

Guildhall Gainsborough  
Lincolnshire DN21 2NA  
Tel: 01427 676676 Fax: 01427 675170

## AGENDA

**This meeting will be webcast live and the video archive published on our website**

**Corporate Policy and Resources Committee  
Thursday, 23rd September, 2021 at 6.30 pm  
Council Chamber - The Guildhall**

**PLEASE NOTE DUE TO CAPACITY LIMITS WITHIN THE GUILDHALL THE PUBLIC VIEWING GALLERY IS CURRENTLY SUSPENDED**

**This Meeting will be available to watch live via:  
<https://west-lindsey.publici.tv/core/portal/home>**

**Members:**

- Councillor Mrs Anne Welburn (Chairman)
- Councillor Jeff Summers (Vice-Chairman)
- Councillor Owen Bierley
- Councillor Matthew Boles
- Councillor Stephen Bunney
- Councillor Michael Devine
- Councillor Ian Fleetwood
- Councillor Paul Howitt-Cowan
- Councillor Giles McNeill
- Councillor John McNeill
- Councillor Mrs Mandy Snee
- Councillor Trevor Young

**1. Apologies for Absence**

**2. Public Participation Period**

Up to 15 minutes are allowed for public participation. Participants are restricted to 3 minutes each.

**3. Minutes of Previous Meeting/s**

To confirm as a correct record the Minutes of the previous meeting.

i) For Approval

Corporate Policy and Resources Committee meeting 22 July 2021 (PAGES 3 - 9)

4. **Declarations of Interest**  
Members may make declarations of Interest at this point or may make them at any point in the meeting.
5. **Matters Arising Schedule** (PAGE 10)  
Setting out current position of previously agreed actions as at 15 September 2021
6. **Public Reports for Approval:**
- i) S106 Capital Programme (PAGES 11 - 24)
  - ii) Market Street Renewal Ltd (PAGES 25 - 36)
  - iii) Emergency Planning and Business Continuity Policy (PAGES 37 - 133)
  - iv) Cultural Strategy (PAGES 134 - 180)
  - v) Market Rasen Historic Building Grant Scheme (PAGES 181 - 200)
7. **Committee Work Plan** (PAGES 201 - 205)
8. **Exclusion of Public and Press**  
To resolve that under Section 100 (A)(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.
9. **Exempt Reports**
- i) 5-7 Market Place Gainsborough (PAGES 206 - 228)
  - ii) Operational Services HGV driver shortage (PAGES 229 - 236)

Ian Knowles  
Head of Paid Service  
The Guildhall  
Gainsborough

Wednesday, 15 September 2021

Corporate Policy and Resources Committee – 22 July 2021  
Subject to Call-in. Call-in will expire at 5pm on 22 September 2021

## WEST LINDSEY DISTRICT COUNCIL

MINUTES of the Meeting of the Corporate Policy and Resources Committee held in the Council Chamber - The Guildhall on 22 July 2021 commencing at 6.30 pm.

**Present:** Councillor Mrs Anne Welburn (Chairman)  
Councillor Jeff Summers (Vice-Chairman)

Councillor Owen Bierley  
Councillor Matthew Boles  
Councillor Stephen Bunney  
Councillor Michael Devine  
Councillor Ian Fleetwood  
Councillor Paul Howitt-Cowan  
Councillor John McNeill  
Councillor Mrs Mandy Snee  
Councillor Trevor Young  
Councillor Mrs Diana Rodgers

**In Attendance:**

Ian Knowles	Chief Executive
Sue Leversedge	Business Support Team Leader
Caroline Capon	Corporate Finance Team Leader
Gary Reeve	Property & Assets Manager
John Bingham	Assistant Data Protection and Freedom of Information Officer
Ele Snow	Democratic and Civic Officer

**Apologies:** Councillor Giles McNeill

**Membership:** Councillor Mrs Diana Rodgers sat as substitute for Councillor Giles McNeill

### 9 PUBLIC PARTICIPATION PERIOD

There was no public participation.

### 10 MINUTES OF PREVIOUS MEETING/S

The minutes of the meeting of the Corporate Policy and Resources Committee held on 17 June 2021 were approved and signed as a correct record.

The minutes of the Concurrent Meeting of the Prosperous Communities and Corporate

Policy and Resources Committees held on 14 June 2021 were approved and signed as a correct record.

The minutes of the Joint Staff Consultative Committee meeting held on 1 July 2021 were noted.

## **11 DECLARATIONS OF INTEREST**

There were no declarations of interest.

## **12 MATTERS ARISING SCHEDULE**

A Member of the Committee requested further information as to replacement bins. With this additional enquiry, the schedule of matters arising setting out the position of previously agreed actions as at 14 July 2021 was **NOTED**.

## **13 FREEDOM OF INFORMATION AND ENVIRONMENTAL INFORMATION POLICY**

The Committee gave consideration to a report from the Assistant Data Protection and Freedom of Information Officer regarding the review of the policy outlining the council's approach to responding to requests for information made under the Freedom Of Information Act (FOIA) and the Environmental Information Regulations (EIR). He explained that the policy provided a framework to make sure that the principles of Freedom of Information were consistently applied and that the council met the standards set out in the Lord Chancellor's Section 46 Code of Practice on satisfying public authorities' obligations under the FOIA and the EIR. The minor changes made to the policy were summarised for Members, and, having clarified the input of the Joint Staff Consultative Committee was to refer the paper to the CP&R Committee, it was

**RESOLVED** that:

- a) the amendments to the policy be approved; and
- b) any future housekeeping amendments be delegated to the Chief Executive in consultation with the Chairman of the Corporate Policy and Resources Committee and the Chairman of the Joint Staff Consultative Committee.

## **14 DATA PROTECTION POLICY**

The Committee heard again from the Assistant Data Protection and Freedom of Information Officer regarding amendments to the Data Protection Policy. It was explained that the policy had been reviewed, with amendments such as the change throughout from GDPR to UK GDPR. Members noted the importance of such policies and suggested that the council should be mindful of any concerns in relation to the ongoing directive to work from home.

The Chairman thanked the Officer for his reports and it was



**RESOLVED** that:

- a) the amendments to the policy be approved; and
- b) any future housekeeping amendments be delegated to the Chief Executive in consultation with the Chairman of the Corporate Policy and Resources Committee and the Chairman of the Joint Staff Consultative Committee.

## **15 ANNUAL TREASURY REPORT**

Members gave consideration to the Annual Treasury Report, presented by the Corporate Finance Team Leader. She explained that the Council were required to receive, as a minimum, three reports per year. These being an annual treasury strategy in advance of the year (March 2020); a mid-year, (minimum), treasury update report (November 2020) and an annual review following the end of the year describing the activity compared to the strategy, (this report). She stated that, in addition, the Committee had received quarterly treasury management update reports.

Members heard that the regulatory environment placed responsibility on Members for the review and scrutiny of treasury management policy and activities. This report was, therefore, important in that respect, as it provided details of the outturn position for treasury activities and highlighted compliance with the Council's policies previously approved by Members. The council confirmed that it had complied with the requirement under the Code to give prior scrutiny to all of the above treasury management reports by either the Governance and Audit Committee, who provided scrutiny of the Treasury Management Strategy, or the Corporate Policy and Resources Committee who monitored in year performance and mid-year updates. Member training on treasury management issues was undertaken during the year in order to support Members' scrutiny role.

It was stated that during 2020/21, the council complied with its legislative and regulatory requirements and the presented report summarised the following:

- Capital activity during the year;
- Impact of this activity on the Council's underlying indebtedness, (the Capital Financing Requirement);
- The actual prudential and treasury indicators;
- Overall treasury position identifying how the Council had borrowed in relation to this indebtedness, and the impact on investment balances;
- Summary of interest rate movements in the year;
- Detailed debt activity; and
- Detailed investment activity.

Members thanked the Officer for her report and stated it was clear and concise. Members wished to commend the Team Leader and her team for their hard work. It was therefore

**RESOLVED** that the Annual Treasury Management Report and actual Prudential Indicators 2020/21 be recommended to Full Council for approval.

## **16 BUDGET AND TREASURY MONITORING PERIOD 1 2021/2022**

Members heard from the Business Support Team Leader regarding Budget and Treasury Monitoring for period 1 2021/2022. The purpose of the report was to set out the revenue, capital and treasury management activity from 1 April 2021 to 31 May 2021. The contents of the report were summarised as follows:

### **REVENUE**

- 'Business as Usual' Revenue Forecast Out-Turn (after carry forwards) - Deficit £0.005m. (-0.04% of Net Revenue Budget)
- There was no forecast pressure above Covid-19 Support Grants from Government and contingency funds held within Earmarked Reserves at this time

### **CAPITAL**

- Capital Forecast Out-Turn £11.118m, a variance of £3.234m against current budget £14.352m, this was made up of:
  - Anticipated Slippage into 2022/2023 of £3.364m
  - There was a request to increase the budget for the Disabled Facilities Fund by £0.094m. This was due to additional grant funding which was received in March 2021.
  - £0.036m Budget was requested for Member Laptop refresh – the budget was to be funded from the revenue Covid Expenditure Support Grant. This was to ensure that Members had equipment which was fit for purpose, and supported remote working. There were associated revenue costs of £0.022m, which would also be met from the revenue Covid Expenditure Support Grant. Total cost £0.058m.
- Members were also asked to approve a capital budget of £0.1m funded by Section 106 monies for renovation of empty homes in Gainsborough and approve an initial spend of £0.02m for the renovation of the first two homes.

### **TREASURY MANAGEMENT**

- Treasury Management Report and monitoring:
  - Average investment interest rate for April to May was 0.86%.
  - Total Investments at the end of Quarter 1 was £16.376m.

The Chairman thanked the Officer and invited comments from the Committee. There was significant discussion regarding the intended use of S106 monies and it was stated that Officers had not consulted with Members regarding the intended use nor had the decision been made in any other forum. It was noted that a S106 report was due at the Committee in September however the use of S106 monies was separate to the arrangement with P3 for affordable housing.

There was also significant discussion regarding the capital in relation to a Member Laptop refresh. There was consternation that there had been no consultation with Members and the decision had not been discussed or made in any other forum. A Member of the Committee enquired as to the input of the working group and whether it was still in place. It was explained that the impact of the pandemic on working practices had highlighted a need for alternative device provision for Members and the capital mentioned in the report was on the basis of making provision to issue Members with a second device, should it be required. It would not impact the 2023 refresh and the Member working group would continue to be involved in Member IT testing and suchlike. There would be full consultation with all

Members in relation to the 2023 refresh.

There was continued discussion regarding the use of S106 monies as well as Member IT options and, having been proposed and seconded, the Chairman brought discussions to a close to take the vote. The recommendations were taken separately and it was

**RESOLVED** that:

**REVENUE**

- a) the forecast out-turn position of a £0.005m net deficit as at 31st May 2021 (see Section 2) relating to business as usual activity be accepted
- b) the use of Earmarked Reserves (2.4.1) be approved
- c) the use of Earmarked Reserves during the quarter approved by the Chief Finance Officer using Delegated powers (2.4.2) be accepted
- d) the addition to the statutory fees and charges schedule for Planning Applications (2.3.2) be accepted.

**CAPITAL**

- e) the current projected Capital Outturn as detailed in 3.1.1 be accepted
- f) the capital budget carry forwards of £3.364m detailed at 3.1.2 be approved
- g) a capital budget of £0.1m for renovation of empty homes in Gainsborough and an initial spend of £0.02m for the renovation of the first two homes, detailed at 3.1.2, be approved.

**TREASURY**

- h) the report, the treasury activity and the prudential indicators, be accepted.

**17 FEES CHARGES AND CONCESSIONS POLICY REVIEW**

The Business Support Team Leader introduced her next report, with the purpose of summarising the process of reviewing Fees & Charges for 2022/2023 and for the updated Fees Charges and Concessions Policy to be approved.

Members heard that the Fees Charges and Concessions Policy informed the approach to reviewing those fees and charges which were discretionary, and therefore within the Council's power to set. The Policy had been reviewed for 2022/2023 to align to the Corporate Plan 2019-2023, and to provide the key focus points required for a robust and transparent review, and would be reviewed every 3 years as a minimum. The outcome of the review of fees & charges for the financial year 2022/2023 would be reported to Officers and Members as part of the budget setting and MTFP approval process.

On opening discussions amongst the Committee, it was suggested that the concessionary

ages should be standardised such as ‘school age’, ‘students’ and ‘pension age’. Members also enquired as to the green waste charges and bulky waste charges. It was noted there were ongoing discussions as to whether there was any correlation between bulky waste charges and fly-tipping.

Having discussed the definition of ‘school age’ and requirements of education up to the age of 18, there were no further comments and having been proposed and seconded, it was

**RESOLVED** that the amended Fees Charges and Concessions Policy, to be applied to the review of Fees and Charges for the 2022/2023 MTFP, be approved.

## **18 BUDGET CONSULTATION 2021**

Members gave consideration to the proposals for the Budget Consultation 2021. The Business Support Team Leader explained that each year a consultation was undertaken on the following years’ budget prior to it being set. Although there was no legal requirement to undertake this, there was a legal requirement under the Local Government Act 1992 section 65 to consult ratepayers who were 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. Members heard that the council was a member of the Consultation Institute. Consultation according to the Institute was the dynamic process of dialogue between individuals or groups, based upon a genuine exchange of views, with the objective of influencing decisions, policies or programmes of action.

Members heard the target audience of the Consultation, proposed timescales and methods of engagement. The objectives were also detailed to be:

- Raise awareness of the financial challenges.
- Raise awareness of the diversity of services the Council provided.
- Identify what areas of the Corporate Plan and the Business Plan should be prioritised.

Members thanked the Officer for the detail provided and noted the limitations because of the pandemic. A Member of the Committee enquired as to what, of previous consultations, had been taken forward and included in subsequent budgets. It was explained that the green waste charge and commercial property investments had been subject of the consultation previously. The point was made that it was important to listen to the input from residents in deciding where budget priorities should lie.

It was suggested that, rather than having no face to face sessions because of the pandemic, Officers and Members could ‘set up stall’ at the local markets and use it as an opportunity to talk with residents and engage them in the consultation process. This was considered to be a positive option and would be taken up.

Having been proposed and seconded it was

**RESOLVED** that the Budget Consultation process be approved.

## 19 COMMITTEE WORK PLAN

The Committee gave consideration to the work plan for upcoming meetings. The title of an upcoming report was clarified and with no further comment, the workplan was duly **NOTED**.

## 20 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 item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

**Note:** The meeting adjourned at 8.17pm and reconvened at 8.19pm

## 21 INVESTMENT PORTFOLIO REVIEW

The Committee heard from the Property & Assets Manager with a report providing Members with the performance of the Commercial Property Portfolio for 2020/21 and noting any emerging issues.

Members were appraised of any impacts encountered as a result of the Covid-19 pandemic, although it was highlighted that the overall impact had not been as severe as had initially been predicted. It was accepted that there could be ongoing difficulties in the future and it was anticipated that the Property and Assets Manager would commence site visits in the near future as the usual visits had not been taking place during the pandemic.

There was significant discussion regarding the environmental impacts of the investment portfolio, in particular the carbon footprint, and it was suggested that a subsequent paper could be brought to the Committee exploring the matter in greater detail. It was also suggested that a review into the management of the portfolio should be undertaken and a report on such brought to the Committee.

Members thanked the Officer for his hard work and the contents of the report were **DULY NOTED**.

The meeting concluded at 8.48 pm.

Chairman

## Corporate Policy & Resources Committee Matters Arising Schedule

**Purpose:** To consider progress on the matters arising from previous Corporate Policy & Resources Committee meetings.

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

Status	Title	Action Required	Comments	Due Date	Allocated To
Black	<b>Replacement of Missing Bins</b>	Members to be informed of the process for residents to claim new bins, should they move to a property without bins.	<b>Information available for all circumstances via the FAQ section on the Council website: <a href="https://www.west-lindsey.gov.uk/my-services/refuse-and-recycling/waste-service-and-recycling-faqs/bin-charge-faqs/">https://www.west-lindsey.gov.uk/my-services/refuse-and-recycling/waste-service-and-recycling-faqs/bin-charge-faqs/</a></b>	23/09/21	Ele Snow
Black	<b>To clarify process re use of S106 monies</b>	Explanation to be provided to Members regarding the use of S106 monies, in particular relating to consultation with Ward Members when spends relate to their areas.	<b>Note report due at September committee re S106 Capital Programme.</b>	23/09/21	Ele Snow
Black	<b>Attendance at Markets re Budget Consultation</b>	It was suggested that Officers and Councillors 'set up stall' at the local markets re the Budget Consultation, in order to engage with members of the public regarding the consultation.	<b>Undertaken.</b>	30/09/21	Tracey Bircumshaw



**Corporate Policy &  
Resources Committee**

**Thursday 23<sup>rd</sup> September  
2021**

**Subject: S106 Funding for Capital Programme**

Report by:	Assistant Director Homes and Communities
Contact Officer:	Sarah Elvin Homes, Health and Wellbeing Team Manager  sarah.elvin@west-lindsey.gov.uk
Purpose / Summary:	Agree the capital budgets for four projects to be funded from S106 affordable housing contributions held by WLDC.

**RECOMMENDATION(S):**

1. Approve new capital budgets and expenditure of £268,250 (£42,000 P3, Rough Sleeper Accommodation Programme (RSAP) and £226,250 Ongo, Stow Park Road Marton), funded from S106 contributions.
2. Approve expenditure of £1,600,000 and amendments to the existing capital schemes: £100,000 LEAP, Supported accommodation project; amendment from 10 properties to be purchased to 7 and £1,500,000 Lace Housing; extra Care Housing was being delivered by Lace at Linelands Nettleham, this is to be amended to Prebend Lane, Welton.

## IMPLICATIONS

### **Legal:**

Grant funding agreements will need to be in place for each project where S106 funding is allocated. These will be drafted by Legal Services Lincolnshire but the undertaking will be accepted by the partner receiving funding.

**(N.B.) Where there are legal implications the report MUST be seen by the MO**

### **Financial : FIN/70/22/B/JA**

The Council holds £3,905,123.87 of S106 contributions, of which £3,771,594.73 is required to be spent on the delivery of affordable housing, £2,500.00 for Public Open Space and £131,029.14 held for health on behalf of NHS.

Affordable housing off site contributions received through S106 agreements are to be allocated and spent by WLDC to deliver affordable housing across the district.

The proposal requests a Capital Budget and approval to spend for the Affordable Housing Programme of new schemes totalling £268,250 (Section 6) and approval to spend existing budgets within the Capital Programme of £1,600,000 for the schemes set out in the report (Section 7)

After taking account of this expenditure, the balance of unallocated S106 contributions, for the delivery of affordable housing is £1,949,742.93.

### **Staffing :**

None

### **Equality and Diversity including Human Rights :**

Delivery and allocation of affordable housing is non discriminating and covered through the WLDC Home Choice Policy.

### **Data Protection Implications : None**

### **Climate Related Risks and Opportunities :**

The properties within two of the projects will improve the energy efficiency of the homes that are being brought back into use.



**Section 17 Crime and Disorder Considerations :**

None

**Health Implications:**

Housing affects health and health inequalities through cost, condition and security of tenure. Delivery of affordable housing can assist with ensuring we provide housing solutions offering choice, independence and security of tenure for our most vulnerable residents which will impact positively on their health.

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

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

**Risk Assessment :**

Not required

**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. Introduction

- 1.1 S106 agreements are used within the planning process to mitigate the impacts of development and ensure that West Lindsey's infrastructure needs are fully met.
- 1.2 Those infrastructure needs are established at an early stage within the Local Plan making process. Evidence is gathered, publically consulted upon and then used to develop planning policy. Those policies are then also publically consulted upon and ratified by committee, before an Examination in Public. All consultation responses are agreed by Prosperous Communities Committee and all final Local Plan Policies are agreed by the Central Lincolnshire Joint Strategic Planning Committee.
- 1.3 It is these policies contained within the Central Lincolnshire Local Plan 2017, which provide the framework for S106 contributions to be requested, specifically LP11 Affordable Housing and LP12 Infrastructure. There is also a Supplementary Planning document, which provides additional detail and specifies calculations for contribution where appropriate. These policies and the Supplementary planning document can be found at this link - <https://www.n-kesteven.gov.uk/central-lincolnshire/>
- 1.4 What contributions are secured on each individual development is made by applying those policies to the development site. The final decision on those contributions is made by Planning Committee, either through a delegated decision in line with the constitution or by Planning Committee itself.
- 1.5 Obligations which can be secured using S106 agreements include:
  - Site-specific financial contributions - these are secured and must be used for defined purposes; for instance, the provision of education facilities, traffic and transport/highways related works, open space provision and affordable housing contributions (where accepted in lieu of on-site provision).
  - Provision of on-site affordable housing; and
  - Non-financial obligations, including requirements such as employment and skills strategies, construction management plans and travel plans.
- 1.6 It is important to note that as well as the obligation aligning with Local Plan Policy the contribution itself must also meet the three tests, as set out in the Community Infrastructure Levy Regulations 2010 (as amended). Where the request does not meet these tests, it cannot be secured as part of a S106 agreement. The tests are:
  - Necessary to make the development acceptable in planning terms
  - Directly related to the development

- Fairly and reasonably related in scale and kind to the development

- 1.7 In most circumstances, obligations secured within a S106 agreement are either delivered on site or result in commuted sums being paid to the Local Education or Highways Authority, in this case Lincolnshire Country Council; or are collected by WLDC on behalf of the NHS. The decision on what these projects are, are guided by the County Council or NHS are based on the need arising from the associated development.
- 1.8 Ordinarily, the only commuted sums West Lindsey District Council receive through s106 agreements are in relation to Affordable Housing. This report will explain the affordable housing contributions, the approach to spend of those and recommend the committee approve the capital budget for four projects requiring affordable housing commuted sums.
- 1.9 As of 31/07/2021 WLDC currently holds £3,771,594.73 required to be spent on affordable housing, £2,500 for Public Open Space and a further £131,029.14 is held on behalf of the NHS.

## **2. Affordable Housing Commuted sums**

- 2.1 The preference for the delivery of affordable housing is on site provision. This ensures the delivery of a mixed tenure development designed to meet the needs of the population. However, there are times where on site delivery is not possible.
- 2.2 This can be due to the type of development, the style of housing or location. Equally, there are instances where the onsite affordable housing is secured within the S106 but for a number of reasons it cannot be delivered. The S106 agreements always require the developer to demonstrate best endeavours to deliver on site and support is provided to facilitate that delivery. However, because the challenges of delivery on site are very often driven by external factors and funding sources outside of the Councils' control it is not always possible to enable the delivery of on-site provision.
- 2.3 West Lindsey District Council has, over the last two or three years, noticed an upturn in the number of developers approaching us to support with the delivery of affordable housing on their sites. The current S106 precedent wording requires developers to approach a minimum of four registered providers and then sets out a process when they cannot obtain an RP to take on the affordable units, to move to a commuted sum in lieu of on-site delivery. This is a pre-agreed mechanism for acceptance of an off-site contribution as agreed by Prosperous Communities Committee through the approval of the WLDC S106 precedent.
- 2.4 As such, the Council is receiving an increasing amount of S106 commuted sums in lieu of on-site delivery of affordable housing. This

specific situation is reflective of the challenging and changing environment in relation to affordable housing delivery generally.

- 2.5 Until recently, it was possible to secure some grant funding through Homes England towards the purchase of S106 housing units but this has since changed. This removal of grant funding has led to a reduction in Registered Providers capital programmes and therefore greater reluctance to take on these units. Where offers are made by RP's for affordable housing units they are usually a much reduced 'offer' price presenting viability issues for developers in an already challenging market.
- 2.6 In light of the increase in receipt of commuted sums in lieu of onsite provision, it has been recognised that a more structured approach to the use of this money needs to be established to ensure transparency and provide a clear process for all registered affordable housing providers to access funding.
- 2.7 Work has been undertaken with our finance team to establish a procedure, which includes an application form and grant funding agreement (GFA). This allows a full and robust assessment of the proposal, ensuring that the proposal accords with the requirements of the S106 in which the funding was secured from, alongside establishing why the funding is necessary, that the proposal meets West Lindsey's Corporate Priorities and most importantly how the proposal will meet the evidenced housing needs of West Lindsey.
- 2.8 This process also incorporates the financial due diligence necessary for the application to progress and gives key detail about the project seeking funding.
- 2.9 As a relatively new process, work continues to be undertaken to ensure that it provides the required level of transparency to allow the responsible committee to allocate spend appropriately and be comfortable that the projects meet the terms of the S106 agreement from which the funding is allocated. Spend of S106 monies is not a decision that the committee can refuse as the parameters for spend have already been agreed through a committee decision on the S106 requirements for developments and the S106 precedent wording. Nonetheless, the understanding and review of these procedures by committee is important for meeting financial rules and regulations, transparency and audit.

### **3. Infrastructure funding statement**

- 3.1 Greater transparency and accountability for the collection and spend of S106 monies is a high priority for Government, who last year made it compulsory for each Local Authority in receipt of S106 monies and monies from Community Infrastructure Levy to produce and publish an Infrastructure Funding Statement.

- 3.2 The report provides a summary of financial contributions the Council has secured through S106 agreements and Community Infrastructure Levy receipts (collectively known as developer contributions) from new developments for the provision of infrastructure and affordable housing within the defined financial period.
- 3.3 The requirement is that Infrastructure Funding Statement (IFS) is published by the 31<sup>st</sup> December and cover the previous financial year. West Lindsey published their first IFS in 2020, which covered the financial period 2019/20. The document can be found by clicking this link: <https://www.west-lindsey.gov.uk/resources/assets/attachment/full/0/109607.pdf>
- 3.4 There is no specific format for these statements, only that they summarise monies secured, collected and spent as detailed within the ledger. However, Infrastructure Funding Statements can also be used to reiterate corporate priorities and provide the link between the objectives of the corporate plan and the physical delivery of projects on the ground.
- 3.5 As West Lindsey receives more affordable housing commuted sums through S106 agreements it is considered appropriate to ensure the capital programme for spend, the delivery of affordable housing and the Infrastructure Funding Statement are aligned and focussed on the delivery of both the Council's Corporate Plan Priorities and evidence gathered as part of the Local Authorities Housing Needs Assessment.

#### **4. Current S106 off site contributions for affordable housing held**

- 4.1 Below is a summary of the monies currently held by West Lindsey District Council for the purposes of delivering affordable housing.
- 4.2 The restriction on spend is already detailed within the S106 agreements. Monies must therefore be used to provide or enable affordable housing, which meets evidenced need. Housing needs evidence is collated through a number of sources, however the key document is the Housing Needs Assessment which is an independent assessment of need usually undertaken as part of the development of Local Plan Policy.
- 4.3 As well as restricting what the commuted sum can be spent on, the S106 can also either require the commitment or spend of monies to take place within a defined timescale. If monies are not spent within that timescale, they will be required to be returned to the developer.

4.4

<b>S106 Affordable Housing funding overview</b>	
Total AH commuted sum held	£3,771,594.73
of above, amount restricted to area	£494,373.20
AH commuted sum allocated in GFA	£448,975.00
AH Commuted sum provisionally allocated (pending GFA)	£1,868,250
<b>Total remaining</b> of which;	<b>1,454,369.73</b>
AH commuted sum available restricted	494,373.20
AH Commuted sum available unrestricted	959,996.53

## 5. Restricted sums

5.1 Some S106 funding held is restricted based on the terms set out in the s106 agreement. Below is a breakdown of the S106 monies held that have restrictions in place and what those restrictions are.

<b>Amount held</b>	<b>Restriction on spend</b>
£276,114.99	to be spent in Cherry Willingham
£218,258.21	to be sent within 5 miles of Faldingworth, and needs allocating by 28 <sup>th</sup> April 2022

## 6 New Capital Schemes requiring approval through the use of S106 Funding.

6.1 The Committee is asked to approve the following new capital schemes funded by S106:

£42,000 P3, Rough Sleeper Accommodation Programme (RSAP)  
 £226,250 Ongo, Stow Park Road Marton

6.2 Further details on both of the projects can be found at section 8 and 9.

## 7 Amendments to existing Capital Schemes funded by S106.

7.1 The Committee is asked to approve amendments to the following approved capital schemes funded by S106:

£100,000 LEAP, Supported accommodation project. Amendment from 10 properties to be purchased to 7

£1,500,000 Lace Housing. Extra Care Housing was being delivered by Lace at Linelands Nettleham, this is amended to Prebend Lane, Welton.

7.2 Further details on these projects can be found at section 10 and 11

## **New Capital Schemes**

### **8 P3 – Rough Sleeper Accommodation Project (RSAP)**

#### 8.1 Funding Overview

<b>Current project status</b>	Financial due diligence underway
<b>Capital S106 spend requirement</b>	£42,000
<b>Other project funding</b>	Homes England £237,000 P3 £195,000
<b>Financial year for S106 spend</b>	2022/2023

8.2 Project overview – P3 in partnership with West Lindsey applied and was successful in securing Homes England funding to deliver a Rough Sleeper Accommodation Project. As part of this project, Homes England require match funding from the applicants. P3 as the property owners are providing the bulk of the funding with S106 funding topping up to the amount required. The aim is that P3 will purchase and refurbish 6 units of accommodation providing a mix of one bedroom self-contained accommodation and two bedroom shared accommodation.

8.3 The accommodation will be available to people nominated by WLDC who are currently rough sleeping, have a history of rough sleeping within the district or are at risk of rough sleeping if alternative accommodation is not secured.

8.4 P3 will provide intensive link worker support to the tenants focussing on stability, maintenance of the tenancy and personal development. This project is one of a number of projects, which provide a pathway from rough sleeping or at risk of rough sleeping to long term settled accommodation through the Viable Housing Solution. When people are ready to move on from the high level of support offered within the RSAP properties, accommodation can be secured through the Viable Housing Solution. This will allow them to put roots down within the area and receive lower levels of support required to maintain their tenancies and enable them to start to build successful lives and thrive within their community.

### **9. Ongo – Stow Road, Marton**

#### 9.1 Funding overview

<b>Current project status</b>	Application for S106 funding awaiting Ongo board approval
<b>Capital S106 spend requirement</b>	£226,250
<b>Other project funding</b>	Ongo £850,000
<b>Financial year for S106 spend</b>	2022/2023

- 9.2 Project overview - E5 Living (housing developer) are delivering a market housing scheme at Stow Park Road, Marton. The scheme has a S106 affordable housing contribution for 10 affordable units to be delivered on site. E5 Living have been working with an Affordable Housing consultant to engage with a Registered Provider (RP) to take on the S106 units.
- 9.3 Ongo made an offer to deliver all of the units on the site as affordable rented. This offer did not match a higher offer made by the RP Rent Plus.
- 9.4 Following some 'soft-marketing' undertaken by the providers of the Rent Plus product, it was agreed that there was not a strong market for this tenure on the proposed house type, which is 1 and 2 bedroom bungalows. There has been little or no affordable housing delivered in Marton over the last 10yrs, despite the fact it is a relatively well-connected village. Due to this, it is important to try to secure on site delivery as opposed to a further commuted sum, which was unlikely to result in the delivery of Affordable Housing in Marton.
- 9.5 As such, it has been considered necessary to enable the delivery of affordable rented housing through brokering a partnership with Ongo and E5 Living utilising S106 monies to ensure the delivery of a tenure in a location where a high level of need can be demonstrated, through the Housing Needs Assessment and the housing register (below.)

<b>Marton housing register information 6<sup>th</sup> January 2021</b>				
<b>One bedroom</b>	<b>Total</b>	<b>Of total, those over 55</b>	<b>Of total, those with a local connection*</b>	<b>Of total over 55, those with a local connection over 55</b>
1 bed	55	21/55	53/55	23/21
2 bed	32	4/32	29/32	3/4
3 bed	17	1/17	14/17	1/1
4 bed +	3	1/3	2/3	0/1
<b>Total</b>	<b>107</b>	<b>27</b>	<b>98</b>	<b>27</b>

- 9.6 Due to the above, officers propose, based on a robust appraisal of the site, to enable the delivery of this much-needed rural affordable housing by funding the gap between the Ongo offer and the Rentplus offer.
- 9.7 This offer will use S106 funding to deliver affordable rented accommodation where there is an identified need for it and where it would otherwise be difficult to deliver in that location.



<b>Open market value of the 10 properties</b>	£1,750,000
<b>Rentplus offer for the 10 properties</b>	£1,076,250 (61.5% of OMV)
<b>Ongo offer for the 10 properties</b>	£850,000
<b>Difference</b>	£226,250

### Existing Capital schemes

#### **10. LEAP – South West Ward Regeneration Project**

**10.1** The capital scheme of £100,000 was agreed at CP&R committee on 22nd July 2021 (Fin ref 3322.) The project has been amended due to property values and the current housing market from a ten property project to a seven property project. The project still requires the same level of funding from S106 funding.

10.2 As part of accepting additional funding would be required per property as part of this project, WLDC Technical Officer visited the property purchased by Leap to ensure that the level of works required at the property were adequate to increase the funding. This determined over £30,000 of work was required to bring the property up to a decent homes standard.

10.3 It was expressed at the committee that more detail would be helpful to understand the project and this can be found below.

10.4 Funding overview

<b>Current project status</b>	Financial due diligence completed, Grant funding agreement being drafted.
<b>Capital S106 spend requirement</b>	Up to £100,000 which equates to £14,250 per property
<b>Other project funding</b>	LEAP – shortfall of funding dependent on refurbishment costs Resilience Relief Loan Fund (RRLF) - £500,000
<b>Financial year for S106 spend</b>	£20,000 2021/2022 £80,000 2022/2023

10.5 Project overview – LEAP aims to purchase 7 properties in poor condition predominantly in the geographic area of the Southwest Ward of Gainsborough, close to their community hub, and to refurbish them to decent homes standard. The properties they acquire will be those that require complete refurbishment with a focus on long-term empty properties.

10.6 The project aims to purchase and refurbish up to seven properties and create both multi occupancy supported housing for vulnerable single

people or couples and family homes for families who require additional support.

- 10.7 Most referrals will be received from WLDC Home Choices team. Tenants are likely to have a variety of complex needs, which has resulted in their homelessness with many suffering from mental health issues and or debt, preventing them for securing and maintaining a tenancy in the private sector.
- 10.8 This project provides a different offer to the RSAP and Viable Housing Solution by meeting a different housing need but all contribute to the aforementioned pathway.
- 10.9 LEAP have already purchased two properties for the project and are in the process of completing the required refurbishment works. The property addresses are 10 and 18 Dickenson Terrace, Gainsborough and they are due to be completed by October 2021.

**11. Lace Housing Extra Care Scheme – Prebend Lane, Welton**

- 11.1 The capital budget of £1,500,000 funded by S106 is included in the Capital Programme 2021/22 for the purpose of Extra Care Housing Project at Linelands, Nettleham. WLDC have been working with LCC and Lace Housing on the site at Linelands. The site is adjacent to a conservation area and due to planning constraints around this, the massing required and subsequent viability challenges; the site is no longer being brought forward as Extra Care Housing by Lace Housing.
- 11.2 WLDC has continued to work with Lace Housing and LCC to look at other options for delivery of Extra Care Housing in the district. Prebend Lane, Welton was identified as a potential site for delivery and work is continuing on that site to work up a deliverable scheme. Further details on the project are below.

11.3 Funding overview

<b>Current project status</b>	Application for S106 funding received, awaiting due diligence to be undertaken
<b>Capital S106 spend requirement</b>	£1,500,000
<b>Other project funding</b>	Lace Housing Homes England Lincolnshire County Council All figures yet to be determined as project is in design phase.
<b>Financial year for S106 spend</b>	2022/2023 – 2024/2025 Amounts per year to be determined through Grant Funding Agreement

- 11.3 Extra care Housing consists of self-contained apartments for people who require care, which is delivered through on-site care and support staff providing personal care and domestic services. The

accommodation also comprises communal space for residents to utilise and offers opportunity for people to remain as independent as possible in their own homes while care and support is available to ensure they can age in place.

- 11.4 There is currently no Extra Care Housing provision in West Lindsey. LCC have identified a level of need for Extra Care Housing detailed below, this shows a high need for such accommodation across West Lindsey over the next 20 years.

	Need 2020	Need 2030	Need 2040
West Lindsey	274	377	464

- 11.5 Liaison between WLDC, LCC and Lace Housing has led to an opportunity for the much-needed Extra Care Housing provision to be explored at an alternative site within West Lindsey at Prebend Lane, Welton. The site has existing outline permission for a scheme of this nature where the constraints around massing have already been mitigated.
- 11.6 Prebend Lane is a sustainable location for an Extra Care Housing Scheme with its central Village location and within walking distance of shops, Dr's and other community amenities. Lincolnshire County Council have offered in principle support for the scheme to be moved to his location. LCC will be providing capital funding which will secure them nomination rights to 20 of the extra care units. LCC are taking this financial commitment to their committee for final approval in September.
- 11.7 As the project is still in its infancy, the financial appraisal for the scheme is not yet available. Delivery of Extra Care Housing is costly and often has viability challenges. West Lindsey are proposing to offer Lace Housing the £1.5m allocated to the Linelands scheme to bring forward an Extra Care Housing scheme in Welton.

## 12. Project rationale and future S106 projects

- 12.1 The projects are all different in their nature but all contribute to meeting evidenced need and delivering the Strategic Objectives as set out within the West Lindsey Corporate Plan 2019-2023 including:
- Ensure housing solutions provide choice and support
  - Improve homes and transform places
  - Improved quality and choice across the local housing market
- 12.2 Delivering affordable housing with S106 funding is challenging in West Lindsey. This is due to West Lindsey not being a stockholding authority and as such relies on external partners to deliver the affordable housing across the District. Whilst the Council has clear priorities to deliver housing that meets evidenced needs, very often opportunities are presented by Registered Providers based on their programmes of work.

- 12.3 The positive utilisation of S106 contributions on projects such as the four detailed within this report, bolsters the positive relationships between RP's and WLDC and helps secure a project pipeline for the future, which meets needs and supports the delivery of our corporate priorities.
- 12.4 A piece of work is to be undertaken which looks at the need for affordable rented properties across the whole of the district so work can be targeted in those areas to deliver affordable locations where there is an unmet need. This can assist with ensuring rural inequalities are addressed alongside funding being utilised cross the whole district.

### **13. Recommendations**

- 13.1 Approve new capital budgets and expenditure of £268,250 as detailed in section 6 of this report, funded from S106 contributions.
- 13.2 Approve expenditure of £1,600,000 and amendments to the existing capital schemes as detailed in section 7 of this report.



**Corporate Policy and  
Resources Committee**

**23<sup>rd</sup> September 2021**

**Subject: Market Street Renewal Limited**

Report by:	Assistant Director People and Democratic Services + Deputy Monitoring Officer (interim)
Contact Officer:	Sally Grindrod-Smith Assistant Director of Planning and Regeneration  sally.grindrod-smith@west-lindsey.gov.uk
Purpose / Summary:	To provide an update on the position of Market Street Renewal Ltd and seek to agree an extension to the shareholder agreement

**RECOMMENDATION(S):**

1. Note the updated business plan for Market Street Renewal Limited.
2. Approve a 5-year extension to the terms of the shareholder agreement with effect from 22<sup>nd</sup> March 2022.

## IMPLICATIONS

### **Legal:**

The Shareholders Agreement was signed by WLDC and Dransfield Properties Ltd in 2017 with a variation agreed in 2018. This paper seeks to extend the agreement for a further five years. This will require the drafting of a further variation agreement. The initial legal works were undertaken by DWF but it is proposed that we would now use Lincolnshire Legal Services to draft an extension to the agreement.

**(N.B.) Where there are legal implications the report MUST be seen by the MO**

### **Financial : FIN/69/22/TJB**

The Council issued a £375,000 shareholders loan into the Joint Venture Company, the current principle balance outstanding is £357,500.

Net assets from the 2020/21 Balances sheet reflect a net liability of £115,305 of which £57,652 is WLDC 50% share.

The forecast cashflow for the period 2023 to 2026 shows repayments of a further £28,000 plus interest, should this cashflow be achieved.

The extension to the Shareholders Agreement will therefore enable an element of the shareholder loans to be repaid, whilst the potential for the valuation of properties to increase over the period.

There is a risk that valuations can go down as well as up and that in 5 years time a further extension may need to be considered.

### **Staffing :**

The shareholder representative is Emma Redwood Assistant Director People & Democratic Services + Deputy Monitoring Officer (Interim)

Sally Grindrod-Smith as the Assistant Director of Planning and Regeneration replaced Eve Fawcett-Moralee as WLDC's representative Director on the company Board.

### **Equality and Diversity including Human Rights :**

There are no implications within this report on Equality and Diversity. Works carried out to the properties were completed in line with building regulations ensuring that the access needs of those with disabilities were considered.

### **Data Protection Implications :**

None from this report

---

**Climate Related Risks and Opportunities:**

None from this report. The energy efficiency of the buildings was improved as part of the work to refurbish the buildings.

**Section 17 Crime and Disorder Considerations:**

The work to regenerate this area of Market Street in Gainsborough has improved the street scene and sense of place.

**Health Implications:**

None from this report.

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

**Risk Assessment :**

Market Street Renewal Ltd have considered the sale of the investment on the market but it is deemed that at present this would not be sufficient to repay the outstanding shareholder loans and therefore the repayment arrangement as set out within this report is the preferred way forward.

Cashflow projections are estimates and do not account for any void periods.

Property values can decrease as well as increase.

**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**

## **Executive Summary**

Market Street Renewal Ltd was established in 2017 with a WLDC shareholder loan of £250,000 followed by a further advance in 2018 of £125,000. Dransfield Properties Ltd made equal shareholder loans.

The shareholder agreement has been in place for 5 years in March 2022.

Three retail units and four residential units on Market Street in Gainsborough make up the property portfolio of Market Street Renewal Ltd.

The properties are now let and the company receives a regular income from the investment.

Since the inception of the shareholder agreement a total of £24,500 has been paid back to each shareholder plus interest.

Due to market conditions the three retail and four residential properties were subject to an overall downward valuation of £135,333 in 2020, making the original business plan aspiration of sale within the first five years unviable.

The report goes on to set out the cash flow assumptions and business plan forecast for the period to September 2026.

Based on the appraisal of the current position and forecast income, Market Street Renewal Ltd are seeking approval from the shareholders to extend the existing shareholder agreement for a further five years to March 2027.



## **1. Background**

- 1.1 In 2016 West Lindsey District Council formed a joint venture company with Dransfield Properties Limited, known as Market Street Renewal Limited to regenerate the North Street, Market Street, Church Street and Market Place in Gainsborough Town Centre. The Council has a 50% share of all assets and liabilities.
- 1.2 The focus of activity has been on Market Street as this is the principal east-west axis of the historic town centre. The regeneration of Gainsborough town centre is dependent upon this route and the establishment of a quality retail and residential offer is seen as a signifier of improvements to come through the Townscape Heritage Initiative.
- 1.3 The Council invested £375,000 as a shareholder loan to facilitate the acquisition and redevelopment of 3 properties on Market Street. The three properties comprise of 3 retail units and 4 residential flats. Dransfield Properties Limited also facilitated a shareholder loan of £375,000 into the joint venture company.
- 1.4 It was intended that 3 & 5 North Street would be acquired by the Company from West Lindsey District Council who held the long leasehold. After appraising these properties, they were deemed unviable for the Company as they could not attract heritage grant funding to support their refurbishment, and costs would exceed the investment putting the company at risk of requiring further investment for no financial return.
- 1.5 This joint venture has provided evidenced support for significant grant funding of £4.1m to the Greater Lincolnshire Local Enterprise Partnership (GLLEP) Growth Deal, this funding will focus on the wider Gainsborough Regeneration programme.
- 1.6 In accordance with proper accounting practices the Council's share of the Joint Venture company's profits/losses and assets/liabilities are considered for consolidation into the WLDC Statement of Accounts.

## **2. Current Position**

- 2.1 All properties within the Market Street Renewal Company are now complete and are let to residential and retail tenants. The table below shows the current levels of income associated with each residential and retail property.

<b>25 Market Street</b>	
Flat 1 rent	375
Flat 2 rent	400
Retail rental Income	1,342
<b>27 Market Street</b>	
Flat rent	400
Retail rental Income	1,000
<b>35 Market Street</b>	
Flat rent	400
Retail rental Income	983

- 2.1.1 Despite challenging conditions throughout 2020/2021 income remained stable with 81% rental income received by due date and 99% within 7 days of becoming due.
- 2.1.2 It was noted that the business grant scheme administered by WLDC played a positive role in supporting tenants during national lock down periods.
- 2.1.3 There have only been nominal tenancy changes with the retail units occupied by original tenants. Re-lets of the residential units have been swift with the quality of the property assisting in securing new tenants.
- 2.1.4 As part of standard auditing practices, the whole of Dransfield Properties Ltd portfolio, including the Market Street Renewal Ltd properties were revalued last year, as it is every three years. Due to the challenges on the High Street as a result of Covid 19 – leading to significant reductions in footfall and projected impact of the pandemic, the Market Street Renewal Ltd properties, as with many other were down valued. The total down valuation was £135,333 across the 3 retail and 4 residential properties. There is no further re-valuation proposed in 2021 and the accounts have now been signed off on this basis.
- 2.1.5 As it stands, the balance sheet below sets out that with outstanding loans of £734,000 (of which WLDC share 50%) and inclusive of the down valuation, the company liability is £115,305 (of which WLDC share 50%).

## Market Street Renewal Limited (Registered number: 10298200)

### Balance Sheet

30th September 2020

	Notes	2020		2019	
		£	£	£	£
<b>FIXED ASSETS</b>					
Investment property	4		618,885		615,000
<b>CURRENT ASSETS</b>					
Debtors	5	7,433		17,541	
Cash at bank		<u>19,246</u>		<u>64,666</u>	
		26,679		82,207	
<b>CREDITORS</b>					
Amounts falling due within one year	6	<u>22,218</u>		<u>82,185</u>	
<b>NET CURRENT ASSETS</b>			<u>4,461</u>		<u>22</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			623,346		615,022
<b>CREDITORS</b>					
Amounts falling due after more than one year	7		(734,000)		(750,000)
<b>PROVISIONS FOR LIABILITIES</b>			<u>(4,651)</u>		<u>-</u>
<b>NET LIABILITIES</b>			<u>(115,305)</u>		<u>(134,978)</u>
<b>CAPITAL AND RESERVES</b>					
Called up share capital	9		200		200
Retained earnings	10		(115,505)		(135,178)
<b>SHAREHOLDERS' FUNDS</b>			<u>(115,305)</u>		<u>(134,978)</u>

2.6 It is clear from previously approved business plans that the company had always intended to realise the assets and settle debt by means of sale. Initially the residential properties were to be sold almost immediately, but with deteriorating market conditions, the Market Street Renewal Ltd Board agreed that the ongoing rental of the properties provided greater assurance to the shareholders of loan repayment. At present the portfolio is generating an annual income of £58,800 allowing for minimal, but regular loan repayments to be made to both shareholders.

### 3. Business Plan 2021 to 2026

3.1 Clearly for reasons set out above, the Business Plan 2021/2026 does not propose further investment in acquiring properties for development at this time. Appendix 1 sets out the Market Street Renewal Cash Flow based on the assumptions set out below. This demonstrates that based on current levels of repayment, with the agreed assumptions, by September 2026 each of the shareholders will have a remaining investment balance of £270,500 meaning that £104,500 of the original investment will have been repaid.

## 3.2

<b>Market Street Renewal Ltd Cash Flow Forecast</b>		<b>27/07/2021</b>
		Prepared by - Steve Stead
<b>Assumptions</b>		
<b>JV Partner Funding</b>		
1) Original loan of £250k each from WLDC and DPL and further loan of £125k each in Feb 18		
<b>Interest</b>		
1) Interest payable at 2% plus base rate, all inclusive rate of 2.1% currently provided for		
<b>Misc Expenditure</b>		
1) A general provision of £1000 per quarter for the company administration is included. This will be a recharge from DPL		
2) £6,650 per annum corporation tax is included in June each year from 2022 onwards		
3) Fees of £1500 per annum provided for from March 2020 for Smailes Goldie		
4) A non-specific provision for £50 per month expenditure is included		
<b>JV Investments</b>		
Based on the projections the forecast shareholder investment balance for the coming years will be as follows:		
at 30 September 2021	£	350,500
at 30 September 2022	£	334,500
at 30 September 2023	£	318,500
at 30 September 2024	£	302,500
at 30 September 2025	£	286,500
at 30 September 2026	£	270,500

## 4. Shareholder Agreement

- 4.1 As previously considered by Corporate Policy and Resources Committee, Market Street Renewal Ltd was established in 2017 with a shareholder loan from WLDC to the company of £250,000. The agreement was then varied in 2018 when a further £125,000 loan was provided by each shareholder to the company.
- 4.2 The Market Street Renewal Ltd Board held its annual board meeting on 29<sup>th</sup> July 2021. The Board considered the annual statement of accounts, a property update, the Business Plan for 22/23 and the loan repayment as part of the Shareholder Agreement.
- 4.3 It was agreed that the current approach to the repayment of the shareholder loans remained appropriate, noting that small but consistent repayments are being made. In this respect Market Street Renewal Ltd have formerly requested the Directors to seek a five year extension to the current shareholder agreement including continuing the 2% interest arrangement.
- 4.4 If this approached is approved by Corporate Policy and Resources Committee the shareholder agreement will be legally updated and signed by the respective shareholders.

**5. RECOMMENDATION(S):**

1. Note the updated business plan for Market Street Renewal Limited.
2. Approve a 5-year extension to the terms of the shareholder agreement with effect from 22<sup>nd</sup> March 2022.

Market Street Renewal Ltd

Cash Flow Forecast

	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
Bank balance b/fwd	18,028	12,107	13,836	17,590	10,181	15,451	18,973	11,606	17,011	19,167	11,976	17,381	14,638	7,488	12,893	16,550	9,443	14,848	18,505	11,439	16,844
<b>Receipts:</b>																					
JV Partner Loans																					
<b>25 Market Street</b>																					
Flat 1 rent	-	375	375	375	375	375	375	375	375	375	375	375	375	375	375	375	375	375	375	375	375
Flat 2 rent	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400
	1,342	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250
<b>27 Market Street</b>																					
Flat rent	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400
	2,000	-	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
<b>35 Market Street</b>																					
Flat rent	600	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400
Rental Income	983	983	983	983	983	983	983	983	983	983	983	983	983	983	983	983	983	983	983	983	983
	5,725	3,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808
VAT	865	447	647	647	647	647	647	647	647	647	647	647	647	647	647	647	647	647	647	647	647
	6,590	4,255	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455
Other Income																					
<b>Total</b>	6,590	4,255	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455
<b>Payments:</b>																					
Administrative Costs																					
DPL Recharges re Accountancy	511			1,000			1,000			1,000			1,000			1,000			1,000		
Audit Fees		1,620							1,500												1,500
General Costs	1	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50
Property Costs - Commercial		576																			
Property Costs - Residential	149	145																			
Insurances																					
VAT Payment			1,516			1,748			1,748			1,498		1,748				1,748			1,748
Catch Up Deferred VAT	134	134	134	134	134	134	134														
Corporation Tax												6,650									
Repaid to JV partners	8,000			8,000			8,000			8,000			8,000			8,000			8,000		
Interest Payable to JV Partners	3,716			3,680			3,638			3,596			3,554			3,512			3,470		
<b>Total</b>	12,512	2,525	1,701	12,865	184	1,933	12,823	50	3,298	12,646	50	8,198	12,604	50	1,798	12,562	50	1,798	12,520	50	3,298
Bank balance c/fwd	12,107	13,836	17,590	10,181	15,451	18,973	11,606	17,011	19,167	11,976	17,381	14,638	7,488	12,893	16,550	9,443	14,848	18,505	11,439	16,844	19,001
<b>Original JV Loan Balances</b>																					
DPL	350,500	350,500	350,500	346,500	346,500	346,500	342,500	342,500	342,500	338,500	338,500	338,500	334,500	334,500	334,500	330,500	330,500	330,500	326,500	326,500	326,500
WLDC	350,500	350,500	350,500	346,500	346,500	346,500	342,500	342,500	342,500	338,500	338,500	338,500	334,500	334,500	334,500	330,500	330,500	330,500	326,500	326,500	326,500

Market Street Renewal Ltd

Cash Flow Forecast

	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24
Bank balance b/fwd	19,001	11,978	17,383	14,639	7,658	13,063	16,720	9,781	15,186	18,842	11,945	17,350	19,507	12,651	18,056	15,313	8,500	13,905	17,561	10,790
<b>Receipts:</b>																				
JV Partner Loans																				
<b>25 Market Street</b>																				
Flat 1 rent ██████	375	375	375	375	375	375	375	375	375	375	375	375	375	375	375	375	375	375	375	375
Flat 2 rent ██████	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400
████████	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250
<b>27 Market Street</b>																				
Flat rent	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400
████████	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
<b>35 Market Street</b>																				
Flat rent	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400
Rental Income	983	983	983	983	983	983	983	983	983	983	983	983	983	983	983	983	983	983	983	983
VAT	4,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808
	647	647	647	647	647	647	647	647	647	647	647	647	647	647	647	647	647	647	647	647
	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455
Other Income																				
<b>Total</b>	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455
<b>Payments:</b>																				
Administrative Costs																				
DPL Recharges re Accountancy	1,000			1,000			1,000			1,000			1,000			1,000			1,000	
Audit Fees												1,500								
General Costs	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50
Property Costs - Commercial																				
Property Costs - Residential																				
Insurances																				
VAT Payment			1,498			1,748		1,748		1,748		1,748		1,498		1,748		1,748		
Catch Up Deferred VAT																				
Corporation Tax			6,650												6,650					
Repaid to JV partners	8,000			8,000			8,000			8,000			8,000			8,000			8,000	
Interest Payable to JV Partners	3,428			3,386			3,344			3,302			3,260			3,218			3,176	
<b>Total</b>	12,478	50	8,198	12,436	50	1,798	12,394	50	1,798	12,352	50	3,298	12,310	50	8,198	12,268	50	1,798	12,226	50
Bank balance c/fwd	11,978	17,383	14,639	7,658	13,063	16,720	9,781	15,186	18,842	11,945	17,350	19,507	12,651	18,056	15,313	8,500	13,905	17,561	10,790	16,195
<b>Original JV Loan Balances</b>																				
DPL	322,500	322,500	322,500	318,500	318,500	318,500	314,500	314,500	314,500	310,500	310,500	310,500	306,500	306,500	306,500	302,500	302,500	302,500	298,500	298,500
WLDC	322,500	322,500	322,500	318,500	318,500	318,500	314,500	314,500	314,500	310,500	310,500	310,500	306,500	306,500	306,500	302,500	302,500	302,500	298,500	298,500

**Market Street Renewal Ltd**

**Cash Flow Forecast**

	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26
Bank balance b/fwd	16,195	19,852	13,123	18,528	20,684	13,997	19,402	16,659	10,013	15,418	19,075	12,472	17,877	21,534	14,972	20,377	22,534	16,015	21,420	18,676
<b>Receipts:</b>																				
JV Partner Loans																				
<b>25 Market Street</b>																				
Flat 1 rent ██████	375	375	375	375	375	375	375	375	375	375	375	375	375	375	375	375	375	375	375	375
Flat 2 rent ██████	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400
████████	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250
<b>27 Market Street</b>																				
Flat rent	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400
████████	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
<b>35 Market Street</b>																				
Flat rent	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400
Rental Income	983	983	983	983	983	983	983	983	983	983	983	983	983	983	983	983	983	983	983	983
	4,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808	4,808
VAT	647	647	647	647	647	647	647	647	647	647	647	647	647	647	647	647	647	647	647	647
	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455
Other Income																				
<b>Total</b>	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455
<b>Payments:</b>																				
Administrative Costs																				
DPL Recharges re Accountancy		1,000			1,000			1,000			1,000			1,000			1,000			1,000
Audit Fees				1,500												1,500				
General Costs	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50
Property Costs - Commercial																				
Property Costs - Residential																				
Insurances																				
VAT Payment	1,748			1,748			1,498			1,748			1,748			1,748			1,498	
Catch Up Deferred VAT																				
Corporation Tax							6,650												6,650	
Repaid to JV partners		8,000			8,000			8,000			8,000			8,000			8,000			8,000
Interest Payable to JV Partners		3,134			3,092			3,050			3,008			2,966			2,924			2,882
<b>Total</b>	1,798	12,184	50	3,298	12,142	50	8,198	12,100	50	1,798	12,058	50	1,798	12,016	50	3,298	11,974	50	8,198	11,932
Bank balance c/fwd	19,852	13,123	18,528	20,684	13,997	19,402	16,659	10,013	15,418	19,075	12,472	17,877	21,534	14,972	20,377	22,534	16,015	21,420	18,676	12,199
<b>Original JV Loan Balances</b>																				
DPL	298,500	294,500	294,500	294,500	290,500	290,500	290,500	286,500	286,500	286,500	282,500	282,500	282,500	278,500	278,500	278,500	274,500	274,500	274,500	270,500
WLDC	298,500	294,500	294,500	294,500	290,500	290,500	290,500	286,500	286,500	286,500	282,500	282,500	282,500	278,500	278,500	278,500	274,500	274,500	274,500	270,500





**Corporate Policy and  
Resources Committee**

**Thursday 23<sup>rd</sup> September  
2021**

**Subject: Emergency and Business Continuity Plan**

Report by:	Assistant Director of Commercial and Operational Services
Contact Officer:	Ady Selby Assistant Director of Commercial and Operational Services  ady.selby@west-lindsey.gov.uk
Purpose / Summary:	To update Members on Emergency and Business Continuity Plans and propose annual training in Emergency Planning for Members

**RECOMMENDATIONS:**

- 1. Members accept the Emergency and Business Continuity Plan**
- 2. Members approve the annual Member training programme for Emergency Planning**

## IMPLICATIONS

### **Legal:**

West Lindsey District Council has a number of statutory duties as a Category 1 Responder as defined in the Civil Contingencies Act (2004).

### **Financial : FIN/75/22/A**

There are no financial implications as a result of this report.

### **Staffing :**

All staff involved in emergency planning and business continuity will receive appropriate training as part of Lincolnshire Resilience Forum's training programme.

### **Equality and Diversity including Human Rights :**

Not applicable for this report

### **Data Protection Implications :**

Any data utilised as part of Emergency Planning or business continuity processes will be processed in line with the Council's Data Protection Policy

### **Climate Related Risks and Opportunities:**

Emergency situations can involve risks to our environment. Therefore, having adequate emergency planning procedures and partnership/mutual aid arrangements in place is essential to minimise negatives impacts.

### **Section 17 Crime and Disorder Considerations:**

None associated with this paper.

### **Health Implications:**

An appropriate response to any emergency situation could help protect the health and wellbeing of the residents of the District.

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

None

**Risk Assessment :**

The Council has duties as a Category 1 Responder as outlined in the Civil Contingencies Act (2004). Failure to have adequate plans in place for emergencies could result in the Council being unable to meet its statutory duties.

**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 Introduction

- 1.1 The aim of Emergency Planning and Business Continuity arrangements is to ensure that WLDC's response to an emergency or major incident or disruption is co-ordinated, focused and effective, minimising the impact on our employees, elected Members, customers, partners, service providers, assets and reputation
- 1.2 The WLDC Emergency Plan (Appendix 2) has been developed to ensure that the Council is able to respond to both internal business continuity challenges and also to external emergencies requiring a multi-agency response under the Civil Contingencies Act 2004. It is applicable to external and internal emergencies or disruptive events.
- 1.3 Business continuity is the capability of the organisation to continue delivery of products or services at acceptable predefined levels following a disruptive incident. Each service area owns a regularly updated Business Continuity Plan.
- 1.4 This report will clarify current Emergency Planning and Business Continuity arrangements which are in place and go on to propose a training plan for officers and Members.
- 1.5 **In the event of Members becoming aware of an Emergency situation, they should call 01427 676676 in the first instance, this is the Customer Service Centre phone number and they will then be passed to the appropriate officer. For anything Out of Hours, Members should call 01427 613960, this is a number hosted on our behalf by Serco and again, the situation will be assessed and passed on to the appropriate Duty Officer if necessary. For any issues relating to flooding, Members should call the Lincolnshire County Council Floodline on 01522 782082.**

## 2 WLDC Role

- 2.1 The Civil Contingencies Act 2004 is the legislation that governs emergency planning in the UK, it places responders into one of two categories depending on their level of involvement in emergencies. West Lindsey District Council (WLDC) is a Category 1 Responder and as such, has the following duties in an emergency situation;
  - Risk Assessment
  - Emergency Planning
  - Warning and Informing
  - Business Continuity Planning
  - Co-operation
  - Information Sharing
  - Promoting Business Continuity Management

## 3 Our Plan

- 3.1 The WLDC Emergency and Business Continuity Plan is a live document and as such, is regularly updated. Responsibility for this lies with the Assistant Director Commercial and Operational Services, in collaboration with an expert officer who works with the Council as part of an agreement with the Lincolnshire County Council.
- 3.2 In more recent times, business continuity arrangements have been included in the Plan in order that all arrangements are stored in one central location.

#### **4 Lincolnshire Resilience Forum (LRF)**

- 4.1 Lincolnshire Resilience Forum is a multi-agency partnership made up of representatives from local public services including the emergency services, local authorities, the NHS, the Environment Agency and others. These agencies are known as Category 1 Responders, as defined by the Civil Contingencies Act. Lincolnshire County Council Emergency Planning & Business Continuity Team provide the Secretariat Function.
- 4.2 The Lincolnshire County Council EP & BC Team are based at the County Emergency Centre on South Park in Lincoln. It leads on planning and training for emergencies and comes together in response to critical incidents such as flooding, cyber-attacks or severe weather incidents and has played a critical role in the county response to, and recovery from, the Covid pandemic.
- 4.3 WLDC, in line with the majority of Lincolnshire Districts, has a Service Level Agreement with LCC EP & BC where the parties collaborate in making arrangements for emergency planning and business continuity. Part of the agreement includes provision to the Council of a dedicated, skilled single point of contact who ensures the Council's Emergency and Business Continuity Plans are up to date and tested.
- 4.4 The Council's Officers and Members also have access to LRF training and advice. A Member briefing document is available at Appendix 1.
- 4.5 The dedicated officer also organises local exercises in order to fully test plans. One topical example would be a flu pandemic exercise held in late 2019, the lessons learnt helped prepare the Council for the Covid pandemic. The LRF hold an annual exercise for multi-agency partners.
- 4.6 All documentation relating to Emergency Planning and Business Continuity is stored on the LRF's secure platform, Resilience Direct. All officers involved in Emergency Planning have access to these documents via secure, controlled access.
- 4.7 The Council has signed up to a Mutual Aid Agreement with other County, City, Borough and District Councils in Lincolnshire. In the event of an emergency situation in one area, other councils agree to offer support as required.

## **5 Internal Plans**

- 5.1 An internal Emergency Planning and Business Continuity Group (ESBCG) meets quarterly. Chaired by the Assistant Director Commercial and Operational Services, the group has representation from Finance, HR, IT, Customer Services, Operational Services and Comms. The LCC EP & BC representative and the Council's Health and Safety Co-ordinator also advise the group.
- 5.2 Each service area is represented by a Safety Champion, who highlight any current issues and feeds them through to ESBCG.
- 5.3 In the event of an emergency being declared, the Council's response would be managed by an Incident Management Group (IMG), the consistency of this group is defined in the Emergency Plan.
- 5.4 An out of hours major emergency phone number is supported on a rota basis by senior officers. An out of hours phone rota is also operated by the Waste Services Team who may be called out to deal with obstructions in the Highway, dangerous objects such as glass or needles, collecting dead animals or supporting sandbagging operations. The Home Choices and Building Control teams also provide out of hours responses.
- 5.5 The new Operational Depot at Caenby Corner, which opens in Autumn 2021, will have a room with the ability to be transformed into an emergency planning area should there be total loss of the Guildhall. The Depot will also have a back-up generator capable of supporting all operations in the event of a loss of power.

## **6 Recent Events**

- 6.1 The Covid pandemic tested all the Council's services, however in general, the routine planning and testing ensured the services were as resilient as possible.
- 6.2 As new ways of working are gradually adopted, it will be important to update these plans to ensure they remain valid.
- 6.3 Normal practice would be for the IMG to lead on any emergency response. For the Covid response, Management Team considered it should take the lead role, given the scale and potential implications of the crisis.
- 6.4 The Council has been fully represented on the various forums set up by the LRF in response to, and recovery from, Covid. This includes Strategic and Tactical Groups and various sub-cells including Comms and Community/Volunteer cells.
- 6.5 The Council also moved swiftly to set up a Community Hub at the start of the crisis, this helped match up people in need with voluntary

organisations. This continued until the Wellbeing Service was able to co-ordinate this role on a County-wide basis.

- 6.6 Earlier this year, Management Team received a paper outlining arrangements for concurrent emergencies. The paper proposed senior management representations for strategic and tactical bodies in the event of another emergency running concurrently with Covid. These arrangements have been tested and the LRF has responded to a severe weather incident and also a large traveller funeral.

## **7 Training**

- 7.1 A comprehensive training plan is in place for officers involved in emergency planning and business continuity, it is being rolled out throughout 2021 and 2022.
- 7.2 It is proposed that Member training sessions are arranged on an annual basis, or post-incident, facilitated by officers from LRF.
- 7.3 A slot will be booked annually at Leaders Panel, also a mop up session will be organised for other interested Members.

# Emergency planning – District Councillors’ fact sheet

## Key Messages

- The County Council Emergency Planning & Business Continuity Service provide emergency planning and business continuity advice and guidance through a service level agreement, to the seven districts/borough councils in Lincolnshire ensuring local authorities meet statutory duties to prepare for emergencies.
- They will facilitate the production of, maintenance, test, exercise and review of emergency response plans and business continuity plans to an agreed timetable.
- They will facilitate workshops to ensure understanding of new or revised plans relevant to significant risks within the district/borough.
- They will provide training through exercises and seminars to all staff that have emergency planning roles and duties.
- They will ensure that 24 hour communication, support and assistance are available between the district and the emergency planning team.
- They will provide a liaison emergency planning officer who will be in the district for one day per week.
- They will co-ordinate the response and recovery to any major emergency within the county.
- They will undertake LRF partnership and a programme of work co-ordination on behalf of the district on a daily basis.
- They will provide support for any local response to emergencies that becomes prolonged. Additional support is also available through the joint service and mutual aid approach.



# Emergency planning – District Councillors’ fact sheet

- We are continually planning for all the top risks in Lincolnshire, and coastal flooding is a very high priority as tested in the award winning Exercise Watermark.
- We are required by legislation to assess risks, have emergency plans in place, and have people trained to deliver a range of services during emergencies.
- The council has a number of roles and responsibilities when responding to emergencies, from the welfare of victims, survivors and evacuee’s ... to the provision of emergency mortuary, and much more.
- We take the lead on co-ordinating the voluntary sector and for long-term community recovery following an emergency
- We need to test our preparedness and response to all the top risks in Lincolnshire. The excellent Exercise Georgiana tested our ability to deal with a major transport accident on the East Coast Mainline and we ensure that the local authorities have the opportunity to participate in the Lincolnshire Resilience Forum’s (LRF) annual preparedness exercise.
- The district/borough councils are key members of the LRF – a partnership held in high regard nationally.
- We have gained a national reputation for leading work on resilience partnerships, preparing for East Coast flooding and Events Safety.
- The County Council’s emergency planning team are based at the County Emergency Centre (CEC) Joint HQ, South Park, Lincoln.

## What is an emergency?

Emergencies happen somewhere in the country almost every minute of every day. The emergency services (police, fire, ambulance and other organisations) deal with them quickly and efficiently. These incidents can include traffic accidents, fires,

# Emergency planning – District Councillors’ fact sheet

medical emergencies and other serious incidents.



However, it is when a more disastrous event takes place that is beyond the capacity of the emergency services to deal with unaided that emergency plans are put into action. These plans are designed to support the emergency services in their difficult task, and it is our job to ensure these plans are in place and the council is ready to respond.

***Exercise Georgiana;** Fire & Rescue crews worked with Ambulance & Police colleagues, and community volunteers to free casualties during a major partnership exercise simulating a transport accident on the East Coast Mainline.*

Emergency planning focuses on serious risks that could result in an **‘emergency’**; defined by legislation as an ‘event or situation which threatens damage to human welfare or serious damage to the environment in Lincolnshire, or terrorism which threatens serious damage to the security of the United Kingdom’.

## What are the likely risks to Lincolnshire?

With partners in the county, we have published a *Community Risk Register* to look at the likelihood and impact of a range of hazards happening. The top ‘enduring’ risks for Lincolnshire include:

Pandemic flu, East Coast Flooding, Inland Flooding, Rapid Response Catchment, Severe Weather, Fuel Shortages, Loss of Critical Infrastructure, Animal Disease, Coastal Pollution, Malicious Acts, Industrial Accident and Transport Accidents.

# Emergency planning – District Councillors’ fact sheet



## The Community Risk Register

We are required to publish a community risk register (CRR). Our register has been held to represent national good practice and was recently recommended in a Wales Audit Office report.

For more information, visit [www.lincolnshireprepared.co.uk](http://www.lincolnshireprepared.co.uk) and download a full copy of the Community Risk Register.

We recommend members familiarise themselves with the risks most likely to occur in the communities they represent.

## Preparing to deal with emergencies in Lincolnshire

Each local authority (and each Fire & Rescue Service) is what is called a ‘category one responder’ (defined by the Civil Contingencies Act) and must discharge a number of civil protection ‘duties’. These duties are to;

- Assess the risk of emergencies occurring and use this to inform contingency planning;
- Put in place emergency plans;
- Put in place business continuity management arrangements;
- Put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency;
- Share information with other local responders to enhance co-ordination;
- Co-operate with other local responders to enhance co-ordination and efficiency; and
- Provide advice and assistance to businesses and voluntary organisations about business continuity management (*Local Authorities only*).

Additional hazard-related legislation places similar responsibilities on local authorities in respect of preparing ‘off-site’ emergency plans for Control of Major Hazard

# Emergency planning – District Councillors’ fact sheet

(COMAH) sites (five in Lincolnshire), for Pipeline Safety (eight significant lines), Marine or Offshore installation pollution, and an advisory role on event safety in the county (includes planning responses to major incidents connected to the event).

## Responding to emergencies

In any ‘emergency’ local authorities have a number of ‘lead responder’ roles & responsibilities including;

- Emergency evacuation, immediate shelter and (medium to long term) welfare of survivors, victims, evacuees (including humanitarian assistance)
- Welfare of *all* responders
- Investigation / enforcement / food and environmental protection (human/animal diseases)
- Clean up pollution & waste management
- Emergency mortuary provision
- Highways (closures/cordons) and emergency transportation
- Remediation / reoccupation of sites
- Co-ordination of the voluntary sector (including convergent volunteers)
- Appeals fund management / cost recovery / emergency expenditure
- Help lines & non-emergency contact numbers
- Co-ordination between elected members and officers
- Lead long-term community recovery
- Specific roles to respond as ‘local lead flood authority’ to incidents (and investigate the causes) of flooding
- Act as shore-based ‘County Oil Pollution Officer’ in event of marine pollution
- Support and advise on the protection of public health during emergencies

## What is emergency planning?

The Emergency Planning team provides a service on behalf of the county council and, through a service level agreement, to the seven Districts/Boroughs. Our work ensures the council discharges its duties and is prepared to deliver the ‘lead roles and responsibilities’ described above.

The success of emergency planning can be measured by the;

- Effectiveness of our ‘command & control’ arrangements for dealing with external emergencies or disruption to business continuity, the
- Preparedness of those council services with a critical role in emergency response or recovery, and the



# Emergency planning – District Councillors’ fact sheet

- Efficiency of the local resilience partnerships (local resilience forum, or LRF) it engages with, including closer working arrangements.

We are also responsible for ensuring the right people are trained to do their jobs during emergencies, and we lead on designing and running those important exercises (such as the ‘award winning’ Exercise Watermark in 2011, and Exercise Georgiana earlier this year) that test our preparedness.



### **The ‘award winning’ Exercise**

**Watermark;** Over 1,000 local partners and 420 members of the public participated in a range of events throughout the week long exercise, with 50 independent observers including HRH Duke of Gloucester, the Minister responsible for flooding, local MPs and councillors, civic dignitaries and European flood experts.

Local and national media interest in Lincolnshire’s efforts culminated with the announcement of an additional £250,000 funding for flood rescue assets by the Minister and provided excellent public awareness and engagement.

In Lincolnshire, the county council is the key member of the LRF. The Head of Emergency Planning provides the ‘Secretariat’ for the partnership, with all planning work being co-ordinated by the Emergency Planning team. We have encouraged closer, more efficient working arrangements with other emergency planners from Police, Health and Environment Agency through the creation of the Joint Emergency Management Service (JEMS), based at Fire & Rescue Headquarters and managed by our Head of Service.

## What is an LRF and why do we have one?

Lincolnshire’s Resilience Forum is a partnership made up of all the organisations needed to prepare for and respond to any major emergency in the county. The Forum covers the Lincolnshire Police force area, and includes the emergency services, local authorities, Environment Agency and health agencies along with voluntary and private agencies.

Under the Civil Contingencies Act (2004) every part of the United Kingdom is required to establish a resilience forum (ours is currently chaired by Deputy Chief Constable Jason Harwin and Chief Fire Officer Mark Baxter).

# Emergency planning – District Councillors’ fact sheet

The purpose of the LRF is;

‘to establish and maintain effective multi-agency arrangements to respond to emergencies, minimize the impact of those emergencies on the public, property and environment of Lincolnshire and to satisfy fully the requirements of the Civil Contingencies Act and other hazard-related legislation

All services and organisations work together to ensure that the best possible preparations and plans are in place for emergencies. These are regularly tested (see Exercise Georgiana above) and updated so that agencies can respond immediately and effectively to any threat.

## What is your role during emergencies?

Whilst members (at county or district level) do not perform ‘command & control’ roles (this is provided by specially trained senior officers from the council – normally at Director or Assistant Director Level), you have a key role to play during emergencies to provide community leadership and reassurance and, in particular, to ensure long-term community recovery following an event.

We will ensure you are fully briefed and kept informed on any emergencies affecting those communities you represent.

Ian Reed ([ian.reed@lincoln.fire-uk.org](mailto:ian.reed@lincoln.fire-uk.org))

Head of Emergency Planning & Business Continuity Service

May 2021

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

# Agenda Item 6d



**Corporate Policy and  
Resources Committee**

**Thursday 23<sup>rd</sup> September  
2021**

**Subject : Development of a Cultural Strategy for West Lindsey**

Report by:

Assistant Director of Planning and Regeneration  
and Assistant Director of Commercial and  
Operational Services

Contact Officer:

Sally Grindrod-Smith  
[sally.grindrod-smith@west-lindsey.gov.uk](mailto:sally.grindrod-smith@west-lindsey.gov.uk)

Ady Selby  
[ady.selby@west-lindsey.gov.uk](mailto:ady.selby@west-lindsey.gov.uk)

Purpose / Summary:

In early 2020 the Council received a recommendation as part of the Corporate Review which recommended that the council consider the development of a Cultural Strategy.

Officers have reviewed the current position and suggest five work streams in order to develop our approach and cultural offer. Whilst it is recognised that this is not yet a Cultural Strategy by definition, these are the building blocks required to move us towards an improved cultural offer.

The five proposed work streams are:

- Events
- Strategic Relationships
- National Portfolio Organisation Status
- Trinity Arts Centre Investment
- Role of culture in placemaking

Members have previously agreed to support work on the development of a Cultural Strategy by earmarking £250,000 to reserve fund.



The paper sets out a recommendation for spend against an element of the budget allocation.

**RECOMMENDATION(S):**

1. That approval is given to spend, from the Cultural Strategy Reserve, £85,000 for new fixed term officer capacity and £25,000 to develop our approach to securing National Portfolio Organisation status.
2. That approval is given to spend £62,000 of the Cultural Strategy Reserve to be used to develop a bid for capital investment, activities and events at the Trinity Arts Centre.
3. Corporate Policy and Resources Committee support the submission of a bid for up to £5m of funding from the National Lottery Heritage Fund.

## IMPLICATIONS

### Legal:

Procurement of technical support will be in line with appropriate standing orders and legal advice will be secured from Lincolnshire Legal Services to support the contracting process.

### Financial :

Cultural Strategy Reserve of £250,000 in place. This report seeks approval to

- Commit £85,000 to recruit to a new role of Events and Marketing Co-ordinator (for 24 months)
- Commit up to £25,000 in capacity support to develop our approach to securing National Portfolio Organisation (NPO) status
- Use the Cultural Strategy Reserve to support work to develop a bid to the National Lottery Heritage Fund for capital works, activities and events of up to £5,000,000 for Trinity Arts Centre, £62,000

A Band 8 resource including on costs totals £83,400. A budget of £85,000 will provide £1,600 for the costs of associated ICT.

Up to £25,000 is requested for capacity support.

Up to £62,000 (£55,900+10% contingency) be used to resource the submission of a £5m bid to the National Lottery Heritage Fund.

The remaining reserve balance would therefore be £78,000.

**FIN REF: FIN/66/22/TJB**

### HUMAN RESOURCES IMPLICATIONS

**Newly established Events and Marketing Co-ordinator role, Band 8 for 24 months to be recruited to on open market.**

### Equality and Diversity including Human Rights :

*NB: Please explain how you have considered the policy's impact on different groups (for example: young people, elderly, ethnic minorities, LGBT community, rural residents, disabled, others).*

### Data Protection Implications :

None

**Climate Related Risks and Opportunities:**

Improving the efficiency of the Trinity Arts Centre in a way in that positively contributes to and maintains the heritage of the building will be a key element of any planned regeneration and refurbishment works to the building. A series of baseline metrics will be determined in order to measure progress.

**Section 17 Crime and Disorder Considerations:**

The capacity of culture to build civic pride within a community is widely recognised and recently cited within The Arts Council England’s latest publication ‘A High Street Renaissance’ which built on the findings of the Grimsey Review. Children and young people engaged in cultural activity are more likely to play an active role in their communities as they grow, becoming community leaders of the future.

**Health Implications:**

The ongoing development of an Integrated care System (ICS) in Lincolnshire recognises the importance of the wider determinants of health. Culture is recognised as a wider determinant and our work towards an improved offer for the district will see health and wellbeing benefits for our residents.

**RISKS AND MITIGATING ACTION:**

In assessing how to take forward the opportunity identified within the Peer Review around culture in the district, we have identified timescales, strategic partnerships, capacity and funding as key risks. The action to mitigate the risks of not maximising the benefits of culture are set out within the action plan at appendix 1. This will continue to be monitored by the Commercial Board.

**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 early 2020 the council worked with the Local Government Association on a Corporate Peer Challenge which sought to review the five core components that are critical to council's performance and improvement.

These are:

- Understanding of the local place and how that influences priority setting
- Leadership of Place
- Financial planning and viability
- Organisational leadership and governance
- Capacity to deliver

- 1.2 As part of a suite of recommendations, the Peer Challenge suggested that the Council should consider the development of a Cultural Strategy citing 'there is much potential to align and increase the use of, and maximise income from, the districts existing and planned cultural assets, such as the Trinity Arts Centre and the planned multiplex cinema.

## 2. Current Position

- 2.1 Since the peer challenge concluded, officers have been working to understand and develop proposals to maximise the potential opportunities that a Cultural Strategy could deliver and to understand the journey that the council must take to achieve a clear strategic position.
- 2.2 Overseen by the Commercial Board, this has led to the compilation of a Cultural Research Report in June 2021(Appendix 3) which identified cultural activity already taking place across the district and suggested key themes for further work with some consideration of how this may be taken forwards.
- 2.3 It is clear from this work that there is already a strong portfolio of events across the district, both within the council and run by our partners. There is much potential to improve the reach, expand the audience, align the outcomes and add value to our existing cultural activity.
- 2.4 However, a true Cultural Strategy is much more than a strong, well-co-ordinated events programme. The LGA toolkit 'A Cultural Strategy in a box' (2020) states;

*'Culture is who we are. It is our heritage and future. It is how we live our lives and express our identities. It is art, music, film fashion, design, even gaming. But it is much more; it is what defines us and how we are changing'.*

- 2.5 It is recognised that having a cultural strategy in place, as well strategic partnerships to support delivery increases the likelihood of securing larger and longer term funds from organisations such as the Arts Council.
- 2.6 At present, the Council's relationship with the Arts Council runs operationally through the Trinity Arts Centre and through the Mayflower 400 programme, both of which receive project specific Arts Council Funding. In the past WLDC held National Portfolio Organisation (NPO) status, the route to more sustainable funding, but this status was lost over a decade ago. It is recognised that in order to successfully grasp the opportunity of 'culture', we need to understand how to build towards a strategic relationship with the Arts Council, and ultimately regain NPO status.
- 2.7 The Trinity Arts Centre is the jewel in the crown of West Lindsey's cultural assets, flanked by our leisure offer and underpinned by our officers working passionately to maximise our commercial income whilst delivering community and economic benefits. Through the recovery planning for our venues, an opportunity to secure funds for much needed investment in the Arts Centre which could, if successful enhance our offer further.
- 2.8 Included within our portfolio of events across the district are our weekly markets in Gainsborough, Market Rasen and Caistor, along with our regular farmers and specialty offerings. Work to consider the future of markets across the district is underway with support from Quarterbridge, an expert in their field. Early findings as part of phase one of this work make it clear that for any future operating model to be a success, it will require a long term, strategic and well managed event and activation strategy. As we move into phases two and three of this work the role of our cultural offer in the future of the markets will continue to be explored and defined. A decision on the contract currently in place with Marshall's Yard will be required by December 2021.
- 2.9 It is recognised that cultural activities have a positive impact on the wider determinants of health. District Councils are committed to developing an ambitious agenda for improving health and wellbeing in Lincolnshire and the importance of the wider determinants are recognised through the ongoing development of an Integrated Care System (ICS) in Lincolnshire. Our Communities Team are already engaged in grass roots activities and funding opportunities that contribute to our cultural offer and it is understood that the benefits of this work could be increased through improved joint working and co-ordination.
- 2.10 The development of our cultural offer sits side by side with our Place Shaping and Visitor Economy ambitions. The Council's bid for Levelling Up Funding proposes a new cultural facility in Gainsborough Town Centre, developing our ambitions for an improved night time economy. Alongside improved public spaces and regenerated physical environments in recognition of the potential that culture can bring to our place making agenda. Alongside our regeneration plans a refresh and review of the Visitor Economy Strategy in autumn 2021 is required. This work will be

supported by the LGA's Economic Advisor Programme will identify opportunities to grow the cultural offer in pursuit of economic outcomes.

### **3. Next Steps – our journey towards a Cultural Strategy for West Lindsey**

3.1 Having been informed by the Cultural Research Report, a number of discussions and working sessions across Management Team, Commercial Board and across the services involved in all aspects of cultural provision, it is proposed that 5 work streams are commenced in order to develop the council's cultural offer and move us towards a Cultural Strategy. The proposed workstreams are:

- Events
- Strategic Relationships
- National Portfolio Organisation Status
- Trinity Arts Centre Investment
- Role of culture in placemaking

#### 3.2 Events

The aim of this workstream is improve the co-ordination and marketing of events across the district, including those delivered by the council as well as external partners and organisations. There is real potential to improve the reach of events across the district and to align our marketing and maximise the benefits of the wide-ranging events programme.

#### 3.3 Strategic Relationships

As set out above we are clear that we need to invest time and resources into understanding the full range of potential strategic partners across the Cultural field. This will support the development of appropriate, ensure that we work collaboratively to develop shared aims and ambitions and align our opportunities to best plan our future investments.

#### 3.4 National Portfolio Organisation Status

Having previously held this status with the Arts Council, work is required to understand our options, which is likely to include applying for NPO status as a district council, or as an arts venue e.g Trinity Arts Centre. We will work with industry experts to consider our options and what is required of the organisation to secure NPO status once again.

#### 3.5 Trinity Arts Centre Investment

In recognition of the current and potential key role that the Trinity Arts Centre plays in the cultural offer of West Lindsey, this work stream will seek to develop a long term business case to seek investment in the regeneration of the building. Initial work has commenced to develop the funding application proposal as set out in appendix 2 and we are seeking Members support to progress this work to a formal bid.

#### 3.6 Role of culture in placemaking

We firmly believe that our strong heritage offer and community passion for our historic assets is a lever for levelling up, regeneration and growth across the district. This work stream will ensure a refreshed Visitor Economy Strategy builds on opportunities for culture and our plans for district wide growth and regeneration consider how culture can play a key role.

- 3.7 Whilst it is recognised that at this point in time, summer 2021, these themes of work do not yet come together to deliver a comprehensive cultural strategy, the action plan at Appendix 1 establishes a clear, shared work programme that can be monitored and measured through the Commercial Board with reporting lines back to Prosperous Communities Committee and Corporate Policy and Resources Committee as appropriate.

#### **4 Decisions Required**

1. Prosperous Communities Committee approves the five work streams set out at 3.1 and the associated action plan (appendix 1) noting the suggested reporting lines for each action.
2. That Prosperous Communities Committee recommends to Corporate Policy and Resources that approval to spend from the Cultural Strategy Reserve is given for new fixed term officer capacity £85,000 and support of up to £25,000 to develop our approach to securing National Portfolio Organisation status.
3. That Prosperous Communities Committee supports the submission of a bid for £5m of funding and recommends to Corporate Policy and Resources Committee and that £62,000 of the Cultural Strategy Reserve be used to develop the bid to secure funds from the National Lottery Heritage Fund for capital investment, activities and events works at Trinity Arts Centre up to £5,000,000

Appendix 1 – Action Plan

Appendix 2 – NLHF Funding application proposal

Appendix 3 – WLDC Cultural Research Report

## Developing a Cultural Strategy approach for WLDC

<b>Theme</b>	<b>Outcome</b>	<b>Action</b>	<b>Lead</b>	<b>Timeframe</b>	<b>Resourcing</b>
<b>Events</b>	Co-ordinated events and activity programme across the District	Develop JD for Event's and Marketing Co-ordinator to lead co-ordination and marketing of district wide / multi agency events programme	CM	JD to Management Team 16 <sup>th</sup> August 2021	Cultural Strategy Reserve to fund temporary post for 24 months Band 8 within Communication Team
		Develop System Access Request process for Comms Team support	JH	December 2021	Support from IT within existing resources
		Establish Events Officer Working Group to include: CM / WO / JH / GW / KS to feed into LCET	New Events and Marketing Co-ordinator role as above	December 2021	Within existing once role recruited to
<b>Strategic Relationships</b>	Understand Arts Council opportunities and requirements.	Build on operational relationships with Arts Council England to leverage a strategic relationship	AS / SGS	Intro via operational contacts early September	From within existing resources
<b>National Portfolio Organisation Status</b>	Secure National Portfolio Organisation Status	Secure expert advice and guidance to understand NPO – key question, where would this role best sit within WLDC and how do we achieve this.	AS / SGS	Approval to spend sought at September Prosperous / CP+R followed by proposal to September Commercial Board for sign off.	Cultural Strategy Reserve Up to £25,000
		Develop pathway of options and consider	WO/CM	Autumn 2021	Resourcing report will



Theme	Outcome	Action	Lead	Timeframe	Resourcing
		resources required to implement the recommendations associated with securing NPO status and wider cultural aspirations			determine what is required
<b>Trinity Arts Centre Investment</b>	Secure National Lottery Heritage Funding for essential capital works and ancillary activities programme	Develop NLHF EOI through to full bid	CM / AS	Approval to commit resource and proceed to bidding stage to be sought at Prosperous and CP+ September 2021	Cultural Strategy Reserve to support bid process
<b>Role of Culture in Place making</b>	Refreshed and adopted Visitor Economy Strategy with aligned and co-ordinated cultural offer	Peer review and finalisation of Visitor Economy Plan	WO / SGS	Brief to LGA advisor programme completed July 21. Work to be completed by December 21. Prosperous timeframe early 2022	Support from LGA Advisor Programme
	Sustainable future for West Lindsey markets supported by cultural offer	Complete phases 2 and 3 of Quarter bridge works to understand actions required	AS / SGS	Phases 2 and 3 underway to report to Prosperous December 2021	Funds in place for study
	Enhanced long term cultural offer	Delivery of new cultural facilities through Levelling UP / alternative funds	SGS	Outcome of bid for LUF known by November 2021 – plan B being developed alongside implementation works	May require business case for use of growth reserve is LUF bid not successful
		Comprehensive review and evaluation of Mayflower activity to determine way	AO/Anna Scott	Autumn	Review and evaluation will set out long term resources required for

Theme	Outcome	Action	Lead	Timeframe	Resourcing
		forward for flagship event			annual flagship event



# NLHF Funding Application Proposal

Trinity Arts Centre



# Table of Contents

---

Trinity Arts Centre: NLHF Application Estimated Costs .....	3
Recommendation.....	4

# Trinity Arts Centre: NLHF Application Estimated Costs

## Stage 1: Expression of Interest

- Producing an Expression of Interest to submit to NLHF.
- Reviewing NLHF feedback on the EOI.
- Revising/updating the project vision, plan and costs for a R1 submission.

IPC – £900 (as agreed)

*Some input/advice from WLDC's buildings team (particularly an architect and QS) works would be useful at this stage.*

## Stage 2: Putting together an NLHF R1 Application

- Revising the project vision and scope, based on NLHF feedback.
- Commissioning the necessary designs and plans required to support the application.
- Producing a budget, project cashflow, timetable.
- Writing the bid and supporting documents in line with NLHF guidance.

NLHF Grant Scheme	<£250,000	>£250,000
<b>Assumptions</b>	Project budget of ca. £260,000 Scope is minor building repairs, equipment purchases, limited improvements. New activities and events planned, using volunteers and existing staff.	Project budget of ca. £5m Scope is major investment in repairs/conservation work, reordering of spaces, installation of new facilities and infrastructure (as project vision). Activities, events, new staff posts, volunteer roles (inc. training and upskilling) put in place. Business planning for future sustainability.
<b>Budget Guesstimate</b>	Capital: £200,000 Activities and Events: £30,000 Other costs: £20,000	Capital: £3,500,000 Activities and Events: £750,000 Other costs: £750,000 (includes contingency and inflation)
<b>Capital Scheme*</b>		
Architect: scope out proposed repairs/condition survey/conservation plan	£10,000	Plans up to RIBA Stage 1 £30,000
QS: cost out proposed capital works	£4,000	£10,000
Other Professional advice: SE, M&E, etc.	£1,000	£3,000
<b>Activity Programme**</b>		
Outline Activity Plan	-	£3,000
Outline Business Plan	-	£3,000
Fundraising Strategy	-	£3,000
<b>Production of R1 Application</b>		
Draft R1 application and accompanying project plan, timetable and budget, briefs etc	£3,900 (IPC as agreed)	£3,900 (IPC as agreed)
<b>TOTAL to R1 Submission</b>	<b>£18,900</b>	<b>£55,900</b>

\*Some/all of these services could be provided by WLDC in-house team, so a budget for these may not be required.

## Recommendation

---

Trinity Arts Centre has demonstrated great potential in recent years with an improved programme and increased usage by the local community. Trinity's growth however has been restricted by the physical condition of the venue offering limited accessibility and rooms that are not of decent proportions or configurations. This has consequently lost Trinity the ability to maximise on its pool of available stakeholders, providing limitations on programming and engagement.

It is therefore recommended that a larger bid to the NLHF is submitted up to the value of £5 million where a significant program of works can be carried out to make the venue suitable, fit-for-purpose and adaptable to an ever changing landscape. A larger bid will help to provide the necessary restoration of heritage features as well as providing usable facilities that are scaleable and accessible to meet the wide ranging demands of the service, the local community and weekly activity.

# **The Story House Project**

Trinity Arts Centre, Gainsborough  
Vision and Project Plan

Version 6

21 June 2021

*Contents*

1.	Introduction.....	3
2.	Project Vision.....	3
3.	Historic Background .....	4
4.	Current Situation .....	5
5.	Scope of Capital Works.....	7
6.	Project Plan: Pre-Application Stage.....	9



## 1. INTRODUCTION

Trinity Arts Centre (TAC) is a West Lindsey District Council run venue in the South West Ward of Gainsborough. The Centre offers a vibrant and high-quality programme of professional and amateur performing arts events, including theatre, film, live music and streamed events. It is an artistic hub for the area and is the only professional arts venue within a 15-mile radius of central Gainsborough. In addition, it hosts amateur dance, drama and rural touring groups.

Although valued deeply by the community, TAC has struggled to be financially viable since it opened in the 1980s. It relies on financial support from the District Council, Arts Council England and other funders. There has been a growing awareness that the venue, with its dated and inflexible facilities, accessibility problems and limited seating capacity, may never be self-sufficient in terms of the income it can generate. Furthermore, whilst the overall condition of the building is relatively sound, the original conversion of the building hid, rather than accentuated, the church's architectural features and its associated stories. The current inflexible layout and limited seating capacity also prevents TAC from attracting national touring productions and being able to run simultaneous events. This prevents growth and diversification of the existing arts and events programme, impacting not just on potential income but in a limited cultural experience for users and audiences. Significant capital investment in the building will allow a more diverse programme to be offered, which will better serve the needs and interests of current (and potential) audiences.

Over the last 18 months, TAC has been closed due to Covid-19 and was fortunate to secure a £200,240 grant from the DCMS Culture Recovery Fund. This provided a period for reflection on what a successful future for TAC looks like, the steps that are necessary to bring about that change, and how the significant investment made by WLDC and other funders can be built upon. Those ideas and aspirations are brought together in this Vision and Project Plan for discussion and consideration.

## 2. PROJECT VISION

The project aims to establish Trinity Arts Centre as a 'Story House', where the creative arts are used to improve the social, emotional, and physical well-being of West Lindsey's residents and, in particular, those from deprived wards.

As a thriving cultural hub, TAC will serve local and wider communities across West Lindsey District and the East Midlands. Trinity Arts Centre will become a centre of excellence for artistic programming, community engagement, artistic development, and customer experience. The Centre will serve as a cultural campus for those wishing to be enriched by the transformative nature of the performing arts, as well as offering entertainment from across the commercial and subsidised sectors, bringing household names to Gainsborough.

The Centre's pioneering focus, and ambition to be recognised as an innovative learning theatre, will build on what has already been achieved. For instance, in 2019 TAC collaborated with Little Angel Theatre, Gainsborough Arts Society, and Shooting Fish Theatre Company to provide a live theatre experience and learn essential performance and production skills for hard-to-reach young people. These unique collaborations placed learning at the core and provided a free full year engagement with artists going into schools, and with teachers benefitting from creative CPD sessions.

To achieve this vision, the Story House Project will:

- Establish an exciting creative arts programme that engages proactively with existing and new audiences across West Lindsey (and beyond), particularly those from deprived wards, with an emphasis on well-being.
- Reveal the original fabric of the building, so it can be seen, appreciated and tell its community story.
- Improve accessibility and movement throughout the building, both front of house and backstage, ensuring people with disabilities are no longer excluded from attending and/or performing at TAC.
- Increase the capacity of the venue, allowing it to accommodate larger audiences and attract national touring productions.
- Create modern, welcoming spaces and flexible facilities which meet the needs of audiences/users and maximise the opportunities for community engagement and income generation.

The result of this investment in the capital and activity programme will be:

- A reconfigured venue which is fit for the future and architecturally 'legible'.
- Audiences and communities in West Lindsey will be better served by the programme offered by TAC.
- The future operation, management and maintenance of the building will be sustainable, supported by income generated from TAC's creative arts programme.

This project will build on the work of those who, over the course of 150 years, have enabled Holy Trinity to be a place where stories come alive and enrich lives. This echoes its former life as a Parish Church which served the people of Gainsborough: many today still remember it as a place where life events were celebrated, and a focus for support in times of sorrow and sadness. With its closure as a church, the building was given a new lease of life as the Performing Arts Centre. Once again, a place of gathering for the whole community, where stories are created and acted out, talent fostered and exhibited, people brought together, and emotions explored.

The Story House Project will chart this progression, rediscovering the past, celebrating the present and revealing an exciting future for Trinity and the wider community.

### **3. HISTORIC BACKGROUND**

Gainsborough in the nineteenth century was described as having "a large populous with many poor". In 1831, Asiatic Cholera reached Gainsborough from Sunderland – out of 223 who caught the illness 43 people died. As a direct response the Diocese of Lincoln saw the need for more churches and three were planned with Holy Trinity the first to be built. The foundation stone was laid in 1841 and it was opened for public worship on 29 June 1843. There followed several years of prosperity with the church extended, gas brought into the building, and decorative additions were made. By 1867 the population of the parish was 2,436 and it was described as "working class, economical but not poor". In 1943 a fund was started to mark the church's centenary but rather than flourishing the worshipping life of the church began a gradual decline with the church being made redundant in 1973.

In 1979, the church was given as a gift to the West Lindsey District Council by the Church Commissioners for conversion into an Arts and Community Centre. This decision was made a few years after a local organisation – the Gainsborough Theatres Association – had begun looking for a suitable venue to host live events and be a "home" for the arts in the town. After considering several venues – including the empty Trinity Church Institute – the Chief Executive of West Lindsey District Council wrote to the Association drawing their attention to

Holy Trinity Church. As a result, the church premises were inspected and found worthy of consideration.

However, since being made redundant the church had suffered considerable vandalism, leaving the building shell requiring extensive repairs to the roof, glazing, rainwater disposal system and floors; in addition, there was no heating system and the building was in need of electrical re-wiring. However, the structural condition was essentially sound with only a few repairs to the masonry required.

The Theatre Association saw the potential of the building as an Arts Centre and over the following year assembled a team of professional advisors, acquired the necessary funding, and worked with local organisations and communities to enable the conversion process. The building work commenced in 1982 to be completed two years later with the new Arts Centre opened by HRH The Princess Royal.

## **4. CURRENT SITUATION**

### **Lack of Competition**

The Centre is the only professional arts venue within a 15-mile radius providing a valuable local resource: it is an artistic hub that many community learning groups call home and provides high quality entertainment and life enriching experiences for all with its rural touring activity impacting residents across West Lindsey District and beyond.

### **Potential for Growth**

There is scope to attract larger audiences and national touring productions, though this is largely dependent on increasing the capacity of the venue and improving the flexibility/accessibility of the space.

In recent years, Trinity Arts Centre has run a small 'cinema', which has proved to be popular. It is a relatively simple and most cost-effective operation, and the live streaming of performances has been a significant success for the venue. Although a new cinema is planned for the town, TAC benefits from being outside any contract exclusion zone and, with modest investment, could enhance this part of its offer.

### **Diversification of Income**

The 2019-2024 Business Plan identified hospitality, secondary events and space hire as having the greatest potential for income growth, based on the current seating limit/capacity of shows. Steps were taken to maximise on these opportunities, though Covid-19 and ongoing restrictions may impact on their financial potential in the future.

### **Vital Community Resource**

The South West Ward of Gainsborough – where TAC is situated - is the most deprived super output area (SOA) in Gainsborough: South West ward is within the 5% most deprived in the country and is the most deprived SOA in West Lindsey. The Centre provides a valuable service to the local community: a community that is troubled with severe levels of deprivation in employment, education, and health. The Centre has been described as a lifeline to many.

### **Focus for Anti-Social Behaviour & Vandalism**

Vandalism is a constant worry and concern for the management team, with £3,000 spent in 2019-2020 on repairs following lead thefts, and subsequent repairs following damage caused

by vandalism has been in the region of £5,500. There have been several attempted break-ins which caused glass panels to be destroyed, the suspended roof in the male toilet been pulled down and the lightening conductor cable severed. Significant damage was caused when a large van was reversed into the rear of the centre. In addition, the curtilage is used as a gathering space by young people and has become a focus for anti-social behaviour: to the south of TAC is a small recreational area which is used for the consumption and the dealing of drugs. Despite being subject to regular police inspections, illegal activity continues.

### Location within the Townscape

TAC is located away from the centre of the town, and many of Gainsborough’s restaurants, pubs, and other entertainment venues are some distance away when walking. The centre benefits from a small (free of charge) on-site parking area; however, when this is full customers have to park in the nearby streets which has caused resentment by local residents unable to park. In addition, there have been some incidents when customers vehicles have been damaged by vandals.

Further to this, Gainsborough’s evening and night economy is largely dependent on private transport with the public provision being somewhat limited. Pre-pandemic, the latest public transport to urban areas within the catchment of TAC departed Gainsborough by 21:50. As most evening performances finish around 22:30, those reliant on public transport struggle to attend. This is amply demonstrated by the strong attendance at matinees when public transport is still available post-performance.

### Shortfall of Income

At present the District Council provides a significant annual subsidy to TAC, as the venue is not currently self-sustainable from income derived from its activities.

The table below (taken from the 2019-2024 Business Plan) lists earned, and pro-rata forecast income from 2017 to 2022. Where actual figures are known, overall expenditure for the venue was, on average, significantly above income accounted for by much-needed investment in TAC’s infrastructure. These levels of expenditure were forecast for the next three years, but do not address the fundamental capital changes that are required to make the venue self-sustaining and able, in the future, to invest in upgrading its facilities.

Since the Business Plan was produced, income for 2020 and 2021 was impacted significantly by COVID-19. TAC received an ACE emergency grant of £35,000 and WLDC funding (using existing Trinity reserves and additional grants) of £274,895.

	2017/2018	2018/2019	2019/2020	2020/21	2021/22
Income	Actual	Actual	Forecast	Forecast	Forecast
Office Income	119,618	128,334	185,907	185,907	185,907
Hospitality Income	32,915	38,455	39,253	46,808	54,362
Other Income	21,727	24,345	14,546	24,946	24,946
<b>Total Income</b>	<b>174,259</b>	<b>191,134</b>	<b>239,707</b>	<b>257,661</b>	<b>265,215</b>

<b>Expenditure</b>					
Box Office Expend	81,609	97,041	92,056	84,540	84,540
Hospitality Expend	22,719	18,735	18,485	19,655	21,995
<b>Total Direct Spend</b>	<b>104,328</b>	<b>115,776</b>	<b>110,540</b>	<b>104,195</b>	<b>106,535</b>
Total WLDC Retention From Activity	69,931	75,358	129,166	153,466	158,680
Total other costs*	166,104	184,351	226,960	221,960	221,950
<b>WLDC Subsidy (net cost)</b>	<b>96,173</b>	<b>108,993</b>	<b>97,794</b>	<b>68,494</b>	<b>63,270</b>

\* 'Other Costs' includes upgrades to TAC's infrastructure, such as new curtains, cinema screen, new carpeting, new auditorium seating, new sound system.

### Steps to Self-sustainability

TAC is committed to becoming financially sustainable. During the pandemic, the Centre took drastic and significant steps to reduce core costs: all non-essential spend was reduced and third-party expenditure was either reduced or ceased altogether; staffing was reduced, with casual staff not being offered work, one member of staff being temporarily redeployed and the termination of the Technical Assistant post.

## 5. SCOPE OF CAPITAL WORKS

After a difficult and challenging eighteen months, Trinity Arts Centre is looking forward to a future which allows it to serve the local community and the wider district, providing a vibrant programme of entertainment, education, and community facilities to wider and more diverse audiences. This provision, alongside significant capital investment, will allow the venue to become self-sustaining in the long-run. The challenges and opportunities outlined above, along with the recommendations made in the Business Plan, require assessment in light of Covid-19. Prior to the pandemic, work had progressed to maximise this income stream but the pause in normal operations brought this work to a halt. The break in 'normal' operations provided an opportunity for TAC to reflect on lessons learnt, assess its present activities, and plan for an effective and viable future. These ideas centre around a significant reordering of the internal space, the revealing of the pre-existing fabric, and a more efficient and significantly more accessible use of the building. However, this will require significant investment in the venue's infrastructure, layout and facilities to allow it to fulfil its artistic and financial potential. The following capital elements should be considered:

### Reopening the Main Entrance

Located at the west end of the building, immediately beneath the imposing nineteenth century spire. During the 1980s conversion, the door was retained but made redundant. It is no longer used as an entrance to the building. By reopening these grand double doors, the original entrance to the building would be re-instated, providing a large accessible entrance to the building, introducing an appropriate sense of occasion, expectation and anticipation on entering the building.

### Creating welcoming and flexible spaces

The building's present configuration has the main entrance on the south side where the Box Office is situated, and which in turn leads to the main auditorium, toilets, and a small bar area. This whole area is compact and, when the auditorium is at maximum capacity (presently 201), busy and potentially chaotic. This leads to what should be a pleasant

opportunity to gather before a performance being instead rushed, packed and unpleasant for those attending. It also hinders TAC's options for maximising on secondary spend on concessions, souvenirs, and other additional purchases.

Opening the main entrance and reconfiguring the box office, bar and toilets would create a large and welcoming space, with the flexibility to accommodate a variety of uses (spaces for offering hospitality, a place for meeting and greeting, for events, as well as pre-show drinks and refreshments). This area could also be made available for community use, providing a safe and accessible space to gather and meet. This would only provide a vital facility for the local community but also a valuable secondary income stream for the Arts Centre.

### **Seating Capacity**

A substantial improvement will be to increase the seating capacity of the existing auditorium. The present capacity of 201 has served the Arts Centre reasonably well over the last 40 years but increasingly this limited seating, configuration, and static nature is proving a liability and prevents TAC from maximising its income and offering a national touring programme to its audiences. Ideally, the seating capacity needs to accommodate 300-400; economies of scale would see profit margins increase. The present seating is fixed and therefore the configuration cannot be altered. Movable seating would enable the whole space to be used in a versatile and imaginative manner.

The lack of accessible seating is problematic. In the present auditorium the provision for accessible seating is severely limited to a few spaces at the front of the auditorium, but even this is compromised by its proximity to the stage and there are significant Health and Safety considerations in the event of an evacuation having to take place. This would be resolved by installation of flexible seating which can be reconfigured to accommodate those using wheelchairs.

Increasing the seating capacity and maximising flexibility will necessitate moving the stage into what was the chancel/sanctuary of the former church to create a larger auditorium whilst maintaining the same size stage and storage space. Moving the stage will also reveal the original chancel arch - now mainly hidden by lighting equipment and building infilling. This would create an impressive 'proscenium arch' and allow the original architecture of the church to be legible.

Present provision means that during a performance it is not possible to go from the north side of the building to the south without crossing the stage itself. This unfortunate compromise would be removed by the provision of an access way beneath (or behind) the stage area. Reconfiguration of the stage area would also facilitate access for disabled performers.

### **Reordered Ancillary Spaces**

Rehearsal spaces, offices, storage, changing rooms and the green room were provided in the original conversion, which made use of the transepts to accommodate these spaces. However, the rooms are small and corridors restricted, with access via narrow steps and narrow doorways, no lift access, and limited natural light. Most of these spaces are equipped with outdated fittings and offer little flexibility in how they can be used.

### **Accessible Spaces**

A recurring theme is the poor accessibility throughout the building. As previously stated, there are no lifts in the building but there are many small (and awkward) staircases. Access is compromised to those seeking access to the main auditorium, the stage, and majority of the backstage facilities. This project would enable there to be access for all throughout the

building, by creating obstacle free, accessible routes throughout the building, enabled by the provision of lifts or ramps, as well as associated works and refurbishment.

### **Toilet Facilities**

The present toilet provision, including accessible toilets, may be required to service a larger auditorium and increased use of ancillary facilities. The inclusion of a Changing Places Toilet would also be considered; there is presently no such provision in Gainsborough or the surrounding area.

### **Parking & Transport**

Parking management needs to be considered. At present there is limited parking at the rear (east end) of the building, though reconfiguration of the curtilage may offer more spaces. The limitations of public transport may need to be considered in terms of operation or timing of performances.

Imaginative input from an architect is required to explore the feasibility and options for these spaces to be reinvented, in a way that meets the needs of the venue, its audiences and community.

## **6. PROJECT PLAN: PRE-APPLICATION STAGE**

The project outlined above is likely to require multi-million-pound investment in Trinity Arts Centre. It would seem appropriate to approach the National Lottery Heritage Fund to seek the majority of funds for this work. NLHF currently runs two major grant schemes for heritage, with an above or below £250,000 threshold. The process and project timescale for the latter is much more involved, can take up to seven years to complete and requires seed-funding for the production of outline architectural, structural and cost plans. However, a grant of up to £5million can be requested. If WLDC wish to explore the opportunity of securing a grant of up to £5million with NLHF, then the following steps are suggested:

1. This vision and project plan is submitted to WLDC for discussion, consideration and/or recommendation and a decision made about whether to make an initial approach to NLHF.
2. Initial consultation takes place with key partners, users and the wider community about how the project can meet their needs and requirements (IPC)
3. Preparation of rough outline budget/costings for capital and activities (will require input from an architect/QS and/or comparator projects) (IPC and others as required)
4. Preparation of an NLHF 'expression of interest' form using the above information (IPC)
5. Consideration of NLHF advice and feedback (ALL)
6. Production of a project plan to produce an NLHF Round 1 Application (IPC) – this will include details of the seed funding required to progress this stage of work.

*AI & JP  
21 June 2021*



# Cultural Research Report

JUNE 2021

By Jessica Chambers



# TABLE OF CONTENTS

**Introduction.....3**

**Research Aims.....5**

**Research Methodology.....7**

**Cultural Observations.....8**

Content

Placement

Fit

Reach

Frequency & Size & Size Typology

**Swot Analysis.....15**

Strengths & Weaknesses

Opportunities and Threats

**Recommendations.....21**

Page 159

## What is the 'Eventful City' concept?

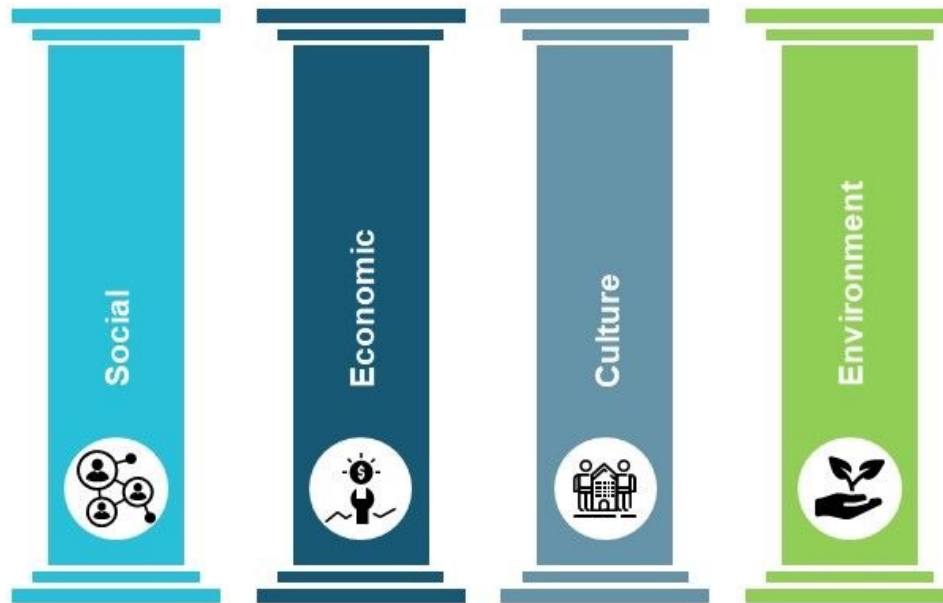
An eventful city is a concept that observes how cities use events to enhance economic growth, perceptions of the city's image, create social cohesion and physically redevelop.

Page 160

A city with events	An Eventful City
Sectoral	Holistic
Tactical	Strategic
Reactive	Proactive
A container of events	A generator of events
Ad hoc	Coordination
Competitive	Cooperative
Left-brain thinking	Right-brain thinking
Event policy	Events as a policy tool
Market-led	Market Leader
City marketing	City-making
Spectacle	Involvement

# INTRODUCTION

## The 4 pillars of Sustainability:



## Two meanings of Culture:

1. Particular way of life
2. The works and practices of intellectual and artistic activity

**People, Profit, Place, Planet**

### **The purpose of the cultural research as set out in the brief was:**

- 1.** To identify and access the levels of cultural activity within West Lindsey District, collecting and analysing data using the Eventful Cities Concept.
- 2.** Form a cultural positioning statement based on the data collection and key findings.
- 3.** To draw out from this evidence the recommendations for a cultural and 'eventful' strategy.

## RESEARCH AIMS

**Developing the number, range and type of events creates more eventfulness.**

To help add eventfulness there are 5 considerations for the design and planning:

Placement

Fit

**Reach**

Frequency

Size

**8 weeks** of research

**Start:** 12<sup>th</sup> April 2021

## **State of the nation during the research:**

- In stage 2 of the easing of the lockdown restrictions and roadmap to recovery, transitioning into stage 3.

Research and analysis was conducted through a triangulated method of:

- Quantitative event and activity research
- Semi-structured qualitative interviews
- Historic data collection in the form of reports, surveys, plans and marketing efforts.

Data was coded and analysed thematically to discover new phenomena.

# CULTURAL OBSERVATIONS: CONTENT

In total, there are **232 events** within the 2021 events portfolio across West Lindsey District.

As a comparison, the City of Lincoln held 365 events throughout 2019.

Typology of cultural activity	Total
<b>Spectacle</b>	22
<b>Festival</b>	21
<b>Ceremony</b>	2
<b>Carnival</b>	1
<b>Parade / Procession</b>	1
<b>Exhibition</b>	29
<b>Exposition</b>	4
<b>Activity</b>	33
<b>Entertainment/ Performance</b>	25
<b>Market</b>	143

**Cultural events and activities that are identified to be significant to the event portfolio across West Lindsey include:**

- Illuminate Lantern parade
- West Lindsey Churches Festival
- Lincolnshire Wolds Walking Festival
- Mayflower400

Other major cultural observations across West Lindsey District include themes of:

- Aviation
- Agriculture and Farming
- Open Spaces
- History and Heritage
- Markets



## CULTURAL OBSERVATIONS: PLACEMENT

Destination with West Lindsey	Total
<b>Caistor</b>	37
<b>Cherry Willingham</b>	1
<b>Gainsborough</b>	135
<b>Market Rasen</b>	89
<b>Brocklesby</b>	1
<b>Hackthorn</b>	2
<b>Sudbrooke</b>	1
<b>Scampton</b>	25
<b>Wickenby</b>	17

Gainsborough has the most amount of cultural activity, which includes the regular markets, entertainment and performances at the Trinity Arts Centre, and other activity in venues in the surrounding rural Gainsborough area.

**Some events and cultural activity are identified to have a purpose within the event calendar, recognising local and national key dates, including:**

- National School Holidays
- Christmas
- Lincolnshire Day
- Guy Fawkes / Bonfire Night
- Mayflower

The purpose of many events are for joy and entertainment or celebration of heritage or cultural assets within the district. For example:

- West Lindsey Churches Festival  
**Celebration and recognition of religious heritage**
- Rand Farm Park Christmas Events  
**Joy & entertainment for families with young children**
- Market Rasen Races  
**Joy & entertainment for adults**

## The top three typology of events for the Adult (Mixed) identify as:

- Weekly markets at Gainsborough, Market Rasen and Caistor
- Horse races at Market Rasen Racecourse
- Cultural entertainment and performances held at the Trinity Arts Centre and Lincolnshire Showground.

Primary Audience of cultural activity in West Lindsey	Total
<b>Children (under 18)</b>	3
<b>Teen Audience (11 - 17)</b>	1
<b>Young Adult (18 - 25)</b>	0
<b>Adult (Mixed)</b>	262
<b>Families with Young Children</b>	40

The results reveal that the primary marketing location for **93% of the events and cultural activity is held on the organisers or venues own website.**

Most event organisers and venues also promote their activity on more than one other external digital platform too.

### **External Website Marketing Platforms in Lincolnshire:**

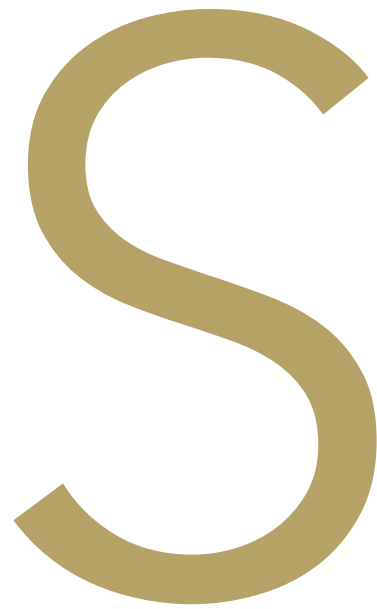
- Visit Lincoln
- Visit Lincolnshire
- Discover Gainsborough
- Lincoln Box Office
- West Lindsey District Council
- Love Caistor
- Lincolnite
- Lincolnshire Live
- Love Lincolnshire Wolds
- Eventbrite
- Facebook & Instagram

# CULTURAL OBSERVATIONS: FREQUENCY, SIZE & SIZE TYPOLOGY

Frequency Status	Total
<b>Weekly</b>	133
<b>Monthly</b>	16
<b>Annual</b>	57
<b>Biannual (Twice annual)</b>	2
<b>Biennial (Every other year)</b>	0
<b>One-off</b>	88
<b>Other</b>	18

Size and Size Typology	Total
<b>Small/Micro</b>	51
<b>Medium</b>	174
<b>Large</b>	62
<b>Mega-event</b>	9
<b>Major-event</b>	14
<b>Hallmark / Special event</b>	4

# SWOT ANALYSIS: STRENGTHS & WEAKNESSES

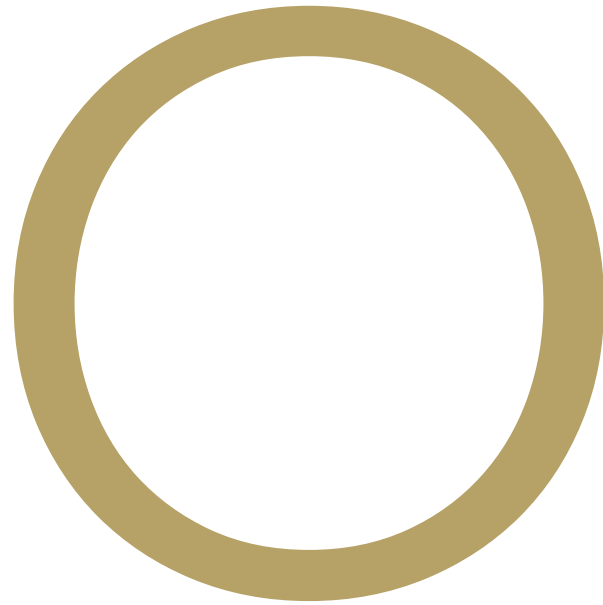


- Range of cultural activity
- Markets
- Award-winning businesses
- Heritage venues & listed buildings
- Art & theatre
- Event generator
- Participation & involvement

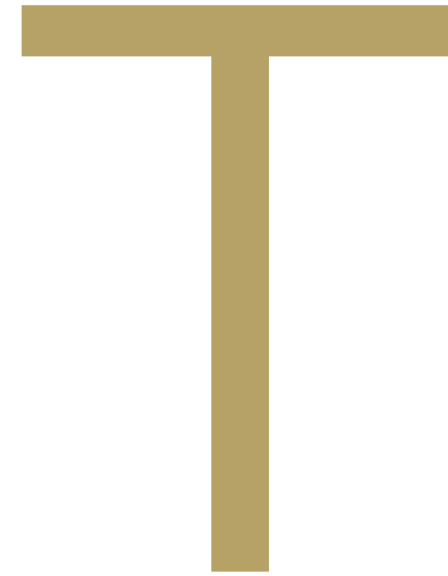


- Communication platform
- Knowledge of activity
- Sectoral approach
- Contain events
- Reactive funding & organisation
- Staff capacity & skills
- Placements gaps
- Audience targeting

# SWOT ANALYSIS: OPPORTUNITIES & THREATS



- Destination making
- Partnership
- Recruitment and resourcing
- Learning & cultural education
- Appetite for culture
- Creation of jobs
- Enhance local economy
- Civic pride & sense of belonging



- Funding
- Community Engagement
- COVID Restrictions
- Rejection
- Participation levels

## CURRENT EVENTFUL POSITION...

A city with events	An Eventful City
Sectoral	Holistic
Tactical	Strategic
Reactive	Proactive
A container of events	A generator of events
Ad hoc	Coordination
Competitive	Cooperative
Left-brain thinking	Right-brain thinking
Event policy	Events as a policy tool
Market-led	Market Leader
City marketing	City-making
Spectacle	Involvement



## CULTURAL IDENTITY & POSITION

West Lindsey is a large district with a good events portfolio throughout the year, even in a pandemic year. There are over 200 cultural events taking place across the district, of which do not take into consideration activity-based workshops, clubs, sporting activity and other leisure things to do. While the target audience for cultural activity is mostly a mixed demographic of adults, there is a selection of events for families with young children.



## CULTURAL IDENTITY & POSITION

There is a demand and appetite for a carefully programme of events to be designed, a holistic marketing strategy created, and security provided through funding. Participation levels are high, however due to the common size and size typology of events and cultural activity being classified as medium sized, this is easily achievable. There are also questions and concerns surrounding West Lindsey's cultural identity.

Page 176



## CULTURAL IDENTITY & POSITION

Here, three key themes are identified that make up the overall identity of West Lindsey in relation to the cultural activity present, and historic and local culture: History & Heritage, Countryside & Farming, and Markets. These key themes are recommended to make up the ongoing efforts to secure an eventful future for the district, in a bid to positively and sustainably impact Civic pride, the building of a legacy, and to reach the current underrepresented community.



## Develop a destination making cultural strategy

Develop a destination making cultural strategy that considers not just how marketing will be conducted, but looks at the **overall fit and purpose of cultural activity** to develop the destination and become more eventful to:

Page 178



### Promote Civic Pride & Identity

- Building relationships with the community from the inside out
- Expand on existing strengths with the weekly markets and rebrand to give them an identity and presence
- Continue to support community groups and help to generate cultural content organically

## Develop a destination making cultural strategy

Develop a destination making cultural strategy that considers not just how marketing will be conducted, but looks at the **overall fit and purpose of cultural activity** to develop the destination and become more eventful to:

Page 179



### Build a legacy

- Through coordinated and holistic marketing and communications, build on one platform that can amplify the cultural content within the district.
- Consider partnership relationships and key stakeholders, giving them a voice and being inclusive.
- Develop a strong events portfolio that has a balanced mix of small, medium, large, special and hallmark events.

### Develop a **destination making cultural strategy**

Develop a destination making cultural strategy that considers not just how marketing will be conducted, but looks at the **overall fit and purpose of cultural activity** to develop the destination and become more eventful to:

Page 180

# 3

#### **Reach underrepresented communities**

- Invite the community to participate in generating events through support workshops and groups and ringfenced funding opportunities.
- Ensure the events portfolio includes activity across the district where there are currently gaps.
- Target hard to reach areas with a voice and image they can relate to.



**Corporate Policy and  
Resources Committee**

**Thursday 23<sup>rd</sup> September  
2021**

**Subject: Market Rasen Historic Building Grant Scheme**

Report by:	Assistant Director of Planning and Regeneration
Contact Officer:	Wendy Osgodby Senior Growth Strategy & Projects Officer  wendy.osgodby@west-lindsey.gov.uk
Purpose / Summary:	To approve the Market Rasen Historic Building Grant scheme and obtain agreement to proceed to delivery.

**RECOMMENDATION(S):**

1. That Corporate Policy and Resources Committee approve £200k to spend on the Market Rasen Historic Building Grant scheme and in doing so rescind the principles of this previous funding allocation, as set out in the report of 19th July 2018 to Corporate Policy & Resources Committee.
2. That Corporate Policy and Resources Committee approve a further £10,000 be drawn down from General Fund Balances for technical support.

## IMPLICATIONS

### **Legal:**

All funded projects will be subject to financial and legal scrutiny. Legal advice will be sought prior to the release of any funds.

All applicants will receive a grant funding agreement based on the documents produced for other similar grant schemes.

**(N.B.) Where there are legal implications the report MUST be seen by the MO**

### **Financial : FIN/57/22/JA/B**

A capital budget of £200,000 funded from capital receipts has already been previously approved for the Market Rasen 3 Year Vision scheme.

Approval to spend is sought for the Historic Building Grant Scheme for Market Rasen Town Centre and a further £10,000 technical support (revenue) from General Fund Balances.

**(N.B.) All committee reports MUST have a Fin Ref**

### **Staffing :**

The project will be managed by the Growth Team with technical support from the development of a 1 day per week post or appointment of a consultant.

**(N.B.) Where there are staffing implications the report MUST have a HR Ref**

### **Equality and Diversity including Human Rights :**

The regeneration of historic buildings in the centre of Market Rasen will impact on the local community, local businesses and visitors to the town. The impact of this project on different groups has been considered and positive potential benefits such as improved health outcomes for residents have been identified. No negative impacts are anticipated

A full community engagement process will be delivered once the necessary approvals are in place to ensure that all aspects of the community can participate in the regeneration and growth of the town. The engagement process will be openly promoted to ensure the widest possible views from stakeholders/the local community to ensure openness and transparency.

***NB: Please explain how you have considered the policy's impact on different groups (for example: young people, elderly, ethnic minorities, LGBT community, rural residents, disabled, others).***



**Data Protection Implications :**

There will be a requirement to manage personal data belonging to property owners once the priority properties are identified. A data management protocol will be established with input from the Data Protection Officer.

**Climate Related Risks and Opportunities:**

There will be an opportunity to consider property improvements that can seek to reduce carbon emissions on an individual property as part of each scheme of works depending upon physical and financial viability.

**Section 17 Crime and Disorder Considerations:**

Work to identify priority heritage led intervention within the Town could support bringing back into use long term empty properties, making the town centre feel safer and more vibrant.

**Health Implications:**

Significant improvements to individual properties could allow for better living conditions for the occupants. This will again be assessed on a case by case basis.

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

Market Rasen 3 Year Vision & Strategy Corporate Policy and Resources Committee Report 19<sup>th</sup> July 2018.

Supporting Growth and Regeneration in Market Rasen, Prosperous Communities Committee Report 26<sup>th</sup> January 2021

**Risk Assessment :**

N/A

**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 Since the allocation of growth funding from capital receipts was approved on the 19<sup>th</sup> July 2018, Market Rasen Town Council concluded that establishing a Charitable Incorporated Organisation or equivalent was going to be time consuming and financially challenging. Plans were put into place for a town consultation, but were as a result of COVID -19 postponed. To date, the Town Council have been unable to bring forward and agree projects that meet the requirements set out in the approved report.
- 1.2 Given that over two years had lapsed, it was appropriate to review the capital programme commitment. The Communities Team have worked collaboratively with the Growth Team to consider a way forward. It will be essential for Prosperous Communities Committee and Corporate Policy & Resources Committee to review and agree any changes whilst continuing to commit to the principles of local consultation and wider support.
- 1.3 In September 2020, senior officers began a series of meeting to review the challenges and opportunities. An outline heritage-led proposal, (based upon Market Rasen's Heritage Action Zone Bid) was identified as an option that aligned with priorities raised and supported previously with the community and Market Rasen Town Council.
- 1.4 It is anticipated that the impact/outcomes from this project will provide strong evidence to support future funding opportunities and aims to build on knowledge and learning obtained from the Gainsborough scheme.
- 1.5 At Committee on 26<sup>th</sup> January 2021 members approved the principle of utilising the allocated £200,000 capital budget to fund a Historic Building Grant scheme in Market Rasen, and in doing so rescind the principles of this funding allocation, as set out in the report of 19<sup>th</sup> July 2018 to Corporate Policy & Resources Committee. Members also agreed to the development of a fully costed Historic Building Grant scheme.

## **2. Development Phase**

- 2.1 Following a procurement exercise TDR Heritage Limited were appointed to the project, they have extensive experience and have delivered similar projects across the country including the successful bid to the National Lottery Heritage Fund for Gainsborough's Townscape Heritage Scheme.
- 2.2 As agreed a Steering Group has been set up created from a selected group of experts, specialists within heritage led schemes, along with representatives from the Town and District Council. The steering group members are

- Senior Growth Strategy and Projects Officer - Wendy Osgodby & Amanda Bouttell, WLDC
- Conservation Officer – Liz Mayle, WLDC
- Business Representative – Jenny Salvidge, The Green Life Pantry
- District Councillor – Cllr Stephen Bunney
- Town Councillor – Cllr Margaret Larkin-Whitworth

- Education Representative – Rhona Sheppard
- Local Heritage Representative – Julie Taylor
- Lincolnshire County Council – Ian George

2.3 The Steering Group have developed and agreed 'Terms of Reference' for the group and have been actively engaged in the development of the project.

2.4 A condition survey was completed by TDR Heritage Ltd for all 69 properties in Market Rasen Town Centre (Appendix A) to provide baseline data in preparation for extending the scheme/ potential funding opportunities. The survey was carried out in line with Historic England guidance. The Surveys included:

- Building Condition – roof, windows, doors etc.
- Overall Condition
- Historic integrity
- Original features
- Shopfront
- Vacancy
- Contribution to townscape and group value
- Enforcement
- Scale of impact and repairs/ reinstatement

2.5 For each building there is detailed report which includes a description of the building, its historic value, summary of condition and a summary of the work required.

2.6 A cost analysis has been prepared by a conservation quantity surveyor for each building. This identified the estimated costs to repair or re-instate missing elements (e.g. shopfronts) to each of the 69 buildings. If all of the works identified in the condition survey were completed in line with Historic England Guidance excluding VAT the cost would be approx. £2.5m.

2.7 Due to the limited budget (£200,000), three maps have been produced to determine a recommended priority zone using the following measures (Appendix B):

- Overall condition
- Townscape Value
- Impact of repair work

2.8 The collated evidence shows the geographic location around the Market Place would be the area that would have of the most impact on the town centre, given the relatively small budget at this stage. (Appendix C) The impact/outcomes from this project will help establish a strong evidence base and commitment to heritage-led regeneration to support future funding opportunities.

2.9 Within the priority zone 9 buildings have been identified as a high priority. Applying grant at 80% for repair and 90% for reinstatement would total approx. £412,000. (This includes 10% contingency). The remaining 10% or 20% will be funded by the building owners. Experience has shown that this level of grant is required to encourage owners to engage in scheme, hence the reason grants will be awarded on a first come first served basis.

2.10 It is anticipated in the first phase the scheme will fund approx. 50% of the priority buildings. Some initial dialogue has taken place with building owners to determine likely take up of grants, this will be developed further to cover all building owners within the priority zone. Grants awards will average around £45,000 per building ranging from £16,000 - £88,000 depending on the level of works required.

Priority Buildings:

1 Queen Street	KC Heating and Plumbing
3 Queen Street	McColls
3 Market Place	Lincolnshire Coop Travel
4/5 Market Place	Former Lloyds Bank
9 -10 Market Place	Former Midland Bank
20 Market Place	Happy Valley
22 Market Place	Don Noble Betting
16 King Street	BBQ Grill and Chicken House
12 King Street	Panda Palace

2.11 In preparation for the delivery stage Project documentation has been created including:

- Applications form (Appendix D)
- Guidance for applicants (Appendix E)
- Flow diagram for decision making (Appendix F)
- Assessment form for grant applications (Appendix G)

2.12 The steering group agreed to continue to support the project into the delivery phase and wish to be involved in the decision making process for grant applications.

2.13 A press release has been issued to inform local residents about the scheme and how a steering group of local representatives has been created to influence and drive the project. Further communication activity will take place in the delivery phase.

2.14 The project will be managed by the Growth Team with technical support from either a 1 day per week post or appointment of a consultant, these costs will be met from General Fund Balances leaving the entire £200,000 for capital works.

### **3 Associated Actions**

3.1 TDR Heritage have suggested potential associated actions to drive high street improvements and underpin heritage-led regeneration in Market Rasen:

- Shop Front design guide required for landlords to provide landlords with practical examples of repairs and re-instatement that are appropriate to the scheme.

- Supplementary Planning Guidance for shopfront design and signage to be in place to align with the conservation review and to raise quality of applications in the area for future work
- Creation of an area of special advertisement control

These tools will be reviewed / developed by the technical officer appointed to support this project.

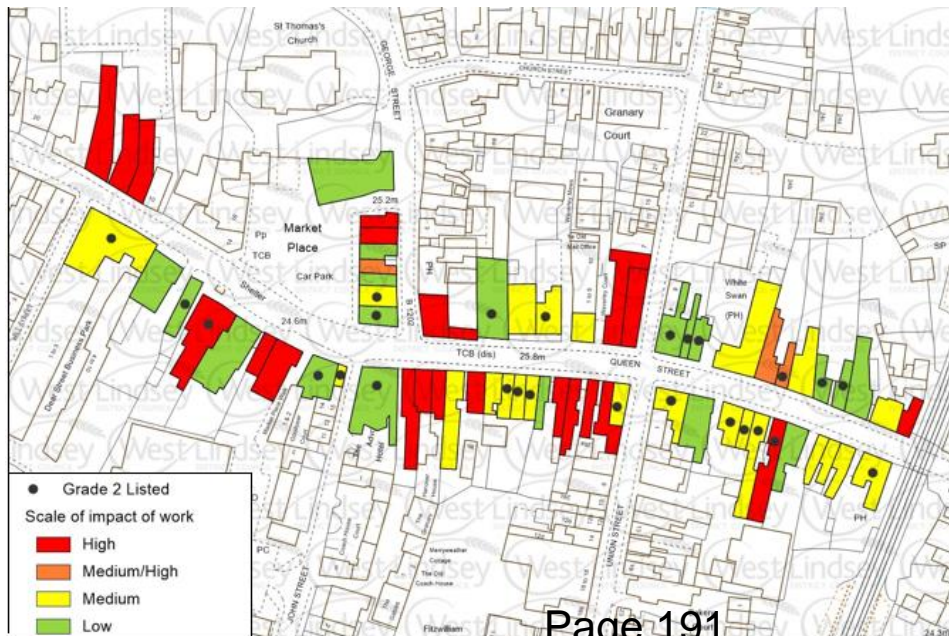
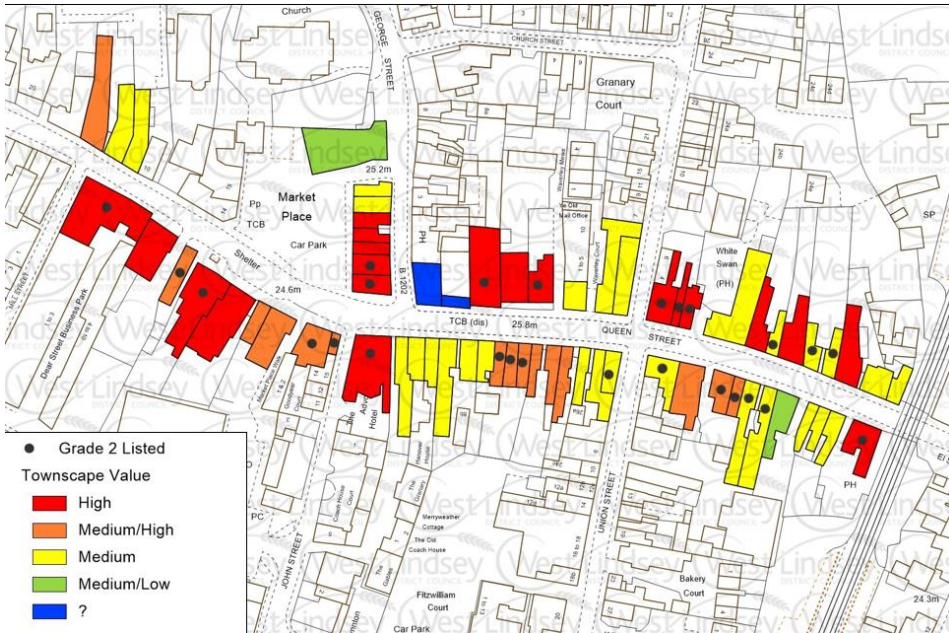
#### **4 Recommendations**

1. That Corporate Policy and Resources Committee approve £200k to spend on the Market Rasen Historic Building Grant scheme and in doing so rescind the principles of this previous funding allocation, as set out in the report of 19th July 2018 to Corporate Policy & Resources Committee.
2. That Corporate Policy and Resources Committee approve a further £10,000 be drawn down from General Fund Balances for technical support.

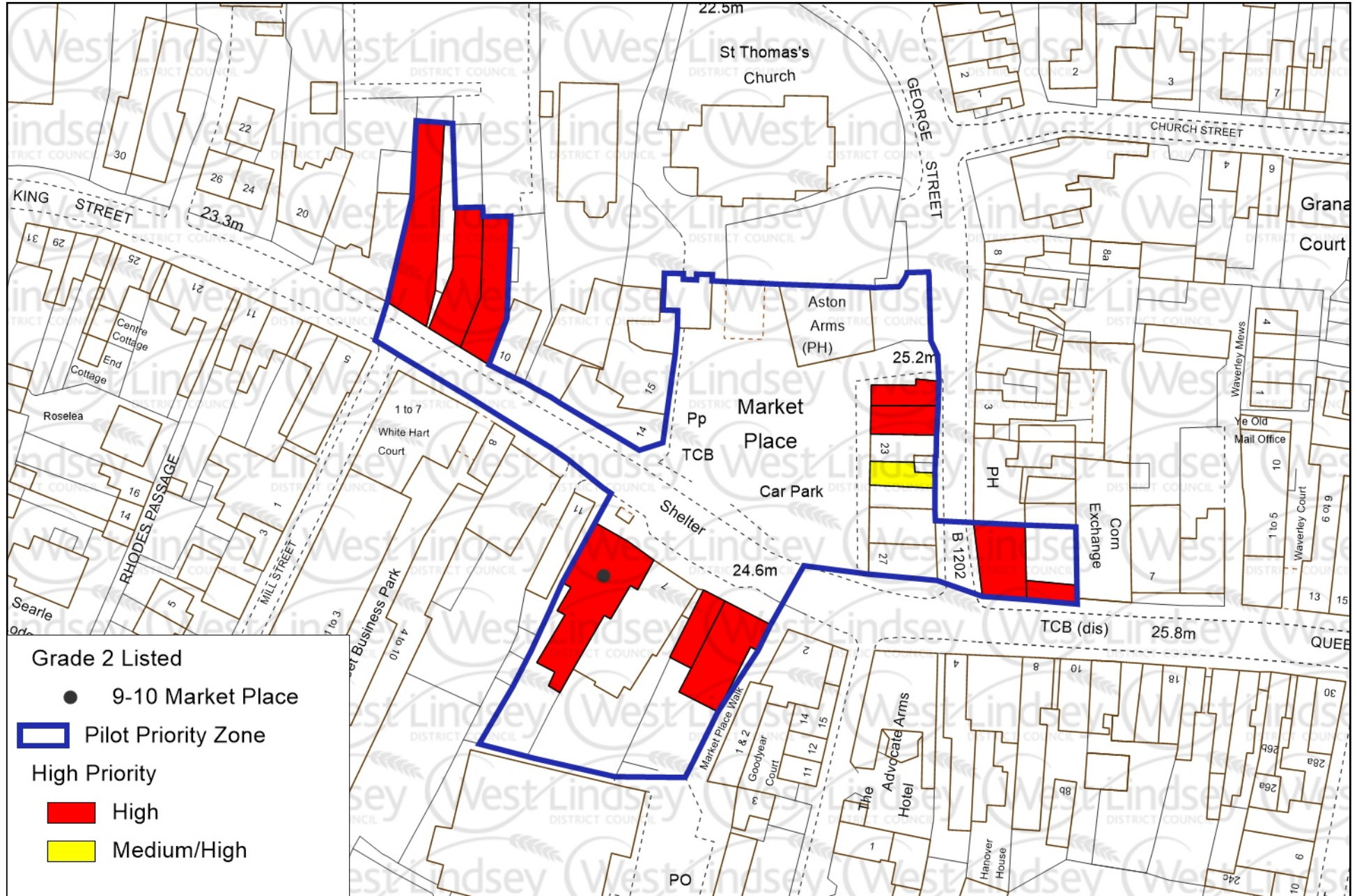












**1. Applicant Details**

Applicant Name/ Name of the Business:

Address:

Daytime Tel No:

E-mail:

Legal Status (please circle)

Sole Trader | Limited Company | Partnership | Other

**2. Address of property for which grant assistance is required (if different from above)**

Address:

**3. Applicant details** (please circle the correct description)

I am:

The Owner / The Tenant of the property

If you are the Tenant:

Does your tenancy agreement require you to get permission from your landlord before undertaking any work to the property?  
Yes / No

If Yes, you will need to attach written permission from the Landlord

If you are the Owner:

You confirm that you do not know of any encumbrances, restrictions or claims against the property (e.g. mortgage with conditions) that affect this application for grant aid?  
Yes / No

**4. Your Project**

Repairs:

Reinstatement of architectural details

Any other works that are not being grant aided:

Please attach your costed specification, drawings and photographs to this form

## 5. Consents (please circle all of the consents needed for the project)

<b>Planning Permission:</b>	Yes / No / Not applicable	Ref:
<b>Listed Building Consent:</b>	Yes / No / Not applicable	Ref:
<b>Advertisement Consent:</b>	Yes / No / Not applicable	Ref:
<b>Building Regulations:</b>	Yes / No / Not applicable	Ref:

## 6. Summary of Costs

Cost of the repair work (including professional fees)	£	Grant request (80%)	£
Cost of the reinstatement work (including professional fees)	£	Grant request (90%)	£
Other costs (e.g. Planning fees)	£	(at grant rate)	£
VAT (if you cannot reclaim VAT)	£	(at grant rate)	£
Total	£	Total Grant request	£

For projects exceeding £10,000, please provide at least three quotes for the work against the approved specification and details of the contractors which demonstrates their suitability and experience for projects of this type.

If you do not want to accept the lowest quote, please tell us why:

## 7. Timescales and commitment

7a. Will you be able to deliver your project within 6 months of grant approval?	Yes	No
7b. Do you have match funding in place to deliver the project?	Yes	No

## 8. Professional Advisers

8a. If you are requesting grant for professional fees, please provide details of your professional advisers (for example, architect or building surveyor) and their professional qualifications (e.g. RIBA / RICS)

8b. Are they a member of a professional registration scheme which demonstrates their expertise in historic building conservation? (please circle)

AABC / ARB /None /

Other (state).....

If not, you will need to attach examples of relevant previous work & references.

## 9. Declaration

I declare that the information contained within this application is, to the best of my knowledge, accurate and complete in all respects

West Lindsey District Council reserves the right to withhold, vary or reclaim funding if any information supplied during the application process and the ensuing monitoring period proves to be inaccurate or false

- We may share your information with credit reference agencies and other companies for use in credit decisions, for fraud prevention and to pursue debtors

- We will not share your information with third parties for any marketing purposes

Privacy Notice: any personal information that is included in this application will not be used or processed for any other reason other than for business contact purposes. If you want to know more about how we handle personal data visit: [www.west-lindsey.gov.uk/growth-privacy/](http://www.west-lindsey.gov.uk/growth-privacy/)

Signed

Position

Print name

Date

**Please return this application form and all supporting documentation to:**

**The XXXXX Officer**  
West Lindsey District Council  
Guildhall  
Marshall's Yard  
Gainsborough, Lincolnshire  
DN21 2NA

Email: [xxxxxxxxxxxx@west-lindsey.gov.uk](mailto:xxxxxxxxxxxx@west-lindsey.gov.uk)

Page 195





## Checklist of Information

	Written permission from the Landlord if your tenancy agreement requires you need to get permission from your landlord before undertaking any work to the property.
	Your costed specification, drawings and photographs for the project
	For projects costing over £10,000: at least 3 quotes for the work against the approved specification
	Details of the contractors you want to use, including their suitability and experience in projects of this type.
	Examples of previous projects carried out by your professional advisers if they are not members of a professional registration scheme to show that they have expertise in historic building conservation.

## The Market Rasen High Street Grant - Pilot Scheme

West Lindsey District Council is currently running an innovative 'pilot' historic building grant scheme which focusses on preserving the historic character of Market Rasen 'High Street'.

We have a limited budget of £200,000 and are hoping that this project will show funding bodies, like the National Lottery and Historic England, the high potential for improving the character and appearance of Market Rasen through investment in the heritage of the town

If you are an owners or tenant of a historic building in the Priority Zone, you can apply for up to 80% for repairs and 90% of the cost of work to reinstate lost features (including more traditional signage and shopfronts).

Our pilot scheme covers a 'Priority Zone' in the heart of the town, focussed on Market Place and extending slightly into Queen Street and King Street.

### Where is the Priority Zone?

#### Image of area

Our Priority Zone has a number of buildings with high townscape value, several of which need a lot of repair work or have lost important architectural details like their shopfronts or windows. Our research tells us that concerted efforts to improve this area should have a big impact on the appearance and viability of Market Rasen's 'high street', helping encourage more businesses to be active in the area, and improving footfall for people visiting and shopping in the town.

### What sort of work is eligible for Grant?

The grant will help fund work to improve and conserve historic buildings in the Priority Zone and can be used for:

**The repair of historic buildings** using traditional materials and techniques. This includes work such as the repair of pantile or slate roofs, repairing timber windows and shopfronts, removing unsightly paintwork or repairing or renewing damaged render. These works can be grant aided at 80%.

**The reinstatement of architectural features** including 'putting back' lost features, such as traditional shopfronts, replacement windows or doors, and reversing alterations which have damaged the character or appearance of the building. It also can include new traditional handpainted signage, which is more in-keeping with the property. These works can be grant aided at 90%.

### How can I apply?

Applications for grant will be assessed by our project officer and agreed with our Shopfront Improvement Panel, which meets **as needed**.

Your building does not have to be 'listed' to be eligible for grant, but we will expect you to do the work in accordance with a priced specification, and use builders that have expertise with repairing and conserving historic buildings.

**For this pilot scheme, grant will be offered on a 'first come, first served' basis.**

### **What help can we give you?**

Our project officer can help you with your application and will be able to:

- advise you on the repairs or reinstatement work that your property needs and how much it might cost
- show you examples of similar projects and new shopfronts that have been completed successfully
- tell you which work would be eligible for grant.
- identify any specialist expertise you may need
- advise you on what would be acceptable when making an application for listed building consent, advertisement consent or planning permission.

### **Contact us for more information:**

XXXXX

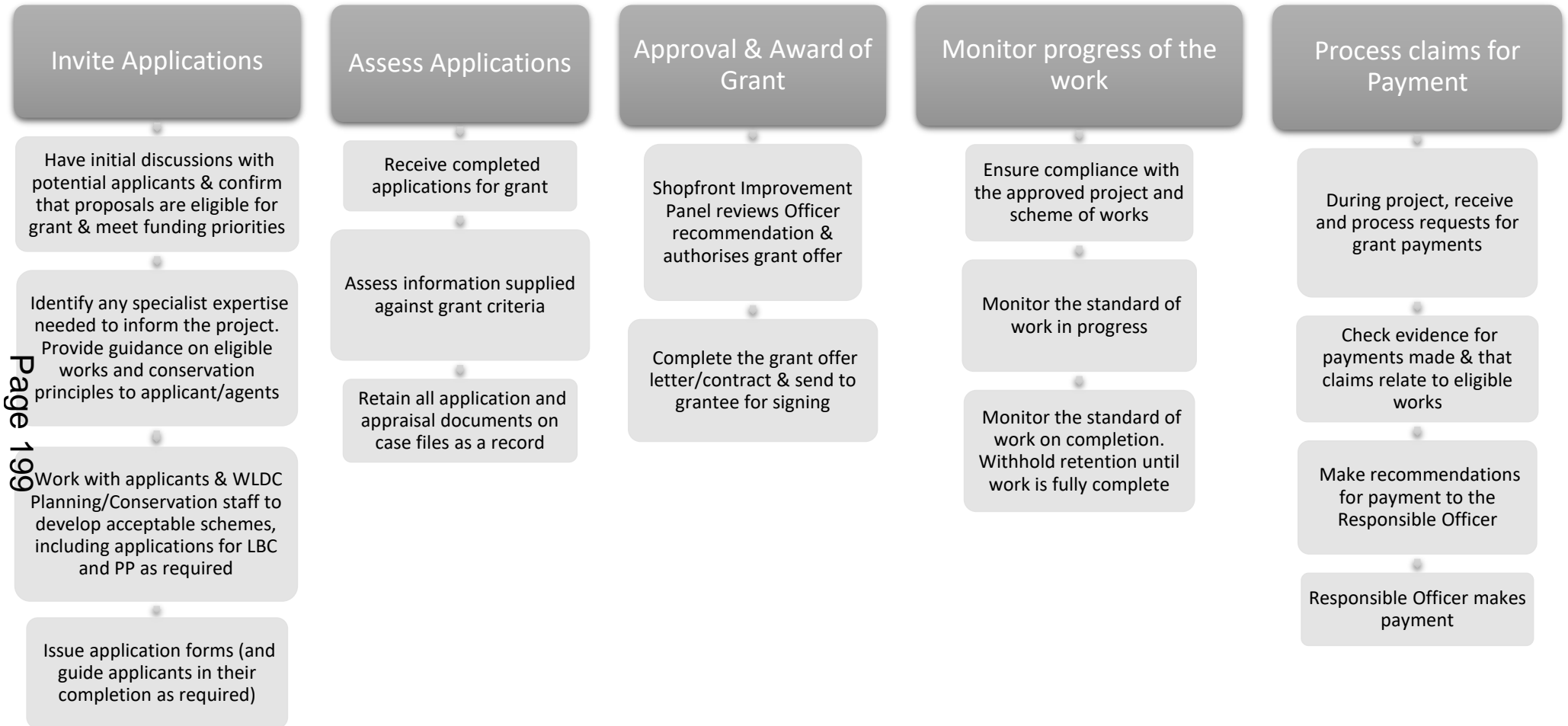
XXXX

XXXX



## Decision-making for Market Rasen High Street Pilot Grant Applications

The approvals process for applications for grant for the Market Rasen High Street Pilot Scheme has been summarised below. The Project Officer will:



# Market Rasen High Street Scheme – Assessment of Pilot Grant Application

Grants are offered on a 'first come-first served' basis but must be in-keeping with the historic building and avoid damage to historic fabric

<b>Address of building:</b>			<b>Grant reference:</b> MR /	<b>Date of Application:</b>	
Is the building identified as a 'priority' in the pilot scheme area:	Yes / No		Has the application checklist been completed (and are all items attached)?	Yes / No	
<b>The Proposed Work</b>					
Does the proposal consist of the repair of historic fabric? (e.g. shopfronts, windows, doors, or other architectural features?)	Yes / No	If yes, are the proposals supported by the conservation officer?	Yes / No	Conservation Officer Comments:	
Does the proposal consist of the authentic reinstatement of missing architectural features? (e.g. a new traditional shopfront or signage, or the removal of modern features that detract from the character of the historic building?)	Yes / No	If yes, are the proposals supported by the conservation officer?	Yes / No	Conservation Officer Comments:	
Does the proposal involve the removal of historic features or cause damage to historic fabric?	Yes / No	If yes, are the proposals supported by the conservation officer?	Yes / No	Conservation Officer Comments:	
Overall, the proposals will cost:	£ Including/excluding VAT	The grant application is for	£	The owner or tenants contribution is:	£
<b>Steering Group Recommendation</b>	Approve	Reject	Request more information or amendments		Date:

Page 200

## CP&R Work Plan as at 15 September 2021

---

### Purpose:

This report provides a summary of reports due at the Committee for the remainder of the Civic Year.

### Recommendation:

1. That members note the contents of the report.

Date	Title	Lead Officer	Purpose of the report	Date First Published
<b>23 SEPTEMBER 2021</b>				
23 Sep 2021	Emergency Planning and Business Continuity Policy	Ady Selby, Assistant Director of Commercial and Operational Services	Update for Members on Emergency Planning arrangements with Lincolnshire Resilience Forum and introduction of Business Continuity Policy	09 June 2021
23 Sep 2021	MSRL	Sally Grindrod-Smith, Assistant Director of Planning and Regeneration	Following July Board meeting of MSRL, loan repayment schedule and 2022/23 business plan to be presented / approved	13 July 2021
23 Sep 2021	Replacement of Income Management System	Lyn Marlow, Customer Strategy and Services Manager	Current contract arrangement for Income Management system (cash receipting) come to an end March 2022. This report is to outline preferred option for its replacement for the next 3 years	
23 Sep 2021	5-7 Market Place Gainsborough	Wendy Osgodby, Senior Growth Strategy & Projects Officer	This report will provide a variance analysis for the additional funding required for the refurbishment of 5-7 Market Place into three residential units and one commercial unit	
23 Sep 2021	Market Rasen Historic Building Grant Scheme	Wendy Osgodby, Senior	To approve the Market Rasen Historic	

		Growth Strategy & Projects Officer	Building Grant scheme and obtain agreement to proceed to delivery.	
23 Sep 2021	Operational Services HGV driver shortage	Robert Gilliot, Waste and Recycling Team Manager	To request additional funding	
23 Sep 2021	S106 Capital Programme	Sarah Elvin, Housing Communities Project Officer	Report requesting approval of spend of S106 funding through a new capital programme	
<b>11 NOVEMBER 2021</b>				
24 Jan 2022	Mid Year Treasury Report 2021-22	Caroline Capon, Corporate Finance Team Leader	Review of Prudential indicators	22 January 2021
11 Nov 2021	Saxilby Footbridge Refurbishment	Gary Reeve, Property & Assets Manager	Business Case to consider refurbishment of Saxilby Footbridge	
11 Nov 2021	Budget and Treasury Monitoring - Qtr 2 2021/2022	Sue Leversedge, Business Support Team Leader	this report sets out the revenue, capital and treasury management activity from 1 April 2021 to 30 September 2021	
11 Nov 2021	Proposed Fees and Charges 2022/2023	Sue Leversedge, Business Support Team Leader	proposed fees and charges effective from 1st April 2022	
11 Nov 2021	Annual Infrastructure Funding Statement	Rachael Hughes, Development Contributions Officer	The Infrastructure Funding Statement provides a summary of financial contributions the Council has secured through section 106 agreements and Community Infrastructure Levy receipts, collectively known as developer contributions, from new developments for the provision of infrastructure and affordable housing within the financial period 2020/21.	
11 Nov 2021	Progress and Delivery Quarter 2, 2021-22	Ellen King, Senior Performance Officer	This report presents performance against the Council's key performance indicators for quarter two (July - September), 2021-22.	24 March 2021

11 Nov 2021	Selective Licensing - Future Options and Proposals	Andy Gray, Housing and Enforcement Manager	To provide Councillors with information on the options available in relation to a future Selective Licensing Scheme and seek approval to consult upon these.	
<b>16 DECEMBER 2021</b>				
16 Dec 2021	Hemswell Cliff Managed Estate Contract	Shayleen Towns, Senior Community Action Officer	WLDC contract to manage a private estate at Hemswell Cliff is a 5 year contract 1 July 2018 to 31 March 2023. This report is ask members to consider a further 5 years from 1 April 2023.	09 June 2021
24 Jan 2022	Local Council Tax Support Scheme 2022/23	Angela Matthews, Benefits Manager, Alison McCulloch, Revenues Manager	Local Council Tax Support Scheme 2022/23	09 June 2021
16 Dec 2021	Council Tax, Business Rates and Sundry Debtor Write Offs 2021/22	Alison McCulloch, Revenues Manager	Write offs over £2,500 relating to council tax, business rates and sundry debtor accounts	13 July 2021
<b>JANUARY 2022</b>				
13 Jan 2022	Progress and Delivery Measures and Targets 2022-23	Ellen King, Senior Performance Officer	This report presents for approval the Council's proposed performance measures, and corresponding targets for 2022-23.	24 March 2021
13 Jan 2022	Review of Whistleblowing Policy	Emma Redwood, Assistant Director People and Democratic Services	To review the Whistleblowing Policy taking into account G&A committee recommendations June 2021	13 July 2021
13 Jan 2022	Purchase of former Lindsey Centre	Elaine Poon, Local Development Order and Major Projects Officer	Potential purchase of former Lindsey Centre	
13 Jan 2022	Voluntary & Community Sector Strategy	Grant White, Enterprising Communities Manager	To approve recommendations from Prosperous Communities Committee on community funding budgets and spend.	

---

**10 FEBRUARY 2022**

---

7 Mar 2022	Executive Business Plan and Medium Term Financial Plan 2022/23	Tracey Bircumshaw, Assistant Director of Finance and Property Services and Section 151 Officer	To present the Executive Business Plan, Budget 2022/23 and the Medium Term Financial Plan 2022/23-2026/27	22 January 2021
10 Feb 2022	Budget and Treasury Monitoring - Qtr 3 2021/2022	Sue Leversedge, Business Support Team Leader	this report sets out the revenue, capital and treasury management activity from 1 April to 31 December 2021	
10 Feb 2022	Corporate Policy and Resources Committee Draft Budget 2022/2023 and estimates to 2026/2027	Sue Leversedge, Business Support Team Leader	The report sets out details of the overall Draft Revenue Budget 2022/23 including that of this Committee and those recommended by the Prosperous Communities Committee for the period 2022/23, and estimates to 2026/27 to be included in the Medium Term Financial Plan.	
10 Feb 2022	Committee Timetable 2021-2022	Katie Storr, Democratic Services & Elections Team Manager (Interim)	To follow the format of previous years	24 March 2021
10 Feb 2022	Budget and Treasury Monitoring - Period 3 2021/22	Sue Leversedge, Business Support Team Leader	this report sets out the revenue, capital and treasury management activity from 1 April 2021 to 30 September 2021	09 June 2021
4 Apr 2022	Annual Treasury Report	Caroline Capon, Corporate Finance Team Leader	Annual Treasury Report for 2021/22	13 July 2021

---

**14 APRIL 2022**

---

14 Apr 2022	Lindsey Centre update	Sally Grindrod-Smith, Assistant Director of Planning and Regeneration, Elaine Poon, Local Development	An update on the leisure scheme following the concurrent committee meeting on 11 June 2019	24 March 2021
-------------	-----------------------	---	--	---------------

---

Order and Major Projects  
Officer

14 Apr 2022	Budget and Treasury Monitoring - Period 4 2021/2022	Sue Leversedge, Business Support Team Leader	this report sets out the revenue, capital and treasury management activity from 1 April 2021 to 31 March 2022	09 June 2021
14 Apr 2022	Budget and Treasury Monitoring - Qtr 4 2021/2022	Sue Leversedge, Business Support Team Leader	This report sets out the revenue, capital and treasury management activity from 1 April 2021 to 31 March 2022.	

# Agenda Item 9a

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted



Document is Restricted

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted