and a 'captive landlord audience' with whom we can engage and learn. This opportunity together with closer working with partners will maximise the effectiveness of this scheme.

Priority 3. Address Anti-Social Behaviour (ASB) issues affecting both the environment and community safety

Support & or Enforce - deal with the now

- Additional enforcement capacity focused on SWW and other priority areas (EMR proposal)
- Support and build community confidence and capacity to report
- Public Space Protection Orders(s)
- Increased CCTV coverage
- Partnership with Lincs Police
- Explore co-location with Police ASB staff
- Review and monitor mechanisms for anonymous reporting as appropriate

Prevention – future proofing

- Mini PCSOs project Benjamin Adlard Primary School in place from Feb 2018
- Mentoring scheme at Benjamin Adlard Primary School in place Feb 2018
- Explore in conjunction the increase of diversionary activities for young people out of school time.
- Work with partners on joint preventive programmes

WLDC is committed to ensuring that it has in place schemes and measures to drive up standards especially in vulnerable communities. We are utilising statutory powers to help shift behaviour. For example a Public Space Protection Order is in place to ban the drinking of alcohol in the grounds of the Trinity Arts Centre and pocket park on Cleveland St. is in place. Those breaching the order can be fined £75, rising to £100 in April 2018.

We recognise the need for adequate enforcement resources and good partnership working to tackle issues which this Strategy will monitor and direct.

The Strategy builds a preventive arm to future proof - make inroads to stop a repeated cycle and this is key to addressing Anti-Social behaviour in the longer term. Working with the schools of the ward in conjunction with the police, children's services and voluntary, community organisations makes an investment into the future.

The impending 'Mini PCSO' project at Benjamin Adlard is such an example:

A commitment from Lincolnshire Police to establish a 'Mini PCSO' project in partnership with the Benjamin Adlard Primary School. This is to be in place February 2018. Within this initiative children will be encouraged to act as 'mini police officers' including having the chance to wear 'Mini PCSO' uniforms. The initiative is intended to educate young people, give them the opportunity to engage in community projects and achieve rewards. Successful projects are currently being delivered elsewhere in Lincolnshire.

Priority 4. Work with our partners and the community to bring about change

Support & or Enforce - deal with the now

- Raise public confidence to report issues with our partners and the community
- Maintain regular casework liaison and a joined up approach to tackle issues
- Enable good links are made and grow between statutory organisations, voluntary and community groups as appropriate
- WLDC Support Providers network

Prevention – future proofing

- Support & increase range of diversionary activities for young people evenings & weekends in conjunction with our partners
- Ensure we work collectively with our partners on preventative programmes as appropriate.

Strategic

- Chief Operating Officer liaison with Senior Police colleagues

Key to making progress is ensuring we work with, and make effective working links between, those people and partners who work to make a difference in a place, especially in vulnerable communities. Working with trusted community leads or helping build them is key to influencing change.

Regular casework liaison between WLDC Enforcement Officers and the Police is an example of improvements can be made through joined up work. Monthly meetings take place to discuss the selective licencing area, to share information and agree actions. These meetings have already resulted in better shared knowledge, coordinated and proactive enforcement action.

The working links and connections extend to include connecting public sector partners with key community groups. Recent examples are below:

- Shared training offered by the Primary School for staff and volunteers at X Church to support their safeguarding policy and procedures
- WLDC has enabled free access to Lincolnshire Safeguarding Children Board training for X-Church staff and volunteers and has also ensured that a safeguarding policy is in place
- Commitment between Police, X-Church and Primary School to establish data sharing agreements

Work with partners and trusted community leads is key to improved effectiveness of programmes to bring about change and often share resources in the process.

Priority 5. Support the people of this ward improve their health and wellbeingSupport & or Enforce - deal with the now

- Identify & support households at future risk of homelessness
- Facilitate access to other services, above and beyond the usual signposting approach
- Work with and support partner organisations dealing with vulnerable households
- Employment and Skills programme: raising expectations, support into work
- Support proactive projects to safeguard and support the children and adults of vulnerable families
- Young Oasis pilot programme

Prevention – future proofing

- Targeted / evidence based interventions; eg using Population needs analysis
- Supporting communities through targeted community and grant funding
- Healthy Eating / Raising physical activity levels – source funding streams and programmes to enable change
- Earlier intervention to prevent / reduce escalation of risk factors to crisis point including – homelessness, safeguarding, substance use, health
- Pilot contextual safeguarding model
- Work with the schools to raise aspirations, prepare for world of work
- Explore development of a strategic health partnership
- Launch and embed Wellbeing Lincs

As noted already within this document the Gainsborough SWW contains high levels of deprivation in parts with a concentration of vulnerable households. A few telling figures are below:

- **Health:** 679 (30%) SWW households have one person with a long term health problem or disability.
- **Employment:** Highest percentage JSA claimants in the County (9.3%). SWW claimants mostly male aged 25-49.
- **Deprivation:** Fifth most income deprived ward in England.
- **Child Poverty:** Over twice the County rate. Rate has fallen steadily over the last few years but remains disproportionately high when compared to similar wards.
- **Vulnerability:** Highest rate of reported domestic abuse incidents across Lincolnshire. SWW accounts for majority of referrals to WLDC internal safeguarding team and high percentage of Lincolnshire Children's Services caseload.

As the statistics show there is a concentration of people with complex needs within this ward. There is also a climate of non-work as the norm in parts of the ward. To get paid is to get their benefit paid. WLDC is committed to work to support the most vulnerable residents of this ward and help people where appropriate back to work.

This is a long term strategy that will work for sustainability of action within what is done to support the people of this ward. Care needs to be taken with short term interventions which after an intense period stop and no long term gains are made and trust is lost. Entrenched problems need a long term consist approach.

Our breadth of knowledge in regard to the location and needs of these vulnerable residents is growing through the information gained in the selective licensing scheme. This helps enable more support to get to more people in need. Work will proceed to collate this with the work of the Health Coordinator to review health needs.

Other projects will further layer the information. The challenges continue to be how to manage the emerging details to best effect. This Strategy provides direction and support and leadership with our partners to help answer this better than in the past.

WLDC is keen to continue to work with partner organisations supporting the same residents together with injecting further support where necessary.

Governance and Oversight

Progress against the overarching Supporting Vulnerable Communities Strategy, plus the place specific strategies and associated work programmes will be overseen by the Councils Housing Programme Board.

Whilst a long term approach is required, a two yearly review of each of the 'Placed Based' strategies is recommended to allow for a review of outcomes and ensure that they remain meaningful and aligned with trends, evidence and strategic objectives at all times.

Annual scrutiny via the Councils Challenge and Improvement Committee is welcomed.

Prosperous Communities Committee Work Plan

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.

Date	Title	Lead Officer	Purpose of the report
20/03/2018	Member Champions	James Welbourn	To inform Members of the work that has been carried out on the current Member Champions and to document the next steps that will be taken for future appointments.
	Waste Services Policies	Ady Selby	To update waste policies which have been in use since 2009 and introduce amendments to support commercial activity
	Planning Enforcement Policy	Andy Gray	To gain approval for the revised planning enforcement policy and agree its adoption.
	Revised Housing Assistance Policy	Andy Gray	To put in place revised Housing Assistance Policy for member approval
	Health Commission Review	Michelle Howard	Six Month Review: - to review the progress outcomes and future need and remit of the Health Commission. In accordance with the decision made by PC cttee on 18 July 2017. Neighbourhood Networks be considered as a work plan item over the coming year as part of the review of the Health Commission work, already included in the work plan;
	Food Waste	Ady Selby	Food Waste Collection Pilot
	FEZ	Marina Di Salvatore	TO BE CONFIRMED
	Gainsborough Marina - Final Approvals	Elaine Poon	to determine whether to proceed in light of funding outcome
	Future Communication Options	Julie Heath	to present alternative options for communication with the electorate as resolved by PC Cttee in October 2017
	West Lindsey Commercial Loan Policy and Framework	Marina Di Salvatore	to consider the viability of a Commercial Loan Policy and Framework that would allow the local authority to lend money to third party organisations
	Corporate Enforcement Policy	Andy Gray	To provide elected member with an updated version of the corporate enforcement policy

	Housing Act Civil Penalties Policy	Andy Gray	To ask elected members to consider and approve a policy to enable the Council to issue civil penalties for Housing Act offences
	NNDR - Growth Businesses	Amanda Bouttell	To propose a policy of discretionary rate relief for Growth Businesses
	Gainsborough Market Events Programme	Ady Selby	To ask Members for funding for events to support and complement Gainsborough Market in 2018
01/05/2018	p and d - period 4	Mark Sturgess	to present the year end position for p and d
	Revoke superseded WLDC Affordable Housing SPD	Rachael Hughes	Following the adoption of the Central Lincolnshire Developer Contributions Supplementary Planning Document, it is necessary to revoke WLDCs existing Affordable Housing SPD.
23/10/2018	Market Rasen Car Parking Charges - 12month Review	Eve Fawcett-Moralee	to reviewing the car parking charges in Market Rasen to come into effect April 2019. as resolved by Cttee in October 2018
	Selective Licensing 12 month review	Andy Gray	to provide a further update re progress achievement issues, as resolved by PC Cttee in October 2017
04/12/2018	Public Realm Task & Finish Group	Grant White	Final report to scrutinise the effectiveness of the services offered by public agencies in maintaining the rural public realm.