

AGENDA

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

**Prosperous Communities Committee
Tuesday, 7th June, 2022 at 6.30 pm
Council Chamber - The Guildhall**

PLEASE NOTE DUE TO CAPACITY LIMITS WITHIN THE GUILDHALL WE WILL BE OPERATING A REDUCED PUBLIC VIEWING GALLERY

Those wishing to simply view the meeting will be able to watch live via:
<https://west-lindsey.public-i.tv/core/portal/home>

Members:

- Councillor Owen Bierley (Chairman)
- Councillor John McNeill (Vice-Chairman)
- Councillor Mrs Tracey Coulson (Vice-Chairman)
- Councillor Stephen Bunney
- Councillor Christopher Darcel
- Councillor Michael Devine
- Councillor Jane Ellis
- Councillor Steve England
- Councillor Mrs Jessie Milne
- Councillor Jaime Oliver
- Councillor Roger Patterson
- Councillor Mrs Lesley Rollings
- Councillor Jim Snee
- Councillor Trevor Young

1. Apologies for Absence

2. Public Participation

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

3. Minutes of Previous Meeting

(TO FOLLOW)

To confirm and sign as a correct record the Minutes of the Prosperous Communities Committee held on Tuesday, 3 May 2022

4. **Matters Arising Schedule** (PAGES 3 - 4)
Setting out current position of previously agreed actions as at 26 May 2022
5. **Members' Declarations of Interest**
Members may make any declarations at this point but may also make them at any time during the course of the meeting.
6. **Public Reports**
- i) Lincolnshire Wolds Funding 2022-2025 (PAGES 5 - 46)
 - ii) Visitor Economy Strategy 2022 (PAGES 47 - 100)
 - iii) Progress & Delivery Quarter Four (2021-22) (PAGES 101 - 141)
 - iv) Workplan (PAGES 142 - 143)

Ian Knowles
Head of Paid Service
The Guildhall
Gainsborough

Thursday, 26 May 2022

Prosperous Communities Matters Arising Schedule

Purpose:

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

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

Matters Arising Schedule

Status	Title	Action Required	Comments	Due Date	Allocated To
Green	enforcement Training for Parish Councils	<p>Extract from mins 22/10/19</p> <p>in the past Officers from within the enforcement team had provided training to local residents in order that they could be certified to issue fixed penalties. The number of tickets issued by such persons however was very limited because although they had received training catching the culprit in the act still remained a challenge. This was something Officers were prepared to take away and see if further training could be offered as it had been previously and if there was desire and need in the community</p>	<p>Following the end of pandemic restrictions and the recent appointment of a new licensing & community safety officer role, officers are now able to prepare delivery of enforcement training for parish councils.</p> <p>Officers will communicate with Parish Councils to gauge level of interest for the training and organise any sessions accordingly during Q1 and Q2 2022/23.</p>	30/06/22	Grant White
Green	information pack for parish councils re reporting issues	<p>Extract from mins of mtg 22/10/19</p> <p>Officers undertook to prepare a guidance and information pack for Parish Councils covering some of the top issues affecting a number of parishes, explaining how to report certain issues and the options available to them. This was welcomed.</p>	<p>A new webpage listing support for Parish Councils was created during the initial work to establish a Parish Charter: www.west-lindsey.gov.uk/parishsupport.</p> <p>Limited promotions of the page took place during the pandemic. A new council website is currently being developed and this page will be refreshed once launched.</p> <p>Further promotion of this dedicated webpage will take place with all Parish Councils. This is expected to take place during Q1 2022/23.</p>	30/06/22	Grant White

Green	<p>parish charter publicity and promotion and yearly impact review</p>	<p>approval to commence the publicity and promotion of the charter as per section 4 of the parish charter report.</p> <p>Also need to put in yearly review report as per section of the report</p>	<p>Limited promotion of the Parish Charter took place during the pandemic. Officers have recommended a review of the charter should take place earlier than scheduled to ensure it still meets it's aims and objectives following any changes in circumstances as a result of the pandemic.</p> <p>An action to review the Parish Charter and present recommended changes will now be added to the Forward Plan for Prosperous Communities Committee. This work will be scheduled to take place during Q2 2022/23.</p> <p>Promotion of the Parish Charter will take place following any changes approved by Committee.</p>	30/09/22 Grant White
Green	<p>CCTV Case studies for Members Newsletter</p>	<p>extract from mins of mtg 14/7/2020</p> <p>Members felt it imperative that there was better reporting of outcomes directly resulting from CCTV intervention or information in order to improve public confidence. Officers undertook to publish some case studies in a future edition of the Members Bulletin</p>	<p>An annual report on CCTV for 2021 has been produced and currently having the case studies finalised for publication. This report will be published online for Members and public to view in early Q1 2022/23.</p>	30/06/22 Grant White



Prosperous Communities

Tuesday, 7 June 2022

Subject: Lincolnshire Wolds Funding 2022-2025

Report by:

Assistant Director Homes and Communities

Contact Officer:

Grant White
Communities Manager

grant.white@west-lindsey.gov.uk

Purpose / Summary:

To present new MoU for the Lincolnshire Wolds Countryside Service including funding commitment matching DEFRA and other Local Authority contributions.

RECOMMENDATION(S):

- 1. Committee approve 3-year funding commitment for the Lincolnshire Wolds Memorandum of Agreement 2022-2025.**

IMPLICATIONS

Legal:

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

The Countryside and Rights of Way Act (2000) reaffirmed the duty and obligations for the protection and management of AONBs. Part IV of the Act; Sections 82, 84, 85, 86 and 89 (as detailed within the Management Plan) are of particular relevance, and places a legal requirement on all relevant local authorities to prepare and publish a partnership Management Plan.

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

Financial : FIN/33/23/PC/SL

The report requests approval for a commitment of £17,830 pa for the 3 financial years' 2022/2023 to 2024/2025. There is ongoing budget provision of £17,900 pa allocated within the MTFP for this purpose.

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

Staffing :

Not applicable.

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

Equality and Diversity including Human Rights :

Not applicable.

Data Protection Implications :

Not applicable.

Climate Related Risks and Opportunities:

The Lincolnshire Wolds Countryside Service plays an important role in championing and supporting activity associated with reducing carbon and environmental impact. Work and actions associated with climate and environment including bio-diversity are listed within the Lincolnshire Wolds Management Plan 2018-2023.

Section 17 Crime and Disorder Considerations:

Not applicable

Health Implications:

The Lincolnshire Wolds as an AONB provides important open space that can support the health and wellbeing of its residents, visitors and communities. Whilst much of the delivery activity of the Lincolnshire Wolds Countryside Service does focus on environment and landscape, the associated activities, support and events that take place in the AONB further support health and wellbeing outcomes.

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

17th July 2018 - Lincolnshire Wolds Area of Outstanding Natural Beauty (AONB) Management Plan 2018-2023 – Report to Prosperous Communities Committee.

Risk Assessment :

Not applicable.

Call in and Urgency:

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

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

Yes

No

Key Decision:

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

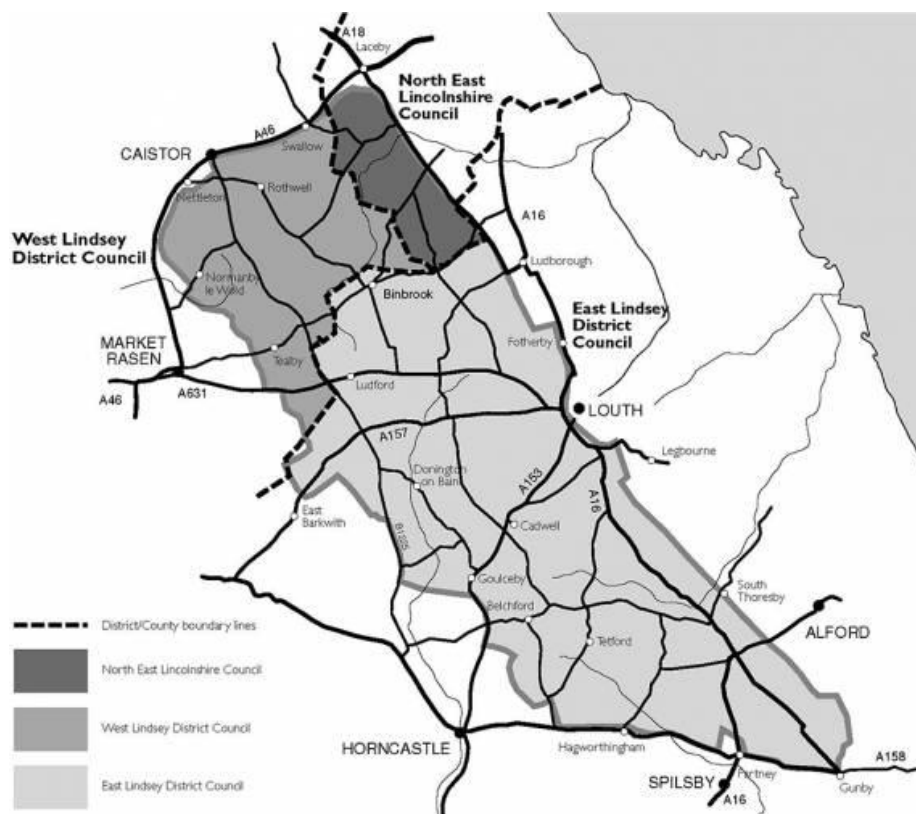
Yes

No

1. Introduction

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

Lincolnshire Wolds AONB area map:



- 1.2 The Countryside and Rights of Way (CROW) Act 2000 introduced new measures to help protect AONBs. The role of Local Authorities was clarified, including the duty for all public bodies to have regard to the purposes of AONBs (to conserve and enhance their natural beauty) when undertaking their work and a requirement to prepare a Management Plan setting out how they will care for their AONBs.
- 1.3 In order to fulfil their responsibilities towards the AONB, the relevant local authorities came together along with the Department for Environment, Food and Rural Affairs (Defra) (now a role covered by Natural England) to form a partnership approach to carry out these responsibilities.
- 1.4 The Lincolnshire Wolds AONB has an established Joint Advisory Committee (JAC) which is a partnership of public, private and voluntary organisations and representatives who have a specialist interest in the area. The Joint Advisory Committee guides activity on a wide range of issues across the Wolds.

- 1.5 The Lincolnshire Wolds Countryside Service (LWCS) provides the dedicated staff for the AONB and is hosted by Lincolnshire County Council on behalf of the Joint Advisory Committee. The Lincolnshire Wolds Countryside Service receives 75% of its core funding from Defra with the relevant local authorities combining to cover the additional 25%. The payments reflect a combination of geographic proportion and financial/value return of the AONB in each Council's area.
- 1.6 A Joint Management Group (JMG) also operates, made up of elected member and officer representatives from the funding partners, to ensure that statutory duties placed on local authorities are delivered and to oversee the effective use of resources. West Lindsey District Council is entitled to two Elected Member representatives, as are Lincolnshire County Council and East Lindsey District Council; North East Lincolnshire has one elected Member representative due to the small amount of the AONB in its area.
- 1.7 The Joint Advisory Committee (JAC) meets twice a year and the Joint Management Group (JMG) meets four times a year.
- 1.8 The current Management Plan covers from 2018 to 2023 and was adopted by the Council at the Prosperous Communities Committee on 17th July 2018. Work to review the management plan will begin during 2022.

The Lincolnshire Wolds Management Plan 2018-2023 can be accessed online: <https://www.lincswolds.org.uk/our-work/management-plan>

2. Memorandum of Agreement

- 2.1 The Memorandum of Agreement (MoA) sets out the roles, responsibilities and structure of the partnership, including the funding commitment level of the partners and is reviewed every three years.
- 2.2 The Countryside Service carries out many projects on the ground, which are highly valued by the local population and visitors. Some examples include:
 - The production of walking and cycling leaflets and activities throughout the year
 - Promoting the Wolds at events such as the Lincolnshire Show
 - Hosting a promotional website
 - Administering two grant schemes (funded by Defra); the Sustainable Development Fund for larger projects and the Small Grants Fund for projects up to £1,000; these support the projects of local communities and businesses.
 - Carrying out advisory visits to farmers and land owners to provide advice and support for land management to enhance the AONB and supporting access to grants and stewardship schemes

- Responding on behalf of the JAC to consultations on planning applications in, and affecting the setting of the Wolds, and strategic policy documents of various organisations
- 2.3 An updated version of the Memorandum of Agreement has been produced following confirmation of Defra funding until 2025. In recent years an MoA has been prepared on an annual basis, although West Lindsey District Council have committed to its funding allocation within the MTFP.
- 2.4 The new MoA now covers a 3-year period to match the funding commitment secured from Defra. The Defra funding commitment is subject to obtaining the required match funding from Local Authority partners through this MoA.
- 2.5 The MoA will be signed by an appropriate officer following the council's delegated procedures.

APPENDIX 1 – Lincolnshire Wolds MoA 2022-2025

3. Funding Commitment

- 3.1 On 1st April 2022, Defra have confirmed the core grant settlement for Lincolnshire Wolds AONB is £190,056.40 annually. Defra will now prepare a 3-year grant agreement. There remains a grant condition that the grant recipient (Lincolnshire Wolds Countryside Service) has secured at least 25% of its core expenditure from other sources. This is covered by the contributions from Local Authority partners plus any additional funding that can be secured per year from other grant funding or investment opportunities.
- 3.2 It is proposed that all Local Authorities commit to the current levels of funding for the duration of the Lincolnshire Wolds MoA 2022-2025. For West Lindsey District Council this would be a commitment of £17,830 annually until 2024/25 financial year. This amount has already been budgeted as part of the Council's MTFP.
- 3.3 The Lincolnshire Wolds MoA 2022-2025 would commit Local Authorities to the following contributions:

Organisation	2022/23	2023/24	2024/25
Lincolnshire County Council	£30,920	£30,920	£30,920
East Lindsey District Council	£17,750	£17,750	£17,750
West Lindsey District Council	£17,830	£17,830	£17,830
North East Lincolnshire Council	£3,850	£3,850	£3,850

- 3.4 In addition to core funding East Lindsey District Council also invest £30,000 annually as part of wider activity and tourism promotion across the Wolds area. This includes the core delivery of the Love Lincs Wolds website and associated marketing. East Lindsey District Council also provide the operational base for the Countryside Service (Navigation Warehouse, Louth) at a substantially

lowered rate. These additional commitments to the wider Wolds area reflect the amount of core funding provided in comparison to other local authorities.

4. Corporate Plan Priorities

4.1 The Council's support for the Partnership helps to deliver a number of aspects of the Corporate Plan in particular:

- **Our Council**

- Finances – helps to secure match funding into the district area
- Partnerships – strong partnership working with local communities, local authorities and government departments

- **Our People**

- Health & Wellbeing – helping to promote access and correct management of the Wolds area
- Leisure – provides a wide range of leisure opportunities and activities in the Wolds area
- Skills – skills development through a wide range of activities and projects led by the Countryside Service
- Vulnerable Groups & Communities – Countryside Service works with very rural and isolated communities

- **Our Place**

- Economic Growth – supports rural economy including farming, land management and other rural businesses
- External Investment – helps to secure external funding including match funding
- Enhanced Environment – provides a strong and robust partnership and management approach to maintaining and enhancing the Wolds area

5. Other Options

5.1 The other option to continuing with the Memorandum of Agreement is for the Council to withdraw from the partnership. As a result, the Council would be required to undertake the work required by the Countryside and Rights of Way (CROW) Act 2000 independently.

5.2 It is considered that to do so would damage the wider partnership arrangements and would have a detrimental impact on the work in the AONB. This would include a reduction of core funding provided by Defra. It is also anticipated that there would be significantly increased costs for the Council in meeting its obligations in isolation from the partnership arrangements in place.

6. Recommendations

- 6.1 Committee approve 3-year funding commitment for the Lincolnshire Wolds Memorandum of Agreement 2022-2025.

THIS MEMORANDUM OF AGREEMENT is made the 1st day of April 2022

BETWEEN

(1) **LINCOLNSHIRE COUNTY COUNCIL** of County Offices Newland, Lincoln LN1 1YL (**“Host Authority”**).

(2) **EAST LINDSEY DISTRICT COUNCIL** currently of Tedder Hall, Manby Park, Louth, Lincolnshire LN11 8UP

(3) **WEST LINDSEY DISTRICT COUNCIL** of Guildhall, Marshall’s Yard, Gainsborough, Lincolnshire DN21 2NA

(4) **NORTH EAST LINCOLNSHIRE COUNCIL** of Municipal Offices, Town Hall Square, Grimsby, North East Lincolnshire, DN31 1HU (**“the Parties”**).

IT IS AGREED as follows:

WHEREAS

(A) This Agreement provides a framework for the delivery of duties and obligations arising from Part IV of the Countryside and Rights of Way Act 2000 including the operation and management of an AONB Partnership (**“the Partnership”**), a Staff Unit to act on behalf of the Partnership and the publishing, reviewing and monitoring of the Management Plan.

(B) This Agreement also sets out a shared vision for and commitment to AONB management by all Parties to the Agreement. It outlines the expectations on all Parties to achieve this vision, including a local reflection of the original national tri-partite agreement between Defra, Natural England and the National Association for Areas for Outstanding Natural Beauty (**“NAAONB”**)

(C) This Agreement is intended to bind partners to give interim security for the funding of an AONB programme over a three year period, pending further news on Defra's funding settlement beyond 31st March 2025.

NOW IT IS AGREED as follows:

1. Definitions and Interpretation

1.1 In this Agreement the following words and expressions shall have the following meanings unless the context requires otherwise:

“AONB” means an Area of Outstanding Natural Beauty

“the Partnership” means the Lincolnshire Wolds Joint Advisory Committee (JAC) as detailed in Schedule 1 comprising of the “Funding Partners” (listed below) and the non-funding partners listed in Schedule 3

“Funding Partners” means the following Local Authority Funding Partners: namely, Lincolnshire County Council (host authority); East Lindsey District Council; West Lindsey District Council; and North East Lincolnshire Council - referred to in this Agreement as the “Local Authority Funding Partners”

“Non-Funding Partners” means the organisations listed in Schedule 3

“the Term” means the period of one year between 1st April 2022 and 31st March 2025

“Eligible Costs” means those costs listed in clause 8

“Management Plan” means the AONB Management Plan that the local authorities have a statutory duty under the Countryside and Rights of Way Act 2000 to produce and review in relation to any AONBs in their area

“Annual Business Plan” means the Partnership business plan which sets out the work to be undertaken in line with the Management Plan for the financial year(s) in question

“the Host Authority” means the local authority responsible for the Partnership’s finances and employment of AONB staff

“the Parties” means any Party to this Agreement individually and **“Parties”** refers to all of the parties to this Agreement collectively. A Party shall include all permitted assigns of the Party in question

“Staff Unit” means the unit established by the Host Authority employing all and any staff engaged in the work of the Partnership, including the Core Staff

“Core Staff” means the staff funded by the budget detailed in clause 7 for the purposes of the core functions listed in Schedule 2 but does not include or cover new posts established through externally funded projects

“Sustainable Development Fund” means a funding programme to aid the achievement of AONB purposes by encouraging individuals, community groups and businesses to co-operate together to develop practical and sustainable solutions to the management of their activities.

In this Agreement where the context requires:

the masculine gender includes the feminine and the neuter and the singular includes the plural and vice versa;

references to any statute, enactment, order, regulation or other legislative instrument include any amendment to the same by any subsequent statute, enactment, order, regulation or instrument or as contained in any subsequent re-enactment thereof;

a reference to a person shall include a reference to any individual, company, or other legal entity;

references to clauses and Schedules are, unless otherwise stated, references to clauses in and Schedules to this Agreement;

headings are provided for ease of reference only and shall not be taken into account in the interpretation or construction of this Agreement.

Subject to clause 1.4 the Schedules form an integral part of this Agreement.

In the event of any conflict between the provisions of this Agreement and the provisions in the Schedules the provisions of this Agreement shall prevail and for the purposes of this clause 1.4 only the term “Agreement” shall not include the Schedules.

2. Shared Vision

Working together to ensure that the natural beauty of AONBs is conserved, enhanced and promoted for the benefit of all; valuing the contribution of each AONB and the network as a whole for the protection of our finest landscapes; supporting local action and national

collaboration; recognising and meeting the challenges for the future. AONBs are seen as functioning landscapes and exemplars of coherent and resilient ecological networks which can deliver wider benefits for society – developing natural capital, supporting our local communities and businesses, and enhancing public health and wellbeing. These aspirations link with Natural England's Conservation 21 Strategy which is based on three guiding principles; 1) creating resilient landscapes, 2) putting people at the heart of the environment and 3) growing natural capital.

2.1 The Parties to this Agreement believe that:

2.1.1 AONB management structures should be strongly supported by partners and relevant authorities.¹

The statutory requirement to produce Management Plans provides an important opportunity to strengthen partnerships and achieve better outcomes.

Security of funding and flexibility of funding for AONBs will deliver better outcomes.

There should be a “can do” culture which is not risk-averse but where lessons from novel approaches are encouraged and learnt from, in both success and failure.

2.1.5 Monitoring of environmental outcomes is essential and needs to be undertaken to develop a sound, spatially-relevant evidence base.

2.1.6 Opportunities should be taken to maximise the synergies between the outcomes of the Management Plan with the plans of other Parties, and of the wider Protected Landscape network.

3. Duration

3.1 This Agreement shall be deemed to have commenced on 1st April 2022 and shall terminate on 31st March 2025 (“Term”) unless terminated earlier in accordance with the provisions of clause 11 or extended in accordance with clause 3.2.

3.2 At any time before the end of the Term the agreement may be extended by the written agreement of the Parties (“Extended Term”) provided that the Parties’ financial contributions have been agreed prior to the commencement of the Extended Term.

4. Partnership Roles, Responsibilities and Structure

4.1 The Partnership

4.1.1 The Partnership (‘The Lincolnshire Wolds Joint Advisory Committee’) was formed in 1998.

¹ As defined by S85 of CROW Act - relevant authority includes government departments, Natural England included, and public sector as well as statutory undertakers

4.1.2 The Partnership membership, terms of reference, structure and operation is set out in Schedule 1.

4.2 The Staff Unit

4.2.1 The purpose and objectives of the Partnership will be assisted by the employment of a Staff Unit to act on its behalf. Part 1 of Schedule 2 shows Core Staff and non-Core staff. The Staff Unit will coordinate, champion, act as a focus and bring bodies together for action, and bid for funds. The Staff Unit will carry out the core functions set out in part 2 of Schedule 2.

4.2.2 The Staff Unit will work for the whole Partnership and have its own identity. Activities will be delivered under the identity of the Partnership, rather than that of the Host Authority or individual Parties.

4.2.3 A degree of independence for the Partnership from the Host Authority will be necessary, particularly when the Partnership is consulted by or is required to make comments and provide advice on schemes and activities of its constituent Local Authorities.

4.3 The Host Authority

The Host Authority (Lincolnshire County Council) will be responsible for exercising its duties in relation to the Countryside and Rights of Way Act 2000, and for line managing the AONB Manager, acting as employer of the staff employed as part of the Staff Unit, providing human resources and IT support and exercising responsibility for the financial management of the Partnership in accordance with clause 8.

4.4 Local Authority Funding Partners

The Local Authority Funding Partners will be responsible for exercising their duties in relation to the Countryside and Rights of Way Act 2000, and for:

- 4.4.1 Contributing to the costs of the Partnership in accordance with clause 10.
- 4.4.2 Working with the Host Authority, Defra and Natural England in relation to the management of the AONB.
- 4.4.3 Providing a recognised lead officer and contact who will be involved in supporting the Staff Unit, the Management Plan process and Partnership activity; and
- 4.4.4 Working with local government members to promote the role and value of AONBs to society and our natural environment.

4.5 Non-Funding Partners

The Non-Funding Partners will be requested to assist the Host Authority, Defra, Natural England and the Funding Partners in managing the AONB by providing advice and guidance in their specific areas of expertise and contribute to the delivery of the Management Plan.

4.6 Defra

Though not party to this MoA, Defra will remain responsible for exercising its duties in relation to the Countryside and Rights of Way Act 2000, and for:

- 4.6.1 Contributing to the costs of the Partnership in accordance with clause 9 – see also Annex 3 - Lincolnshire Wolds AONB Offer Letter.
- 4.6.2 Working to the principles set out in the tri-partite Memorandum of Understanding between Defra, Natural England and the NAAONB, a copy of which is annexed to this Agreement.
- 4.6.3 Supporting the work of the Partnership.
- 4.6.4 Working across Government and with national organisations to promote the role and value of AONBs to society and our natural environment.

5. Employment of a Staff Unit

5.1 An AONB Staff Unit will be supported by the Host Authority. Details of the Staff Unit are more particularly described in part 1 of Schedule 2.

5.2. AONB Manager

5.2.1 An AONB Manager will be employed at a senior level to act as a respected advocate for, and champion of the AONB. The AONB Manager will continue to be given authority to work with key partners at a senior level, for example Chief Executives, lead Planning Officers, key committees and Local Authority members.

5.2.2 The line management of the AONB Manager for day-to-day purposes will be through the Host Authority.

5.3 Other AONB Staff

5.3.1 Other AONB staff, forming part of the Staff Unit, will continue to be employed on behalf of the Partnership to take forward the Annual Work Programme and Management Plan.

5.3.2 AONB staff will report to the AONB Manager or his/her nominee and will work to a programme agreed by the Partnership against which progress will be monitored.

6. Redundancy

6.1 Supported by the Host Authority, the Lincolnshire Wolds AONB Partnership (Joint Advisory Committee – JAC) and its Joint Management Group, will provide advice with regards to the management of financial risks and responsibilities.

6.2 Any redundancy payments legally due to any AONB Staff under Part XI of the Employment Rights Act 1996 or other relevant legislation on termination of employment will be met by the Parties, including from budgets already held by the host authority on behalf of the Partnership.

6.3 In the case of redundancy, costs will be reasonably attributed following the advice of the Host Authority, Partnership and Joint Management Group, with any third party contributions being maximised wherever possible.

6.3 For the avoidance of doubt, where there is a withdrawal or a sufficiently large reduction in funding, or when a contract or funding source expires, resulting in redundancy becoming unavoidable and leading to the payment of redundancy costs, the costs will be

eligible from this contribution and the Local Authorities' contributions and from any third party contributors to work in pursuit of the AONB Management Plan that has entailed the employment of staff.

6.5 Each party's liabilities in respect of redundancy costs shall be limited to an overall cap which will be no more than their total contribution monies paid to the Host Authority in the previous grant year.

7. Financial and Administrative arrangements

7.1 The income and expenditure of the Partnership will be met in the first instance by the Host Authority which will be responsible for the exercise of proper financial control and for collecting contributions from Defra and the Local Authority Funding Partners as detailed in clauses 9 and 10.

7.2 The details of the budget will be agreed annually by the Partnership's Funding Partners and an appropriate grant application submitted to Defra.

7.3 The Host Authority will be responsible for submitting the annual AONB financial contribution application to Defra in accordance with any guidance issued by Defra by 31st January in any year.

7.4 Defra's contribution shall be paid in arrears to the Host Authority on receipt of an agreed claim and in accordance with guidance issued by Defra.

7.5 The Local Authority Funding Partners will:

7.5.1 Make annual contributions in accordance with the provisions of clause 10

7.5.2 Commit to providing three years of funding as set out in clause 10.

7.6 The partners understand that Defra will:

7.6.1 Make annual financial contributions to support the work of the Partnership to be made in-line with the single pot contribution set out in clause 9

7.6.2 Commit to providing three years of funding as set out in clause 9.

8. Eligible Costs for core functions

8.1 Eligible Costs shall include:

- i) Staff salaries, employers' national insurance, superannuation contributions and payments in respect of absence through sickness in accordance with Host Authority conditions of service;
- ii) Accommodation (office rents and rates), IT, office equipment, insurance, health and safety;
- iii) Office support services to include but not limited to financial and legal support, IT support and property services;
- iv) Pay awards and inflationary increases;
- v) Maternity pay;
- vi) Training;
- vii) Travel and subsistence expenses, including as necessary, lease and general running costs for works vehicle;
- viii) Any redundancy payment due to a post holder employed by the Host Authority exclusively for the purposes of the Partnership and where the post holder's entitlement to the said payment arises in circumstances envisaged in clause 6;

8.2 A Partnership budget to be used for eligible external costs, for example, for specialist advice, research, public relations, publications, events; costs of establishing and running the AONB Partnership; costs associated with the production of the Management Plan; advertising for vacant posts and travel and subsistence costs incurred by interview candidates and other recruitment costs; other project and activities necessary to deliver the core functions listed in part 2 of Schedule 2

9. Defra Funding

9.1 Though Defra are not party to this MoA, they will continue to make a contribution to the Partnership – the 2022-23 settlement is as detailed in the offer letter (see Annex 3) with indicative grant levels for 2023-24 and 2024-25. This contribution is made under section 98 of the Natural Environment and Rural Communities Act 2006.

9.2 This contribution is made with the firm expectation that the Local Authority members of the Lincolnshire Wolds Area of Outstanding Natural Beauty Partnership will continue to provide financial contributions which give medium term security, matching Defra's commitment to an AONB funding programme.

9.3 This contribution comes as a single sum, leaving the AONB Partnership free to review and approve, as appropriate, the Staff Unit's recommendations about how the money is allocated, and is made in support of the delivery of the vision, objectives and

action plan of the Lincolnshire Wolds Area of Outstanding Natural Beauty Management Plan and the accompanying Lincolnshire Wolds AONB Work Programme and its revisions.

9.4 This contribution will be used towards Eligible Costs listed in sub clause 8.1, 8.2 and further project activity in the context of a single pot to achieve the outcomes set out in the Management Plan and the Work Programme.

10 The Local Authority Funding Partners' Funding

10.1 The Local Authority Funding Partners will contribute to the Eligible Costs as set in the table below.

<u>Organisation</u>	<u>FY 2022/23</u>	<u>FY 2023/24</u>	<u>FY 2024/25</u>
Lincolnshire County Council (LCC)	£30,920	£30,920	£30,920
East Lindsey District Council (ELDC)	£17,750	£17,750	£17,750
West Lindsey District Council (WLDC)	£17,830	£17,830	£17,830
North East Lincolnshire Council (NELC)	£3,850	£3,850	£3,850

10.2 The combined Local Authority Funding Partners contributions (including Host Authority - LCC) will equal at least 25% of Eligible Costs for core functions listed in sub clause 8.1 and 8.2 in any Financial Year. The contributions from ELDC, WLDC and NELC should be paid to the Host Authority by the 1st October of that Financial Year.

10.3 In the event of any core/project income carryovers in any given financial year, these will be managed in accordance with hosting authority's accounting procedures, and processed through an accrual process; typically, as receipts in advance and appropriately ring-fenced for the Lincolnshire Wolds AONB.

11 Termination

11.1 Without prejudice to the obligations of the other Parties to each other under this Agreement, which unless otherwise agreed continue, a Party may, by giving not less than one year's written notice, terminate its participation in this Agreement setting out the

reasons for termination. A review of the viability of the continuation of the Partnership will be carried out by the remaining Parties.

11.2 If a Party withdraws from the Agreement in accordance with clause 11.1 the remaining Parties will not be required to take on the responsibility or financial liability of the withdrawing Party. However should the remaining Parties choose to increase their contribution, financial or otherwise, then this will be reflected in an addendum to the Agreement, signed by all the remaining Parties. For the avoidance of doubt, the withdrawing Party will not be entitled to a return of any contribution made in accordance with clause 9 or 10 for the financial year in which they serve notice of their withdrawal.

11.3 The Local Authority Funding Partners will pay contributions in respect of inescapable contractual commitments (apart from redundancy payments that are subject to clause 6 above) entered into in good faith prior to any party giving notice of termination whether or not such commitments involve expenditure after the date of termination. However, for the avoidance of doubt, the said contractual commitments shall not include contract(s) of employment or an agreement(s) to retain the services of a worker or consultant in relation to the Partnership.

11.4 On termination of the Agreement, a statement shall be drawn up of the remaining funds held by the Host Authority pursuant to this Agreement, together with any outstanding liability and once such statement has been agreed between the Parties, the Host Authority shall reimburse the remaining monies to the contributing Parties, pro rata to their initial contributions.

12. Communication

12.1 For the purposes of this Agreement the following are lead contacts for each of the Parties contactable at the address given:

12.1.1 Host Authority, Lincolnshire County Council - Chris Miller

12.1.2 East Lindsey District Council - Kay Turton

12.1.3 West Lindsey District Council - Grant White

12.1.4 North East Lincolnshire Council - Richard Limmer.

13. Jurisdiction

13.1 All disputes or claims arising out of or in connection with the activities of the parties under this Agreement shall be governed by and construed in accordance with the law of England.

14. Reconciliation of Disagreement

Any disagreements will normally be resolved amicably at working level. In the event of failure to reach consensus between the Parties then such failure shall be handled in the following manner:

The dispute shall in the first instance be referred to the relevant Parties' Project Executive officer or manager in the organisation of similar standing for resolution at a meeting to be arranged as soon as practicable after the failure to reach consensus arises, but in any event within ten business days;

If the dispute cannot be resolved in accordance with 14.1.1 above within ten business days after such referral, or within any other period agreed between the Parties then the dispute shall be referred to the relevant Parties' Legal Advisors for resolution at a meeting to be arranged as soon as practicable after such referral, but in any event within ten business days;

If the dispute has not been resolved following a referral in accordance with 14.1.2 the Parties shall settle the dispute by mediation in accordance with the Centre for Dispute Resolution (CEDR) Model Mediation Procedure. Unless otherwise agreed between the Parties, the mediator will be nominated by CEDR.

15. Information

15.1 The Parties are subject to the requirements of the Freedom of Information Act 2000 ("FOIA") and the Environmental Information Regulations 2004 ("EIR") and they shall assist and co-operate with the other Parties as necessary to comply with these requirements.

15.2 In responding to a request for information, including information in connection with the Partnership, a Party will use reasonable endeavours to consult with the other Parties. Notwithstanding this the Parties acknowledge that they may be required to disclose information without consultation, or following consultation with the Parties having taken their views into account.

15.3 The Parties shall ensure that all information produced in the course of the Partnership or relating to the Agreement is retained for disclosure and shall provide all necessary assistance as reasonably requested to enable a Party to respond to a request for information within the time for compliance and shall permit the Parties to inspect such records as requested from time to time

15.4 All Parties acknowledge that any statutory and other constraints on the exchange of information will be fully respected, including the requirements of the Data Protection Act 1998 and the Human Rights Act 1998.

16. Variation and Waiver

16.1 Any variation of this Agreement shall be in writing and signed by or on behalf of each of the Parties.

16.2 No delay by any Party in exercising any provision of this Agreement constitutes a waiver of such provision or shall prevent any future exercise in whole or in part.

17. Contracts (Rights of Third Parties) Act 1999

17.1 The Parties do not intend that any term of this Agreement shall be enforceable by virtue of the Contracts (Rights of Third Parties) Act 1999 by any person that is not a party to it.

This agreement has been deemed to have commenced from 1st April 2022.

The Parties

Lincolnshire County Council

Signed

Date

Position on behalf of

East Lindsey District Council

Signed

Date

Position on behalf of

West Lindsey District Council

Signed

Date

Position on behalf of

North East Lincolnshire Council

Signed

Date

Position on behalf of

SCHEDULE 1

PARTNERSHIP MEMBERSHIP, TERMS OF REFERENCE, STRUCTURE AND OPERATION

1 Aim of the Partnership Agreement

The aim of this Partnership Agreement is to clarify roles and responsibilities, to increase the commitment of members, and to ensure an equitable and transparent relationship between contribution to the work of the JAC and influence over its direction.

Each member of the JAC is expected to commit itself to the aims of the JAC and achieving the national, regional and local objectives for the AONB in the ways outlined in this Agreement. The statutory Lincolnshire Wolds AONB Management Plan will provide a common framework for action. This Partnership Agreement provides the complementary framework to determine how the JAC and its members should operate to maximum effect.

2. Purpose of the Lincolnshire Wolds JAC

In general terms the JAC is guided by national policies originally set out for AONBs primarily by the Countryside Agency, and more recently by its successor, Natural England.

The primary purposes of the JAC within this context are:

to enhance and protect the natural beauty of the AONB
to promote sustainable development and appropriate enjoyment
to promote public and political awareness and support for the AONB
to make the AONB relevant to the people who live and work in and around the Lincolnshire Wolds and to visitors to the area.

Part IV of the Countryside and Rights of Way Act 2000, reaffirmed the statutory duties and obligations for relevant local authorities and other statutory bodies in the management of AONBs.

The Act introduced new measures to help improve the protection of these nationally important landscapes, placing AONBs on a par with National Parks in terms of their high scenic quality. Section 89 introduced a new requirement for all relevant authorities to produce, publish and regularly review an AONB Management Plan.

3. Role of the JAC

The JAC is not a planning authority or an executive body. It is an advisory body which acts as a catalyst and facilitator in making recommendations to its constituent bodies and other organisations on policies and the allocation of resources in relation to the protection and advancement of the AONB. The JAC also plays a significant part in developing an image and sense of identity for the Lincolnshire Wolds, but does not attempt to control the work of its constituent bodies within their own areas of responsibility. The JAC recognises that:

the long term protection of the AONB can only occur if those who live and work in or close to it recognise its value and support its aims
public and political support depends on identifiable achievements leading to a recognition that the JAC and the AONB add value to conservation of natural beauty in the area
the resources it can deploy directly itself will be relatively limited, but can, if well directed, be of great value in raising awareness, facilitating action by others and attracting support from sponsors such as the Countryside Agency, now Natural England, and DEFRA's wider Rural Development Programme for England.

4. Terms of Reference

4.1 The terms of reference of the JAC are as follows:

To assist local authorities in preparing their Corporate Strategies, Local Development Frameworks, Community/Local Strategic Plans or other plans covering all or part of the AONB to ensure their policies and practices (including those for development control) are co-ordinated and consistent with the AONB Management Plan and other relevant guidance adopted by the JAC.

To advise Local Authorities and other agencies on the resources required for effective AONB management.

To advise on and co-ordinate the actions of the constituent organisations to achieve the objectives of the AONB, and in particular ensure the Management Plan is implemented and reviewed. This includes:

- i) monitoring progress and achievements in implementing the Management Plan
- ii) producing an Annual Report which should be widely distributed
- iii) carrying out special studies of key issues, as they arise, by instructing working groups or commissioning research
- iv) consulting with the Local Planning Authorities on policy issues within or adjacent to the AONB that are likely to affect significantly the landscape character of the area acting as a forum for the discussion of major issues affecting the character of the area promoting other action, especially to find additional resources, that is necessary to further the objectives of AONB designation.

To keep under review and make comments, recommendations or representations as appropriate with regard to the boundaries of the Lincolnshire Wolds.

4.2 Any changes in the terms of reference shall be considered formally by the JAC and agreed by a majority of the members present.

4.3 The JAC shall be entitled to set up and decide on the terms of reference of any panels or working groups it considers necessary or appropriate for the performance of its functions.

5. Membership

5.1 All members should be willing and able to contribute to the aims of the JAC, by virtue of financial resources, influence, expertise or commitment of time.

5.2 From the JAC's establishment in 1998 there was initially two categories of membership:

1) Full (or voting) Member

Organisations that have a significant role in the area covered by the AONB and which agree to work in partnership with the JAC can become full members. They accept this partnership agreement. In doing so, they commit themselves to supporting the aims of the AONB as outlined under obligations below. They can:

be consulted on all plans with financial implications
attend the meetings of the JAC as a full voting member.

Membership is by invitation. Invitations will generally be made to:

all County, District and Unitary Authorities in the AONB
other government and voluntary agencies whom the JAC judges are likely to be able and willing to contribute as members.

2) Associate Member

Any appropriate organisation that is in support of or has a willingness to contribute to the aims of the JAC can become an Associate Member. It can:

receive the annual report and other technical plans and papers
be consulted on changes to the management
participate in the work of the JAC through co-option on to a Task Group.

Applications for Associate Membership would have to be approved by the JAC.

5.3 Exceptionally, within this category, the JAC may also appoint individuals whom it considers to have relevant experience, and whom it believes can make a significant contribution to the general aims of the JAC and the implementation of the Management Plan.

5.4 The above membership arrangements were reviewed by the Lincolnshire Wolds Resource Management Group on 22 January 2002 prior to discussions by the JAC on 12th March 2002. The Partnership subsequently agreed that as from 1st April 2003 there will be only a single category of membership with full voting rights. The initial JAC membership fee is £130 per annum, with a gift-in-kind arrangement in place to assist voluntary and charitable organisations that may not be able to provide cash payment.

6. Membership Representation

6.1 Each body on the JAC will be entitled to nominate one representative. However, bodies directly funding the Wolds AONB Unit and represented on its Steering Group (*the Joint Management Group*) will be entitled to nominate two representatives. For the JAC to operate effectively, it is essential that appropriate representatives be appointed.

6.2 Local Authority representatives should be duly elected members of that authority but may be accompanied by one officer. Exceptionally, more than one officer from an authority may attend. Officers will not have voting rights.

6.3 Representatives from other organisations may be elected members, board members or senior officers of that organisation.

6.4 Each organisation will decide on the period of office of its representative(s) on JAC and shall notify the secretariat accordingly.

6.5 In general members will endeavour to ensure their organisation is represented at all meetings of JAC.

6.6 The JAC may review its membership as and when it considers necessary.

7. Chairman and Vice Chairman of JAC

7.1 The JAC will elect a Chairman to serve for a period, usually of two years. This election will take place at the Autumn meeting (usually October). Nominations for Chairman will be sought from the full members of the JAC present and the Chairman should be a bona-fide member of the JAC. The secretariat will distribute all relevant nomination papers to all JAC members at least six weeks prior to elections with clear instructions that all nominees will initially require endorsement from two other JAC partnership organisations. As required, all JAC members will cast their Chairmanship votes through private ballot system at the start of the relevant JAC meeting.

7.2 The JAC shall also elect a Vice Chairman at the same meeting (October). Nominations will be sought from among those present and the Vice Chairman should be a bona-fide member of the JAC.

7.3 In the event of neither the Chairman nor Vice Chairman being present at a meeting of the JAC, a Chairman for the meeting shall be elected from those present.

8. Number, Frequency and Organisation of Meetings

8.1 The JAC will normally meet twice a year, once in the Spring and once in the Autumn, or at such other times as it may determine.

8.2 The Autumn meeting may also include an open session which any interested organisation or individual will be able to attend.

8.3 The JAC may also make arrangements for seminars, tours and site visits on issues/projects relevant to its work as it considers appropriate.

8.4 The secretariat for the JAC shall be provided by the Wolds AONB Unit.

9. Decision Making

9.1 Wherever possible, decisions made at the JAC meeting will be by means of consensus. Voting, when required, will be by a show of hands and decisions reached will be based on the majority of votes cast for or against a particular proposal. In the event of the voting being equal, the Chairman of the JAC will have a second or casting vote, but in the event of the Chairman choosing not to exercise the second or casting vote, the proposal in question will fall.

10. Business to be Dealt with at Meetings

10.1 Agenda for meetings of the JAC setting out the business to be dealt with will normally be despatched to members of the JAC at least seven days in advance of the meeting.

10.2 The Chairman's agreement will be sought prior to dealing with any urgent items of business or any other business not listed on the agenda for meetings of the JAC.

11. Subscriptions/Contributions in Kind

11.1 As amended in 5.4 there is one category of JAC membership with relevant subscriptions and/or in kind contributions to be supplied on request from the AONB Manager.

The AONB account will be held by the Wolds AONB Manager.

Any proposed increase in contribution above that in 5.4 will be at the discretion of the JAC.

SCHEDULE 2

PART 1 - STAFF UNIT STRUCTURE

Stephen Jack	Lincolnshire Wolds Countryside Service Manager (full-time)
Helen Gamble	Project Officer (full-time)
David Rodger	Project Officer (full-time)
Claire Harrison	Administration and Technical Assistant (full-time)
Steve Scoffin	Lincolnshire Wolds Farming in Protected Landscapes Officer (f-time)
Sarah Wellar	Lincolnshire Wolds Farming in Protected Landscapes Administrative Officer (part-time) – By secondment
Ruth Craig	Project Officer - Lincolnshire Chalk Streams (full-time)
William Bartle	Monitoring Officer - Lincolnshire Chalk Streams (full-time)

PART 2 - STAFF UNIT FUNCTIONS

Staff of the LWCS and associated projects, skills and responsibilities in more detail:-

Stephen Jack Lincolnshire Wolds Countryside Service Manager	Steve manages the team, coordinating the production, implementation and review of the Lincolnshire Wolds AONB Management Plan in consultation with the Wolds JAC Partnership. He also deals with planning issues relevant to the AONB, including commenting on local development control matters and strategic plans at the District, County, Regional and National levels. Steve co-ordinates the work of the LWCS through overseeing the secretariat function for the Lincolnshire Wolds JAC, Joint Management Group and other topic groups. He is also in close liaison with the National Association for Areas of Outstanding Natural Beauty (NAAONB) providing a wide range of information and comments pertinent to the wider family of AONBs.
Helen Gamble Project Officer	Helen provides advice and, where appropriate, helps to deliver grant aid to farmers, landowners and community groups on works to implement landscape, wildlife and access improvements within the Wolds. She is also closely involved in the delivery of improvements and interpretation of biodiversity and geodiversity throughout the Wolds, along with forestry and energy crop management on a landscape scale. Currently involved in agri-environmental schemes, educational opportunities and the God's Acre Project. Helen

	also maintains close links to the NAAONB's Communications Team, utilising national promotional opportunities where relevant.
David Rodger Project Officer	David helps to raise awareness of the Wolds through encouraging and supporting a variety of interpretative and community involvement. He is also involved with transport initiatives, including the traditional road signs, and leads on the Wolds Heritage Group, working with partner organisations to promote the importance of the Wolds archaeological resource. David is also the main contact for the Walkers are Welcome network and coordinates Higher Ground – the Wolds e-news publication.
Claire Harrison Administration and Technical Assistant	Claire provides 30 hour/week business support for the team and its wider partnerships. She manages the day to day administrative duties including designing, updating and maintaining the AONB website. She also inputs Wolds specific information onto GIS layers and reviews data access programmes which are used for a wide range of research surveys, reports and evaluations. Claire supports the whole team in various promotional activity, including smart use of relevant social media.
Steve Scoffin Lincolnshire Wolds Farming in Protected Landscapes Officer (FiPL)	Steve is the principal contact for promoting and coordinating Defra's three year national Farming in Protected Landscapes Programme (2021-24) across the Lincolnshire Wolds AONB. This includes providing a range of grant advice and guidance to local farmers, landowners and community groups. Projects must deliver on one of the following themes Climate, Nature, People and Place.
Sarah Wellar FiPL Administrative Officer	Sarah works part-time through a secondment arrangement with the hosting authority's Business Support team, performing a range of administrative duties to aid the governance of the FiPL Programme and the Local Assessment Panel.
Ruth Craig Project Officer (Lincolnshire Chalk Streams Project)	Ruth is the focal point for protecting the threatened Chalk Stream habitat of Lincolnshire and reviewing and developing the Lincolnshire Chalk Streams Action Plan. Funded by Anglian Water, the Environment Agency and HLF the partnership is hosted by the LWCS. Ruth provides advice on site management, assists in the planning of restoration projects and sources funding for a wide range of riparian enhancements. Part of Ruth's work is also related to the national Water for Wildlife project and UK BAP Steering Group for Chalk Streams, with the aim of raising the profile of the nationally important Lincolnshire streams and springs asset.
Will Bartle Monitoring Officer (Lincolnshire Chalk Streams Project)	Further chalk stream project work is undertaken by Will who coordinates the Riverfly monitoring project, practical conservation and community work parties. Will links up closely with local schools to further local education

	opportunities and helps to facilitate a wide range public events to help raise awareness of the chalk stream resource.
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Core Functions of the AONB Staffing Unit to include:

1. MANAGEMENT PLAN

- 1.1 Developing reviewing, preparing and publishing the AONB vision and the Management Plan
- 1.2 Promoting the AONB vision and Management Plan to help distinguish the AONB from adjacent countryside
- 1.3 Advising upon, facilitating and co-ordinating implementation by others of the Management Plan
- 1.4 Accessing resources for management activities
- 1.5 Developing an involvement by the community in the management of the AONB
- 1.6 Providing a management role to co-ordinate AONB protection through the actions of the AONB unit, the AONB Partnership and other partners at a local and strategic level
- 1.7 Problem solving with the unit acting as co-ordinator and facilitators.

2. ADVISORY / ADVOCACY

- 2.1 Advising Local Authorities and other partners on their activities within AONBs, to encourage them to attain the highest possible standards in AONBs
- 2.2 Working with and contributing to the National Association for AONBs (NAAONB) activities, sharing advice and best practice nationally and regionally.
- 2.3 Providing landscape related planning advice (to local planning authorities and in conjunction with Natural England as appropriate in line with, and underpinned by protocols)
- 2.4 Financial support for the NAAONB, subject to determination at NAAONB Annual General Meeting.
- 2.5 Contribution and support to activity between AONBs and protected landscapes to strengthen the status of the AONBs individually and collectively.

3. MONITORING

- 3.1 To monitor and report on progress against Management Plans and Annual Business Plans to the Partnership
- 3.2 To provide monitoring and reporting information to Defra in accordance with any guidance issued by Defra.

SCHEDULE 3

NON-FUNDING PARTNERS OF THE JOINT ADVISORY COMMITTEE (JAC)

Campaign to Protect Rural England - CPRE
Churches Together in all Lincolnshire
Community Lincs
Country Land and Business Association - CLA
Environment Agency
Forestry Commission
Groundwork Lincolnshire
Heritage Lincolnshire
Historic England
Lincolnshire Wildlife Trust
National Farmers Union (East Midlands)
National Trust
Natural England
Ramblers - Lincolnshire

Working together for

Areas of Outstanding Natural Beauty:

A memorandum of understanding between Defra,
Natural England and the National Association for
AONBs



Working together for Areas of Outstanding Natural Beauty:

A memorandum of understanding between Defra, Natural England and the National Association for AONBs (NAAONB)

Additional note: this tri-partite agreement is still deemed to be valid and has not been updated since its last review in 2010-11.

Purpose: To outline the contributions of Defra, Natural England and the NAAONB to achieving a shared vision for the AONB family in England; to delivering effective, efficient and responsive sponsorship of the individual AONB Partnerships and the relevant local authorities in delivering agreed environmental outcomes through both local decision-making and action. It confirms the commitment of each of the parties to supporting the vital work of AONB Partnerships. It sets out a vision of greater independence, security and clarity of priorities and represents a new stage in the relationship between Defra, Natural England, the NAAONB and AONB Partnerships.

Vision: Working together to ensure that the natural beauty of AONBs is conserved, enhanced and promoted for the benefit of all; valuing the contribution of each AONB and the network as a whole to the protection of our finest landscapes; supporting local action and national collaboration; recognising and meeting the challenges of the future. AONBs are seen as functioning landscapes and exemplars of coherent and resilient ecological networks which can deliver wider benefits for society

General Principles of 3-way working: In working to meet the vision and deliver agreed priorities, Defra, Natural England and the NAAONB will recognise and respect the independence and interdependencies of each party, making best use of each party's role and expertise. Openness in communication so that there are no surprises will underpin a relationship based on mutual trust. In the interests of clarity, accountability and avoiding duplication of effort the key roles of each of the parties are identified, recognising that this is a new and developing relationship. This memorandum will be reviewed annually.

- Planned activities must be proportionate to the resources available to each party.
- Openness and accountability between parties.
- Knowledge and information will be actively shared.
- Value for money considerations must run through all project board arrangements and decisions.

What Defra will do

- Provide grant funding in a timely manner to the host authorities for each AONB Partnership, the Conservation Boards, the NAAONB and to the SE & SW Protected Landscape Forum officers, to achieve agreed business plans and subject to matched funding from other partners. Hold grant recipients accountable for the resources provided by the Government.
- Work with and support ministers on policy, grant funding and issues affecting AONBs.
- Act as advocate for AONBs within Defra and more widely across government.
- Maintain an oversight of the current and likely future progress of Partnership delivery of Management Plans and of the strategic direction for AONBs
- Provide guidance on content and implementation of government policy for AONBs.
- Lead on a review of the funding formula and grant negotiations (including the issue of liabilities for redundancies), implementing agreed changes in a way that ensures successful delivery of outcomes, supports innovation and provides value for money.
- Lead on development of a vision and strategic framework for the Protected Landscapes family.

What Natural England will do:

- Provide technical information and expertise on matters relating to AONBs concerning their statutory powers and duties as well as guidance arising out of local relationships with Partnerships and the Conservation Boards.
- Continue to provide individual AONBs and the NAAONB with support and expert advice on the natural environment.
- Fulfil statutory powers and duties in relation to AONBs.
- Provide advice to AONBs on management plans and business plans and be key partners within those plans.
- Advise government, Defra, OGDs and other key stakeholders on matters relevant to landscape, biodiversity and the natural environment which affect AONBs and protected landscapes generally.
- Advise Defra on development of a vision and strategic framework for AONBs and the wider protected landscape family.
- Act as an advocate for AONBs with local, national and international partners.
- Lead on the development of proposals for strategic environmental outcome monitoring and reporting for protected landscapes

What NAAONB will do:

- Co-ordinate and represent the views of AONB Partnerships.

- Disseminate information, advice and guidance to AONB Partnerships
- Work with Defra and Natural England on developing a vision and strategic framework for AONBs
- Work with government and others to strengthen public policy and practice in pursuit of the AONB purpose.
- Encourage innovation amongst AONB Partnerships.
- Support the identification, collation and sharing of best practice among AONB Partnerships, and more widely in the protected landscape network.
- Seek, and share, experience and expertise from overseas from other IUCN Category V protected landscapes.
- Help facilitate closer working between AONB Partnerships and National Park Authorities.
- Encourage delivery of shared objectives, best practice.
- Lead on development of capacity building for fund raising among AONB Partnerships.

Benefits for AONB Partnerships will be:

- Closer relationship with Defra with increased opportunities to input to policy development affecting AONBs.
- Greater Ministerial engagement with AONB Partnerships.
- Better join-up with other protected landscapes.
- Increased local 'ownership' of delivery of AONB purpose.
- Multi-year funding aligned to Spending Review period
- Defra provision of additional influence to maintain/secure local authority input and support

Measures of success:

Transition to new sponsorship arrangements is implemented smoothly with minimal disruption to AONB Partnership functioning, including:

3-4 year indicative allocations and single pot funding approach continued;

Grant payments are made to schedule (from April 2011);

AONB Partnerships, local authorities and funding partners are clear about where responsibilities lie (by April 2011); and

The new relationship is bedded in and working effectively across Defra, Natural England and the NAAONB (by April 2011).

Existing sponsorship arrangements are reviewed and any new arrangements are implemented in a way which maximises value for money and the efficiency and effectiveness of sponsorship delivery, including:

AONB grant funding formula is reviewed in consultation with Partnerships. Any changes agreed (by April 2013) and successfully implemented (by April 2014);

Sponsorship models reviewed including scope for possible synergies with sponsorship of National Park Authorities explored. Any changes agreed (by April 2013) and successfully implemented (by April 2014).

There is a clear understanding of government strategic aims for AONBs and the collective effectiveness of AONB Partnerships as a national network, providing improved outcomes including:

Environmental outcome monitoring, linked to management plan objectives, developed and adopted as a measure of environmental change within AONBs (by April 2013);

AONB Partnerships continue to work together as a coherent collective where a national collaborative approach to delivering their purpose is appropriate. Examples of good practice shared and joint projects developed, including with National Park Authorities where relevant.

AONB Partnerships' capacity to deliver their purpose(s) further developed (by April 2014), including:

AONBs are more independent in deciding how to achieve the objectives of their management plans;

AONB communities are increasingly empowered and engaged in locally relevant decisions and action;

AONBs capacity for leveraging in new sources of funding encouraged and supported. Examples of good practice shared.

Background

14% of England is designated as Areas of Outstanding Natural Beauty (AONBs). The purpose of designation is to conserve and enhance the natural beauty of the area. Of equivalent status to National Parks for their outstanding landscape qualities, AONBs bring great benefits to the nation, from conserving and enhancing the landscape and biodiversity and providing opportunities for public enjoyment, to supporting the rural economy and delivering environmental goods and services.

34 separate AONBs have been designated, each with their own governance and management structures, tailored to local circumstances. The majority of AONBs are managed as AONB Partnerships within a local government context. Two (Chilterns and Cotswolds) are managed through Conservation Boards established as independent organisations. The Boards have two purposes: to conserve and enhance the natural beauty of the area, and to increase the understanding and enjoyment of the AONB. They also have a duty to seek to foster the economic and social well-being of the local communities within the AONB. There are a few other variations in AONB governance and purposes.

Defra is the principal funder of AONB Partnerships and Conservation Boards in England. Natural England is a key statutory adviser in AONB Partnerships and Conservation Boards in England. The National Association for AONBs is an independent organisation that represents the interests of all AONBs.

Explanation of Terms Used

AONB means an area designated as an Area of Outstanding Natural Beauty

AONB Partnership includes any management Partnership, Conservation Board, Joint Advisory Committee or Joint Committee

New sponsorship arrangements from 1 April 2011 responsibility for funding and strategic oversight of AONBs and of the NAAONB will pass from Natural England to Defra. Natural England will continue to provide technical support and advice to AONBs at the local level. As part of the new arrangements Defra has said it will review the formula currently used by Natural England to set grant offers

Management Plan means the AONB management plan that the Conservation Board or relevant local authority has a statutory duty under S89 of the CROW Act to produce and review in relation to any AONBs in their area

Annual Business Plan means the AONB business plan which sets out the work to be undertaken in line with the Management Plan for the financial year(s) in question

Signed on behalf of Defra

A handwritten signature in black ink, appearing to read 'Tanya Arkle', with a long horizontal stroke above the name.

Tanya Arkle

Deputy Director Landscape and Outdoor Recreation Programme

Signed on behalf of Natural England

A handwritten signature in blue ink, appearing to read 'Helen Phillips'.

Chief Executive

Signed on behalf of NAAONB

A handwritten signature in black ink, appearing to read 'Peter Stenard'.

Chairman

Annex 2: Advice on Defra funding to AONBs through a single pot arrangement:

Background

The tri-partite memorandum of understanding between Defra, Natural England and the National Association for AONBs (NAAONB) sets out the basis for a new working relationship between the three parties from April 2011, when responsibility for funding of AONBs transferred from Natural England to Defra. The tri-partite agreement underpins the new funding arrangements between Defra and AONB Partnerships.

Natural England's recent approach to single pot funding has been welcomed by AONB Partnerships. The tri-partite agreement recognises this success, and includes a commitment to a similar funding approach by Defra. The agreement signals Defra's intention to continue to provide 3-4 year indicative grant allocations, and to continuing the single pot approach, providing for flexibility in spending decisions for AONB Partnerships. This approach will aid medium term planning and budgeting and should deliver improved outcomes for the natural environment, including people's enjoyment and understanding.

Purpose of the Single Pot

The single pot gives AONBs greater flexibility to use their funding from Defra to best effect, to meet local circumstances and such that each Partnership is more independent in making spending decisions. It brings together into one funding stream the three strands of funding:

- core functions
- projects
- the Sustainable Development Fund

AONB partnerships and Conservation Boards will need to decide how they wish to allocate the funding contribution they receive from Defra across these three strands, and at what percentage. Defra will however expect AONBs to address core functions, project work and SDF activity, making best use of all available funding sources in producing a programme of work.

Guidance on how to do this is set out below:

1. Core Functions

Core Functions are critical to the successful operation of AONB Partnerships and Conservation Boards. Within core functions it is to be expected that staffing and associated overheads should merit particular protection. As set out in the Defra grant offer letter the grant offer includes a maximum contribution to core funding of 75% and is conditional on AONB Partnerships securing match funding of a further 25% of core funding from other sources (the respective figures for Conservation Boards are 80% and 20%). It is hoped and expected that Local Authority partner contributions to all Core Functions continue at a minimum of 25% (20%), or even at the same levels that have previously

been invested. If Local Authority partners contribute more, then the “surplus” Defra funding may be used for other AONB work. Similarly non local authority partners may contribute and if external funding can be used to support core functions then this could also release money for other activity.

In exceptional circumstances there may be core function items which merit special funding arrangements where Defra funding could be applied at 100%.

Core Functions are defined in the defra MoA and as such provide guidance on minimum standards to allow successful operation of an AONB unit and the delivery of the AONB Management Plan.

2. Project Funding

AONB Partnerships and Conservation Boards are free to determine how they use resources to deliver projects. If 100% AONB project funding is the only way to achieve the desired outcome, this is for the Partnerships to decide in developing their programme.

Defra believes that delivery of AONB Management Plan objectives is generally greater and more sustainable if undertaken in partnership, particularly for large scale or landscape scale projects. It therefore encourages all AONB Partnerships and Conservation Boards to use their project funding to help lever in additional resources.

The ability and willingness of partners to contribute to projects will be variable from partner to partner and from year to year. It is recognised staffing costs can be met by project funding.

3. Sustainable Development Fund (SDF)

The SDF was established as a Ministerial initiative and has political support. Defra believes the previous success of SDF will ensure its continuation in a meaningful way without the need to impose minimum levels of spending, which would go against the ethos of an interdependent and trusting relationship with AONB Partnerships.

Individual SDF initiatives will be identified as part of an AONB’s programme of work. SDF will remain as a visible funding stream in the AONB family and should continue to be recorded and good practice registered to inform Defra and key partners.

There are opportunities to use SDF to add value by encouraging greater uptake of innovative, often community-based, projects. The SDF programme has associated guidance prepared by Natural England which steers the kinds of projects to be developed. This guidance was revised in 2009 to place greater emphasis on encouraging innovation and risk-taking, as well as meeting AONB Management Plan objectives. These risk and innovation elements help clarify the distinction between SDF and other funding streams. Innovative SDF projects should be assessed from local, regional and national perspectives.

Operation of the Single Pot

Defra will inform AONB Partnerships of their indicative individual annual grant. Partnerships will then propose in their application form (and associated Business Plans / Management Plan delivery) how they wish to allocate the funds between the three broad strands of core, project and SDF funding programme. Subject to agreement, Defra will then provide its funding through a contribution letter.

Mid-year changes in the budget and programme are to be expected. Providing these are approved by the Partnerships or are insignificant, there is no need for additional in year approval, from Defra.

Annex 3: Defra Grant Settlement (2022-25) - Lincolnshire Wolds AONB (see attached pdf)



Lincolnshire Wolds
AONB - 2022-25 Defr



**Prosperous Communities
Committee**

7th June 2022

Subject: Visitor Economy Strategy 2022

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 present the draft West Lindsey Visitor Economy Strategy and Action Plan for approval.

RECOMMENDATION(S):

1. The draft West Lindsey Visitor Economy Strategy and Action Plan are approved.
2. Members receive updates on progress and performance against the agreed strategy and action plan from the Leisure, Culture, Events and Tourism Sub Group.

IMPLICATIONS

Legal:

The development of the Visitor Economy Strategy has no direct legal implications for the Council. Legal implications may be identified for specific interventions or projects but those will be subject to separate scrutiny as part of the business case and delivery process for that specific activity.

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

Financial: FIN/23/23/MT

No financial implications arising as a result of this report. Any financial requirements will be subject to separate business case development.

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

Staffing:

No staffing changes or implications as a result of this report. The actions and projects contained in the Action Plan will be co-ordinated and delivered by Officers of the Growth Team with the contribution of other colleagues within the Council and/or external partners as determined. Additional resources or skills requirements to deliver specific projects will be continually reviewed and monitored

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

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 :

Climate Related Risks and Opportunities: Climate change and sustainability are the underpinning principles of this strategy which aspire to put green agenda at the centre of our economic revival and growth.

An Environment, Sustainability and Climate Change Strategy was approved by the Council in June 2021 which sets a high-level ambition and commitment to reduce our carbon footprint to net-zero by 2050. The Visitor Economy Strategy references this policy framework to the Climate Change Strategy which shares the same vision of decarbonising our district and communities and championing the transition to a low carbon economy.

Section 17 Crime and Disorder Considerations:

Health Implications: Health and wellbeing are strongly linked and interwoven into the aims of the Visitor Economy Strategy and are co-benefits of a more inclusive and sustainable way of living.

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 :

Call in and Urgency:

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

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

Yes

No

Key Decision:

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

Yes

No

1 Introduction

- 1.1 In late 2019 WLDC began the drafting of a Visitor Economy Strategy to support our Corporate Plan ambition of 'A vibrant visitor economy'. A draft of the strategy was initially developed however, in early 2020, resources were diverted into the delivery of the Covid-19 business grants and work on the strategy was delayed. Although our Corporate Plan aspiration for the visitor economy remains, the national and regional policy environment as well as the sector itself has shifted significantly since the strategy was first drafted in 2019.
- 1.2 West Lindsey District Council were successful in receiving support from the Local Government Association Economic Growth Advisor Programme. Planning Solutions Consulting were appointed by the Local Government Association to support West Lindsey District Council with the development of a Visitor Economy Strategy and Action Plan, building on the work developed in late 2019.
- 1.3 The Visitor Economy Strategy and Action Plan has been drafted in consultation with key stakeholders. It is vital that the process of identifying new opportunities and developing the Visitor Economy Strategy must align with and embrace the needs and aspirations of stakeholders involved in the visitor economy.
- 1.4 The consultations were carried out through one-to-one discussions with WLDC officers/ members and key partners including the County Council, East Lindsey District Council, Lincolnshire Wolds AONB, Visit Lincoln and Greater Lincolnshire. Virtual workshops were held online to discuss the action plan with key stakeholder groups such as Tourism businesses including key attraction and accommodation representatives.
- 1.5 The Visitor Economy Strategy and Action Plan has been developed and endorsed by members of the Leisure, Culture, Events and Tourism subgroup.
- 1.6 As previously reported at Prosperous Communities Committee the Visitor Economy Strategy and Action Plan will feed into the development of a Cultural Plan for West Lindsey.
- 1.7 The findings from the research have been compiled in a draft report which includes an action plan with a suite of detailed interventions and initiatives which respond to the vision to create a community-led destination that develops, refines and presents an authentic responsible tourism product with a focus on sustainability and community benefits.

2 Visitor Economy Strategy 2022

- 2.1 The West Lindsey Visitor Economy Strategy and Action Plan is about adding value and stimulating the growth and development of the visitor economy. The aim is for West Lindsey district to move forward as a visitor destination with the **Page 50** consent and support of key stakeholders,

deliver actions to attract more visitor and encourage people who are already visiting to stay longer, explore further and spend more during their trip.

- 2.2 Delivery of the plan will be a collaborative process involving key stakeholders representing the private and public sectors leading to actions to guide management and investment in West Lindsey.
- 2.3 The district has a significant opportunity to respond to domestic tourism and post- Covid trends and a key focus of the Visitor Economy Strategy and Plan will be to enhance and develop the visitor products in such a way that attracts a much wider and inclusive market, introduces new visitors, extends the season, extends stays and increases visitor spend.

3 Monitoring

- 3.1 The full impact of the action plan and interventions will be better understood once they are carried out. These will be measured through a monitoring framework comprised of baseline data and targets for the period 2022-2025, which will capture key visitor economy metrics:

- Number of businesses and employees in the sector (STEAM)*
- Number of visitors to West Lindsey (STEAM)*
- Number of overnight stay (STEAM)*
- Increased spend into the district economy (STEAM)*
- Better awareness of West Lindsey as a visitor destination
- More tourism businesses investing in product development

**STEAM (Scarborough Tourism Economic Activity Monitor) is an evaluation model used by many Destinations Management Organisations. It uses locally derived data from a variety of sources such as hotels, attractions, tourist information centres, events and other accommodation to estimate the number of visitors, revenue generated and employment supported by tourism. The model provides WLDC with a continuous tourism economic impact dataset which reveals trends and helps highlight areas of growth or in need of support.*

4 Recommendations

- 4.1 The draft West Lindsey Visitor Economy Strategy and Action Plan are approved.
- 4.2 Members receive updates on progress and performance against the agreed strategy and action plan from the Leisure, Culture, Events and Tourism Sub Group.

Visitor Economy Strategy

2022

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Executive Summary

Our Visitor Economy Vision
Action Plan Themes

The West Lindsey Visitor Economy Strategy and Action Plan is about adding value and stimulating the growth and development of the visitor economy. The aim is for West Lindsey district to move forward as a visitor destination with the engagement and support of key stakeholders, deliver actions to attract more visitors and encourage people who are already visiting to stay longer, explore further and spend more during their trip.

Delivery of the plan will be a collaborative process involving key stakeholders representing the private and public sectors leading to actions to guide management and investment in West Lindsey.

The district has a significant opportunity to respond to tourism and post-Covid trends and a key focus of the Visitor Economy Strategy and Plan will be to enhance and develop the visitor products in such a way that attracts a wide market, introduces new visitors, extends the season, extends stays and increases visitor spend.

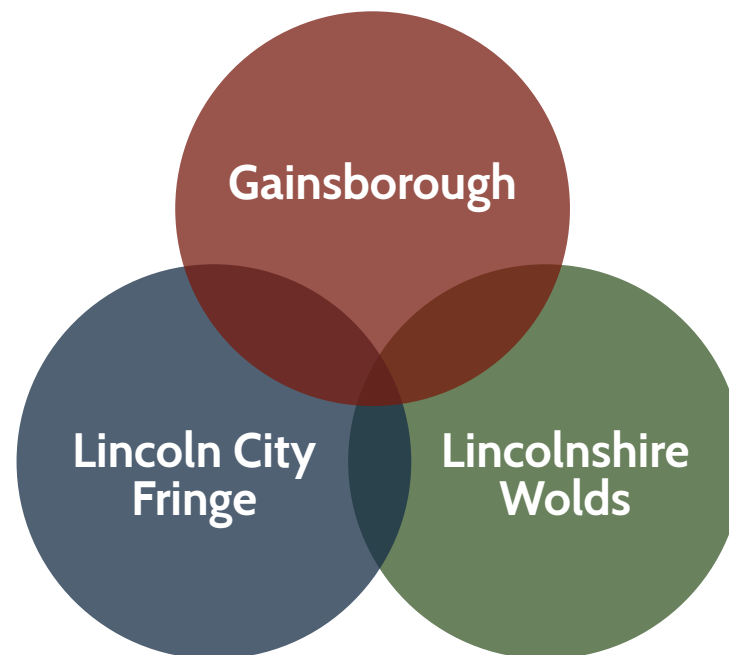
Where are we now?

The visitor economy is a significant and growing sector within West Lindsey. The area is an attractive, peaceful rural area which combines an outstanding natural environment with historic villages in close proximity to the City of Lincoln. Within its administrative boundary lies part of the Lincolnshire Wolds, the market town of Gainsborough (with its impressive Old Hall) and a wide variety of historic villages and heritage buildings including many characteristic churches.

	Day Trips	Staying Trips	Staying Nights	Revenue (£m)
West Lindsey	2.3m	240k	897k	£143
Lincolnshire	17.82m	3.61m	15.064m	£1,656
Greater Lincolnshire	30.78m	4.66m	19.278m	£2,494

The headline figures show positive growth at a local and regional level. West Lindsey makes up a relatively small proportion of the County total but nevertheless tourism is an important sector for this predominantly rural district.

West Lindsey has a number of ingredients to develop as a successful and prosperous visitor destination: a broad heritage offer and a range of attractions and activities; a strong food, hospitality and retail sector; including Marshalls Yard in Gainsborough, family-friendly attractions such as Rand Farm Park and Woodside wildlife Park and Forestry England's Willingham Woods. However, it is widely acknowledged that the focus for the tourism sector should link to the key spatial attractors rather than the administrative boundary. The three main spatial 'brands' have been identified as per the graphic below and these provide a clear profile to feed in to other initiatives including Visit Lincoln and Visit Lincolnshire:



What do we want to achieve?

Our research and consultation confirms that tourism matters; it is a growing sector which makes an important contribution to West Lindsey's overall economic growth. In the process of Covid-19 recovery, there is a real opportunity for West Lindsey to position itself as a safe, accessible destination with a strong focus on distinctiveness, sustainability, social well-being, health and outdoor based activities.

The Visitor Economy Plan is underpinned by key principles and objectives, which remain vital to the success of the District:

- Visitors must have a positive rewarding experience; they will want to share with others
- Residents must benefit from the Visitor Economy
- The District's Environment must be protected
- The Visitor Economy must be continuously developed



Our vision to maximise, in a sustainable manner, tourism's contribution to the quality of life, economy, employment and local community development that develops, refines and presents an authentic responsible tourism product. The area will be known as a safe, accessible destination of choice, where visitors will receive a genuine welcome and enjoy outstanding experiences of our countryside and heritage. The area will have an enhanced reputation with and support from its neighbouring destinations - both city and coast - who appreciate and benefit from its complementary offer.

We recognise that visitors have the potential to provide a significant boost to our local economy, diversifying the range of businesses available to our residents and providing much-needed jobs.

We also recognise the potential for visitors to develop a strong affinity with a place, forging a place-based self-identity which can be instrumental in their choosing of a location to live and to raise a family. This directly supports West Lindsey District Council's core objective of housing-led economic growth. This will be achieved not only by expanding the amount of housing and the concordant number of residents present in our district, but also by creating a place that is attractive to new residents and can retain old residents alike. This has the serendipitous effect of raising living standards and boosting the viability of our local housing market.

The Visitor Economy will add a substantial amount of 'value-added' to our local economy. Our strategy strongly affirms our commitment to a place-based approach to our local Visitor Economy, investing in the development of the appropriate infrastructure for its development and supporting independent high streets and businesses to grow.

The tourism sector will strive to balance in a sustainable way any growth opportunities with the continued enjoyment of the District's rural, quiet spaciousness that is at the heart of the area's appeal.

The Action Plan sets out a long-list of actions based on our strategic priorities. The actions present a suite of detailed interventions and initiatives which respond to the vision to create a community-led destination that develops, refines and presents an authentic responsible tourism product with a focus on integrating sustainability and community benefits in full alignment with the Sustainability, Climate Change and Environment Strategy and the Economic Recovery Plan for West Lindsey. This Visitor Economy Strategy is a living document, which will be updated as the funding landscape and market conditions change.

Theme 1: Product Development

We need to create additional “attractors”, which will encourage people to visit and stay in the area (and encourage repeat visits) by targeted investment in the tourism ‘product’ particularly those areas where we have a clear USP.

Theme 2: Destination Basics

We need to ensure the basics are right – the nuts and bolts of destination management – to ensure that visitors have an experience that exceeds expectations and will be motivated to visit again.

Theme 3: Marketing and Promotion

We need to facilitate marketing and promotional activities to put West Lindsey on the map. This will be done in close collaboration with Visit Lincoln, Lincolnshire Wolds AONB and other town groups, who will be responsible for campaign design and delivery.

Theme 4: Partnership and collaboration

This theme is about developing partnership and collaboration to ensure that all stakeholders and partners, including the private sector, buy-in to the strategy and play an active part in delivering the action plan. An important action is to establish a West Lindsey Visitor Economy Partnership Group to engage and involve businesses, local communities and stakeholders in the delivery and review of the Visitor Economy Strategy and Action Plan.

The role of the District Council will be to work with a range of stakeholders as a facilitator and help provide supporting infrastructure, including supporting destination marketing. It will be the role of the private sector and local community organisations to be responsible for the ongoing operational delivery of the projects. The District Council will coordinate a growth-led approach to working with tourism businesses to secure sustainable growth. Visit Lincoln will be supported as the official destination marketing organisation with responsibility for area marketing and promotion

Measuring Success:

We will establish a monitoring framework comprised of baseline data and targets for the period 2022-2025, which will capture key visitor economy metrics:

- Number of businesses and employees in the sector (STEAM)
- Number of visitors to West Lindsey (STEAM)
- Number of overnight stay (STEAM)
- Increased spend into the district economy (STEAM)
- Better awareness of West Lindsey as a visitor destination
- More tourism businesses investing in product development
- More businesses investing in green technologies/environmentally friendly/ethical practices

STEAM is a tourism economic impact modelling process using local supply side data and tourism performance, and visitor survey data collection.

Introduction:

Background
Emerging from Covid-19

The West Lindsey Visitor Economy Strategy and Action Plan is about adding value and stimulating the growth and development of the visitor economy. The strategy builds on the 2020 draft and includes practical recommendations on actions to develop the sector and increase its resilience.

The plan sets out the tourism context and profile for West Lindsey and outlines strategic priorities and actions for the whole district. The aim is for West Lindsey district to move forward as a visitor destination with the engagement and support of key stakeholders, and deliver actions to attract more visitors and encourage people who are already visiting to stay longer, explore further and spend more during their trip.

It is acknowledged that the plan is on behalf of the District Council; however, delivery of the plan will be a collaborative process involving key stakeholders representing the private and public sectors leading to actions to guide management and investment in West Lindsey.

The plan takes account of the needs of the visitors themselves, local residents, businesses and the environment. It embraces the idea of sustainability i.e. tourism which brings economic benefit, is sensitive to the environment, is welcomed by the community and results in satisfied visitors. Delivering a quality experience to the visitor is a priority, across all 'touch points', before, during and after a visit.

Visitor management includes the planning, development and marketing of a destination as well as how it is organised and maintained physically, financially, and operationally. Destination management is about communication, involving all stakeholders in planning and decision-making through partnership working as well as communicating with visitors to monitor success and consulting residents to evaluate impacts. For West Lindsey, the two tiers of local government and the activities of Visit Lincoln (DMO) means that communication and co-ordination are even more critical.

The visitor economy is a complicated industry involving the public, private and third sectors - and the local community. The private sector is fragmented, comprising many businesses, most of them small. Working alone, enterprises cannot manage and sustain tourism across a destination. For example, they cannot provide or maintain the necessary infrastructure, market the whole area or train and develop a skilled workforce without some assistance. Similarly, there are many public agencies that contribute in different ways to tourism development and management along with a plethora of third sector parties and economic development projects.

The Climate emergency and the move towards more sustainable land management and farming practices offer positive growth opportunities for Eco-Tourism, Agro-Tourism and also Gastro-Tourism. A largely rural area such as West Lindsey is in a good position to benefit from evolving consumer preferences and emerging trends towards more sustainable visitor impacts. Sustainable tourism is an important thread to run through all future tourism actions for the District.



The visitor economy in England (and indeed throughout the world) has been severely affected by the Covid-19 pandemic. Despite extensive UK Government financial interventions, the recovery of the sector is not going to be easy. Visit England estimates that there will be a 48% drop in domestic tourism during 2021 and that international visits are unlikely to return to pre-pandemic levels before 2023 at the earliest. Undoubtedly it has changed the emphasis of initiatives arising from the Tourism Sector Deal e.g. proposed Tourism Zones, Discover England Fund initiatives etc from added value and growth to survival and recovery.

We are now entering our second winter and the Covid-19 virus remains with us. This has impacted on the recreation, hospitality and tourism sectors, the impacts have been significant in the immediate term, although the longer-term implications remain unknown.

The success of the vaccine programme in the UK is positive news for the tourism, and recreation sectors along with the wider visitor economy although indoor based attractions are going to face ongoing challenges.

We also need to recognise that Covid-19 has impacted on the availability of funding from councils and other organisations. The crisis and virus-induced reality of a continued economic downturn is leading destination organisations and the hospitality industry to apply a new perspective on destination development and community involvement. One of the key features that most industry professionals agree on is the need (and opportunity) to build recovery through the domestic tourist and visitor market with a further boost for the staycation market in the UK. The role of the District Council will be critical in shaping the response and providing a coordinated programme of actions with support for appropriate development and infrastructure, where applicable.

It is important to note the migration to rural areas in the immediate aftermath of the Covid-19 emergence as working from home has become more commonplace and more widely permitted by employers. This will inevitably place pressure on some local services and infrastructure but will also increase the visiting friends and relatives' market and the 'close to home' short break and mini-break sector.

In the post Covid recovery period and 'era', the key growth areas overall are likely to be:

- Domestic tourism overall
- Strong Visiting Friends and Relatives' (VFR) market with likely growth as people stay where they feel secure and safe
- High demand for self-catering (offers greater flexibility and individual 'control' of the visitor environment)
- Greater demand and appreciation of outdoor based experiences in terms of activities and the natural environment
- Stays in a pub (authentic experiences)
- Dog friendly travel
- More coastal and rural breaks (compared to city breaks at least in the short term)

West Lindsey benefits from its rural character and lack of congestion where visitors can maintain a degree of social distancing and breathe 'clean air.' The district has a significant opportunity to respond to tourism and post-Covid trends and a key focus of the Visitor Economy Strategy and Plan will be to enhance and develop the visitor products in such a way that attracts a wide market, introduces new visitors, extends the season, extends stays and increases visitor spend.



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Context: Setting the Scene

Policy Alignment
Greater Lincolnshire
Lincolnshire and Destination Management Partnerships
West Lindsey

Tourism is an important and growing sector which is seen as having potential to provide a further boost to the local economy, diversifying the range of businesses available to our residents and providing much-needed jobs. It is important to ensure that the Visitor Economy Strategy aligns with policy and programme support at a national, regional and local level to boost the role and value of tourism in the local economy as well as contributing positively to placemaking and the distinctive sense of place.

National Context:

West Lindsey tourism will benefit from aligning its activities within the national framework to be able to take advantage of future recovery plans from Visit Britain/Visit England funnelled through Destination Management Organisations and local authorities. The Tourism Recovery Plan sets out the national programme to support a growing, dynamic, sustainable and world-leading tourism sector reaching its full potential.

The aim is to:

- Recover domestic trips volume and spend to 2019 levels by the end of 2022 and inbound visitor numbers and spend by the end of 2023;
- Ensure that the sector's recovery benefits every region with visitor staying longer (particularly out of season) and high levels of investment in tourism products;
- Greater use and application of innovation maximising the potential for technology, data and insight;
- Contribute to the enhancement and conservation of the country's cultural, natural and historic heritage;
- Return the UK swiftly to its pre-pandemic position as a leading European destination for hosting business events.

Even before Covid-19 hit, the Visit Britain/Visit England strategy was predicated on increased dispersal of tourism benefits to the countries and regions, alongside overall growth and increased productivity. Through stepping up domestic marketing activity, the emphasis is on encouraging more people to holiday at home, particularly younger customers (aged 18-34), whose domestic tourism activity is in decline, and families, who are both essential for the long-term growth of the industry.

Working in partnership with Destination Management Organisations (DMOs), the emphasis is to extend the season and grow visits and the value of leisure and business travel across England. The strategic drive is on regional and seasonal dispersal increasing volume and value of short breaks in the shoulder season.

The outcome of the UK Government's independent review of Destination Management Organisations (DMOs) to help strengthen the domestic tourism sector post-pandemic may have implications for West Lindsey both in terms of resources and destination management.

Also the government response to 'Julian Glover's Landscape Review' of England's protected landscapes report which was published in January 2022, consider the next steps to protect National Parks and Areas of Outstanding Natural Beauty (AONB) in England with a commitment to protect 30% of our land by 2030 and boost biodiversity. This may reinforce further the role of the Lincolnshire Wolds as a sustainable tourism destination and key contributor to support the climate change and levelling up agenda for rural areas. While further guidance is awaited from Government, it is also important to consider the opportunities that may be presented through the UK Shared Prosperity Fund.

The visitor economy is identified as a priority sector, worth over £2.39bn per annum to the Greater Lincolnshire economy, supporting over 30,000 full-time equivalent jobs (pre Covid) with long-term growth potential. Recent investments continue to raise the profile and quality of the visitor economy, including £22m investment in Lincoln Castle, which has doubled the number of visitors to the castle and strengthened its role as a major UK centre for short breaks. Other investments include the development of Lincoln Cathedral and improvements at the International Bomber Command Centre.



The Greater Lincolnshire Plan for Growth, coordinated by the Greater Lincolnshire LEP, sets out a strategic plan for action that will drive the revival of the region's economy post Covid-19, including a short-term recovery plan to drive investment in the sector. A Visitor Economy Board has also been established to support the sector and shape and influence the future of the visitor economy in Greater Lincolnshire. The Group has developed the Greater Lincolnshire & Rutland Tourism Action Plan 2021-2025 (City, Coast and Countryside) which sets out a comprehensive programme for expanding tourism over the next five years. The plan outlines 10 key priorities set out as 5 Visitor Themes and 5 Delivery Tools:

Visitor Themes:

- Sustainable Tourism
- Extending the Season
- Enhancing the Product
- Increasing Productivity
- Improving Infrastructure

Delivery Tools:

- Investment in Skills
- Marketing
- Customer Insight
- Supporting Local Businesses
- Partnership Working

The overall objective is for re-imagining, repurposing and re-targeting the visitor offer to bring about a step-change in tourism provision. Many of the themes and priorities are relevant to West Lindsey, specifically the ambition to establish the area as an exemplar location for sustainable tourism and extending the tourism season.

The Visitor Economy Strategy closely aligns with the Greater Lincolnshire Tourism Action Plan and the District Council will look to strengthen its voice within the Visitor Economy Board.

Lincolnshire and Destination Management Partnerships:

Lincolnshire County Council continues to play an important role in supporting the tourism sector, with a clear focus on product and experience development. The Council has recently committed £500,000 over the next 18 months to lead and strengthen the county's tourism sector. As well as major campaigns to promote the county and to help businesses access the workforce they need, the funding is strengthening environmentally friendly tourism by producing a green tourism toolkit for businesses. The County Council is also providing resources to refresh and relaunch the new visitlincolnshire.com website through the City, Countryside & Coast brand.

Visit Lincoln (VL) is the strategic 'lead'/Destination Management Organisation for the area, which has over 250 private sector partners which are mainly in the city, but a number are located further afield. Although VL has a strong focus on the city, it is increasingly looking to support, market and promote the rural hinterland.

Further clarity is needed in terms of the role and relationship between the two marketing platforms used to promote the area:

- www.visitlincoln.com
- www.visitlincolnshire.com

West Lindsey District Council will continue to work closely with the County Council and VL to maximise impact for tourism through the effective use of limited resources particularly to help and support businesses during the pandemic and ensure that it benefits from promotional and marketing activities towards the domestic market.

West Lindsey District Council is a key partner on the Lincolnshire Wolds AONB, which includes a number of the district's market towns such as Caistor and Market Rasen and smaller communities like Tealby, Walesby and Nettleton. The Destination Management Plan sets out a clear vision for tourism in the Lincolnshire Wolds and market towns:

By 2025, the Lincolnshire Wolds and market towns will be recognised nationally for its rural beauty and tranquillity and is a destination of choice where visitors enjoy an authentic and welcoming experience and is a place that they desire to visit again.

The vision is supported by three guiding principles:

- Developing the Lincolnshire Wolds and Market Towns Branding
- Putting the visitor first
- Working collaboratively with partners and stakeholders.

The Love Lincolnshire Wolds brand has been important in developing the visitor economy in the AONB. In terms of moving forward, West Lindsey District Council will play a more proactive role in collaborating with core partners including East Lindsey to help strengthen the sector and visitor experience.



Having a successful visitor economy and tourism industry is an important component of the District Council's vision and corporate priorities. The 20 year vision for West Lindsey is to create a resilient and diverse rural district which embraces sustainable growth whilst retaining its quality, heritage and character for the benefit for all. A strong visitor economy with an extensive leisure and cultural offer attracting visitors from around the world as well as serving the needs of the local community is identified as a priority objective.

The visitor economy is also recognised as one of the key sectors in the recently produced West Lindsey Economic Recovery Plan (2021-2024), a post pandemic revival pathway which sets out the key themes and actions that will help implement and deliver the Council's ambitions to rebuild a more inclusive, sustainable and resilient economy in a post Covid-19 world.

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Neighbourhood Plans:

Neighbourhood planning is a relatively new way for communities to have a say in the future of the places where they live and work. It gives local residents a say in a plan with real legal weight that helps to shape development in your local area. Neighbourhood plans focus on where new homes, shops and offices are to be built and it is important that they also consider the visitor economy impacts in the area and aim to create a coordinated, balanced sustainable framework for any future tourism-based developments and initiatives.

Planning and Regeneration:

The planning and regeneration context is set out within the Central Lincolnshire Local Plan. A review and consultation took place between June and August 2021 and it recognises the visitor economy as one of the most important sectors of Central Lincolnshire's economy. The rural area makes a significant contribution to the visitor economy, with many visitors attracted to the waterways, walking and cycling routes, aviation attractions and other attractions across the area.

The city of Lincoln is the key driver for the visitor economy and the continued growth in population, investment by businesses, fast growing universities and rejuvenation of tourist destinations will continue to attract increasing numbers of visitors to the area.

- Policy S42: Sustainable Urban Tourism promotes development and activities that will deliver high quality sustainable visitor facilities, including visitor accommodation, which is recognised as being deficient in Gainsborough.
- Policy S43: Sustainable Rural Tourism provides a supportive planning policy framework to deliver high quality sustainable visitor facilities which respect the natural and built environmental qualities of the area.

The Visitor Economy Strategy and Action Plan will need to utilise three 'opportunity areas', which offer potential to broaden and enhance the tourism product in the district:

- The “**Thriving Gainsborough 2024**” initiative including the £17.57m Levelling-Up funding support provides opportunities to enhance the appeal of Gainsborough as a visitor destination building on the retail offer (Marshall's Yard) and the 500 year old Gainsborough Old Hall.
- The **Lincolnshire Showground** is an important asset, attracting large numbers of visitors at certain times of the year. The design and development of a new masterplan for the site needs to ensure that the tourism opportunities are maximised including provision of visitor accommodation, enhanced conference facilities and augmenting the range of events and services leading to increased overnight stays in the area.
- The decommissioning of **RAF Scampton** in 2022 provides an opportunity to enhance the aviation product. Future plans need to protect, promote and enhance the heritage assets in recognition of the important role RAF Scampton has played both in terms of military and social history.



A photograph of two cyclists riding away on a dirt path through a lush green forest. The path is flanked by dense foliage and trees, creating a canopy effect. The overall scene is peaceful and scenic.

Tourism Profile

Background and Performance
Destination Product

The visitor economy is a significant and growing sector within West Lindsey. The area is an attractive, peaceful rural area which combines an outstanding natural environment with historic villages in close proximity to the City of Lincoln. Within its administrative boundary lies part of the Lincolnshire Wolds, the market town of Gainsborough (with its impressive Old Hall) and a wide variety of historic villages and heritage buildings including many characteristic churches.

The 2019 STEAM data results provide a comparator with 2018 and a benchmark for the last 'normal' year before the impacts of Covid-19 in 2020 in respect of economic impact, employment and visitor profile, origin and purpose. The headline figures are as follows:

	Visitor Type		
	All Staying Visitors	Day Visitors	Total
West Lindsey	230k (2018) 240k (2019)	2.24m (2018) 2.3m (2019)	2.47m (2018) 2.54m (2019)
Lincolnshire	3.54m (2018) 3.61m (2019)	17.42m (2018) 17.82m (2019)	20.95m (2018) 21.42m (2019)
Greater Lincolnshire	4.59m (2018) 4.66m (2019)	30.33m (2018) 30.78m (2019)	34.92m (2018) 35.44m (2019)

The headline figures show positive growth at a local and regional level. West Lindsey makes up a relatively small proportion of the County total but nevertheless tourism is an important sector for this predominantly rural district. It is interesting to note the predominance of day visitors which reaches above 90% within West Lindsey District. This immediately points to an important strategic priority to develop and enhance the volume and value of overnight tourist stays in the District.

	Visitor Days		
	2017	2018	2019
West Lindsey	3.063m	3.089m	3.197m
Lincolnshire	31.157m	32.051m	32.884m
Greater Lincolnshire	48.056m	49.101m	50.058m

In terms of visitor days, the number of recorded visitor days is in excess of 3 million per annum in the district. The figures again show a positive growth trend over the past three years (and indeed over a longer period).

	Visitor Numbers		
	2017	2018	2019
West Lindsey	2.468m	2.472m	2.544m
Lincolnshire	20.542m	20.954m	21.421m
Greater Lincolnshire	34.3m	35.441m	24.92m

In terms of visitor numbers, while Greater Lincolnshire dipped slightly between 2018 and 2019, West Lindsey and Lincolnshire have experienced year on year growth from 2017-19.

The average length of stay (of staying visitors) in West Lindsey is above 3.5 days which partly reflects the range of attractors for a multi-day trip.

	Economic Impact		
	2017	2018	2019
West Lindsey	127m	133m	143m
Lincolnshire	1,474m	1,579m	1,656m
Greater Lincolnshire	2,244m	2,387m	2,494m

The economic impact mirrors the growth in days and numbers for West Lindsey District with a total value close to £150 million in 2019 (£143m).

The daily spend levels are lower in West Lindsey (£44.57 per day) which appears to be as a direct consequence of the lower proportion of staying visitors compared to the wider geographic areas. The daily spend levels are £58.43 per day in Lincolnshire and £49.82 per day in Greater Lincolnshire.

Tourism represents an important employer in the district with in excess of 1,800 FTE positions.

	Employment (Tourism FTE's)		
	2017	2018	2019
West Lindsey	1,707	1,784	1,827

Whilst the levels of tourist and visitor activity are low compared to Lincoln City, coastal and other areas, overall tourism is an important and growing sector in the district.

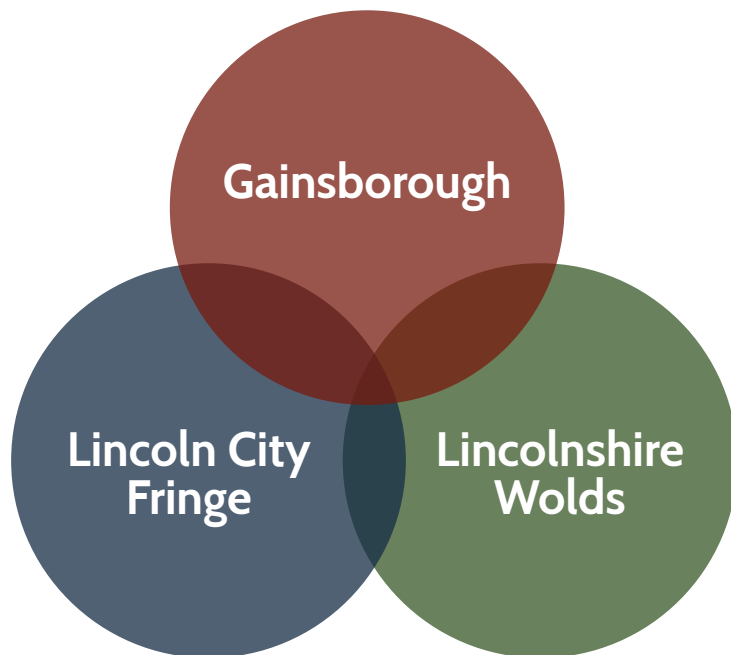
	Summary Profile			
	Day Trips	Staying Trips	Staying Nights	Revenue (£m)
West Lindsey	2.3m	240k	897k	£143
Lincolnshire	17.82m	3.61m	15.064m	£1,656
Greater Lincolnshire	30.78m	4.66m	19.278m	£2,494

However, there are some structural issues as a high proportion relates to the day visitor market and accommodation spend is low as a proportion of overall revenues in West Lindsey District.



West Lindsey has a number of ingredients to be a successful and prosperous visitor destination: a broad heritage offer and a range of attractions and activities; a strong food, hospitality and retail sector; including Marshalls Yard in Gainsborough, family-friendly attractions such as Rand Farm Park and Woodside Wildlife Park and Forestry England's Willingham Woods.

However, it is widely acknowledged that the focus for the tourism sector should link to the key spatial attractors rather than the administrative boundary. The three main spatial 'brands' have been identified as per the graphic below and these provide a clear profile to feed in to other initiatives including Visit Lincoln and Visit Lincolnshire:



Getting to and around West Lindsey:

West Lindsey is relatively easy to travel to with access to a large and affluent catchment population. It has good connectivity from cities in East Midlands and Yorkshire and Humberside.

Lincoln, Gainsborough and Market Rasen enjoy mainline rail connections. Lincoln Central railway station is located in the south of the city centre and is a branch off the main London to York route.

Direct connections are provided by LNER, East Midlands Railway and Northern Rail which operate daily services from and to Gainsborough as well as to Sleaford, Nottingham, Leicester, Sheffield, Doncaster and London. Market Rasen also has mainline rail links to Grimsby and Cleethorpes as well as south through to Lincoln, Peterborough and London. The potential reintroduction (2023) of the LNER service from London to Cleethorpes also provides opportunities to promote to a new catchment area.

Whilst macro access by road is good, concerns have been expressed about east-west connectivity within the District and certain pockets of traffic congestion in and around Lincoln, particularly during peak hours.

Places to Stay:

The data shows that there is a lack of hotel and visitor accommodation supply in the district and this is broadly accepted to be the case by local stakeholders.

Within the district there are:

- 137 establishments
- 4,256 beds
- Serviced: 13% bedspaces
- Non-serviced: 87%
- Over 45% growth in bedspaces over the last 10 years
- ...but deficiencies in accommodation provision in scale and type

Based on the information available, the visitor accommodation schedule indicates the following:

- Existing hotel provision in and around the district caters reasonably well for the budget hotel market and this has been increasing in recent years (including a Travelodge in Gainsborough, two further Travelodge hotels in and near Lincoln and two Premier Inns in Lincoln city).
- Current accommodation supply in the district also includes a number of small B&Bs and guest houses.
- Non-serviced accommodation includes a limited supply of self-catering accommodation.

The accommodation operations in West Lindsey offer a strong product for those wishing to use the area as a touring base for exploring the district and wider areas including Lincoln, the coast, the wider Lincolnshire Wolds and other parts of the region.



Things to Do - Attractions:

There is a limited number of 'large' attractions in the district however it does host some 'attack' brands, including:

- Heritage (Gainsborough Old Hall)
- Aviation
- Environment and landscape (walking, cycling and equestrian)
- Key events (West Lindsey Churches Festival, Lincolnshire Wolds Outdoor Festival)

As mentioned, West Lindsey is also characterised by a range of niche attractions and it has a wealth of attractive, unspoilt market towns and villages with historic street markets and a rich 'supply' of historic churches.

Among the top things to do in Lincolnshire according to TripAdvisor, Gainsborough Old Hall is the main attraction with other notable centres at RAF Scampton and Hemswell Antiques Centre (reportedly the largest antique sales centre in Europe).

It is also important to highlight the renowned heritage attractions nearby:

- Lincoln Cathedral
- Lincoln Castle
- International Bomber Command

Gainsborough Old Hall is one of West Lindsey's key heritage attractions. The town also has Gainsborough Heritage Centre which houses exhibitions and artefacts on local history. Caistor Arts & Heritage Centre also provides information on the history of Caistor. The area is limited in terms of the number of large attractions; however, there are some including Rand Farm Park and Woodside Wildlife Park. The district also accommodates a vast range of smaller attractions including Gainsborough Model Railway Museum, Broadbent Theatre, Trinity Arts Centre and Hall Farm Park - just to name a few. In addition, there is a growing sector related to local food in the district with a number of cafes, pubs and retail outlets offering quality local produce.

Destination Basics and Amenities:

While Lincoln's role as a cathedral city is very evident and remains a core driver for West Lindsey as a neighbouring district, the surrounding countryside has its own appeal as an attractive place to visit and stay.

Key aspects for the further development of the tourism product are already in place but offer scope for further expansion including:

- Established walking routes:
 - Wolds Walks
 - Lincolnshire Gateway Walks
 - Viking Way
 - Water Railway
 - Town walks (e.g. Walkabout Caistor)
 - The Lindsey Trail
 - Willingham Woods
- Good cycling to suit all abilities (NCR 1 Market Rasen)
- Growing events and culture programme
- Lincolnshire Showground
- Market Rasen Racecourse
- Trinity Arts Centre
- Caistor Arts and Heritage Centre
- Hemswell Antiques Centre
- Sports and active leisure (including fishing, horse-riding, golf)
- Wildlife sites
- Shopping and markets (including independent shops, artisan workshops, art galleries and street markets)

The appeal of West Lindsey is about its history and historic associations, the unspoilt and attractive countryside and the range and quality of its places to visit within easy reach including villages, churches and recreation trails (as well as access to the east coast).

West Lindsey does not have any recognition or reviews on Trip Advisor which further adds weight to the lack of any rationale behind referencing the district within tourism organisations and marketing activities.

The wider county offers a range of iconic attractions including Lincoln Castle and Cathedral, International Bomber Command Centre and a cluster of family and entertainment facilities in and around Skegness and Cleethorpes.



Branding and Marketing

Branding
Priority Markets

The district of West Lindsey is an administrative brand, which is in itself largely illegible to visitors - local authority boundaries are rarely synonymous with visitor destinations. We will seek to promote our core destination assets: Gainsborough, the Lincolnshire Wolds and the Lincoln fringe area. These will act as three core brands which will sit at the forefront of our marketing portals, therefore becoming the focus of our plan for the Visitor Economy.

- **Visit Lincoln** - West Lindsey District Council is a member of VisitLincoln and within this context, we work in partnership and seek to use the successful VisitLincoln digital offer (including website and social media) to promote all three aspects of our core strategy.
- **Discover Gainsborough** - A place-based offer that covers Gainsborough and the surrounding villages that emphasises the town's heritage assets and lifestyle offer. We will work with local businesses to create a range of bookable products with the overall goal of increasing both the number of overnight stays and the amount spent per day per visitor. This element will complement the 'Invest Gainsborough' programme, a lifestyle offer which will seek to promote Gainsborough as an attractive place to live, work and invest.
- **Love Lincolnshire Wolds** - A business-led partnership with East Lindsey District Council, established in 2016, we work in partnership to support place-marketing outputs through the development of the website, digital marketing campaigns and PR opportunities as well as looking to develop the visitor product.

The above three brands will work together to raise the profile of the West Lindsey area supporting local businesses and visitor attractions on their respective websites. Some businesses may fall under more than one brand which will increase our exposure to potential new visitors, building a positive image of our product offer. It is intended that these three brands will not work in isolation and we will work with our partners to encourage the cross promotion of all three brands to improve our digital presence.



In the post-covid environment, West Lindsey will need to respond to tourism trends and meet the expectations of visitors. Some key trends include:

- **Reassurance post-Covid:** Visitors are looking for reassurance from destinations and businesses that it is 'safe' to visit. They seek places that are close to home, convenient, clean, well-managed and with lots of open space. They also want reassurance about flexible booking/cancellation policies and, for many, good value for money will be important.
- **Staycations:** This trend looks set to continue through 2022 and beyond, with many travellers fearing foreign holidays and plane travel and preferring instead to book themselves into some coastal or countryside accommodation in the UK. They are looking for 'lots to do and experience' and want easy-to-find information at their fingertips.



- **Multigenerational and group travel:** Groups of friends, multi-generational groups and differently shaped, non-linear families are all increasingly prevalent. This was on the up before the pandemic, but 2020/21 has highlighted the importance of getting together with family and friends. Large group and multi-unit accommodation will be popular in the coming years.
- **Wellness:** Physical and mental wellbeing is high on the agenda. People are looking for places where they can escape into nature and enjoy a range of experiences that are good for body and mind such as wild swimming, hiking, biking, yoga and spas.
- **Technology:** Social media is increasingly prominent in travel planning and sharing. Video is gaining in popularity and people will also expect technology to help control health risks whilst on the move with features such as virtual check-in, online reservations and touch free payments.

- Ethical and Green Tourism: Millennials in particular are keen to ensure that visitor impacts are appropriate and sustainable and this signifies choosing operators and businesses with strong and recognised eco-credentials. This includes the ability to shop local, buy local produce and visit local street markets.

The focus is to drive regional and seasonal dispersal increasing volume and value of short breaks in the shoulder season with an increased focus from one to two target audiences to address long term growth and short-term opportunity, including overseas travel. Clearly defining the target markets for West Lindsey will inform and improve content development and marketing activity, maximising effort and spend. The family market accounts for most visitors in the busiest months of the year. It is vital to increase the spend of these visitors and extend the appeal of the region into the shoulder months and even winter months. There is also the opportunity to introduce West Lindsey to new audiences, those on a mini-break to Lincoln, a special interest in certain sports and activities and business travellers.



Using the Visit England Visitor Segmentation model, our target markets are:

- Country-loving traditionalists: Empty nesters with traditional values, they are likely to have recently taken a countryside break in England. Good quality, secure accommodation is a priority when booking.
- Free and easy mini-breakers: More likely to be young, free and single taking advantage of Lincoln's growing reputation as a city-break destination.
- Active family-fun: Family-orientated summer holidays, where post-Covid there is a desire for a broader active outdoor experience other than just a beach holiday.
- Special interest groups (eg ramblers, ornithologists, food lovers, specialist shops and markets).

Consultation and Benchmarking

Consultation (Market/Marketing, Products,
Visitor Management, Organisation)
SWOT Summary
Benchmarking

As part of the preparation of the visitor economy strategy we undertook broad consultation with a range of stakeholders, Councillors, businesses and other interested parties. The consultation was carried out through a combination of one-to-one discussions, workshops and online email exchanges.

As one would expect, some consultees have differing views on the priority and preferred marketing routes, development initiatives and lead themes. We summarise below the broad range of topics covered:

Market/Marketing:

- Brands and assets don't work in isolation - widely acknowledged. Strong support for the themed approach rather than the administrative district boundary for market development.
- Actively support the Visit Lincoln/Destination Lincolnshire DMO as the primary tourism 'ecosystem.'
- Acknowledge the distinctive appeal of the different areas within the District (not a homogenous offer).
- The legacy of the Mayflower Project has potential to continue to have significant market reach.
- Liaising with Visit Lincoln as it moves to Destination Lincolnshire and has an important focus beyond the Lincoln city limits to encompass areas within West Lindsey.
- Develop the digital presence and capacity of the area and among individual businesses

Products:

- Important to consider wider Climate Agenda/Net Zero in respect of new tourism projects and initiatives within the area.
- Important to acknowledge longer term aspirations to include ways to grow events/conferences and business functions.
- Look to establish each of the three spatial areas as offering strong Green Tourism credentials including working in close collaboration with Love Lincolnshire Wolds.
- Encourage further development in the self-catering product offer which suits the 'family adventurer' market.
- Work with parishes particularly in term of common aspects within Neighbourhood Plans which provide amenities for locals and visitors.
- Build on the niche offer of listed churches to showcase the area's rich history.
- Consider opportunities to develop 'dark skies' related initiatives to appeal to visitors.

Visitor Management:

- Adopt a ‘visitor first’ approach
- Nature impact - strong opportunity for nature conscious visitors, including use of volunteers (seen as an important strand of wellbeing).
- Recognise the need for better connectivity for visitors including walking and cycling route infrastructure as well as public transport.
- Understand opportunity to promote many areas in West Lindsey as an excellent base for touring this area and also to extend stays to visit the wider region from this base.
- Provide support for initiatives related to enhancing the trail network including possible upgrade of Viking Way to a National Trail

Organisation:

- Fully recognise the importance of partnership.
- Important to work with the farming and landowning communities and to look to opportunities for diversification where applicable.
- Work with Destination Lincolnshire on its ongoing long term specialist market research programme and respond to its findings (including detailed information on pricing, quality standards etc). Also look to build on recent County Council led research into non visitors and look to address market opportunities.
- Seek to develop online bookability with partners to include training and upskilling programmes where applicable.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Rural space • Rich history and heritage • Aviation heritage • Uncrowded, unspoilt nature • Some quality B&Bs • Local produce • Established events and festivals (West Lindsey Churches Festival, Lincolnshire Wolds Outdoor Festival) • Existing rail connections 	<ul style="list-style-type: none"> • Relatively remote location • Lack of larger attractions • Day visitor dominate • Limited accommodation • Poor Wifi connectivity • Seasonality • Lack of visitor profile • Limited private sector investment • Limited resources with WLDC
Opportunities	Threats
<ul style="list-style-type: none"> • Tourism trends post Covid-19 - visitors looking for new, attractive outdoor space • Sustainable/green tourism • Green infrastructure and linkages - developing walking and cycling trails • Growth of Lincoln as a mini-break destination • Town Centre improvements, including Gainsborough • Events programme building on existing established activities • Lincolnshire Showground • Enhanced activities of Visit Lincoln • Dark skies related visitor offer • Community tourism • Independent shops and businesses 	<ul style="list-style-type: none"> • Resurgence of Covid-19 • Competitor investment • Lack of uniqueness and distinctiveness • Lack of collaboration and partnership working • Rise of fuel and cost of living

An important component of our work has been to understand how other destinations management organisations are managing and developing the tourism profile of individual destinations, particularly in terms of addressing challenges and opportunities. From this, it is possible to draw out lessons which may be applicable for the development of tourism in West Lindsey. Please see three case examples as Appendix One based on two district authorities (Chichester and Exeter) and one nature-based tourism initiative (Yorkshire Nature Triangle).

Organisation:

- Developing strong and effective working partnerships between all organisations and businesses involved in tourism is critical.
- It is really important to put in place effective mechanisms to secure strong representation from businesses to provide a 'voice' as well as a coordinating 'platform' for the visitor economy sector and related companies. Without the backing and trust of tourism businesses, implementation and change can be difficult.
- A number of DMOs also include membership schemes to bolster income streams to cover both core costs and project delivery. The case examples have strong support and commitment from the local authority.
- There is a need for clear communication and agreement to determine who is best placed to assume responsibility for aspects of the DMP action plans and who leads on any specific activity. It is important not to duplicate effort between the DMO, the BID (where applicable) and the local authorities.
- As organisations, some DMOs are working around the 'Talent' element - delivering programmes related to 'liveability' of their destinations which then reflects positively on the tourism sector.

- The DMOs often need to create internal groupings to reflect the range of interests of the membership and extent of activities undertaken. This can include for example sub-divisions by product sectors (accommodation, retail, catering etc) and/or by theme (branding, the Customer Experience, Industry Partnerships). This needs to be carefully structured to ensure plans are cost effective and efficiently delivered.
- There is a benefit derived by making sure the organisation is lean and agile - able to be more responsive and freer of political influence.

Marketing:

- Prioritising and targeting visitor markets is important both in terms of effectively using limited resources and building on tourism assets. Visitors need a reason to choose a destination over other destinations. Strengthening visitors' awareness through a strong brand position is seen as being key.



Vision and Strategic Priorities

Principles
Priorities

The research and consultation confirms that tourism matters; it is a growing sector which makes an important contribution to West Lindsey's overall economic growth. In the process of Covid-19 recovery, there is a real opportunity for West Lindsey to position itself as a safe, accessible destination with a strong focus on distinctiveness, sustainability, social well-being, health and outdoor based activities. Post Covid-19 'drivers', which will help shape the Action Plan include:

- A need for flexible accommodation including self-catering and 'glamping'.
- A need to highlight the wide-open spaces, views and outdoor activities including cycling and walking (and dark skies, where applicable).
- A need to ensure food, shopping and attractions are high quality, and above all, immaculately clean and well presented.
- Stand out events to attract new audiences.
- 'New' product to attract attention and raise profile through media stories.
- Ensure the offer is genuinely high quality as competition from other UK destinations for staycation is very strong.
- Ensure walks/cycle routes are well maintained and signposted.
- Local shops, local produce in the smaller towns and villages. People want to support local producers, street markets, crafters, artists etc.

The ambition is to develop exemplar sustainable (low carbon) visitor economy through indigenous and organic growth. Our destination ambition and agenda for the Visitor Economy is set out below.

The Visitor Economy Plan is underpinned by key principles and objectives, which remain vital to the success of the District:

Principles:

- Visitors must have a positive rewarding experience; they will want to share with others.
- Residents must benefit from the Visitor Economy.
- The District's Environment must be protected.
- The Visitor Economy must be continuously developed.

Priorities:

Our Strategic Priorities that underpin the Action Plan are:

- Create a sense of place and raise the profile of the three spatial areas as quality, sustainable visitor destinations.
- Improve and enhance the Visitor Product with a focus on increased accommodation provision and outdoor recreation.
- Deliver an exceptional Visitor Experience.
- Develop and maintain improved planning and communication between key Stakeholders and Partners.
- Introduce mechanisms to ensure effective monitoring and up-to-date customer insight.

Action Plan

Timescales
Action Plan
Monitoring Progress

The Action Plan sets out a long-list of actions based on the strategic priorities. This is a living document, which can be updated as the funding landscape and market conditions change.

In terms of the action plan the role of the District Council will be to work with a range of stakeholders as a facilitator and help provide supporting infrastructure, including supporting destination marketing. It will be the role of the private sector and local community organisations to be responsible for the ongoing operational delivery of the projects. The District Council will co-ordinate a growth-led approach to working with tourism businesses to secure sustainable growth. Visit Lincoln will be supported as the official destination marketing organisation with responsibility for area marketing and promotion.

Consideration will need to be given into potential cost implications for both capital and revenue funding for each of the actions:

Priority/Timescale:

- Short term - up to 18 months
- Medium term - 18 to 36 months
- Long term - over 36 months

The Climate Change/Sustainability themes and deriving implications will be integrated across all visitor economy activity in full alignment with the Sustainability, Climate Change and Environment Strategy for West Lindsey.



Product Development:

The product offer is a core component of the ‘destination.’ There is a need to create additional “attractors”, which will encourage people to visit and stay in the area (and encourage repeat visits) by targeted investment in the tourism ‘product.’ The focus is on identifying and supporting the development of existing and new products and services that add to the offer.

The prevalence of mainly low-key tourism in a predominantly rural area suggests there is not a strong need or potential fit with ‘big-ticket’ flagship new facilities however there is nevertheless scope for varying forms of product development some of which have the potential to be transformational to the profile and value of tourism in the district.

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Action	Who?	Timescale
As part of the new emerging masterplan, assess the potential to refresh the aviation heritage experience at RAF Scampton. RAF Scampton is a strong candidate for a high-profile visitor offer as part of the emerging wider development plans for the site. The Red Arrows story resonates with a wide audience and has the potential to provide a visitor offer alongside the existing aviation heritage sites nearby and around Lincolnshire including International Bomber Command.	WLDC, LCC, Visit Lincoln	Short
Seek to attract new hotel and self-catering accommodation investment to West Lindsey subject to market	WLDC, LCC, Visit Lincoln	Ongoing

capacity and encourage existing accommodation providers to invest in and broaden their product offer. Subject to funding, there is strong merit in updating the earlier Hotel Study for the District to provide more up-to-date market data and attract appropriate investment.		
Support the provision of quality self-catering accommodation by providing a toolkit/guide linked to quality grading. Targeted at: 1. Farmers/landowners considering diversifying to introduce innovative self-catering units (wooden pods, tree tents, shepherd’s huts) 2. Rooms in pubs 3. AirBnB and similar	WLDC, Visit Lincoln	Short/Medium
Refresh the masterplan focus at Lincolnshire Showground on helping to work constructively with Showground Operators as a premier location for small/medium sized meetings and conferences and possible new accommodation provision.	WLDC in collaboration with Showground owners	Short/Medium
Working with partners to consider opportunity areas based on visitor offer and events programme at Market Rasen Racecourse which could also act as a driver for overnight stays.	WLDC in collaboration with The Jockey Club	Short/Medium
Seek ways to encourage culinary innovation in recognition of the local produce and food sector as an	WLDC with industry representatives	Ongoing

important 'thread' of the overall visitor appeal of the area. Objective is to build a strong and coherent network of 'suppliers' to present easily accessible product information for visitors and residents (including restaurants, bars, farm shops, breweries, specialist outlets and cafes) and to boost the evening economy.		
Review and develop an Events Plan in conjunction with Visit Lincoln to ensure key events fit within broad annual calendar without clashes of timings.	Visit Lincoln, WLDC	Ongoing
Help to build the profile and prosperity of street markets in West Lindsey as attractors for visitors, building on the existing offer for Market Rasen, Gainsborough and Caistor. This has potential to have strong synergy with culinary innovation in the area alongside local producers/operators.	WLDC, Parish Councils, Local Businesses	Short/Medium
Develop walking and cycling network links which connect the main hubs within the District with rural communities, attractions, places of interest and heritage and natural features. Also develop the off-road network wherever possible to enhance attractiveness for families. Include signage at key arrival points and additional trail signage linked to location mapping and interpretation	Visit Lincoln, WLDC, Sustrans	Medium

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(where appropriate including inland waterways). Follow Sustrans guidance on network development. Ensure accommodation supply is able to match needs of users in terms of type and location. Pro-actively engage with landowners and farmers to encourage further special interest accommodation stock.		
Develop and promote the cultural & heritage offer building on planned investment in Gainsborough in respect of the cinema and multi-leisure offer, adding to the Trinity Arts Centre to create a broad cultural offer, appealing to residents and visitors and contributing to the night time economy locally. Seek to spread the benefits across the district by helping to 'package' the wider cultural and heritage offer including within Caistor and Market Rasen. The potential interest in street markets could provide one common thread and theme for such packages along with churches and other built heritage.	WLDC, Town Team	Ongoing
Develop the waterfront at Gainsborough along the tidal section of the River Trent to include public realm, wayfinding and improved amenities and services (such as waterfront bar and catering offer(s), as well as possible provision of moorings.	WLDC, Town Team	Medium

Look to work alongside private developer to help enable project at Riverside Gateway Marina to go forward if viable.	WLDC, Town Team	Long
Scope potential for a medium scale new outdoor attraction, e.g., family-friendly attraction potentially including outdoor adventure experience.	WLDC	Medium/Long
Develop a Community Tourism Toolkit to support community groups develop new products, services and marketing campaigns for their area that will encourage visitors to stay longer and spend more. This could build on the 2022 Green Tourism Toolkit being developed by the County Council.	WLDC	Medium
Incentivise and prioritise tourism products that deliver a sustainable offer.	WLDC	Ongoing
West Lindsey offers a range of opportunities for a touring base by car or motor home/campervan. To develop this growth market, it would be desirable to identify and scope out a potential roadside 'aire' site to offer specialist facilities in safe, quiet locations.	WLDC, Town and Parish Councils	Short/Medium
Explore opportunity to bring together and package a range of sites of nature interest with public access across the area (including all or part of Lincolnshire Wolds, Willingham Woods, Witham Valley etc.) and	WLDC, LCC, Visit Lincoln, Lincs Wildlife Trust, Forestry England and other agencies	Medium/Long

consider a form of destination similar to Nature Triangle in Yorkshire (Please refer to: Yorkshire Nature Triangle – Wild Yorkshire Welcome to Yorkshire and Case Example 3 in Appendix One).	as appropriate	
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Destination Basics:

Action	Who?	Timescale
Build on visitor orientation infrastructure with coordinated signage and self-led themed routes across the district and beyond. This could also be App based as a secondary stage.	WLDC	Medium
The above initiative could include a focus on West Lindsey Villages which use technology for interpretation of artefacts, points of interest and special historic items associated with each settlement. Please note, Great Limber Parish Council already have proposals underway along these lines and a similar approach could be followed more widely with historic settlements such as Tealby, Walesby and Nettleton.	WLDC, Town and Parish Councils	Medium
Consider support to include the visitor economy impacts as part of the criteria within the proposed Lincolnshire Wolds AONB boundary review.	WLDC, NLC, Town and Parish Councils	Short/Medium

Alongside the drive for a more sustainable and green tourism product there needs to be encouragement for packages and itineraries which encourage use of public transport. It will be beneficial to work with public transport providers to create a more sustainable method of transport into and around the district, particularly routes between key sites (some on a seasonal basis).	WLDC, Tourist Operators and Tour Companies, Transport providers	Ongoing
In addition to supporting the public transport network, it is important to ensure that appropriate infrastructure is in place for modern electric vehicles with adequate charging points for cars and electric bikes.	WLDC, Energy Providers	Ongoing
Where possible help to lobby to ensure mobile connectivity to support tourism providers and visitors as part of wider policy for improved online access in rural areas.	WLDC	Ongoing
Promote training and funding opportunities across the sector.	WLDC, LCC	Medium
Improve mechanisms for maintaining up-to-date visitor research building on STEAM data in partnership with Visit Lincoln.	WLDC, Visit Lincoln	Ongoing

Marketing and Promotion:

WLDC will facilitate marketing and promotional activities in close collaboration with Visit Lincoln, Lincolnshire Wolds AONB and other town groups, who will be responsible for campaign design and delivery.

Action	Who?	Timescale
Continue to promote and build on three core destination assets of Gainsborough, the Lincolnshire Wolds and Lincoln fringe. In terms of marketing this signifies supporting and partnering with Discover Gainsborough (and Invest Gainsborough), Love Lincolnshire Wolds and Visit Lincoln rather than follow an overall brand based on administrative boundaries (which is acknowledged as 'illegible' to visitors).	WLDC, Visit Lincoln, Love Lincolnshire Wolds, Discover Gainsborough, Business 'stakeholders'	Short/Medium
Develop itineraries and packages specifically tailored to core target markets including Country-Loving Traditionalists' and 'Aspirational Family Fun.'	WLDC, Visit Lincoln, Business 'stakeholders'	Short/Medium
Strengthen links with neighbouring destinations and attractions for mutually beneficial collaboration and itinerary packaging (e.g. city escapes and coastal retreats).	WLDC, ELDC, Visit Lincoln	Short/Medium
Continue to build on the interest and programmes which have formed part of the Mayflower 400 programme	WLDC, Visit Lincoln, LCC	Ongoing

<p>exploring interest with the area's connections in Gainsborough and elsewhere to the origins of the historic pilgrimage (including targeting US and other overseas markets).</p> <p>Continue working with local partners to develop an online (including the PilgrimAGE digital campaign) and events programme of activities that will tell the story of the Mayflower Pilgrims and their connections to Lincolnshire and the Pilgrim Roots region.</p>		
<p>Increase familiarisation visits for trade and group organisers to get them to into the District.</p>	WLDC, Visit Lincoln	Short/Medium
<p>Carry out an audit of visitor marketing collateral to review messaging and identify product gaps.</p>	WLDC, Visit Lincoln	Medium
<p>Provide appropriate content to key visitor websites (www.visitlincoln.com) to ensure it is inspiring, concise and targeted with appealing, energetic content and imagery.</p>	WLDC	Short
<p>Undertake a social media campaign to gain coverage in national and regional titles to raise awareness of the destination, the new developments and activities.</p>	WLDC	Ongoing

Partnership and Collaboration:

Action	Who?	Timescale
Prepare an Executive Summary of the Visitor Economy Plan to communicate and secure buy-in across the sector.	WLDC	Short
Establish a West Lindsey Visitor Economy Partnership Group (to meet at least twice a year) to engage and involve businesses, local communities and stakeholder in the delivery and review of the Visitor Economy Strategy and Action Plan.	WLDC, Tourism and Hospitality Businesses, Visit Lincoln	Short
Develop a West Lindsey Responsible Tourism pledge, setting out the destination's expectations to businesses, residents and visitors.	WLDC, Visit Lincoln	Short/Medium
Ensure WLDC has representation on the Greater Lincolnshire Visitor Economy Board.	WLDC	Ongoing
Consider the resource implications for undertaking a more proactive role in the funding and delivery of the Love Lincolnshire Wolds Destination Management Plan.	WLDC	Ongoing
Help to encourage and support local settlements and communities to adopt a balanced and sustainable approach to their Neighbourhood Plans. This should aim to include the agreed	WLDC, Local Settlements & Communities	Ongoing

approach to tourism development in their locality and to create a coordinated framework for any future developments or initiatives.		
Identify potential funding opportunities to help strengthen the sector and develop new market opportunities as identified in the Visitor Economy Plan.	WLDC	Ongoing
Overall strong officer representation for the local visitor economy sector within local partnerships.	WLDC	Ongoing

The Action Plan presents a suite of detailed interventions and initiatives which respond to the vision to create a community-led destination that develops, refines and presents an authentic responsible tourism product with a focus on sustainability and community benefits. It is important to emphasise that the Climate Change/Net Zero targets/Sustainability themes will be integrated across all visitor economy activity. The Action Plan is a 'live' document to be reviewed and updated annually.

The view is that actions need to be taken forward across each of the themes to position West Lindsey as an exemplar sustainable destination.

This strategy is predominantly based on the approach for West Lindsey District Council although it has been created with extensive consultation and its implementation does necessitate effective and ongoing partnership working among other stakeholders and businesses serving the visitor economy.

Page 19
Monitoring Progress:

A key task will be to establish a monitoring framework comprised of baseline data and targets for the period 2022-2025. This will need to capture the following data sets:

- Number of businesses and employees in the sector (STEAM)
- Number of visitors to West Lindsey (STEAM)
- Number of overnight stay (STEAM)
- Increased spend into the district economy (STEAM)
- Better awareness of West Lindsey as a visitor destination
- More tourism businesses investing in product development
- More businesses investing in green technologies/environmentally friendly/ethical practices



Appendix: Comparative Review

Case 1: Exeter
Case 2: Chichester District
Case 3: Yorkshire Nature Triangle



Visit Exeter, is partially funded by the Council and participating tourism businesses in Exeter also pay a membership fee. To some degree it acts like a mini-Destination Management Organisation. Interestingly, businesses within approximately 10 miles of Exeter can become members which helps allow some coastal and rural tourism businesses to be incorporated.

Tourism sits within the Communications Directorate which includes tourism, the arts and culture. Tourism is a key driver of the economy of Devon, but Exeter is not as popular as you would think it would be given the importance of tourism within the wider county.

Exeter is different to Devon. The market is very day visitor based - either as a resident living in or holidaymaker staying in Devon, people tend to come into Exeter for a leisure day visit or cultural experience.

The conference market is growing as Exeter is the economic hub within Devon. Some of the conference facilities and hotels have grown in the last two years particularly around the university area. However, the city has struggled in the international conference marketplace and this is being addressed by further investment at Sandy Park (rugby stadium complex).

The County showground at West Point is being used for outdoor concerts, but the number of events is limited from a planning perspective. The showground also hosts exhibitions.

Similar to Canterbury, events are viewed as an important part of the visitor economy and the city has been awarded City of Literature status by UNESCO, which will drive a programme of literature-based events in the quayside area (which is a leisure destination within the city).

In terms of gaps within the product portfolio whilst there are a number of smaller theatres, which support cultural activities, Exeter does not benefit from a major/large-scale theatre. There is an appetite to develop a multi-purpose venue which can host cultural performances along with other uses (to create a financially viable venue). Additionally, the city does not benefit from an architectural and signature building similar, for example, to the Bull Ring in Birmingham or The Sage in Gateshead.

In terms of brand positioning, the cathedral is vitally important in attracting the 'traditional' market and the heritage and history is critical in terms of drawing in the international marketplace.

However, the City Council commissioned a rebranding exercise three years ago and a new business brand was launched - 'Liveable Exeter', which is still being implemented across the City and externally. A number of businesses are using it e.g., Football and Rugby Club (which now have it on their kit) and the university etc.

This is a 'boom time' for estate agents in Devon. The wider county is attracting people to relocate to Devon, whilst working remotely (not so much Exeter) but the coastal and rural towns.

Key channels to market for the visitor economy include digital, including Facebook, Twitter, Instagram and the main Visit Exeter website. Again, similar to Canterbury, events are also used to help raise awareness of the city and draw people in.

In March 2020, the Council quickly recognised the need to provide support to businesses because of the impact of Covid-19. They set up a number of recovery groups for example the Business Recovery Group supporting businesses in Exeter through to the Visitor Economy Group which is planning the future tourism offer within the city.

In terms of support for businesses this is focussed on providing grants for businesses in the tourism, hospitality and retail sectors, which have been particularly hard hit by Covid-19. There is a real push by the Council to encourage businesses in these sectors to apply for these grants. Part of the Additional Restrictions Grant funding of some £1m (along with other Council funding) has been earmarked to help the businesses innovate, change the business model etc to recover from Covid-19. City centre businesses (retail, hospitality) have further suffered because of a decline in footfall from other businesses located within the city (offices have closed and these office workers have not returned).

It is important to acknowledge the role of universities in helping to sustain a vibrant city centre (once we emerge post Covid).

The Council uses its own property portfolio in the city centre to offer subsidised rents to encourage temporary workspace, retail and licensed spaces (on a start-up or similar basis).





The Destination Management Plan was instigated by Visit Chichester and the District Council has provided some funding to Visit Chichester. A critical objective of the DMO is to increase the level of overnight stays within the district.

“Positioning the district as more than a day visit across all channels. Work with key product themes to engage the consumer in different ways.”

Through the Chichester Vision, which includes a range of partners (e.g., businesses, organisations and West Sussex County Council), the aim is to work with Visit Chichester to help deliver some of the projects identified in the Vision Action Plan.

The Vision is seen by the District Council as an important ‘living document with defined actions across multiple departments.

It sets out 3 key themes with an aim to balance a nice place to live and work with the visitor economy:

- Theme 1 - An Accessible and Attractive City ... Supporting ambitions and initiatives
- Theme 2 - A Vibrant and Growing Economy ... Supporting ambitions and initiatives
- Theme 3 - A Leading Visitor Destination ... Supporting ambitions and initiatives

Visit Chichester is going through a process of rebranding to the “Great Sussex Way” (but this has not been launched due to Covid-19). The rebranding is to demonstrate that the DMO is about the district and not just Chichester. There is a perception that Visit Chichester was focused on city and not the whole of the district, which is not the case as in reality the DMO has always covered the whole of the district.

There is also a focus on highlighting ‘what a good (and safe) place it is to live around here’ to encourage inward investment.

Arising directly from the DMP, was a requirement to establish additional funding streams for the DMO. Substantial work has been undertaken to evaluate options with a decision to establish an in-house ‘tiered’ membership scheme whereby putative members could buy-in the scheme at a number of different levels and receive a range of increasingly comprehensive benefits.

Chichester District benefits from a diverse visitor product - from the South Downs (attractive countryside) and a range of beaches. Chichester Cathedral is a critical partner and helps to draw in a significant number of visitors to the city. The Council is looking at how they can enhance the cathedral area via pedestrianisation to create a more attractive ‘space’.

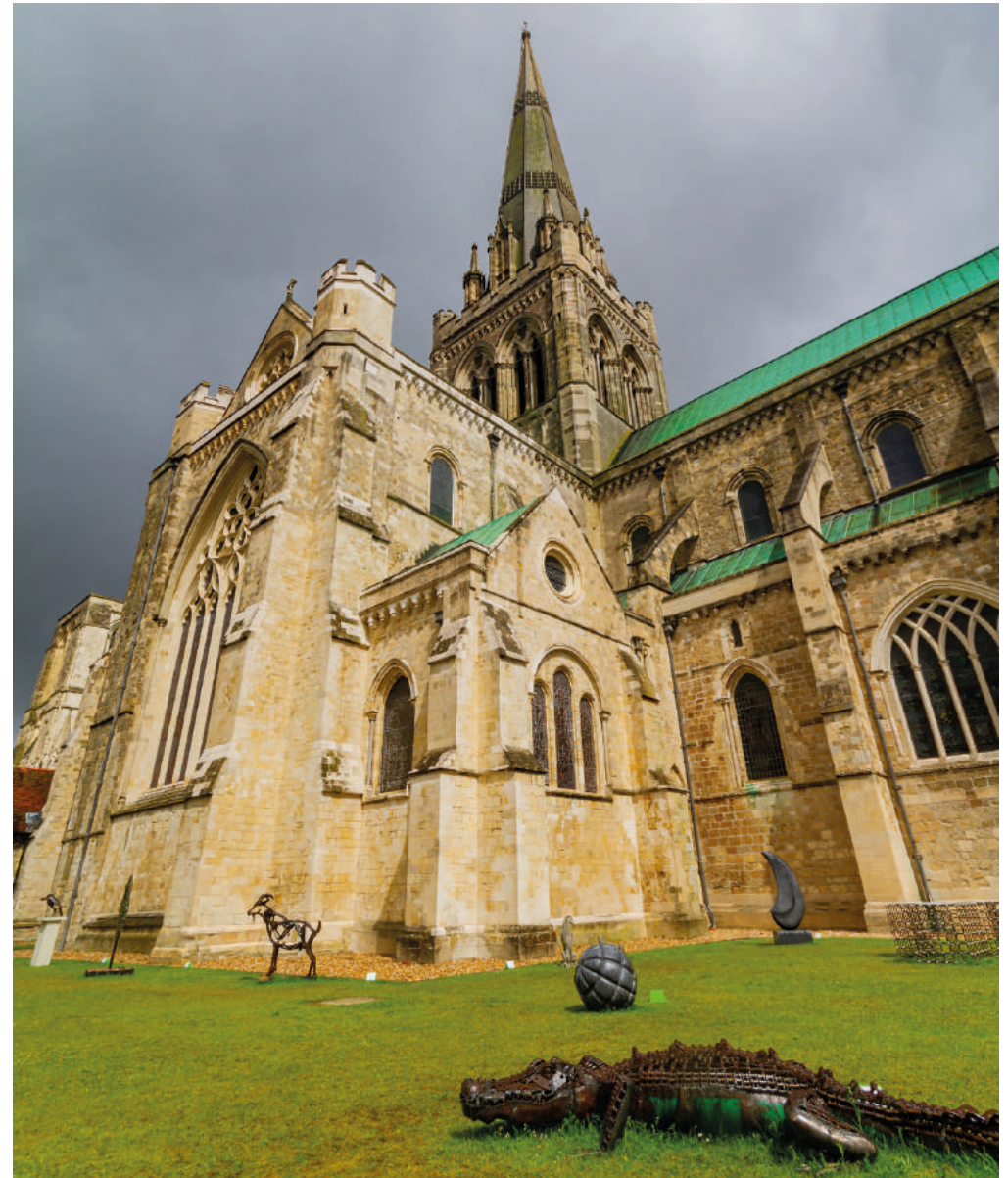
As key cultural resources Chichester Festival Theatre and Pallant House Gallery also help to draw visitors into the city. Goodwood has a dual role in terms of being an important part of the visitor product, but at the same time it also helps to attract inward investment (i.e., businesses relocating to the district). Cowdray is also located in the north of the district. Events play a critical role in helping to draw in visitors, they also present a range of PR opportunities and help to raise the profile of the district. The Council has invested in developing an events policy and event strategy with the aim of drawing people into the city centre. Events such as Summer Street Party and Pub in the Park have been supported by the District Council but have been put on hold with Covid-19.

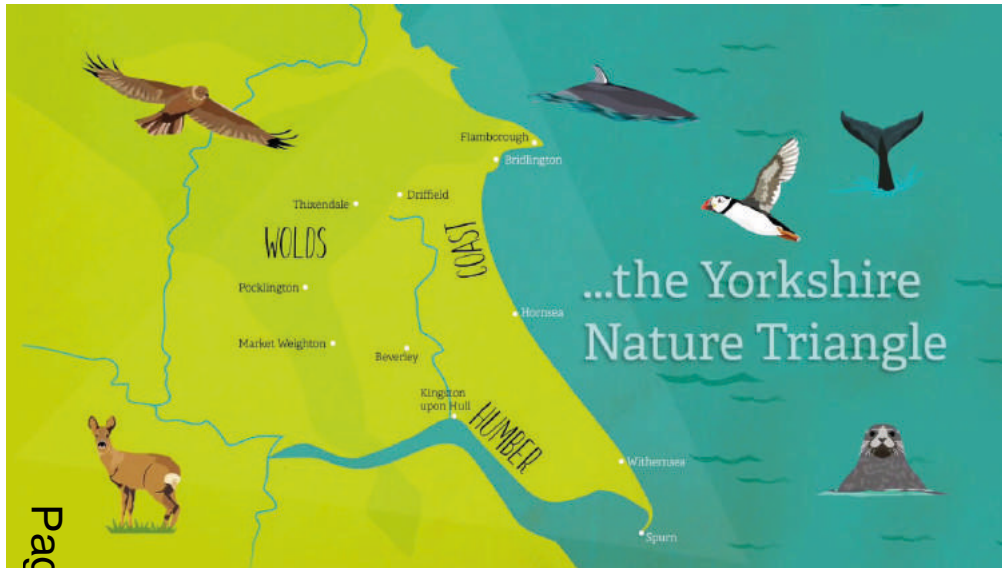
There are key gaps in terms of the visitor product and these relate to the available hotel accommodation bedstock, particularly within the city itself. There is also a recognised lack of provision in respect of serving the evening economy.

In terms of the visitor economy, the majority of the marketing is delivered through Visit Chichester. Whereas the Council has focused on marketing to the local community e.g., shop local and social media is a key channel to market. The district council works in closely partnerships with the town and parish councils who have a role to play in destination development. For example, Selsey Town Council is developing a destination website.

In terms of recovering from Covid-19 Chichester District Council has produced a range of recovery plans (for different department within the Council) with key actions to be carried out. They have established a £500,000 Covid-19 recovery grant for community groups and businesses.

The Council is keen to develop more of an itinerary option for visitors and to package different activities for different lengths of stay. This is mostly based on staying guests in the city centre.





“The Yorkshire Nature Triangle was established as a destination marketing initiative to bring together East Yorkshire’s key wildlife watching sites and nature reserves. The geographical area covers Filey and the Flamborough Headland down to the coast to Spurn Point, along the Humber Estuary and across the Yorkshire Wolds.”

This nature-based initiative was introduced in three planned phases. Building on the outstanding landscape of the AONB and other rural assets, there is potential in West Lindsey to create a similar possibly smaller scale ‘project prototype’ (and appropriate neighbouring areas) subject to partner interest. In terms of developing ‘nature experiences’ it is important to introduce a range which can appeal to different ‘market segments’ - from visitors beginning their journey into nature and through to experienced birders.

We describe the Yorkshire Initiative below:

In 2010, it was estimated that nature tourism was worth approximately £9.6m to the economy in the study area. Between 2010 and 2018 investment was targeted at marketing and product development, including but not limited to:

- Steps installed at Thornwick Bay
- Nature Tourism Conference
- Bird hird at Hornsea Mere
- Spurn Migration Festival
- Living Seas Centre
- Filey and Flamborough Wildlife Festival
- Education facility/visitor hide opens at Tophill Low
- Visitor guide refreshed
- Wayfinding introduced at Paull Holme Strays
- Cliff Cam goes live
- Business Toolkit refreshed to cover the full region

Development has been phased and the Yorkshire Wildlife Trust were the lead partner. Other partners included the RPSB, Yorkshire Water and East Riding of Yorkshire Council.

- Phase 1: Marking out the Triangle
- Phase 2: Building the Triangle
- Phase 3: Connecting the Triangle

Phase 1: Marking out the Triangle

“European LEADER funding (2010–2013) enabled Yorkshire Wildlife Trust to launch a pilot project, learn from international case studies and understand the value of nature tourism to the local economy (£9million annually). A commissioned report by Leeds Metropolitan University mapped out a plan to grow the nature tourism market to £29million by 2020.

This platform provided an exciting opportunity to engage with local businesses, tourism organisations and Local Authorities on senior level. Being at the helm, Yorkshire Wildlife Trust were able to advise how such developments could benefit both people and wildlife.”

Key Outputs:

- Creation of a blueprint for nature tourism development in East Yorkshire
- Setting the scene at an international nature tourism conference
- Providing training and advice to 100 businesses

Phase 2: Building the Triangle

“Coastal Communities Funding (2015–2017) supported the development of Yorkshire Wildlife Trust reserves. Other organisations were also busy breaking ground and creating new visitor experiences. Suddenly there was lots more to shout about! New visitor guides, a dedicated website and social media channels were launched along with our ‘Nature Tourism Business Toolkit’. Festivals and events added to the buzz; helping to organise the first ‘Migration Festival’ at Spurn National Nature Reserve. Initiation of the ‘Flamborough Marine Wildlife and Seabird Festival’ paved the way for the ‘Yorkshire Puffin Festival!’”

Key Outputs:

- Significant investment into nature reserves and visitor experiences
- National media coverage - igniting interest from businesses
- Relationship building with wider tourism sector

Phase 3: Connecting the Triangle

“Advocating East Yorkshire’s wildlife within the wider promotion of the region has been a cornerstone of the ‘Triangle’. Further support from the Coastal Communities Fund (2017–2019) enabled the creation of seasonal itineraries and now ‘wild days, wild weekends and wild weeks’ encourage people to visit, explore further and stay longer! A new marketing e-toolkit was launched for businesses. Our research revealed that visits to nature reserves have more than doubled and the value of nature tourism in East Yorkshire has increased from £9 million to £24 million annually between 2010 and 2018 (Leeds Beckett University).”

Key Outputs:

- Widening wildlife appeal to new audiences
- New itinerary-based resources and business training
- Sustainable solutions to maintain elements of the project long-term



Research in 2018 based on interviews carried out at different sites identified:

- 83% of visitors were aged 45+
- 80% of all visitors were in a group of two or more people
- 61% of people were in a family group and 13% visiting with friends
- In terms of the purpose of visiting the area birdwatching and walking are the most frequently mentioned responses - 40% and 30% respectively. Interesting to note the figure for birdwatching declined from 49% (the responses differed at individual interview sites)

Similar to West Lindsey, the visitor economy of East Yorkshire is dominated by day visitors and 59% of visitors interviewed were on a day trip from home and 6% of visitors interviewed were transiting through the area. One third of visitors were on holiday in the area.

In terms of the tourism market and their visitors to specific nature sites, the majority only travel a short distance from their accommodation to reach the sites. The sites need to invest in creating and marketing their USPs to encourage holidaymakers staying in the area (and neighbouring areas) to explore nature-based products further afield from their accommodation.

The more specialist birding sites (North Cave Wetlands and Tophill Low) generate high levels of repeat visits 24 trips/year on average.

The 2019 report Review of Nature Tourism in East Yorkshire, 2010-2018 has helped to identify the impact of investment in the Yorkshire Nature Triangle and nature tourism - it is estimated, using nationally-sourced engagement figures, that there was £18 million in direct spending on trips associated with viewing nature and wildlife in East Yorkshire.

Average spend per head at the different sites (excluding accommodation) has increased. For example, the average spend per head at Bempton Cliffs in 2015 was £19.94 and by 2018 it had reached £27.46 (a 38% increase), at the Living Seas Centre spend over the same period increased from £9.24 to £25.00 (a 171% increase) and at Tophill Low spend increased from £7.14 to £21.16 (a 196% increase).

Investment in products and marketing helped to increase visitor numbers at specific sites within the Nature Triangle.

Nature tourism can be used to help encourage out of season visits to specific areas by sensibly marketing wildlife spectacles from bird migrations through to seal pupping, which can occur outside of the main season.

Whilst the 'project' has officially drawn to a close (in 2019), the physical infrastructure and investment in the visitor product is a legacy, alongside other activities and events such as the Puffin Festival. Individual partners continue to take forward their own projects within the 'Nature Triangle.'



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**Prosperous Communities
Committee**

Tuesday 7th June 2022

Subject: Progress and Delivery Report Quarter Four, 2021-22

Report by:	Assistant Director – Change Management & Regulatory Services
Contact Officer:	Claire Bailey Change, Project and Performance Officer Claire.Bailey@west-lindsey.gov.uk
Purpose / Summary:	To consider the Progress and Delivery report for quarter four (January – March) and year-end 2021/22.

RECOMMENDATION(S): To assess the performance of the Council's services through agreed performance measures and indicate areas where improvements should be made, having regard to the remedial measures set out in the report.

IMPLICATIONS

Legal:

There are no legal implications arising from this report.

Financial :

There are no financial implications arising from this report. The financial performance measures are reconciled to service performance reported through the quarterly budget monitoring process, which is reported alongside this report.

Staffing :

There are no staffing implications arising from this report.

Equality and Diversity including Human Rights :

N/A

Data Protection Implications :

N/A

Climate Related Risks and Opportunities:

N/A

Section 17 Crime and Disorder Considerations:

N/A

Health Implications:

N/A

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

Risk Assessment :

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



Progress and Delivery Report

Quarter Four (Jan-Mar) 2021/22

Executive Summary

Introduction

This report presents a detailed summary of Council performance for quarter four, (January - March) of 2021-2022. In line with the Council's senior structure, performance information in this report is grouped by portfolio.

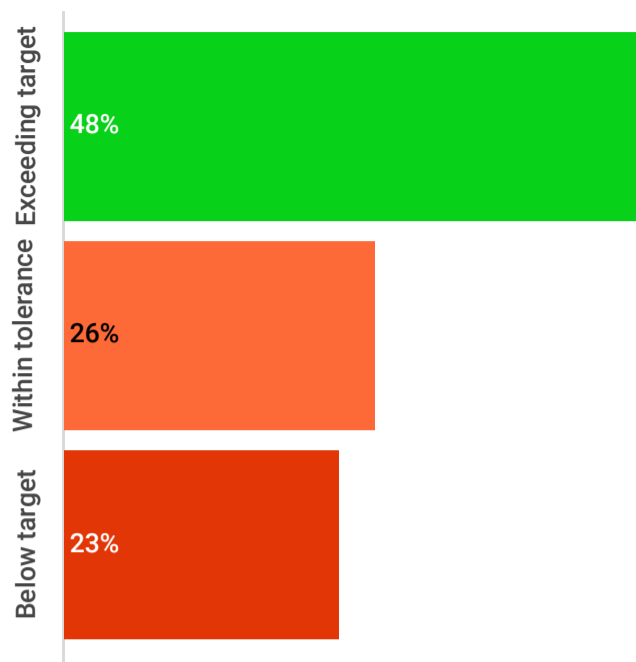
Each section of the report begins with an overall summary of portfolio performance, including measures which have been above or below target for at least two consecutive quarters. This is followed by a one page performance summary for each service within that portfolio.

Key information includes performance by exception (above or below target) and narrative relating to service activity for the quarter. Where performance is below target, additional information has been included to explain: why this is the case, what remedial action is being taken to improve performance and when performance is expected to be back on track.

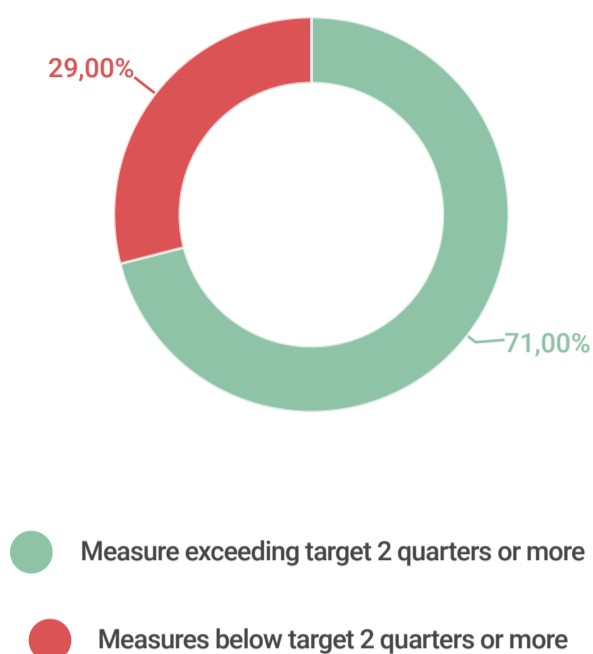
Attached as Appendix A, for information, is a summary of year-end performance for all of the Council's key performance indicators.

For those key performance indicators (KPIs) where it has been identified that significant remedial action is required to improve performance, action plans will be created. In order to monitor progress, any such action plans will be included in Progress and Delivery reports on a rolling basis until all actions have been completed. It has not been necessary to include any action plans within the quarter four report.

Overall Summary of Council Performance - Quarter 4



Overall Performance Summary - Q4



Quarter Four Performance by Portfolio

Portfolio	No of measures	Measures exceeding target	Measures within tolerance	Measures below target
Finance and Property	3	3	0	0
Homes and Communities	12	3	5	4
Operational and Commercial	16	6	3	7
People and Democratic Services	4	2	2	0
Planning and Regeneration	3	3	0	0
Regulatory Services and Change Management	24	13	6	3

Corporate Health

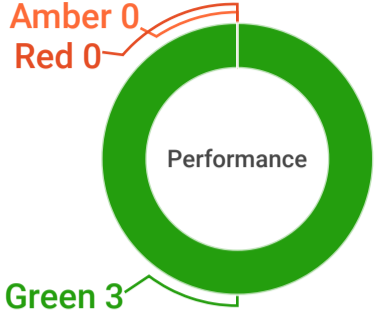
- CH01 - Compliments received have increased 19% when compared with quarter three (264 compliments received, compared with 324 in quarter four).
- CH02/03 – A reduction in complaints is also reported for 2021/22 with 155 being received in total compared to 178 the previous year. Complaints increased during quarter four to 45 of which 19 were upheld (44%). The increase in the number of complaints received is also linked to the introduction of the new paper and card collections and the advisory bin tagging that has been taking place since March 2022. An increase in complaints was expected during the introduction period and the team are working to mitigate wherever possible.
- CH12 - In response to Garden waste renewals, paper and card recycling roll out, Council Tax billing and calls in relation to the household support grants The average number of calls presented per month in quarter four was 17,072, when compared with 10,438 in quarter three, representing a 39% increase in calls received.

KPI	Q4 (2020/21)	Target	Q4 (2021/22)	Perf	DoT
CH01- Compliments received	198	N/A	324	-	⬆️
CH02- Complaints received	35	N/A	45	-	⬇️
CH03- % of complaints where the Council is at fault	22%	45%	44%	🟢	⬇️
CH04- Average time taken to resolve a complaint	8 days	21 days	7 days	🟢	⬆️
CH05- Overall Council Budget Forecast Outturn	-	0%	-1.42%	🟢	-
CH07- Average number of days taken to pay invoices	9.1	14	18	🟡	⬇️
CH08- Annual Statement of Accounts	Unqualified	Unqualified	Unqualified	🟢	⬆️
CH09- Budget Variance	-£998,045	£0	-£186,542	🟢	-
CH10- Server and System Availability	100%	98%	100%	🟢	⬆️
CH11- Staff Absenteeism	0.3	0.6	0.49	🟢	⬇️
CH12- % of Calls answered within 21 Seconds	61%	85%	53%	🔴	⬇️
CH13- Employee Satisfaction	N/A	90%	88%	🟡	-
CH14- Health & Safety Incidents	15	N/A	6	-	⬇️
CH15- Customer Satisfaction	74%	75%	71%	🟡	⬇️
CH16- Data Breaches resulting in action by the ICO	0	0	0	🟡	⬇️

Finance & Property Performance Summary

Services included:

- Property and Assets



Measures where performance is above target for at least two consecutive quarters

KPI	Q3 (2021/22)	Target	Q4 (2021/22)	Perf
PA04- Rental portfolio voids	5%	70%	3%	■

Measures where performance is above target for at least two consecutive quarters

There are no measures within this portfolio that have performed below target for two consecutive quarters.

Property and Assets

- PA02/PA03 – The breakdown of planned/responsive maintenance is positive with planned maintenance reported above target at 77% influenced by the delivery of the planned maintenance programme, undertaking capital works and closure of the North Warren Road Waste Services Depot. Whilst responsive maintenance is below target at 23% this is attributed to the reopening of premises after COVID.
- PA04 - Strong demand for rental property has continued during 2021/22 with a 3% void reported for quarter four, whilst this is on target it was hoped that the two vacant properties which remain - both of which are under offer, would have completed in time to report in this period, however they are expected to complete within the next quarter.
- PA05 - This year has seen an increase in daily use of car parks which has brought incomes levels closer to pre-COVID levels, with quarter four reporting a 30% increase in income (£220,860 compared with £155,273). Permit sales have reduced significantly due to new working arrangements/need, however this has been mitigated by increased day ticket sales which offsets the lost permit income as they are heavily cost incentivised.
- PA06 - Rental income has reduced by approximately £31k on the previous year however, this due to the disposal of most of 12 residential housing properties to P3 in 2021.

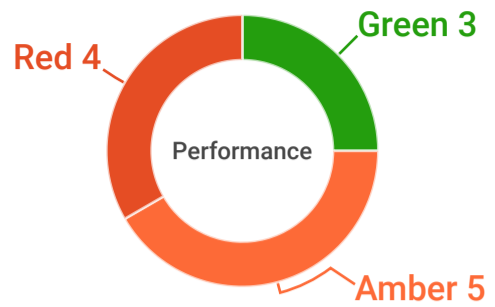
Performance exceptions

KPI	Q4 (2020/21)	Target	Q4 (2021/22)	Perf	DoT
PA02- Planned maintenance	75%	70%	77%	■	⤴
PA03- Responsive maintenance	25%	30%	23%	■	⤴
PA04- Rental portfolio voids	14%	12%	3%	■	⤴
PA05- Rental income- car parks	£22,467	N/A	£56,669	N/A	⤴
PA06- Rental income - received assets	£173,206	N/A	£135,464	N/A	⤵

Homes & Communities Performance Summary

Services included:

- Home Choices
- Housing
- Communities



Measures where performance is above target for at least two consecutive quarters

KPI	Q3(2021/22)	Target	Q4 (2021/22)	Perf
HSG03- Long-term properties as a % of all housing stock in the district	1%	2%	1.15%	Green
HC06- Number of households who have been housed from the Housing Register	83	3	60	Green
HC07- Homeless prevention	51	48	52	Green

Measures where performance is below target for at least two consecutive periods

KPI	Q3 (2021/22)	Target	Q4 (2021/22)	Perf
HC05- Number of nights spent in Bed and Breakfast accommodation	288	0	471	Red
HC09- Homeless prevention cases as a % of total approaches	50%	65%	57%	Red
HSG01- Average number of days from DFG referral to completion	172	120	183	Red
HSG04- Long-term empty homes brought back into use	0	25	0	Red

Home Choices

- HC02 – Whilst number of households placed in temporary accommodation is above the target for quarter four, over the course of the year 2021/22 reports as within the agreed tolerance levels averaging 6 households.
- HC03/05 - All contracted temporary accommodation units have remained full during quarter four. Delays in move on due to issues with sign up for housing provider properties (new build handover pushed back, repairs, sourcing white goods and furniture before move in) contributed to an increase in B&B use. We are seeing the lowest ever levels of properties coming through our choice-based lettings system which is causing further issue and delays.
- Central Government issued “Protect and Vaccinate” guidance in December 2021 which required us to provide temporary accommodation to all homeless applicants, this is over and above our statutory duty with Central Government providing additional funding for this new burden which covered this whole period - this is reflected in the increased B&B use. This requirement ended on 31st March 2022.
- Securing successful move on from B&B is challenging and a number of B&Bs in the district will no longer accept bookings for homeless people. Supporting vulnerable customers is difficult when they are placed out of the district, sometimes in places with limited access to facilities. A planned review of temporary accommodation will identify and address these issues. Funding has been secured from the LGA and we now are in the process of procuring additional capacity to assist with this review. Steps are being taken to increase availability of temporary accommodation in the interim which could assist with reducing the costs incurred for B&B use.
- HC08 -Increased approaches from those with high and multiple support needs continue, but partnership working with Acis, Gainsborough Housing Related Support ServiceRSS and our housing benefit team assisting with achieving the highest number of successful prevention and relief outcomes of the last year during quarter four with 42.

Performance exceptions

KPI	Q4 (2020/21)	Target	Q4 (2021/22)	Perf	DoT
HC03- Number of nights spent in temporary accommodation	N/A	N/A	137	N/A	N/A
HC04- Number of households in Bed & Breakfast accommodation	N/A	N/A	11	N/A	N/A
HC05- Number of nights spent in Bed and Breakfast accommodation	512	0	471	■	⊕
HC06- Number of households who have been housed from the Housing Register	24	43	60	■	⊕
HC07- Homeless prevention	36	48	52	■	⊕
HC09- Homeless prevention cases as a % of total approaches	N/A	65%	57%	■	N/A

Housing

- HSG01 - DFG timeframes are steady with a slight increase at year end as the team work towards completing as many adaptations as possible within the financial year. Following the T24 review it is anticipated that these figures will start to reduce by the summer of 2022. A total of 131 DFG application completed within 2021/22 averaging 182.75 days to complete.
- HSG02 - Work continues with P3 to source empty properties for the VHS, P3 have 17 properties in the pipeline for purchase, a number of which are empty properties. Whilst the number of long-term empty properties has slightly increased during quarter four the numbers of complaints received has not increased and so these properties, although empty, are not translating into problematic empty properties.
- Work ongoing with the council tax team to try and work with a landlord who has a number of empty properties and high council tax debt to try and facilitate sale of those properties and a repayment of the council tax debt.

Performance exceptions

KPI	Q4 (2020/21)	Target	Q4 (2021/22)	Perf	DoT
HSG01 - Average number of days from DFG referral to completion	183 days	120 days	197 days	■	⊙
HSG02 - Long term empty properties in the district	501	N/A	491	N/A	N/A
HSG03 - Long term empty properties as a % of all housing stock	N/A	2%	1.1%	■	N/A
HSG04 - Long term empty properties brought back into use	0	25	0	■	⊙
HSG05 - Affordable housing completions	18	N/A	Awaiting information	N/A	

Communities



All KPIs within this service area are performing within expected tolerance levels.

CCTV:

During quarter four CCTV continued to monitor increasing levels of shoplifting incidents in Gainsborough town centre. The Gainsborough Shop Watch scheme has continued to operate during the pandemic with CCTV communicating directly with member stores via 2-way radio to prevent and detect incidents, however regular meetings and normal ban notices were paused. During quarter four the Shop Watch Meetings have now resumed and further promotion of the scheme will take place during 2022/23 quarter one.

Work to upgrade and expand CCTV coverage in Gainsborough continued during quarter four with a new installation completed to provide enhanced coverage of Roseway Car park.

Community Grants:

During quarter four we have seen a significant increase in applications to the Platinum Jubilee Community Fund. The total budget for this fund was increased following committee approval to meet the increased demand. Additional review panels are taking place to review and assess applications.

During 2021/22 the Councillor Initiative Fund has made 70 awards, the Matching Funding Grant made 18 awards and the Platinum Jubilee Community Fund made 24 awards.

Open and Green Spaces:

Tree planting has been completed on Council owned sites in Gainsborough with over 300 tree saplings provided by Lincolnshire County Council through the Treescapes Fund. This has included a range of tree species planted at locations within Mercer Wood, Theaker Avenue Nature Area and Pit Hills Plantation.

Employment and Skills:

The Kickstart Scheme has concluded during quarter four with additional in-house training provided to the young people appointed. Five places were awarded - two with Trinity Arts Centre, one at the Crematorium, one with Customer Services and one at Surestaff.

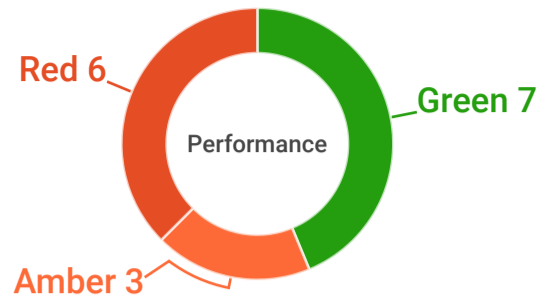
Household Support Fund:

During quarter four officers have continued to deliver the Household Support Fund which provided food and energy grants to households facing financial hardship. The scheme ran from December 2021 to March 2022 and has awarded 2,906 individual grants in the form of food and support vouchers. The total value of grants awarded was £331,058. Further reporting of the delivery of the fund will be produced during 2022/23 quarter one.

Operational & Commercial Performance Summary

Services included:

- Building Control
- Crematorium
- Garden Waste
- Leisure Contract
- Trinity Arts Centre
- Operational Services
- Street Cleansing
- Markets
- Contracts Management



Measures where performance is above target for at least two consecutive quarters

KPI	Q3 (2021/22)	Target	Q4 (2021/22)	Perf
LEI01- % of customer reporting satisfaction with West Lindsey leisure events and facilities	96%	75%	96%	■
TAC04- Audience figures	4,095	234	1,638	■
SC03- Volunteer litter picks	14 (Red)	18	24 (Green)	-
SC04- % of fly-tipping collected within the SLA	99%	90%	99%	■
WC05- Missed bins collected in 5 days	96%	95%	97%	■

Measures where performance is below target for at least two consecutive quarters

KPI	Q3 (2021/22)	Target	Q4 (2021/22)	Perf
LEI02a- Leisure Facilities Usage - Gainsborough	59,084	78,750	74,133	■
LEI05- Total number of outreach users	0	135	50	■
MKT02- Average number of stalls on a Tuesday	14 (Green)	14	10 (Red)	-
MKT03- Average number of stalls on a Saturday	29	37	25	■
WC04- Missed black and blue collections	310	285	331	■

Building Control

- BC02 – Income remains above the previous year for the fourth consecutive quarter with a 19% increase compared to 20/21.
- BC04 - Applications received increased towards the end of quarter four with an overall 17% increase for applications received reported at the end of 2021/22 compared to the previous year

Performance exceptions

KPI	Q4 (2020/21)	Target	Q4 (2021/22)	Perf	DoT
BC02- Income received	£58,545	N/A	£61,856	N/A	⬆️
BC04- Applications received	204	N/A	178	N/A	⬇️

Crematorium

- Targets are not assigned for LFC01 / 02, with performance instead monitored against the direction of travel.
- LFC03 is a new measure introduced for 2021/22. As is standard practice, targets are not assigned for new measures, with performance included in all P&D reports for 2021/22 in order that members have the appropriate baseline data to agree a target for 2022/23.
- LFC02 – Quarter four has been a quiet period with the number of services down 34% (127 compared with 191) for the same period the previous year, however over the course of the year a 7% decrease is reported when compared with 20/21 (573 compared with 618). It is considered that the decrease in services in part is due to Lincoln Crematorium’s completion of improvement works and them now operating at full capacity.
- Quarter four saw an increase of memorial sales following the opening of the memorial garden for scatterings with families requesting to use Lea Fields as their preferred choice. To date we have carried out 26 strewing’s, 10 of which were from other crematoriums, generating additional income.


Crematorium Performance Measures

KPI	Q4 (2020/21)	Target	Q4 (2021/22)	Perf	DoT
LFC01- Income received	£144,801	N/A	£109,618	N/A	⬇️
LFC02- Number of services held	191	N/A	127	N/A	⬆️
LFC03- % of total cremations that are direct funerals	N/A	N/A	9.45%	N/A	N/A

Garden Waste

- GW01 - 2022 subscriptions for green garden waste are currently lower than the previous year having sold 474 less bins than the previous quarter four. In addition to the service commencing two weeks later than the previous year the introduction of the additional purple lidded bin has in some instances caused residents to request retrieval of their green bins due to lack of space. It is expected that over the course of the year the sales will increase once residents begin to need the service. The subscription service started later in the year for 2022 resulting in a differing sales profile.

Performance exceptions

KPI	Q4 (2020/21)	Target	Q4 (2021/22)	Perf	DoT
GW01- Bins sold	25,095	25,095	24,621		

Leisure Contract

This last quarter has proved challenging to keep both the centres open with the rise and fall of COVID cases putting a strain on staffing levels. However, the use of the centres has continued to slowly increase reporting an increase in facility usage.




Outreach work as slowly begun to increase, with SLM making important strides in accessing and facilitating different sports and activities and engaging with community groups, voluntary sector and sporting governing bodies to enable exercise classes. The following are underway: Active Seniors classes which are stronger than ever; singing sessions with the Dementia group; young mum's sessions; social prescription; junior cricket and football for girls and boys.

Working with One You Lincolnshire has facilitated GP referral, health MOT's for staff and users, the GLOJI (One Lincolnshire weight loss programme) Stop Smoking training for staff with clinics. The Community Learning in Partnership group uses the WL centre weekly for sports activities in the main hall and are looking at the students putting on events and helping to organise charity fundraiser days supported by SLM.

Projects starting in April are the FA Wildcats launch on 20th April at Market Rasen with three coaches committed to lead the programme from Market Rasen Town FC. Then into May looking at Men's Mental Health with art classes commencing with Ali's Art.

Following concerns raised by members over lack of maintenance and cleanliness issues at the Gainsborough site the Council's Contract Manager is working with SLM to ensure cleanliness issues are resolved, completion of outstanding maintenance is undertaken and to implement an on-going maintenance plan - progress to be reported quarterly.

Performance exceptions

KPI	Q4 (2020/21)	Target	Q4 (2021/22)	Perf	DoT
LEI01- % of customers reporting satisfaction with West Lindsey leisure events and facilities	N/A	75%	96%		N/A
LEI02a- Leisure Facilities Usage - Gainsborough	N/A	78,750	74,133		N/A
LEI02b- Leisure Facilities Usage - Market Rasen	N/A	N/A	14,173	N/A	N/A
LEI03a- Number of individual users - Gainsborough	N/A	N/A	9,319	N/A	N/A
LEI03b- Number of individual users - Market Rasen	N/A	N/A	1,964	N/A	N/A
LEI04- Number of users who visit Gainsborough and Market Rasen Leisure centre at least 3 times per week	N/A	N/A	5,094	N/A	N/A
LEI05- Total number of outreach users	N/A	135	50		N/A
LEI06- Number of leisure centre users referred through participation in Healthy Lifestyle schemes	N/A	N/A	369	N/A	N/A

Trinity Arts Centre

- TAC05 and TAC06 are new performance measures for 2021/22. As is standard practice, new measures are not allocated targets with performance included in all P&D reports for 2021/22 in order that Members can agree targets for 2022/23 based on baseline data.
- TAC03 – Average spend per head is above target for the first quarter this year, with an average £2.75 being spent per head during quarter four.
- TAC04/05 - Despite a number of performances being cancelled and rescheduled to later in the the year due to COVID, 13 performances were held throughout quarter four with total audience figures of 1638.
- TAC06 – Community engagement activities increased over 20% when compared with quarter three holding 151 activities over the period when compared with 117 the previous quarter. Activities run on a daily basis and include show choirs; adult learning; dance classes and literacy projects with TAC being a firm fixture in the local community with a wide variety of activities to offer.

Performance exceptions

KPI	Q4 (2020/21)	Target	Q4 (2021/22)	Perf	DoT
TAC02- TAC income	£14,290	N/A	£39,108	N/A	⬆️
TAC03- Average spend per head (secondary sales)	N/A	£2.30	£2.75	🟢	⬇️
TAC04- Audience figures	N/A	234	1,638	🟢	⬆️
TAC05- Number of performances and screenings held	N/A	N/A	13	N/A	N/A
TAC06- Number of engagement activities held	N/A	N/A	151	N/A	N/A

Markets

- MKT01 -Stall rents have continued to be collected throughout quarter four and have generated an income of £5,418. January 2022 saw the rollout of the Market Trader Grant Scheme with a total of 46 grants being paid, 21 of which were for the Gainsborough Market Traders.
- MKT02/03 – During quarter four the Tuesday market has seen a take up of 327 paid for stalls and the Saturday market has seen a take up of 117 paid for stalls.
- Final negotiations are ongoing to extend the support package with Marshall Yard until 2023. The support package is for the General Market as well as the Farmers Market and aims to deliver two main events to run alongside the General Market and to deliver smaller events alongside the Farmers Market.
- For quarter four there has been an average of 11 traders per month attending the Farmers Market. The Barket – dog show took place Saturday 12th March 2022, The Barket ran alongside the Farmers Market within the town centre, positive feedback was received from Gainsborough market traders, reporting a busy market with increased footfall.
- Consultants Quarterbridge have undertaken a review of the market looking at options for the delivery of markets throughout the district i.e. Gainsborough, Market Rasen and Caistor – Phases 1, 2 & 3 of the market review have now been completed and presented to Members at Prosperous Communities Committee where Members agreed to move forward with the proposals.

Performance exceptions

KPI	Q4 (2020/21)	Target	Q4 (2021/22)	Perf	DoT
MKT01- Income received	£0	N/A	£5,681	N/A	⤴
MKT02- Average number of stalls on a Saturday	10	14	10	■	⤵
MKT03- Average number of stalls on a Tuesday	14	37	25	■	⤴

Street Cleansing

- SC03 - Quarter four saw an increase in volunteer litter picks with a total of 24 taking place over the three-month period, this due to the Great British Spring Clean starting in March 2022. 85 litter picks are reported in total for the year which is in excess of the target set at 72.
- SC04 - 547 instances of fly tipping were reported in quarter four of which 542 were collected and disposed of within their target time frame, this represents a collection/removal rate of 99.09%. Over the course of the year there has been a 34% reduction in the number of fly tipping instances, however the number remains high when compared to pre-COVID instances.

Performance exceptions

KPI	Q4 (2020/21)	Target	Q4 (2021/22)	Perf	DoT
SC03- Volunteer litter picks	26	18	24	■	⌵
SC04- % of fly-tipping collected within the SLA	98%	90%	99%	■	⌶

Waste Services

- WC03 -Communications regarding the new paper and card collection and the “right thing, right bin” campaign are ongoing, advising residents what is recyclable and what needs to go in the residual bin. Quarter four remains on target for residual waste however this will need to be monitored as the new collection regime is rolled out.
- WC04 – Missed black and blue collections are reported as under target for quarter four but remain within the agreed tolerance levels for 2021/22. Increased workloads due to new housing estates and weights of materials collected continues to be a factor with missed bins - this will be closely monitored once the new collection regime begins to become business as usual.

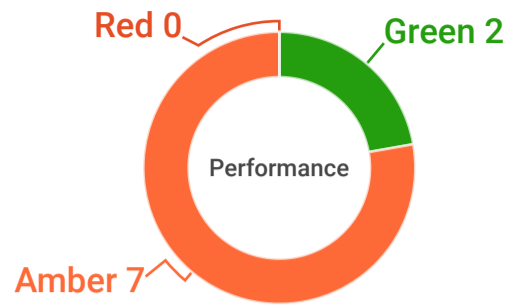
Performance exceptions

KPI	Q4 (2020/21)	Target	Q4 (2021/22)	Perf	DoT
WC03- Residual waste per household	43.01 kgs	45 kgs	40.13 kgs	■	⌶
WC04- Missed black and blue collections	300	285	331	■	⌵
WC05- Missed bins collected in 5 days	98%	95%	97%	■	⌵

People and Democratic Services

Services included:

- Democratic Services



Measures where performance is above target for at least two consecutive quarters

KPI	Q3 (2021/22)	Target	Q4 (2021/22)	Perf
DS04- % of FoI turnarounds in statutory limit	100%	97%	99%	■
DS05- Number of subsequent FOI challenges upheld	0	5	0	■





Measures where performance is below target for at least two consecutive quarters



There are no measures where performance is below target for two consecutive quarters.

Democratic Services and Contracts Management

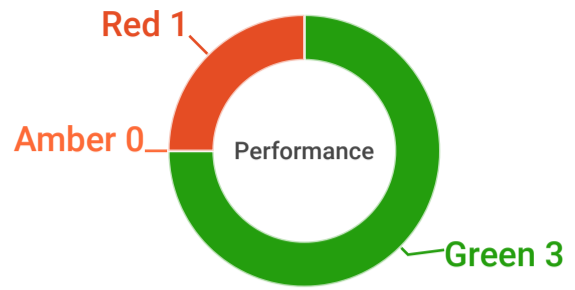
Performance exceptions

KPI	Q4 (2020/21)	Target	Q4 (2021/22)	Perf	DoT
DS03- Volume of Fol requests received	N/A	N/A	179	N/A	N/A
DS04- Percentage Fol turnarounds in statutory limit	100%	97%	99%		
DS05- Number of subsequent FOI challenges upheld	0	5	0		

Planning & Regeneration Performance Summary

Services included:

- Development Management



Measures where performance is above target for at least two consecutive quarters

KPI	Q3 (2021/22)	Target	Q4 (2021/22)	Perf
DM04- Major Applications Determined In-time	100%	90%	100%	■
DM05- Non-major applications determined in-time	96%	80%	95%	■
DM07- Non-Major Appeals Allowed	1%	8%	1%	■

Measures where performance is below target for at least two consecutive quarters



There are no measures where performance is below target for two consecutive quarters.

Development Management

- DM02 – Quarter four reported the highest income of the year with £293k – with £144,911 received in January – the highest month of the year. Overall for 2021/22 planning fees brought in £968,498, comfortably above the £900k forecast, with an additional £89k in pre-application fees.
- DM03 - A total of 466 applications were received in quarter four, a 23% increase on quarter three and 1% increase on 2021/21. Of the applications received in quarter four 15 of these were major planning applications.
- DM04 - 16 applications for major planning applications were determined in quarter four and 58 major application determined in 2021/22 100% of which were determined within time or within the agreed extension of time.
- DM05 – The service also determined 194 applications for non-major development, of which 95% (184) were determined within time or within the agreed extension of time. Overall for 2021/22 97% of non-major applications (837 out of 860) were determined in time or within the agreed extension of time.
- DM06 - 3 appeal decisions were received against major developments in quarter four, two of which were upheld accounting for 13%. This relates to two appeals for the same site with the Inspector subsequently allowing the combined appeals. Overall in 2021/22 6 major development appeal decisions were received, 4 being dismissed and 2 allowed reporting 3% of all major decisions made.
- DM07 – 6 appeal decisions were received against non-major development in quarter four, 4 of which were dismissed and 1 being allowed, equating to 1% of all non-major decisions made. Overall in 2021/22 20 non-major appeal decisions were received, 15 being dismissed and 5 allowed reporting 2% of all non-major decisions made.

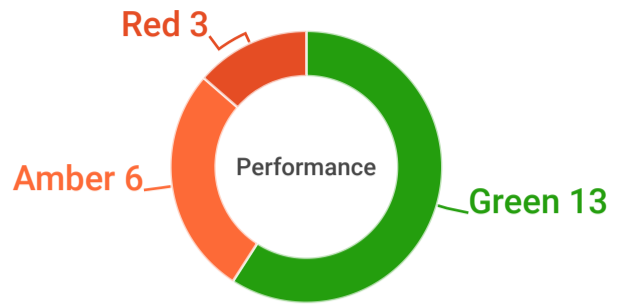
Performance exceptions

KPI	Q4 (2020/21)	Target	Q4 (2021/22)	Perf	DoT
DM02- Planning and Pre-App Income	£265,384	NTS	£293,025	N/A	⬆️
DM03- Received Planning Applications	508	NTS	466	N/A	⬇️
DM04- Major Applications Determined In-time	100%	90%	100%	🟢	⬆️
DM05- Non-major applications determined in-time	99%	80%	95%	🟢	⬇️
DM06- Major Appeals Allowed	N/A	8%	13%	🔴	N/A
DM07- Non-Major Appeals Allowed	N/A	8%	1%	🟢	N/A

Change Management & Regulatory Services Performance Summary

Services included:

- Council Tax and NNDR
- Enforcement
- Housing Benefit and Council Tax Support
- ICT
- Local Land Charges
- Licensing
- Regulatory Services
- Systems Development



Measures where performance is above target for at least two consecutive quarters

KPI	Q3 (2021/22)	Target	Q4 (2021/22)	Perf
LI04 - % of licensing applications processed within target time	100%	96%	100%	■
CT02- Number of properties on the property tax base / FTE	5,474	5,000	5,711	■
BEN02- Cost per live claim	£4.71	£5.52	£4.11	■
BEN03- End to end processing times	7.4 (Red)	5	4.2 (Green)	-
SYS01- LLPG Standard	Gold	National Standard	Gold	■
SYS02- Website availability	100%	98%	100%	■
SYS04- % of systems development requests dealt with	100%	80%	99%	■
LC05- Time taken to process a search	7.0	10	8.1	■
REG02- % of registered food premises rated at 3* or above	98%	96%	98%	■
REG05- Environmental protection cases closed within six months	99%	75%	99%	■

Measures where performance is below target for at least two consecutive quarters

KPI	Q3 (2021/22)	Target	Q4 (2021/22)	Perf
EN03- Number of community safety cases closed following compliance	27	60	37	■

Council Tax and NNDR

- CT03 – A collection rate of 98.02% is reported for 2021/22 with the team collecting £59.1m - £3m (0.01%) more than last year. This put us 3rd in the Lincolnshire districts league table and is quite an achievement considering the economic recovery since the pandemic restrictions.
- CT04 - The collection rate for NNDR is down by 1.15% on last year (97.9% in 2020/21), reported at 96.75% this year. This mainly due to three companies having outstanding business rates for 2021/22 totaling over £500k, recovery of the rates owed is ongoing in all cases. One of the companies in High Court, one claiming relief and the third in court
- The council tax discretionary hardship fund has been successfully allocated which has enabled us to successfully support 70 households who were in financial hardship during 2020/21.
- The single person discount review has now successfully concluded with 414 accounts having their discount removed either due to another person being in occupation or due to the non-return of the review forms. This will result in net revenue of council tax for 2021/22 of £39,182, if all new council tax demands are paid,

Performance exceptions

KPI	Q4 (2020/21)	Target	Q4 (2021/22)	Perf	DoT
CT02- Number of properties on the property tax base/FTE	5,247	5,000	5,707	■	⬆️
CT03- Council Tax in year collection rate	98.00%	98.01%	98.02%	■	⬆️
CT06- Council Tax collected	£8,228,491	N/A	£9,071,766	N/A	⬆️
CT04- NNDR in year collection rate	97.90%	97.90%	96.75%	■	⬇️
CT05- NNDR collected	£1,793,984	N/A	£2,927,960	N/A	⬆️

Housing Benefit and Council Tax Support

During 2021/22, 1,850 West Lindsey households were allocated an extra £200 Council Tax Reduction each which was distributed from the £262k Council Tax Reduction fund allocated by Government.

A breakdown of quarter four saw January claims reduce by 20 compared with December 2020. The number of claims outstanding in excess of 30 days, reduced to 14 at the end of January with processing times reduced to 5.7 days. During February new claims increased to 132 however processing times reduced further to 3.1 days with claims older than 30 days increase slightly to 15.

By the close of quarter four March reported good end to year processing times at 3.7 days whilst receiving the highest number of new claims for the year with 146; reporting an average of 4.2 days for quarter four and claims older than 30 days rising to 20 for March with a quarter four average of 16. So, we are starting to see a increase over the last two months of quarter four which reflects the ongoing hardship being experienced by residents

March saw the highest number of new claims received for any month in the year at 146 (average for 2021/22 is 122 per month) and the second highest month for changes at 4,517 changes received in one month (average for 2021/22 is 2,772 per month). During quarter four the Benefits team assisted with the Household Support Fund vouchers and over 270 staff hours were spent assessing and referring customers for financial support.

- BEN02 – Cost per live claim is the lowest it has been for the year with quarter four reporting £4.11 with an annual average of £5.08 and above target for the year.
- BEN03 – End to end processing times have improved for quarter four at 4.2 days and average processing times over the year are within target however Universal Credit changes and new Council Tax Reduction claims are affecting the ability to process claims as fast as we would like.

Performance exceptions

KPI	Q4 (2020/21)	Target	Q4 (2021/22)	Perf	DoT
BEN02- Cost per live claim	£3.20	£5.52	£4.11		
BEN03- End to end processing times	4.9 days	5 days	4.2 days		

Enforcement

- EN08 – High level of demand continues into quarter four with an unprecedented 296 planning enforcement cases received throughout 2021/22 (compared to 219, 2019/20), 67 of which were in quarter four. Alongside this, 297 cases were closed, however the caseload has still averaged 148 open at any one time. The high number of open cases continues to present a resource challenge for the Council however steps are in place to minimise this impact.
- The Housing Standards work area continues to perform well and there are currently 70 MEES (Minimum Energy Efficiency Standards) cases open. These are mainly seeking to address poor standards in rural areas, where properties are being let that do not meet the minimum legal MEES standards. WLDC served over 100 notices and the project is due to continue into 2022/23 until compliance is achieved across all properties.
- The number of housing enforcement notices served has reduced during this year, mainly due to the selective licensing scheme in Gainsborough coming to an end in July 2021. Work is ongoing to look at future options for the District.
- EN03 - This represents cases closed following a warning, fixed penalty notice or formal action. There were 16 cases issued with a warning in 2021 (calendar year) and three where a notice was served.

Performance exceptions

KPI	Q4 (2020/21)	Target	Q4 (2021/22)	Perf	DoT
EN03- Number of community safety cases closed following compliance	19	60	37	■	⬆️
EN06- Planning enforcement cases closed within six months	78%	75%	78%	■	⬆️
EN07- Housing enforcement requests received	72	N/A	48	N/A	N/A
EN08- Planning enforcement requests received	64	N/A	67	N/A	N/A

ICT

- ICT01 – The high volume of helpdesk calls continued into quarter four, with 2,202 calls received during 2021/22, which marks a 35% increase on the previous year.
- ICT02 – The average time taken to resolve helpdesk calls has reduced from the previous two quarters to 24 hours, which also is the annual average for 2021/22.







ICT Performance Measures

KPI	Q4 (2020/21)	Target	Q4 (2021/22)	Perf	DoT
ICT01- Number of helpdesk requests received	469	N/A	570	N/A	N/A
ICT02- Average number of hours taken to action a helpdesk request	N/A	N/A	23.5	N/A	N/A
ICT03- Number of change management requests received	338	N/A	463	N/A	N/A
ICT04- Number of change management requests completed	113	N/A	154	N/A	N/A

Systems Development

Proactive monitoring of systems ensures targets are met. LLPG Standard is measured nationally against nine set criteria so we need to ensure each criteria are managed and provide accurate information. The council have managed to achieve the Gold Standard for each month in 2021/22.

Performance exceptions

KPI	Q4 (2020/21)	Target	Q4 (2021/22)	Perf	DoT
SYS01- LLPG Standard	Gold	National Standard	Gold		
SYS02- Website availability	100%	98%	100%		
SYS04- % of systems development requests dealt with	99%	80%	99%		

Local Land Charges

- LC02 – An increase in searches received has led to an uplift in income for quarter four. The average monthly income is returned as £11,381 for 2021/22. This is an increase of £2,313 from 2020/21. This increase is because of COVID restrictions regarding house moves in quarter one 2020/21.
- LC03 – March saw a peak in received searches due to a bulk submission from one search company, these have been processed within the service level agreement of 10 working days. Levels of average monthly received searches has increased from 2020/21.
- LC04 – Average market share for 2021/22 is returned as 34% and within agreed tolerance levels. The improved search turnaround time is to be used to maintain market share for 2022/23.
- LC05 - Quarter four performance continues to be returned under the agreed target of 10 days with 2021/22 performance for turnaround at 8.1 days which is 1.9 days below target. Annual performance for 2021/22 is also returned as 8.1 days which is a 62% improvement from 2020/21 levels of performance (21.2 days).

Performance exceptions

KPI	Q4 (2020/21)	Target	Q4 (2021/22)	Perf	DoT
LC02- Income received	£32,339	N/A	£38,668	N/A	⬆️
LC03- Local Land Charges searches received	905	N/A	922	N/A	⬆️
LC05- Time taken to process a search (working days)	26.3	10	8.1	■	⬆️
LC06- % of searches processed within target time (10 days)	N/A	N/A	100%	■	N/A

Licensing

The number of applications received increased 46% (837 compared to 451) compared to the previous year and it is expected that the number of inspections will continue to increase and additional proactive compliance work will be reviewed and increased throughout 22/23. This work area is now fully resourced, with the new Senior Officer coming into post in January 2022. All additional work related to COVID has now ceased with many businesses in the sector returning to normal operating conditions.

Performance exceptions

KPI	Q4 (2020/21)	Target	Q4 (2021/22)	Perf	DoT
LI04 - % of licensing applications processed within target time	100%	96%	100%	■	⬆️

Regulatory Services

- RG02 -Due to the length of time between inspections, premises have required additional support, however overall the number of 3* or above premises remains at 98% for quarter four and 2021/22.
- RG03 - The number of food hygiene inspections undertaken during March recovered to 87%, which is beyond the initial expectation in the year due to the constraints from COVID. Additional resources have been brought in for a 6 month period to assist in ensuring that the target number is achieved and it is expected that this upward trend will continue into the early stages of 2022/23. The work plan due at Regulatory Committee in June 22 will outline the required number of inspections moving forward.
- RG04/05 - The one staff vacancy within Environmental Protection is expected to be filled and it is expected that this will be filled during the first quarter of 2022/23. The number of service requests gradually increase as we move into the spring and summer as outdoor and farming activities increase. This will be reflected in the performance figures within the next period.

Performance exceptions

KPI	Q4 (2020/21)	Target	Q4 (2021/22)	Perf	DoT
RG02- % of registered food premises rated at 3* or above	98%	96%	98%	■	⏪
RG03- % of Food Standards Agency inspections completed	6%	98%	87%	■	⏩
RG04- Number of Environmental Protection requests received	204	N/A	219	N/A	N/A
RG05- Environmental protection cases closed within six months	100%	75%	99%	■	⏩



Progress and Delivery

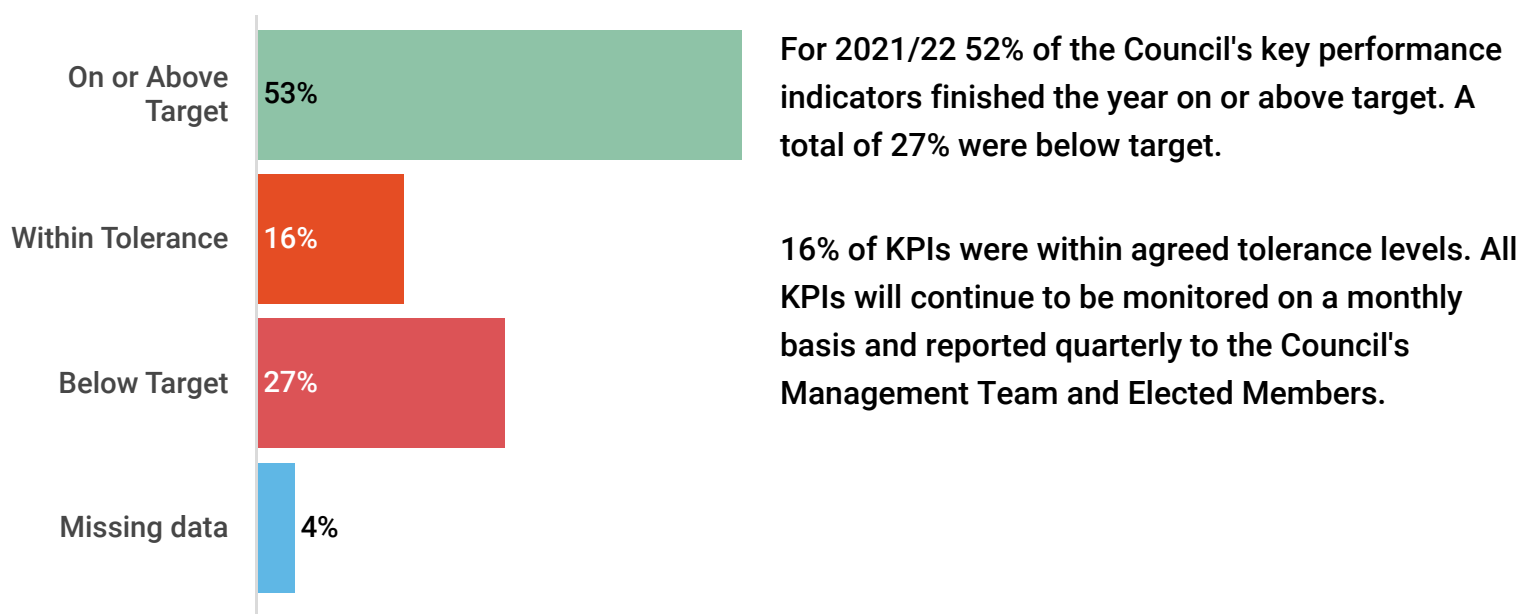
Appendix A

Summary of Year-End Performance 2021/22

Appendix A - Summary of Year-End Council Performance

Introduction

The following tables present for information the year-end performance out-turns for all of the Council's key performance indicators. In conjunction with the commentary provided in the main P&D report for quarter four, this information is designed to aid understanding of the impact that COVID-19 has had on Council services and performance. As the shift from COVID response to recovery progresses, this information can be used as a starting point to monitor progress and improvements in performance during 2021/22, particularly in those services most affected by the pandemic.









Corporate Health Year-End Performance

KPI	2020/21 Performance	Target	2021/22 Performance	Perf	DoT
CH01- Compliments received	675	N/A	1,117	N/A	⬆️
CH02- Complaints received	178	N/A	155	N/A	⬇️
CH03- % of complaints where the Council is at fault	29%	45%	33%	🟢	⬇️
CH04- Average time taken to resolve a complaint	8.2 days	21 days	8.4 days	🟢	⬇️
CH05- Overall Council Budget Forecast Outturn	Awaiting information		-0.354975		
CH07- Average number of days taken to pay invoices	9.7	14	11	🟢	⬇️
CH08- Annual Statement of Accounts	Unqualified	Unqualified	Unqualified	🟢	➡️
CH09- Budget Variance	-£998,045	N/A	-£186,542	🟢	⬆️
CH10- Server and System Availability	100%	98%	100%	🟢	➡️
CH11- Staff Absenteeism	0.49	0.6	0.54	🟢	⬇️
CH12- % of Calls Answered Within 21 Seconds	73%	85%	64%	🔴	⬇️
CH13- Employee Satisfaction	N/A	90%	88%	🟡	N/A
CH14- Health & Safety Incidents	35	N/A	39	N/A	⬇️
CH15- Customer Satisfaction	75%	75%	74%	🟢	⬇️
CH16- Data Breaches resulting in action by the ICO	0	0	0	🟡	➡️

Finance and Property Services

Measures where performance is on or above target

KPI	2020/21 Performance	Target	2021/22 Performance	Perf	DoT
PA02- Planned maintenance	75%	70%	77%		
PA03- Responsive maintenance	25%	30%	23%		
PA04- Rental portfolio voids	10%	12%	7%		

Measures where performance is within agreed tolerance levels






There are no KPIs that fall within this category.

Measures where performance is below target



There are no KPIs that fall within this category.

Homes and Communities










Measures where performance is on or above target

KPI	2020/21 Performance	Target	2021/22 Performance	Perf	DoT
HC06- Number of households who have been housed from the Housing Register	125	172	255		
HC07- Homeless prevention	160	192	229		
HSG03- Long-term properties as a % of all housing stock in the district	N/A	2%	1%		N/A

Measures where performance is within agreed tolerance levels

KPI	2020/21 Performance	Target	2021/22 Performance	Perf	DoT
HC02- Number of households in temporary accommodation	8	5	6		

Measures where performance is below target

KPI	2020/21 Performance	Target	2021/22 Performance	Perf	DoT
HC05- Number of nights spent in Bed and Breakfast accommodation	1,208	0	1,597		
HC08- Homeless Relief	149	175.2	114		
HC09- Homeless prevention cases as a % of total approaches	N/A	65%	58%		N/A
HSG01- Average number of days from DFG referral to completion	187	120	182.8		
HSG04- Long-term empty homes brought back into use	4	100	1		

Operational & Commercial Services

Measures where performance is on or above target

KPI	2020/21 Performance	Target	2021/22 Performance	Perf	DoT
LEI01- % of customer reporting satisfaction with West Lindsey leisure events and facilities	25%	75%	96%		
TAC04- Audience figures	N/A	936	6,223		
WC05- Missed bins collected in 5 days	98%	95%	96%		
SC03- Volunteer litter picks	85	72	85		
SC04- % of fly-tipping collected within the SLA	99%	90%	98%		
WC03- Residual waste per household	42.39 kg	45 kgs	40.64 kgs		

Measures where performance is within agreed tolerance levels




KPI	2020/21 Performance	Target	2021/22 Performance	Perf	DoT
BC03- Market Share	75%	78%	75%		
MKT02- Average number of stalls on a Saturday	11	14	13		
WC04- Missed black and blue collections	1,113	1,140	1,180		

Measures where performance is below target





KPI	2020/21 Performance	Target	2021/22 Performance	Perf	DoT
LEI02a- Leisure Facilities Usage - Gainsborough	87,294	315,000	263,591		
LEI05- Total number of outreach users	0	1,672	50		N/A
MKT03- Average number of stalls on a Tuesday	22	37	30		
TAC03- Average spend per head (secondary sales)	N/A	£2.30	£1.59		
WC02- Recycling rate	44%	45%	44%		

People and Democratic Services



Measures where performance is on or above target

KPI	2020/21 Performance	Target	2021/22 Performance	Perf	DoT
DS01- Satisfaction with development and training events	N/A	90%	91%		N/A
DS04- Percentage FoI turnarounds in statutory limit	100%	97%	99.8%		

Measures where performance is within agreed tolerance levels







KPI	2020/21 Performance	Target	2021/22 Performance	Perf	DoT
DS02- Attendance at mandatory and non-mandatory Member training and development events	36%	45%	40%		
DS05- Number of subsequent FOI challenges upheld	0	5	3		

Measures where performance is below target

KPI	2020/21 Performance	Target	2021/22 Performance	Perf	DoT
CM01 - % of all contracts awarded to local suppliers	8%	20%	13%		

Planning and Regeneration

Measures where performance is on or above target

KPI	2020/21 Performance	Target	2021/22 Performance	Perf	DoT
DM04- Major Applications Determined In-time	100%	90%	100%		
DM05- Non-major applications determined in-time	99%	80%	97%		
DM06- Major Appeals Allowed	N/A	8%	3%		N/A
DM07- Non-Major Appeals Allowed	N/A	8%	2%		N/A

Measures where performance is within agreed tolerance levels

There are no KPIs that fall within this category.

Measures where performance is below target

There are no KPIs that fall within this category.

Change Management & Regulatory Services

Measures where performance is on or above target













KPI	2020/21 Performance	Target	2021/22 Performance	Perf	DoT
CT02- Number of properties on the property tax base / FTE	5,463	5,000	5,538	■	⤴
CT03- Council Tax in year collection rate	98.00%	98.01%	98.02%	■	⤴
LC05- Time taken to process a search	21.2	10	8.1	■	⤴
LI04- % of licensing applications processed within the target time	100%	96%	100%	■	⤵
RG02- % of registered food premises rated at 3* or above	98%	96%	98%	■	⤵
RG05- Environmental protection cases closed within six months	99%	75%	99%	■	⤵
BEN02 - Cost per live claim	£4.61	£5.52	£5.08	■	⤵
EN05- Housing enforcement cases closed within six months	86%	75%	91%	■	⤴
SYS01 - LLPG Standard	Gold	National standard	Gold	■	⤵
SYS02- Website availability	100%	98%	100%	■	⤵
SYS04- % of systems development requests dealt with	98%	80%	99%	■	⤴

Measures where performance is within agreed tolerance levels

KPI	2020/21 Performance	Target	2021/22 Performance	Perf	DoT
EN06- Planning enforcement cases closed within six months	80%	75%	73%	■	⤵
BEN03- End to end processing times	4.5	5	5.4	■	⤵

Regulatory Services & Change Management Continued

Measures where performance is below target

KPI	2020/21 Performance	Target	2021/22 Performance	Perf	DoT
BEN04- Claims older than 30 days	20	12	17		
CT04- NNDR in year collection rate	97.90%	97.90%	96.75%		
EN02- Planning enforcement cases given an initial response within 20 working days	78%	90%	74%		
EN03- Number of community safety cases closed following compliance	92	240	127		
LC04- Market share	64%	40%	34%		
RG03- % of FSA scheduled inspections completed	6%	98%	87%		

Prosperous Communities Work Plan (as at 26 May 2022)

Purpose:

This report provides a summary of items of business due at upcoming meetings.

Recommendation:

1. That Members note the contents of the report

Date	Title	Lead Officer	Purpose of the report	Date First Published
7 JUNE 2022				
7 Jun 2022	Visitor Economy Strategy 2022	Wendy Osgodby, Senior Growth Strategy & Projects Officer	The purpose of this paper is to obtain endorsement of the West Lindsey District Visitor Economy Strategy 2022.	07 March 2022
7 Jun 2022	Progress & Delivery Quarter Four (2021-22)	Darren Mellors, Performance & Programme Manager	Quarter Four - Progress & Delivery performance management report (2021-22)	
7 Jun 2022	Lincolnshire Wolds Funding 2022-2025	Grant White, Enterprising Communities Manager	To present new MoU for the Lincolnshire Wolds Countryside Service including funding commitment matching DEFRA and other Local Authority contributions.	
19 JULY 2022				
19 Jul 2022	Parking Strategy	David Kirkup	The parking management service is renewing its parking strategy. This report will submit the strategy to members for information and approval	25 October 2021
19 Jul 2022	Community 3 Streets SWW Pilot -Ten Fooths Waste Management	Shayleen Towns, Senior Community Action Officer	This community driven project aims to deliver sustainable transformation of 3 terraces in the South West Ward of Gainsborough: Linden, Clinton and Portland Terrace.	

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The project involves engaging with residents of these terraces to help build greater pride in their streets, alleyways and green spaces and become involved in the ongoing maintenance of those areas.

It is seen that this could then inspire other areas of the South West ward to engage and follow suit with this area where a sustainable difference can be made to the community.

19 Jul 2022	Selective Licensing - Timeline and Action Plan	Andy Gray, Housing and Enforcement Manager	To provide committee with a timeline and action plan in response to the recommendation agreed at PCC on 3/5/22
19 Jul 2022	Safeguarding Policy	Grant White, Enterprising Communities Manager	To present updated Safeguarding Policy for approval
19 Jul 2022	Managing Flood Risk in West Lindsey	Ady Selby, Assistant Director of Commercial and Operational Services	To formally approve the formation of an officer Flood Working Group and Member Flood Working Party as recommended by Overview and Scrutiny Committee.