

Wednesday 31st August, 2016
2.00 p.m.

Grimsby Town Hall



Rob Walsh, Chief Executive
Municipal Offices, Town Hall Square, Grimsby, North East Lincolnshire, DN31 1HU.
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Our ref: Beverly Stanton Tel: 01472 32 6285

19th August, 2016

Dear Councillor,

Cabinet – 31st August, 2016

A meeting of the Cabinet is to be held on **Wednesday 31st August, 2016** commencing at **2.00 p.m.** in the Grimsby Town Hall.

The Agenda is set out overleaf.

Yours sincerely,

for Rob Walsh,
Chief Executive.

CABINET

7 Members

LABOUR

Chairman **Councillor R. Oxby**
Leader of the Council

Deputy Chairman **Councillor D. Watson**
Portfolio Holder for Energy and Environment

Portfolio Holders **Councillor R. James**
Children and Young People

Councillor H. Chase
Safer Communities, Public Protection and the
Visitor Economy

Councillor J. Hyldon-King
Health and Wellbeing

Councillor M. Patrick
Finance, Resources and Inclusion

Councillor P. Wheatley
Regeneration, Skills and Housing

FILMING OF PUBLIC MEETINGS

“The Council supports the principle of transparency and encourages filming, recording and taking photographs at its meetings that are open to the public. It also welcomes the use of social networking websites (such as Twitter and Facebook) and micro-blogging to communicate with people about what is happening, as it happens.

There is no requirement to notify the Council in advance, but it should be noted that the Chairman of the meeting will have absolute discretion to terminate or suspend any of these activities if, in their opinion, continuing to do so would prejudice proceedings at the meeting.

The circumstances in which termination or suspension might occur could include:

- public disturbance or suspension of the meeting**
- the meeting agreeing to formally exclude the press and public from the meeting due to the confidential nature of the business being discussed**
- where it is considered that continued recording / photography / filming /webcasting might infringe the rights of any individual**
- when the Chairman considers that a defamatory statement has been made**

In allowing this, the Council asks those recording proceedings not to edit the film/recording/photographs in a way that could lead to misinterpretation of the proceedings, or infringe the core values of the Council. This includes refraining from editing an image or views expressed in a way that may ridicule, or show a lack of respect towards those being photographed/filmed/recorded.

Those intending to bring large equipment, or wishing to discuss any special requirements are advised to contact the Council's Communications Team in advance of the meeting to seek advice and guidance. Please note that such requests will be subject to practical considerations and the constraints of specific meeting rooms.

The use of flash photography or additional lighting will not be allowed unless this has been discussed in advance of the meeting and agreement reached on how it can be done without disrupting proceedings.

At the beginning of each meeting, the Chairman will make an announcement that the meeting may be filmed, recorded or photographed. Meeting agendas will also carry this message.”

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|-----|--|------------|
| 8. | <u>Grimsby and Cleethorpes Town Centres Investment Plan</u> | 69 |
| | To receive a report from the Portfolio Holder for Regeneration, Skills and Housing presenting the Town Centres Investment Plan in its final draft following the consultation process (copy attached). | |
| 9. | <u>Community Stadium</u> | 123 |
| | To receive a report from the Portfolio Holder for Regeneration, Skills and Housing on the project to develop a Community Stadium for North East Lincolnshire (copy attached). | |
| | <i>Please note that due to the volume of the appendices for this item, a separate document has been produced and distributed to each Political group room and published on the website.</i> | |
| 10. | <u>North East Lincolnshire Clinical Commissioning Group Quarterly Performance Report – Quarter 1 2016-17</u> | 129 |
| | To receive a report from the Portfolio Holder for Health and Wellbeing presenting the quarterly adult social care performance report for quarter 1 of 2016/17 (copy attached) | |
| 11. | <u>Local Development Scheme</u> | 137 |
| | To receive a report from the Portfolio Holder for Energy and Environment and the Portfolio Holder for Regeneration, Skills and Housing on additional public consultation for the revised Local Development Scheme (copy attached). | |
| 12. | <u>Urgent Business</u> | - |
| | To receive any business which, in the opinion of the Chairman, is urgent by reason of special circumstances which must be stated and minuted. | |
| 13. | <u>Excluded from Press and Public</u> | - |
| | To consider requesting the press and public to leave on the grounds that discussion of the following business is likely to disclose exempt information within the relevant paragraphs of Schedule 12A of the Local Government Act 1972 (as amended). | |
| 14. | <u>Energy Services Company</u> | 183 |
| | To receive a report from the Portfolio Holder for Energy and Environment on the establishment of an Energy Services Company (copy attached). | |



To be submitted to the Council meeting on 22nd September, 2016

CABINET

3rd August, 2016

PRESENT: Councillor Watson (in the Chair)
Councillors Hyldon-King, James, Patrick and Wheatley

Officers in Attendance:

Rob Walsh	Chief Executive
Joanne Hewson	Deputy Chief Executive (Communities)
Ange Blake	Director of Economy and Growth
Stephen Pintus	Director of Public Health
Sharon Wroot	Director of Finance, Operations and Resources
Eve Richardson-Smith	Deputy Monitoring Officer
Beverly Stanton	Scrutiny and Committee Advisor

Officers also in attendance:

Iain Lovell	Head of Communications, Print and Marketing
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Also in attendance – Councillor De Freitas, Jackson and Stockton

There were 2 members of the public and 2 members of the press in attendance.

CB.22 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Oxby and Chase.

CB.23 **DECLARATIONS OF INTEREST**

Councillor Watson declared a pecuniary interest in CB.30 as a family member was known to use this location.

CB.24 **MINUTES**

The minutes of the Cabinet meeting on 12th July, 2016 were approved as a correct record.

CB.25 **TREASURY MANAGEMENT REPORT 2015/16**

Cabinet considered a report from the Portfolio Holder for Finance, Resources and Inclusion on the details of treasury management arrangements, activity and performance during 2015/16.

RESOLVED – That the content of the report and any recommendations from Audit & Governance Committee and makes its own recommendations as necessary to Council in respect of treasury management activity during 2015/16 be considered.

CB.26 **PUBLIC HEALTH ANNUAL REPORT 2015-2016**

Cabinet considered a report from the Portfolio Holder for Health, Wellbeing and Adult Social Care on the Public Health Annual Report 2016.

RESOLVED - That the report be formally published by North East Lincolnshire Council and be widely electronically distributed and promoted. It be recommended that only a very small number of hard copies be produced.

CB.27 **LOCAL TRANSPORT PLAN AND HIGHWAYS STRATEGY**

Cabinet considered a report from the Portfolio Holder for Energy and Environment to proceed with the consultation on the refreshed Local Transport Plan and new Highways Strategy.

Mr. Walsh highlighted that on Page 258 of the received Cabinet agenda there was an error on when the three schemes listed was due to begin.

Ms. Blake confirmed that the report should state that the three schemes were scheduled to begin in September 2016 instead of Summer 2016 as these would begin after consultation had taken place. She stated that the error would be changed in the report.

RESOLVED –

- (1) That Officers undertake a period of consultation as outlined below be approved.
- (2) That a separate report be prepared and submitted for consideration at the Regeneration, Environment and Housing Scrutiny Panel.

- (3) That a subsequent report to formally adopt the refreshed NEL LTP and new Highways Strategy following the period of consultation be received.

CB.28

REVIEW OF OPERATIONS AND MAKING WASTE PAY

Cabinet considered a report from the Portfolio Holder for Energy and Environment and the Portfolio Holder for Safer Communities, Public Protection and the Visitor Economy on the streamlining of the above two projects into one Smarter Neighbourhood Services project.

RESOLVED –

- (1) That the Review of Operations and Making Waste Pay Projects be simplified and streamlined into one project; The Smarter Neighbourhood Services Project with two phases of commissioning.
- (2) That the Smarter Neighbourhoods Services Project be referred to the Regeneration, Environment & Housing and Safer & Stronger Communities Scrutiny Panels to identify appropriate and refreshed scrutiny arrangements for the project.
- (3) That the key areas of work identified in the Priority Work Programme at Appendix 1, as set out below, be referred to the Regeneration, Environment & Housing Scrutiny Panel for consideration;
 - a. The re-design of the recycling collection by the reduction of collection frequency of the recycling box collection from weekly to fortnightly with planned implementation as early as possible in 2016.
 - b. The reduction of the subsidy on garden waste with an increase in the garden waste charges from the current charge of £30 per annum to £35 per annum from 1st April 2017
- (4) That the exploration of a shared service option, where there be shared benefits, particularly in regard to a shared service approach to fleet services and commercial waste collections, be approved in principle and that a further report be received regarding the outcome of negotiations.

CB.29

EXCLUSION OF PRESS AND PUBLIC

RESOLVED - That the press and public be excluded from the remainder of the meeting on the grounds that discussion of the following business was likely to disclose exempt information within paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended).

CB.30

IMMINGHAM RESOURCE CENTRE

Cabinet considered a report from the Portfolio Holder for Finance, Resources and Inclusion on the disposal of the Immingham Resource Centre.

Councillor Watson left the room at this point.

Councillor Patrick was appointed the Chair of Cabinet for the remainder of the meeting.

COUNCILLOR PATRICK IN THE CHAIR

RESOLVED –

- (1) That the formal tenant be compensated as set out in the report now submitted, in exchange for the surrender of their lease (which benefits from a remaining term of 8 years') and the vacation of the Immingham Resource Centre;
- (2) That the full site known as at the Immingham Resource Centre as shown edged red on the attached plan at Appendix One (the "Buildings") be sold as set out in the report now submitted, subject to the surrender of lease , vacation of the premises (as point 1 above) and obtaining successful planning permission;
- (3) That should the full site not be agreed in respect to planning and Sport England approval, the reduced site known as Immingham Resource Centre as shown edged red on the attached plan at Appendix Two (the "Buildings") be sold as set out in the report now submitted, subject to the surrender of lease , vacation of the premises (as point 1 above) and obtaining successful planning permission;
- (4) That if required by DCLG, the Council act as Guarantor for any grant conditions imposed, on terms to be approved by the Director of Finance, Operations and Resources in consultation with the Portfolio Holder for Finance, Resources and Inclusion;
- (5) That the Director of Finance, Operations and Resources in consultation with the Portfolio Holder for Finance, Resources and Inclusion be delegated responsibility to ensure that all necessary actions are approved and carried out as detailed above;

- (6) That the Monitoring Officer be authorised to complete the detailed terms of the disposal and complete all requisite legal documentation in consultation with the Director of Finance Operations and Resources.

There being no further business, the Chairman declared the meeting closed at 2.27p.m.



To be submitted to the Council meeting on 22nd September, 2016

CABINET

18th August, 2016

PRESENT: Councillor Oxby (in the Chair)
Councillors James, Patrick, Watson and Wheatley

Officers in Attendance:

Stephen Pintus	Director of Public Health
Sharon Wroot	Director of Finance, Operations and Resources
Damien Jaines-White	Head of Strategy and Programme Development
Simon Jones	Specialist Solicitor
Beverly Stanton	Scrutiny and Committee Advisor

There was 1 member of the public and 2 members of the press in attendance.

CB.31 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Chase and Hyldon-King.

CB.32 **DECLARATIONS OF INTEREST**

There were no declarations of interest in any items on the agenda for this meeting.

CB.33 **THE SILO, VICTORIA MILL, GRIMSBY**

Cabinet considered a report from the Portfolio Holder for Energy and Environment on works undertaken to date and options which address the outstanding issues relating to the buildings deteriorating condition

RESOLVED –

- (1) That the authorisation to carry out the works in default (under Section 54 Planning (Listed Building and Conservation Areas) Act 1990) should the owner fail to put the works in hand, in accordance with the recommendations of the Conservation Accredited Structural Engineer, Conservation Officer and Historic England be approved.
- (2) That the Section 151 Officer be authorised to make the necessary allocation in the capital programme in 2016/17 to fund the recommended works be approved.

There being no further business, the Chairman declared the meeting closed at 9.08 a.m.

CABINET

DATE	31 st August 2016
REPORT OF	Cllr Matthew Patrick Portfolio Holder for Finance, Resources and Inclusion
RESPONSIBLE OFFICER	Sharon Wroot Director of Finance, Resources and Operations
SUBJECT	Quarter 1 Resource Monitoring
STATUS	Open
FORWARD PLAN REF NO.	FP 08/16/03

CONTRIBUTION TO OUR AIMS

The Council has two clear strategic priorities – Stronger Economy and Stronger Communities. In order to assess delivery of those priorities we must review and assess how our resources are being deployed, whilst providing assurance that we operate as an efficient and effective Council.

EXECUTIVE SUMMARY

This report provides information and analysis of the Council's financial performance for the first Quarter 2016/17.

Key messages are:

- As at the end of the first quarter of 2016/17, the Council is forecasting that it will outturn the financial year with a balanced revenue position.
- Service budgets are forecasting a £2.9m overspend at year end. Actions to address overspends are being taken across a range of areas. There are a number of risks and opportunities assumed in the forecast revenue position. These will be kept under close review throughout the financial year.
- Whilst overall funding has reduced from previous years, no significant in year variances are expected to revenue funding and collection rates. Council Tax collection rates are slightly down on this time last year. However this is in the context of a number of changes in this area. NNDR collection rates have fallen against the same period last year. Mitigating actions has been implemented.
- A £4.7m underspend against the current approved capital programme is forecast. The majority of the reported underspend is due to unsuccessful external funding bids. Active management of the capital programme throughout the year will allow additions, deletions and re-profiling to occur.
- The Council continues to operate within the requirements of its approved Treasury Management Strategy Statement.
- General Reserves have remained at £8.3m in line with the Financial Strategy.

Earmarked Reserves continue to reduce as funds are utilised to support transformation and the in-year financial position.

- Overall Council managed debt is at a similar level to this time last year. The proactive chasing of debt is having a positive impact on debt over 90 days as this has reduced significantly.

Further detail and analysis is provided within Appendix 1 to this report.

RECOMMENDATIONS

That Cabinet:

1. Refer the Quarter 1 Resource Monitoring Report to Scrutiny for consideration.
2. Approve the additions and removals from the Capital Programme as detailed in Appendix 1.
3. Note the revised Capital Programme detailed in Annex 1 to Appendix.

REASONS FOR DECISION

The report is an important method of reporting to Cabinet on performance against the council's financial plan, highlighting successes, noting progress, and detailing areas of focus and risk, and outlining where actions need to be taken.

1. BACKGROUND AND ISSUES

- 1.1 Attached at Appendix 1 is the Quarter 1 Resource Monitoring Report for 2016/17. This provides full detail and background regarding the current financial position. The report includes sections on revenue and capital outturn, funding and collection rates, transformation and savings, treasury and reserves.

2. RISKS AND OPPORTUNITIES

- 2.1 Full details of risks and opportunities are included within Appendix 1.

3. OTHER OPTIONS CONSIDERED

- 3.1 None.

4. REPUTATION AND COMMUNICATIONS CONSIDERATIONS

- 4.1 There are no direct implications arising from this report. However, the financial environment in which the Council is operating remains challenging and any significant financial performance issues will be communicated externally through a variety of media.

5. FINANCIAL CONSIDERATIONS

- 5.1 Quarterly performance reporting supports and monitors the Council's key

financial objective to create long-term financial sustainability.

6. CONSULTATION WITH SCRUTINY

- 6.1 Quarterly resource reports are progressed to the relevant scrutiny panels for consultation.

7. FINANCIAL IMPLICATIONS

- 7.1 As set out in the report.

8. LEGAL IMPLICATIONS

- 8.1 There are no direct implications arising from this report.

9. HUMAN RESOURCES IMPLICATIONS

- 9.1 There are no direct HR implications arising from this report. However, the ongoing requirement for savings will continue to impact on the size of the Council workforce. These workforce reductions are being supported through the application of various Council policies, procedures and relevant employment law.

10. WARD IMPLICATIONS

- 10.1 All wards affected.

11. BACKGROUND PAPERS

- 11.1 Final Budget Report 2016/17

12. CONTACT OFFICER(S)

- 12.1 Sharon Wroot, Director of Finance Tel: (01472) 32 4423.

Councillor Matthew Patrick
Portfolio Holder for Finance and Resources

Quarter 1 Resource Monitoring Report 2016/17



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Director of Finance Overview

I am pleased to report that the first quarter monitoring statement is forecasting that Council spending will be in line with the overall approved revenue budget by the end of the financial year. This is pleasing given current demand pressures and the further reductions in funding the Council has seen in 2016/17.

Despite this, the overall balanced financial position assumes certain risks and is dependent on a number of one-off measures. Whilst action is being taken to address service budget overspends, it is vital that we continue to focus on delivery of recurrent financial balance if we are to protect our current financial standing. Furthermore, it is important that we continue to build financial capacity to invest in key council priorities and deal with issues such as the introduction of 100% retention of business rates, continued economic uncertainty and changing Government legislation. The continued development of the commissioning and outcomes based approach will contribute towards delivery of financial sustainability and place us in a strong position to deal with a range of significant risks and opportunities on the horizon.

In relation to capital spending, delivery of the programme is essential if we are to deliver against our key priorities around economic growth and stronger communities. As at the end of the first quarter, the Council is forecasting 88% delivery of the approved capital programme. Active management of the programme throughout the year will allow additions, deletions and re-profiling to take place.

The stewardship of public funds continues to be an important aspect of our overall approach to financial management. We continue to operate within the requirements of the approved Treasury Management Strategy and there is an increased focus upon the efficient management of working capital to support our priorities. General fund reserves, set aside to deal with any unforeseen events, remain at £8.3m as at the end of the 2015/16 financial year. This is in line with the medium term financial plan and considered to be a prudent level given the level of risk to which the Council is currently exposed.

In summary, despite the current financial pressures we face, we remain focused upon the achievement of long term financial sustainability in order to support the Council achieve its key strategic priorities of Stronger Economy and Stronger Communities.

Sharon Wroot

Director of Finance, Resources and Operations

Key Messages:

As at the end of the first quarter of 2016/17, the Council is forecasting that it will outturn the financial year with a balanced revenue position.

Revenue - Summary Position

As at the end of the first quarter of 2016/17, the Council is forecasting that it will outturn the financial year with a balanced revenue position.

Whilst service budgets are forecasting a £2.9m overspend, this is offset by non recurrent corporate budgets which are expected to underspend by £2.8m. Funding is slightly above forecast due to a further £0.1m of New Homes Bonus funding expected.

	Revised Budget £'000	Forecast £'000	Variance £'000
Quarter 1			
Chief Executive	21,538	23,646	2,108
Deputy Chief Executive	106,299	107,079	780
Total Service Budgets	127,837	130,725	2,888
Corporate Budgets	4,578	1,774	(2,804)
Total Council Spend	132,415	132,499	84
Earmarked Reserves	(6,066)	(6,066)	0
School Balances	(7,326)	(7,326)	0
Total	119,023	119,107	0
Funding	(119,023)	(119,107)	(84)
Net	0	0	0

Key Messages:

As at the end of the first quarter of the 2016/17 financial year, service budgets are forecasting a £2.9m overspend at year end.

Actions to address overspends are being taken across a range of areas.

Revenue - Service Budgets

As at the end of the first quarter of the 2016/17 financial year, service budgets are forecasting a £2.9m overspend at year end. The overspend represents 2.2% of the net revenue budget of £127.9M. The net revenue budget incorporates growth funding agreed as part of the 2016/17 budget setting process.

	Revised Budget £'000	Forecast £'000	Variance £'000
Quarter 1			
Chief Executive			
Finance	(1,496)	(1,355)	141
Economy & Growth	16,556	17,048	492
Public Health	1,093	1,093	0
Joint Delivery	3,517	4,122	605
Governance & Democracy	1,932	2,158	226
Law	(64)	580	644
Deputy Chief Executive			
Environment	10,578	10,782	204
Early Intervention	11,488	11,488	0
Childrens Services	36,966	37,466	500
Adult Services	47,267	47,343	76
Services Sub Total	127,837	130,725	2,888

Details of material variances of £0.25m and above are detailed on the next page.

Key Messages:

Material Issues over £0.25m that have been reported at quarter 1 are detailed in the table opposite.

Actions are being taken to address overspends.

Revenue – Service budget variances

Area	£m	Commentary
Chief Executive		
Legal Services	0.30	Overspend as a result of shortfall against an anticipated non recurrent commuted sum assumed as part of the 2016/17 budget process.
Human Resources	0.40	Predominantly due to non delivery of budgeted savings targets for voluntary redundancies and workforce transformation. Further options are being developed to address these shortfall.
Law	0.60	Overspend due to a shortfall against anticipated commuted sum and pressures on child care legal fees. Exploring commercial opportunities and consider viability of building capacity in house to replace current reliance on counsel.
Deputy Chief Executive		
Placement and support	0.50	This amount is predominantly due to overspends in mainstream foster carer payments and special guardianships. There are also pressures relating to adoption fees. A number of actions have been implemented in order to reduce the overspend, including an event to encourage more local people to come forward to be foster cares and mitigate the use of expensive agency provision. A review of out of area placements has commenced to identify if less expensive provision is available.
Sen and inclusion	0.70	Pressures relating to out of area placements have continued in 2016/17. Whilst there are only a small number of children, the costs of the placements are significant due to the complex needs. The application of grant funding to help reduce the overspend is being considered.

Key Messages:

There are a number of risks and opportunities assumed in the forecast revenue position.

These will be kept under close review throughout the financial year.

Revenue – Risks and opportunities

Risks and Opportunities to the reported position

- 1) Early monitoring in 2016/17 has identified a significant overspend against service budgets, including non-achievement of savings proposals reported through the Transformation Assurance Group (TAG), demand and income pressures.
- 2) As a result the Leadership Team has agreed a series of action plans totalling £2.2m to reduce the forecast overspend. Non achievement of these would negatively impact on the reported position.
- 3) A mid-year review of capital financing costs and requirements will be undertaken and reported in Quarter 2. This could result in a one-off in year saving against the budgeted position.
- 4) A shortfall against the budgeted savings target for the leisure contract with Lincs Inspire is being monitored. Options to address this shortfall continue to be developed in conjunction with the company and will be brought forward during the year.

Key Messages:

Whilst overall funding has reduced from previous years, no significant in year variances are expected.

Council Tax collection rates are slightly down on this time last year. However this is in the context of a number of changes in this area.

Revenue Funding and Collection Rates

Quarter 1	Revised Budget £'000	Forecast £'000	Variance £'000
Funding			
Revenue Support Grant	(24,264)	(24,265)	(1)
National Non Domestic Rates	(36,224)	(36,224)	0
Council Tax	(55,711)	(55,711)	0
New Homes Bonus	(2,332)	(2,415)	(83)
Collection Fund	(492)	(492)	0
Services Total	(119,023)	(119,107)	(84)

Detailed Commentary

All funding streams are expected to outturn to budget in 2016/17, with the exception of New Homes Bonus is slightly above budget. Whilst significant reductions in Revenue Support Grant in future years are expected, this will not impact on the in year position.

Council Tax

Collection has got off to a relatively slow start for 2016/17. The collectable liability has increased significantly, which is primarily due to the introduction of the Adult Social Care precept and changes to the Council Tax Reduction Scheme (CTRS). There has also been changes to some empty property discounts, which has also pushed the level of liability up. It is due to these increases that the volume of reminder letters sent in the first 3 months of the collection year has increased.

Major welfare reforms are now in their fourth year and in terms of council tax, overall collection has held up well over the last three financial years.

Collection Rates	2015/16 Quarter 1	2016/17 Quarter 1
	Result %	Result %
Council Tax	30.11	29.53

Key Messages:

NNDR collection rates have fallen against the same period last year. However mitigating actions has been implemented

Revenue Funding and Collection Rates

Non domestic rates

The Council are operating near to safety net position for non domestic rates (NNDR). Significant levels of write offs are expected in year and outstanding appeals remain at the high levels seen towards the end of 2014/15. These uncertainties are likely to have an impact on our collection fund position and could result in a deficit. Any deficit in this years collection fund will impact on the 2017/18 revenue budget with the potential for this to be a significant pressure in the future.

In year collection

Collection levels are lower than expected for the first Quarter of 2016/17. This is in part due to a delay in the distribution of some NNDR bills. This issue has been rectified and measures put in place to avoid repeat issues in the future. Collection is expected to catch up over the coming weeks.

Collection Rates	2015/16 Quarter 1	2016/17 Quarter 1
	Result %	Result %
Non Domestic Rates	32.75	28.12

Key Messages:

A £4.7m underspend against the current approved capital programme is forecast.

The majority of the reported underspend is due to unsuccessful external funding bids and will be adjusted before the next quarter.

Capital

A £4.7m underspend against the current approved capital programme is forecast, indicating 88% delivery. This is largely due to unsuccessful bids to secure external funding. The capital programme will be adjusted to reflect this position.

Qtr. 3			
	Current		
	Approved Programme	Forecast Outturn	Variance
Quarter 1	£'000	£'000	£'000
Chief Executive			
Finance	3,147	3,147	0
Joint Delivery	1,781	1,746	(35)
Economy & Growth	34,041	29,622	(4,419)
Deputy Chief Executive			
Childrens Services	1,782	2,035	253
Early Intervention	22	22	0
Adult Services	588	100	(488)
Total	41,361	36,672	(4,689)
Funding	(41,361)	(36,672)	4,689
Total	0	0	0

Key Messages:

Material Issues that have been reported at quarter 3 are detailed in the table opposite.

Capital

Area	£m	Commentary
Chief Executive		
A18/A180 Link Road	0.3	Overspend against the original scheme allocation. Additional funding has been requested.
A180 Improvements	(3.0)	External funding bid unsuccessful. Budget will be removed from the Capital Programme
A1136 Improvements	(1.8)	External funding bid unsuccessful. Budget will be removed from the Capital Programme
Deputy Chief Executive		
Sufficiency of School Places	0.3	A request to bring forward future years funding to address priority works to increase school places in areas of need
Social Care Grant	(0.5)	No current plans to spend £0.5m of this allocation. Challenge meeting planned with budget holder to discuss if this grant allocation can be used for alternative scheme.

Key Messages:

Active management of the capital programme throughout the year allows additions, deletions and reprofiling to occur. This supports overall achievement of Council priorities.

Capital

Material Changes

The following changes to the capital programme are required, a full revised capital programme reflecting these is included at Annex 1 to this report:

Programme Additions			
Scheme Ref	Scheme	Value £000s	Description
CS082	Basic Need School Places	255	A request to draw forward £0.3m from next year’s £2m basic need allocation. These monies are to support the enabling works at the former Matthew Humberstone Lower School site. There is the opportunity to undertake further enabling works with the contractor who is currently on site. This action will result in an economy of scale and further assist the programme of works once the main scheme is tendered.
CS200	A18/A80 Link Road	309	Overspend on the A18/A80 Link Road. An exception report has been completed.
CS233	Catergate Office Development	200	Additional Private Sector contribution to scheme
CS166	Fleet	735	Essential Fleet equipment - there are 19 items identified as essential replacement in 2016/17 due to condition and ongoing cost of repair and maintenance which makes them uneconomic to continue servicing.
CS242	Drugs recovery Hub	284	Grant funding secured to establish a ‘volunteer- led’ recovery hub within the centre of the Borough which is readily accessible to all.
CS227	Victoria Mills	380	Budget requires amending to reflect the latest cost estimate for works completed during 2016/17. Action continues to be taken to recover these costs from the owner of the building

Key Messages:

Active management of the capital programme throughout the year allows additions, deletions and reprofiling to occur. This supports overall achievement of Council priorities.

Capital

Programme Deletions/Slippage			
Scheme Ref	Scheme	Value £000s	Description
CS179	ICT Framework	(118)	Request to reprofile spend into 2017/18 following development support required next financial year.
CS239	A180 Pyewipe to Lock Hill Imp	(2,952)	Grant Application unsuccessful therefore removed from programme
CS240	A1136 Improvements	(1,779)	Grant Application unsuccessful therefore removed from programme

Key Messages:

The Council continues to operate within the requirements of it's approved Treasury Management Strategy Statement.

Achievement of our 2016/17 investment income budget due to careful management of investments and higher than expected cash balances in quarter 1.

Bail-in legislation means increased risk for Local Authority deposits should a bank get into difficulty in the future.

Rates likely to drop to zero or near zero from August. Security of funds and liquidity management remain our primary focus.

Treasury Management and Cashflow

The Council continues to operate within the requirements of it's approved Treasury Management Strategy Statement.

	2016/17	2016/17	
	Actual to Date	Target/Limit	Forecast
Maximum external debt	£94.3m	£200.0m	£107.5m
Operational level of external debt	£94.3m	£170.0m	£107.5m
Investment income	£0.026m	£0.025m	£0.040m
Movement in available cash balances	-	(£9.0)m	(£9.0)m

Our 2016/17 Treasury Strategy and operational activity have been designed to mitigate Bail-in risk as far as possible. Whilst this results in reduced income this is considered acceptable given the untested 'Bail-in' process and the fact returns are at all-time lows anyway. Banks certainly have not altered their interest rates to reflect this new risk so the risk: reward ratio is worsened as a consequence.

It is widely expected that the Bank of England will cut rates at it's August meeting and the forecast outturn has been adjusted accordingly. Some returns on deposits by the Authority may become zero or even go negative, others such as Money Market funds will likely continue to deliver positive yield, albeit at lower levels. As ever, security of funds and liquidity management will be the primary drivers of our Treasury activity for the remainder of the year. This was demonstrated when steps were taken immediately following the Brexit vote in June to reduce our Money Market Fund balances and ensure liquidity was maintained. It is expected that the Monetary Policy Committee will reduce rates at its August meeting – this will likely result in deposit rates available to the Authority falling to (or near) zero for the remainder of the year.

Comfort can also be taken from the fact that the income budget for 2016/17 has already been achieved so no pressures are anticipated as a result of a rate drop.

Key Messages:

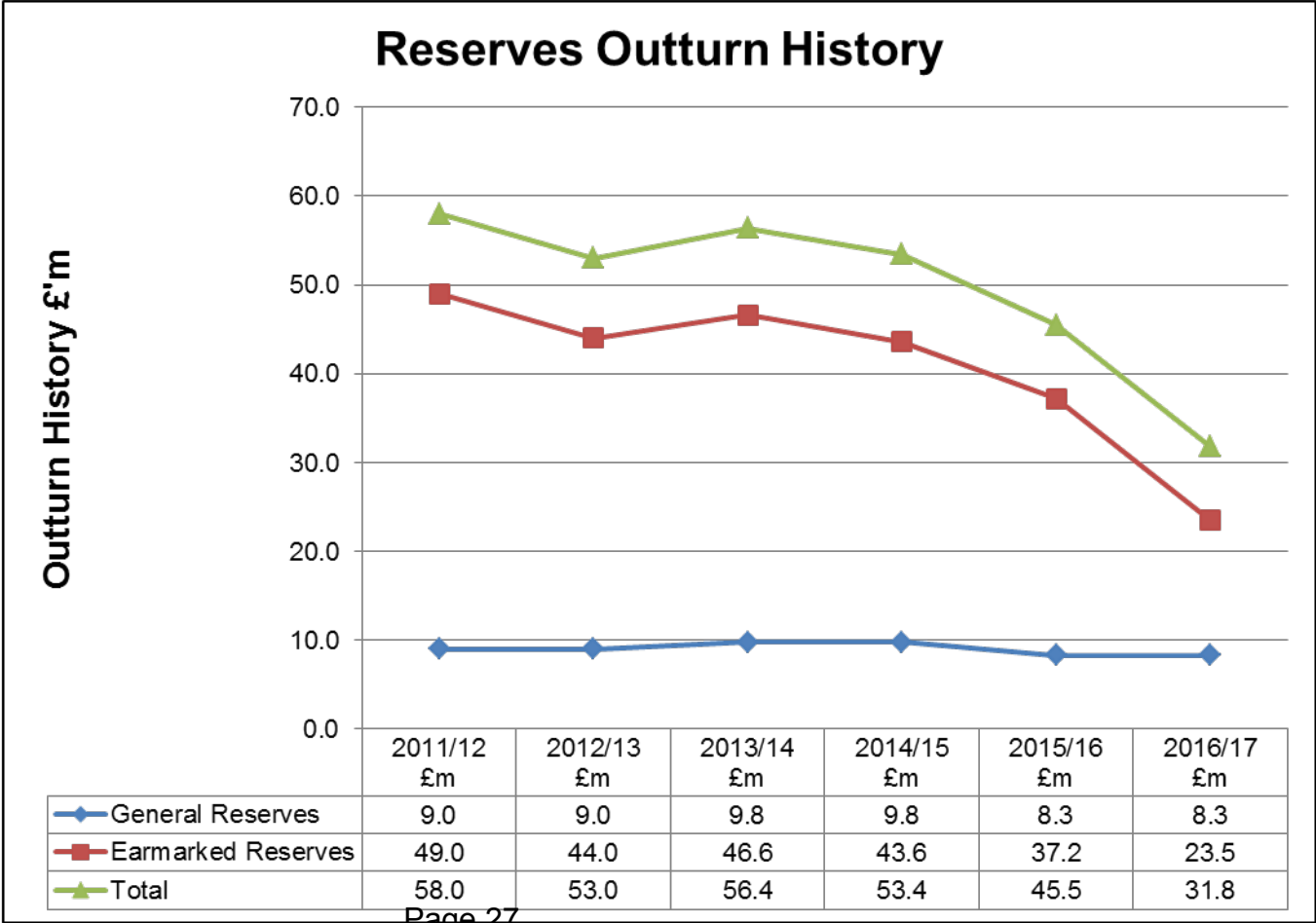
General Reserves have remained at £8.3m in line with the Financial Strategy.

Earmarked Reserves continue to fall as funds are utilised to support transformation and the in year financial position.

Use of Reserves

Actual and planned outturn of reserves can be seen in the graph below. Earmarked reserves are falling in line with expectations with a significant reduction forecast by the end of 2016/17

The level of the general fund and specific earmarked reserves are reviewed as part of the budget planning process each year.



Key Messages:

Overall Council managed debt is at a similar level to this time last year. The proactive chasing of debt is having a positive impact on debt over 90 days as this has reduced significantly.

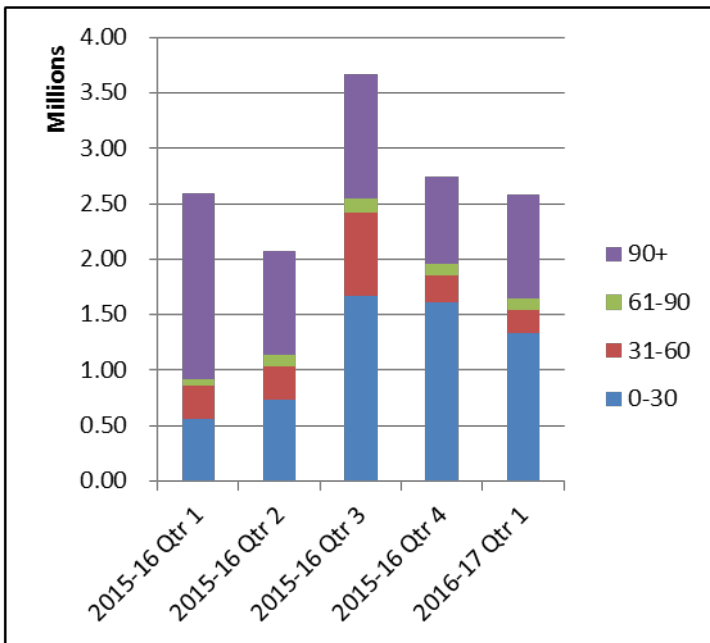
Engie debt has increased significantly in quarter one although this is due to a large one off invoice relating to Victoria Mills.

Creditors are paid to our 30 terms and percentage paid to terms is showing a continuing improvement.

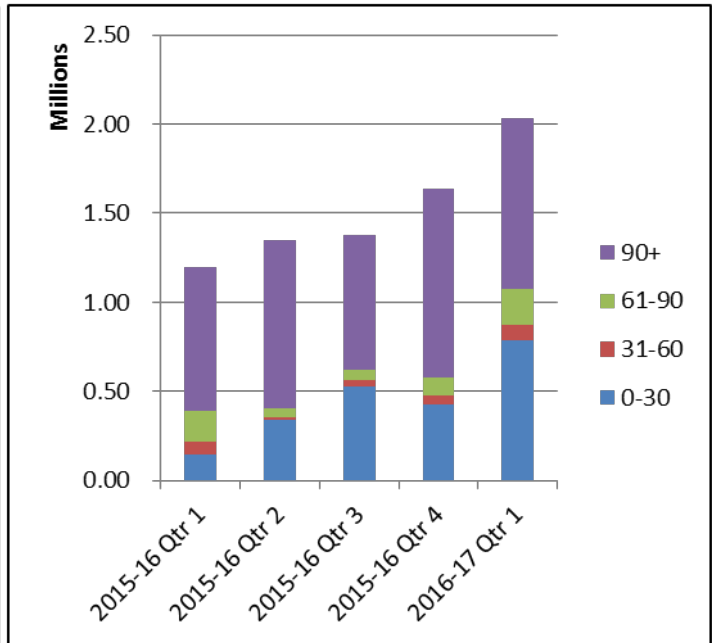
Working Capital Management

Debtors

Council Managed Sundry Debts



Engie Managed Debts



Creditors

	2015/16	2016/17	Direction of Travel
	Q1	Q1	
	% Creditor Invoices paid within 30 days 73.28	79.20	↑

Service Desk Performance

	2015/16	2016/17	Direction of Travel
	Q1	Q3	
	Volume of telephone calls received 3,158	3,129	→

CS Level 6	SCHEMES	Original Budget 2016/17 £'000	Agreed Slippage / reverse Slippage into 2016/17	Revised 2016/17 Budget £'000
CS166	Fleet Replacement Programme	0	0	0
CS208	Capital Fund for 2 Year Olds	0	22	22
CS066	Devolved Formula Capital	200	5	205
CS069	Schools Capital Maintenance - Government Grant	600	0	600
CS082	Schools - Basic Need sufficiency of places Government Grant	307	(192)	115
CS220	Great Coates Rebuild	0	7	7
CS	Drugs Recovery Hub			0
CS242	Childcare Management	790	0	790
CS226	Social Care Grant	0	588	588
CS049	Toilet Refurbishment	0	0	0
CS105	Backlog Maintenance	500	65	565
CS182	Property Rationalisation Programme	180	285	465
CS224	Capital Investment	2,171	0	2,171
CS230	Public Conveniences	0	11	11
CS173	Information Systems	0	20	20
CS179	ICT Strategy	581	128	709
CS209	Replacement/Refurbishment ICT	0	15	15
CS210	Immingham Pool	0	20	20
CS223	Decommission Grimsby Swimming Pool	467	(100)	367
CS241	ICT Refresh	650	0	650
CS005	Disabled Facilities Grants - Government Grant	2,188	18	2,206
CS035	Local Transport Plan Schemes - Government Grant	3,389	(234)	3,155
CS053	Freeman Street Regeneration	0	15	15

CS055	East Marsh Renewal	0	16	16
CS091	Housing Assistance Grants and Loans	446	194	640
CS188	Derelict Land and Commercial Property	45	286	331
CS200	A18 - A180 Link	0	681	681
CS213	Cartergate Access Improvement	290	209	499
CS217	Cleethorpes Investment plan	618	15	633
CS225	GLLEP Junction Improvement	2,522	0	2,522
CS227	Victoria Mills	0		0
CS229	Immingham Library	435	(135)	300
CS232	Victoria St Refresh	0	33	33
CS233	Cartergate Office Development	2,577	995	3,572
CS234	Town Centre Works LEP - Government Grant	737	(44)	693
CS235	Clee Strategic Acquisition	0	460	460
CS236	Car Park Ticket Machine Upgrade	0	249	249
CS237	SHIP	11,669	(354)	11,315
CS238	CATCH Offshore	1,455	282	1,737
CS239	A180 - Pyewipe to Lock Hill Improvements	2,952	0	2,952
CS240	A1136 Improvements	1,779	0	1,779
CS243	Abbey Walk Car Park	0	253	253
Total Programme		37,548	3,813	41,361

FUNDING			
Borrowing	9,813	4,265	14,078
Government Grants	7,221	(452)	6,769
Capital Receipts	5,043	0	5,043
Private Sector Contribution	4,608	0	4,608
Ring-fenced External Funding	10,863	0	10,863
FUNDING TOTAL	37,548	3,813	41,361

2016/17 Changes - Virements to be actioned or approved £'000	Revised Budget 2016/17 £'000	2017/18 £000's	2018/19 £000's	2019/20 £000's
735	735	0	0	0
	22	0	0	0
	205	0	0	0
	600	500	500	500
255	370	5,945	4,100	3,950
	7	0	0	0
284	284	0	0	0
	790	238	0	0
	588	0	0	0
	0	0	0	0
	565	750	700	700
	465	140	0	0
(1,367)	804	1,434	4,661	5,127
	11	0	0	0
	20	0	0	0
(118)	591	118	0	0
	15	0	0	0
	20	0	0	0
	367	498	0	0
	650	296	951	0
	2,206	1,148	1,148	1,148
	3,155	1,479	1,479	1,479
	15	0	0	0

	16	0	0	0
	640	225	0	0
	331	0	0	0
309	990	0	0	0
	499	0	0	0
	633	589	425	425
	2,522	2,133	0	0
380	380	0	0	0
	300	0	0	0
	33	0	0	0
200	3,772	81	0	0
	693	0	0	0
	460	0	0	0
	249	0	0	0
	11,315	10,093	7,375	300
	1,737	1,827	0	0
(2,952)	0	0	0	0
(1,779)	0	0	0	0
	253	0	0	0
(4,053)	37,308	27,494	21,339	13,629

(740)	13,338	14,913	12,366	8,077
284	7,053	5,295	3,127	3,127
255	5,298	3,968	3,421	0
148	4,756	558	133	133
(4,000)	6,863	2,760	2,292	2,292
(4,053)	37,308	27,494	21,339	13,629

CABINET

DATE	31 st August 2016
REPORT OF	Councillor David Watson – Portfolio Holder for Energy and Environment
RESPONSIBLE OFFICER	Sharon Wroot, Director of Finance, Resources and Operations
SUBJECT	Delivering Differently
STATUS	Open
FORWARD PLAN REF NO.	FP 09/16/02

CONTRIBUTION TO OUR AIMS

North East Lincolnshire Council's priorities are clear:- **'Stronger Economy and Stronger Communities'**. To achieve this vision we need to work in new ways with partners in the public and private sectors addressing the issues we face with creativity and innovation if we are to secure the outcomes we desire.

In February 2016, as part of agreeing the Budget report, Council agreed an Outcomes Framework and Commissioning Plan which outlines our approach to achieving our priorities. The outcomes framework is the means by which our priorities will be translated into action and delivered, developed and achieved in conjunction with our partners across sectors. This is intended to drive a culture of evidence-based decision-making that enables elected members to take informed key decisions, knowing the risks and the opportunities for citizens, communities and businesses.

It is widely acknowledged that financial deprivation is a factor that impacts on people's health and well-being. Financial deprivation associated with the costs of funerals is of particular concern, with the overall costs of funerals expected to continue to rise by 25% over the next 5 years.

EXECUTIVE SUMMARY

In early 2014, the Council was one of 10 local authorities successful in securing Cabinet Office Delivering Differently programme support, which provided expert advice and an assessment on the potential for further services to 'spin out' from local authority control into a mutual type of organisation such as a social enterprise.

This work has identified that there is potential to create a new organisation, which would deliver affordable funeral services, linking the existing Cemeteries and Crematorium service with an existing funeral company or social investor to create a combined offer. The organisation would provide a full funeral director service as well as burial or cremation, which are currently provided separately, at a more affordable level aimed at lower income households.

Following a Cabinet decision, scrutiny review and subsequent Full Council approval, in December 2015, North East Lincolnshire Council supported by Baxendale and Wilkin Chapman, conducted a soft market test between December 2015 and March 2016. The aim of this exercise was to understand the feasibility of the council finding a partner to

help create a new local social enterprise, with the specific aim of delivering an affordable funeral service within the Borough.

Arranging and paying for a funeral is a highly emotional and often distressing period. Industry research has observed consumers not shopping around for the best price, feeling under pressure to spend more than they can afford in an effort to do one last thing for the deceased, and looking to find the money from any source they can so that the funeral can be arranged and take place quickly. The Office of Fair Trading (OFT) have reported that this consumer behaviour “acts as a dampener on competition”, and that consumers are “vulnerable to unfair trading practices”.

Funeral poverty is a real issue. Nationally, the cost associated with dying are rising seven times faster than the cost of living, the average cost of dying (including a funeral service) in the UK in 2014 was £8,427, the average cost of dying has increased by almost 40% since 2007. Overall funeral costs are expected to continue to rise by 25% over the next 5 years.

One in seven people report that arranging the cost of a funeral on its own had caused them notable financial concern, people are increasingly reaching for credit cards or loans from banks and family members to help meet these costs.

The issue of funeral affordability is growing in national importance and public awareness. The Work and Pensions Select Committee conducted an investigation into Support for the Bereaved in March 2016¹ and the BBC² has reported on the rising costs of funerals, public sector cremation costs and increases in public health funerals. The lack of protection for the bereaved consumer and especially those on low incomes or benefits has caused the Work and Pensions Select Committee such concern that it has passed evidence from its March 2016 investigation into support for the bereaved to the Competition and Markets Authority (CMA). The CMA's response is pending.³

Financial support from the Government is limited – the average amount awarded is £1,225 which only covers about a third of the cost of a basic funeral and eligibility for Government Funeral payments is complex and the qualifying conditions are strict with just under half of all applications turned down and all pay-outs are awarded after the applicant has incurred all costs.

Funeral costs within North East Lincolnshire vary but are below the national average, however, the residents are still finding meeting cost difficult:-

- 66% have paid in excess of £3,000 and 9% have paid in excess of £5,000*
- 86% thought the cost was too high*
- Applicants of funerals would use the estate of the deceased, take out a loan or use their savings*, however, a third of the UK population has savings of £250 or less **

*source – NELC online survey (May – June 2015)

**source – Cost of Dying 2014, *HSBC Research 13 November 2013⁴

Utilising a methodology based on the Treasury's Five Case Model for Public Sector Business Cases, the (closed) business case concludes that in order to achieve the objective of addressing funeral poverty across the Borough, the Council's Crematorium

¹ <http://www.publications.parliament.uk/pa/cm201516/cmselect/cmworpen/551/551.pdf>

² <http://www.bbc.co.uk/news/uk-35929932>; <http://www.bbc.co.uk/news/uk-england-33905444>;
<http://www.bbc.co.uk/news/uk-wales-34963133>

³ Business Case, 2016

⁴ Presentation, Baxendales, 2015

and Cemeteries service would need to change. There are a number of legal, financial and strategic risks associated with the current service delivery model, which lead to the conclusion that we could not achieve this objective without a changed delivery model. A significant investment of approximately £1.8m in the service's land and buildings at the crematorium and two cemeteries would be required to develop the services and deliver affordable funeral services. Unfortunately with limited capital available the council is unable to prioritise these plans within the current capital programme, and without this investment the council is unable to support the local community to cover the cost of a funeral.

In light of this, the Council has decided to assess two options; the first is to create a company, wholly-owned by the Council, delivering all of the existing cremation, burial and memorialisation services as well as a new 'affordable' funeral service; and the second is to create a company with an external partner.

This report seeks approval to implement a new alternative delivery model for the Cemeteries and Crematorium Service, which will assist in alleviating funeral poverty, contributing to our outcomes. If approved, the recommended option will provide an opportunity to positively impact on financially vulnerable citizens.

RECOMMENDATIONS

Cabinet is recommended to:

1. Approve the preparation of documents and a process through which the procurement of a joint venture partner be pursued.
2. Refer the procurement documents including the joint venture offer, the process and methodology, to the Scrutiny Panel for Regeneration, Environment and Housing for consideration.
3. Delegate authority to the Director of Finance, Resources and Operations in consultation with the Portfolio Holder for Energy and Environment to complete the resulting joint venture partner procurement exercise,
4. Delegate authority to the Monitoring Officer to award a contract to the organisation successful in the procurement exercise.

REASONS FOR DECISION

The recommended option of a joint venture partnership would deliver the existing cremation, burial and memorialisation services plus a new affordable funeral service. The recommended delivery model fits with the Council's stated intention to become a smaller commissioning organisation which enables and facilitates the delivery of services to benefit the people of North East Lincolnshire. This model would be a unique, innovative and financially sustainable way to deliver the current Cemeteries and Crematorium Service, and offer a more affordable option for our citizens. The recommended model has the potential to be a pioneer for similar models across the country.

Market intervention by the council alone does not maximise potential benefits for the community and may invite challenge. A joint venture arrangement would bring the commercial and marketing expertise, additional resources and investment required to make the most of an enhanced and affordable service offer.

1. BACKGROUND AND ISSUES

- 1.1 In early 2014, the Council was one of 10 local authorities successful in securing Cabinet Office Delivering Differently programme support, which provided expert advice and an assessment on the potential for further services to 'spin out' from local authority control into a mutual type of organisation such as a social enterprise.
- 1.2 This work has identified that there is potential to create a new organisation, which would deliver affordable funeral services, linking the existing Cemeteries and Crematorium service with an existing funeral company or social investor to create a combined offer. The organisation would provide a full funeral director service as well as burial or cremation, which are currently provided separately at a more affordable level and aimed at lower income households.
- 1.3 Following a Cabinet decision, scrutiny review and subsequent Full Council approval on 17 December 2015, North East Lincolnshire Council supported by Baxendale and Wilkin Chapman, conducted a soft market test between December 2015 and March 2016. The aim of this exercise was to understand the feasibility of the council finding a partner to help create a new local social enterprise.
- 1.4 The exercises tested the Council's proposition with the local market of potential partners and social investors. The results, outlined in the (closed) business case attached to this report, provides evidence on the council's key assumptions as well as what a potential partner would be looking to achieve in setting up a company in partnership with the Council.
- 1.5 It is widely acknowledged that financial deprivation is a factor that impacts on people's health and well-being. Within North East Lincolnshire we face significant challenges to improve the health and wellbeing of our citizens. The most recent figures based on recognised English Indices of Deprivation 2015 show North East Lincolnshire ranked as the 31st most deprived local authority area in England out of 326.

2. RISKS AND OPPORTUNITIES

- 2.1 Risks - Do Nothing
Could result in the Council being financially worse off as there is a significant estimated capital investment requirement that is unfunded.
Unable to contribute to alleviating funeral poverty
- 2.2 Risk – Wholly-owned
Partly meets the Council's strategic needs but would be significantly dependent upon the financial case and it is unlikely that the wholly owned company would be able to meet the on-going borrowing costs that would result from capital investment needs.
The Council would need to be mindful of the potential risk of a breach of State Aid regulations and market distortion.
Restrictions in skills and capacity to develop the services required.
- 2.3 Risk – Joint Venture Partner
That the procurement may be unsuccessful in finding a partner

The risk of breaching State Aid regulations and market distortion is likely to be reduced by the Council opening up the procurement of a partner to any organisation, and the local funeral directors market will have the opportunity to bid to become the Council's partner.

2.4 Opportunities – Wholly Owned

The Council is likely to have the powers to deliver this option and defend a legal challenge

2.5 Opportunities – Joint Venture Partner

Assessing the three 'cases for change' the Council is most likely to achieve its strategic, financial and legal criteria by creating a company with an external partner with an opportunity of external investment in assets

Strong indication of support from a partner to achieve social outcomes







Positive steps in reducing funeral poverty







Positive steps for meeting stronger economy and sustainable communities

3. OTHER OPTIONS CONSIDERED




- 3.1 A assessment has been carried out for each delivery method against the priorities of Stronger Economy, Stronger Communities, as well as elements of the Financial Strategy which are all contained within the business case.

Conclusion and Summary of business case⁵:

Key	
	Highly unlikely to meet the Council's criteria with the "case for change", probably high risk
	Possibly unlikely to meet the Council's criteria with the "case for change", probably medium risk
	Likely to meet the Council's criteria with the "case for change", probably low risk
	Unlikely to meet the Council's criteria with the "case for change", probably high-medium risk
	Possibly unlikely to meet the Council's criteria with the "case for change", probably medium-low risk
	Very likely to meet the Council's criteria with the "case for change", probably low risk

Option	Strategic Case	Financial Case	Legal Case	Summary
Do Nothing				<p>Doing Nothing is unlikely to meet the Council's 5 strategic assessment criteria</p> <p>The Council is unlikely to be worse off financially in revenue terms, however, there is a significant future capital investment requirement (£1.8m).</p> <p>There are difficulties for the Council in demonstrating that it is charging for the cost of service provision</p>
Create a company, wholly owned by the Council				<p>Creating a company, wholly-owned by the Council, only partly meets the Council's strategic assessment criteria; and this assessment is significantly dependent upon the financial case</p> <p>The Council is highly unlikely to be able to extract the required repayments from the company to cover its borrowing costs for the investment required to set up and run this company</p> <p>The Council is likely to have the powers to deliver this option and is likely to be able to defend a potential legal challenge – however, if this option is progressed, this needs to be closely monitored and carefully handled to ensure that no decisions are made which might impact the Council's ability to defend a possible challenge.</p>
Create a Joint				Creating an JV company with a partner would

⁵ Business Case, 2016

Venture company with a partner				<p>provide a strong fit to the Council's strategic assessment criteria as it would help towards the Council's strategy of Stronger Economy, Stronger Communities but also help towards becoming an enabling Council particularly if it decided to have minimal involvement in the JV company's operations.</p> <p>Evidence from the soft market test and current modelling assumptions suggest that the Council could find a partner who shared its objectives and could provide the required investment. However, the exact details of how this is likely to work will most probably be defined during a detailed negotiation process. During that process, the Council may have to decide if it is prepared to accept a small element of risk in order to demonstrate to the partner that it is serious about supporting the company to be successful.</p> <p>The Council is likely to have the powers to deliver this option and is likely to be able to defend a potential legal challenge – however, if this option is progressed, this needs to be closely monitored and carefully handled to ensure that no decisions are made which might impact the Council's ability to defend a possible challenge.</p>
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4. **REPUTATION AND COMMUNICATIONS CONSIDERATIONS**

- 4.1 Delivering the project could generate both reputational opportunities and risks for the Council. The opportunity is to promote the authority's role in tackling funeral poverty, with risks of adverse publicity if other organisations object and/or oppose the development. There are also reputational risks involved in the day-to-day operation itself. However, delivery of the recommended option will also have the potential of creating a positive impact on North East Lincolnshire's reputation locally, regionally and nationally, as it is likely in some quarters that the authority will be seen to be an innovative council enabling an opportunity to make a positive impact on financially vulnerable citizens.

5. **FINANCIAL CONSIDERATIONS**

- 5.1 The methodology in the business case aims to provide an objective and evidence based analysis of each option under consideration. Based on the Treasury's Five Case Model for Public Sector Business Cases, it focuses on establishing whether there are three key 'cases for change' – the Strategic Case, the Financial Case and the Legal Case.
- 5.2 The Council's finance strategy contains three key aims:-
1. To shift our financial resource to support delivery of the Council's vision.
 2. A reduced reliance on central government funding aiming to redress the balance.
 3. To create long-term financial sustainability through a commercial approach to generating and retaining external income and funding, alongside a strategic change programme which delivers re-modelled future public services to maximum efficiency.
- 5.3 The recommended option meets all 3 key aims. It will enable long term sustainability and create opportunities for external investment which has the potential to improve and enhance existing provision.
- 5.4 In order to ensure that there is sufficient capacity and expertise to deliver the recommended option there will be a requirement to continue to engage the

support of the external resource; this engagement will also ensure a consistency of approach to the project. Funding for the continued engagement will be met via the Transformation Reserve which has been established specifically for the purposes of delivering our transformation programmes. These costs will be known once the preferred route of procurement is ascertained.

6. CONSULTATION WITH SCRUTINY

- 6.1 In accordance with recommendation 2 within the report, the procurement documents including the joint venture offer, the process and methodology, will be referred to the relevant scrutiny panel prior to final Portfolio Holder decision.

7. FINANCIAL IMPLICATIONS

- 7.1 The establishment of a joint venture arrangement has been assessed as the most financially viable option.

It is important to note, however, that these arrangements can come in numerous forms and any proposals that arise will therefore be subject to due diligence and a proper assessment of both their financial and non-financial implications before a final recommendation is made.

8. LEGAL IMPLICATIONS

- 8.1 The recommendation in this report is to create a joint venture. In almost all joint ventures, the first choice to be made is whether or not a separate legal entity will be established as a vehicle for the joint venture. It is currently a question of forming a company (almost certainly a limited liability company) under the Companies Act 2006 (CA 2006) or proceeding with an unincorporated structure. In the latter case, the arrangement will either constitute a legal partnership under the Partnership Act 1890 (or a limited partnership) or a non-statutory contractual arrangement between the participants. In suitable cases, there is also the further option of forming a limited liability partnership under the Limited Liability Partnerships Act 2000. Therefore, the four basic legal forms are (1) a limited liability company; (2) a limited liability partnership (LLP); (3) a partnership or limited partnership and (4) a purely contractual co-operation agreement.
- 8.2 The preliminary issues to be addressed in planning a joint venture can be reduced to key elements around its objectives, structure and location, how long it is intended to last, how investment/money/assets flow in and out of the joint venture and who the participants are. There is a broader spectrum of issues which have to be considered both in planning the structure and preparing the documentation for a joint venture. These will need to be resolved fully prior to the commencement of the formal procurement process. These issues include the approach to profits and losses, entitlements to assets and reserves, risk sharing, liability, management structure, employees and employment incentives, control and majority rights/minority protection, accounting, tax, financing, disclosure, variations, marketing, regulatory and licence/permit considerations and of course exit and termination procedures.
- 8.3 The costs in specifying and procuring a joint venture partner, and subsequently creating a well governed joint venture can be high. Amongst

these costs are the costs of legal support. The Monitoring Officer has determined that the Council has sufficient internal expertise to carry out the majority of the required legal work. To the extent that there are capacity concerns there are routes through which these pressures can be reduced. In addition to reducing implementation costs for this project, the use of internal resource ensures that Council staff get the benefit of the personal and professional development that participation in this project will offer.

- 8.4 It has been confirmed that the current fee level charged does not include an element of amortised capital to cover the £1.8m capital costs that the Delivering Differently might avoid. This means that the charging regime used to date complies with applicable regulations. The current service activity is considered fully compliant. Therefore the 'Do Nothing' option is legally robust.
- 8.5 Legal services colleagues will be integrally involved in this project at a strategic level given the nature of the recommendations proposed. As with all projects, governance issues and conflicts of interest will need to be properly and compliantly managed in the creation of a contractual or corporate joint venture. Legal services colleagues will advise accordingly as part of the project governance structure.

9. HUMAN RESOURCES IMPLICATIONS

- 9.1 At this stage, there are no direct HR implications arising from the content of this report. As the project progresses, there may be a requirement for HR advice on council policy and procedure to ensure staffing implications are considered.

10. WARD IMPLICATIONS

Whole Borough

11. BACKGROUND PAPERS

Business Case 2016 – exempt

12. CONTACT OFFICER(S)

Angela Culleton, Assistant Director, Neighbourhood Services
Lisa Logan, Project Lead and Cemeteries and Crematorium Registrar

**Councillor David Watson,
Portfolio Holder – for Energy and Environment**

CABINET

DATE	31st August 2016
REPORT OF	Councillor Matthew Patrick Portfolio Holder for Finance, Resources & Inclusion
RESPONSIBLE OFFICER	Director of Finance, Resources & Operations
SUBJECT	Financial Strategy
STATUS	Open
FORWARD PLAN REF NO.	FP 07/16/01

CONTRIBUTION TO OUR AIMS

The Council has two clear strategic priorities – Stronger Economies and Stronger Communities. In order to achieve those priorities the Council must have a clear and robust financial strategy which focusses on the long term financial sustainability of the organisation.

EXECUTIVE SUMMARY

To seek Cabinet approval for the adoption of the updated Financial Strategy as set out in Appendix 1 to this report.

RECOMMENDATIONS

That Cabinet:

1. Approves the updated Financial Strategy and the approach to long term financial sustainability set out in Appendix 1 to this report.
2. In consultation with the Portfolio Holder for Finance, Governance and Inclusion, and the Chief Executive, delegates authority to the Director of Finance to implement the Strategy.

REASONS FOR DECISION

The Council must achieve long term financial sustainability if it is to adapt to the changing local government environment and live within its means. A clear and consistent strategy is required to support achievement of this aim, which underpins successful achievement of the Council's two strategic priorities – Stronger Economies and Stronger Communities. This update of the Council's finance strategy ensure that we remain focused on delivery of our key strategies.

1. BACKGROUND AND ISSUES

The financial strategy is integral to the Council's strategic planning process. It sets out how the Council plans to approach financial planning to meet its objectives both now and in the future. The strategy summarises where we are now, where we would like to be and how we will get there. It also clearly states the key policies which will guide those actions.

The Council first presented its financial strategy to Cabinet in August 2014. Since then, the Council has developed its approach to financial sustainability and the strategy has been updated to reflect developments and current thinking within local government. Key developments to note include:

- The implementation of the commissioning approach within the Council;
- The development of outcome based accountability;
- The introduction of a shared service arrangement with North Lincolnshire Council for back office services;
- Further reductions in grant funding from central Government; and
- The proposal to move towards 100% retention of business rates.

The Council cannot deliver a balanced budget via making efficiency savings alone and the Council's approach needs to focus on sustainability for the future. The current financial environment requires the Council to focus closely on its vital services and look to become more commercial in its outlook.

More than half the Council's funding in 2016/17 comes from central Government with around a third from council tax and business rates retention. As we move forward, the proportion of funding we receive from Central Government is expected to fall further with the introduction of 100% retention of business rates. The Council therefore needs to demonstrate it has a sustainable business model linked to the economic ambition for the area and is financially resilient.

Borrowing capital is expensive in terms of annual revenue costs and establishes long term future commitments. For this reason the Council's capital programme needs to be aligned to delivery of strategic priorities and integrated into the financial planning process. Borrowing must be affordable, sustainable and prudent.

In order to achieve financial sustainability we need a financial strategy which is built around the following principles:

- Aligning financial resources to priorities;
- A commercial approach which is linked to the economic strategy; and
- The economic and efficient delivery of services.

2. RISK AND OPPORTUNITIES

A clear and consistent financial strategy is essential to the Council achieving long term financial sustainability and living within its means. Aligning our financial strategy to our two strategic priorities will contribute towards improving the social, economic and environmental wellbeing of the Borough.

3. OTHER OPTIONS CONSIDERED

The alternative option would be to do nothing, which would significantly impact on the Council's ability to achieve longer term sustainability.

4. REPUTATION AND COMMUNICATIONS CONSIDERATIONS

There are potential negative reputational implications for the Council if it fails to demonstrate financial resilience and sustainability. It is therefore essential that the Council has a clear and coherent financial strategy which is understood throughout the organisation.

5. FINANCIAL CONSIDERATIONS

Included within report.

6. CONSULTATION WITH SCRUTINY

None at this stage.

7. FINANCIAL IMPLICATIONS

The financial strategy supports the achievement of long term financial sustainability. It is the means by which the Council will adapt to the changing local government environment and live within its means. The strategy will underpin the Medium Term Financial Plan for the period 2017/18 – 2020/21.

8. LEGAL IMPLICATIONS

The Financial Strategy was adopted in August 2014 with 3 key aims being “(1) to shift our financial resource to support delivery of the Council's Vision, and in so doing deliver transformational change that: (a) Places local economic growth and community resilience at the heart of the strategic change agenda; (b) Catalyse and/or embodies a new relationship between the council and citizens / communities; (c) Re- calibrate our key partnerships and (d) Shifts the council to becoming a genuine leader of place; (2) A reduced reliance on central government funding aiming to redress the balance. (A 1% change represents £2.5m on 2014/15 budgeted income and funding) and (3) To create long-term financial sustainability through a commercial approach to generating and retaining external income and funding, alongside a strategic change programme which delivers re-modeled future public services at maximum efficiency.”

As with the recommendations in August 2014, the recommendations in this reported are supported by legal services. The completion of activities required to implement the Financial Strategy will require significant legal input and close team working between all relevant support services. The legal implications from the delivery of the Financial Strategy are far reaching and will be dealt with as different aspects are delivered. It is considered good practice to develop a full delivery plan for all strategies, including the Financial Strategy. The Financial Strategy has been adopted by the Council as part of its policy framework.

9. HUMAN RESOURCES IMPLICATIONS

There are no direct human resource implications arising from the report. The application of a more structured and commercial approach may result in proposals being brought forward which do have implications, these will be assessed for impact and reported as they come forward.

10. WARD IMPLICATIONS

None

11. BACKGROUND PAPERS

Appendix 1 Financial Strategy

12. CONTACT OFFICER(S):

Sharon Wroot - Director of Finance, Resources and Operations
Tel: (01472) 324423

Councillor Matthew Patrick
Portfolio Holder for Finance, Resources and Inclusion

Financial strategy

August 2016



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Introduction

The financial strategy is integral to the Council's strategic planning process.

It sets out how the Council plans to approach financial planning to meet its objectives both now and in the future.

The strategy summarises where we are now, where we would like to be and how we will get there. It also clearly states the key policies which will guide those actions.

The Council has two clear strategic priorities – **Stronger Economy** and **Stronger Communities**. In order to achieve those priorities the Council must have a clear and robust financial strategy which focusses on the long term financial sustainability of the organisation.

The financial strategy draws on a review of the local economic landscape, and the impacts of the wider national economic and political landscape, with a focus on opportunities to achieve long term financial sustainability, with increasingly less reliance on central government funding.

The strategy sets out our strategic priorities for financing which in turn fund our activities and functions. Understanding the financing options we have available to us, allows us to focus on those areas which will achieve the optimal return. Focusing on those areas should then become the primary activity, and all strategies should be aligned to ensure we achieve those objectives. In other words we achieve long term financial sustainability.

The financial strategy is underpinned by a sound finance system, coupled with a solid internal control framework, sufficiently flexible to allow the organisation to respond to changing demands over time, and doesn't hamper "getting the business done".

Where are we now?

The current financial environment requires the Council to focus more closely on its vital services and support the residents of the Borough to seize the economic opportunities that are on offer.

The Council has seen significant reductions in its funding over the past five years and this is likely to continue for the foreseeable future. Recent funding settlements have seen reductions of 9% in 2014/15 and a further 15% in 2015/16; this is the equivalent of a £11.7 Million reduction from the 2014/15 position.

The Budget Report 2016/17 to 2019/20 indicates that, in addition to the existing significant savings programmes that are underway, further savings of £18 Million per annum are required to be in place by 2019/20 to deliver a balanced budget towards the end of the period. This makes it all the more important for the Council to take an ambitious approach to securing long term financial sustainability for the Borough by embracing the area's economic potential. The move towards local generation of funding within local government, with increased emphasis on growing both the Council Tax and Business Rate base to generate higher client receipts, will help to deliver this financial sustainability.

However uncertainties around new Government policies remain. The Health and Wellbeing and Welfare reform agendas continue to be highlighted as areas of risk due to the uncertainty of the impact to the Council and wider locality. Whilst there may be opportunities for new approaches to working practices the financial implications are unclear.

The Council has adopted a commissioning approach to ensure that it focuses on, and prioritises what can be achieved. Through this approach the Council can safeguard as many important services as possible within the reduced funding envelope available.

Where are we now? (continued)

The Council cannot deliver a balanced budget via making efficiency savings alone.

Our approach needs to focus on sustainability for the future.

The 2016/17- 2019/20 Medium Term Financial Plan (MTFP) set a balanced budget for 2016/17 with a residual gap acknowledged for future years which will be addressed through a commissioning approach and a focus on growing key income streams.

The scale of the challenge is summarised below.

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Gap	0.0	(9.0)	(15.5)	(17.8)

The MTFP takes into account emerging financial risks, such as the potential financial impact of the Care Act, cost of transformation and the development of strategic priorities.

However, the Council cannot deliver a balanced budget via making efficiency savings alone. Our approach needs to focus on sustainability for the future. The approval and implementation of the Commissioning Plan to support the Outcomes Framework and a focus upon growing key income streams will address future funding issues in the medium to long term.

Where are we now? (continued)

At present, the Council is heavily reliant on central government funding.

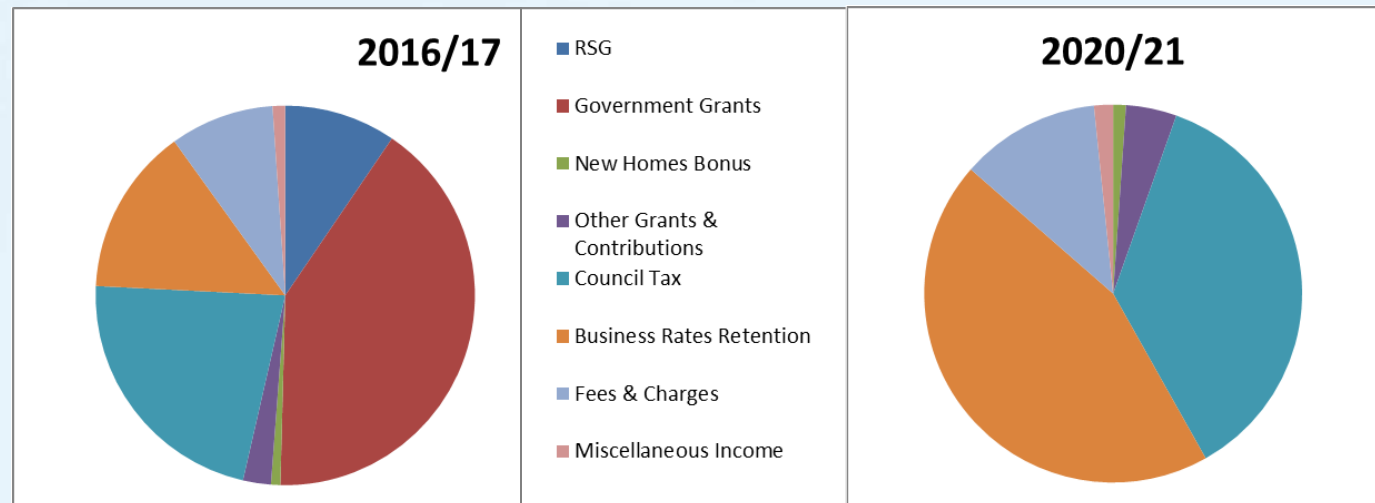
More than half the Council's funding in 2016/17 comes from central Government with around a third from council tax and business rates retention.

As we move forward, the proportion of funding we receive from Central Government is expected to fall further.

The Council's current sources of finance are:

- Central government grant including Revenue Support Grant (RSG) and New Homes Bonus;
- Income from customers including Business Rates, Council Tax and fees and charges;
- Income from other grants and contributions including ERDF and Regional Growth Fund; and
- Generation of capital resources via capital receipts, S106 capital funding and capital grants.

The chart below summarises the Council's current and projected funding mix. As we move forward, the proportion of funding we receive from Central Government is expected to fall further.



Where are we now? (continued)

Business rates are a key source of funding for the Council and has seen significant changes since 2013/14 with further changes planned in the future.

By 2020/21, the Council will keep 100% of business rates collected. At the same time the Council will take on additional responsibilities and see a reduction in other grant funding. This model will bring both increased risk and increased opportunity.

Historical (no risk)

Local collection, pooled nationally and redistributed via grant.

Current (come risk)

Local collection with 49% retained by Council (c£35M).
Funding dependent on ability to raise and collect business rates.
Influenced by appeals and Growth.

Future (increased risk)

Council keeps 100% of Business Rates collected (c£70M)
Additional responsibilities and reduction in other funding.

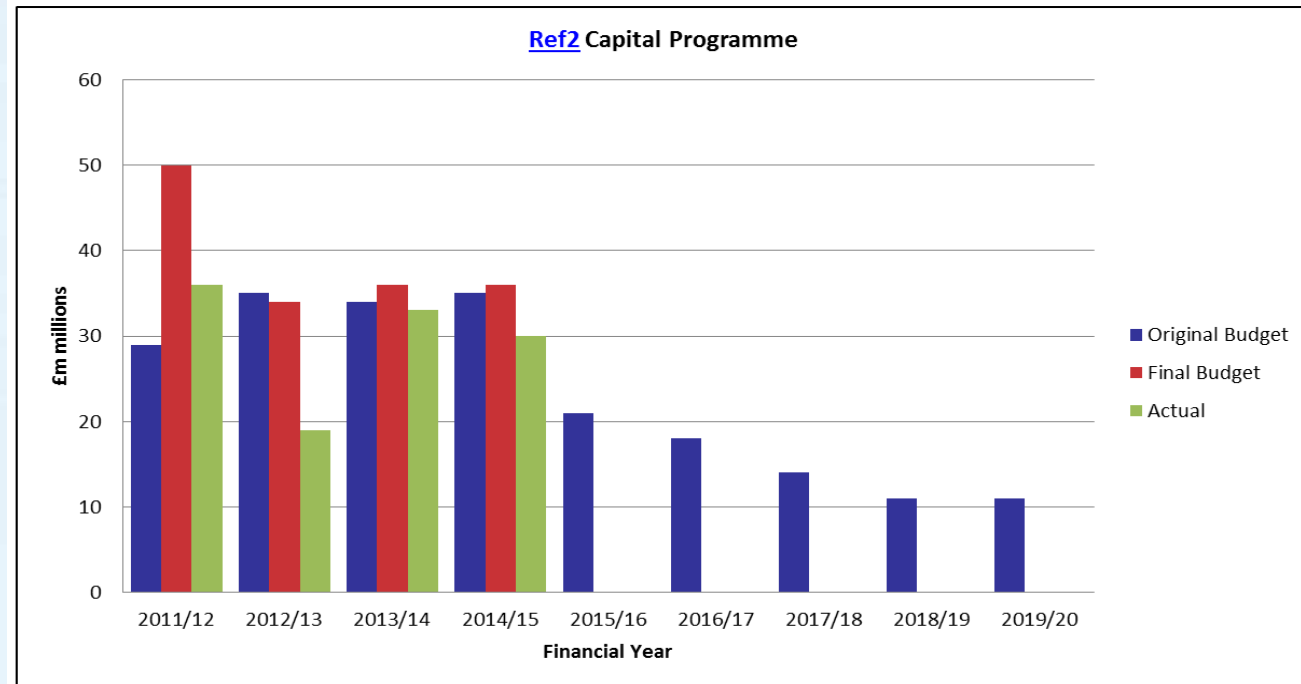
Where are we now? (continued)

Borrowing capital is expensive in terms of annual revenue costs and establishes long term future commitments.

In 2016/17 financing costs are forecast to be £10.7M or 9.0% of net budget. By 2020 financial costs are expected to be £11.5M or 10.1%.

Historically, the Council has had significant capital resource to invest in its capital programme. However the level of resources to support future capital spending is reducing and a much more focused and prioritized programme is required.

The chart below illustrates the reducing capital resources available to the Council.



Most importantly, the Council's capital programme needs to be aligned to delivery of strategic priorities and be of a sustainable size and integrated into the Medium Term Financial Planning process.

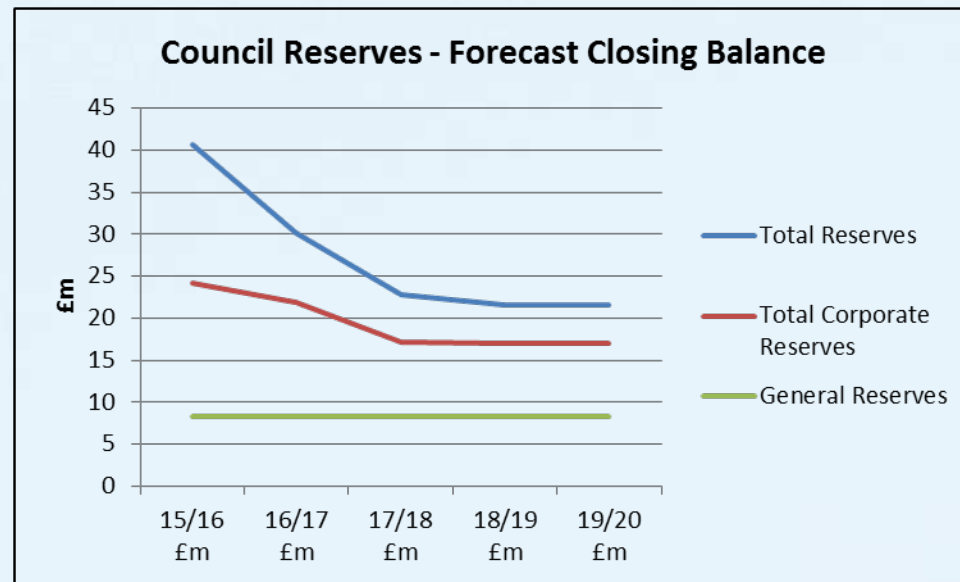
Where are we now? (continued)

Reserves and balances are generally held for three specific purposes:

- A working balance to help smooth the impact of uneven cash flows – General Reserves.
- A reserve to deal with unexpected events – Corporate earmarked reserves.
- A means of building up funds to meet known or predicted requirements – Earmarked Reserves.

The management of change over our current medium term financial planning period will be supported by usable reserves.

The chart below illustrates how useable reserves are expected to be utilised through to 2019/20.



Reserves will be reassessed on a regular basis and reallocated to fund greater priorities where necessary.

The management of usable reserves needs to be robust with clear plans as to how they will be utilised over time.

Reserves will be reassessed on a regular basis and reallocated to fund greater priorities where necessary.

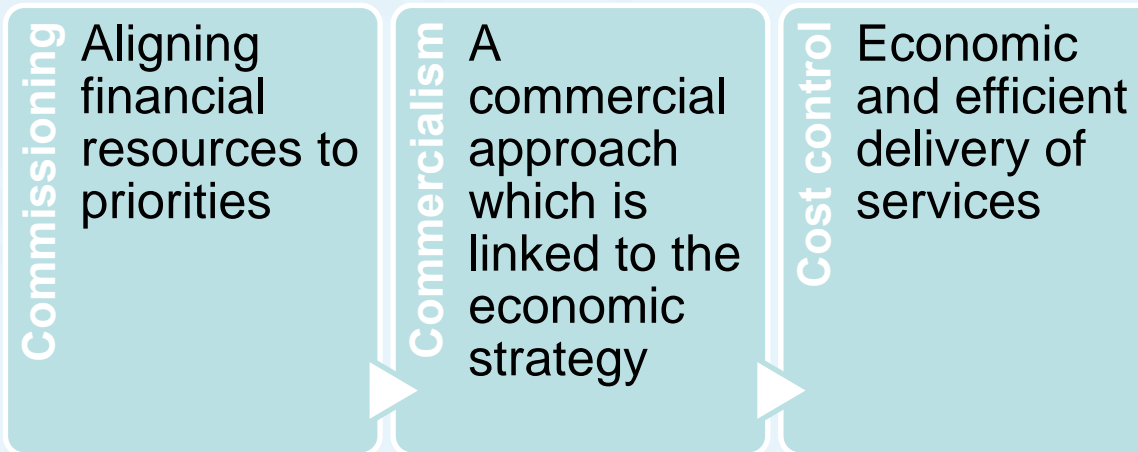
Where would we like to be?

The financial strategy should underpin the strategic change agenda and focus on the things that matter in a consistent, targeted and business focused manner.

We can no longer avoid a significant impact on service delivery by continued reductions in funding or service delivery. The Council has therefore adopted a new approach. If our aim is about long-term financial stability we need to manage risks and pressures on the horizon as well as now.

Up until 2015/16, the Council's financial planning processes were based on traditional local government financial modelling and practice. The focus had on service delivery, which is then matched to funding with an inevitable shortfall. The shortfall was usually addressed via savings rather than a more strategic view aligning our financial resources to our vision and priorities. The Council now needs to apply a more commercial approach which is linked to our economic ambitions. There will be a continued focus on the delivery of economic and efficient services to create the capacity to re-invest.

In summary, there are three key strands to the Council's financial strategy:



Where we would like to be? (continued)

Our approach needs to focus on sustainability for the future, and those things we need to do to ensure we achieve that.

The Council needs to demonstrate it has a sustainable business model and is financially resilient.

As a sustainable organisation we must have:

- A clear strategic direction linked to economic ambition;
- A forward looking approach that can identify opportunities to either maximise income generation, retention or reduce costs through more efficient and effective ways of working;
- A sound administrative and financial infrastructure;
- The ability to attract, manage and retain employees;
- The ability to demonstrate effectiveness and impact to leverage further resources to support the local economy and communities, and;
- Is able to secure community support and involvement in its work.

As a financially sustainable organisation we must:

- Have more than one source of income;
- Have more than one way of generating income;
- Review financial plans on a regular basis and ensure they are aligned to strategic priorities around the economy and communities;
- Have sound financial systems and controls;
- Have a good relationship with the community, clients and partners; and
- Be clear about our values, visions and strategic direction.

How will we get there?

A commissioning approach

It is essential for the Council to move towards a narrower but more in-depth focus for its own activities and a greater collaboration within its wider group of partners to jointly address broader community issues and aspirations. Future decisions will have particular regard to integration, devolution, commercialism, the economy and social value. Evidence based decision making and true collaboration will ensure that we really focus on delivering services that make a positive impact to achieving our outcomes.

The commissioning approach will enable the delivery of the future savings requirement for 2017/18 and beyond. It will mean a greater level of understanding and intelligence around need and the impact of current service delivery as we work with our partners across all sectors to re shape and re design how services are delivered across the Borough. Its is vital that the Council becomes more efficient and focused on ensuring that the relationships through which services are provided are properly governed and managed. The basic principles that support our commissioning approach are:

- Clear link to the Outcome Framework;
- Demonstrate innovation;
- Focus on prevention;
- Promote economic sustainability and resilience;
- Look for added value in every penny, one activity multiple outcomes;
- Develop encouragement of social value;
- Commission across wider geographical areas where it is suitable and more efficient to do so; and
- Be clear on how we prioritise and commission activity.

The next 3-5 years will include reviews of all activity and reshaping of our relations with partners across all sectors as part of our commissioning plan. Focusing on communities through creating the environment for them to thrive, understanding need, engaging in a meaningful way, building sustainability and transferring assets to support service delivery.

The financial strategy should underpin the strategic change agenda and focus on the things that matter in a consistent, targeted and business focused manner.

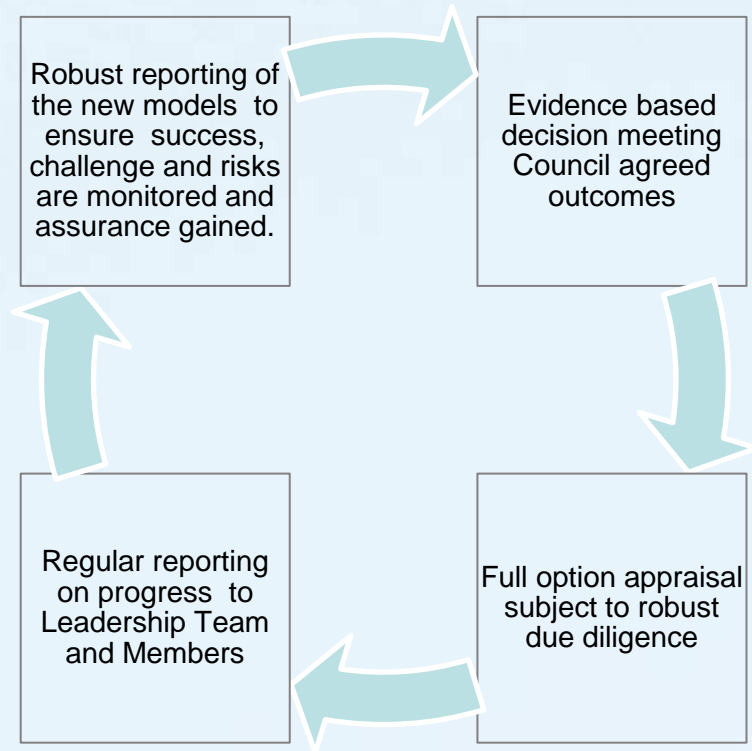
Our approach needs to focus on economic sustainability for the future, and those things we need to do to ensure we achieve that.

How will we get there? (continued)

The Commissioning approach will enable us to use the total resource available in order to improve the outcomes in the most efficient, effective, equitable and sustainable way.

The Commissioning approach enables us to use the total resource available in order to improve the outcomes in the most efficient, effective, equitable and sustainable way.

This framework will address future funding pressures through reshaping and redefining service delivery. The Commissioning and Strategic Support Unit will support the systematic review of all Council activity, including that delivered through major partnerships over the next 3-5 years.



How will we get there? (continued)

The Council will achieve its financial strategy through a range of approaches and actions.

The Council will achieve its financial strategy through a range of approaches and actions:

- The Council will be open to a **range of service delivery mechanisms**. For example, services may be delivered internally, with partners, through joint ventures, externally or community led.
- The focus will be on **maximising opportunities, resources and expertise via partners and community groups**. Part of the approach needs to challenge how we operate as an entity, and how we engage with stakeholders.
- **Reduced reliance on government funding** - financial resilience in the shape of a balanced medium term financial plan, focused on achievement of organisational goals and priorities.
- **Commercial thinking** – to earn and retain income or increase funding, either via the local economy (Business Rates, New Homes Bonus), or via material external funding opportunities. For example, our Inward Investment Strategy needs to include identifying opportunities for increasing business rate income as a priority.
- **Business focused decision making** – standardised and consistent across the Council, embedded into everything we do – with agreed and accepted principles, based on the premise that a decision will lead to a course of action that will deliver, either:
 - A financial return, or benefit
 - A reduced cost
- **review our level and usage of reserves** based on need, and also measured against our available net revenue budgets. Whilst important to try and hold reserves as a means to manage the impact unknown events, we should ensure that our levels never exceed an agreed limit.

How will we get there? (continued)

Capital programme management

The funding for capital projects will be fully integrated into the medium term financial planning process and requirements to increase the size of future programmes will be considered alongside all other cost pressures and opportunities.

The Council has ambitious economic development plans for the area. The South Humber industrial Investment Programme, for example, will bring forward in excess of 200 hectares of prime development land to ensure that the area capitalises on inward investment opportunities. As the Council moves towards an increasingly commercial and dynamic approach, the use of borrowing powers is likely to increase. Where the Council needs to borrow to support its economic and investment priorities this must be affordable. This will be assessed through an analysis of capital financing costs as a percentage of net budget.

Year	Capital Financing Costs	Percentage of net budget
2016/17	£9.0M	9.0%
2019/20	£11.5M	10.1%

It is essential the Council obtains appropriate financial advice and support to ensure investment plans are robust and offer a reasonable balance between financial risk and reward. In particular, the revenue impact of capital investment needs to be carefully considered. Proposals need to be consistent with strategic priorities and based upon sound financial analysis.

The Council has been successful in attracting grants to support investment priorities in previous years. Proactive bidding for grants will provide opportunities to maximize grants that support the priorities of the Council.

The Council's capital programme needs to be aligned to delivery of strategic priorities and integrated into the financial planning process.

Borrowing must be affordable, sustainable and prudent.

Key policies

The Financial Strategy should be widely understood and consistent with other strategies and policies within the Council.

The Financial Strategy should be widely understood and consistent with other strategies and policies within the Council. Links to other strategies and policies are outlined below:

- The ***Budget, Outcomes Framework and Commissioning Plan 2016/17-2019/20*** outlines high level financial forecasts for the next four financial years.
- The ***Economic Strategy*** sets out a high level approach to supporting sustainable economic growth in North East Lincolnshire. The strategy provides a framework for making the right financial investment decisions to deliver sustainable infrastructure, a skilled and productive workforce, business growth and investment, a sustainable housing offer and a borough that is a great place to live, work, visit and do business.
- The ***Capital Investment Strategy and Asset Management Plan*** is directly linked to the Council Plan priorities and Medium Term Financial Plan to support delivery of key outcomes in North East Lincolnshire. The Strategy outlines the principles and framework that shape the Council's capital investment proposals and approach to asset management.
- The ***Income Management Strategy*** provides an overarching strategy and guidance on income management and debt recovery in order to maximize Council income through proactive approaches to the collection of income and encouraging payment in advance of service delivery where possible thereby saving the costs of issuing an invoice;



Key policies (continued)

The Financial Strategy must be widely understood and consistent with other strategies and policies within the Council.

- Guidance on ***Fees and Charging*** is incorporated within the income management strategy. The guidance outlines the general principles to be followed when setting fees and charges. Setting charges should be aimed at increasing the efficiency in providing public services, ensuring fairness to everyone. The charges should be in line with Council policy and increasing revenue should not be the primary justification.
- The ***People Management and Development Strategy*** will ensure we understand and prioritise the activities required to fulfil our commitments and achieve the ambitions set out within our Council Plan.
- The ***Treasury Management Policy and Strategy Statement*** outlines the Council's high level policies for borrowing and investment . Effective treasury management provides support towards the achievement of Council Plan aims and objectives. Treasury management is an integral part of the Council's finances providing for cash flow management and financing of capital schemes and therefore underpins all of the Council's aims.
- Our approach to all ***decisions/options appraisal*** – utilising “business thinking” – based on a set of agreed principles to either deliver a financial return or wider community benefits;
- ***Risk management*** techniques will be followed to ensure that both risks and opportunities are considered and that there is an appropriate balance between risk and reward.

The role of Accountancy

The Accountancy team has a key role in facilitating and supporting the Council to achieve its financial objectives.

However the delivery of the financial strategy is the responsibility of the Council as a whole.

The Accountancy team have a key role to play in the delivery of the financial strategy. However the delivery of the strategy is the responsibility of the whole Council. More importantly, the Council should not be finance led.

In summary, the role of the Accountancy team is:

- Informing and challenging (with sound intelligence) the delivery and further development of the strategic framework;
- Stimulating (with research and sound intelligence) creativity, ideas and innovation;
- Maintaining appropriate balance between risk and opportunity;
- Supporting and informing the commissioning approach; and
- Facilitating the shift from organisational hand holder to genuine business partner and critical friend.

From 1 April 2016, the Accountancy function will be provided by Northern Lincolnshire Business Connect, a shared service collaborative with North Lincolnshire Council. Through this arrangement, the service will offer greater resilience and support the Council develop its commercial focus.

Financial strategy

August 2016



CABINET REPORT

DATE	31 st August 2016
REPORT OF	Cllr Matthew Patrick – Portfolio Holder for Finance, Resources and Inclusion
RESPONSIBLE OFFICER	Sharon Wroot
SUBJECT	Disposal of Council owned vehicles
STATUS	Open
FORWARD PLAN REF NO.	FP 08/16/07

CONTRIBUTION TO OUR AIMS

All people in NEL enjoy and benefit from a strong economy; we attract and sustain business investment.

EXECUTIVE SUMMARY

The Council periodically replaces its vehicles and other industrial plant, leaving older, well maintained, vehicles and equipment, which still hold value, ready for disposal via specialist auction. The current disposal framework expires in August 2016. The framework is being re-let, re-securing best value and allowing new interested auctioneers the opportunity to sell those assets on the council's behalf. The framework maximises the sales value of those assets at no cost whilst ensuring that buyers are not charged prohibitive fees.

RECOMMENDATIONS

This report recommends:

- the approval to procure a new asset disposal framework and
- for the award decision to be delegated to the Monitoring Officer if it falls within the parameters specified within this cabinet report.

REASONS FOR DECISION

The decision allows the Council to procure a new vehicle disposal framework to replace the expiring one.

1. BACKGROUND AND ISSUES

- 1.1 The current framework has been in place since August 2012.
- 1.2 Under the current framework, 7 auctions have been held for vehicles and/or Council assets.

- 1.3 Once identified for disposal, vehicles need to be sold quickly to prevent additional expenditure on costly maintenance, maximise their sales value and to return the asset value back to the council promptly.
- 1.4 The council needs a mechanism for vehicles to be sold in an open and transparent manner. The current framework consists of four auctioneers and each time there are vehicles to be sold a further competition is conducted to determine who conducts the auction.

2. RISKS AND OPPORTUNITIES

No risks have been identified. This is a framework and therefore will only be used where there is a requirement. The framework will ensure there is a co-ordinated pre-arranged, compliant process in place, should the council have a requirement to dispose of its vehicles.

The completion of this framework will impact on environmental sustainability as the re-sale of vehicles allows the income generated to be used towards lower emission vehicles. The vehicles which are sold would otherwise be destroyed which would negatively impact the environment.

3. OTHER OPTIONS CONSIDERED

- 3.1 Do nothing. The current framework would end in August 2016 and all vehicles would be either left to devalue or be sold ad hoc through auctioneers. If vehicles are sold ad hoc, the council has no control of the additional fees it may be charged or those charged to buyers.
- 3.2 Accessing of a regional framework. There is only one regional framework available and it is not suitable as it only covers disposal of goods, not vehicles.
- 3.3 Appointing of a single auctioneer for all vehicle disposals. If the auctioneer is not available to conduct the auctions this would leave saleable vehicles at a standstill and depreciating in value. By conducting a further competition each time there is a group of vehicles to be sold, the premium the buyers pay changes. The lower the premium for the buyers, the higher price they will pay for the vehicle as their total buying price will be lower. If there is a large group of vehicles, the buyer's premium will be lower as the auctioneer has more vehicles to sell.

4. REPUTATION AND COMMUNICATIONS CONSIDERATIONS

The reputational considerations are negligible as this is a framework which will ensure that vehicles are disposed of to maximise their value and not be destroyed before the end of their usable life. The supplier selection criteria used will mitigate the risk of unsuitable suppliers being used by the Council.

As this is a disposal framework for vehicles, there are no communication considerations.

5. FINANCIAL CONSIDERATIONS

The proposal outlined within the report supports the Council's key financial objective to deliver re-modelled future public services at maximum efficiency. There is no cost to this proposal. The net effect on Council reserves over the life of the project will be positive as vehicles no longer required are re-sold. On an ongoing basis the proposal will lead to additional revenue, a figure for the addition cannot be provided as it is not known which vehicles will be re-sold over the four year period. The proposal is consistent with the Council's finance policy and will help to contribute to improved value for money within the service.

6. CONSULTATION WITH SCRUTINY

None

7. FINANCIAL IMPLICATIONS

As outlined in the report, the re-letting of the framework offers best value to the Council and provides an opportunity for new interested auctioneers to sell assets on the Council's behalf. The framework maximises the sales value of those assets at no cost whilst ensuring that buyers are not charged prohibitive fees.

8. LEGAL IMPLICATIONS

Legal services will support the completion of this exercise and review the contractual documentation to ensure that the Council's interests are protected to the greatest extent reasonably and commercially possible.

The approach recommended is a framework contract which has the benefits stated in the report. A framework contract is an agreement with suppliers establishing contracts that may be awarded during the life of the agreement. It sets out the terms and conditions for making specific purchases of goods and services – sometimes known as call-offs. This approach is considered good practice and efficient.

9. HUMAN RESOURCES IMPLICATIONS

There are no direct HR implications arising from the contents of this report

10. WARD IMPLICATIONS

None

11. BACKGROUND PAPERS

There are no background papers.

12. CONTACT OFFICER(S)

Rachel Devaney, Partnerships, Contract Management & Compliance
Specialist 01472 324153

Councillor Matthew Patrick
Portfolio Holder – Finance, Resources and Inclusion

CABINET

DATE	31 st August 2016
REPORT OF	Councillor Wheatley – Portfolio Holder for Regeneration, Skills and Housing
RESPONSIBLE OFFICER	Angela Blake – Director of Economy and Growth
SUBJECT	Grimsby and Cleethorpes Town Centres Investment Plan
STATUS	Open
FORWARD PLAN REF NO.	FP 07/16/03

CONTRIBUTION TO THE COUNCIL PLAN / STRATEGIC AIMS

The Grimsby and Cleethorpes Town Centres Investment Plan (Town Centres Investment Plan) directly supports the strategic priorities of ‘Stronger Economy, Stronger Communities’ by identifying the future investment opportunities in the context of the wider economic growth ambition.

Development of key sites will enhance the ‘place offer’ of North East Lincolnshire, increase the number of job opportunities within our communities and encourage further investment within the Borough.

The Town Centres Investment Plan is an important document in support of the Local Plan, and is consistent with the Economic Strategy.

EXECUTIVE SUMMARY

This report presents the Town Centres Investment Plan in its’ final draft following the consultation process. If the Plan is adopted, it will be released to potential investors/developers in order to accelerate regeneration in North East Lincolnshire and will be available to the local community and stakeholders to help them understand future town centre developments

RECOMMENDATIONS

Is it recommended that Cabinet:

1. Adopts the Final draft of the Town Centres Investment Plan which has been amended to take into account the information received through consultation.
2. Authorises the use of this document in order to seek investment opportunities and market this scheme to the appropriate industries.

REASONS FOR DECISION

To obtain Cabinet approval of the Town Centres Investment Plan following consultation with the aim to promote key sites for development . This document will form part of the extensive evidence to support the growth ambition set out in the Local Plan and Economic Strategy.

RISK ASSESSMENT

Crime and Disorder- Development of key sites will enhance the retail, leisure, and commercial offer which will increase the number of people within the town centres – hence improving visibility and discouraging crime and disorder.

Human Rights- This proposal has no impact on human rights issues.

Equalities and Diversity- This proposal has no impact on Equality and Diversity issues.

Value for Money- The Town Centres Investment Plan will encourage direct investment within the Borough which will increase job opportunities, enhance ‘the offer’ and provide greater confidence to the wider community.

Impact of the social, economic and environmental well-being of the Borough- Development of key sites will provide a greater range of town centre facilities for the enjoyment of local people and visitors, transform derelict and poor quality sites and increase investment and job opportunities.

1.0 BACKGROUND AND ISSUES

- 1.1 The draft Town Centres Investment Plan was presented to Cabinet on 24th February 2016 and authorisation was given to commence public and stakeholder consultation. It was requested that a further report be submitted at a future meeting of Cabinet with a recommendation for adoption of a final Town Centres Investment Plan.
- 1.2 The consultation process commenced on 7th March and finished on 15th April 2016. The draft plan was emailed to key stakeholders, special interest groups and landowners and was made available to view on the Council website and www.heartofgrimsby.website. Representations were requested by all consultees. Four consultation events were also held in Grimsby and Cleethorpes with Officers available to discuss the plan and projects in detail.
- 1.3 Consultation responses have been received from a number of stakeholders, special interest groups and the public. These responses have been analysed in detail with common themes identified, which are included in this report. The majority of feedback was of a positive nature.
- 1.4 Feedback focused on the need to realise the full potential of development sites as well as ideas of how this will entice more businesses into the area and improve the socio-economic status of the borough as a whole.

- 1.5 It was noted that the plan acknowledges the importance to the business community of the various schemes and is sympathetic to it, and that the approach shown within the plan recognises the very different challenges that the two different town centres face.
- 1.6 The need to accurately align the Investment Plan with the draft Local Plan was highlighted by a number of key stakeholders as was the need to include additional references to the the Town Centre Masterplan (2009) and the Cleethorpes Renaissance Charter (2009).
- 1.7 The Gateway Entrance (Project A), Entertainment Hub (Project B), and Minster Quarter (Project E) within Grimsby, as well as the four projects within Cleethorpes (Projects F-I) were all fully supported, with the regeneration and rejuvenation of these areas appealing universally.
- 1.8 The requirement for increased retail space in Grimsby Town was questioned. Whilst the Local Plan states that there is a need for a further 332,000 sqft of non-food retail floor space within the two Town Centres to be created over the next 15 years, it was suggested that development of this kind, beyond the primary shopping areas, would harm the health of the Town Centre rather than increasing its appeal.

In response to the above, any proposals for main town centre uses, including retail, leisure and office uses comprising 200m² gross or more, in any location outside the defined primary shopping frontages within the defined town centres or district centre boundary, will only be acceptable if it is demonstrated that: -

- the development cannot be accommodated on a suitable site within, first, the identified primary shopping frontages, then, within the defined town centre boundary, including identified opportunity sites, or finally or close to, the town centre boundary (sequential test); and
 - the proposed site is accessible and well connected to the town centre; and,
 - development will not adversely impact upon the vitality and viability of any of the town centres, (impact test) having regard to committed, planned or proposed public and private investment in the town centres; the impact on town centre vitality and viability, including local consumer choice and trade in the town centres and the wider area, for up to five years, and, where the impact will not be realised in five years, this should also be assessed up to ten years from time of applications.
- 1.9 It was suggested that there should be a focus on the regeneration of historic buildings before new buildings are built or considered for certain sites. This was particularly noted in relation to Waterside (Project C). In response, further reference has been made in the investment plan to highlight the importance of historic assets and the desire to bring these buildings back into sustainable uses.

- 1.10 There was support for the provision of new pedestrian corridors to link Waterside (Project C) to the Entertainment Hub (Project B) and to Gateway Entrance (Project A). The proposed cinema/restaurant development and a recent application for funding to the Humber LEP (if successful) will address these links.
- 1.11 With regards to Station Quarter, Cleethorpes (Project G) and retention/demolition of O'Neil's Public House, opinions from consultees were of an equal nature. Consultees were keen to ensure that any redevelopment of this site provides significant benefits to the resort with regards to rejuvenation and the sea view which could potentially warrant the demolition of this building. Retention of this building will also be considered in any future development proposals.
- 1.12 It was noted that some of the developments lie within current parking areas and with an increase in expected footfall within the Town Centres, a parking study should be conducted to ensure that parking within these areas will be good quality, safe, accessible, adequate and competitively priced for the day-time and night-time economy. In response, a recent capacity study for car parking in Grimsby has taken place which takes into account the future growth opportunities included within the Investment Plan.
- 1.13 The Parkway Project has been removed from the plan as North East Lincolnshire Council has not confirmed that this site will be made available for development through the relocation of the depot facilities.
- 1.14 Discussions with some landowners has taken place with most of the responses being positive in terms of the Town Centres Investment Plan. It is noted that there are some landowners that are not currently in favour of the development of certain sites.
- 1.15 A Grimsby and Cleethorpes Town Centres Investment Plan has been produced to promote and market key development opportunities within the Borough. The final draft of the prospectus has taken into account the common themes mentioned during the consultation. Upon Cabinet authorisation, this document will be used to market the development opportunities to appropriate investors and developers.
- 1.16 It is important to note that whilst the focus of this report is on the main commercial centres of Grimsby and Cleethorpes, this is on the basis of achieving maximum economic benefit for the entire Borough.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 The other option is to do nothing. This would preclude North East Lincolnshire from having a clear strategy in terms of town centre investment opportunities. North East Lincolnshire would be at a disadvantage in comparison to other areas and may forfeit an opportunity which may otherwise be transformational to the Borough's economic growth.

3.0 REPUTATION AND COMMUNICATIONS CONSIDERATIONS

- 3.1 The Town Centres Investment Plan will enhance the status of North East Lincolnshire as a place to invest. Development opportunities will be proactively marketed to investors through the prospectus.
- 3.2 There are potential negative reputational implications for the Council resulting from landowners who do not share the vision for the future redevelopment of the sites outlined in the Town Centres Investment Plan. Nonetheless, the intention is to promote all development opportunities as they have wider community economic benefits.

4.0 FINANCIAL CONSIDERATIONS

- 4.1 There are no direct or immediate material financial considerations arising from the Town Centres Investment Plan. However, the proposals outlined within the report support the Council's overriding priorities and moreover, the generation of new business rates will support the Council's financial position on the basis of current and emerging legislation.

5. CONSULTATION WITH SCRUTINY

- 5.1 Consultation with the Tourism, Leisure and Culture Scrutiny Panel was undertaken on 13th July 2016.
- 5.2 Consultation with the Regeneration, Environment, and Housing Scrutiny Panel was undertaken on 26th July 2016.

6. FINANCIAL IMPLICATIONS

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

Any individual proposals that are developed in line with the Investment Plan will be subject to a separate financial assessment as respective business cases are developed.

7. LEGAL IMPLICATIONS

- 7.1 This report is the result of wider consultation on the Town Centres Investment Plan and its presentation to Cabinet to accept or otherwise is consistent with the previous decision of 24th February 2016.

8. HUMAN RESOURCES IMPLICATIONS

There are no direct HR implications arising from the content of this report.

9.0 WARD IMPLICATIONS

- 9.1 The specific proposals are within the West Marsh, Sidney Sussex and Croft Baker Wards although the positive impact of investment into the Borough is relevant to all Wards.

10.0 BACKGROUND PAPERS

- 10.1 The Grimsby Town Centre Masterplan, Cleethorpes Renaissance Charter and associated papers.

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Grimsby & Cleethorpes Town Centres Investment Plan

June 2016





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Introduction

North East Lincolnshire is in the enviable position of having three town centres (Grimsby, Cleethorpes and Immingham) and two principal town centres, that have distinctly different yet complementary residential, leisure, retail and commercial profiles. Visitors and residents can enjoy an expansive shopping and emerging entertainment town centre experience at Grimsby and a refreshing seaside leisure experience with high quality independent shops and restaurants in Cleethorpes.

These two principal town centres play a pivotal role in supporting the aspirations for economic growth in the area as set out in the North East Lincolnshire Economic Strategy and the emerging draft Local Plan. The intention is to exploit the massive growth potential in key industrial sectors to create a step change in the economic fortunes of the region over the next 15 years, leading to the creation of 8,800 additional jobs and more than 12,000 new homes by 2032.

This strategy for growth creates significant investment opportunities for our town centres, and the scope to deliver greater commercial diversity and exciting new leisure and recreation offers to extend and improve their attractiveness. Equally, improving the town centre experiences and their capacity is vital in supporting a growing population and to

attract new businesses and people to North East Lincolnshire to invest in our local economy. The area is well served by national and international transport networks for both passenger and freight services, ports, direct connections to the motorway network, rail links and Humberside Airport.

There is already tangible evidence of this economic growth in the retail and service sector, which is responding with new retail, office and leisure projects across both town centres.

The Purpose of the Investment Plan

The purpose of the Town Centre Investment Plan is to identify where future investment opportunities exist in the context of the ambition for economic growth. It demonstrates the importance and benefits of an integrated approach to delivering town centre development in Grimsby and Cleethorpes. It seeks to optimise the investment potential of each identified site in a co-ordinated way that enables a much improved and complementary offer across the two centres.

This Town Centre Investment Plan builds upon the development frameworks and strategies set out in the Grimsby Town Centre Masterplan 2009 and the Cleethorpes Renaissance Charter 2009.

Key Requirements

Grimsby: -

25,236m2 new comparison (non-food) floorspace

739m2 new convenience (food) floorspace

3.2ha of B1 office accommodation

A new leisure quarter

100 bed hotel

Opportunities for town centre living

Cleethorpes: -

5,631m2 new comparison (non-food) floorspace

1,816m2 new convenience (food) floorspace

Opportunities for all year round visitor attractions

Opportunities for town centre living



Fig 1.1 Wider Context. International passenger and freight maritime services



Fig 1.2 Strategic Location. Direct connection to the motorway network, rail links, Humberside Airport and the Port of Grimsby



The Vision

A New Era of Economic Growth - InvestNEL

North East Lincolnshire is located on the east coast of England at the mouth of the Humber Estuary, a key global gateway, and the UK's Energy Estuary. Its geography (see fig. 1.1 & 1.2) created its former industrial heritage in fishing and continues to provide the platform for its traditional flourishing industrial sectors and new ones. The draft Local Plan seeks to enable strong economic growth over the next 15 years, creating 8,800 additional jobs.

Grimsby remains a key location in the UK for seafood, processing approximately 70% of all the UK's needs and a major centre for chilled food production. A cluster of over 500 companies employ 4,700 people and include world class businesses such as Icelandic Seachill, Youngs, Two Sisters, Country Style Foods and Morrisons.

The Port of Grimsby and Immingham is the UK's largest port by tonnage, handling around 12% (62.6 million tonnes) of the UK's cargo. It meets the needs of a diverse range of industries and provides a key international gateway to the Northern Powerhouse and UK.

Chemical processing and engineering continues to be strong sectors with key international companies such as Novartis, Cristal, BOC and BASF. Also along the South Humber Estuary there are a number of energy plants, one of the UK's four petrochemical clusters and, potential for significant investments in new biofuel and biomass developments.

The off shore wind industry in particular is creating momentum in the economy and changing its reputation and identity. The Port of Grimsby has established itself as perhaps the most important port on the East Coast for the future maintenance and operation of the wind farms. Only

300 turbines have been installed out of a total of 3000 that will be constructed and operated in the coming years. This has already led to wind farm developers and operators (DONG Energy, EoN, Centrica, MHI Vestas) investing over £30m in the Port of Grimsby and creating 400 jobs. These wind farms will be maintained for a minimum of 25 years and consequently the economic benefits will have a lasting impact.

North East Lincolnshire Council is a member of two Local Enterprise Partnerships (LEP) - Greater Lincolnshire (GLLEP) and the Humber (HLEP). The partnership with the GLLEP allows the alignment of natural labour and housing markets, tackling key economic opportunities and challenges, whilst also focussing on the GLLEP's key sectors in; agri-food, renewables, visitor economy, manufacturing and healthcare.

The Humber LEP vision focuses upon establishing the Humber as the 'Energy Estuary' being the National and International Centre for Energy with off shore wind being a key element in future economic growth. It is also aligned closely to the chemicals, ports logistics, food and health care sectors with an ambition to grow the creative and digital services sector.

A Great Place - DiscoverNEL

North East Lincolnshire is a great place to 'Work, Stay and Play'. There is a strong destination brand and investment offer that includes a diverse set of natural assets including; the Estuary and its Ports, a seaside offer, a sub-regional shopping centre, beautiful villages close to the urban area, and the Wolds Area of Outstanding Natural Beauty. It has something for everyone. Set within these landscapes, there

is a range of quality housing supported by excellent schools, higher and further education colleges. Grimsby Institute recently established a University Centre and an Engineering and Renewables Centre. Quality shopping, leisure and cultural facilities are all available and there is ever increasing provision and interest responding to the improved economic conditions. North East Lincolnshire Council is investing in its leisure centres including a new swimming pool located in Grimsby further strengthening its destination offer.

The seaside town of Cleethorpes continues to attract over 9 million visitors per year. Growth in industry, however, is leading to a significant increase in business related visits leading to an uplift in demand for leisure facilities including restaurants and hotels.

The business led Visitor Economy Services and Retail (VESR) Board established the DiscoverNEL brand in 2015 which has already been effectively utilised to create and reinforce positive perceptions and to attract employees to the area. VESR have created a sustainable business plan to develop and sell the brand over the long term. This will help to raise awareness of the investment opportunities available and attract more employees, businesses and visitors.



Fig 2.1 Grimsby and Cleethorpes - two connected centres with their own distinct offer and identity



The Vision

Momentum is gathering

Successful places have a strong and compelling vision for their future development which drives their brand offer as attractive destinations. The area has witnessed significant public and private sector investment in recent years, and planned development projects will further enable economic growth. The town centres have seen new exciting investments creating renewed confidence for existing and future investors. In 2014 a Premier Inn opened in Cleethorpes and in 2015 a Holiday Inn Express opened in Grimsby Town Centre, and there is keen interest in at least one further hotel development in a prime location. A multiplex screen cinema and associated branded restaurants is proposed as an extension to the Freshney Place Shopping Centre in Grimsby. An office scheme is also due for completion in 2016 in Grimsby town centre. All these developments will strengthen the identity of the centres as destination brands.

The Council with support from GLLEP and HLEP plans to invest circa £30m by 2020 in the delivery of enabling infrastructure including the creation of new strategic employment sites and industrial floorspace.

New industry led training facilities are being created in the area including; MODAL, a centre of excellence for the ports, energy and logistics industries and HCF CATCH, an industry led partnership supporting the process, energy, engineering and renewable industries in the Humber region.

Devolution

The Cities and Local Government Bill progressing through Parliament will allow for the transfer of wide-ranging powers to local areas. When enacted, this will create the framework for locally negotiated deals between central and local government to accelerate economic growth and public service reform. In response to this opportunity, NELC may agree to form part of a new, Combined Authority for Greater Lincolnshire with North Lincolnshire Council, Lincolnshire County Council and the seven District Councils across Lincolnshire. Securing greater local influence and control over national skills, business support and infrastructure investment programmes as part of a Combined Authority represents a significant opportunity to accelerate economic and housing growth in North East Lincolnshire.

Funding

CoastNEL is a coastal community team recently established in North East Lincolnshire following a successful application for funding to central government. The award benefited from £10,000 to establish the team and create a coastal community plan. The team is made up of public, private and community based members with VESR being the lead organisation. Key matters were tackled in accordance with this Investment Plan, including, promoting Cleethorpes as a year round visitor destination and improving the evening economy in Grimsby town centre. CoastNEL has been

successful in an application to the Coastal Revival Fund, with £50,000 awarded to undertake a restoration project within Cleethorpes Railway Station. The former ticket office that sits within the listed building will be transformed into a Cycle Hub allowing visitors to store, hire and repair cycles. The Coastal Community Team status potentially allows greater access to the Coastal Community Fund which has been extended to 2020/21 with at least £90m of new funding available from 2017/18.

£1.9-million grant from the Heritage Lottery Fund (HLF) for a Townscape Heritage project has been awarded to Cleethorpes. The project focuses on conserving and enhancing historic buildings and improvements to the public realm along two important streets which connect the town centre and seafront, Seaview Street and Alexandra Road.

Grimsby has recently benefitted from a number of grants to deliver public realm and accessibility improvements in the heart of the town centre. Further funding is currently being sought to expand these initiatives to enhance the waterfront and deliver a range of public realm schemes which support the development of key projects included within this prospectus.



The Vision – Grimsby

The 2009 Town Centre Masterplan envisions Grimsby as a prosperous and distinctive town centre utilising its assets such as the estuary location, heritage, culture and regional connectivity. The projects and enabling infrastructure investments set out in this Investment Plan deliver against the 2009 framework and vision.

Grimsby will continue to provide the primary focus for shopping, leisure, entertainment and public services for local residents. An enhanced town centre experience will be delivered to offer an enhanced high quality retail offer and evening economy benefitting from new cultural attractions centred on the Riverhead Square. Sympathetically restored heritage features and an improved public realm will reinforce the character of a clean, safe and attractive setting. As a result the town centre residential offer will become increasingly popular including opportunities for waterside living.

Figure 2.2 illustrates a conceptual structure and spatial vision for the town centre that gives clarity of purpose to the

individual projects and ensures that Grimsby will have a town centre with a legible structure that delivers on its aspirations in a sequence of complementary spaces and destinations.

Significant progress has already been made in delivering key projects within this framework. The hotel and offices hub shown in Figure 2.2 is located around Cartergate and St James Square reaching towards the railway station and Freshney Place Shopping Centre. On Cartergate a new office development of circa 30,000 sqft is under construction which will allow the consolidation and expansion of Wilkin Chapman LLP Solicitors as well as providing some speculative office and retail floorspace on the ground floor of the four storey building. Also on Cartergate, a high quality hotel proposal has been received by the Council and public realm works are to be undertaken within the Cartergate area.

At Riverhead Square the owners of Freshney Place Shopping Centre are currently in pre-planning application discussions for the construction of a , multiplex cinema and associated nationally branded family restaurants.

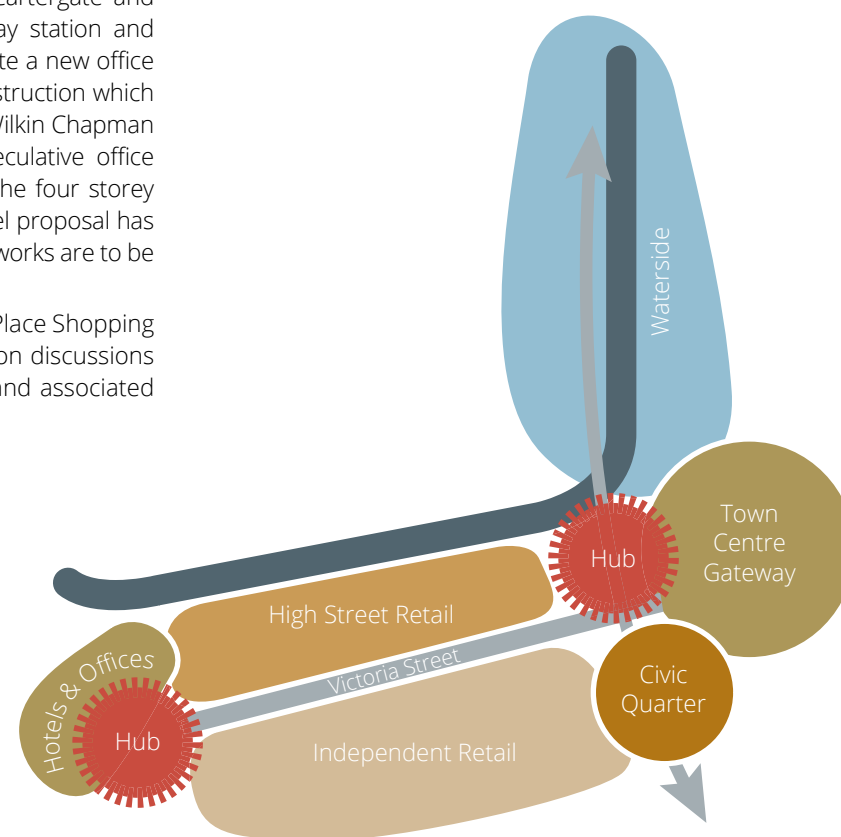


Fig 2.2 Grimsby Spatial Vision:

The sub-regional centre offering an extended, attractive mix of retail, daytime and evening entertainment and town centre waterside living in a coherent and easy to navigate urban form

The Vision – Cleethorpes

The 2009 Cleethorpes Renaissance Charter sets out the following mission statement:

'Cleethorpes will be a year round visitor destination with a revitalised town centre and seafront. Residents as well as tourists will benefit from the town having a better image, more variety, increased prosperity and an improved quality of life.'

The projects set out in this Investment Plan are designed to deliver this mission and begin to realise the vision for Cleethorpes as a place for 'Living and working in a seaside town, where visitors are valued and the quality of life is high.' This is a powerful destination brand message.

The Investment Plan focuses on Central Cleethorpes with particular emphasis on the areas offering most need of renewal and investment opportunity.

Cleethorpes will have a broad appeal as a desirable destination both in terms of the range of visitors and the length of the tourist season. A range of new attractions and activities will be offered along a revitalised seafront. Restoration of the Central Seafront Conservation Area, public realm works along the main shopping streets and an improved food and evening economy together with an expansion of the quality

independent retail offer will combine to enhance the town centre and seaside experience. Opportunities for new quality residential schemes will create a more vibrant year round town centre and seafront. This will be supported by improved arrival points around the railway station and the main highway routes. In sum, these improvements will improve the destination brand offer of this seaside resort.

Figure 2.3 illustrates a conceptual structure and spatial vision for Central Cleethorpes that places the individual development projects in a clear context and assigns clear roles to the different areas. The development projects focus on the regeneration opportunity offered between the Market Place, Central Promenade and North Promenade. This is supported by public realm and heritage investment projects for Alexandra Road and Sea View Street. In recent years Cleethorpes has seen new restaurant and pub investments and most notably the renovation and improvements to Cleethorpes Pier which now offers a high quality venue, restaurant and bars. The town centre remains strong and attractive to new businesses with Sea View Street being particularly attractive to quality retail, independent shopping and dining.

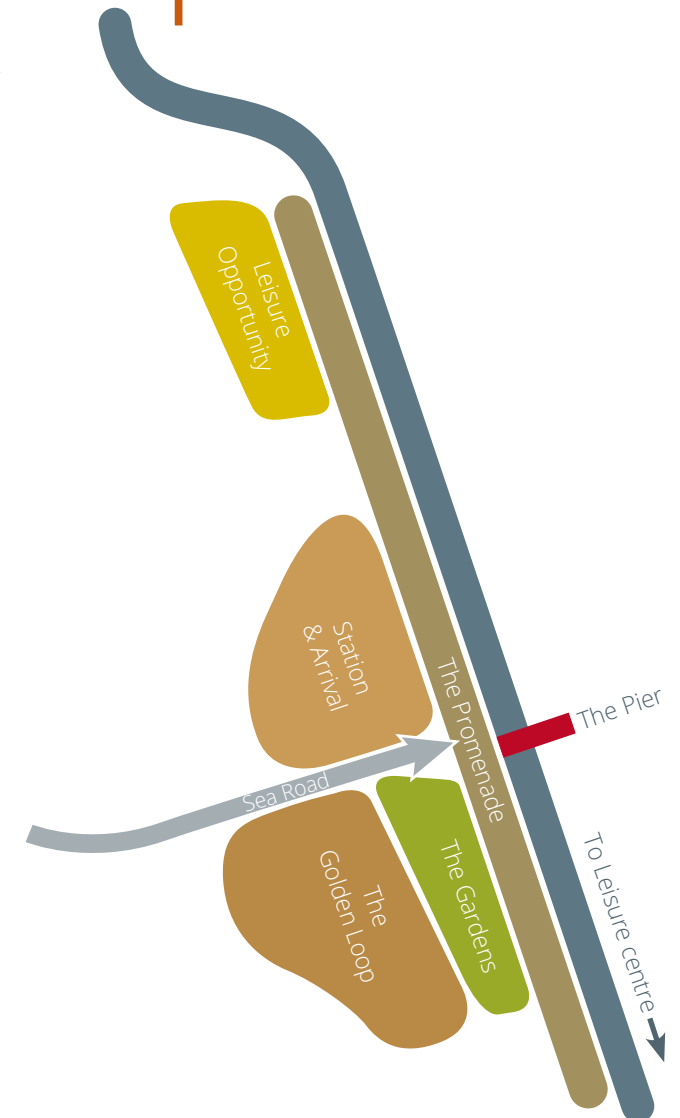


Fig 2.3 Cleethorpes:

A year-round resort combining a range of leisure facilities along the seafront supported by a vibrant market town and high quality housing



Spatial Framework

Introduction

To deliver the vision for Grimsby and Cleethorpes Town centres, new development will need to fit with the existing structure of the towns, repair gaps or barriers in the urban form and produce permeable public realm that reinforces local character and improves orientation and wayfinding. This will improve access, help stimulate footfall and support increased economic activity.

This section explains the thinking behind the strategic development frameworks which bring together the access and movement network and character areas derived from the visions for both town centres.

Each development project in this Investment Plan is accompanied by a more detailed development principles diagram and project specific vision statement. Together, they describe the kind of development that is envisaged and will support the overall town centre vision and its development as a sought after destination.

Heritage Assets

Sustaining and enhancing the significance of heritage assets and putting them to viable uses, is integral to sustainable development. Therefore, projects which enhance or better reveal the significance of heritage assets will be encouraged either through positive measures or by seeking appropriate gap funding.

Town Centre Development

Development within the town centre boundary and primary shopping areas is encouraged. Proposals for main town centre uses, including retail, leisure and office uses comprising 200m² gross or more, in any location outside the defined primary shopping frontages within the defined town centres or district centre boundary, will only be acceptable if it is demonstrated that:

- the development cannot be accommodated on a suitable site within, first, the identified primary shopping frontages, then, within the defined town centre boundary, including identified opportunity sites, or finally or close to, the town centre boundary (sequential test); and
- the proposed site is accessible and well connected to the town centre; and,
- development will not adversely impact upon the vitality and viability of any of the town centres, (impact test) having regard to:
 - committed, planned or proposed public and private investment in the town centres;
 - the impact on town centre vitality and viability, including local consumer choice and trade in the town centres and the wider area, for up to five years, and, where the impact will not be realised in five years, this should also be assessed up to ten years from time of applications.

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Fig 3.2 Cleethorpes Local Plan





Spatial Framework – Grimsby

The 2009 masterplan establishes a spatial plan for a number of development projects and prioritises their phasing and delivery. This Investment Plan builds upon and is consistent with these proposals.

Together the projects will create a well-connected urban fabric that retains and strengthens Grimsby's unique characteristics, optimises the development potential of the town centre sites, ensures ease of access and creates an attractive and safe pedestrian environment.

A number of enabling and investment projects are either; completed, committed or planned, including:

- Development of former bus station site for new cinema and restaurants – in planning 2016
- Cartergate office development and public realm improvements– complete 2016
- Holiday Inn Express, at Wellowgate – complete
- Transport and public realm improvements along Bethlehem Street – complete 2016
- Major expansion of Primark at Freshney Place Shopping Centre– complete 2016

Access, Movement and Public Realm

The proposed movement framework for Grimsby builds on the existing street hierarchy of the town and establishes a clear structure and rationale for future development and street design. The framework will strengthen and repair connections, improve physical access along key routes and link arrival points, destinations and spaces with each other

and areas beyond the town centre. Through layout and design, the function and connectivity of each route will be clarified and intuitive wayfinding around the town centre improved.

The main town centre network is structured by two routes with a primary vehicular function, Frederick Ward Way (A1136) and Peaks Parkway (A16).

The pedestrian priority streets between Frederick Ward Way and the railway line create a sequence of retail circuits centred on Victoria Street as the main 'high street' spine. These will be anchored by two improved public spaces at Riverhead Square and around the Minster. A further public space is proposed within the Station Quarter development, all combining to offer a variety of attractive interconnected daytime and evening places.

The main arrival route into the town centre from the east will be enhanced to create an improved pedestrian environment and announce your arrival at the town centre.

The proposed waterside development along the River Freshney to the north of Frederick Ward Way will become a major new attraction with an improved pedestrian promenade linking from Riverside Square to the north.

A clear car parking strategy has been outlined in the Grimsby Parking Strategy Modelling report (Ref. 2.7). Subsequent action will ensure that the town centre will be well served by strategically located car parks with attractive and direct pedestrian routes into the centre.

Development Character

As illustrated in Fig 3.3, Grimsby town centre will be structured around a new central focal point, a daytime and evening entertainment hub at Riverhead Square which will act as a meeting and activity space.

The entertainment hub will connect:

- A new residential & retail led urban waterside development, with an improved waterside promenade and public space, to the north
- The high street retail area.
- An improved pedestrian-priority independent retail area in the Station Quarter
- The Civic Quarter to the south
- The town centre gateway off Frederick Ward Way to the east.

Grimsby's shopping quarter will be extended to create a larger independent retail circuit south of Victoria Street and in the Station Quarter to complement the High Street offer at Freshney Place Shopping Centre.

To the west, the town centre will be book-ended by a more tranquil improved public space at the heart of the Minster Quarter, surrounded by new office and hotel space focused on a green space around the Minster.

Town Centre residential development will be encouraged where appropriate, with a 2-3 storey C3 affordable residential development opportunity being available at Duchess Street Car Park.

The Development Framework and Development Opportunities

The town centre development framework (Fig 3.3) brings together the access and movement network and character areas for Grimsby and identifies a number of projects and development opportunities.

These will contribute to the aspirations of Grimsby as a place and offer a series of complementary investment opportunities, each of which benefit from targeted and wider town centre investment.

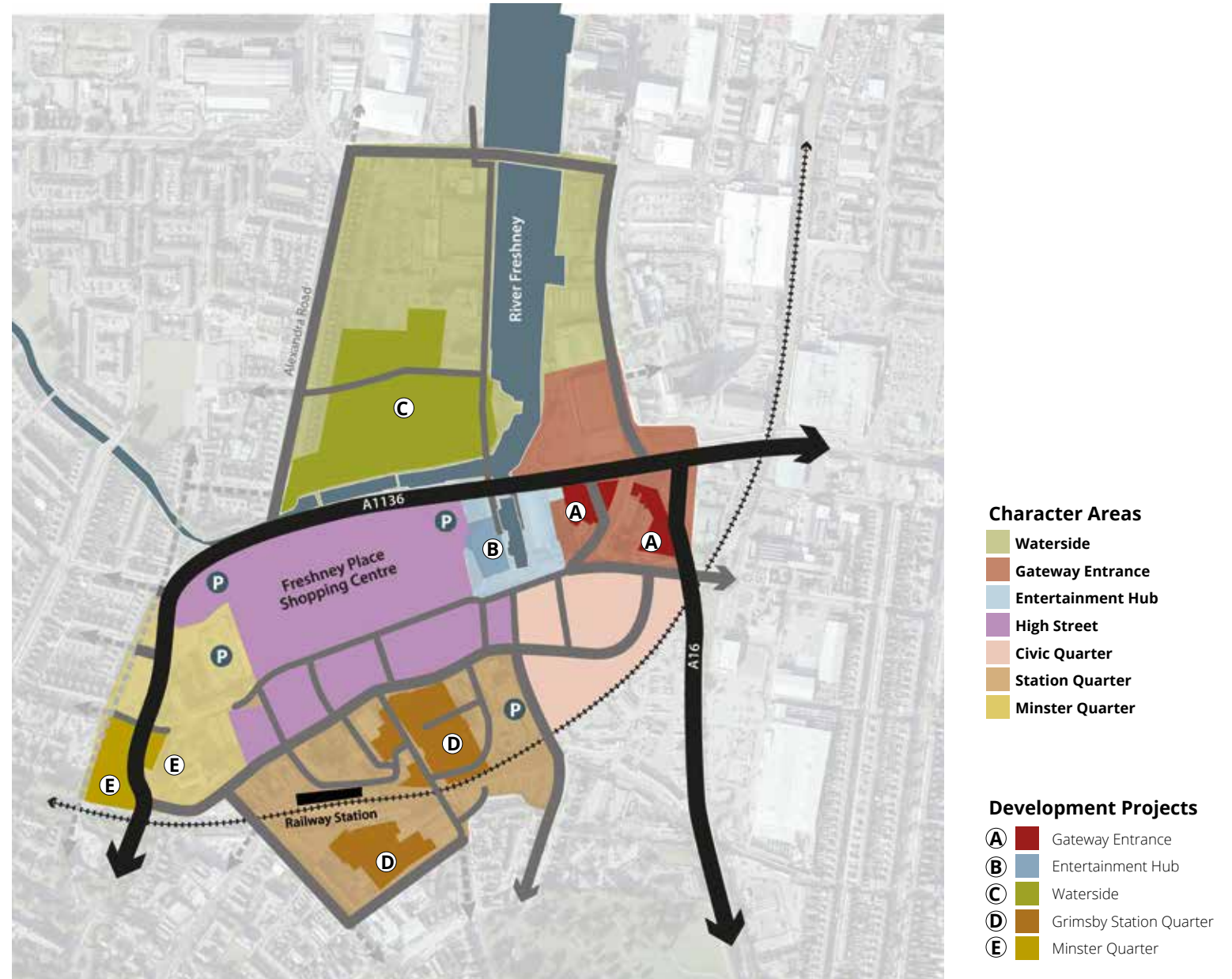


Fig 3.3 Grimsby Development Framework



Spatial Framework - Cleethorpes

Cleethorpes

The adopted 2010 Cleethorpes Renaissance Strategic Development Framework (Ref 2.3) sets out a number of regeneration schemes for the town in response to the objectives established in the Cleethorpes Renaissance Charter (Ref 2.2). The projects described in this Investment Plan build on the recommendations with in this document and reflect the current situation and opportunities.

The projects are designed to strengthen and improve the urban form of Cleethorpes and create a well-connected, attractive place that makes the most of the beachside location.

Access, Movement and Public Realm

The public realm of Cleethorpes will be improved to support the vision and character of the town, with the main focus on:

- The resort arrival along High Street and the area around the station
- The link between the town centre and the promenade along Market Street
- The seafront promenades
- The town centre circuit, the 'Golden Loop'.

Together, these routes will create a continuous, attractive year round experience for visitors and local residents alike, with plenty of opportunity to shelter from the elements.

Improved car parking off Grant Street will provide a central base from which to explore the town and the beach.

Development Character

In line with the 2010 vision, development at Cleethorpes will celebrate and connect Cleethorpes' resort and 4 mile beach with the residential town and retail centre by improving connections between all parts of the town. Development will be focused around the resort's main attraction – the beach and promenade, supported by an improved and better connected town centre, an improved retail, food and drink offer centred on Alexandra Road, Market Street and the 'Golden Loop'.

The role of Market Street as the main pedestrian friendly north-south axis linking the seafront to the town centre area will be strengthened. The High Street will be improved as the main arrival route into the resort. The Station Quarter offers a prime opportunity for a mixed use development at the interface of the town and seafront.

The Development Framework and Development Opportunities

The town centre development framework (see Fig 5.1) brings together the access and movement network and character areas and identifies a number of projects and development opportunities.

Together, these projects will deliver against a number of objectives of the vision for Cleethorpes and offer a range of attractive investment propositions to the market, which will be of mutual benefit and will be supported by strategic and targeted infrastructure and public realm investment.



Character Areas

- Resort Arrival
- Station Quarter
- The Golden Loop & Central Promenade
- North Promenade

Development Projects

- ⓕ Resort Arrival
- ⓖ Cleethorpes Station Quarter
- ⓗ Golden Loop and Central Promenade
- Ⓢ North Promenade

Fig 3.4 Cleethorpes Development Framework



Development Projects & Sites

Grimsby and Cleethorpes town centres offer a number of investment opportunities. The plan opposite identifies the main development projects available in the two town centres.

The proposed development, infrastructure and public realm enhancement projects will significantly improve the town centre experience and will create two complementary and well-connected town centres offering a mix of retail, office, leisure, residential and employment in line with the 2009 Town Centre Visions (Refs 2.1 and 2.2).

The projects that are identified have arisen out of an appraisal of options for investment opportunities across the centres. Those that have been identified are considered

to be deliverable within the next 15 years. There are other sites where redevelopment would be desirable but these have not been included because they are not considered to be deliverable or viable within 15 years. It is possible that the viability and deliverability position of such sites could change due to a change of ownership or existing use. In this scenario additional development proposals will be considered upon their merits.

Those investment opportunities that are identified in this document have been considered in detail in terms of their capacity and suitability for new uses. Their deliverability and viability is considered to be feasible within the life time of this document. Anticipated phasing of development is identified for

each project and an overall indicative programme is provided within the 'Delivery' section of this document.

In total the projects have the potential to deliver against requirements identified to support the economic growth ambition, notably the need for a further 332,000 sqft of non-food shopping and the provision of sites to encourage town centre living and an improved leisure/entertainment offer. The car parking study for Grimsby Town Centre has taken on board the additional floorspace that would be generated by these proposed developments, concluding that no additional car parks are required and indeed some existing car parking could be developed for other uses.

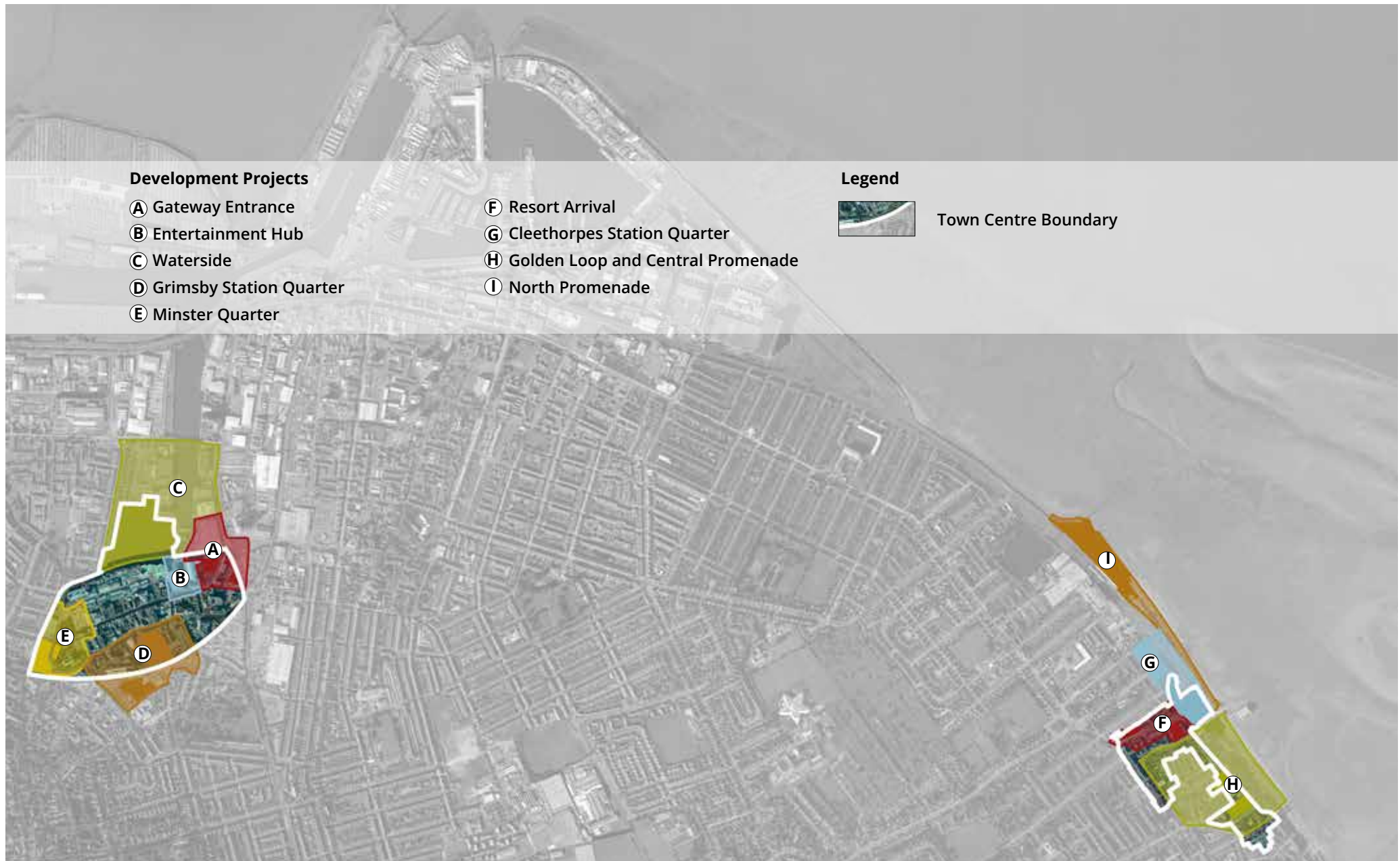


Fig 4.1 Character Areas & Development Projects



Grimsby Project A

Gateway Entrance

Vision

This site will become an attractive urban gateway welcoming visitors to Grimsby town centre. New short and long term development opportunities will tighten and intensify the urban form. The predominantly 3-5/6 storey scale of buildings, their active urban street frontage, range of uses and high quality public realm will contribute to the town centre character of the broader area.

The site will be easy to navigate with the public realm treatment south of Frederick Ward/Ellis Way becoming a green, inviting and pedestrian-friendly environment that draws the visitor into Victoria Street and into the town centre.

Buildings will be energy efficient and of a place-appropriate contemporary design. The public realm treatment will be designed to form part of a coherent town-centre palette. Signage will help position the visitor and will be designed as part of a wider town-centre strategy.



Artist impression of arrival space



Aerial

Redevelopment of a number of gateway sites and associated public realm works will over time enhance the arrival experience. Currently, the area is characterised by the major highway intersection with underutilised sites and a disjointed townscape. Buildings vary from two storey to in excess of eight storeys and include historic buildings as well as large scale warehousing and a tall telecommunications building.

Two development opportunity sites have been identified within this area that could be developed within the next 15 years. Site A 1 located south of Frederick Ward Way and west of Victoria Street contains 0.29 ha of development

land currently occupied by a temporary private car park. The Grimsby Parking Strategy Modelling Report (Ref 2.7) concludes that this site is not required to meet the current or future car parking requirements of the town centre. This site could be developed within the next 5 - 10 years. Appropriate land uses could include a mix of either; offices, retail, food and drink and leisure uses.

Site A 2 currently comprises a private car park and amounts to 0.15 ha but could be extended with the co-operation of adjoining landowners. Appropriate uses could include; offices, retail, food and drink, residential and leisure uses. This site could be developed within the next 15 years.

Typical land use and amount

Site A1 (Gateway site) 0.29ha

3-6 storey development opportunity (mixed use, retail, food & drink, business/commercial, leisure)

Typical gross development floorspace
3,000m²/32,300ft²

Site A2 0.27ha

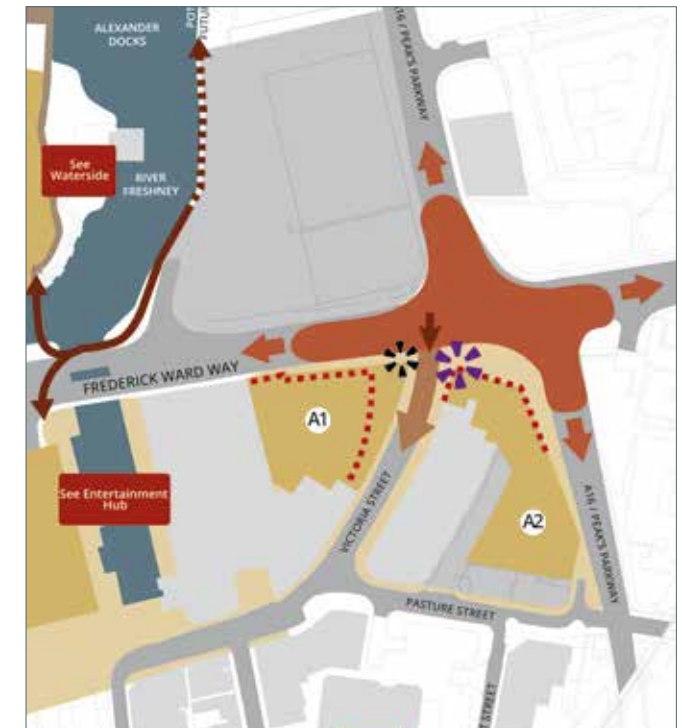
3-4 storey development opportunity (mixed use, retail, food & drink, business/commercial, leisure, residential)

Typical gross development floorspace
2,400m²/25,850ft²



Context

Development Principles



- Strategic pedestrian link
- Public realm improvements around junction
- Development site
- High quality pedestrian public realm
- Active frontage
- Key corner/elevation
- Town centre gateway
- Vehicular through routes and town centre by pass



Grimsby Project B

Entertainment Hub

Vision

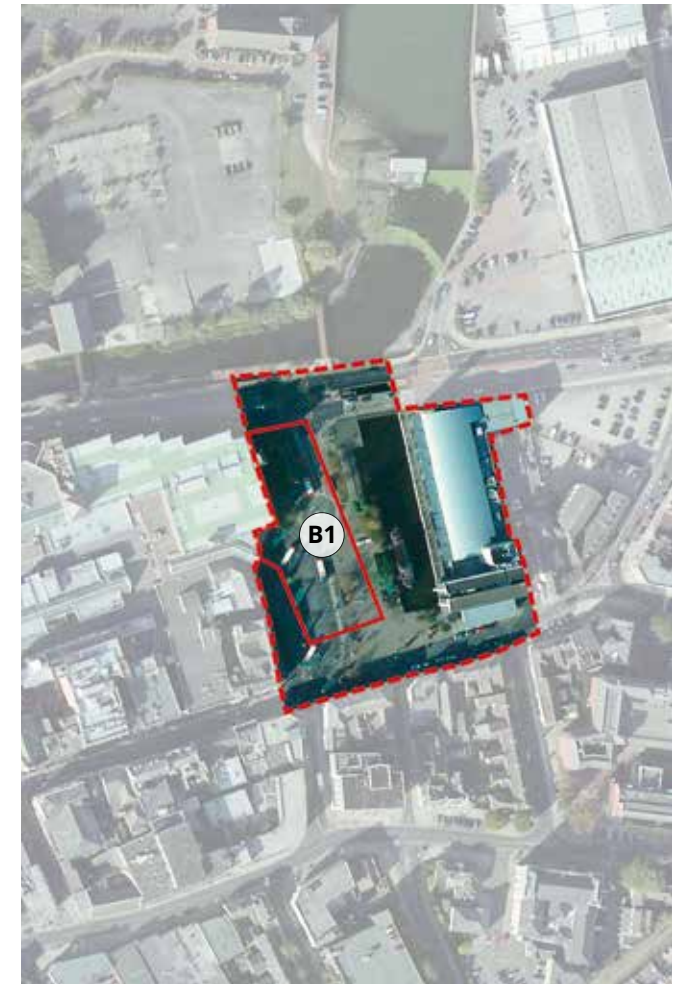
The area will become the main town centre entertainment destination, a place to meet friends and relax in town. It will comprise of a new mixed-use leisure and retail development linked into Freshney Place Shopping Centre, which will help extend the town centre activity and create a continuous daytime and evening economy. The area will become a hub for the town centre, linking the High Street retail area with the new waterside development, the gateway area and the finer-grain station quarter, with a higher proportion of independent retail. The new mixed use building will overlook a public space, potentially decked over part of the

River Freshney basin. The space will incorporate a direct and attractive strategic pedestrian route between Victoria Street to the south and the waterside to the north.

It will offer an attractive and safe space for use in the daytime and evening. The mixed use building, including leisure outlets, such as a cinema, and food and drink outlets on the ground floor will utilise the public space on the river basin as spill out space. This will increase the food and drink offer in the town centre and will complement the primarily retail-led uses of the High Street area.



Artist impression of the new Entertainment Hub



Aerial

The Entertainment hub is expected to include a multiplex cinema and nationally branded family restaurants. Currently in pre-planning application discussions with application anticipated in 2016.

The area will become the main entertainment destination and hub for Grimsby town centre, linking the retail area with new development on the waterside, the gateway entrance area and station quarter.

Improvements to the key pedestrian route will be sought providing enhanced environment along the waterside to the Fishing Heritage Centre and the town centre. The site is overlooked by the 'Riverhead Bars' which has recently seen new tenants including Pure Gym and Captains Cove.

Typical land use and amount

Site B1

Planned mixed use leisure development as an extension to Freshney Place Shopping Centre including A1-A5 Retail, Food & Drink, D2 Leisure







Typical gross development floorspace
4,600m²/49,500ft²



Context

Development Principles



-  Strategic pedestrian links
-  Riverside Square proposed public space with potential decked area
-  Development site
-  Public realm improvements
-  Active ground floor
-  Key corner / elevation



Grimsby Project C

Waterside

Vision

The area will become a residential-led mixed use development with a proportion of local convenience, retail and leisure provision, such as a local healthy living centre, focused on its waterside location. A new public square, an improved pedestrian promenade along the river will all contribute to the creation of an attractive waterside development.

The historic buildings along the river's south bank are central to the area's regeneration, sited at the interface between the waterside development area and the town centre entertainment hub and retail space. The buildings

are suitable for conversion in to high quality residential and/or office space. The converted buildings are capable of integrating with larger scale development with in the surrounding context or as a premium element of a new residential development helping to give the wider development a unique local character. The development will integrate with the existing residential area along Alexandra Road and will maintain rear access to the properties.



Artist impression of proposed development and promenade



Aerial

The waterside project covers an area of land on either side of the River Freshney between Corporation Bridge to the north, A16/Peak's Parkway to the East, Frederick Ward Way to the South and Alexandra Road to the west.

To the west of the river, a row of 2-5 storey historic dockland buildings lie in various states of repair (5 of which are listed), behind which is an approximately 1.8ha brownfield development site suitable for retail or residential development. To the north of this site is a Fishing Heritage Centre and two office blocks with associated parking. Between these super buildings and Corporation Bridge is a Sainsbury's supermarket development.

A pedestrian promenade extends along the length of the western riverbank.

Development along the eastern riverbank comprises a range of large scale edge of town retail outlets, Grimsby's bus depot and a job centre. The southernmost block on the riverbank is included in the Gateway Entrance character area.

Typical land use and amount

Site C1 3.50ha

2-4 storey residential-led mixed use development including C3 Residential, A1 Retail, and D2 Leisure

Typical gross ground floor area
8,400m² /90,400ft²

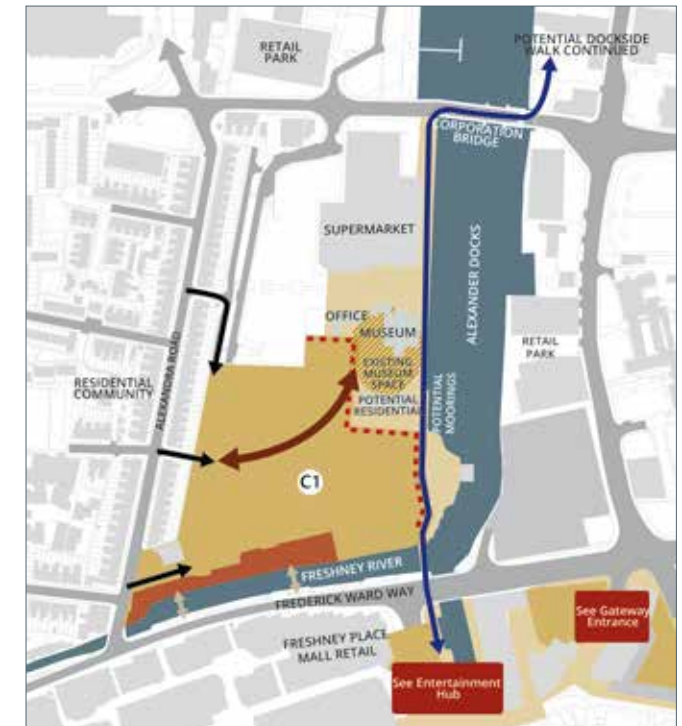
Typical residential unit number
120-130

Projects which include the enhancement of historic assets and bringing historic buildings back into sustainable uses will be encouraged.



Context

Development Principles



- | | | | |
|--|--|--|--|
| | Strategic pedestrian link | | Active frontage |
| | Existing historic waterfront buildings | | Improved waterfront promenade |
| | Development site | | Potential vehicular access reconnected |
| | Public realm improvements | | Pedestrian bridge link |



Grimsby Project D

Station Quarter

Vision

Station Quarter will become a mixed use independent shopping area with downgraded vehicle access and a new central public space on the corner of Garden Street and Osborne Street. It will act as a key gateway to the town centre destination offer.

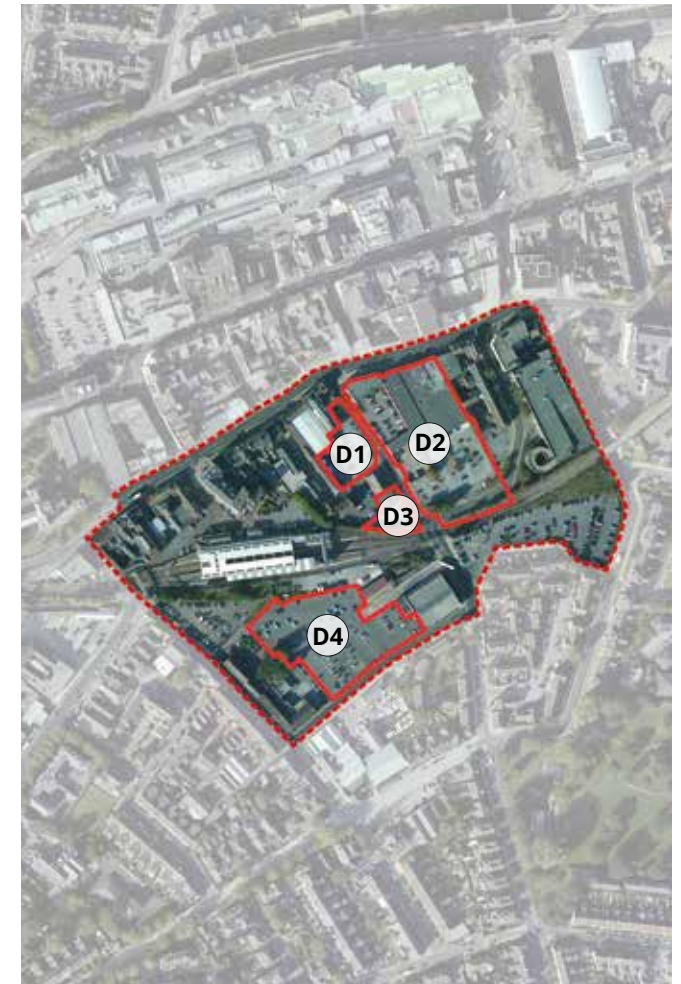
A reconfigured shopping quarter with new infill development creating a series of pedestrian priority lanes will extend the character of Abbeygate. It will create an accessible, easy to navigate social destination at the heart of Grimsby and a critical mass of an independent retail offer, complementing

the high street area at Freshney Place Shopping Centre and Victoria Street to the north.

On upper floors, development will include a mix of uses, including residential, leisure, food & drink and retail to create a truly mixed use quarter for Grimsby that generates daytime and evening activity in the town centre. Improved pedestrian connectivity will link the three development sites to the south with the heart of the Station Quarter. Intermittent green spaces will be introduced to soften the public realm and create areas of rest and tranquillity along the retail circuit.



Artist impression of proposed public space at Osborne/Garden Street



Aerial

The station quarter project comprises an area centred on Grimsby central railway station. To the north of the railway line is a mixed use area with a variety of primarily independent shopping outlets and professional services.

The majority of buildings are two to three storeys in height, with a number of historic buildings interspersed with more recent buildings. A 80 bed Holiday Inn Express has been built off Wellowgate Road south of the station.

To the south of the railway line lies Duchess Street car park. The Grimsby Parking Strategy Modelling Report (ref. 2.7) highlighted that the capacity this site offers is surplus to the town's parking requirements, allowing potential for redevelopment.

Typical land use and amount

Sites D1-3 (land north of railway line)

2-3 storey mixed use retail scheme including A1-A4 retail and food & drink and D2 leisure on ground floors. Mix of retail, leisure and/or C3 residential on upper floors.

Site D4 (Duchess Street Car Park)

0.63ha

2-3 storey C3 residential development
Typical gross development floorspace
6,250m²/67,300ft²



Context

Development Principles



- Potential public space and links between the new square, Freshney Place Shopping Centre, the Minster, the station, Abbeygate retail and local residential communities
- Development sites
- Downgraded highway through route
- Active frontages
- Vehicular access
- Key corner/elevation
- Vehicular through route



Grimsby Project E

Minster Quarter

Vision

The area will become a new office and hotel quarter west of the town centre retail area, centred on the Minster as one of Grimsby's main historic attractions.

The planned office and hotel development, with complementary ground floor retail space, will give the area a new identity and function, adding to the centre's appeal as a desirable destination. Minster Quarter will be a more tranquil business anchor in contrast to the leisure and entertainment hub at the other end of the main shopping area.

Clearly signposted and improved east-west pedestrian links will connect the Minster, retail areas and new development areas with the residential areas to the west. The public space around the Minster will be improved as an attractive, safe and accessible public green space, providing a place to rest after a day's shopping or taking a lunch break from the office.



Artist impression of Cartergate vision 2013



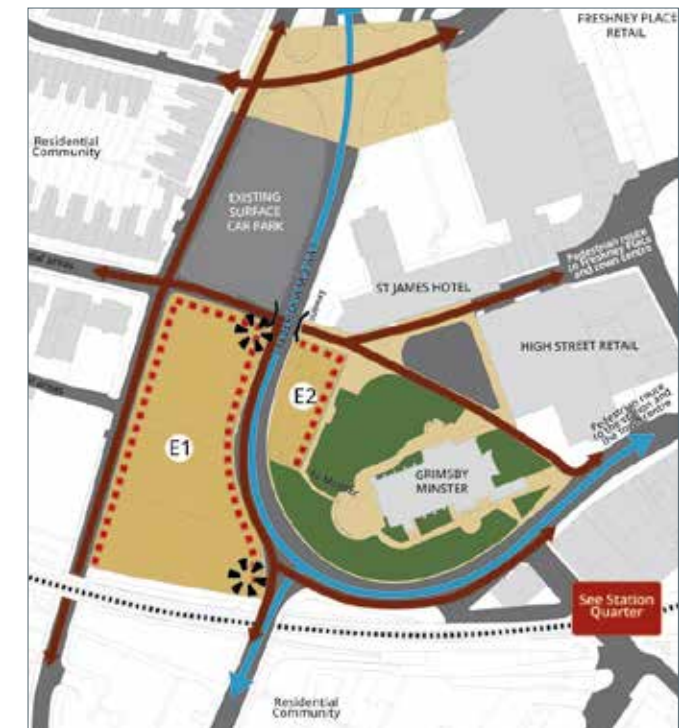
Aerial

Grimsby's Minster Quarter is one of the town centre's key character areas centred on Grimsby's historic Minster. To the west of the Minster is St James House, a 3-4 storey brick building with potential for re-development. Further west, between Frederick Ward Way and Cartergate are two development sites, both accessed off Cartergate. Re-development of both sites is in advanced progress, with a new office and retail development proposed for the northern site and a potential 100 bed hotel proposed for the southern site. Both sites are linked to the Minster open space via a pedestrian underpass under Frederick Ward Way. This key

pedestrian link to the town centre will be remodelled to improve pedestrian sightlines, a new lighting scheme and high quality landscape treatment to create a safe and welcoming environment and improved connectivity to the town centre from the west. North of Chantry Lane is a surface car park, which will be retained. At the junction of Cartergate and Frederick Ward Way and the western entrance into Freshney Place Shopping Centre is a sizeable vehicular intersection.

Part of the Minster Quarter falls within Central Grimsby Conservation Area.

Development Principles



- Strategic pedestrian links
- Main town centre vehicular circulation
- Development sites
- Active frontage
- Public realm improvements
- ✱ Key corner/elevation



Context

Typical land use and amount

Site E1

Plans for B1 Business/Commercial development with complementary ground floor retail space and plans for 100 bed hotel development in progress

Typical gross development floorspace
4,950m²/53,250ft²

Site E2

3 storey B1 Business/Commercial and or A1/A3 restaurant or retail development opportunity

Typical gross development floorspace
700m²/7,500ft²



Cleethorpes Project F

Resort Arrival

Vision

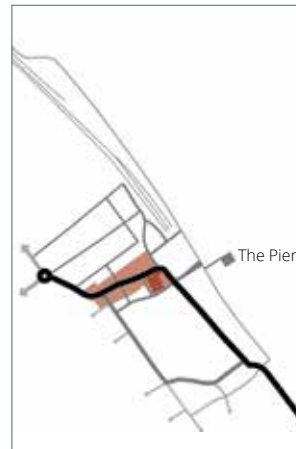
High Street will be recognised as the main approach into Cleethorpes, an attractive, bustling street with a range of retail, food and drink outlets. The re-development to the rear of the Dolphin Hotel and the main station site

(Project G) will contribute to the sense of arrival and quality of visitor experience.

The public realm will be pedestrian friendly, uncluttered and of high quality.



Artist impression of High Street looking towards the station area and seafront



Context



Aerial

High Street is the main vehicular route into Cleethorpes. It is lined with predominantly two storey building of varying quality. At the Alexandra Road, close to the train station, the building height increases to three storeys on the western side, with a row of attractive Victorian buildings containing a range of independent retail and food and drink outlets on the ground floor. The quality of the approach is currently reduced by a row of single storey shops and surface car parking on Site F1.

Visitors anticipation of arrival and seeing the sea from High Street is lost as views of the pier and sea are blocked by buildings and the parkland landscape. Most car users turn right onto Alexandra Road and miss the opportunity to park at Grant Street. This adds traffic unnecessarily to the town centre resort. Parking provision in Cleethorpes Town Centre and sea front area is quite limited in terms of overall capacity and the size of parking facilities. Encouraged use of Grant Street Car Park would provide some relief to town centre traffic and the environmental impact this has. It would also create footfall for the Station Quarter which would help encourage business investment. However, it is acknowledged that currently the car

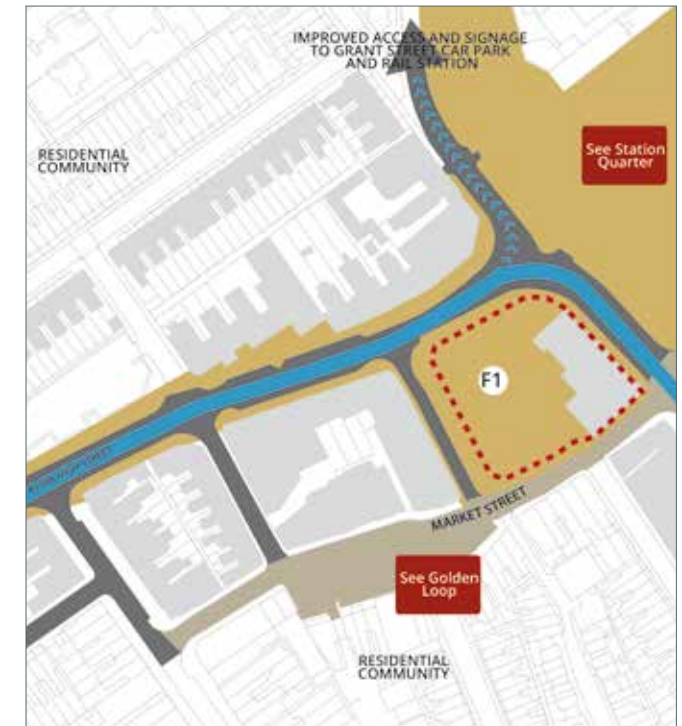
park offers an unwelcoming environment and measures are required to address this.

In recent times, High Street has seen investment in some buildings including the Coliseum (Wetherspoons) and other quality bars and restaurants. This process of renewal and refurbishment will be encouraged together with improvements to the public realm. This will enhance the arrival experience.

Site F1 (0.25ha) to the rear of the Dolphin Hotel, an historic landmark building in a prime location currently housing a night club/bar, comprises a row of single storey local retail outlets fronting the High Street, as well as some surface car parking, and has the potential to deliver 3-4 storey retail and food & drink outlets with a residential or hotel development on upper floors in a prime location.

The redevelopment of the Dolphin site can help open up views of the Pier and sea from the High Street. The regeneration of the Station Quarter will also assist in creating this view.

Development Principles



- Potential development sites
- Public realm improvements
- Active frontage
- Vehicular through route
- Vehicular through route to Grant Street car park and railway station

Typical land use and amount

Site F1 (to rear of Dolphin Hotel) 0.25ha

3-4 storey A1 retail and A3 food&drink, C3 residential on upper floors or C1 hotel and A3 food & drink outlets

Typical gross ground floor area
1400-1700m²/15,070-18,300ft²

Maximum gross development area
6,800m²/73,200-ft²



Cleethorpes Project G

Station Quarter

Vision

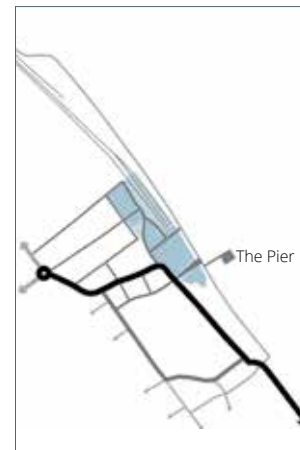
Cleethorpes Station Quarter will become the main arrival area into Cleethorpes, one with a distinct sense of arrival at the destination. A new public space fronted by modern mixed use retail, leisure, entertainment and residential development will create a high quality destination.

A potential new pavilion building will become a focal point in the space and frame views towards the pier and seaside.

The Grant Street surface car park will be improved and extended to provide more visitor spaces and improve the arrival experience.



Artist impression of the proposed arrival space



Context



Aerial

Cleethorpes Station Quarter is at the heart of the resort and will become the main arrival area for the town. Station Quarter presents an opportunity to truly transform the resort experience and regenerate North and Central Promenades.

The main site (G2 and G3) is a 1.4ha site centred on Cleethorpes station. It includes the memorial gardens and a brownfield development site south-west of the station. The site has the potential to deliver an exciting 3-5/6 storey mixed use retail and leisure development of the highest quality with residential upper floors and a new public space.

Site G1 comprises Grant Street car park, a 2ha site with potential to provide additional town centre parking in close proximity to the station. G1 now has the benefit of a Local

Development Order which provides planning guidance for its redevelopment for mixed use development. This document is expected to be approved by the Council in 2016. Considering sites G2 and G3 together provides an improved development opportunity offering viability and scale.

Station Quarter will offer a quality location for town centre living with the added attractions of the resort, its restaurants, bars and entertainment and of course its sea views. A mixture of high quality private rented accommodation is envisaged with opportunities home ownership. Local Growth Fund and other funding opportunities will be sought to support enabling activity and improve the viability position for investors.

Sea Road would benefit from a refreshed public realm, with improved public transport facilities, increased priority for pedestrians and improved connections to Market Street.

Proposals for the redevelopment of the 'Waves' public house and adjoining land along Sea Road present an opportunity to capture value from a key location and setting. Retail and leisure uses would be appropriate.

Cleethorpes Pier has been successfully refurbished to a very high standard creating an events venue along with fine dining restaurant, tea room and bar. This high quality facility should be supported with improvements around the entrance from the Promenade. The Pier should prove a catalyst for wider regeneration opportunities in the Station Quarter and Central Promenade.

The projects will benefit from significant investment in public realm and other developments in the resort.

The area falls within Cleethorpes Conservation Area.

Typical land use & amount

Site G1 (Grant Street Car Park) 2.0ha

Improved surface car park

Site G2 & G3 (Main Station Arrival Site) 1.4ha

3-5/6 storey mixed use A1-A5 Retail and D2 leisure development with C3 residential on upper floors
Typical gross ground floor area 3,400m²/36,600ft²










Site G4 (Central Promenade site)*

0.29ha on 0.8ha site

Re-development opportunity (retail, leisure, commercial, conferencing and public toilet provision) 1-3 storeys

Development Principles



-  Principle arrival point with views of the pier, sea and town centre.
-  Potential public space connecting the station, promenade and town centre
-  Development sites
-  Active frontage
-  Potential pedestrian and cycle route
-  Ex Memorial Gardens
-  Station building landmark
-  Vehicular through route
-  Strategic pedestrian links



Cleethorpes Project H

Golden Loop & Central Prom

Vision

The project will reconnect Cleethorpes' town centre streets with its seafront, significantly increasing the appeal of the resort as a destination that offers facilities and attractions beyond the beach and promenade.

The town centre offer is already popular with local people and visitors and the range and quality of shops, restaurants and other facilities and events is continuing to improve. Further support to build upon the current strengths and address the weaknesses of the area will be provided to the local businesses and communities.

A Townscape Heritage initiative will be implemented from 2017 along Alexandra Road and Sea View Street creating

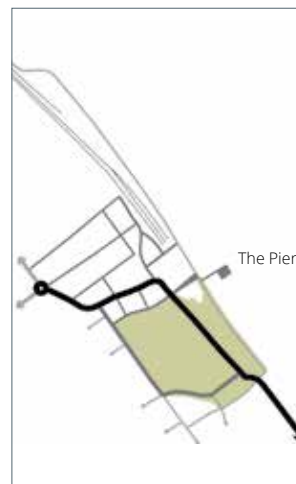
an improved sense of place where investment is viable and attractive. The historic townscape will be refreshed and repaired presenting a resort that is valued and cared for.

This major investment will be supported with enhancements in facilities for car users, pedestrians and cyclists supporting a high quality experience within the Golden Loop and Central Promenade. Improved connections between Market Street, Alexandra Road, Station Quarter and Central Promenade will be pursued and enabled.

These improvements and investments will support the annual events programme which attract people from across the region, UK and abroad.



Artist impression of the proposed market space



Context



Aerial

The Golden Loop and Central Promenade project covers the main town centre area and historic promenade of Cleethorpes.

The Golden Loop was identified in the 2010 vision for Cleethorpes and comprises the town centre circuit south of the Central Promenade created by Alexandra Road in the North, Market Street in the West, St Peter's Avenue (the town's main shopping street) and Cambridge Street in the South and Seaview Street in the East. It incorporates a number of significant historic buildings and spaces and has the potential to become an attractive visitor experience away from the linear promenade.

The Council have been successful in obtaining Townscape Heritage funding subject to approval of detailed proposals. Overall this will represent a £5m project commencing in 2017. It will support the improvement of buildings and the public realm along Alexandra Road and Sea View Street, thereby enhancing the historic townscape which will present an improved visitor experience and encourage local businesses to grow and invest.

A recent submission to Coastal Communities will hopefully see funding secured for improvements to public realm in High Street, Seaview Street and Alexandra Road, enhanced lighting scheme, public art, beach gym, events and investment in new tourist facilities.

Market Street is also in need of renewal and investment. The area has the potential to host more events with improvements to the highway environment and public realm. The redevelopment of land to the rear of the Dolphin will also create opportunities for improving the Market Street townscape and visitor environment. The Council will continue to seek funding to support improvement schemes in this area and the important connection with Sea Road and Central Promenade.

St Peter's Avenue provides a popular shopping experience supporting local needs. Continued support will be provided where possible to support businesses to extend and improve the town centre offer.

Sea View Street is a successful place with thriving independent shops and restaurants. The Townscape Heritage Initiative together with public realm improvements will ensure that the area continues to thrive and encourage further investments along Cambridge Street.

Opportunities to improve parking facilities and the movement of vehicles, cyclists and pedestrians will be pursued as an integrated approach that improves way finding, safety and user experience. The majority of the area falls within the Cleethorpes Conservation Area.

Development Principles





Cleethorpes Project I

North Promenade

Vision

The promenade will become an inclusive and attractive seaside destination, drawing visitors northwards along the promenade and providing a complementary offer to the pier, leisure and holiday parks to the south. The mixed-use scheme has the potential to provide a range of leisure, specialist retail and residential development, with a possible focus on watersports and active leisure, which would extend the tourist season beyond the summer months.

The public realm along the promenade will be improved to create an attractive, year-round destination and a sequence

of spaces that are overlooked by well-designed, place-specific buildings. The promenade will provide frequent resting places to stop and enjoy the view, making the most of its stunning beach-side location.

Improved access and sea defence infrastructure will improve the accessibility and development potential of the site. The defences could be designed to accommodate public art and adjacent short-stop facilities, such as cafes and space for street-food vendors.



Artist impression of the potential for development and promenade improvements



Aerial

North Promenade still provides an important role during high season with access to a quality beach, and remains popular. The facilities and environment is however tired in places lacking any significant investment for many years. It is anticipated that the delivery of the Station Quarter proposals will make investment in North Promenade much more attractive and create footfall throughout the year. Opportunities for improving the quality of the promenade will be pursued and investment sought in the public realm and flood defences which will improve the viability of investment in business and new development.

Given the constraints and peripheral nature of the area we expect that substantial regeneration in this area will take longer to achieve. Opportunities for modest interventions will be explored in the interim period to help support existing businesses and encourage visitors.

A key development opportunity site sits at the very end of North Promenade, known locally as the Wonderland site (2.6 ha). With the benefit of improved sea defences this site has the potential for a mixed use development incorporating leisure and some residential use on upper floors. A quality scheme at the end of the promenade would act as an anchor for the area and draw people along the promenade.

Typical land use and amount

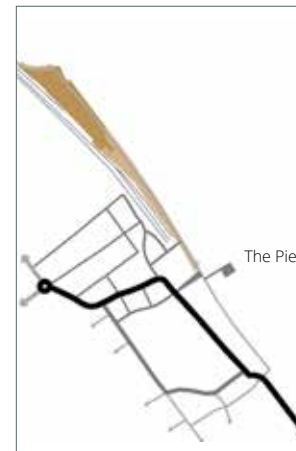
Site I1 2.6ha

C3 residential and/or

Mixed use leisure development including D2 leisure, Specialist A1 retail, Food & Drink A3 and A5

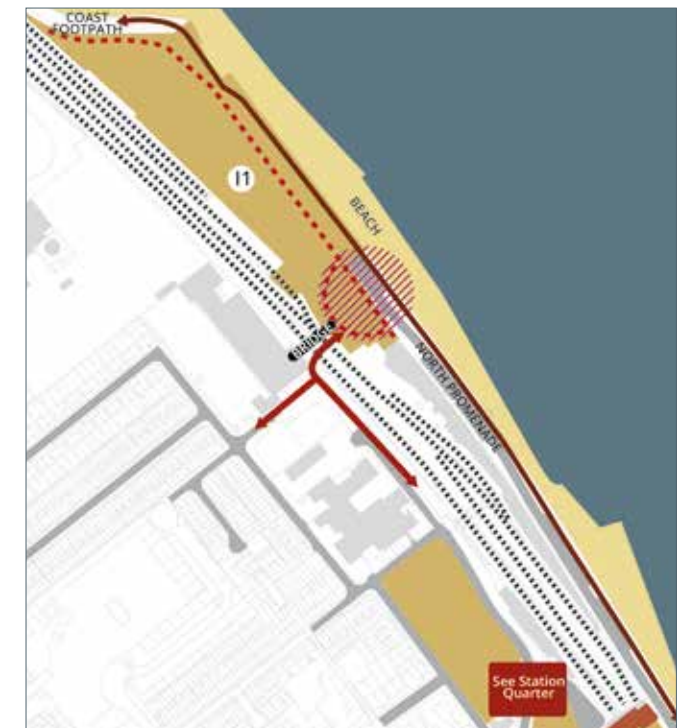
Typical gross ground floor area
6,500m²/70,000ft²

Typical residential unit number 100



Context

Development Principles



- ■ ■ Active frontage overlooking promenade
- ↔ Strategic pedestrian route with restricted vehicular access
- Development site
- ↔ Potential pedestrian and cycle routes linking promenade with town centre, residential community, railway station and car park
- Focal space for mixed use activity and destination



Delivery

Introduction

In order to commit to investment, developers and investors need to have some certainty about what is required of them, whether it is achievable and what the Local Planning Authority is doing to facilitate development and maximise the potential of their development. The Grimsby and Cleethorpes Investment Plan sets out a number of development opportunities which have been identified to respond to the strong potential of the North East Lincolnshire economy as set out in The Development and Growth Plan (2011, Ref 3.2).

NELC have identified a clear strategy and programme to enable and facilitate the individual projects in Grimsby and Cleethorpes and support investors.

Each investment project has been identified in relation to the environmental infrastructure improvements required to enable development, maximise the sites' investment potential and ensure that the different projects come together to deliver two complementary town centres of the highest quality, which in turn will improve quality of life and economic growth in the area.

Changes in planning and greater flexibility in how funding can be provided to support economic growth give NELC and its Partners the means to enable and support investment.

This section sets how the Council will improve the investment environment and facilitate development of each of the opportunity sites by working with its partners, in particular by:

- Developing planning certainty for each of the sites and working to create a simplified planning regime, reducing the planning burden and risk to investors;
- Working with landowners and developers to assemble sites and unlock land ownership barriers to investment;
- Investing in infrastructure to ensure opportunity sites are 'oven ready' for development;
- Improving the environmental context to each of the sites; and
- Exploring new models of funding and financial support to help investors with initial gap funding or infrastructure delivery issues.



Delivery

Planning

North East Lincolnshire is a member of two Local Enterprise Partnerships (LEPs), Greater Lincolnshire (GLLEP) and the Humber (HLEP).

The Economic Strategy sets out a coherent strategy for sustainable economic growth for the Borough. It is fully informed by changing national policy including the drive towards private sector led growth.

The Borough's governance structure will ensure the collective resources are marshalled in a delivery focused approach while ensuring clear linkages to the LEPs.

NELC are currently preparing a new Local Plan for the Borough, which is currently at pre-submission stage with a view to formal adoption in 2017. The new Local Plan will provide the spatial strategy and policies that will guide development in the Borough. The Local Plan will cover a period to 2032 (Ref 3.3).

NELC will maximise the opportunities of the government's localism agenda including the provision of enabling policies in order to facilitate the growth of the key sectors.

NELC will ensure that Planning Policy establishes certainty about the intended use and development of each of the sites through their allocation in the new Local Plan. Associated

policy will provide the basis for efficient decision making and the minimisation of planning risks. To support the planning policy position NELC will also create a simplified planning regime with appropriate officer and member support to enable planning decisions to be made. The simplified planning regime may involve the removal of the need for planning permission for some uses classes and sites through the creation of a Local Development Order or similar mechanism. NELC has established three of the first LDO's that promote housing schemes. One of these is the Grant Street LDO which sits within the Station Quarter, Cleethorpes.

Governance

NELC has established a private sector Development and Growth Board (Fig 6.1). This includes a Development and Growth Board to provide a strategic overview of the Plan and bring together the views of key stakeholders, including the LEPs.

Land Ownership and Land Assembly

North East Lincolnshire Council has an Economic Development and Regeneration Team which sits alongside the Planning Team. In addition to developing policy and strategy, they work closely with landowners and developers

to assist in bringing sites forwards and unlocking them for development. Where site assembly is required, NELC will work with the owners and leaseholders of land and property to promote the opportunities as outlined in this prospectus and facilitate comprehensive development. In some circumstances NELC may make use of its powers to acquire land where such powers are needed to unlock a major development opportunity. The development of a simplified and proactive planning regime will play a major part in encouraging landowners to come together to promote the opportunities set out in this document.

Investment and Funding

Infrastructure and Environmental Investment

Private sector investment alone is unlikely to be able to support the quality aspirations set out in the vision. A combination of public and private sector investment and public sector support will be required to optimise the investment value of the individual sites, deliver the step change in quality and perception, and ultimately effect on demand and values aspired to in the vision.

NELC recognises that for the sites to be attractive to investors, the infrastructure needs to be in place to support their development without major impacts on scheme viability or cash flow. NELC will work with land owners and investors

to bring forward infrastructure investment to create readily available sites which will be attractive to those seeking to invest. In some instances this infrastructure will include works necessary to address strategic planning risks, for example flooding. However in other cases the works may be more minor, for example site clearance and access to facilitate development.

NELC has already demonstrated its commitment to delivery by investing substantially in the quality of public realm in Grimsby and Cleethorpes. It is recognised that a quality public realm is essential to attract the sort of investors needed to transform the economy and quality of life. NELC will continue to invest in uplifting the quality of the environment surrounding each of the sites to ensure that they are attractive and sustainable as investment propositions. This investment may, where necessary, include improving the linkage of each of the sites to each other and to other town centre assets to build, over time, a cohesive and sustainable urban environment.

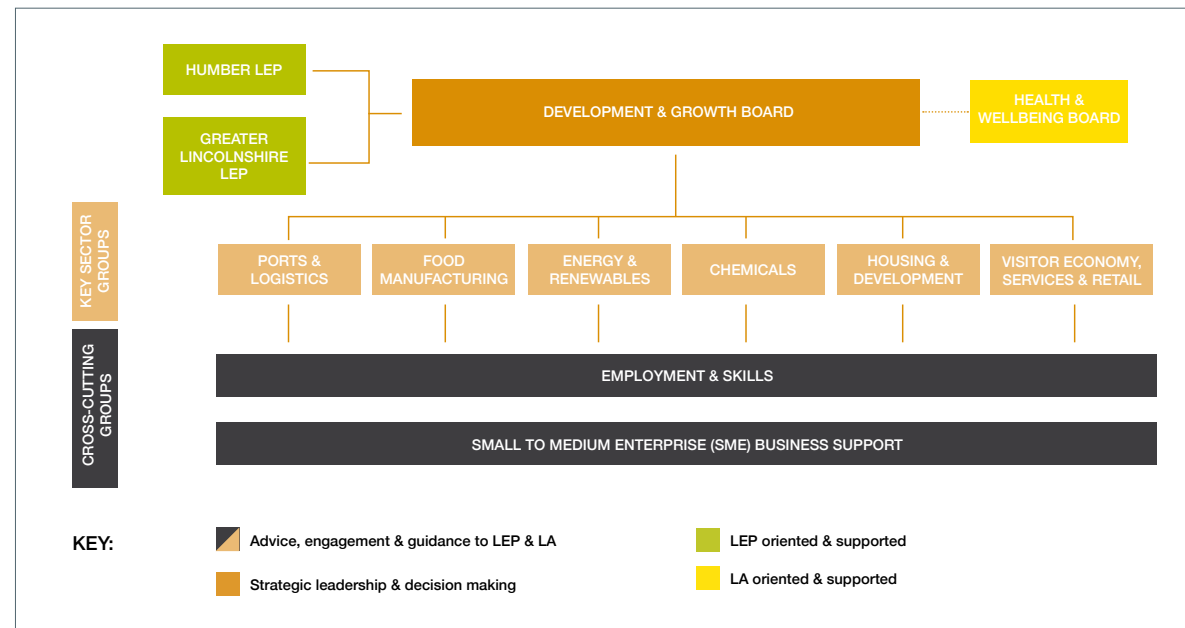


Fig 5.1 Development and growth board structure (Ref 3.2)



Delivery

Funding and Support

Where necessary NELC will consider funding to support the viability and cash flow of projects where a case for funding support can be made. There are a number of different ways that funding support could be given to projects, for example through direct investment in linked public realm works or infrastructure, or through gap funding of projects to improve cash flow and reduce finance costs for otherwise sustainable projects. Changes to the way that local authorities are allowed to borrow and bring together different 'pots' of money give NELC greater flexibility to invest in sustainable and viable development projects.

North East Lincolnshire Council is a member of two Local Enterprise Partnerships; Humber and Greater Lincolnshire. The regeneration of the town centres of Grimsby and Cleethorpes is a priority for the LEP and under the 2014 Local Growth Deal substantial funds have been secured to bring forward improvements to infrastructure and environmental quality. As NELC demonstrates its ability to deliver further funds to support major development and regeneration projects will become available through future rounds of the Local Growth Deal.

Increasingly funding for strategic projects will be funded through partnership, and NELC will work with its partners to find multi-functional solutions that enable development whilst at the same time addressing major strategic infrastructure issues.

Timetable and Phasing Strategy

NELC will work with land owners and developers to ensure sites come forward to incrementally build momentum and quality. In some areas, for example with the expansions of Freshney Place Shopping Centre, a 'big bang' is required to transform the town centre offer. In other areas a more low-key and incremental approach may be appropriate to build quality. NELC will work with land owners and developers to prepare an overarching phasing strategy which is aligned with anticipated town centre and infrastructure delivery priorities and funding streams with the overall aim of catalysing development according to a coherent sequence of events, each of which build on the preceding.

NELC recognise that the quality of the environment is in some instances a barrier to investment and will seek to bring forward schemes which transform the investor environment as early as possible.

The development projects identified in the investment plan have been prioritised against a 15 year development timeline (See Fig 6.2). The delivery of a number of individual projects will be dependent on market response, however a number of projects have been prioritised as a catalysts for town centre regeneration.

Town Centre Marketing, Management and Maintenance

North East Lincolnshire Council is putting in place infrastructure to provide active town centre management, including security and maintenance, traffic management, maintenance activities and co-ordination of town centre activities.

An on-going programme of events will support activity outside of the core retailing hours and increase visitor numbers and dwell times.

There is a desire to establish Grimsby and Cleethorpes as being progressive environments that benefit from environmental economics, integrated and unintrusive management systems, utilising the most current technology and information systems to benefit residents and visitors to the area, and to enhance the identity of the region through place branding and placemaking strategies.

Grimsby

Project/Site	Complete	Underway	0 to 5 years	5 to 10 years	10 to 15 years
A Grimsby Gateway entrance					
A1 Victoria Street car park					
A2 Ellis Way North					
Public realm improvements					
B Grimsby Entertainment Hub					
B1 Mixed use development					
Bus station relocation					
Public realm improvements (Ph1)					
Public realm improvements (Ph2)					
C Grimsby Waterside					
C1 Residential-led development					
Public realm improvements					
D Grimsby Station Quarter					
D1 Sites north of railway					
D2 Sites north of railway					
D3 Sites north of railway					
D4 Duchess Street car park					
Public realm improvements					
E Grimsby Minster Quarter					
E1 Cartergate north					
E1 Cartergate south					
E2 St James					
Public realm improvements					

Cleethorpes

Project/Site	Complete	Underway	0 to 5 years	5 to 10 years	10 to 15 years
F Cleethorpes Resort Arrival					
F2 Rear of Dolphin Hotel					
Public realm improvements					
G Cleethorpes Station Quarter					
G1 Grant Street Car Park					
G2+3 Main Station Arrival Site					
G4 Central Prom					
Public realm improvements					
H Golden Loop and Central Prom					
Market Street public realm					
I North Promenade					
I1 Mixed use development					
Public realm improvements					

LEGEND

	Infrastructure and public realm		Hotel
	Retail-led		Employment-led
	Mixed Use		Residential-led

Fig 5.2 Indicative Project Timeline



Reference Documents

- 1. Socio-economic Context**
 - Ref 1.1 Experian 'Town Centres 2020', 2012
 - Ref 1.2 GVA Grimley or NELC, Retail, Leisure and Three Centres Study June 2013
 - Ref 1.3 High Street Index Grimsby and Cleethorpes May 2014
 - Ref 1.4 NELC Hotel Study for North East Lincolnshire Addendum Report February 2014
 - Ref 1.5 NELC Local Centres Study June 2012
 - Ref 1.6 NOMIS reports North East Lincolnshire 2014
 - Ref 1.7 Place Matters Grimsby & Cleethorpes Summary Report August 2014
 - Ref 1.8 Place Matters, Grimsby Town Centre & North Cleethorpes Destination Assessment July 2014
 - Ref 1.9 STEAM Report Cleethorpes: Grimsby 2012
 - Ref 1.10 Weekly footfall report Grimsby and Cleethorpes June 2014
 - Ref 1.11 www.investnel.co.uk
- 2. Environmental and Spatial Context**
 - Ref 2.1 EC Harris for NELC, Grimsby Town Centre Masterplan 2009
 - Ref 2.2 John Thompson & Partners for NELC, Cleethorpes Renaissance Charter 2009
 - Ref 2.3 John Thompson & Partners for NELC, Cleethorpes Renaissance Strategic Development Framework 2010
 - Ref 2.4 Kevin Fazackerley, Capacity testing / typical architectural proving layouts, 2014
 - Ref 2.5 NELC Central Area, Grimsby Conservation Area, February 2014
 - Ref 2.6 NELC Cleethorpes Central Seafront Conservation Area Appraisal September 2013
 - Ref 2.7 WSP for NELC, Grimsby Parking Strategy Modelling Report, 2015
- 3. Planning Context**
 - Ref 3.1 National Planning Policy Framework, 2012
 - Ref 3.2 NELC Development & Growth Plan (2011)
 - Ref 3.3 NELC Draft Core Strategy (2011)
 - Ref 3.4 NELC New Local Plan Local Development Scheme, Effective from 14 July 2014
 - Ref 3.5 North East Lincolnshire New Local Plan Issues Paper: Design Heritage (August 2014)
 - Ref 3.6 North East Lincolnshire New Local Plan Issues Paper: Housing (October 2014)
 - Ref 3.7 North East Lincolnshire New Local Plan Issues Paper: Strategic Context and Spatial Approach (August 2014)
 - Ref 3.8 North East Lincolnshire New Local Plan Issues Paper: Town and Local Centres (August 2014)
 - Ref 3.9 NELC Cartergate Development Brief, 2006
 - Ref 3.10 NELC Central Promenade Development Brief, 2007



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CABINET

DATE	31 August 2016
REPORT OF	Cllr Peter Wheatley, Portfolio Holder for Regeneration, Skills and Housing
RESPONSIBLE OFFICER	Tony Maione, Chief Legal Officer and Monitoring Officer
SUBJECT	Community Stadium – Feasibility – Availability Review
STATUS	Open
FORWARD PLAN REF NO.	FP 07/16/07

CONTRIBUTION TO OUR AIMS

The development of a Community Stadium in North East Lincolnshire could contribute to both building a stronger economy and stronger communities. A Community Stadium could include the creation of new facilities for community use. A legacy for community benefit could be created, along with public health benefits and construction employment and training opportunities. This is in line with the community impact/social value study prepared by SLR on behalf of the Council in April 2015.

A Community Stadium would create new facilities for community use. This would create not only construction employment and training opportunities but a legacy for community benefit. The promotion of sport and participation in sporting activity provides a life skill, and a public health benefit, to communities within North East Lincolnshire in terms of embedding the habit of regular exercise and team work.

EXECUTIVE SUMMARY

On 4 December 2014, Cabinet received a report setting out a structured ‘gateway’ approach to a project to develop a Community Stadium for North East Lincolnshire together with governance arrangements and safeguards. Following that the following actions have been completed:

1. Formation of a Community Stadium project team involving all relevant partners with effective governance arrangements;
2. Commission, procurement and completion of a community impact and social value and benefits study relating to a Community Stadium development in the Borough;
3. Commission, procurement and completion of a ‘suitability’ based Sequential Site Survey that both carried out due diligence on the work carried out by GTFC and

set out a 16 site long-list and carried out a full Sequential Site assessment on those sites;

4. Creation of a methodology to further analyse the 6 shortlisted sites identified from the completion of the 'suitability' based Sequential Site Survey;
5. Commission, procurement and completion of a first stage 'availability' based Sequential Site Survey, in accordance with the agreed methodology, to analyse the 6 remaining sites in terms of availability for a Community Stadium development. This will be referred to as an 'Availability Study' herein.

The purpose of this report is threefold. Firstly to update Cabinet on progress with the fifth item above namely the Availability Study and to recommend that the site known as 'Peaks Parkway' be identified as the reference site for the Community Stadium project. Secondly to recommend that an independent, detailed viability analysis and an outline business case be presented to a future meeting of Cabinet within the coming three months. The third and final purpose of this report is to delegate sufficient authority to enable the Community Stadium project to progress promptly through the established and successful governance arrangements currently in place.

The reference site has been identified through the undertaking of a sieving process completed during the previous 'Suitability' based assessment and now the 'Availability' based assessment. This process is in accordance with best practice guidance relating to Sequential Site Assessments and has, therefore, identified a reference site that is considered both suitable and reasonably available at the time of writing.

RECOMMENDATIONS

It is recommended that Cabinet:

- (1) Approve that the site known as Peaks Parkway be identified as the reference site for the Community Stadium in accordance with the recommendations in the Availability Study carried out by SLR Consulting Limited;
- (2) Require a detailed viability analysis and outline business case to be presented to a future meeting of Cabinet prior to 30 November 2016;
- (3) Refer the Availability Study carried out by SLR Consulting Limited and a draft of the detailed viability analysis and outline business case to the Regeneration, Environment and Housing Scrutiny Panel; and
- (4) Authorise the Chief Legal Officer and Monitoring Officer, in conjunction with the Portfolio Holder for Regeneration, Skills and Housing, to carry out all necessary actions to enable the recommendations above to be implemented.

REASONS FOR DECISIONS

The Availability Study has been completed SLR Consulting Limited (SLR) and is appended to this report. It analyses the 6 shortlisted sites previously identified by SLR and the Council through the undertaking of the 'suitability' based Sequential Site survey published in April 2015. Both the 'suitability' and 'availability' based studies have been carried out in accordance with all applicable planning policy at both a national and local level.

Each of the 6 sites have been closely analysed in terms of their availability by SLR. The land ownerships and site characteristics for each of the 6 sites have been considered. SLR have entered into detailed dialogue with each landowner and assessed sites against the baseline development identified in the Community Value and Social Impact study of April 2015. No consideration has been given to any potential enabling development that may be required to financially support the development and this has not been a criteria against which sites have been assessed.

The findings of the Availability Study are set out in that document which is attached and concludes that the site known as 'Peaks Parkway' is the only site which can be considered "reasonably available" for the Community Stadium project at this point in time and within the development timescales required.

In the previous report to Cabinet on this project it was noted that the output required from this report was two-fold. Firstly the sites would be force-ranked and secondly the site ranked first would be identified as the reference site for the Community Stadium project. The Availability Study has identified that only one site is "reasonably available" when means a force ranking exercise is academic.

SLR has worked with all members of this multi-party project team, which has operated in a genuine partnership fashion, to collect, clarify and confirm the information and evidence relied upon in preparing their report.

1. BACKGROUND AND ISSUES

- 1.1 At its meeting on 4 December 2014, Cabinet considered a report containing a structured 'gateway' approach to a project to develop a Community Stadium for North East Lincolnshire.
- 1.2 At its meeting on 8 July 2015, Cabinet considered a report on Community Value and Social Impact from SLR Consulting and resolved to instruct a Sequential Site Survey report to be prepared and placed before its next meeting.
- 1.3 SLR Consulting were procured to carry out a 'suitability' based Sequential Site survey. That study analysed 16 sites through the lens of NPPF and the associated Planning Practice Guidance on 'Ensuring the vitality of town centres'. It scored each site against objective and consistent criteria in line with best practice guidance and tabulated the results force ranked on total score. It proposed a 4 site short list for further investigation which was increased to 6 sites to retain the highest ranked site, that had been dismissed for size reasons, and the Freeman Street site.
- 1.4 The specification for the first stage feasibility or Availability Study was finalised in consultation with Scrutiny and was delivered against by SLR in the form of the

document attached to this report.

- 1.5 Availability was considered against a baseline development established from the content of the April 2015 Community Value and Social Impact study which are set out below for reference. It should be re-iterated that this baseline development does not include any consideration of any potential enabling development that may be required to facilitate the Community Stadium.

Baseline Development

Given that two smaller sites have been re-introduced into the Availability Study (Dockside and Freeman Street), it has been agreed that any site would need to accommodate a baseline level of development (i.e. the minimum requirement for establishing a Community Football Stadium) rather than the overall development scenarios established by GTFC. This baseline development has been formulated in accordance with the Community Impact and Social Value Assessment (April 2015) and it has been agreed that the baseline development considered within the Availability Study would need to incorporate the following facilities on site at a minimum:

- Community Football Stadium with an initial 14,000 seat capacity (with capability to be expanded to 20,100 seats), which will contain:
 - 400 sq m Health and Wellbeing Centre;
 - 2000 sq m of Community Facilities for Grimsby Town Sports and Education Trust;
 - 600 sq m of fully licenced restaurant, conference and corporate facilities;
 - Coffee shop and concession kiosks for match day;
 - 3,500 sq m of commercial workshop space; and
- Three 4G full-sized floodlit and two grass Community Football Pitches, with associated changing facilities. 4G pitches to have the ability to be utilised for nine court five-a-side football centre.

In establishing a minimum site area for the purpose of undertaking the Availability Study, it has been calculated that the above components of the baseline development would require a site area of approximately 6.53 ha (16.14 acres). However, it should be recognised that this 'minimum' baseline development area does not incorporate any circulation space (i.e. open space for pedestrian circulation), changing facilities external to the stadium (i.e. for independent use of the Community Football Pitches) or site area required for any necessary infrastructure (i.e. drainage, access, etc.).

2. RISKS AND OPPORTUNITES

The continued 'gateway' approach to this project limits risks and is considered an appropriate manner in which to manage projects of this nature. Advancing past this gateway exposes the Council to no risks above and beyond incurring the costs of participation in the creation of the detailed viability analysis and outline business case referred to above and the activities necessary to implement the recommendations in this report.

3. OTHER OPTIONS CONSIDERED

Do nothing. This would not enable the project to advance and the potential benefits highlighted would not be able to be gained. The clarity and evidence proposed to be presented via the detailed viability analysis and outline business case would not become available. The positive partnership working built up with GTFC, and all other project participants, would be jeopardised.

4. REPUTATION AND COMMUNICATIONS CONSIDERATIONS

There are potential positive and negative reputational implications for the Council resulting from this decision. The Council's communications team will work with the project team to ensure that all statutory consultation requirements are met and that all parties' communications remain as aligned as possible and that all sectors of the community and stakeholders are engaged with to the greatest extent possible.

5. FINANCIAL CONSIDERATIONS

The proposals outlined within this report may require expenditure of financial or human resource, or a combination of those, to complete the detailed viability analysis and outline business case. It is intended that the external funding specialist who sits on the Community Stadium Project Team will seek external feasibility funding.

6. CONSULTATION WITH SCRUTINY

Consultation with Scrutiny is recommended in terms of both the Availability Study and, more significantly, the detailed viability analysis and outline business case in its formative phase.

7. FINANCIAL IMPLICATIONS

The proposals outlined within this report may require expenditure of both human and financial resource, as noted above. It is estimated that the financial resource element of that enabling mix could be up to £50k for the detailed viability analysis and outline business case. These funds will be provided from the Council's reserves budget. The procurement of any consultancy support will be completed such that best value can be shown to be delivered.

8. LEGAL IMPLICATIONS

- 8.1 The legal implications are set out in the body of the report. The previous Exclusivity Agreement is now lapsed and no longer in effect. SLR Consulting were compliantly procured and are working to terms and conditions approved by the Monitoring Officer.

- 8.2 Two Petitions remains outstanding having been “reserved for further consideration in the event that a development proposal was to come forward for the land concerned”. None of the recommendations in this report address those Petitions. It is recommended that both Petitions be considered by Planning Committee when a development proposal is brought forward in accordance with the gateway approach recommended above.

9. HUMAN RESOURCES IMPLICATIONS

There are no direct HR implications arising from this report.

10. ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

There are no direct sustainability implications to the Council arising from this report.

11. WARD IMPLICATIONS

Appropriate consultation with Ward Members, and through the Scrutiny process, will enable ward implications to be properly considered.

12. BACKGROUND PAPERS

Cabinet Report 4th December 2014

Cabinet Report 8th July 2015

Community Impact and Social Value Study – SLR Consulting Limited

Sequential Site Survey – SLR Consulting Limited

PPS4

Availability Study (attached)

The Appendices received from SLR for this Cabinet Report has been produced separately and provided in each of the Political group rooms. It is also available online at <https://www.nelincs.gov.uk/meetings/cabinet-4/>

13. CONTACT OFFICER

Tony Maione Chief Legal Officer (Monitoring Officer) NELC
01472 324373

Councillor Peter Wheatley

Portfolio Holder, Regeneration, Skills and Housing

CABINET

DATE	31 st August, 2016
REPORT OF	Councillor Hyldon-King Portfolio Holder Health and Wellbeing
RESPONSIBLE OFFICER	Helen Kenyon – Deputy Chief Executive NEL CCG
SUBJECT	NEL CCG Quarterly Performance Report – Quarter 1 2016-17
STATUS	Open
FORWARD PLAN REF NO	Not included on the Forward Plan – not defined as a key decision.

CONTRIBUTION TO OUR AIMS

The delivery of the integrated health and social care arrangements between the council and the CCG contributes to the council's aim to ensure that people can be supported to live as independently as possible in their homes and communities. (Stronger communities)

EXECUTIVE SUMMARY

This report presents the quarterly adult social care performance report for quarter 1 of 2016/17, which provides cabinet sight of a collection of performance measures as required by national government.

RECOMMENDATIONS

- 1) That the content of the report and issues arising be noted by Cabinet.
- 2) That the NEL CCG Quarter 1 Performance report be referred to the Health Scrutiny Panel.

REASONS FOR DECISION

Performance monitoring supports the council in delivering its strategic aims and provides assurance to the council about the discharge of its statutory responsibilities in respect of adult services.

1. BACKGROUND AND ISSUES

Adult Social Services have been commissioned under the partnership arrangements with the CCG. Quarterly performance progress reports have been a requirement of the section 75 agreement between the council and the CCG and provide elected members and the community with assurance on the delivery of the partnership business plan, the adult social care strategy and the delivery of the council's aims in supporting the development of stronger communities.

2. RISKS AND OPPORTUNITIES

The council spends over a third of its net budget on the delivery of adult social care functions. By working with the CCG, clients are able to receive more co-ordinated health and social care services making better use of the available resources and providing a better quality of service. The business plan provides a key mechanism by which the council and CCG are able to agree programmes of work and performance objectives, thus enabling the council to ensure that its resources are used to best effect and that value for money is being achieved. Adult services also have an important role to play in the Healthy Lives, Healthy Futures agenda in promoting self-care, independent living and reducing the need for individuals to be admitted to hospital wherever possible and safe to do so. As the council continues to develop its focus on outcomes, the adult services performance indicators will be reviewed to ensure that the focus is on supporting individuals to help themselves, reduce social isolation and use community resources wherever practicable to ensure that those with more complex needs will continue to be able to access support as public sector resources continue to diminish.

3. OTHER OPTIONS CONSIDERED

None at this stage. The report format is being developed to improve and extend this quarterly report to give more context.

4. REPUTATION AND COMMUNICATIONS CONSIDERATIONS

There are potential positive/negative reputational implications for the Council and the CCG resulting from misunderstanding and misreading of the data provided. A commentary has been provided as additional context however for a fuller picture elected members and members of the public can refer to the annual report (called the Local Account) which can be found here:

http://www.northeastlincolnshireccg.nhs.uk/data/uploads/online-version_interactive.pdf

5. FINANCIAL CONSIDERATIONS

There are no direct financial implications arising from this report.

6. CONSULTATION WITH SCRUTINY

This report will be considered by the health and wellbeing scrutiny committee as part of its routine work in scrutinising adult services and the delivery of the adult social care strategy.

7. FINANCIAL IMPLICATIONS

This report is providing information to members on the performance of the ASC service arrangements. Whilst there are no direct additional financial implications arising from the report the data does provide useful intelligence on trends and pressures and will enable early planning and management to assist in ensuring that resources are directed towards pressure areas and that the associated costs are contained within the overall financial envelope.

8. LEGAL IMPLICATIONS

The legal implications arising from the recommendations in this report are limited to the contents of the report. Where specific issues arise that have legal implications these will be addressed as they arise.

9. HUMAN RESOURCES IMPLICATIONS

There are no human resource implications arising directly from the report

10. WARD IMPLICATIONS

Affects all wards

11. BACKGROUND PAPERS

Quarterly performance report

12. CONTACT OFFICER(S)

Beverley Compton, director of adult services 0300 3000 695

Councillor Hyldon-King
Portfolio Holder Health, and Wellbeing



Adult Social Care Performance Dashboard

Measure		Latest Period	Year to date target	Year to date performance	Size of the cohort	Year-on-Year % Change
PERFORMANCE						
Enhancing Quality of Life	Proportion of adults aged over 18 receiving a long term community service who receive self-directed support*	June 2016	90.0%	98.7%	13,000	↑ 9.4%
	Proportion of Carers who receive self-directed support*	June 2016	90.0%	80.1%	276	↓ -0.1%
	Comment(s):	It is felt that performance here should be of a similar level to that seen in clients self-directed support seen above. A detailed piece of work has been carried out recently on recording and reporting of the clients measure which has facilitated the increase recent seen in performance on this measure. The same work is planned to take place on the carers measure which is expected to have a similar effect.				
	Proportion of adults aged over 18 using social care receiving direct payments*	June 2016	-	23.1%	13,000	↑ 56.0%
	Comment(s):	The annual uptake rate of Direct Payments for 2014/15 was 24%, and for 2015/16 22.3%. This year to date performance of 23.1% represents an increased percentage so far for 2016/17. Comparing nationally this represents consistent position in the higher part of the median to lower quartile. At the time of writing consideration is being given to improvement against this measure, pending detail in the imminent report from the recent Peer to Peer review.				
	Proportion of carers receiving direct payments*	June 2016	-	27.2%	276	↓ -66.1%
	Comment(s):	The reduction of Direct Payments to Carers is seen as largely attributable to a change in model of support to carers, which included change of Carers Support provider. Heeding feedback from carers requesting simplified system and easier access to support in developing the model there has been greater uptake of offered service and less request for Direct Payment for carers.				
	Proportion of adults with learning disabilities aged 18-64 in paid employment*	June 2016	5.0%	14.4%	402	↑ 329.2%
	Comment(s):	It should be noted the the significant increase in performance seen over the last year is, in the main, attributable to a change in guidance around this measure and the fact that this guidance then allows us to include an additional cohort of clients that are receiving specific employment support through a service provided by Care Plus Group.				
	The total number of people placed in permanent residential and nursing care homes aged 18-64*	June 2016	3.3	4		↑ 300.0%
	Comment(s):	All admissions for permanent care for individuals aged 18-64 are presented and subsequently agreed at the Risk and Quality panel to ensure that all avenues have been explored before agreeing to fund the placement. This year has seen 4 admissions to date though one of these is currently under investigation as it has not been presented and agreed at panel. It is unlikely however that the funding would be rescinded so the numbers will remain. To ensure that all staff from all areas of provision continue to comply, a reminder will be forwarded that all requests for permanent residential/nursing must be approved by the panel				
	The total number of people placed in permanent residential and nursing care homes aged 65 and over*	June 2016	55.0	40		↓ -32.2%

Measure		Latest Period	Year to date target	Year to date performance	Size of the cohort	Year-on-Year % Change
Delaying & Reducing the Need for Care & Support	The total number of people whose discharge from hospital has been delayed*	May 2016	16.6	16		↑ 0.0%
	The total number of people whose discharge from hospital has been delayed where the delay was attributed to social care*	May 2016	4.9	5		↑ 0.0%
	The total number of days delayed associated with people whose discharge from hospital has been delayed	May 2016	551.3	618		↓ -15.5%
	<p>Comment(s):</p> <p>These measures are being targeted in the NEL Urgent Care Plan under a zero tolerance model as the majority of delays are regarded as avoidable through improved joint working, process improvement and capacity/resilience measures.</p> <p>Restructure of the Home Team (CPG) and HIT is taking place to form the Discharge Team based at Centre4.</p>					
	Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services*	May 2016	89.5%	92.0%	50	↑ 2.8%
	Outcome of short-term services: sequel to service*	March 2016	-	70.7%	99	↑ 4.4%
	Increasing the availability of community based preventative support	June 2016	13.5%	12.8%	1,025	↓ -11.7%
	<p>Comment(s):</p> <p>The Signposting percentage is at a steady but slightly lower than previously reported figure from last year. Upon analysis this is due to an increase in overall Single Point of Access (SPA) contacts which now include functions such as safeguarding concerns and mental health, thus increasing the overall contact number and compressing the signposting percentage. However the actual signposting number is steady against the contacts the SPA can have an impact on. Further work is planned with the new SPA General Manager to review the calculations and ensure the percentage is represented properly following recent developments within the SPA. This figure also includes signposting following an assessment of need.</p> <p>The Preventative Services Market Development Board has supported a range of sustainable models of service delivery aimed at promoting mental and physical health. The Board provides pump priming funding to enable sustainable service offerings to get off the ground. Two examples of these are: Specialist individual and group fitness plans linked to gym attendance for people with learning disabilities Individually tailored counselling sessions for young people leaving care or in transition subsidised by charged for counselling services to companies and individuals able to pay.</p> <p>The Board maintains a pipeline of potential projects which undergo rigorous scrutiny before funding is agreed. Projects are proposed by organisations and priorities are identified through need articulated through commissioning organisations and intelligence gathered through services such as the Single Point of Access.</p>					
	Proportion of adults aged over 18 receiving a long term service who have received a review	June 2016	29.3%	30.3%	2,218	↑ 1.8%
Positive Experience	The number of carers whose needs were assessed or reviewed by the council in a year who received a specific carer's service, or advice and information in the same year as a percentage of people receiving a community based service in the year.	June 2016	20.0%	26.4%	1,650	↑ 93.4%
ACTIVITY						
Activity	Total number of contacts	June 2016	-	5490		↓ -14.3%
	Total number of people in receipt of home care services	June 2016	-	1394		↓ -3.2%
	Total number of people in a permanent care home placement	June 2016	-	625		↓ -6.3%
	Total number of people in a short stay care home placement	June 2016	-	41		↓ -42.3%
	Total number of people in supported living	June 2016	-	168		↑ 18.3%

*Indicates measure is part of Adult Social Care Outcomes Framework and a full definition of the measure can be found at https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/416897/ASCOF.pdf

Adult Social Care Performance Dashboard Glossary of terms

Long term community service - Encompasses services provided with the intention of maintaining quality of life for an individual on an ongoing basis, and which have been allocated on the basis of eligibility criteria / policies (i.e., an assessment of need has taken place) and are subject to regular review

Self-directed Support - An approach to social care that puts the person at the centre of the support planning process, so that they can make choices about the services they receive.

Carer – A person who provides unpaid support to a partner, family member, friend or neighbour who is ill, struggling or disabled and could not manage without this help.

Direct payment – Money that is paid to someone (or someone acting on their behalf) on a regular basis by the local council so they can arrange their own support, instead of receiving social care services arranged by the council. Direct payments are available to people who have been assessed as being eligible for council-funded social care. They are not yet available for residential care.

Delayed discharge – When you are well enough to leave hospital after an illness or accident, but you have to stay there while the care you need in your own home or in another place is arranged.

Reablement/rehabilitation services – A way of helping you remain independent, by giving the person the opportunity to relearn or regain some of the skills for daily living that may have been lost as a result of illness, accident or disability. It is similar to rehabilitation, which helps people recover from physical or mental illness. A reablement/rehabilitation service may be offered for a limited period in your own home that includes personal care, help with activities of daily living, and practical tasks around the home

Short-term services – Describe a range of services that are of short duration (typically being provided for a few weeks) and that have the explicit aim of trying to minimise the person's use of ongoing social care services.

Sequel to service – This is the sequel identified as the result of a client receiving a short term service.

Community based preventative support – Care and support services provided in the community that involve early interventions to prevent long term dependency or ill health.

Review – A review is an examination of an existing client's needs and services (the care plan where it exists); it must include a (formal) reassessment, irrespective of whether it was a scheduled or unscheduled review. A scheduled review may be undertaken at regular intervals or by a predetermined date. A review, to be valid for these returns, must have been carried out or commissioned by the CASSR.

Supported living - Describes a method of delivery of social care, typically home care type services, to individuals within their own homes. It is characterised by flexibility in provision to best meet the individual's needs and wishes, rather than a traditional package of care which tends to be more prescriptive in terms of details of the care such as hours and visits.

CABINET

DATE	31 August 2016
REPORT OF	Councillor David Watson, Portfolio Holder for Energy and Environment Councillor Peter Wheatley, Portfolio Holder for Regeneration, Skills and Housing
RESPONSIBLE OFFICER	Angela Blake, Director of Economy and Growth
SUBJECT	Revisions to the Local Development Scheme
STATUS	Open
FORWARD PLAN REF NO.	General Exception

CONTRIBUTION TO OUR AIMS

The recommendations will contribute to the Strategic Aims set out in the Council Plan by putting in place an effective timetable for the preparation of a new Local Plan. The Local Plan is a plan for growth and aims to ensure North East Lincolnshire becomes a sustainable location in which people can live and work, and enjoy their recreation, both now and in the future.

EXECUTIVE SUMMARY

Approval is sought for the adoption of a revised Local Development Scheme. This is to enable additional public consultation to be undertaken on additional and updated evidence which supports the *Pre-Submission Draft Local Plan* (2015), in order to strengthen its soundness, before it is submitted for examination.

RECOMMENDATIONS

It is recommended that:

- Cabinet adopts the 'Revised Local Development Scheme (2016)';
- Cabinet brings into effect the 'Revised Local Development Scheme (2016) from 12 September 2016.

REASONS FOR DECISION

As a Local Planning Authority (LPA) the Council has a statutory requirement to prepare and maintain a Local Development Scheme (LDS) under the Planning and Compulsory Purchase Act (2004). This Act also requires LPAs to produce Local Plans in accordance with the adopted LDS.

The revised LDS allows the Council to work with key stakeholders, and consultees, to resolve key issues raised during the Pre-Submission Draft consultation by undertaking further consultation on additional and updated evidence which supports the Local Plan. This will strengthen the soundness of the Local Plan prior to its submission for examination, and adoption, in compliance with these statutory requirements.

It is considered necessary to provide an opportunity for people to submit further comments relating to the soundness and legal compliance of the *Pre-Submission Draft Local Plan* as the Council has prepared additional and updated evidence to address a number of key challenges to the plan. Failure to consult on these documents would, it is considered, provide people who had not previously seen these documents with an opportunity to challenge the plan through the examination process. It should be stressed that this is an opportunity for further comments in light of the additional and updated evidence and not a re-consultation on the Pre-Submission Draft Plan.

1. BACKGROUND AND ISSUES

- 1.1 The Local Plan will set out the framework for future development and growth in a sustainable way. It will address the key areas of housing, employment, health, education, community facilities, open space, infrastructure provision and the environment.
- 1.2 The Local Plan must be prepared in accordance with national legislation, regulations and guidance. The Planning and Compulsory Purchase Act (2004) requires the Local Plan to be prepared in accordance with an adopted Local Development Scheme (LDS).
- 1.3 Cabinet adopted an LDS for the preparation of the Local Plan in November 2015. This report seeks the approval of a revised timetable for the preparation of the Local Plan. It includes an additional consultation period to be undertaken prior to submission of the Local Plan for independent examination by a Planning Inspector. The purpose of this additional consultation is to address specific issues raised during the Pre-Submission Draft consultation (March/April 2016).
- 1.4 An overview of the key stages set out in the LDS is provided below:

Local Plan	
Activity	Dates
Preparation of a Local Plan Including time for: <ul style="list-style-type: none"> • finalisation of evidence gathering activities; • consultation with Scrutiny Panels; • Cabinet approval process for consultation; • Undertaking the final Sustainability Appraisal, Habitats Regulations Assessment, Health Impact Assessment; and Local Plan Viability Assessments 	To February 2016
Publication Public consultation on the Pre-submission Draft Local Plan	February/April 2016
Consideration of representations and identification and preparation of additional and updated evidence. Also includes time for Full Council committee consideration for approval to consult on Additional and updated evidence to the Pre-Submission Draft Local Plan, and submission of the Local Plan to the Secretary of State following the consultation.	April/September 2016
Further consultation Further public consultation on additional and updated evidence which supports the Pre-Submission Draft Local Plan.	October 2016
Consideration of additional representations and preparation of submission statements. Also includes time for Scrutiny Panel update.	November 2016
Submission Submission of the Local Plan and supporting documents to the Secretary of State for examination	December 2016
Examination by a Government	December 2016/August 2017

<p>appointed Planning Inspector</p> <p>Consists of hearing sessions, and where required a pre hearing meeting, the Inspector's reporting time and receipt of the Inspector's report.</p>	
<p>Adoption of the new Local Plan</p> <p>Update the Local Plan document to reflect Inspector's recommendations (where applicable).</p> <p>Includes time for Cabinet committee and Full Council consideration for approval to adopt.</p>	<p>October/December 2017</p>

- 1.5 It should be noted that following submission to the Secretary of State the timing of the examination in public is determined by the Planning Inspectorate and is outside of the Council's control. Nevertheless, an indicative timescale is provided above based upon guidance provided by the Planning Inspectorate.

Potential for Government intervention

- 1.3 The Planning Minister has set a deadline of the end of March 2017 for Local Planning Authorities to produce a Local Plan. The Housing and Planning Act (2016) received Royal Assent in May 2016 this Act allows the Government to consider implementing 'special measures' enabling their intervention, to write a local plan, if this deadline is not met. Furthermore, the Government will publish league tables which show progress by councils across the country across the country towards a local plan's adoption. The league tables will be based on council's adopted Local Development Schemes.
- 1.4 The revised timetable set out in the LDS anticipates that by early 2017 the preparation of the Local Plan will be at an advanced stage, having been submitted for public examination. Submission will follow the additional consultation (October 2016) before Christmas 2016. After that, the timetable is dependent upon the efficiency of the Planning Inspectorate. The Inspector's report on the plan's examination is anticipated Summer 2017.

2. RISKS AND OPPORTUNITIES

- 2.1 The LDS sets out an ambitious timetable for the production of the Local Plan. This timetable is dependent on resources being available and approvals being received at the necessary times. These risks are managed through a robust project management approach within the Regeneration Partnership.
- 2.2 The Local Development Scheme (LDS) includes a Risk Assessment which identifies specific risks to the preparation of the new Local Plan.

- 2.2 The LDS has no direct implications for environmental sustainability as its purpose is to set out the programme for the preparation of the Local Plan. The Plan itself will be subject to various assessments such as Sustainability Appraisal, Habitat Regulations Assessment, Equalities Impact Assessment and Health Impact Assessment.

3. OTHER OPTIONS CONSIDERED

- 3.1 The current timetable set out in the 'Local Development Scheme (2015)' could be retained. However, this would mean submitting the Local Plan now to accord with the timetable and comply with legislation. This is not considered a suitable approach as it would increase the risk of the examination being postponed to address soundness issues identified during the Pre-Submission Draft consultation, which is not considered in the public interest.
- 3.2 The timetable proposed follows a detailed project management process. It is considered to be the fastest possible timetable whilst addressing the additional risks to the soundness of the plan identified during the recent publication consultation carried out in 2015; and without introducing additional unacceptable risks to the soundness of the plan. The timetable sets out Full Council committee consideration for approval to consult on additional and updated evidence to the Pre-Submission Draft Local Plan, and at the same time approval for submission of the Local Plan to the Secretary of State following the consultation.

4. REPUTATION AND COMMUNICATIONS CONSIDERATIONS

- 4.1 The revised LDS allows the submission of the Local Plan for examination before the Government's intervention date as set out in the Ministerial Statement.
- 4.2 People who have registered an interest in the Local Plan will be notified of the revised LDS. A press release will also be issued, should the Cabinet approve its adoption.

5. FINANCIAL CONSIDERATIONS

- 5.1 The proposal relates entirely to a revision to an existing programme of work and does not raise any financial considerations.

6. CONSULTATION WITH SCRUTINY

- 6.1 The Regeneration, Environment and Housing Scrutiny Panel have been kept informed of the progress of the new Local Plan preparation via briefing notes.
- 6.2 The proposed timetable includes provision for a workshop to discuss the content of the Local Plan with members of all Scrutiny Panels.

7. FINANCIAL IMPLICATIONS

- 7.1 There are no direct financial implications arising from the recommendations outlined within this report. However failure to consult on these documents could leave the Council open to challenge and additional legal and administrative costs.

8. LEGAL IMPLICATIONS

- 8.1 The legislative framework dealing with this issue is touched upon within the body of the report.
- 8.2 The stated intention by central government leading planning reform is wider engagement and participation with people being able to influence and get involved in decisions. Therefore it is right that the opportunity for wider engagement and consultation be accommodated as long as this is not at the cost of exposing the Council to the risk of falling short of the governmental expectations of bringing this work to fruition.

9. HUMAN RESOURCES IMPLICATIONS

- 9.1 There are no direct HR implications arising from the content of this report.

10. WARD IMPLICATIONS

- 10.1 The proposal affects all wards.

11. BACKGROUND PAPERS

- 11.1 Cabinet 17 February 2016 – Item no. 9 (FP 02/16/05). Pre-Submission Draft Local Plan – publication consultation.
- 11.2 Cabinet 11 November 2015 – Item no. 6 (FP 11/15/01). Revisions to the Local Development Scheme.
- 11.3 Cabinet 21 January 2015 – Item no. 4 (FP 01/21/10). Planning for Growth. Local Plan consultation.
- 11.4 Cabinet 14 July 2014 – Item no. 7 (PLA 03/17/04) . The new Local Plan revised LDS.
- 11.5 Local Development Scheme 2015, brought into effect 11 November 2015.
- 11.6 Local Development Scheme 2014, brought into effect July 2014.
- 11.7 North East Lincolnshire Monitoring Report (2013/14)
(<https://www.nelincs.gov.uk/planning-and-development/planning-policy/>).
- 11.8 Local Development Scheme 2012, brought into effect June 2012.

12. CONTACT OFFICER(S)

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Councillor David Watson
Portfolio Holder for Energy and Environment

Councillor Peter Wheatley
Portfolio Holder for Regeneration, Skills and Housing

Revisions

The 2016 Revised Local Development Scheme contains the following revisions:

Statement 1

Revisions

The following revisions have been made:

- Section 2 'Legal compliance' - to include reference to the Housing Planning Act 2016.
- Section 4 'Resources' - to include reference to the Greater Lincolnshire devolution.
- Section 6 'Preparation timetable' - to the new Local Plan - key milestones and timetable overview.
- All hyper-links to the Council's website to reflect the launch of the new website in April 2016.
- Minor changes have been made throughout this document to amend references to the 2015 Revised Local Development Scheme (2015 LDS) to read 2016 Revised Local Development Scheme (2016 LDS).
- Minor changes throughout the document to reflect company name change from Cofely to ENGIE.

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Introduction

- 1.1** This Revised Local Development Scheme sets out revisions to the 2015 document which was brought into effect on 23 November 2015. The areas of the document that have been revised are identified in Statement 1 'Revisions' the remaining content is still considered current.
- 1.2** It represents a public statement of the programme for the preparation of the new Local Plan over a three year period, identifying key milestones and preparation arrangements.
- 1.3** Local planning authorities (LPA) are required under the Planning and Compulsory Purchase Act 2004 to prepare and maintain an up to date Local Development Scheme. Subsequent changes to legislation whilst changing the way in which authorities prepare and submit their Local Development Schemes do not remove the requirement for a LPA to still have an up to date Local Development Scheme in place.

Legal compliance

- 2.1** The legal basis for development plan preparation is provided by the Town and Country Planning Act 1990, the Planning and Compulsory Purchase Act 2004, the Planning Act 2008 and the Localism Act 2011. These Acts do not stipulate the precise format of the development plan. Procedures and arrangements for development plan preparation are set out in the new Local Planning Regulations that came in to force on 6 April 2012.
- 2.2** Whilst the Regulations do not define a local plan as a single document, and it is theoretically possible for a local planning authority to produce a suite of documents there is clear preference for moving towards a single local plan approach. The term Core Strategy has been omitted from the new regulations, in favour of a more general term 'local plan'. This is consistent with the new National Planning Policy Framework 2012 (NPPF) which also moves away from referring to Local Development Framework and Core Strategies. The Council considers it appropriate to redirect its resources into the preparation of a single new Local Plan document to reflect the new guidance coming from central government as part of its localism agenda.

Revisions to Legislation

- 2.3** The Planning and Compulsory Purchase Act 2004 (the Act (2004)) and associated Regulations brought about a stepped change in the way development plans were prepared. These changes were intended to make the planning system more responsive to changing circumstances and include community involvement throughout the preparation process.
- 2.4** The Government reviewed the effectiveness of the Act (2004) and associated Regulations and made changes to them, bringing in the Planning Act 2008 (the Act (2008)) and amendments to the Regulations Town and Country Planning (Local Development (England) (Amendment) Regulations 2008 and subsequent Town and Country Planning (Local Development (England) (Amendment) Regulations 2009. The changes meant that the Government no longer regulated the precise detail of how the Council should prepare the development plan. They provided the opportunity to dovetail the development plan document preparation with other responsibilities within the local authority together with other organisations e.g. the Sustainable Community Strategy and Local Strategic Partnership.
- 2.5** The Localism Act 2011 (the Act (2011)) has brought about further significant changes to the planning system. These changes are aimed at making the planning system less complex and more accessible, to protect the environment and to promote sustainable growth and have been reflected in this Local Development Scheme.

- 2.6** The Housing and Planning Act 2016⁽¹⁾ introduces the ability for Government to implement 'special measures' on local planning authorities that do not progress local plans quickly enough. The Council considers that the timetable set out in this LDS will allow for the new Local Plan to be submitted for examination before the deadline set by Government thereby avoiding its intervention.
- 2.7** The processes that must be followed are set out in legislation, regulations and the National Planning Policy Framework (NPPF). Summaries of the processes involved in the production of the new Local Plan are set out in the following sections of this Local Development Scheme. These processes give rise to key milestones which are highlighted in the timetables for the individual documents.

Revocation of the Regional Spatial Strategy

- 2.8** Section 109 of the Localism Act 2011 abolished the regional tier of planning and made provisions to revoke or partially revoke, by order, the existing regional strategies.
- 2.9** The Regional Strategy for Yorkshire and the Humber comprised of:
- The Yorkshire and Humber Plan Regional Spatial Strategy to 2026, published in May 2008
 - The Regional Economic Strategy for Yorkshire & Humber 2006-2015, published in 2006 by Yorkshire Forward, the Yorkshire and Humber Regional Development Agency
- 2.10** The Order⁽²⁾ to partially revoke the Regional Strategy for Yorkshire and the Humber came into force on 22 February 2013. Policies which relate to the Green Belt around the City of York were retained.

Strategic Environmental Assessment

- 2.11** The decision to revoke the Regional Strategy for Yorkshire and Humber followed the outcomes of the Strategic Environmental Assessment and associated consultation on the Environmental Report of the abolition in the region. The original Environmental Report for the revocation of the Regional Strategy⁽³⁾ was consulted on between October 2011 and January 2012 however, this was superseded by the Environmental Report prepared by AMEC Environment & Infrastructure UK Limited which was consulted on between September 2012 and November 2012. The Council did not respond to either consultation.

1 The Housing and Planning Act 2016 received Royal Assent on 12 May 2016, see the National Archives website at: <http://www.legislation.gov.uk/> for further information.

2 The Regional Strategy for Yorkshire and Humber (Partial Revocation) Order 2013 (S.I. 2013/117)

3 Department for Communities and Local Government, October 2011 *Environmental report on the revocation of the Yorkshire and Humber Plan*

2.12 Appendix C of the Environmental Report (2012) provides a review of targets set in existing adopted Local Plans and saved policies at the time of the Strategic Environmental Assessment. For North East Lincolnshire, this comprises the Local Plan (adopted 2003) and saved policies (2007). The review of the saved plan for North East Lincolnshire identified the following:

- There is no current Local Plan provision for housing
- There is a policy relating to Gypsies and Travellers but there are no Gypsy and Traveller Pitches in the Local Plan
- There are supportive policies relating to Renewable Energy but there is no reference to renewable energy targets
- There are employment land allocations and policies but there is no direct link with the number of jobs this will provide
- The Local Plan to 2006 included mineral apportionments in line with MPG6⁽⁴⁾ apportionments
- There are no quantifiable target figures identified for waste

2.13 The new Local Plan can take account of the Regional Spatial Strategy and reflect its policies, where appropriate, by undertaking a partial review of specific issues. This work has already commenced with reviews of the information, evidence and figures behind the work undertaken to prepare the Core Strategy and will be used in the formation of the new Local Plan.

2.14 The evidence used during the preparation of the Regional Spatial Strategy can also be drawn on to support the new Local Plan policies providing it is supplemented with robust local evidence⁽⁵⁾.

Duty to co-operate

2.15 The Localism Act 2011 (Section 110) introduces the duty to co-operate which applies to all local planning authorities, national park authorities and county councils in England as well as a number of other public bodies. It requires local planning authorities to engage constructively, actively and on an ongoing basis during the preparation of local plan documents to develop strategic policies.

2.16 The duty to co-operate is further developed in the National Planning Policy Framework and will form part of the soundness test for local plans as they go through independent examination. The Council will need to show how it has considered joint plan making

4 Minerals Planning Guidance 6 - Guidelines for Aggregates Provision in England (April 1994), replaced by Minerals Policy Statement 1 - Planning and Minerals (MPS1, November 2006), replaced by National Planning Policy Framework (March 2012)

5 National Planning Policy Framework 2012 <http://www.communities.gov.uk/corporate/>

arrangements, what decisions were reached and why. It will also need to report how the duty is being taken forward on an ongoing basis through its Authority Monitoring Report(s).

Evidence base

2.17 A proportionate evidence base will be prepared to support the new Local Plan. This will provide the robust local evidence required to enable the preparation of and justification for the policies in the new Local Plan. This Local Development Scheme whilst not identifying a comprehensive list of evidence provides an overview of potential evidence that could be drawn on during the preparation of the new Local Plan, including:

- Strategic Flood Risk Assessment
- Retail and Leisure Study
- Strategic Housing Land Availability Assessment
- Environment Infrastructure Study
- Infrastructure Delivery Plan (including Transport Modelling)
- Planning Contributions Viability Assessment

2.18 Copies of the documents that make up the evidence base will be made available on the Council website. In addition a list of documents relevant to each stage of the Local Plan preparation will also be made available⁽⁶⁾.

Sustainability Appraisal Report

2.19 The sustainability appraisal process is an integral part to the preparation of a local plan. It should inform the decision making process to facilitate the evaluation of alternatives and help to demonstrate that the plan is the most appropriate given the reasonable alternatives.

2.20 The Sustainability Appraisal Report⁽⁷⁾ on the new Local Plan will appraise the social, environmental and economic effects of the plan from the outset, helping to ensure that decisions are made that contribute to achieving sustainable development.

2.21 The Sustainability Appraisal Report will combine two main requirements, the Sustainability Appraisal and Strategic Environmental Assessment in one report. More information is given below about these requirements.

6 Information relating to the evidence base documents will be made available at:
<https://www.nelincs.gov.uk/planning-and-development/planning-policy/>.

7 A copy of the Sustainability Appraisal Report will be made available on the Council website at:
<https://www.nelincs.gov.uk/planning-and-development/planning-policy/>.

Sustainability Appraisal

- 2.22** The Planning and Compulsory Purchase Act 2004 requires all local plan documents to be subject to a process of Sustainability Appraisal. The Sustainability Appraisal is often referred to as the SA process. The Sustainability Appraisal promotes sustainable development through better integration of sustainability considerations.
- 2.23** The Sustainability Appraisal will also help to deliver the UK Sustainable Development Strategy 2005⁽⁸⁾ which sets out five guiding principles for sustainable development to benefit people now without compromising future generations.

Strategic Environmental Assessment

- 2.24** In 2004 the European Commission published the EU Directive 2001/42/EC⁽⁹⁾ which requires a formal environmental assessment of certain plans and programmes which are likely to have significant effects on the environment. This Directive, usually referred to as the Strategic Environmental Assessment Directive (SEA), and its legal provisions were transposed into UK law by the Environmental Assessment of Plans and Programmes Regulations 2004⁽¹⁰⁾.

Habitats Regulations Assessment

- 2.25** A separate European Commission Directive requires local planning authorities to undertake specific and detailed assessments if any proposals in their emerging plans are likely to have significant effects on sites designated as being of European (International) importance for their wildlife and ecological value. This Directive 92/43/EEC, known as the European Habitats Directive⁽¹¹⁾ has been transposed into UK law through the Conservation of Habitats and Species Regulations 2010⁽¹²⁾.
- 2.26** A separate Habitats Regulations Assessment will be carried out on the new Local Plan⁽¹³⁾.

8 Further information can be found on the Defra website at: <https://www.gov.uk/government/publications/securing-the-future-delivering-uk-sustainable-development-strategy>.

9 Directive 2001/42/EC of the European Parliament and of the Council of 27 June 2001 on the assessment of the effects of certain plans and programmes on the environment.

10 The Environmental Assessment of Plans and Programmes Regulations 2004, Her Majesty's Stationary Office 2004, (Statutory Instrument 2004 No. 1633). Further information available at: <http://www.legislation.gov.uk/uksi/2004/1633/contents/made>.

11 Council Directive 92/43/EEC on the Conservation of natural habitats and of wild fauna and flora. Further information available at: <http://www.jncc.gov.uk/page-1374>.

12 Further information is available at: <http://www.legislation.gov.uk/uksi/2010/490/contents/made>.

13 A copy of the Habitat Regulations Assessment will be made available on the Council website at: <https://www.nelincs.gov.uk/planning-and-development/planning-policy/>.

What documents can be prepared as part of the new Local Plan?

- 3.1** The new Local Plan will be a single document that sets out the spatial vision and objectives for the Borough along with Development Management policies, the allocation of sites for various land uses and if identified as being required a Community Infrastructure Levy. Additional documents will be prepared to support and monitor the new Local Plan; more information is included below about these documents.

Authorities Monitoring Report

- 3.2** Local planning authorities are required to document how effectively their local plan policies are being implemented and whether new trends or issues are emerging in the Borough which warrant a different approach by analysing progress against a range of indicators.
- 3.3** Whilst the Localism Act (2011) removes the need for authorities to submit their monitoring reports to the Secretary of State each December. The requirement to report on the progress and achievement of their local plan remains in place, focusing on what is most appropriate to their communities in the interest of transparency. 'Timetable overview' of this Local Development Scheme shows the anticipated timetable for the publication of the monitoring report.
- 3.4** The National Planning Policy Framework requires that Authority Monitoring Report(s) also include information about progress against the duty to cooperate to ensure greater transparency so that the Council is held accountable by the communities.

Statement of Community Involvement

- 3.5** The Council adopted a revised Statement of Community Involvement in February 2013⁽¹⁴⁾. The revised document sets out how the council intends to consult, involve and inform its communities in and about the preparation of the new Local Plan. It also includes information about how the Council will progress major planning applications and the consultation stages involved.

Supplementary Planning Documents

- 3.6** The Council may also prepare additional supplementary planning documents to provide greater detail on the policies set out in the new Local Plan. They should be used where they can help applicants make successful applications or aid infrastructure delivery, and should not be used to add unnecessarily to the financial burdens on development.

14 A copy of the Statement of Community Involvement can be viewed on the Council website at: <https://www.nelincs.gov.uk/planning-and-development/planning-policy/>.

- 3.7** This Local Development Scheme does not identify any specific Supplementary Planning Documents (SPD) or timetable for their preparation. Information relating to the preparation of any future SPD will be advertised on the Council website⁽¹⁵⁾.

Neighbourhood Plans

- 3.8** The Localism Act 2011 introduced a suite of neighbourhood planning tools enabling communities to shape the development and growth of their local area through the preparation of a neighbourhood development plan led by their Parish, Town and Village Council's or neighbourhood forum.
- 3.9** The local planning authority's role is to advise and provide support, it will organise the independent examination and the neighbourhood referendum at the end of the process.
- 3.10** Neighbourhood plans are about enabling development and not stopping it. They must be in line with strategic policies set out in the new Local Plan and will not be able to block any new strategic development.

Local Development Orders

- 3.11** Local Development Orders (LDOs), where prepared do not form part of the statutory development plan. However, they do help to provide the conditions to stimulate economic development and outline planning permission for a specified area.
- 3.12** This LDS does not identify any specific LDO for preparation nor will they be included in future revisions. The Council will publish information relating to the preparation of future LDOs on its website⁽¹⁶⁾.
- 3.13** The Government has indicated its intention for all local planning authorities to secure LDOs granting planning approval on 90 percent of brownfield sites suitable for housing by 2020.
- 3.14** To complement the Government's statements the Planning Advisory Service (PAS) are offering councils its support and have prepared a guide for Councils on meeting the legal requirements for making LDOs. The Council is committed to meeting these requirements and has recently taken part in a pilot scheme in partnership with PAS and three other Councils.

15 Information relating to the preparation of SPD will be made available at:
<https://www.nelincs.gov.uk/planning-and-development/planning-policy/>.

16 Information about the preparation of LDOs and copies of adopted LDOs will be made available at:
<https://www.nelincs.gov.uk/planning-and-development/planning-policy/>.

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Resources

- 4.1** It is important that the role of the new Local Plan is recognised across the Council and key stakeholders. Whilst the preparation of the new Local Plan is governed by regulation and guidance it is important that it is not seen as just a technical planning document, but as an accessible and spatially informative strategy that sits at the heart of the Council. Adopting a corporate approach crucially gains greater ownership of the process across the Council, leading to increased confidence and satisfaction of the outcomes.

Partnership

- 4.2** The Council has entered a partnership with ENGIE to move forward with its improvement agenda aimed at meeting and delivering top performing services for the communities it serves. This partnership agreement provides opportunities for the Council to utilise specialist expertise and support and has the potential to increase the resource capacity for the production of the new Local Plan. The partnership agreement commenced on 1 July 2010.

The team

- 4.3** The main preparation of the new Local Plan will be carried out by the Spatial Planning Team (ENGIE) which comprises four Spatial Planners and one Mapping/Technical Officer. However, key stakeholders will be called upon to assist where they have specialist skills and responsibilities.
- 4.4** The team works closely with officers from across North East Lincolnshire Council to deliver documents that address locally identified needs.
- 4.5** The preparation of the new Local Plan must be supported by key documents such as the Sustainability Appraisal Report and Habitats Regulation Assessment and key evidence such as the Strategic Flood Risk Assessment. The preparation of which brings their own resource implications. Specialist advice will be brought in to assist in the preparation and delivery of this work where appropriate.

Community Engagement

- 4.6** Community engagement is key to the preparation of the new Local Plan, early and meaningful engagement and collaboration with a wide selection of the community, including individuals, groups, businesses or organisations likely to be affected by the document will be crucial. This will help to reflect a collective vision and a set of agreed priorities for the sustainable development of the Borough. The Council must not discriminate in the way they inform, consult or involve them, promoting equal opportunities for people to engage and get involved.

- 4.7** Establishing good links with community forums now and into the future will enable greater understanding of the new Local Plan and how it can support and encourage investment and development in the Borough.
- 4.8** The Council adopted a revised Statement of Community Involvement in February 2013 which sets out how it intends to consult, involve and inform its communities⁽¹⁷⁾.

Partnership working across North East Lincolnshire

- 4.9** A 'Theme Board' approach to partnership working involving key organisations from across North East Lincolnshire was introduced in 2013 to replace the former 'Local Strategic Partnership'.
- 4.10** This new partnership structure consists of three Theme Boards⁽¹⁸⁾ overseen by a Joint Theme Board Chairs group which takes on a co-ordination role.
- 4.11** The Theme Boards bring together commissioners and providers of services from the voluntary, community, private and public sectors to work with and through the community to bring about lasting change. By working with the Theme Boards the new Local Plan for North East Lincolnshire can help to achieve these priorities.

Town, Parish and Village Councils

- 4.12** Involving the Town, Parish and Village Councils in the preparation of the new Local Plan will help it to reflect the needs and aspirations of the communities that make up North East Lincolnshire. The Town, Parish and Village Councils will enable our local communities to become involved more easily in the decision making process on the things that affect them, building a greater sense of community spirit and involvement and help to improve the local area.

Local Enterprise Partnerships

- 4.13** North East Lincolnshire Council has joined the Greater Lincolnshire Local Enterprise Partnership (LEP). A partnership comprising the administrative County of Lincolnshire plus North and North East Lincolnshire Unitary Authorities (an area straddling the former East Midlands and Yorkshire and the Humber Government Office Regions). The partnership with the Greater Lincolnshire LEP allows the alignment of natural housing markets and trade corridors tackling key economic opportunities and challenges.

17 A copy of the Statement of Community Involvement can be viewed on the Council's website at: <https://www.nelincs.gov.uk/planning-and-development/planning-policy/>.

18 The three Theme Boards are: Development and Growth, Health and Wellbeing, and Safer, Stronger Communities.

- 4.14** The Council has also become part of the Humber-wide LEP (June 2011) in which North and South Humber bank authorities are working closely together recognising the economic potential of the key industries in the Humber region including petrochemicals, ports and logistics, and renewables.

Greater Lincolnshire devolution

- 4.15** North East Lincolnshire Council along with nine other local authorities and the Greater Lincolnshire LEP agreed a devolution deal with Whitehall in May 2016.
- 4.16** Although all the Councils will continue to exist in their current form, they will also come together to form a “combined authority” to exercise the new powers. Like other areas with devolved powers, such as Sheffield and Manchester, the combined authority will also have its own directly elected mayor.
- 4.17** The ten Councils⁽¹⁹⁾ have signed a proposed agreement, but that isn't a final decision to go ahead, and each Council will have to formally agree the deal at their full council, following consultation with residents.
- 4.18** The devolution deal could be an important opportunity to improve local services for residents, bring about stronger economic growth and increase the number of jobs. It would also have the opportunity to gain further responsibilities and funding from Government in the future. Meaning that more decisions about spending on some public services would be made locally rather than nationally.

19 The Councils involved are Boston Borough Council, City of Lincoln Council, East Lindsey District Council, Lincolnshire County Council, North East Lincolnshire Council, North Lincolnshire Council, North Kesteven District Council, South Holland District Council, South Kesteven District Council and West Lindsey District Council.

Programme management

- 5.1** The Planning Advisory Service (PAS) has identified that in drawing up the Local Development Scheme it is important to identify the critical path of individual documents and consider who will do each task, when and what skills and knowledge will be needed. This Local Development Scheme has been prepared taking full account, in accordance with Planning Advisory Service advice, of other work commitments, staff development and training, the nature of the decision-making process, and the time required for effective engagement.
- 5.2** Critical to this process is the need to operate a pro-active project management approach to all tasks. It is therefore intended to introduce a more robust programme monitoring mechanism which will be reported on through the Authority's Monitoring Report⁽²⁰⁾ and will be based on the key milestones set out in this document.

Council procedures and reporting protocols

- 5.3** As a key strategic document for the council wider ownership of the new Local Plan is crucial to gaining increased confidence, satisfactory outcomes and the preparation of a mutually agreed plan for the borough.
- 5.4** Consideration has been given to a corporate approach and new governance protocols for the preparation of the local plan developed. The process will include the creation of a Local Plan Project Board⁽²¹⁾, a Local Plan Steering Group and Scrutiny Panel(s) consultation. As well as the committee processes as set out in the *North East Lincolnshire Council Constitution* which could include Cabinet committee and Full Council ratification, where appropriate.

Statement 2

It should be noted that Table 5.1 'New Local Plan reporting mechanism' provides an indication of the corporate approach and should not be considered exhaustive.

20 Copies of the monitoring reports are available on the Council website at: <https://www.nelincs.gov.uk/planning-and-development/planning-policy/>.

21 The Local Plan Project Board will include senior officers from across the Council/ENGIE partnership, Leader of the Council, Leader of the opposition party and will be chaired by the relevant Portfolio Holder.

New Local Plan reporting mechanism				
Regulation	Stage and main actions	Primary officers/department involvement	Councillor/Council officer involvement	Decision maker
	Evidence gathering activities, analysis of evidence and publication of Issues Papers	Place Directorate, North East Lincolnshire Council Spatial Planning team, ENGIE	Local Plan Steering Group	
	Development and identification of emerging and preferred options	Place Directorate, North East Lincolnshire Council Spatial Planning team, ENGIE	Local Plan Steering Group Local Plan Project Board Scrutiny Panel(s) consultation	
18	Preparation of a local plan Drafting and development of options, preferred approaches, preferred options And Consultation on draft documents relating to the above	Place Directorate, North East Lincolnshire Council Spatial Planning team, ENGIE	Local Plan Steering Group Local Plan Project Board Scrutiny Panel(s) consultation	Cabinet
	Consideration of representations received during	Place Directorate, North East Lincolnshire Council	Local Plan Steering Group Local Plan Project Board	

New Local Plan reporting mechanism				
Regulation	Stage and main actions	Primary officers/department involvement	Councillor/Council officer involvement	Decision maker
	consultation and preparation of a Statement of Consultation and Engagement report including the main issues raised and recommendations for proposed amendments where appropriate	Spatial Planning team, ENGIE		
19 and 20	Publication Consultation on a pre-submission draft document	Place Directorate, North East Lincolnshire Council Spatial Planning team, ENGIE	Local Plan Steering Group Local Plan Project Board Scrutiny Panel(s) consultation	Cabinet
	Consideration of representations and preparation of submission statements	Place Directorate, North East Lincolnshire Council Spatial Planning team, ENGIE	Local Plan Steering Group Local Plan Project Board	
22	Submission to Secretary of State Local plan and supporting documentation	Place Directorate, North East Lincolnshire Council Spatial Planning team, ENGIE	Local Plan Steering Group Local Plan Project Board Scrutiny Panel(s) consultation	Full Council

New Local Plan reporting mechanism				
Regulation	Stage and main actions	Primary officers/department involvement	Councillor/Council officer involvement	Decision maker
	submitted to the Secretary of State for examination			
25	Publication of the recommendation of the appointed person	Place Directorate, North East Lincolnshire Council Spatial Planning team, ENGIE	Local Plan Steering Group Local Plan Project Board	
26	Adoption	Place Directorate, North East Lincolnshire Council Spatial Planning team, ENGIE	Local Plan Steering Group Local Plan Project Board Scrutiny Panel(s)	Cabinet and Full Council

Table 5.1 New Local Plan reporting mechanism

Finance

- 5.5** The Council recognises the financial costs of preparing the new Local Plan.
- 5.6** To date costs have been incurred relating to the preparation of the Core Strategy, Initial Issues and Options Paper, Consultation Draft Local Plan, Pre-Submission Draft and the development of an extensive evidence base to support those documents. The continues preparation of key evidence is considered essential to support the preparation of the new Local Plan.
- 5.7** The main costs associated with the examination of the new Local Plan have yet to be faced.

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Preparation timetable

- 6.1** The purpose of the Local Development Scheme is to set out the timetable, covering the next three years, for the preparation of the new Local Plan for the Borough, which includes the following key milestones:

Local Plan key milestones		
Regulation	Stage	Dates
18	Preparation of a local plan Including finalisation of evidence gathering activities, consideration of representations and preparation of Pre-Submission Draft document, Sustainability Appraisal and Habitats Regulations Assessment	To February 2016
19 ad 20	Publication Publication and consultation period for making representations on the soundness of the document	February/April 2016
	Consideration of representations and preparation of consultation statements	April/September 2016
	Further consultation Additional public consultation on on additional and updated evidence which supports the <i>Pre-Submission Draft Local Plan</i> (2016)	October 2016
	Consideration of representations and preparation of submission statements	November 2016
22	Submission to Secretary of State⁽²²⁾ Submission of the the Local Plan to the Secretary of State for independent public examination	December 2017

22 The examination is considered to have commenced at the point at which the local plan document is submitted to the Secretary of State. It should be noted that following submission to the Secretary of State the timing of the examination is determined by the Planning Inspector, the timetable set from this point is provided for indicative purposes only.

Local Plan key milestones		
Regulation	Stage	Dates
	Pre hearing meeting May be required to deal with particular procedural matters that need to be resolved in advance of finalising the hearings arrangements	February 2017
24	Examination Hearing sessions conducted by an independent person appointed by the Secretary of State	April/May 2017
25	Publication of the recommendation of the appointed person	August 2017
26	Adoption	December 2017

Table 6.1 Local Plan key milestones

Timetable overview

2016 - Revised Local Development Scheme Timetable (Further consultation)

Year	2016												2017												2018												
Month	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	
Local Plan																																					
Local Plan																																					
Policy Map																																					
Authority's Monitoring Report																																					
AMR																																					
Strategic Housing Land Availability Assessment																																					
SHLAA Review																																					
5 year supply																																					



Figure 6.1 Timetable overview

Risk assessment

- 7.1** In preparing this Local Development Scheme a number of areas of risk have been identified together with a consideration of mitigating actions these are listed in Table 7.1 'Risk Assessment'.
- 7.2** It is recognised that the timetable for the preparation of the new Local Plan is ambitious and reliant on the ability of the Council/Cofely partnership to call on resources from within both the Council and Cofely. However, despite the availability of those resources it is considered important to note that further specialist resources will be required to complete work that relates to the preparation of the Sustainability Appraisal Report⁽²³⁾ and the Habitats Regulations Assessment⁽²⁴⁾.

Risk Assessment		
Risk	Impact	Mitigation Actions
New Legislation	Additional work to ensure compliance.	Keep up to date on emerging national policies and respond early.
New national policy published	Additional work to ensure compliance with new policies.	Keep up to date on emerging national policies and respond early.
Uncertainty on how the new planning system will operate	Potential slippage in programme. Challenge on legal aspect of the document.	Keep up to date with advice, guidance and publication from the Planning Inspectorate, Planning Advisory Service and monitor the progress of other authorities local plans to establish best practice.
Regional Spatial Strategy revocation	Additional work to ensure robust local evidence base.	Justification of targets and development of a robust local evidence base to underpin policies, objectively assessing local need.
Local Political change in priorities	Slippage in programme.	Ensure Members are kept up to date of issues and options to build consensus.
Local Development Scheme programme too ambitious	Slippage in programme.	Prepare realistic Local Development Scheme taking account of reporting

23 EU Directive 2001/42/EC on the assessment of effects of certain plans and programmes on the environment

24 Council Directive 92/43/EEC on the Conservation of natural habitats and of wild fauna and flora

Risk Assessment		
Risk	Impact	Mitigation Actions
		procedures, lead-in times and engagement procedures.
Volume of new Local Plan work greater than anticipated e.g. Volume or complexity of representations	Slippage in programme	<p>Ensure adequate front loading at start of document preparation to manage against risk.</p> <p>Assess overall resource requirements through effective project management. Consider additional resources.</p>
Failure to identify and undertake key evidence	Slippage in programme.	Scope evidence requirements early and identify requirements through effective project management.
Poor project management	Slippage in programme.	Ensure Local Development Scheme is robust and project management techniques employed. Ensure adequate training and monitoring. Ensure Corporate buy-in at Member and Officer level.
Insufficient revenue support to finance the project	Slippage in programme.	Assess overall resource requirements through effective project management. Consider additional resources.
Sustainability Appraisal not embedded in document preparation	Slippage in programme.	Ensure SA work is programmed and integrated into document preparation.
Complexity of Habitats Regulations Assessment	Report concludes there is a need for a stage 2 assessment to be carried out. Significant slippage.	<p>Close working with stakeholders particularly Natural England to address risks to protected habitats.</p> <p>Prepare realistic Local Development Scheme taking account of lead-in times.</p>
Staff turnover and recruitment difficulties	Slippage in programme.	Address staff retention issues. Prompt action with vacancies. Consider consultancy/agency support.

Risk Assessment		
Risk	Impact	Mitigation Actions
Spatial Planning Team required to deliver unforeseen work	Slippage in programme.	Establish new Local Plan as a Corporate priority.
Lack of in-house skills for specialist areas of policy work	Slippage in programme. Possible challenge, quality objectives compromised.	Consider consultancy support.
No Programme Officer in post by Submission of new Local Plan to Secretary of State	Examination and subsequent adoption of new Local Plan delayed. Unable to submit new Local Plan. Causes slippage in programme.	Early preparation of Job Specification/evaluation and prompt action with vacancy advertisement.
Inspector requests an exploratory meeting due to fundamental or cumulative flaws in submitted new Local Plan	Examination delayed or cancelled, new Local Plan found unsound.	Carry out thorough Soundness Self Assessment using Toolkit.
Planning Inspectorate can not meet programme	Slippage in programme.	Prepare realistic Local Development Scheme in liaison with Government Office and Inspectorate. Take account of guidance issued by Inspectorate.
New Local Plan fails test of soundness	Significant slippage in programme.	Ensure evidence base is robust, well documented community engagement and embedded Sustainability Appraisal. Keep up to date with experience elsewhere and undertake soundness self assessment.
Legal Challenge	Adopted Local Development Document quashed. Significant slippage.	Ensure statutory procedures are followed. Undertake soundness self assessment.

Risk Assessment		
Risk	Impact	Mitigation Actions
Community Infrastructure Levy (CIL) (an assessment will be undertaken to establish whether there is a requirement for a CIL to be prepared)	Removal/replacement of funding streams provided by Section 106 agreements.	<p>Ensure adequate front loading at start of document preparation to manage against risk.</p> <p>Ensure evidence base is robust, well documented community engagement to support Community Infrastructure Levy through examination.</p> <p>Assess overall resource requirements through effective project management.</p> <p>Ensure Corporate buy-in at Member and Officer level.</p>
Housing supply figures and calculations are challenged	Significant slippage in programme.	Engage independent critical friend at an early stage.

Table 7.1 Risk Assessment

- 7.3** In addition it is also considered appropriate to implement a more robust programme monitoring mechanism to ensure the key milestones identified in this document are achieved. It is anticipated that the results of this mechanism will be publicly reported on through the Authority's Monitoring Report.

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