

REVISED AGENDA



MEETING VENUE:

**Council Chamber Council Offices,
Priory Road, Spalding**

Contact: Democratic Services
Direct Dial: 01775 764626
e-mail: demservices@sholland.gov.uk
Date: 25 July 2019

Dear Councillor,

A meeting of the **DISTRICT COUNCIL** will be held in the **Council Chamber, Council Offices, Priory Road, Spalding** on **Wednesday, 31 July 2019**, commencing at **6.30 pm** at which your attendance is requested.

Yours faithfully,

A handwritten signature in black ink that reads 'Anna Graves'.

Anna Graves
Chief Executive

(Quorum:13)

AGENDA

1. Apologies for absence.
2. Minutes (Pages 7 - 14)
To sign as a correct record the minutes of the meeting held on 15 May 2019 (copy enclosed).
3. Declaration of Interests.
(Where a Councillor has a Disclosable Pecuniary Interest the Councillor must declare the interest to the meeting and leave the room without participating in any discussion or making a statement on the item, except where a Councillor is permitted to remain as a result of a grant of dispensation.)
4. Chairman's Announcements.
5. Announcements by Leader and Members of the Cabinet.

6. Questions asked on notice under Standing Order 6
7. Questions asked without notice under Standing Order 7
8. Committee Minutes
To receive the minutes of the following Committees and Panels:-
 - a) Planning Committee - 29 May 2019 (Pages 15 - 26)
 - b) Governance and Audit Committee - 6 June 2019 (Pages 27 - 38)
 - c) Performance Monitoring Panel - 18 June 2019 (Pages 39 - 50)
 - d) Policy Development Panel - 25 June 2019 (Pages 51 - 58)
 - e) Planning - 26 June 2019 (Pages 59 - 62)
9. Report from the Cabinet meetings
To consider any recommendations of the Cabinet affecting the budget and policy framework (Report of the Cabinet to follow).
 - a) Report from Cabinet meeting on 18 June 2019 - (Pages 63 - 168)
To consider recommendations of the Cabinet in respect of:
 - a) 2018/19 Financial Outturn – To provide information on the outturn financial position of the Council as at 31 March 2019 (Cabinet minute 6/19) (Cabinet agenda item 7)
 - b) Economic Action Plan, Inward Investment Marketing Strategy, Skills Service future funding options, creation of a new Economic Development Officer post – To present to members a package of proposed activity that has been designed to support interventions in respect of Economic Development and Inward Investment delivery in South Holland, including the adoption of a South Holland Economic Action Plan (Cabinet minute 7/19) (Cabinet agenda item 8)
 - b) Report from Cabinet meeting on 23 July 2019 - (To Follow)
To consider recommendations of the Cabinet in respect of:
 - Welland Homes Business Plan Update incorporating Bentley Court - To present to the Council, as sole shareholder for Welland Homes Ltd, an updated Welland Homes Business Plan and a proposal from the company to purchase five houses for the purposes of market rental investment at Bentley Court, Spalding. To put in place the

necessary arrangements to enable the company to move into contract on the proposed acquisition, subject to the necessary shareholder approvals (Cabinet minute 20/19) (Cabinet agenda item 10).

Please note that the appendices associated with this report are not for publication by virtue of Paragraph 3 (Information relating to the financial or business affairs of any particular person (including the authority holding that information)) in Part 1 of Schedule 12A of the Local Government Act 1972, and are therefore attached to this agenda as item 18.

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| 10. | Key Decision Plan
To receive the current Key Decision Plan (copy enclosed). | (Pages
169 -
176) |
| 11. | Standards Complaint against a South Holland Member
To consider the outcome of a Hearings Panel following a complaint against a South Holland member (report of the Executive Director – Strategy and Governance (Monitoring Officer) enclosed). | (Pages
177 -
196) |

This additional report has been accepted with the consent of the Chairman. The report is required following the outcome of a Standards Hearing Panel held on 4 July 2019, and conducted on our behalf by a Joint Hearings Panel of Babergh and Mid Suffolk Councils. The decision notice from that hearing was not available at the time that the original agenda was published on 23 July 2019.

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| 12. | Acceptance of HIF; Funding the delivery of Section 5 to the Spalding Western Relief Road (SWRR) in association with delivering the Northern Spalding (Vernatt's) Sustainable Urban Extension (SUE).
To formally consider the acceptance of Housing Infrastructure Fund (HIF) funding from Homes England, alongside consideration and approval of a funding agreement and forward-funding arrangements, in order to provide the Council with sufficient financial resource and capacity to deliver, in conjunction with the County Council, Section 5 to the Spalding Western Relief Road (SWRR) within currently envisaged timescales (report of the Executive Director Commercialisation (S151)). | (To
Follow) |
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Please note that the appendices associated with this report are not for publication by virtue of Paragraphs 2 (Information which is likely to reveal the identity of an individual), 3 (Information relating to the financial or business affairs of any particular person (including the authority holding that information)) and 5 (Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings) in Part 1 of Schedule 12A of the Local Government Act 1972, and are therefore attached to this agenda as item 19.

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| 13. | Annual Treasury Management Review 2018/19
To consider the Annual Treasury Management Review for 2018/19 (report of the Executive Director Commercialisation (S151) enclosed). | (Pages
197 -
210) |
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14. Reports from Outside Bodies
- a) North Level District Internal Drainage Board – 29 May 2019 - (Pages
North Level District Internal Drainage Board report from 211 -
Councillor Brewis 212)
- (Report enclosed)
- b) Health Scrutiny for Lincolnshire report - (Pages
Health Scrutiny for Lincolnshire report from Councillor G Scalese 213 -
216)
- (Report enclosed)
15. Nominations for Committees and other Seats and Proposed Changes to the Constitution.
To receive, from political groups, nominations for any changes to Committees and other seats and to consider any proposed changes to the Constitution.
16. Any other items which the Chairman decides are urgent
- NOTE: No other business is permitted unless by reason of special circumstances, which shall be specified in the minutes, the Chairman is of the opinion that the items(s) should be considered as a matter of urgency.
17. Exclusion of the Press and the Public
To consider resolving that, under section 100A (4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 1, 2, 3 and 5 of Schedule 12 (A) of the Act.
18. Report from Cabinet meeting on 18 June 2019 (exempt item) (Pages
To consider recommendations of the Cabinet in respect of: 217 -
236)
- Fleet Maintenance – To consider the options for the fleet maintenance of council owned vehicles, including environmental services (exempt Cabinet minute 11/19) (Cabinet agenda item 12)
- (Report enclosed)
19. Report from the Cabinet Meeting held on 23 July 2019 (exempt appendices) (To
Exempt appendices – agenda item 9b refers. Follow)

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| 20. | Acceptance of HIF; Funding the delivery of Section 5 to the Spalding Western Relief Road (SWRR) in association with delivering the Northern Spalding (Vernatt's) Sustainable Urban Extension (SUE) - (exempt appendices)
Exempt appendices – agenda item 11 refers | (To Follow) |
| 21. | Appointment of Information Governance Officer
To provide for the permanent appointment of an Information Governance Officer (Report of the Portfolio Holder for Governance and Customer and the Executive Director for Strategy and Governance). | (Pages 237 - 242) |
| 22. | Digital and Innovation Service Review
To propose an amended structure and ways of working for the Corporate Improvement and Performance (CIP) Team, as well as a review of the management of the Digital and Customer Services teams, and to obtain approval to proceed with the implementation of the proposals to restructure these services (report of the Executive Member for Governance and Customer is enclosed). | (Pages 243 - 256) |
| 23. | Public Protection Management Team Review
To propose an amended structure and ways of working for the Public Protection shared management team, and to obtain approval to proceed with the implementation of the proposals to restructure this service (report of the Portfolio Holder for Public Protection is enclosed). | (Pages 257 - 270) |
| 24. | Review of Depot Provision
To give consideration to depot provision (report of the Portfolio Holder for Place and the Executive Director Place). | (To Follow) |

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Minutes of a meeting of the **SOUTH HOLLAND DISTRICT COUNCIL** held in the Council Chamber, Council Offices, Priory Road, Spalding, on Wednesday, 15 May 2019 at 6.30 pm.

PRESENT

R Grocock (Chairman)
H Drury (Vice-Chairman)

B Alcock	J D McLean	A C Beal
J R Astill	A M Newton	H J W Bingham
J Avery	G A Porter	A C Cronin
F Biggadike	J L Reynolds	R A Gibson
M D Booth	M D Seymour	M Hasan
C J T H Brewis	S-A Slade	N H Pepper
P E Coupland	E J Sneath	P A Redgate
T A Carter	G J Taylor	G R D Rudkin
A Casson	J Tyrrell	G P Scalese
R Gambba-Jones	A R Woolf	S C Walsh
J L King	C N Worth	
C J Lawton	D J Wilkinson	

Apologies for absence were received from or on behalf of Councillor A C Tennant,

In Attendance: Chief Executive, Executive Manager - Governance and Democratic Services Officer

127. ELECTION OF A CHAIRMAN

The outgoing Chairman thanked Councillors for their support during his Chairmanship. He invited nominations for the election of Chairman of the Council for the ensuing year. Councillor Biggadike was nominated and seconded.

DECISION:

That Councillor F Biggadike be elected as Chairman for the ensuing year.

(Councillor Biggadike thereupon took the Chair and signed the declaration of acceptance of office.)

128. ELECTION OF A VICE-CHAIRMAN

The Chairman invited nominations for the appointment of a Vice Chairman of the Council for the ensuing year. Councillor P Redgate was nominated and seconded.

Action By

SOUTH HOLLAND DISTRICT COUNCIL -
15 May 2019

DECISION:

That Councillor P Redgate be appointed as Vice Chairman of the Council for the ensuing year.

129. MINUTES

Consideration was given to the minutes of the previous meeting of South Holland District Council, held on 27 March 2019.

These minutes contained exempt content which was shown at item 19 of the agenda

AGREED:

That the minutes, including the confidential minute, be signed as a correct record.

130. ELECTION OF LEADER OF THE COUNCIL

The Chairman invited nominations for the election of a Leader of the Council for the four year period ending May 2023. Councillor Porter was nominated and seconded.

DECISION:

That Lord Porter be elected Leader of the Council for the four year period ending May 2019.

131. DECLARATION OF INTERESTS.

There were none.

132. CHAIRMAN'S ANNOUNCEMENTS.

The Chairman wished to thank the previous Chairman and Vice-Chairman for their service to the Council as well as retired members and those who were not successful in being re-elected. He also welcomed the newly elected members to the Council.

The Chairman announced that his Chairman's charity was Macmillan Nurses.

133. ANNOUNCEMENTS BY LEADER AND MEMBERS OF THE CABINET.

SOUTH HOLLAND DISTRICT COUNCIL -
15 May 2019

Councillor Porter thanked the Council for electing him Leader of the Council. He congratulated all members for their success in the recent elections and welcomed all of the newly-elected Councillors

Additionally, the Leader made an announcement relating to the makeup of his Cabinet for the period 2019-2023. It was as follows;

- Two members of the previous administration's Cabinet had not stood for re-election, the remaining six had been successful in being re-elected. The Leader announced that he would not be appointing to the two vacant positions and the portfolio responsibilities of those vacant positions would be divided between the remaining Cabinet members in due course.
- It was announced that there would now be 4 Cabinet Support Members. These were; Councillor Astill, Councillor Drury, Councillor Grocock; and Councillor McLean.
- The Leader would continue to run a 2-deputy system, with one Deputy Leader of the Council and one Deputy Leader of the Cabinet.

134. QUESTIONS ASKED ON NOTICE UNDER STANDING ORDER 6

There were none.

135. QUESTIONS ASKED WITHOUT NOTICE UNDER STANDING ORDER 7

Question to: Portfolio Holder for Housing and Health

Question from: Councillor Newton

Topic: Weston Housing Development Delay

Councillor Newton asked why work had stopped at the Weston development. Councillor Lawton stated that, although she had not yet been appointed as Portfolio Holder for Housing and Health for the current term, she was aware of the answer. Tests had revealed sub-surface gas deposits at the site which had necessitated a pause in construction whilst further surveys were undertaken. More recent tests, conducted following efforts to reduce the threat posed by the gas had shown an improved picture and it was hoped that, barring any further setbacks, work would restart soon.

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Question to: Portfolio Holder for Place
Question from: Councillor Booth
Topic: Bridge House, Sutton Bridge

Councillor Booth requested an update on the situation regarding Bridge House in Sutton Bridge. At a previous meeting of Full Council he had requested a similar update, but since that date the building had been boarded up. Councillor Gambba-Jones stated that although he had not yet been appointed as the Portfolio Holder for Place for the current term, he was in a position to be able to provide an answer. He stated that in his last update he had said that the owners were living overseas but were in contact and open to discussion. Since then, the Council had been provided with a contact who was living in the UK and the building was being regularly monitored, but since the last time an update was provided at Full Council, no further information had arisen.

136. COMMITTEE MINUTES

Policy Development Panel – 5 March 2019

DECISION:

That the minutes be received

Planning Committee – 13 March 2019

DECISION:

That the minutes be received

Governance and Audit – 14 March 2019

DECISION:

That the minutes be received

Performance Monitoring Panel – 20 March 2019

DECISION:

That the minutes be received

Standards Panel – 3 April 2019

DECISION:

That the minutes be received

Planning Committee – 10 April 2019

DECISION:

That the minutes be received

137. KEY DECISION PLAN

Consideration was given to the Key Decision Plan

DECISION:

That the Key Decision Plan be received.

**138. POLITICAL GROUP REGULATIONS - COMMITTEE SEATS
REVIEW AND APPOINTMENTS TO COMMITTEES**

Consideration was given to the report of the Monitoring Officer which sought to confirm, in accordance with the Local Government (Committees and Political Groups) Regulations 1990, appointments to Committees.

The Executive Manager – Governance introduced the report stating that the Council was due to appoint to committees until the Annual Council meeting after the District Council Election in 2023.

Councillor Newton declared that, in addition to the Independent Group appointments listed in the report, she was also putting herself forward as a member of the Governance and Audit Committee.

DECISION:

- 1) That the following Committees are appointed in accordance with political group regulations:
 - Planning Committee
 - Governance and Audit
 - Joint Appointments and Disciplinary Committee
 - Joint Appointments and Disciplinary Appeals Committee
 - Policy Development Panel
 - Performance Monitoring Panel
 - Licensing Committee
 - Committee of the Licensing Authority
- 2) That the following Committees be appointed without being politically balanced:

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- Standards Panel
 - Appeal Panel
 - Settlements Agreements Sub-Committee
- 3) That the Council appoints for 2019-2023 the Committees and Panels as set out at Appendix A to these minutes.
- 4) That, in addition to the appointments listed in the report, Councillor Newton be appointed to the Governance and Audit Committee

139. APPOINTMENT OF COUNCILLORS TO OUTSIDE BODIES

Consideration was given to the report of the Monitoring Officer which presented the benefits of making appointments to outside bodies that are now due and sought to make such appointments as deemed appropriate for the period 2019-2023.

The Executive Manager – Governance introduced the report. The appointments were being made by the annual Council meeting after the District Council election in 2023. Councillor Porter announced further nominations for Outside bodies which were as follows;

- IVO Day centre – Councillor Taylor
- South Holland Internal Drainage Board – Councillor Coupland
- Spalding Energy Project – Community Liaison Group – Councillor Taylor

Councillor Brewis stated that he wished to withdraw his nomination to the Citizen’s Advice Bureau – Board of Trustees. This left Councillors Astill and Beal as unchallenged nominations.

Members noted that more nominations than required had been made to Health Scrutiny for Lincolnshire. Therefore a vote was held to determine the nomination. The result of this vote was as follows;

Outside body	Agreed nomination for 2019-2023
Health Scrutiny for Lincolnshire	Councillor G Scalese

DECISION:

- 1) That, subject to 2, 3 and 4 below, appointments be made

SOUTH HOLLAND DISTRICT COUNCIL -
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to outside bodies for the period 2019-2023 (as set out at Appendix B to these minutes)

- 2) That Councillor Brewis be removed from the Citizen's Advice – Board of Trustees, and that Councillor Astill and Councillor Beal be appointed to that outside body.
- 3) That, Councillor G Scalese be appointed to the Health Scrutiny for Lincolnshire Committee; and
- 4) That, in addition to the nominations listed in the report, the following, additional, appointments are made;
 - a. IVO Day Centre – Councillor Taylor
 - b. South Holland Internal Drainage Board – Councillor Coupland
 - c. Spalding Energy Project – Community Liaison Group – Councillor Taylor

140. REPORTS FROM OUTSIDE BODIES

Health Scrutiny for Lincolnshire Committee – March 2019

Consideration was given to the report of Councillor Brewis.

DECISION:

That the report be noted

Lincolnshire County Council Flood and Drainage Management Committee update

Consideration was given to the report of Councillor Biggadike.

DECISION:

That the report be noted

141. NOMINATIONS FOR COMMITTEES AND OTHER SEATS AND PROPOSED CHANGES TO THE CONSTITUTION.

There were none.

142. ANY OTHER ITEMS WHICH THE CHAIRMAN DECIDES ARE URGENT

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15 May 2019

There were none.

(The meeting ended at 7.07 pm)

(End of minutes)

Minutes of a meeting of the **PLANNING COMMITTEE** held in the Council Chamber, Council Offices, Priory Road, Spalding, on Wednesday, 29 May 2019 at 6.30 pm.

PRESENT

R Gamba-Jones (Chairman)

B Alcock
C J T H Brewis
F Biggadike
H J W Bingham
H Drury

R Grocock
C J Lawton
J L Reynolds
G R D Rudkin
M D Seymour

A C Tennant
J Tyrrell
A Casson
J R Astill

In Attendance: Councillor Avery (Ward Member), Executive Programme Manager - Infrastructure and Housing Delivery (South Holland), Development Manager, Planning and Building Control Manager, Senior Planning Lawyer, Technical Director (WSP), Democratic Services Officer, Principal Planning Officer, Environmental Protection Team Leader and Environmental Protection Officer

Apologies for absence were received from or on behalf of Councillor P E Coupland

129. **CHAIRMAN'S PANEL**

In accordance with the Constitution the Chairman's Panel currently comprised 3 members, following as closely as possible the political balance of the Committee, and had to include the Chairman and Vice-Chairman of the Planning Committee. Members were invited to consider (i) whether the Panel should be re-established for the current municipal year; (ii) whether any amendment should be made to the terms of reference or composition of the Panel (any amendment would require Council approval as it would necessitate an amendment to the Constitution); and (iii) the appointment of a third member of the Panel for the municipal year.

AGREED:

1. That the Chairman's Panel be re-established for the current municipal year;
2. That no amendment be made to the terms of reference or composition of the Panel; and
3. That Councillor Alcock be appointed as the third member of the Chairman's Panel for the municipal year.

130. **MINUTES**

Consideration was given to the minutes of the meeting of the Planning Committee held on 10 April 2019.

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AGREED:

That the minutes be held as a correct record.

131. DECLARATION OF INTERESTS.

Councillor Drury stated that, in relation to item 8, the applicant was a client of his business. He would therefore leave the chamber for the duration of that item.

Councillors Lawton, Brewis and Grocock did not have a pecuniary interest but in the interest of transparency declared that in relation to items 6 and 7 of the Agenda, they were County Councillors for the Authority whom had submitted the application.

Councillors Gambba-Jones, Biggadike, Seymour and Alcock did not have a pecuniary interest, but in the interest of transparency stated that, in relation to items 6 and 7 of the agenda, they were members of the south east Lincolnshire joint strategic Local Plan Committee which had previously agreed to the idea in principle.

Councillors Gambba-Jones and Lawton did not have a pecuniary interest, but in the interest of transparency, stated that, in relation to items 6 and 7, they were ward members for Spalding Wygate, which would be heavily affected by the proposal.

Councilor Rudkin stated that in relation to item 8, he had business dealings with the applicant and therefore would leave the chamber for the duration of that item.

132. QUESTIONS ASKED UNDER THE COUNCIL'S CONSTITUTION (STANDING ORDERS).

There were none.

133. H16-0327-19

Planning No. and Applicant

H16-0327-19 Lincolnshire County Council

Proposal

County Matter application for the Construction of Section 1 of the Spalding Western Relief Road comprising of a new single carriageway route from the B1172 Spalding Common to Holland Park Sustainable Urban Extension (SUE) incorporating a new roundabout junction with the B1172 Spalding Common, a bridge over the Peterborough to Sleaford railway line, and a new roundabout junction for access into Holland Park Sustainable Urban Extension. Land: South Drove Drain (west) and B1172 Spalding

PLANNING COMMITTEE - 29 May 2019

Common (east) Spalding.

Consideration was given to the report of the Development Manager upon which the above application was to be determined, including his recommendations, copies of which had previously been circulated to all members.

Members debated the matter and fully explored the details of the application in light of prevailing policies and guidance. The debate was not repeated here as Planning Committee meetings were webcast and could be viewed in full at www.sholland.gov.uk for a limited period of time following which the recording could be made available by request.

AGREED:

1. That no objection is raised, subject to LCC taking in to account the need to consider in more detail the following aspects that will be developed further as part of the detailed design process:
 - Landscape buffer – to include a variety of native species, which respond to local context.
 - Ecological mitigation – to protect and enhance existing habitats.
 - Highways design – to improve connectivity of the area.
 - Drainage design – to improve water quality and collate surface run-off from the proposed.
 - That noise mitigation measures be revisited as the scheme develops through the various stages.
 - The short/medium term air quality impacts of the proposed sections 1 and 5, in particular.
 - The impact of the operational phase on PM10/PM2.5 emissions in 2023 and 2036 as there is an Air Quality Objective for PM10 and a target value for PM2.5 (by 2020) with an overarching requirement for Local Authorities to work towards reducing concentrations of particulate matter within the area. (The Air Quality (Standards) Regulations 2010).
 - Impacts of particulate matter that have been excluded from the report as it has been assessed and considered to be insignificant.
 - The potential impact of the proposed developments on the air quality in Spalding Town Centre in the interim 13 years (2023-2036) or if Sections 2-4 aren't built.

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- The likely impact on Air Quality of the proposed roundabouts or traffic lights on sections 1 and 5.
2. In addition it is suggested that LCC consider the imposition of conditions to cover the following matters:
- A condition to control and remedy contamination If found at any time when carrying out the approved development that was not previously identified.
 - A condition requiring that details of dust mitigation measures to be applied/adopted during the construction phase.
 - The Environmental Health Officer would wish to see the recommendations made in the report submitted to support the applications relating to noise control and mitigation are considered and controlled by conditions.
3. That, in addition to the recommendations of the report, the following comments should be taken into account;
- That confirmation is sought from the County Council that they will maintain the elements of the Scheme of Planting that falls within land in their control as Highways Authority in perpetuity.
 - That appropriate arrangements are put in place for the final wider Scheme of Planting that falls within the control of the developer of the surrounding development land.
 - That the proximity of the proposal to the South Drove Drain be considered as in its present form, members were concerned that it could increase the risk of failure of the road.

(Moved by Councillor Gambba-Jones, Seconded by Councillor Astill)

Oral representations were received in respect of the above application in accordance with the Council's scheme of public speaking at Planning Committee meetings:

Stacy Barneveld-Taylor – SPARR (Resident, Objector)

134. **H14-0326-19**

Planning No. and Applicant

H16-0327-19 Lincolnshire County Council

Proposal

County Matter application for the Construction of Section 5 of the Spalding Western Relief Road comprising of a new single carriageway route from the B1356

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Spalding Road and Enterprise Way to Vernatt's Sustainable Urban Extension (SUE) incorporating a new roundabout junction with the B1356 Spalding Road, a bridge over the Peterborough to Sleaford railway line, and a priority junction into Vernatt's Sustainable Urban Extension. Land: Parallel Vernatt's Drain and Bound by B1356 Spalding Road to east Spalding

Consideration was given to the report of the Development Manager upon which the above application was to be determined, including his recommendations, copies of which had previously been circulated to all members.

Members debated the matter and fully explored the details of the application in light of prevailing policies and guidance. The debate was not repeated here as Planning Committee meetings were webcast and could be viewed in full at www.sholland.gov.uk for a limited period of time following which the recording could be made available by request.

Councillor Avery and Councillor Slade both spoke as ward members for this item.

AGREED:

4. That no objection is raised, subject to LCC taking in to account the need to consider in more detail the following aspects that will be developed further as part of the detailed design process:
 - Landscape buffer – to include a variety of native species, which respond to local context.
 - Ecological mitigation – to protect and enhance existing habitats.
 - Highways design – to improve connectivity of the area.
 - Drainage design – to improve water quality and collate surface run-off from the proposed.
 - That noise mitigation measures be revisited as the scheme develops through the various stages.
 - The short/medium term air quality impacts of the proposed sections 1 and 5, in particular.
 - The impact of the operational phase on PM10/PM2.5 emissions in 2023 and 2036 as there is an Air Quality Objective for PM10 and a target value for PM2.5 (by 2020) with an overarching requirement for Local Authorities

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to work towards reducing concentrations of particulate matter within the area. (The Air Quality (Standards) Regulations 2010).

- Impacts of particulate matter that have been excluded from the report as it has been assessed and considered to be insignificant.
 - The potential impact of the proposed developments on the air quality in Spalding Town Centre in the interim 13 years (2023-2036) or if Sections 2-4 aren't built.
 - The likely impact on Air Quality of the proposed roundabouts or traffic lights on sections 1 and 5.
 - That the Council's desire for a commitment to acoustic barriers be expressed.
 -
5. In addition it is suggested that LCC consider the imposition of conditions to cover the following matters:
- A condition to control and remedy contamination If found at any time when carrying out the approved development that was not previously identified.
 - A condition requiring that details of dust mitigation measures to be applied/adopted during the construction phase.
 - The Environmental Health Officer would wish to see the recommendations made in the report submitted to support the applications relating to noise control and mitigation are considered and controlled by conditions.
6. That, in addition to the recommendations of the report, the following comments should be taken into account;
- That confirmation is sought from the County Council that they will maintain the elements of the Scheme of Planting that falls within land in their control as Highways Authority in perpetuity.
 - That appropriate arrangements are put in place for the final wider Scheme of Planting that falls within the control of the developer of the surrounding development land.

(Moved by Councillor Astill, Seconded by Councillor Lawton)

Oral representations were received in respect of the above application in accordance with the Council's scheme of public speaking at Planning Committee meetings:

Steve Magenis – SPARR (Resident, Objector)

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Councillor Drury left the meeting at 21:15

135. **H09-0416-19**

Planning No. and Applicant
H09-0416-19 Ashwood Homes

Proposal
Modified agreement application for the medication of a Section 106 Agreement to;

- Reduce the percentage of affordable housing from 33.3% to 25% of the remaining balance of 570 dwellings
- Manor Farmhouse scheme to be submitted by 100th occupation;
- Indexation calculation to commence as each phase starts

Planning Approval H09-0521-14

Land at Manor Farm, Holbeach

Consideration was given to the report of the Development Manager upon which the above application was to be determined, including his recommendations, copies of which had previously been circulated to all members.

Members debated the matter and fully explored the details of the application in light of prevailing policies and guidance. The debate was not repeated here as Planning Committee meetings were webcast and could be viewed in full at www.sholland.gov.uk for a limited period of time following which the recording could be made available by request.

Councillor Rudkin left the chamber at 21:27.

AGREED:

That the Deed of Variation to the original Section 106 agreement be approved.

(Moved by Councillor Biggadike, Seconded by Councillor Tyrrell)

Councillor Rudkin returned to the Chamber at 21:30

136. **H03-1151-18**

Planning No. and Applicant

Proposal

PLANNING COMMITTEE - 29 May 2019

H03-1151-18 Jelson Ltd.

Reserved matters application for the erection of 56 dwellings and associated works – outline approval H03-0331-16 at Caulton’s field, West of Littleworth Drove, Deeping St Nicholas

Consideration was given to the report of the Development Manager upon which the above application was to be determined, including his recommendations, copies of which had previously been circulated to all members.

Members debated the matter and fully explored the details of the application in light of prevailing policies and guidance. The debate was not repeated here as Planning Committee meetings were webcast and could be viewed in full at www.sholland.gov.uk for a limited period of time following which the recording could be made available by request.

AGREED:

That the reserved matters be approved, subject to those conditions listed in Section 9 of the report and the receipt of an acceptable Deed of Variation to the S106 on the site.

(Moved by Councillor Tennant, Seconded by Councillor Brewis)

137. **H16-0930-18**

Planning No. and Applicant
H16-0930-18 M J L Skipmaster

Proposal
Full application for change of use to B1, B2 and B8 at 344 Bourne Road, Pode Hole, Spalding.

Consideration was given to the report of the Development Manager upon which the above application was to be determined, including his recommendations, copies of which had previously been circulated to all members.

Members debated the matter and fully explored the details of the application in light of prevailing policies and guidance. The debate was not repeated here as Planning Committee meetings were webcast and could be viewed in full at www.sholland.gov.uk for a limited period of time following which the recording could be made available by request.

Officers revealed that since the report had been published, Environmental Protection had stated that they would like the use to be restricted to storage (B8) only. As such officers wished to change their recommendations to reflect this.

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Additionally, officers wished to add further conditions that would restrict business hours on the proposed site as well as the protection of light levels in the area.

AGREED:

That, contrary to Officers' recommendations, the application be deferred so that clarification may be sought on Environmental Protection's revised position as well as the newly recommended conditions.

(Moved by Councillor Brewis, Seconded by Councillor Astill)

Oral representations were received in respect of the above application in accordance with the Council's scheme of public speaking at Planning Committee meetings:

Edward Fordham – (Resident, Objector)

138. **H16-0418-19**

Planning No. and Applicant

H16-0418-19 Lincolnshire County Council

Proposal

Full application for internal alterations to accommodate LCC Registrars Service, including installation of door in lieu of window, raising external area for photo opportunities and provision of parking within existing spaces at South Holland District Council, Priory Road, Spalding

Consideration was given to the report of the Development Manager upon which the above application was to be determined, including his recommendations, copies of which had previously been circulated to all members.

Members debated the matter and fully explored the details of the application in light of prevailing policies and guidance. The debate was not repeated here as Planning Committee meetings were webcast and could be viewed in full at www.sholland.gov.uk for a limited period of time following which the recording could be made available by request.

AGREED:

To delegate the granting of planning permission to the Development Manager as the site is within the conservation area the application has been advertised in the local press, as per the statutory requirement. This notice expires on 30 May, and so the recommendation is for a delegated approval subject to those conditions listed in Section 9 of the report, provided that no new issues or objections raising matters not

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considered by the report and by the Planning Committee before the before the expiry of the press notice.

(Moved by Councillor Astill, Seconded by Councillor Seymour)

Oral representations were received in respect of the above application in accordance with the Council's scheme of public speaking at Planning Committee meetings:

Edward Fordham – (Resident, Objector)

139. **H09-0367-19**

Planning No. and Applicant

H09-0367-19 Mr N Abrams

Proposal

Full application for a rear single-storey extension at 97 Spalding Road, Holbeach, Spalding

Consideration was given to the report of the Development Manager upon which the above application was to be determined, including his recommendations, copies of which had previously been circulated to all members.

Members debated the matter and fully explored the details of the application in light of prevailing policies and guidance. The debate was not repeated here as Planning Committee meetings were webcast and could be viewed in full at www.sholland.gov.uk for a limited period of time following which the recording could be made available by request.

AGREED:

To grant permission subject to those conditions listed at Section 9.0 of the report

(Moved by Councillor Biggadike, Seconded by Councillor Brewis)

140. **PLANNING APPEALS**

Councillors considered the report of the Development Manager which provided an update on recent appeal decisions.

DECISION:

That the report be noted.

141. **PLANNING UPDATES.**

The Chairman announced that the Council's 5-year supply of deliverable housing sites as at 31st March 2019 had been published in May.

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142. ANY OTHER ITEMS WHICH THE CHAIRMAN DECIDES ARE URGENT.

There were none.

(The meeting ended at 10.12 pm)

(End of minutes)

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Minutes of a meeting of the **GOVERNANCE AND AUDIT COMMITTEE** held in the Council Chamber, Council Offices, Priory Road, Spalding, on Thursday, 6 June 2019 at 6.30 pm.

PRESENT

E J Sneath (Chairman)
J L Reynolds (Vice-Chairman)

C J T H Brewis

P A Redgate

S C Walsh

Apologies for absence were received from or on behalf of Councillors A M Newton and M D Seymour

In Attendance: F Haywood (Internal Audit Manager, Eastern Internal Audit Services) and M Hodgson (Ernst & Young), the Shared Executive Director Commercialisation (S151), Strategic Finance and Compliance Manager, Financial Control Manager, Finance Manager Treasury, the Corporate Improvement and Performance Manager and the Democratic Services Officer.

1. **DECLARATION OF INTERESTS**

Councillor Sneath informed the meeting that in the interests of transparency, she wished it to be recorded that, although she did not hold a financial interest, she was a Director of Welland Homes Ltd.

2. **MINUTES**

The minutes of the meeting of the Governance and Audit Committee held on 14 March 2019 were signed by the Chairman as a correct record. It was noted that Councillors Brewis and Seymour were the only remaining members from that meeting, and as Councillor Seymour had given his apologies, his agreement of the minutes from the meeting of 14 March 2019 be sought outside of the meeting.

Members also commented on the good work undertaken by the previous Chairman and Vice-Chairman of the Governance and Audit Committee (Councillors G Aley and J Astill respectively) and asked that the Committee's thanks be conveyed to them.

3. **QUARTER 4 2018-19 RISK REPORT**

Consideration was given to the report of the Executive Director Strategy and Governance which provided an update to the Committee on the progress of the Council's identified strategic

Action By

GOVERNANCE AND AUDIT COMMITTEE -

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risks.

The Committee noted the following:

Although the number of risks had remained static in each category, there had been some positive movement within the categories and that for the third consecutive month, there had been no risks identified as high. Of the 17 strategic risks, 15 were medium and 2 were low.

Of those considered a medium risk, there had been a positive movement for the following:

- The risk relating to the Council's implementation of the GDPR regulations had reduced as a result of the successful completion of the Privacy Notices and development of the Asset Registers. In addition, a project plan to monitor performance had been completed and 'reasonable assurance' had been received following an internal audit;
- There had been a further reduction in the risk relating to staff recruitment and retention – Quarter 4 had continued the low turnover trend seen in Q3 with only 4 staff leaving the Council in the quarter. In addition, staff recruitment continued to improve across all areas of the Council. Retention also continued its positive trend and all posts were being recruited to within the target times set;
- The risk relating to the failure to deliver the local plan had reduced to the lowest risk level as the Local Plan Inspectors' report was received on 29 January, and subject to modifications, was found to be sound. The Local Plan was subsequently adopted at a meeting of the South East Lincolnshire Local Plan Joint Committee on 8 March;
- Another risk which had reduced in impact was of a critical breach of ICT security. The service had assessed the risk based on the current cyber security threats for all local government organisations and PSPSP IT were constantly ensuring that the most current anti-virus and malware software was in place, in addition to ongoing user education and support.

The remaining risks, although reviewed, remained static from Quarter 3. These included – the Council's medium term financial plan, including the uncertainty surrounding the future of the Government's Settlement Funding; the impact of business rate appeals and county council budget reductions; the risk relating to the impact on the Council of the Homelessness Reduction Act; contracts monitoring risk remained the same as the last quarter; the risk around PSPS failure to deliver core services remained

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stable; and the risk surrounding the failure to effectively implement the corporate business continuity plans remained the same.

Members were advised that a new administration team would be reviewing KPIs and carrying out reviews of strategic risks. More information on this would be shared with the Committee at as part of the Q1 2019/20 report.

Following consideration of the report, the following issues were raised:

- Staff recruitment and retention – members commented that the low number of leavers was a good news story.
- Impact of business rates appeals – had this been resolved, particularly in relation to the issue around power stations? Officers responded that an update had been received from the valuation office, but there was still no date regarding when the appeal would be held. However, this was no longer a substantial risk as the majority of the amount has been wound down in the accounts, with only the amount relating to the appeal left as a risk.
- Members asked when the business continuity plans would be signed off by the Emergency Planning Board. Officers responded that this information would be fed back to members.

AGREED:

That the report be noted.

4. PROGRESS REPORT ON INTERNAL AUDIT ACTIVITY

Consideration was given to the report of the Head of Internal Audit which examined the progress made between 4 March 2019 and 24 May 2019, in relation to the completion of the internal audit plan of work for 2018/19.

The Governance and Audit Committee received updates on progress made against the annual internal audit plan. The report formed part of the overall reporting requirements to assist the Council in discharging its responsibilities in relation to the internal audit activity.

The Public Sector Internal Audit Standards required the Chief Audit Executive to report to the Governance and Audit Committee the performance of internal audit relative to its agreed plan, including any significant risk exposures and control issues. The

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frequency of reporting at South Holland was to each meeting. To comply with the above the requirements, the report identified:

- Any significant changes to the approved Audit Plan;
- Progress made in delivering the agreed audits for the year;
- Any significant outcomes arising from those audits; and
- Performance measures to date

The Committee was advised that details of progress made in delivering the agreed audit work, and the outcomes arising from the auditor's work was detailed within the report.

During the period covered by the report, Internal Audit Services had issued six final reports – Payroll and HR (Reasonable Assurance); Service Desk (Substantial Assurance); Assurance Review of Budget Management (Reasonable Assurance); Housing Needs Allocations – Homelessness and Housing (Reasonable Assurance); Compass Point – Finance Arrangements (Reasonable Assurance); and Communities Enforcement, Community Safety and ASB (Reasonable Assurance).

AGREED:

That the report be noted.

5. FOLLOW UP REPORT ON INTERNAL AUDIT RECOMMENDATIONS

Consideration was given to the report of the Head of Internal Audit, which provided members with the position on progress made by management in implementing agreed Internal Audit recommendations as at 31 March 2019.

In 2017/18, a total of 85 recommendations were raised by both internal audit providers. Of those, 75 had been implemented by management, 10 were outstanding (5 urgent and 5 important). It was encouraging to note that 6 high priority recommendations, and 1 important had been completed in this period, representing good progress in closing down historical recommendations. The management responses in relation to the outstanding urgent and important outstanding recommendations could be seen in Appendix 2 of the report.

In 2018/19, a total of 76 recommendations had been raised so far. Of these, 28 had been completed and 4 (3 important and 1 needing attention) were overdue. A total of 44 recommendations were not yet due. The management responses in relation to the

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outstanding important recommendations could be seen in Appendix 3 of the report.

Members were provided with an update on the Procurement and Contract Management audit, which had received a limited assurance. The report had been raised in January 2019 - Nine important recommendations had been raised, 6 of these had now been actioned, with 3 outstanding – these were included within Appendix 3 of the report, with the reasons why they were overdue. In addition, there were 3 need attention recommendations - 1 had hit the deadline, 1 was overdue with a new deadline and 1 was completed).

Members considered the information, and the following issues were raised:

- It was noted that Financial Services had only received a limited assurance. Members were advised that this report was currently in draft, that the progress report would cover points raised, and that work was still ongoing with regard to issues such as staff responsibilities.
- Members asked whether actions due at the end of March were still outstanding. It was noted that a fresh update was required on these points. The Financial Control Manager stated that procurement of the new document management system was still outstanding, but that progress was being made. With regard to progress on actions due in May, these items would be included within the follow up report to the next meeting.
- Members stated that the Committee would be monitoring the deadline dates, and would be challenging occasions where there were repeated extensions.
- Members commented that the report currently showed only the due date and did not reflect if a deadline had been moved. It was requested that in the future, where a deadline was moved, that this be included, as well as how many times it had been moved.

AGREED:

That the report be noted.

6. ANNUAL REPORT AND OPINION 2018-19

Consideration was given to the report of the Head of Internal Audit which provided an Annual Report and Opinion for 2018/19, drawing upon the outcomes of Internal Audit work performed over the course of the year, and concluded on the Effectiveness of Internal Audit.

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In line with the Public Sector Internal Audit Standards (PSIAS), which came into force from 1 April 2013, an annual opinion should be generated which concluded on the overall adequacy and effectiveness of the organisation's framework of governance, risk management and control:

- A summary of the work which supported the opinion should be submitted;
- Reliance placed on other assurance providers should be recognised;
- Any qualifications to that opinion, together with the reason for qualification must be provided;
- There should be disclosure of any impairments or restriction to the scope of the opinion;
- There should be a comparison of actual audit work undertaken with planned work;
- The performance of internal audit against its performance measures and targets should be summarised; and
- Any other issues considered relevant to the Annual Governance Statement should be recorded.

The report also contained conclusions on the Review of the Effectiveness of Internal Audit, which included:

- The degree of conformance with the PSIAS and the results of any quality assurance and improvement programme;
- The outcomes of the performance indicators; and
- The degree of compliance with CIPFA's Statement on the Role of the Head of Internal Audit.

The following points were highlighted:

- The opinion itself was positive – last year it had been 'limited' and this year it had improved to 'reasonable'.
- The vast majority of issues raised in the 2017/18 Internal Audit Annual Opinion had been resolved
- Third Party Assurances – As was the case last year, the work on this had not been totally concluded. Improvement was needed and would be sought.

Members considered the information, and the following issues were raised:

- With regard to the ELDC reports, referred to in appendix 2, if there was only limited assurance, why had this not been identified for review? Members were advised that these

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service areas were reviewed annually, and this would be picked up again next year.

- It was noted that the Communications department and the Legal Services department had not been reviewed since 2016. Officers advised that those area that were not high risk would not be reviewed as regularly. If specific risks were to arise in this area, internal audit would be able to carry out an assurance review if requested by management or the Committee.

AGREED:

- a) That the contents of the Annual Report and Opinion of the Head of Internal Audit be received and approved;
- b) That it be noted that a Reasonable audit opinion had been given in relation to governance, risk management and control for the year ended 31 March 2019;
- c) That it be noted that the opinions expressed together with significant matters arising from internal audit work and contained within the report should be given due consideration, when developing and reviewing the Council's Annual Governance Statement for 2018/19; and
- d) That the conclusion of the Review of the Effectiveness of Internal Audit be noted.

7. UNAUDITED FINANCIAL STATEMENTS 2018/19 INCLUDING NARRATIVE REPORT AND ANNUAL GOVERNANCE STATEMENT

Consideration was given to the report of the Executive Director Commercialisation (S151) which presented the unaudited Financial Statements 2018/19, including Annual Governance Statement for members' consideration, prior to formal approval by the Executive Director Commercialisation.

The Accounts and Audit regulations 2015 required that the Responsible Financial Officer signed the unaudited Financial Statements no later than 31 May; and the Financial statements be considered and approved by a committee of the Council no later than 31 July.

As part of the governance role, and in line with good practice, the report presented the unaudited financial statements to the Committee, to enable comments and challenge, and to highlight any key areas.

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The Financial Statements production process was complete, and included in Appendix A was the unaudited version of the 2018/19 Financial Statements (this included the Comprehensive Income and Expenditure Statement; Movement in Reserves Statement; Cash Flow Statement and Balance Sheet as at 31 March 2019).

The unaudited Financial Statements included the draft Annual Governance Statement, which the Committee was asked to review. The Annual Governance Statement explained how the Council had complied with the Code of Practice, and also met the requirements of the Accounts and Audit Regulations in relation to completing an annual review of the effectiveness of the Council's system of internal control. The Annual Governance Statement had been updated to reflect various changes, such as areas highlighted in the internal audit annual report and opinion, and a review of significant governance issues

The timescales involved with the approval, inspection and audit of the Council's financial statements for 2018/19 were:

- Executive Director (Commercialisation) signs Statements 31 May 2019
- Accounts available for public inspection from 31 May 2019
- Unaudited Financial Statements to Committee 6 June 2019
- Audit by Ernst and Young to Commence July 2019 (date TBC)
- Financial Statements approved by Committee 25 July 2019
- Auditor's opinion on Statements issued by 31 July 2019

The accounts had been prepared in accordance with the Code of Practice and the Council's accounting policies, which were brought to the Committee in March 2019.

The External Auditor, Ernst & Young, commented that their audit plan had been presented to the last meeting of the Governance and Audit Committee. They had hoped to bring forward their work from the beginning of July however, this had not been possible and the date committed to was confirmed as 1 July 2019, with the Approval of Annual Governance Statement, for inclusion with the Council's published financial statements and approval of the audited 2018/19 financial statements to be brought to 25 July meeting for sign off by the end of July 2019.

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ACTION:

That the unaudited Financial Statements 2018/19, and the draft Annual Governance Statement, included within the unaudited Financial Statements 2018/19 be approved.

8. ANNUAL TREASURY MANAGEMENT REVIEW 2018/19

Consideration was given to the report of the Executive Director Commercialisation (S151) which requested that the Committee consider the Annual Treasury Management Review 2018/19 prior to it being submitted to Council for approval.

The Council was required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2018/19. The report met the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

During 2018/19, the following reports had been submitted:

- An annual treasury strategy in advance of the year (to Council 8 March 2018);
- A mid year (minimum) treasury update report (to Council on 28 November 2018);
- An annual review following the end of the year, describing the activity compared to the strategy (the report under consideration)

The regulatory environment placed responsibility on members for the review and scrutiny of treasury management policy and activities. The report was therefore important in that respect, as it provided details of the outturn position for treasury activities and highlighted compliance with the Council's policies previously approved by members.

The Council confirmed that it had complied with the requirement under the Code to give prior scrutiny to all of the above treasury management reports by the Governance and Audit Committee. Member training on treasury management issues was undertaken on 15 March 2018, in order to support the members' scrutiny role.

The Treasury Management function was administered by Public Sector Partnership Services Ltd (previously known as Compass

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Point Business Services) on behalf of the Council.

The report summarised the following:

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

Members were advised that training on treasury management issues would be provided in the next few months for new members of the Committee

AGREED:

That the report be noted.

9. GOVERNANCE AND AUDIT COMMITTEE WORK PROGRAMME

Consideration was given to the report of the Executive Manager–Governance (Deputy Monitoring Officer), which set out the Work Programme of the Governance and Audit Committee.

AGREED:

That the report and content of the Work Programme be noted.

10. ANY OTHER ITEMS WHICH THE CHAIRMAN DECIDES ARE URGENT.

The Chairman stated that the next meeting of the Committee was to start at 4.30pm, and would members wish to consider this as the start time for all future meetings? It was agreed that this should be considered at the next meeting, which would start at 4.30pm, and when all members were present.

Members passed on their best wishes to the Financial Control Manager who was shortly due to start maternity leave.

Members congratulated Councillor Sneath on chairing her first Governance and Audit Committee meeting.

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(The meeting ended at 7.58 p.m.)

(End of minutes)

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Minutes of a meeting of the **PERFORMANCE MONITORING PANEL** held in Meeting Room 1, Council Offices, Priory Road, Spalding, on Tuesday, 18 June 2019 at 6.30 pm.

PRESENT

B Alcock (Chairman)
M D Booth (Vice-Chairman)

J R Astill
A C Beal
A C Cronin
R Grocock
J L King

J D McLean
A M Newton
N H Pepper
P A Redgate
G P Scalese

A C Tennant
S C Walsh
D J Wilkinson

In Attendance: The Executive Manager for Growth, the Place Manager, the Communities Manager, the Community Safety and Enforcement Manager, the Community Development Manager, the Economic Development and Inward Investment Manager, the Corporate Improvement Manager, the Democratic Services Officer and the Portfolio Holder Communities and Facilities.

1 **APOLOGIES FOR ABSENCE.**

The Panel was advised that notification had been received of the following substitutions for this meeting only:

- Councillor A Newton was replacing Councillor C J T H Brewis

2 **DECLARATION OF INTERESTS.**

There were none.

3 **CRIME AND DISORDER PARTNERSHIP UPDATE**

Consideration was given to the report of the Executive Director Place which provided members with an update on Community Safety Partnership work at a county and local level. The Portfolio Holder Communities and Facilities, the Communities Manager and the Community Safety and Enforcement Manager were in attendance to provide further information and answer the Panel's questions. The following issues were raised:

- Members asked what the difference was between a public order disturbance and anti social behaviour. Officers advised

Action By

DB, CM

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that they would feed this information back to Panel members.

- If all multi agency initiatives were being undertaken as mentioned within the report, the same issues should not be reoccurring in areas/parishes – was the model working?
 - Officers responded that the model was working. The Joint Diversionary Panel (JDP) pilot, to ensure early intervention, had been extended. County and youth offending services had benefited from earlier intervention through the JDP. Officers would be critical of reports, and if positive changes or early intervention were not seen, this would be challenged.
- Members responded that the main problem was getting early intervention where incidents were not witnessed or evidenced.
 - Early intervention involved working with young people and the family as a whole. With regard to early intervention around enforcement, evidence was required. Officers did what they could, but without sufficient evidence, the issue could not be pursued. Direct reporting was required.
- The report stated that 99% of all reports of youth related anti-social behaviour were dealt with through an incremental approach and did not require formal enforcement action due to compliance. Members commented that it was difficult to correlate this information with the Police report - could this be done in future reports?
 - Officers responded that 99% was a figure provided to the Authority. Figures that went to the Police were what had also been provided by the Police. The Community Safety and Enforcement Manager stated that she would need to speak to the Police about how information could be broken down from their figures.
- Information showed 3 incidents in Crowland – had the Police asked the Authority, and interrogated CCTV footage, for information, and had this produced outcomes on the 3 incidents? How many times had the Police enquired about specific CCTV footage, with the result that the information was not useful? What did the figures show?
 - Officers responded that they generally worked with the CCTV control centre in Boston to provide the type of information that was required. The information currently covered the whole district – in the future, officers would be looking at whether figures could be broken down. For future reporting of this information, consideration could be given to a monthly breakdown, with quarterly and then annual totals. Information could

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include the number of CCTV cameras, information on the evidence packages, and the number of arrests made.

- The Donington area was currently being affected by various anti social behaviour issues, vandalism etc. Ward members felt that there was more that the Police could do to address these ongoing issues.
 - Officers responded that they would discuss the specific issues with the ward member. DB
- Members commented that there had been a number of joint working initiatives which had not been particularly successful. It was hoped that this one would be.
 - Officers dealt with a lot of victims of anti social behaviour who were satisfied. However, the Panel was right to challenge on areas that may not appear to be working. Officers would discuss this with the Police Inspector, who had stated that he would be happy to attend the next meeting of the Panel. DB, CM
- Would the Johnson Hospital in Spalding have an Independent Domestic Violence Advisor (IDVA) in the future?
 - Evidence of value would be required for an IDVA to be based at a specific hospital. An IDVA would be based at a location in the eastern region however, the ideal situation would be for there to be one in all hospitals.
- Had the need for an IDVA be identified because the previous offer was not adequate?
 - An IDVA would provide support at the point where violence was reported. Currently, situations were reported when an individual presented themselves at hospital, but after a lapse of time, the complaint was often not pursued. An IDVA could take up a complaint at the point of reporting.
- Many churches had shown interest in the Safeguarding agenda – could awareness sessions be arranged for those interested?
 - The Communities Manager advised that this could be taken forward. EH
- Members were advised that the Community Warden was providing information of activity on social media, fines relating to enforcement issues were now being given out, and that the Authority was looking to recruit another warden.
- Members asked if all Councillors could meet could meet the Community Wardens.

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- The Portfolio Holder Communities and Facilities agreed that a training session could be arranged on the work of the whole team.
- Were councillors notified of when the Community Wardens attended particular wards? Were reports provided detailing their work, and enforcement action undertaken?
 - The Community Wardens provided information of where they had been on social media. However, care needed to be given with regard to publicising areas that they would be going to beforehand. Work was currently underway with the Communications Team around how the wardens could communicate their work effectively. Officers also stated that it would be helpful for members to report areas and issues of concern. Wardens could be deployed in a particular area if requested by a community. The wardens did have a rota that they worked to, but they also needed to be reactive when required.
- The public was encouraged to contact the Council to report various issues such as enforcement and anti social behaviour - how did the Authority promote itself?
 - Information was included in local magazines, officers went door to door and social media was used. The Communications office was also working on promotion. District Councillors could also assist in spreading information around reporting.
- Members agreed that it was important for individuals to report incidents however, feedback was also required to assure complainants that their reports were being acted on.
 - Officers stated that detailed information could not be provided to a third party. However, members were provided with an assurance that there were checks in place to ensure that reported incidents were acted upon, and that there were triggers set up to ensure that the person was spoken to within the appropriate timeframe.
- Members asked if they could be informed of the number of incidents being dealt with in a particular parish?
 - Officers responded that software currently did not allow for this information to be extracted and then broken down by ward. However, other authorities had raised similar issues and the issue was being looked into.
- Members additionally asked if they could be provided with information on satisfaction levels.
 - Information was available for Parish Councils however, the Police had not provided this.

DB, EH

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- Dissatisfaction was raised regarding the lack of information provided, and liaison by the Police with Parish Councils. It was stated that PCSOs did not attend Parish meetings, and there was often no responses to communication.
 - Officers responded that some training was provided for Parish Clerks to advise them how to obtain information in readiness for parish meetings.
- It was clear that there were a number of concerns raised by Parish Councils – could this issue be raised with the Inspector? As a community, these issues needed to be resolved.
- Many of the issues addressed within the report, such as mental health, were broad ranging and out of the control of the Authority. These were issues that would be dealt with by relevant agencies specialising in dealing with them. The Police would be aware of issues and the resources needed to deal with them.
- The joint working detailed within the report should be addressing the situation – was it working?
 - The Portfolio Holder commented that the Inspector could be asked to attend the next Panel meeting to answer questions. In addition, resourcing for policing in rural areas should be raised with the local MP.
- The Panel responded that some genuine action was needed to move forward on the issues that had been raised. The Panel made the point that it did not want to only receive reassurances, they needed to see actions and results. The Community Safety and Enforcement department was working well, and the report that had been produced was good. However, there were still concerns and the Performance Monitoring Panel should act as a conduit to address these. Representation should be made to the Police Inspector and the local MP on these concerns.
- Members asked if the Community Safety and Enforcement service was adequately resourced.
 - Officers responded that more work could always be done with more officers.

The Panel agreed that the Police Inspector and the local Member of Parliament be invited to the next meeting of the Panel to answer questions on the concerns raised within the meeting (listed below), and that if further questions and concerns remained, that consideration be given to setting up a Task Group in the future:

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- Lack of funding for rural policing;
- Perceived lack of liaison and information exchange between the Police and parish councils;
- Effectiveness of data reported by the Police.
- Information around figures reported for enforcement action against young people – correlation between information from the Police and figures used by the Authority.
- Insufficient, meaningful data relating to CCTV footage and how this impacted on investigation of crimes.
- Was the current joint working arrangement successful?

DECISION:

- a) That the content of the report be noted;
- b) That the Police Inspector and the Member of Parliament be requested to attend the next meeting of the Performance Monitoring Panel to address the issues raised; and
- c) That a further update report be provided to the Panel in six months time.

(The Community Safety and Enforcement Manager left the meeting following consideration of the above item.)

4 SWIMMING POOL & LEISURE FACILITIES TASK GROUP UPDATE

Consideration was given to the report of the Executive Director Place which provided members with an update on the recommendations of the Swimming Pool and Leisure Facilities Contract Task Group. The Task Group had presented its recommendations to Cabinet in November 2016, and the Panel had since been provided with four progress reports.

Members considered the report, and the following issues were raised:

- The Portfolio Holder advised that face to face feed back was positive. Members commented that it was good to see improvements.
- Feedback regarding cleanliness of changing rooms could be historic feedback – it was important that this was monitored.
- When the new contract had been agreed, had all user groups been contacted, and any existing arrangements picked up?
 - Members were told that users had been advised

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and that any arrangements known of had been transferred. Where any subsequent issues arose, these were being dealt with as they materialised, on a case by case basis.

- User feedback was important and should be encouraged. Was enough prominence being given to obtaining feedback from customers? Could a survey be undertaken on areas of previous poor performance to identify whether these had improved?
 - Officers responded that customer feedback cards were already available, and that there would be an annual survey. However, more could be done to obtain customer feedback.
- Members responded that the report was positive however, a report written outside of the authority may be more robust. If surveys were being undertaken, the use of customer feedback cards needed to be more proactive. The next update report should include more customer feedback.
- Members were notified that the sauna was currently out of use, and that the children's pool was also out of use for the foreseeable future – the results of these two issues needed to be reflected in a future report.
- Members were concerned to hear that, at the time the leisure contract had changed, it had been found that the sauna did not comply to required standards – would it comply in the future, and had it complied during the period of the last contract?
 - The Portfolio Holder responded that more information on the situation was currently being sought, and then a decision would be made with regard to repair and refurbishment.
- Members responded that it was important to ascertain whether the responsibility lay with the Authority or the previous contractor. The Panel wished to be advised when an update was available.

Members agreed that update reports should continue on a six-monthly basis, and that a brief report be presented back to the next meeting of the Panel to ensure that positive trends continued.

AGREED:

- a) That the content of the report be noted;
- b) That a brief report be presented to the next meeting of the

EH, RR

CM

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Panel, to ensure that the improving trends continue.

(The Community Development Manager and the Portfolio Holder, Communities and Facilities left the meeting following consideration of the above item).

5 MINUTES

Consideration was given to the minutes of the meeting of the Performance Monitoring Panel held on 20 March 2019.

AGREED:

That the minutes be signed as a correct record.

6 QUESTIONS ASKED UNDER STANDING ORDER 6

There were none.

7 TRACKING OF RECOMMENDATIONS

There were none.

8 ITEMS REFERRED FROM THE POLICY DEVELOPMENT PANEL.

There were none.

9 KEY DECISION PLAN

Consideration was given to the Key Decision Plan issued on 17 January 2019.

The following issues were raised:

CSU Building Materials Contract – members asked what scrutiny this had been subjected to. Officers advised that this information would be sought and provided to Panel members.

JK, CM

Car parking review – members asked why this only covered card parks in Spalding? Officers responded that Spalding had the majority of car parks that charged. Holbeach only had one car park that charged and the decision had therefore been taken to only review Spalding. Members requested that Holbeach be included in the review to ensure equity across the district.

CP

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AGREED:

That the Key Decision Plan issued on 17 January 2019 be noted.

10 ECONOMIC DEVELOPMENT AND INWARD INVESTMENT UPDATE

Consideration was given to the report of the Executive Director Commercialisation (S151) which provided an update on how Economic Development and Inward Investment was undertaken and promoted in South Holland.

NB

The Economic Development and Inward Investment Manager advised that the covering report he had provided did not show the most up to date information. However, the appendix was correct. Members requested that the correct version of the report be circulated to all Panel members, and that an updated version of the report be provided to the next meeting.

Members were advised that the action plan was now complete, and were also provided with an update on other work undertaken by the Economic Development and Inward Investment department. The contract with Opportunity Peterborough was at its 12 month point, and they were working with the Authority in putting together an economic action plan of activities for the short to medium term.

Members considered the information, and the following issues were raised:

- Members commented that industry could be approached for funding, as it would ultimately benefit them. The Authority should do this before any current funding expired.
- There were a number of opportunities that could be linked up – breakfast meetings could be used to promote skills and consider sponsorship packages. Officers responded that a skills presentation had already taken place, and that this was the next part of the process.
- ‘Grants for Growth’ focussed on smaller businesses - a link between this and larger companies was required.
- Officers commented that young people had skills, but not always the skills to be successful in interviews. Links between businesses, Boston College and similar organisations was needed.

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- Some employers were worried about how lower paid jobs would be filled post- Brexit. Members commented that it would be interesting to meet these employers.
- A lot of work was being undertaken with regard to economic development and inward investment, but there were staff issues and utility issues. Was any other work being done to bring in other industries rather than relying so heavily on the food industry?
 - Officers responded that some years ago, there had been a drive for more diversifications however, market forces drove this, and the area had the businesses that were required.
- With regard to the proposed new position with the Economic Development and Inward Investment Team, members expressed concern over the small size of the department, and the fact that it may be difficult to attract and retain applicants.
- A similar industry was being built up in Peterborough where the road and communications infrastructure was better. It was important that the department worked hard to keep businesses in the South Holland area, and to bring new ones in.
- There had previously been an element of criticism with regard to the Authority's marketing strategy.
 - Officers responded that they were looking at producing a communications and marketing strategy, and a micro site linked to inward investment.

AGREED:

- a) That the report be noted; and
- b) That a full, updated report be provided to the next meeting of the Performance Monitoring Panel.

(The Economic Development and Inward Investment Manager left the meeting following discussion of this item).

11 Q4 2018-19 PERFORMANCE OVERVIEW REPORT

Consideration was given to the report of the Portfolio Holder for Governance and Customer which provided an update on how the Council was performing for the period 1 January 2019 to 31 March 2019.

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The following key areas of success were highlighted:

- Staff turnover figures had improved;
- There had been a significant reduction in days lost to staff sickness;
- Customer feedback continued to improve, and the number of complaints responded to within 15 working days had increased;
- Housing re-let performance continued to improve

The following areas for improvement were highlighted:

- The year-end gross income generated by EHT&C had not hit its target however, costs associated with the running of EHT&C were relative to income and were therefore also down on what was forecasted. In addition, EHT&C, albeit still in its infancy, continued to grow and develop a sound reputation within the sector and this growth was forecasted to continue into the new financial year.
- There was a small spike in the number of missed waste collections reported however, context was required when looking at the figures.

Officers stated that the information detailed within the report was already 3 months out of date. Consideration was being given to how the Authority's success could be measured against its plan, and how more meaningful measures could be reported e.g. how it reacted to missed collections rather than how many missed collections there were. The Corporate Innovation, Change and Performance Manager was working with the Portfolio Holder, Governance and Customer on proposals, and these would come back as part of the Q1 report. Consideration was also being given to doing some forecasting work. Once the new measures were in place, this would provide the information on forecasted performance which would give better opportunities to react and respond.

Members were in favour of these improvements however, they requested that the Panel be consulted on any proposed changes. The Panel had been involved in suggesting changes to the current report format, and it was important that the Panel was also happy with the format of the new report. Officers confirmed that they would bring forward the proposed suite of measures to the Panel.

Members asked whether there was a breakdown available on the figures for upheld complaints. Officers responded that this information could be provided. In addition, information was also

RB

RB, CM

PERFORMANCE MONITORING PANEL -
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available on how many complaints were subsequently escalated to the next stage.

AGREED:

- a) That the report be noted; and
- b) That the Panel be provided with details of the proposed changes to the Performance Overview report, prior to them being finalised.

12 PERFORMANCE MONITORING PANEL WORK PROGRAMME

Consideration was given to the report of the Executive Manager Governance, which set out the Work Programme of the Performance Monitoring Panel. The Work Programme consisted of two separate sections, the first setting out the dates of the future Panel meetings along with proposed items for consideration, and the second setting out the Task Groups that had been identified by the Panel.

AGREED:

That the Work Programme provided by the Executive Manager – Governance be noted.

13 ANY OTHER ITEMS WHICH THE CHAIRMAN DECIDES ARE URGENT

There were none.

(The meeting ended at 8:50 pm.)

(End of minutes)

Minutes of a meeting of the **POLICY DEVELOPMENT PANEL** held in the Council Chamber, Council Offices, Priory Road, Spalding, on Tuesday, 25 June 2019 at 6.30 pm.

PRESENT

A R Woolf (Chairman)
J D McLean (Vice-Chairman)

J R Astill
F Biggadike
R A Gibson

M Hasan
J L King
P A Redgate

J L Reynolds
G R D Rudkin
S C Walsh

In Attendance: Place Manager, Housing Services Manager, Environmental Protection Manager and Lead Democratic Services Officer.

Apologies for absence were received from or on behalf of Councillors J Avery, M D Booth, H Drury, A M Newton, S-A Slade and E J Sneath

1. **POLICY DEVELOPMENT PANEL**

Consideration was given to the minutes of the Policy Development Panel held on 5 March 2019.

AGREED:

That the minutes be signed as a correct record.

2. **JOINT PERFORMANCE MONITORING PANEL AND POLICY DEVELOPMENT PANEL**

Consideration was given to the minutes of the meeting of the Joint Performance Monitoring Panel and Policy Development Panel.

AGREED:

That the minutes be agreed as a correct record.

3. **JOINT PERFORMANCE MONITORING PANEL AND POLICY DEVELOPMENT PANEL**

Consideration was given to the Joint Performance Monitoring Panel and Policy Development Panel meeting held on 9 January 2019.

Councillors were informed that when the minutes had been considered by the Performance Monitoring Panel on 20th March 2019, Councillors had asked for clarification regarding one of the

Action By

**POLICY DEVELOPMENT PANEL - 25 June
2019**

bullet points on the leisure contract. Clarification had been given with the following additional wording which had been agreed by the Performance Monitoring Panel:

The five year contract in the current facilities met short term needs whilst a position around future requirements was assessed. This would include taking into account the current facilities.

This clarification was circulated to members of the Panel.

AGREED:

That subject to the above inclusion, the minutes be signed as a correct record.

4. JOINT PERFORMANCE MONITORING PANEL AND POLICY DEVELOPMENT PANEL

Consideration was given to the minutes of the Joint Performance Monitoring Panel and Policy Development Panel meeting held on 12 February 2019.

AGREED:

That the minutes be signed as a correct record.

5. DECLARATION OF INTERESTS.

There were no declarations of interest.

6. QUESTIONS ASKED UNDER STANDING ORDER 6

There were no questions asked under Standing Order 6.

7. TRACKING OF RECOMMENDATIONS

There were no tracking of recommendations.

8. ITEMS REFERRED FROM THE PERFORMANCE MONITORING PANEL

There were no items referred from the Performance Monitoring Panel.

9. KEY DECISION PLAN

Consideration was given to the Key Decision Plan dated 17 June 2019.

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2019**

AGREED:

That the Key Decision Plan be noted.

10. POLICY REGISTER

The Panel gave consideration to the Policy Register dated 14 June 2019.

AGREED:

That the Policy Register be noted.

11. REVIEW OF HMO LICENSING POLICY

The Housing Services Manager provided an update on the review of the Houses of Multiple Occupancy (HMO) Licensing Policy.

The Panel noted that in October 2018, in light of new legislation, the Council had agreed to increase the HMO licensing fee to £540. Since then 33 properties had been licensed. There were 30 properties against which the Council was considering taking enforcement action. Partnership working with the police and fire brigade was being undertaken.

A Councillor highlighted that sometimes the refuse arrangements in HMOs caused problems and asked how the Council dealt with that? It was noted that refuse collection was picked up as part of the process. If the HMO was licensed then it would have to meet certain criteria at inspection.

Working with other authorities would continue, as required by legislation. Councillors would be informed of how regularly meetings with other local authorities took place.

Members of the Committee discussed the Councillors' role in intelligence gathering about HMOs. Which houses were registered as HMOs was a matter of public information. Councillors would be directed to where this information could be found.

It was agreed that a further update would be provided at the meeting on 6 November 2019.

AGREED:

That the update on the review of the HMP Licensing Policy be noted.

12. REVIEW OF CONTAMINATED LAND STRATEGY

The Panel considered a report of the Portfolio Holder for Public Protection and executive Director – Strategy and Governance setting out the revised Contaminated Land Strategy.

Councillors noted that Local authorities had a number of duties in respect of contaminated land. These duties were originally imposed by Part 2A, Environmental Protection Act 1990 (Part 2A), as inserted by Section 57, Environment Act 1995. The duties were implemented by the Contaminated Land (England) Regulations 2000 as amended, supported by Part 2A Contaminated Land Statutory Guidance.

The UK policy on contaminated land was to prevent future pollution (dealt with separately through Groundwater Regulations and Pollution Prevention and Control (PPC) Legislation) and to restore past damage / contamination in a structured way. This element of the policy was delivered through a combination of the planning regime and the duties under Part 2A. The UK policy aimed to reduce unacceptable risks to human health and the environment, to enable the re-use of brownfield sites and to protect green-field sites. This is based on a risk based approach that emphasised voluntary, positive and controlled action and recognised that the best means of paying for remediation is often through redevelopment.

The strategic approach by local authorities referred to above, was dealt with by a requirement for all local authorities to produce and publish a Contaminated Land Strategy. The strategy detailed how contaminated land was to be identified and the inspection strategy to be employed (rational, ordered and efficient). The aim of the strategy was to direct the work to assess potentially contaminated sites, ensure that the most pressing and serious problems are located first, reflect local circumstances and where appropriate formally determine land as contaminated land. Local Authorities were also required to identify who is liable, secure remediation where necessary, or to act in default and recover costs and to maintain a public register of contaminated land.

The Strategy was last reviewed in 2014, at which time a number of changes had been made to reflect changes in legislation and

**POLICY DEVELOPMENT PANEL - 25 June
2019**

statutory guidance (The Contaminated Land (England)(Amendment) Regulations 2012), as well as changes in the planning framework which included the introduction of the national planning policy framework at that time and removal of Defra (Department for the Environment, Food and Rural Affairs) grant funding for certain aspects (Pt 2A remediation work).

Members noted that this current draft didn't materially change the strategic approach already set out for contaminated land and that there had been no significant changes in legislation or statutory guidance that the Council had to have regard to at this time. The opportunity has been taken to remove some duplication of information, move some technical information from the main body of the Strategy and move it to the appendices and make reference to the new South Lincolnshire Local Plan.

In response to a question from a Councillor, the Environmental Protection Manager explained that there were over 1000 potentially contaminated sites and that routine inspections did not take place. The service was intelligence led and action was targeted where a complaint was received.

The Panel asked whether there was any opportunity to interact with the utility companies. It was noted that it had proven difficult to obtain information from the utility companies. However, with regard to planning permissions, a condition was added requiring ground works and having to report contamination if any was found.

Councillors referred to the former gypsy and traveller site at Gosberton and whether they were areas of concern with regard to contamination, as there was anecdotal evidence that contaminated objects were buried. The Environmental Protection Manager stated that the site was on list of sites of potential concern. If the site was used in the future then the Council would get involved, but there needed to be the potential for significant harm, for example the contamination of controlled waters. If there was no risk then it was unlikely that the Council would get involved.

Councillors asked what a 'special' site was. It was noted that the Council did not know of any contaminated areas that affected 'special' sites, and that the definition would be circulated to Councillors.

With regards to audit of the strategy, there was no external process but it was subject to internal audit.

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Councillors praised the strategy for being easy to understand and noted that, as set out in legislation, the consultees would be neighbouring local authorities, the Environment Agency, Natural England, Fire and Rescue and other relevant bodies. There would be a six week consultation period.

AGREED:

That the Panel commends the draft Contaminated Land Strategy for consultation.

13. POLICY DEVELOPMENT PANEL WORK PROGRAMME

The Panel considered a report by the Executive Manager – Governance setting out the work programme of the Panel. The work programme consisted of two sections, the first setting out the dates of future panel meetings along with proposed items for consideration, and the second setting out Task Groups that had been identified by the Panel.

The Chairman informed the Panel that the Executive Director for Place had given his apologies for the meeting, but had met with him and the Vice-chairman to go through the work programme.

The Panel discussed areas of work that they would like included in the work programme and the following key points emerged:

- Public Open Spaces Task Group – Councillors felt that this Task Group had stalled and was awaiting a report back following consultation with Parish Councils. It was agreed that, as it was a joint Task Group with PMP (the Performance Monitoring Panel), the Chairman of that Panel would be approached to see if they would be happy for it to be encompassed into a new Task Group looking at Planning Design that would be set up as a Policy Development Panel Task Group. If not, the Planning Design Task Group could be set up as a joint Task Group with PMP.
- Further to above, a Planning Design Task Group be established composed of Councillors Astill, King, Redgate, Reynolds, and Walsh
- Postage and Paper Reduction Task Group – It was agreed that this Task Group had served its purpose and could be removed from the Work Programme.

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- Leisure Facilities Task Group – This was a joint Task Group with PMP which reported to Cabinet in 2014 and tracking of recommendations considered by PDP in February 2015. It was agreed that, in consultation with PMP, this Task Group be removed from the work programme.
- The Panel identified that they would like to give consideration to possible Task Groups on Cross Departmental Working at South Holland District Council and also the Community Infrastructure Levy. It was agreed that officers would be invited to the next meeting of the Panel to give a position statement on these issues in order that the panels could make an informed decision on whether or not to proceed with a Task Group.

AGREED:

1. That the Work Programme be noted; and
2. That the actions be progressed as set out above.

14. ANY OTHER ITEMS WHICH THE CHAIRMAN DECIDES ARE URGENT.

There were no urgent items.

(The meeting ended at 8.05 pm)

(End of minutes)

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Minutes of a meeting of the **PLANNING COMMITTEE** held in the Council Chamber, Council Offices, Priory Road, Spalding, on Wednesday, 26 June 2019 at 6.30 pm.

PRESENT

R Gamba-Jones (Chairman)
J Avery (Vice-Chairman)

B Alcock
C J T H Brewis
F Biggadike
H J W Bingham

P E Coupland
H Drury
R Grocock
C J Lawton

G R D Rudkin
M D Seymour
A C Tennant
J Tyrrell

In Attendance: The Development Manager, the Senior Planning Lawyer and the Democratic Services Officer.

Apologies for absence were received from or on behalf of Councillors J L Reynolds

1. **MINUTES**

Consideration was given to the minutes of the meeting of the Planning Committee held on 29 May 2019.

AGREED:

That the minutes be held as a correct record.

2. **DECLARATION OF INTERESTS.**

Councillor Drury stated that he had a disclosable pecuniary interest in relation to agenda item 5, and that he would therefore leave the chamber for the duration of that item.

Although not a member of the Planning Committee, Councillor Pepper stated he was a ward member for the application at agenda item 5, that he had a non pecuniary interest, and would therefore take no part in the discussion.

3. **QUESTIONS ASKED UNDER THE COUNCIL'S CONSTITUTION (STANDING ORDERS).**

4. **H02-0189-19**

Planning No. and Applicant
H02-0189-19 Ashwood Homes

Proposal
Full application for the erection of 108 dwellings with associated garaging, roads and sewers at Crease Drove, Crowland.

PLANNING COMMITTEE - 26 June 2019

Councillor Drury left the room at 18:37.

Consideration was given to the report of the Development Manager upon which the above application was to be determined, including his recommendations, copies of which had previously been circulated to all members.

Members debated the matter and fully explored the details of the application in light of prevailing policies and guidance. The debate was not repeated here as Planning Committee meetings were webcast and could be viewed in full at www.sholland.gov.uk for a limited period of time following which the recording could be made available by request.

The local member for the application, Councillor J Astill, attended the meeting and spoke against the application.

AGREED:

That the application be deferred, for officers to negotiate with the developer amendments in line with the recommendations of the committee, namely – concerns regarding the distribution of affordable homes; car parking, and its poor relationship to associated housing: the distance of the easement between the proposed development and the nearby commercial development, and how ‘agent of change’ had affected this; drainage issues on the site and solutions being sought; maintenance of dykes (should they need to be kept), and maintenance of the easement; maintenance of the acoustic fence; and location of the open space.

(Moved by Councillor Grocock, seconded by Councillor Coupland).

Oral representations were received in respect of the above application in accordance with the Council’s scheme of public speaking at Planning Committee meetings:

David Standbridge (Resident, Objector)

Cllr Drury returned to the room at 20.00.

5. H14-1252-18

Planning No. and Applicant

H14-1252-18 Hawkstone Properties PLC

Proposal

Full application for proposed mixed use development, comprising of drive thro’ coffee shop A3 use, café/hot food takeaway A3 use, A3 and A restaurants and D2 assembly and leisure (fitness centre) and/or B1, B2, B8 (trade counter) use, at land at the junction of Wardentree Lane/Wardentree Park, Pinchbeck.

PLANNING COMMITTEE - 26 June 2019

Consideration was given to the report of the Development Manager upon which the above application was to be determined, including his recommendations, copies of which had previously been circulated to all members.

Members debated the matter and fully explored the details of the application in light of prevailing policies and guidance. The debate was not repeated here as Planning Committee meetings were webcast and could be viewed in full at www.sholland.gov.uk for a limited period of time following which the recording could be made available by request.

AGREED:

To grant permission, subject to three conditions listed at Section 9.0 of the report.

(Moved by Councillor Avery, seconded by Councillor Coupland).

Oral representations were received in respect of the above application in accordance with the Council's scheme of public speaking at Planning Committee meetings:

John Dadge - (Agent)

6. **H11-0131-19**

Planning No. and Applicant

H11-0131-19 Long Sutton Parish Council

Proposal

Full application for change of use of park land for the extension of burial ground within Long Sutton Cemetery at cinder Ash Park, London Road, Long Sutton.

Consideration was given to the report of the Development Manager upon which the above application was to be determined, including his recommendations, copies of which had previously been circulated to all members.

Members debated the matter and fully explored the details of the application in light of prevailing policies and guidance. The debate was not repeated here as Planning Committee meetings were webcast and could be viewed in full at www.sholland.gov.uk for a limited period of time following which the recording could be made available by request.

AGREED:

That, contrary to recommendations, planning permission be granted, as the community benefit of providing the cemetery extension outweighed other considerations. This decision needed to be referred to the Secretary of State via the National Planning Casework Unit due to the Sport England objection.

(Moved by Councillor Brewis, seconded by Councillor Avery)

PLANNING COMMITTEE - 26 June 2019

7. H17-0425-19

Planning No. and Applicant

H17-0425-19 Mr M Spindler

Proposal

Full application for extension and alterations to dwelling at 83 Seas End Road, Surfleet, Spalding

Consideration was given to the report of the Development Manager upon which the above application was to be determined, including his recommendations, copies of which had previously been circulated to all members.

Members debated the matter and fully explored the details of the application in light of prevailing policies and guidance. The debate was not repeated here as Planning Committee meetings were webcast and could be viewed in full at www.sholland.gov.uk for a limited period of time following which the recording could be made available by request.

AGREED:

To grant permission, subject to the conditions listed at Section 9.0 of the report.

(Moved by Councillor Avery, seconded by Councillor Drury).

8. PLANNING UPDATES.

The Chairman announced that, since the last report, 8 appeal decisions had been received, and all 8 had been dismissed.

9. ANY OTHER ITEMS WHICH THE CHAIRMAN DECIDES ARE URGENT.

There were none.

(The meeting ended at 9:01 pm).

(End of minutes)

SOUTH HOLLAND DISTRICT COUNCIL

Report of: Cabinet

To: South Holland District Council Wednesday, 31 July 2019

(Author: Christine Morgan Democratic Services Officer)

Subject Report from Cabinet meeting on 18 June 2019

Purpose: To consider recommendations of the Cabinet in respect of:

- a) **2018/19 Financial Outturn – To provide information on the outturn financial position of the Council as at 31 March 2019 (Cabinet minute 6/19) (Cabinet agenda item 7)**
- b) **Economic Action Plan, Inward Investment Marketing Strategy, Skills Service future funding options, creation of a new Economic Development Officer post – To present to members a package of proposed activity that has been designed to support interventions in respect of Economic Development and Inward Investment delivery in South Holland, including the adoption of a South Holland Economic Action Plan (Cabinet minute 7/19) (Cabinet agenda item 8)**

Recommendations to Council:

a) 2018/19 Financial Outturn

- 1) That the net General Fund underspend of £631,859 be transferred to the Council Tax Reserve.
- 2) That the revised General Fund capital programme of £8.268m **Appendix A – Table 6** and the revised HRA capital programme for 2019/20 of £14.875m **Appendix A – Table 8** are approved.

b) Economic Action Plan, Inward Investment Marketing strategy, Skills Service future funding options, creation of a new Economic Development Officer post

- 3) That in order to support with the delivery of recommendations 1, 2 and 3 (to Cabinet), and to provide additional resilience to the Economic Development and Inward Investment team, that Council gives consideration to and approves the creation of a new Economic Development Officer post.

1.0 BACKGROUND

- 1.1 Article 4 of the Council's Constitution provides that only the full Council may exercise the functions of approving, adopting or amending the policy framework and budget, and adopting or changing the Constitution. Staffing matters are also a Council function. The Cabinet however has a responsibility for advising the Council on such matters. At its

meeting on 18 June 2019, the Cabinet made recommendations to Council in respect of the above items which may affect the budget and policy framework, Constitution or comprise staffing issues.

- 1.2 The remainder of this report details the recommendations of the Cabinet which must be read in conjunction with the individual reports to Cabinet, copies of which are attached as appendices.

2.0 **2018/19 FINANCIAL OUTTURN
(Report submitted to Cabinet – Item 7 attached)**

Consideration was given to the report of the Portfolio Holder for Finance and Executive Director Commercialisation (S151) which provided information on the outturn financial position of the Council as at 31 March 2019.

In response to when new leisure facilities would be considered in the South Holland area, members were advised that surveys on facilities and outside space were currently underway. These would last for 12 months. A consultation was also due to start shortly. Outcomes would be considered at the end of this period which would inform future provision.

DECISION:

- a) That the report and Appendix A be noted;
- b) That the contributions to and use of reserves be agreed in line with para 5.5.2 to 5.5.4 and Appendix A, Tables 3 and 4 of the report;

(Other options considered:

- *To note the report and not approve the recommendations detailed in Appendix A; or*
- *To do nothing.*

Reasons for decision:

- *To provide members with information on the Council's overall financial performance in 2018-19 and to provide an updated financial position on reserves for 2019-20.)*

3.0 **ECONOMIC ACTION PLAN, INWARD INVESTMENT MARKETING STRATEGY, SKILLS SERVICE FUTURE FUNDING OPTIONS, CREATION OF A NEW ECONOMIC DEVELOPMENT OFFICER POST
(Report submitted to Cabinet – Item 8 attached)**

Consideration was given to the report of the Portfolio Holder for Growth and Commercialisation, which presented to members a package of proposed activity that had been designed to support interventions in respect of Economic Development and Inward Investment delivery in South Holland, including the adoption of a South Holland Economic Action Plan.

Members questioned how the Authority would measure the success of the proposals detailed within the report. Officers confirmed that that the results of the

action plan would be monitored very closely. Areas such as the number of jobs created, the number of businesses attracting to the district, and the value they brought to the economy would all be measured.

DECISION:

- a) That the adoption of the South Holland Economic Action Plan and associated work programme be approved, with a view to embed the actions contained within as part of the Council’s delivery of its wider corporate plan;
- b) That the proposed funding for the delivery of the ‘Skills Service’ across secondary schools in South Holland for a 12 month period be approved, whilst a longer term funding strategy for the service is developed;
- c) That in view of the findings of the ‘Inward Investment Communications and Marketing Audit’ as prepared by Opportunity Peterborough, implementation of the elements contained in paragraph 3.12 of the report, relating to communication with businesses within the district be approved; and

(Other options considered:

- *To approve some or all of the recommendations, with or without changes; or*
- *To do nothing.*

Reasons for decision:

- *The adoption of the Economic Action Plan would provide an evidence based action plan/policy to guide and inform the direction of the service;*
- *The adoption of the communications recommendations within the Marketing and Communications Audit would help drive improvements in how the Authority communicated with key stakeholders on matters relating to economic and jobs growth;*
- *Funding to support the continuation of work being done by the Skills service with local schools and businesses would allow the Authority to support local school leavers and businesses in promoting career opportunities within the local economy; and*
- *The addition of an Economic Development Officer post to the existing team would strengthen the Grants4growth project and the Economic Development/Inward Investment service.)*

Background papers:-	None
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Lead Contact Officer

Name and Post: Christine Morgan Democratic Services Officer
Telephone Number
Email: cmorgan@sholland.gov.uk

Key Decision: N

Exempt Decision: N

Appendices attached to this report:

Appendix A Cabinet Agenda Item 7

Appendix B	Cabinet Agenda Item 7 – Appendix A
Appendix C	Cabinet Agenda Item 8
Appendix D	Cabinet Agenda Item 8 – Appendix A
Appendix E	Cabinet Agenda Item 8 – Appendix B
Appendix F	Cabinet Agenda Item 8 – Appendix C
Appendix G	Cabinet Agenda Item 8 – Appendix D
Appendix H	Cabinet Agenda Item 8 – Appendix E

SOUTH HOLLAND DISTRICT COUNCIL

Report of: Portfolio Holder for Finance and Executive Director – Commercialisation (S151)

Author: Carl Holland, Strategic Business Partner

Subject: 2018/19 Financial Outturn

Purpose: To provide information on the outturn financial position of the Council as at 31 March 2019.

Recommendations:

- 1) That the report and **Appendix A** be noted.
- 2) That the contributions to and use of reserves be agreed in line with para 5.5.2 to 5.5.4 and **Appendix A, Tables 3 and 4** of this report.

Recommendations to Council:

- 3) That the net General Fund underspend of £631,859 be transferred to the Council Tax Reserve
- 4) That the revised General Fund capital programme of £8.268m **Appendix A – Table 6** and the revised HRA capital; programme for 2019/20 of £14.875m **Appendix A – Table 8** are approved.

1.0 BACKGROUND

1.1 This report provides information on the unaudited 2018/19 outturn financial position of the Council in the following areas:

- The Revenue Budget for the General Fund (GF) and Housing Revenue Account (HRA),
- The General Fund and HRA Reserves Position,
- The Capital Programme for 2018/19 (GF and HRA), and
- The Treasury Management Performance for the year.

2.0 OPTIONS

2.1 To note the report and to approve the recommendations detailed at Appendix A.

2.2 To note the report and not approve the recommendations detailed in Appendix A.

2.3 Do nothing.

3.0 REASONS FOR RECOMMENDATION(S)

3.1 To provide members with information on the Council's overall financial performance in 2018-19 and to provide an updated financial position on reserves for 2019-20.

4.0 **EXPECTED BENEFITS**

4.1 To ensure that members are updated regularly on the Council's overall financial position and have the information required to assist in future financial decision making.

5.0 **IMPLICATIONS**

5.1 This report is financial in nature. The outturn position in respect of the General Fund, HRA, Capital Programme, Reserves and Treasury Management are summarised within the following paragraphs, with further detail provided at **Appendix A**.

5.2 **Statement of Accounts**

5.2.1 The unaudited Statement of Accounts for the financial year ended 31st March 2019 will be have been provided to the Council's auditors (Ernst Young), with the audit due to be completed by the end of July 2019.

5.2.2 The unaudited Statement of Accounts were published on the Council's website by 31 May 2019 for public inspection, which will continue for a period of 30 days, in line with The Accounts and Audit Regulations 2015.

5.2.3 The core Statements of the Accounts and the Annual Governance Statement were presented to the Governance and Audit Committee on 6 June 2019.

5.2.4 The Financial Statements have been prepared under The Code of Practice on Local Authority Accounting in the United Kingdom (the Code).

5.3 **General Fund Revenue Outturn**

5.3.1 The Council has achieved a net underspend in the General Fund of £632k. This has been achieved after contributions to and from the Council's reserves. The 2018/19 budget had built into it some planned use of reserves.

- Repairs and Refurbishment various sites (£64k)
- Green Waste (£250k) phased implementation
- Pride (£100k) original budget plus an extension in year of (£25k), reduced to £9k following receipt in year of government grant £16k.

5.3.2 During the year there were further emerging service requirements which have required the use of reserves. These include:

- Safety and accommodation works at Priory Road (£92k),
- South Holland Centre (£204k)
- Ayscoughfee Hall fire safety works (£53k), and
- Sports buildings and equipment (£82k).

5.3.2 Further details on the movement in Reserves are set out in **Appendix A - Table 3** to this report.

5.3.3 The net underspend on the General Fund of £632k was primarily supported by £582k of additional financing income from Government Section 31 Grants and Retained Business Rates. There were also a number of under and over budget variances across service budgets which provides a net additional underspend of £50k.

5.3.4 The revenue outturn position by Directorate is detailed at **Appendix A - Table 1** together with an analysis of service variations. The major variations are as follows:

- Staffing vacancies ahead of recruitment within Planning Policy and Strategy and Housing Development (£93k),
- Reduced spend on professional fees (£57k) due to re-profiling of projects within the Delivery Unit.
- B&B Accommodation spend has increased in response to the Homelessness Reduction Act and attracts subsidy up to a capped level, the additional net cost to the Council of this is £181k .
- Additional income from Planning Fees (£249k), Building Control Fees (£25K) and Consultancy Fees (£18k). £71k of planning fee income has been moved to reserves as this relates to the amount that must be earmarked for future spend on the planning service.
- Reduced spend on planning employees and professional fees (£92k).
- Environmental Services income lower than budget by £159k across green waste, markets and car parking. Service running costs higher than budget by £157k across fuel premises, insurance and employees.
- Additional costs of £71k incurred on staffing, software and B&B in response to the Homelessness Reduction Act.
- Additional income on investments (£73k) arising from increased interest rates and higher levels of reserves than budgeted.
- A £50k budget correction for the value of Decent Homes work to be funded from reserves.
- A reduction in the value of the allowance for bad debts (£258k) due to a review of significant balances in respect of Housing Benefit overpayments and Council Tax.
- Moving Forward savings target correction and net overspends of £23k across other services due to increased costs.

5.3.5 It is recommended that the net General Fund underspend of £632k be transferred to the Council Tax Reserve.

5.4 **Housing Revenue Account (HRA) Revenue Outturn**

5.4.1 The HRA delivered an in year underspend of £684k. This was mainly due to:

- Additional rental income compared to that budgeted (£101k).
- Reduced costs of repairs and maintenance (£175k) due to some delays in projects and other reduced service costs.
- Supervision and Management costs lower than budget (£179k) due to reduced professional fees, furniture and equipment cost and other net savings.
- Depreciation costs higher than budget by £135k.
- The required bad debt provision was less than budget (£115k). The impact of Universal Credit less than anticipated.
- Additional interest rate income (£68k).

More detail is provided at **Appendix A - Tables 2**.

5.5 Reserves (GF and HRA)

- 5.5.1 General Fund Specific Reserves have increased by £1.084m from £7.618m to £8.702m. £632k of this increase relates to the transfer of the year end underspend to the Council Tax reserve.
- 5.5.2 Reserves were used to support a number of planned expenditure items and to support new budget pressures. There were also areas where reserves were not used as budgeted, such as for Moving Forward expenditure and where additional unbudgeted contributions were made to reserves, such as through grant money (G4G and homelessness) and the movement of some planning income to reserves. Further details are set out in **Appendix A - Table 3**.
- 5.5.3 The General Fund Reserve Balance remains at £2.078m. During 2019/20 a review of the level of the General Fund Reserve will be carried out relative to the Council's overall risks and members will be informed if any change is proposed to the level of this reserve.
- 5.5.4 The HRA General Reserve balance at 31st March 2019 is £16.575m. The Major Repairs balance has reduced from £6.43m to £4.68m as a result of capital funding requirements in excess of the annual contribution from Depreciation. More detail is provided at **Appendix A - Table 4**.

5.6 Capital – General Fund

- 5.6.1 The total General Fund Capital Programme for 2018/19 was £5.522m of which £5.220m had received specific scheme approval. Compared to the approved budget, in year spend totalled £3.678m, giving an underspend of £1.542m. The main areas of underspend relate to Disabled Facility and Decent Homes Grants, Welland Homes, Grants for Growth, Leisure Management and provisional investment in capital acquisitions for commercial growth. Unspent DFG grant will be carried forward into reserves for future use. Other schemes have experienced delays in scheme starts and will require slippage of budget into the 2019/20 capital programme. Revisions totalling £1.38m are recommended for approved schemes giving a revised 2019/20 programme of £7.394m. The capital programme has been revised to reflect the status of planned programmes at 31st March 2019 and is included at Appendix A.
- 5.6.2 **Appendix A – Table 5** provides more information on the 2018/19 General Fund capital outturn position, how it was funded and the variances from budget. **Table 6** provides details of the revised 2019/20 capital programme as a result of required slippage of underspent budgets.
- 5.6.3 It is recommended that Council approves the revised 2019/20 General Fund Capital Programme, as set out at **Appendix A table 6**, of £8.185m.
- 5.6.4 During 2019/20 there will be new emerging capital project funding requirements. Any required amendments to the capital programme will be presented in the Quarter 1 report for 2019/20.

5.7 Capital – HRA

5.7.1 The total HRA Capital programme for 2018/19 was £7.715m all of which had received specific scheme approval. Against this approved budget in-year spend totalled £4.885m, an underspend of £2.83m. The main reasons for this underspend relate to delays in the new build affordable housing programme (£1.564m), underspends of (£0.641m) on the decent homes programme (mainly heating, electrical and chimneys) and delayed delivery of CSU vehicle replacements (£0.253m).

5.7.2 **Appendix A – Table 7** provides more information on the HRA capital outturn position, how it was funded and the variances from budget. The revised HRA capital programme for 2019/20 as a result of required slippage in unspent budget (£2.343m) is provided at **Table 8** and totals £14.875m.

5.7.3 It is recommended that Council approves the revised 2019/20 HRA Capital Programme, as set out at **Appendix A table 8**, of £14.875m

5.8 Capital - Other

5.8.1 During 2018/19 the Council received £1.381m in capital receipts, £1.341m of which related to the HRA. There were 21 houses sold under Right to Buy. More detail is provided at **Appendix A**.

5.8.2 **Appendix A - Table 9** also sets out the Council's ongoing capital financing requirement, the measure of the Council's underlying borrowing requirement. This has increased due to major capital programmes for Welland Homes, Crease Drove Industrial Units and additional funding for Growth and commercialisation projects.

5.9 Treasury Management

5.9.1 **Appendix A** provides more information on the investments held by the Council at 31 March 2018 (£42.9m). The average investments held during the year were £43.2m.

5.9.2 Interest earned on investments in 2018/19 was £431k (compared to the budget of £258k). This increase can be attributed to higher levels of investment balances being held, higher than anticipated interest rate levels during the second half of the financial year and interest income from additional loans to Welland Homes.

5.9.3 Members are asked to note the Treasury Management position. More information on Treasury Management is available in the Treasury Annual Report which was considered by Governance and Audit Committee on 6 June, and will be considered by Full Council on 31 July 2019.

6 WARDS/COMMUNITIES AFFECTED

6.1 Income and expenditure affect all wards of the Council.

7 ACRONYMS

7.1	GF	General Fund
	HRA	Housing Revenue Account
	RTB	Right to Buy
	ICT	Information and Communications Technology
	MTFP	Medium term Financial Plan

Background papers:	The 2017/18 Estimates Report to Council February 2017
	The 2018/19 Estimates Report to Council February 2018

Lead Contact Officer:

Name and Post: Carl Holland; Strategic Business Partner
Telephone Number
Email: carl.holland@pspsl.co.uk

Key Decision: No

Exempt Decision: No

This report refers to a Mandatory Service

Appendices attached to this report:

Appendix A Financial report for 2018/19 with details of the GF and HRA revenue spend, Reserves, Capital expenditure and Treasury Management.

South Holland District Council
Financial Report for the Year Ending 31 March 2019

General Fund Revenue Outturn

The total General Fund (GF) budget requirement for the year was £12,959k as approved by Council on 8 March 2018.

The GF outturn position is an underspend of £632k (**Table 1**). This position required some support from reserves for unplanned expenditure. The use of reserves to support the budget is detailed at **Table 4**. The significant variances from budget that have contributed to the GF outturn position are detailed in **Table 2** below.

Table 1 – General Fund Revenue Outturn

Service Area	Note	Budget £'000	Actual Outturn £'000	Variance £'000
Commercialisation				
Commercialisation	1	397	244	(153)
Economic Development	2	122	151	29
Finance	3	522	505	(17)
Revenues and Benefits	4	297	478	181
Total – Commercialisation		1,337	1,378	(41)
Place				
Assets and Property	5	(37)	(6)	31
Building Control	6	22	(18)	(40)
Community Development		1,116	1,120	4
Environmental Services	7	3,084	3,343	259
Housing	8	181	255	74
Planning	9	(226)	(495)	(269)
Investment properties		(90)	(87)	3
Spalding Special Expenses	10	41	27	(14)
Total - Place		4,090	4,138	48
Strategy and Governance				
Corporate Improvement and Performance		127	136	9
Moving Forward	11	103	-	103
Communications		124	126	2
Corporate Management	12	562	584	22
Democratic Services	13	996	1037	41
HR	14	741	730	(11)
Public Protection		413	421	8
IT and Customer Services	15	1,174	1145	(29)
Total - Strategy and Governance		4,034	4,179	145

Service Area	Note	Budget £'000	Actual Outturn £'000	Variance £'000
Statutory recharge to the HRA for support services (*)		(1,461)	(1,465)	(4)
Internal Drainage Boards & Parish Precepts		3,178	3,179	1
Investment Income	16	(229)	(302)	(73)
Transfers to Reserves	17	1,814	1,864	50
Increase/ (Decrease) in Impairment Allowance	18	196	(62)	(258)
Total Cost of Services		12,959	12,909	(50)
Financing				
Government Grants	19	(2,213)	(2,457)	(244)
Council Tax		(5,721)	(5,721)	-
Retained Business Rates	20	(5,025)	(5,363)	(338)
Total Financing		(12,959)	(13,541)	(582)
Variance		-	(632)	(632)

Support service recharges are a non-controllable cost to budget holders, and are therefore not reported as part of the service analysis above.

(*) An adjusting line has been added to show the value of recharges to the HRA, for support services and corporate management (including the debt management recharge); a corresponding debit entry is showing in the HRA table below.

Notes to Table 1:

1. **Commercialisation (£153k) underspent.**

- Planning Policy is underspent by £49k due to vacant posts partially off-set by agency staff and recruitment costs.
- Strategy and Enabling is underspent by £44k due to delays in recruitment partially off-set by agency staff costs, reduced Shared Management income and reduced recharges to the HRA, Capital and Welland Homes
- Lower spend on professional fees for Delivery Unit (£57k) due to re-profiling of project timescales.

2. **Economic Development +£29k Overspent.**

- Lower than anticipated rechargeable costs against Grants4Growth grant claims.

3. **Finance (£17k) Underspent.**

- EU exit grant received from MHCLG (£17k) included on outturn surplus to be earmarked in reserves for use on Environmental Services and Food Safety.
- Insurance costs lower than budgeted (£7k) as a result of the recharge basis and Internal Audit fees lower than budgeted by (£7k).
- This is offset by an increased cost of bank charges £8.5k and other office supply costs of £4.5k.

4. **Revenues and Benefits +£181k Overspent.**

- Increased spend on B&B accommodation for Homelessness following the introduction of the Homelessness Reduction Act, which only attracts subsidy up to capped limits, amounts over the cap are at a cost to the Council.

- This pressure has been offset by higher than budgeted court cost income and council tax penalties (£30k) and NDR court income (£24k).
5. **Assets and Property +£30k overspent.**
 - Industrial unit vacancies in year reduced rental income to a net underachievement of £8k,
 - Programmed maintenance and Supplies and services overspent £17k and claim paid out £9k.
 6. **Building Control (£40k) underspent.**
 - Building control fees favourable (£25k).
 - Lower contractor costs for external plan checking now being carried out in-house (£18k).
 7. **Environmental Services +£259k.**
 - Car park income below budget £75k resulting from delay in replacement of car park machine and reduction in car parking ticket purchases.
 - Garden Waste income £63k below budget, due to phased implementation partially offset by reduced marketing spend (£35k).
 - Markets income down £21k due to decreased uptake of market stall rentals throughout the year.
 - Additional income recharged for grass cutting (£30k).
 - Unachieved salary efficiency target £71k as a result of operational teams not being able to carry vacancies.
 - Collection of sharps costs increased £14k due to increased demand.
 - Fuel costs overspend £46k, additional insurance recharges £21k and
 - General utilities and service running costs over budget by £27k across premises, insurance and employee costs.
 8. **Housing +£74k overspent**
 - Additional resourcing requirements for the team, employees £48k and software £10k, due to additional work as a result of the Homelessness Reduction Act, partially funded from government grants.
 - Homelessness B & B Accommodation up significantly due to the implications of the Homelessness Reduction Act.
 9. **Planning (£269k) underspent.**
 - Planning Application fees have increased by (£249k) of which £71k transferred to reserves (20% additional fee increase).
 - Lower than anticipated spend on employees and professional fees (£92k) due to in-house provision and lower than budgeted demand.
 10. **Spalding Special Expenses (£14k) underspent.**
 - The budget for this activity is financed by a charge to residents of Spalding and its earmarked reserves and should balance over time. In doing so the budget and spend includes support service recharges when calculating the year-end position and the amount of contribution from the reserve. The contribution from the Spalding Special Reserve is £26k to cover costs of Halley Stewart urgent rewire, contingency for water mains pipe repair and lower than budgeted income from Ayscoughfee Gardens. The figures in the table above exclude recharges but include the full amount of reserve contribution, resulting in the favourable balance of (£14k).
 11. **Moving Forward +£103k overspent.**
 - Value of Moving Forward saving target.

12. Corporate Management +£22k overspent.

- Recruitment fees £14k and additional supplies and service support costs for management administration £6k.

13. Democratic Services +£49k overspent.

- Procurement Savings of £34k have been accounted for in the relevant other service areas.
- Members National Insurance costs £15k.

14. Human Resources (£11k) underspent.

- Staff training costs are under budget £5k and employee costs are under budget £5k due to later than budgeted apprenticeship recruitment.

15. IT and Customer Services (£29k) underspent.

- A net underspend on IT maintenance and contractor costs.

16. Investment Income (£73k) underspent.

- Higher than anticipated interest rates available in the market during the second half of the financial year and higher than anticipated levels of investment balances.

17. Transfer to Reserves +£50k overspent.

- The value budgeted in relation to funding of works under the Decent Homes Standard was understated by £50k for 2018/19.

18. Decrease in Impairment allowance (£258k) underspent.

- The provision for bad debt has been reviewed on the basis of better than anticipated performance of overpaid housing benefits with lower than anticipated impact of changes from Universal Credit at this time.

19. Government Grants (£244k) underspent.

- Gains on S31 grants as a result of multiplier calculation change (£186k), additional grant regarding discretionary relief not budgeted for.

20. Retained Business Rates (£338k) underspent.

- (£17k) gain from renewable energy from 17/18 released in 18/19. The Council was required to pay an additional tariff of £331k to the government due to a change in the business rates revaluation adjustment. This was a late notification as part of the settlement for 2018/19 and it was budgeted for as part of the 2018/19 budget. However, as part of the closure of the 2017/18 accounts this was accrued back into the 2017/18 accounts. CIPFA issued advice that this is how it should be treated in the 2017/18 accounts as the adjustment related to the revaluation with effect from 1 April 2017. This accrual provided a positive benefit for 2018/19.

Housing Revenue Account

Table 2 – HRA Revenue Outturn

The outturn for the HRA shows a favourable position of £684,000 underspend.

Service Area	Note	Budget £'000	Actual Outturn £'000	Variance £'000
Rent Income - Dwellings	1	(14,713)	(14,814)	(101)
Charges for Services and Facilities	2	(1,154)	(1,194)	(40)
Contributions to Expenditure	3	(37)	(11)	26
Total Income		(15,904)	(16,019)	(115)
Repairs and Maintenance	4	3,156	2,981	(175)
Supervision and Management	5	2,693	2,514	(179)
Rents, rates, taxes and other charges	6	78	59	(19)
Depreciation	7	2,923	3,058	135
Statutory recharge to the HRA for support services		1,461	1,465	4
Total Expenditure		10,311	10,077	(234)
Contribution from Operations		(5,593)	(5,942)	(349)
Movement in the allowance for bad debts	8	169	54	(115)
Investment Income	9	(62)	(130)	(68)
Interest Payable on £67.456m		2,347	2,347	-
Capital expenditure charged in year		-	-	-
Transfer to MRR and Other Adjustments	10	-	(152)	(152)
Net (Surplus)/Deficit		(3,139)	(3,823)	(684)

Notes to Table 2:

- Rent Income Dwellings (£101k) additional income.**
- Charges for Services and Facilities (£40k) underspent** – Lifeline income within sheltered housing is £55k above budget. Income from Community centres is demand driven and is forecasting to be £18k below budget.
- Contributions to Expenditure – +£26k overspent** - £10k recharge of costs to outside bodies is recovered under repairs and maintenance below, court income £20k lower.
- Repairs and Maintenance (£175k) underspent** – Underspend on Professional and Contractors fees due to projects delayed. Responsive and Void maintenance cost were lower than expected. There were also savings on vehicle lease costs.
- Supervision and Management (£179k) underspent** – Professional Fees on Housing Enabling underspend (£90k) as projects behind plan due to management changes. Furniture and equipment under budget (£53k) as large replacement undertaken last year therefore not required this year, and no Ground Maintenance costs within community centres as included in staff allocations (£27k). Further savings on repairs (£86k), due to management changes during the year. The underspend was reduced by

- contributions for for the HRA Accountant £47k, which was agreed to be funded by the HRA, post last year's budget, and a General Fund charge for £30k for footpath lighting.
6. **Rents Rates Taxes and Other Charges (£19k) underspent**– Actual levels for sheltered housing council tax less than budgeted and budgeted charges for Short Street not materialising.
 7. **Depreciation – +£135k Overspent.** Effect of revaluations, additional ICT Infrastructure last year and amortisation of Intangible assets.
 8. **Movement in the allowance for bad debts (£115k) underspent** – Budget was set high due to unknown impact of universal credit, position will continued to be monitored.
 9. **Investment Income (£68k) additional income** - Increased interest rate returns.
 10. **Transfer to MRR and Other Adjustments (£152k)** – These are year end Statutory Adjustments, which include, Pension fund adjustments, revaluation adjustments and gains on sale of property.

RESERVES

Table 3 – General Fund Reserves

Reserve	Balance 31 March 2018 £'000	Contributions to Reserve £'000	Use of Reserve £'000	Balance 31 March 2019 £'000	Comments
Transformation	(599)	-	300	(299)	Use – Leisure Provision Play Strategy £16k; Asset Review £60k; EMT Development £4k; Strategic Property advice £22k; Senior Policy Advisor £23k; National Graduate Trainee Scheme £19k; Public Protection Commercialisation £10k; Car Park machines £40k; iTrent Phase 3 £6k; Priory Road self-serve portals £7k; GIS system £10k; Smart Screens £28k; Interim Programme Manager £17k; Public Protection Software £38k.
Investment and Growth	(5,218)	(1,078)	807	(5,489)	Contributions - Planning Fee Income £71k; New Homes Bonus £1,007k Uses – Green Waste £250k; HIF Programme Manager £65k; Northern Spalding SUE £5k; Priory Road Accommodation £10k; Leisure Sports Equipment £50k; Leisure Contract Contract mobilisation £65k; External Grants Staff £16k; Asset Review £38k; Delivery Unit, Planning for Growth £15k; Priory Road £92k; Grounds Maintenance Equipment £33k.
Earmarked Grants	(313)	(128)	47	(394)	Contributions – Flexible Homelessness Support Grant £96k; DCLG Custom Build Grant £30k;

Reserve	Balance 31 March 2018 £'000	Contributions to Reserve £'000	Use of Reserve £'000	Balance 31 March 2019 £'000	Comments
					S106 net contribution £2k Uses - DCLG Custom Build Grant £4k; Flexible Homelessness Support Grant £43k;
Council Tax	(1,299)	(1,557)	508	(2,348)	Contributions – Business Rates Surplus 2018/19 £722k; Grants for Growth Receipts £196k; Elections Receipts £4k; General Fund Surplus £632k; Members Budgets £3k. Uses – Pride in South Holland £119k; Sports Centre Maintenance £13k; Members ICT £26k; Data Protection Staff (shared) £23k; Members Budgets £78k; South Holland Centre Emergency Works £204k; Electric Vehicle charging points £2k; Spalding Town Forum £26k; South Holland Centre Equipment £17k.
Replacement and Refurbishment	(189)	(141)	158	(172)	Contributions – Budget Contribution £136k; Power Station Equipment Receipts £5k. Uses – Ayscoughfee Hall Fire Safety £53k; Condition Surveys £9k; Leisure Feasibility £32k; Planned use of Reserve in support of annual programme £64k.
Total Specific Reserves	(7,618)	(2,904)	1,820	(8,702)	
General Reserve	(2,078)	-	-	(2,078)	
Total Reserves	(9,696)	(2,904)	1,820	(10,780)	

Table 4 – Housing Revenue Account Reserves

	Balance 31 March 2018	Contributions to Reserve	Use of Reserve	Balance 31 March 2019	Comments
	£'000	£'000	£'000	£'000	
HRA Working Balance:	(12,752)	(3,823)	0	(16,575)	Transfer of HRA surplus to reserve
HRA Insurance Reserve	(200)	0	0	(200)	
Major Repairs Reserve	(6,435)	(3,058)	4,809	(4,684)	HRA depreciation contribution to MRR is used to fund the capital programme in future years. The transfer from MRR in-year was used to fund 18/19 capital programme spend
	(19,387)	(6,881)	4,809	(21,459)	

CAPITAL PROGRAMME

Table 5 – General Fund Capital Outturn

Project	Note	Budget 2018/19 £'000	Actual Outturn 2018/19 £'000	Variance (under)/ overspend £'000
Disabled Facilities Grants	1	585	341	(244)
Decent Homes Unfit and Disrepair		75	17	(58)
Welland Homes	2	1,708	1,603	(105)
ICT Infrastructure	3	205	188	(17)
Digital Vision		27	28	1
Office 365 Additional Spend	4	45	0	(45)
GIS System		18	20	2
Grants for Growth	5	896	605	(291)
Garden Waste (bins and vehicle)	6	181	160	(21)
Car Park Machines		46	40	(6)
Crowland Play Equipment (S106)	7		153	153
Grounds Maintenance		38	33	(5)
SHDC Self Service Reception		10	7	(3)
Shared Public Protection Software	8	109	76	(33)
Members ICT Equipment Refresh	9	45	26	(19)
Priory Road	10	160	92	(68)
Priory Road Fire Doors & Access	10	24	-	(24)
South Holland Centre	11	250	204	(46)
Castle Sports – Boiler		18	13	(5)
South Holland Centre Light Desk	12	17	17	-
Castle Sports Equipment	13	50	50	-
Capital Acquisitions re Growth & Commercialisation		500	-	(500)
Asset Investment	14	143		(143)
Crease Drove	15	70	5	(65)
Total Approved Schemes		5,220	3,678	(1,542)
Financed By:				
Capital Receipts		302	193	109
Capital Grants and Contributions		1,620	1,164	456
Internal Borrowing		1,708	1,603	105
Revenue Resources		1,590	718	872
		5,220	3,678	1,542
Schemes Subject to Approval				
Digital vision		302	-	(302)
Total		302	-	(302)
Financed By:				
Capital Receipts		(302)	-	302
		(302)	-	302
Total All Schemes		5,522	3,678	(1,844)

Notes to Table 5:

1. **Disabled Facilities Grants (£244k)** – Forecast expenditure is based upon current scheme referrals from LCC. (Any unused grant is transferred to the Capital Grants unapplied reserve for future spend).
2. **Welland Homes (£105k)** - £253k in shares and £467k loan re Tenants Close, £884k Re Pankhurst Close (Parkside).
3. **ICT Infrastructure (£17k)** - Office 365 Project to be carried forward to 2019/20 remaining Budget to be re-profiled to 2019-20.
4. **Office 365 Additional Spend (£45K)** – Amendment to the Capital programme to support deployment of Office 365, project continues into 2019/20.
5. **Grants for Growth (£291k)** - Additional spend supported by grant income.
6. **Garden Waste bins and vehicles (£21k)** - Spend continues into 2019/20 to support costs for any project expansion.
7. **Crowland Play Equipment (£153k)** – S106 monies assigned whilst works are prepared.
8. **Shared Public protection System (£33k)** – This project continues delivery into 2019/20.
9. **Members ICT Equipment Refresh (£19k)** – Equipment purchased and some commitments have been supplied in the 2019/20 financial year.
10. **Priory Road Schemes (£92k)** – Project commitments were pending detailed design and commissioning and therefore have run into 2019/20.
11. **South Holland Centre (£46k)** – Essential work progressed and further works reprioritised for 2019/20.
12. **South Holland Centre Light Desk £17k** – Essential equipment replacement.
13. **Castle Sports Equipment £50k**- Costs to support transition of assets as a result of service provider changes.
14. **Asset Investment £143k)** – Leisure management investment to follow detailed plan due in 2019/20.
15. **Crease Drove (£65k)** – Scheme to take place during 2019/20.

As a result of the above project activity to the 31 March 2019, it is proposed that the Capital Programme for 2019-20 is updated as follows in Table 6 and is recommended for approval by Full Council.

Table 6 – General Fund Capital Programme Revised 2019/20

Project	Original Budget 2019/20 £'000	Budget c/f 2018/19 £'000	Revised Budget 2019/20 £'000
Disabled Facilities Grants	585	-	585
Decent Homes Unfit and Disrepair	75	-	75
Welland Homes	2,837	105	2,942
ICT Infrastructure	65	17	82
Grants for Growth	86	291	377
Office 365 Additional Spend	-	45	45
Members ICT Equipment Refresh	-	19	19
Garden Waste	-	21	21
South Holland Centre	-	46	46
Priory Road	137	68	205
Priory Road Tenancy	-	83	83
Priory Road Fire Doors & Access	-	24	24
SHDC Self service Reception	-	3	3
Shared Public Protection Software	34	33	67
Crease Drove Industrial Project	1,130	65	1,195
Grounds Maintenance	35	-	35
Food Enterprise Zone	300	-	300
Electric Vehicle Charging	17	-	17
Capital Acquisitions re Growth and Commercialisation	500	500	1,000
CPBS Transformation Investment 60% GF	213	-	213
Leisure Management investment	-	143	143
Total Approved Schemes	6,014	1,463	7,477
Financed By:			
Capital Receipts	(295)	(70)	(365)
Capital Grants and Contributions	(780)	-	(780)
Internal Borrowing	(2,837)	(105)	(2,942)
Revenue Resources	(2,102)	(1,288)	(3,390)
	(6,014)	(1,463)	(7,477)
Schemes Subject to Approval			
Food Enterprise Zone	791	-	791
Total	791	-	791
Financed By:			
Revenue Resources	(791)		(791)
	(791)	-	(791)
Total All Schemes	6,805	1,463	8,268

Table 7 – Housing Revenue Account Capital Outturn

Project	Budget 2018/19 £'000	Actual Outturn £'000	Variance (under)/ overspend £'000	Note
Central Heating Upgrade	1,613	1,379	(234)	1
Kitchen and Bathroom Replacement	1,169	1,248	79	1
Electrical Upgrade	156	46	(110)	1
Gutters	263	328	65	
Council House – Re-Roofing	425	352	(73)	1
Doors & Windows	3	-	(3)	
Chimneys	252	2	(250)	
Paths & Drives	36	6	(30)	
Boundary Walls	90	5	(85)	1
Fees	202	202	-	1
Decent Homes	4,209	3,568	(641)	
Sewerage Treatment Plant	100	96	(4)	2
The Square	187	99	(88)	
Car Parks	65	-	(65)	2
Major Area Schemes	352	195	(157)	
ICT Strategy	51	-	(51)	3
ICT Infrastructure	150	41	(109)	3
IT/System	201	41	(160)	
Major Adaptions	408	353	(55)	4
Aids & Adaptions	408	353	(55)	
CSU Vehicle Replacement	253	-	(253)	5
CSU Vehicle Replacement	253	-	(253)	5
Grounds Maintenance	12	12	-	
Environmental Services	12	12	-	
Weston Redevelopment – Small Drove	250	217	(33)	6
Severn Road Development	30	-	(30)	6
Purchase of Units – Ashwood Homes	2,000	499	(1,501)	7
Total Approved Schemes	2,280	716	(1,564)	
Total Approved Schemes	7715	4,885	(2,830)	
Financed By:				
Capital Receipts	(604)	(76)	(528)	
Direct Revenue Funding	-			
Major Repairs Reserve	(7,111)	(4,809)	(2,302)	
Grants and Contributions	-			
	(7,715)	(4,885)	(2,830)	

Notes to Table 7:

1. **Decent Homes (£641k)** – Contracts delayed in respect of Chimneys, Paths and Drives and Boundary Walls. Central heating underspend due to prior year adjustment. Kitchen and Bathroom programme overspend due to higher than anticipated programme works, and additional Electrical upgrades within the Kitchen refits. Electrical upgrades underspend due to the works being included within other areas (Heating and Kitchens & Bathrooms). Of the Decent homes underspend, only the £234k underspend on Central Heating will need to be carried forward. There are sufficient funds in the 2019/20 budget to cover the planned programme.
2. **Major Area Schemes (£157k)** – Window replacement in the scheme was deferred and £88k will be carried forward to 2019/20. The need to tender for works to Car Parks related to £40k of the £65k underspend being carried forward to 2019-20. £4k underspend on Sewage Treatment works will also be carried forward for planned works.
3. **ICT / System (£160k)** - implementation of an upgrade to Northgate Housing IT system, continues into spend to 2019-20.
4. **Aids & Adaptations (£55k)** – Programme is demand-led due to the nature of the works which relate to the health and ability of funding applicants and suitability of property.
5. **CSU Vehicle Replacement** – The procurement process and delivery lead time has resulted in a delivery due date of July 2019 with budget to be carried forward.
6. **New Build (£63k)** – Small Drove Weston Project started and due for completion in 2019-20. Severn Road Development has been budgeted for 2019/20 budget to allow development of detailed plans and decision.
7. **Purchase of Units (£1,501k)** – Underspend due to re-phasing in number of units for acquisition over 2 years. Included in 2019/20 and 2020/21 budgets.

As a result of the above project activity to the 31 March 2019, it is proposed that the Capital Programme for 2019-20 is updated as follows in Table 8 and is recommended for approval by Full Council.

Table 8 – Housing Revenue Account Capital Programme Revised 2019/20

Project	Original Budget 2019/20 £'000	Budget c/f 2018/19 £'000	Revised Budget 2019/20 £'000
Central Heating Upgrade	820	234	1,054
Kitchen and Bathroom Replacement	1,192		1192
Electrical Upgrade	75		75
Gutters	269		26
Council House – Re-Roofing	525		525
Roofs & Gutters	525		525
Flat Entrance Doors Sheltered Schemes	150		150
Chimneys	252		252
Paths & Drives	36		36
Boundary Walls	92		92
Fees	206		206
Decent Homes	3,617	234	3,851
Sewerage Treatment Plant	200	4	204
The Square	250	88	338
Car Parks	25	65	65
Major Area Schemes	475	132	607
ICT Strategy	35		35
Housing IT Systems Upgrade	250	160	410
CPBS Transformation Investment 40% HRA	142		142
IT/System	427	160	587
Major Adaptions	382		382
Aids & Adaptions	382		382
CSU Vehicle Replacement	253	253	506
CSU Vehicle Replacement	253	253	506
Grounds Maintenance	12	-	12
Environmental Services	12		12
Weston Redevelopment – Small Drove	3,683	33	3,716
Severn Road Development	2,900	30	2,930
Purchase of Units – Ashwood Homes	783	1,501	2,284
Schemes Subject to Detailed Approval	-		
Affordable Housing	7,366	1,564	8,930
Total Approved Schemes	12,532	2,343	14,875

	Original Budget 2019/20 £'000	Budget c/f 2018/19 £'000	Revised Budget 2019/20 £'000
Financed By:			
Capital Receipts	(223)		(223)
Shared Ownership Sale Proceeds	(210)		(210)
Direct Revenue Funding	(3,447)	(2,087)	(5,534)
Major Repairs Reserve	(7,552)	(256)	(7,808)
Grants and Contributions	(1,100)		(1,100)
	(12,532)	(2,343)	(14,875)

Capital Receipts

There were 21 right-to-buy sales during 2018/19, resulting in total net receipts for the year of £1.341m, before administration costs and pooling payments. There was a further £5k of land sales during 2018/19. There were no General Fund Receipts and the balance at 31 March 2019 is £635k.

Capital Receipts	£'000
RTB Sales	(1,341)
Recovered RTB Discount	(8)
Mortgages Payment Received	(1)
Loan Payment Received	(1)
Grants repaid	(30)
Total	(1,381)

Capital Financing Requirement (CFR)

Table 9 below shows the CFR which is a prudential indicator and shows the underlying need to borrow, based on the actual position at the end of 2018/19. Where the CFR is positive it denotes the need to borrow.

The CFR movement increases over previous years due to programmes relating to Welland Homes (£1.2m increase over 2018/19), Crease Drove Industrial Units (£1.195m new for 2019/20) and funding to be programmed for Growth and Commercialisation (£500k additional over 2018/19)

Table 9 – Capital Financing Requirement

	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
CFR – Non HRA	2,557	3,847	5,555	8,615
CFR – HRA	68,609	68,439	68,439	68,439
Total	71,166	72,286	73,994	77,054
Movement in CFR	1,274	1,120	1,708	3,060

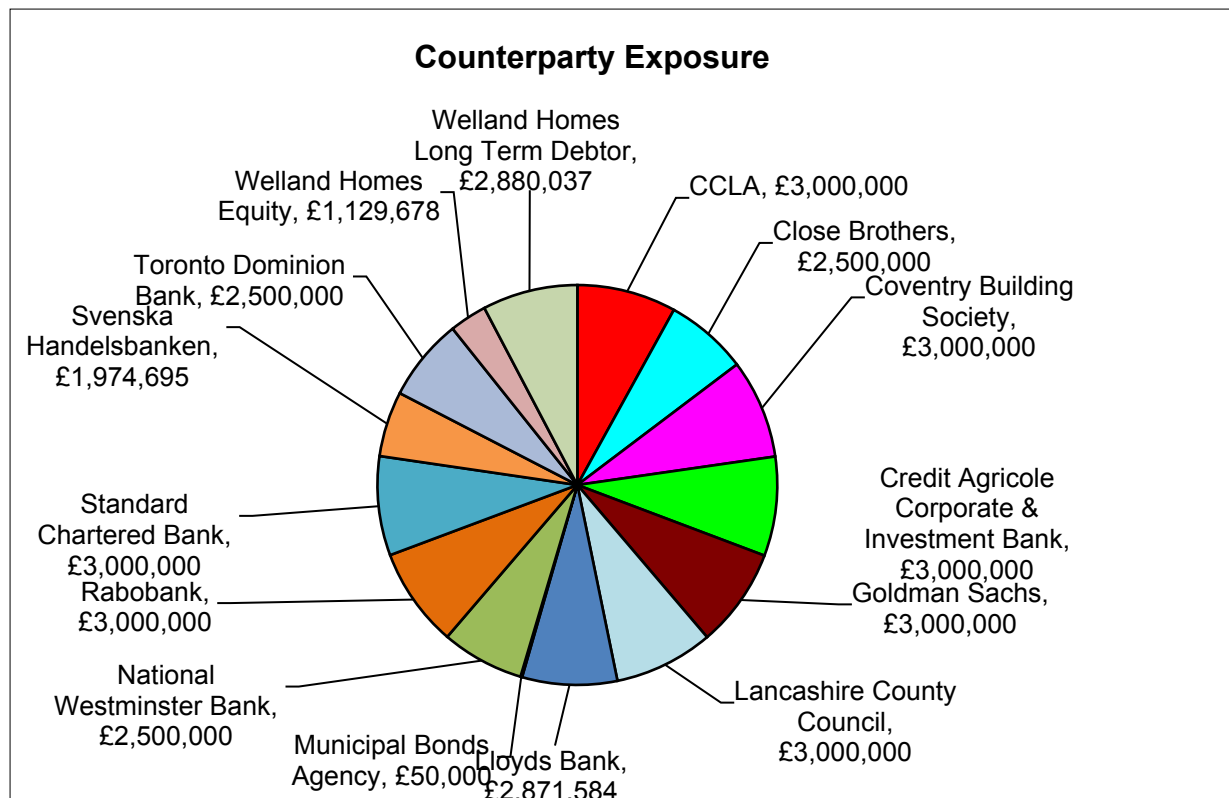
Treasury

Security

The Council has not adopted any formal benchmarks for the management of risk as Officers believe that decisions on counterparties and maximum investment levels are adequate to monitor the current and trend positions and amend the operational strategy to manage risk as conditions change. The Council uses the creditworthiness service provided by Link Asset Services which provides a maximum duration for investments depending on the colour rating calculated for each financial institution.

All investments held by the Council were within the recommended maximum duration at the time the investment was made.

The chart below shows how the Council's funds are spread between differing counterparties excluding accrued interest.

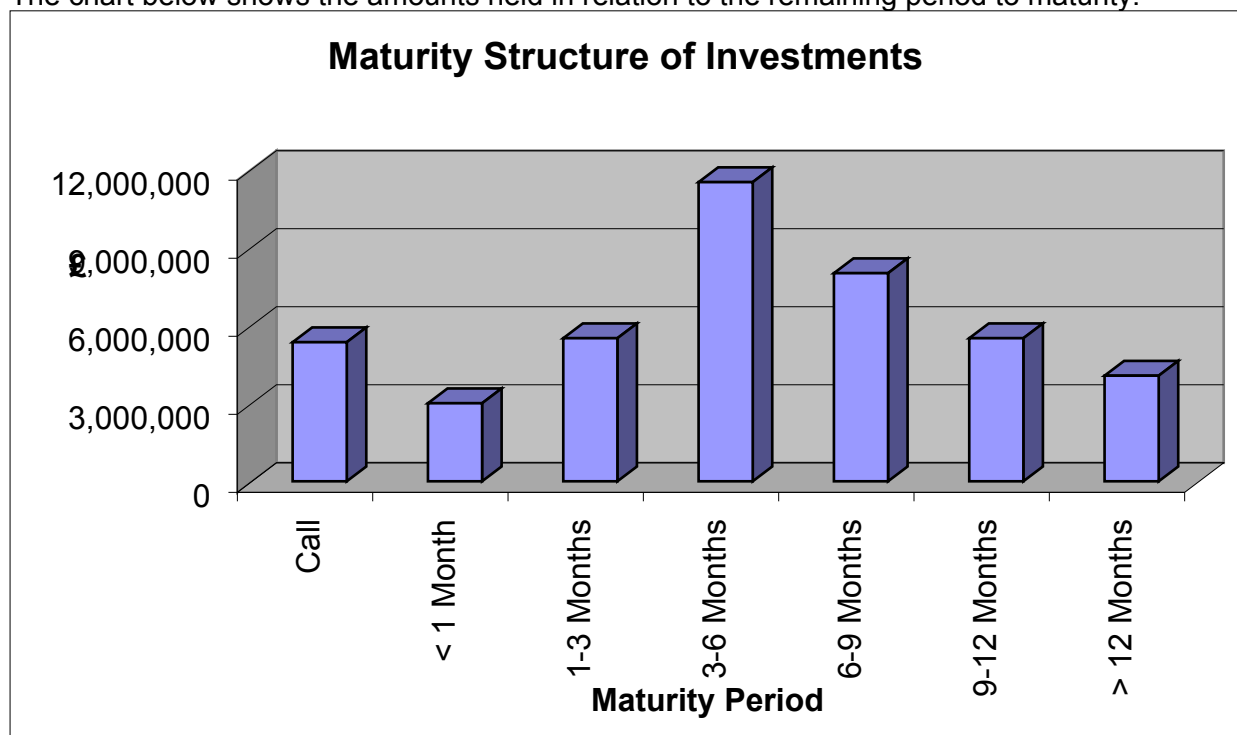


Cash

The Council's average level of treasury deposits during 2018/19 was £43.2m and non-treasury deposits was £1.9m. As at 31 March 2019 investments held were £42.9m of which £5.35m was instant access cash available to meet cash flow requirements. Other investments based on cost were made up of:

- £33.5m - short term investments up to 12 months
- £1.13m - Welland Homes equity
- £50k – Municipal Bond Agency Equity
- £2.88m - loans to Welland Homes

The chart below shows the amounts held in relation to the remaining period to maturity.



Yield

Budgeted Interest 2018/19	£258k (£196k Gen.Fund and £62k HRA)
Actual Interest achieved 2018/19	£431k (£301k Gen.Fund and £130k HRA)
Target yield (Average 3 month LIBID)	0.675%
Actual Yield achieved for 2017/18	0.956%
Actual Yield achieved for 2016/17	0.622%

The increased levels of investment interest achieved can be attributed to higher levels of investment balances being held, higher than anticipated interest rate levels during the second half of the financial year and the increase in the amount of interest received resulting from additional loans being made to Welland Homes.

External Borrowing

The Council borrowed £67.456m from the PWLB on 28th March 2012 to meet its obligations under the Housing Revenue Finance Reforms. This was borrowed for a period of 50 years on a maturity basis at a rate of 3.48%. No new borrowing has been undertaken during the financial year.

Year End Accounting

Following the introduction of IFRS9 Financial Instruments in 2018/19 the Council is required to measure its equity investments at Fair Value. This has resulted in the Council's long term equity in Welland Homes increasing by £400k and the South Holland Local Housing Community Interest Company equity increasing by £1m on the balance sheet.

SOUTH HOLLAND DISTRICT COUNCIL

- Report of:** Cllr Nick Worth, Deputy Leader and Portfolio Holder for Growth and Commercialisation
- To:** Cabinet 18th June 2019
Council 31st July 2019
- Author:** Christine Morgan Democratic Services Officer
- Subject** Economic Action Plan, Inward Investment Marketing strategy, Skills Service future funding options, creation of a new Economic Development Officer post.
- Purpose:** To present to members a package of proposed activity that has been designed to support interventions in respect of Economic Development and Inward Investment delivery in South Holland, including the adoption of a South Holland Economic Action Plan.

Recommendations to Cabinet:

- 1) That Cabinet approve the adoption of the South Holland Economic Action Plan and associated work programme, with a view to embed the actions contained within as part of the council's delivery of its wider corporate plan.
- 2) That Cabinet give consideration to and approve the proposed funding for the delivery of the 'Skills Service' across secondary schools in South Holland for a 12 month period, whilst a longer term funding strategy for the service is developed.
- 3) That in view of the findings of the 'Inward Investment Communications and Marketing Audit' as prepared by Opportunity Peterborough, Cabinet approves implementation of the elements contained in paragraph 3.12 of this report relating to communication with businesses within the district.

Recommendations to Council:

- 4) That in order to support with the delivery of recommendations 1, 2, and 3, and to provide additional resilience to the Economic Development and Inward Investment team, that Council gives consideration to and approves the creation of a new Economic Development Officer post.

1.0 BACKGROUND:

- 2.0 The Economic Development and Inward Investment service at South Holland District Council plays a key role in contributing to and assisting in the delivery of the Council's Corporate Plan by helping to support the local economy utilising a number of different work strands. The overall objective for the service is to maximise opportunities within the local economy for the creation of jobs, in particular higher value jobs utilising skills that are needed now to help local businesses transition towards higher productivity using

automation and robotics, whilst retaining a readily available workforce to service the inevitable seasonality of the agricultural/horticultural/food manufacturing economy. The inward investment element aims to support existing businesses to expand, and to attract new businesses into the district, strengthening the supply chain and growing business rate income.

- 2.1 The Economic Development and Inward Investment service also delivers the European Funded Grants4growth project, which encourages eligible Lincolnshire SME's to apply for capital grant funding to help their businesses to grow, create jobs, and increase productivity. The programme is about to commence a further three year programme.
- 2.2 The service currently consists of one full time Economic Development and Inward Investment Manager and a 0.2 FTE Economic Development Officer. The remaining 0.8 of the Economic Development Officer is currently utilised on and recharged to the European Regional Development Funded Grants4growth project.
- 2.3 Due to the wide ranging remit of the service and the variety of skills needed to service the various aspects of the workload, a decision was taken by Cabinet in 2018 to engage Opportunity Peterborough (the not for profit economic development arm of Peterborough City Council) in a two year contract to supply additional skills and resource to the existing team, enabling the Council to benefit from Opportunity Peterborough's wider knowledge and larger team, particularly in respect of marketing, communications and dealing with major inward investment enquiries. This contract started in June 2018 with OP colleagues working from both their Peterborough office and by having a presence within SHDC.
- 2.4 With this resource in place the team have been exploring the following key work streams, some of which have been developed as part of our partnership with Opportunity Peterborough.
- 3.0 **South Holland Economic Action Plan.**
- 3.1 South Holland District Council are 11 months into the two year contract with Opportunity Peterborough. The majority of the work undertaken during the first period of the contract focussed on evidence collection and data analysis as a means of creating a baseline of the South Holland Economy, allowing the establishment of economic indicators which will underpin the activity undertaken throughout the life of the OP contract and beyond.
- 3.2 This evidence has been obtained by both running the first Annual South Holland Business survey, as well as utilising data obtained by desktop research and information gained via the South Holland Business Breakfasts and one to one meetings with businesses which is undertaken as a core part of the Economic Development service. The first of the key work streams that Opportunity Peterborough have now undertaken has been the creation of an Economic Action Plan (Appendix 1), informed by the evidence obtained during the first phase of the contract.
- 3.3 The Economic Action Plan is designed to be a short to medium term plan of activities that identify and prioritise the key actions that the evidence gathered has indicated is required to deliver the wider aspirations of the Corporate Plan. The remit of the Economic Action Plan, having identified and prioritised activities, is to identify actions that can then be incorporated into the service delivery plan (linked to the corporate plan) which will then set out how the various work streams will be addressed by utilising the existing ED resource, the proposed

new ED Officer post, and the expertise being delivered through the existing Opportunity Peterborough contract.

3.4 The Economic Action Plan has identified 4 key priorities that the service should concentrate on:

- **Infrastructure and growth**, including maximising the impact of key strategic development sites, maximising the availability of current and emerging digital technologies including 5G to support growth both now and in the future, exploring opportunities to improve the areas transport links, and protecting the natural assets of the district.
- **Raising the profile of the district to proactively target new inward investment**, Including the promotion of South Holland as 'Open for Business' as well as developing a reputation as an Agricultural and Horticultural Centre of Excellence in order to attract innovative new businesses, at the same time strengthening the existing cluster and its attendant supply chain, utilising key assets and major unique opportunities located within the district such as the emerging Food Enterprise Zone at Holbeach.
- **Enhancing the level of business support available to our businesses to support with resilience and future proofing**. This includes supporting and promoting improvements to both productivity and innovation, particularly for existing and emerging businesses with high growth potential, concentrating on those in the Agri/Horti/Food sector by helping them to improve their competitiveness, resilience, and maximise their potential for high quality job creation.
- **Raising skills within industry and for those leaving school**. This includes awareness raising and promotion of skills development opportunities and apprenticeships, working with businesses and local training providers such as Spalding College and the University of Lincoln's Holbeach Campus. Continue to broker ever stronger relationships between schools and local businesses in order to inspire and raise the career aspirations and opportunities of our young people who are the workforce of the future.

3.5 These priorities will be delivered through a series of activities captured in a proposed work programme that covers the short to medium term (see Appendix 2), and delivered through both existing SHDC-employed team, colleagues from Opportunity Peterborough and the proposed additional Economic Development Officer proposed within later within this report.

3.6 It is also worth noting that, through drawing upon the evidence collated in preparing the document, the Economic Action Plan raises a number of wider considerations for the authority that will need to factor into future decision making in other areas of the council's responsibilities. This includes;

- The likelihood of significant future additional economic growth within the district, as demonstrated through national data and engagement with businesses, which may have a bearing on future decisions in respect of how such growth could be accommodated and retained within the district
- Linked to the latter, the means through which the authority is able to ensure that potential future jobs growth is not undermined by housing supply and/or the size of the working age population within the district

3.7 By adopting the Economic Action Plan as the council's strategy for supporting both the existing businesses within our local economy as well as promoting the district for relocating

businesses who want to be part of the existing supply chain, these priorities will enable the service to focus on the four key strands that have been identified, all of which will feed into the wider overall objectives of the Economic Development and Inward Investment service.

3.8 Marketing and Communications Audit – Adoption of recommendations concerning communication

3.9 Linked closely to the work completed in conjunction with Opportunity Peterborough in respect of the South Holland Economic Action Plan, is the work that has been undertaken through a Marketing and Communications Audit, completed as part of their ongoing contract. The final audit report, which is enclosed within Appendix 3, has explored and made a variety of recommendations on the following;

- The means through which the council currently communicates with and promotes initiatives to the existing business community, as a means of communicating a) what business support is available, b) what South Holland's investment offer is, and c) why and how South Holland is championing business growth.
- The council's current the use of social media, newsletters and other forms of communication (such as Business Breakfasts) and how these can be further enhanced.
- The options available to the authority in marketing the district as a place which is open to investment from new businesses, including through increasing awareness of the investment opportunities within the district and the production of marketing 'collateral'.

3.10 This report seeks to present to members the recommendations that will be taken forward in respect of communications (i.e. how the council communicates with and shares information with the business community)

3.11 The means through which the recommendations concerning marketing (i.e. how the council promotes South Holland to a wider audience nationally and internationally, through brand development and enhanced tools such as micro-sites and marketing collateral), are currently being explored, with proposal due to be put to members for consideration in due course.

3.12 The key recommendations in respect of how the council can improve the way it communicates with new and existing businesses, emerging from the audit and which are proposed to be taken forward into implementation, can be summarised as follows;

- That the tone of the council's published communications on economic development need to have an increased focus on positioning the ED team as a local economic expert and the first port of call for all business related matters and inward investment enquiries.
- That given the use of LinkedIn as a prominent business-to-business communication tool, coupled with the current under-use of the platform by the authority on economic development related matters, the authority should look to create a dedicated economic development-focused LinkedIn account which should be used to maintain contact with businesses and networks, share messages via sector and interest specific networks, and generate debate between businesses on topical matters.

- The Economic Development team's Twitter account needs refreshing to include a more relevant biography that sets out what the team does and the services on offer, and effort needs to be given to increasing the number of followers by making the content promoted through the Twitter account more relevant to the needs of the business community. The latter could be achieved by greater use of 'hashtags' to support those looking for content on the platform.
- The council's hugely successful 'business breakfasts' should be promoted more further afield to attract a wider audience, particularly by featuring a more diverse range of business speakers
- The council should develop 'sector sheets' and 'PowerPoint pitches' that can be distributed by the authority, containing facts and figures that demonstrate the size and importance of key sectors within the local economy. These should primarily be developed as a tool to support inward investment activity from other agri-food / agri-tech focused businesses, including through distribution to the Department for International Trade.
- There is significant scope to improve the council's website in respect of economic development and inward investment content. For example, the site does not capture any 'leads' from its visitors, with the contact details provided being the council's generic email address and phone number. Furthermore, the amount of content which is likely to be relevant to the needs of new and existing businesses is limited. The council should therefore look to review its website, and explore the creation of a 'micro-site' aimed specifically at the business community.

3.13 If members are supportive of adopting these recommendations in respect of how the council can improve the way it communicates with new and existing businesses, the implementation and delivery of the recommendations will be overseen by the council's Economic Development and Inward Investment Manager, with support from Opportunity Peterborough's communications team, the council's own communications team and the wider Economic Development team (including the proposed new Economic Development Officer).

3.14 **Continuation of the 'Skills Service' within South Holland**

3.15 The skills agenda is a subject that is raised in nearly all discussions whether it be with businesses, education providers, funders or training providers. It is a subject that features large in our business breakfasts with one of the main concerns being the lack of young people considering or being steered towards careers with the businesses involved in our local economy. Of particular concern is that there appears to be a historic approach being taken by local schools that seem to see the agri/horti/food industry as one of nothing more than production line work with a low skill requirement and little or no career opportunities. As a result, many of our school leavers go to university but once graduated, do not return as they hold the belief there are no well paid jobs with career prospects in our local economy.

3.16 In view of the above, there is considerable frustration amongst local businesses that schools, and in particular the teaching staff, do not fully understand the opportunities that lie within our local economy for a range of careers whether it be in finance, HR, technology, or any of the other choices that are available within any modern business. Local business leaders have told us that they would welcome the opportunity help to address this situation by talking to schools and teachers, facilitating visits either school to business or business to school, as well as offering the chance for school leavers to work their way up through the

business, whilst being supported through whatever type of learning is most appropriate for their career aspirations.

- 3.17 For this reason, the matter of developing the offer to support skills amongst residents in South Holland features with the proposed Economic Action Plan.
- 3.18 For the past three years, the Skills Service, part of Opportunity Peterborough, have been working in the secondary schools in South Holland. Businesses regularly voice their concern about the work-readiness of young people coming out of education at all levels. To help address this concern, the Skills Service provide a brokerage service for businesses, education and training providers, coordinating work-related learning activities that aim to improve the aspirations and economic awareness of young people and develop their employability skills in line with local business needs. The Skills Service also deliver the National Enterprise Advisor Network Programme on behalf of the Careers and Enterprise Company. The aim of the network is to match volunteers from the world of work with schools to support employer engagement.
- 3.19 Using a simple audit tool, the Skills Service work with school staff to review current Careers Education, Information and Guidance activities to help ensure that all schools have an effective careers strategy in place in line with the Gatsby benchmarks, they then support the schools with the implementation of their activity plans.
- 3.20 Originally funded by the Greater Cambridge Greater Peterborough Local Enterprise Partnership, and latterly, by the Cambridge and Peterborough Combined Mayoral Authority, the Skills Service funding was cut at the end of February 2019 which currently leaves the service unable to operate in South Holland.
- 3.21 Up to the point that engagement ceased at the end of February, The Skills Service had engaged with all of the senior schools in South Holland.
- 3.22 Since the start of their work in South Holland in 2016, the cumulative totals achieved for the targets (below) in South Holland are:

• Named individual businesses directly involved in school events	100
• Young people supported with direct contact with an employer	3316
• Schools completed Compass or 6–12 month review	6
• Business led events/activities brokered by the service	28
• Schools given information of statutory careers obligations	24
• Business hours at events	539.18

Events by school:

• Spalding Academy	9
• Spalding Grammar School	1
• Spalding High School (post Feb and now being funded by SHDC)	1
• The Peele Community College	12
• Thomas Cowley – engagement only recently established	tbc
• University Academy Holbeach	1

- 3.23 Conversations held with key companies at the business breakfasts as well as more general contact as part of the teams business facing role have confirmed that the response from both schools and businesses in respect of the work being done by the Skills Service has been overwhelmingly positive. The team are therefore of the opinion that the Skills Service has been performing much needed and appreciated work in all local senior schools and that intervention is required to ensure that this work continues.
- 3.24 In order to ensure the continued delivery of the service within South Holland into the near future, it is proposed that the council looks to directly fund the Skills Service for a period of 12 months whilst a longer term and sustainable funding strategy is sought for the programme. The cost to the authority for a 12 months period is £16,800. Details of the budgetary impact are contained within a 'Proforma B' form enclosed within Appendix 4.
- 3.25 If agreement is given to continue with funding for a twelve month period, the team (working with the council's recently appointed External Funding Officer) will explore a range of options available to the authority in terms of long term funding models. These will be presented to members ahead of the conclusion of the proposed 12 month contract.
- 3.26 It should be noted that the GLLEP does fund activity across Greater Lincolnshire in respect of skills and secondary schools. However, the service funded by the GLLEP is 'lighter touch' in its approach and involves providing guidance to schools on how to improve their existing skills programmes, as opposed to providing the capacity and expertise to run events directly on behalf of schools. In that respect, whereas skills activity would still be taking place within the district if members were minded not to fund the Skills Service, officers are of the view that the offer from the Skills Service is much more holistic and therefore has the greater opportunity of delivering positive outcomes.
- 3.27 **Creation of a new Economic Development Officer post.**
- 3.28 The final matter raised within this report, which is linked to the delivery of recommendations 1, 2 and 3, is the proposed creation of an Economic Development Officer post within the ED and Inward Investment team.
- 3.29 The current core South Holland Economic Development/Inward Investment service is made up of and delivered by 1.2 FTE staff members consisting of the Economic Development and Inward Investment Manager who is responsible for the overall delivery of the service which includes the European funded capital grants scheme Grants4growth, seeking and handling inward investment enquiries, maintaining a relationship with the key businesses in the area, and an Economic Development Officer who spends 1 day a week (0.2 FTE) on the core service.
- 3.30 The service is also responsible for the delivery of Grants4growth across the whole of the Greater Lincolnshire Local Enterprise Partnership area, and this project is run operationally by a Project Manager contracted to the project, a Technical and Financial claims administrator working 30 hours per week, and the remaining 4 days a week (0.8 FTE) of the Economic Development Officer. These posts are fully cost recovered from Grants4growth and are at nil cost to the Council. The Economic Development and Inward Investment Manager also spends a number of hours a week managing and overseeing the project and this time is also recovered from the project.

- 3.31 The contract with Opportunity Peterborough is designed to provide strategic Economic Development and Inward Investment expertise and support to complement the Economic Development/Inward Investment service in its current form, this is provided by the Chief Executive of Opportunity Peterborough and the Inward Investment and Business Engagement Manager both of whom work in the ED office with the team when appropriate, and also attend meetings and undertake business visits representing SHDC, again, when and where appropriate. Further resource is also available from Opportunity Peterborough's Communications and Marketing Manager.
- 3.32 The existing focus of the service is concentrating, in the main, on the 'big ticket items' i.e the successful delivery of Grants4growth, maintaining the relationships with many of our key businesses, inward investment work focussing on making connections between both direct enquiries and those that come through the Department for International Trade and the LEP, land owners, developers, agents, and internal departments such as Development Management and Strategic Planning, and working with the County Council, LEP and education and training providers on the skills agenda.
- 3.33 However, in order for all these big ticket items to function smoothly and have maximum impact, a lot of work needs to take place in the background, for example, monitoring and maintaining our database of South Holland businesses and the intelligence that sits behind those businesses such as type and nature of business, ownership, turnover, employment numbers, key contacts, growth aspirations and any constraints that might be affecting the business. By collating and maintaining this information we then have a better understanding of how the local economy and the supply chain within it works, and also enables us to pinpoint its strengths and weaknesses which in turn enables the ability to look at solutions and/or interventions that might be required now or in the future to secure the business or enable their growth plans.
- 3.34 It is also important that we have an accurate understanding of the availability of land for both current and future expansion and Inward Investment requirements, both employment allocated and non-allocated land, the opportunities and constraints of the land, ownerships, utility and access availability, all intelligence needed in order to be responsive to enquiries or funding opportunities. In its current form, the team do not have the capacity to engage in all the differing elements required to perform the Economic Development/Inward Investment function to its full potential.
- 3.35 There is also a question around succession planning within the department, much of the current local knowledge of both businesses and the wider economy sits with just one person. This which presents a risk to the Council, therefore it is suggested that an additional post be created within the service that will enable succession planning whilst providing appropriate resource to enable the team to perform a broader range of functions and projects, such as those contained within the Economic Action Plan.
- 3.36 In order to develop the right person into this role, they would take on, in the initial stages, some of the background work as described previously, both within the core service but also supporting and shadowing the work of the G4G team, this would build additionality into the service and also add a level of resilience should another member of the team be unavailable for a period of time.
- 3.37 The cost of the Opportunity Peterborough contract is currently covered by the budget for the vacant Senior Economic Development Officer salary, but it is possible to reduce the

budgetary impact to the Council of a new ED Officer post Grade E for the first 3 years by part funding (60%) the role through Grants4growth. This approach can be taken by ensuring that 60% of the new role is spent working for Grants4growth. There is also a budget of up to £2000 within the G4G budget for recruitment costs associated with this post. The need for and spend associated with this approach has already been approved by MHCLG in the 3 year extension that has now been accepted for the Grants4 growth project which will run until 2022, thus reducing the impact of the new post to Council budgets by 60% for the next 3 years.

- 3.38 By bringing a new officer post into the team, we would hope to be able to guide and mentor the post to grow within the service with a view to taking a more senior role in the fullness of time.
- 3.39 A Proforma B form, setting out the financial implications of the additional post and the approach to funding, is contained in Appendix 5.

4.0 OPTIONS

4.1 **Option 1: That the recommendations contained within this report, in respect of proposed activity that has been designed to support interventions in respect of Economic Development and Inward Investment delivery in South Holland, are approved (Recommended).** Under this option, the authority will;

- Adopt the South Holland Economic Action Plan and associated work programme, with a view to embed the actions contained within as part of the council's delivery of its wider corporate plan.
- Approve the proposed funding for the delivery of the 'Skills Service' across secondary schools in South Holland for a 12 month period, whilst a longer term funding strategy for the service is developed.
- Approve to the implementation of the elements relating to communication with businesses within the district
- Approve the creation of a new Economic Development Officer post to support with the delivery of the above recommendations, alongside the Grants4Growth programme.

4.2 **Option 2: Approve some or all of the above with or without changes.** Under this option, selected elements could be approved and taken forward with or without changes being applied.

4.2 **Option 3: Do nothing.** Under this option, the package of activity proposed within the report will not be taken forward in its current form.

5.0 REASONS FOR RECOMMENDATION(S)

5.1 The adoption of the Economic Action Plan will enable the Economic Development/Inward Investment team to have an evidence based action plan/policy that will serve to guide and inform the direction of the service for the future, assisting with the delivery of the wider objectives contained within the council's Corporate Plan.

5.2 The adoption of the communications recommendations within the Marketing and Communications Audit will help driving improvements in how the authority communicates

with key stakeholders on matters relating to economic and jobs growth, specifically in terms of communicating the support that the authority is well placed to provide as a means of enabling economic growth.

5.3 Through providing funding to support the continuation of the work being done by the Skills service within local schools and businesses, the authority will be able to support both local schools leavers and businesses in promoting the many and varied career opportunities that are present within our local economy for school leavers at the appropriate stage in their education.

5.4 The addition of an Economic Development Officer post to the existing team will strengthen both the Grants4growth project and the Economic Development/Inward Investment service not just from an available resource perspective, but also from a mid to longer term approach by introducing an element of succession planning into the team to ensure that local knowledge, contacts and connections are shared within the team as a means of minimising risk.

6.0 **EXPECTED BENEFITS**

6.1 The adoption of the Economic Action Plan will enable the Economic Development/Inward Investment team to have an evidence based action plan/policy that will serve to guide and inform the direction of the service for the future, assisting with the delivery of the wider objectives contained within the council's Corporate Plan.

6.2 The adoption of the communications recommendations within the Marketing and Communications Audit will help driving improvements in how the authority communicates with key stakeholders on matters relating to economic and jobs growth, specifically in terms of communicating the support that the authority is well placed to provide as a means of enabling economic growth.

6.3 The addition of an Economic Development Officer post to the existing team will strengthen both the Grants4growth project and the Economic Development/Inward Investment service not just from an available resource perspective, but also from a mid to longer term approach by introducing an element of succession planning into the team to ensure that local knowledge, contacts and connections are shared within the team as a means of minimising risk.

6.4 Through providing funding to support the continuation of the work being done by the Skills service within local schools and businesses, the authority will be able to support both local schools leavers and businesses in promoting the many and varied career opportunities that are present within our local economy for school leavers at the appropriate stage in their education.

7.0 **IMPLICATIONS**

In preparing this report, the report author has considered the likely implications of the decision - particularly in terms of Carbon Footprint / Environmental Issues; Constitutional & Legal; Contracts; Corporate Priorities; Crime & Disorder; Data Protection; Equality & Diversity/Human Rights; Financial; Health & Wellbeing; Reputation; Risk Management; Safeguarding; Staffing; Stakeholders/Consultation/Timescales;

Transformation Programme; Other. Where the report author considers that there may be implications under one or more of these headings, these are identified below.

7.1 Constitutional & Legal

7.1.1 All changes to the staffing establishment are reserved to Council for decision.

7.2 Contracts

7.2.1 The procurement team have been consulted and confirmed that no exemption is required to enter into a contract with the Skills Service for a 12 month period.

7.3 Corporate Priorities

7.3.1 All elements of this report will support the Corporate Plan Priority 'Your Opportunity

7.4 Equality and Diversity / Human Rights

7.4.1 All activities carried out will conform to the Councils Equality and Diversity/Human Rights policies.

7.5 Financial

7.5.1 The report recommendations do include financial implications. These are captured within a number of 'Proforma B' forms appended to this report.

7.6 Reputation

7.6.1 The additional activities and resultant interventions being proposed within this report can only serve to enhance the reputation of the Council.

7.7 Risk Management

7.7.1 All risks associated with the subjects of this report will be properly considered and managed.

7.8 Staffing

7.8.1 This report requests permission to create a new Economic Development Officer post

8.0 WARDS/COMMUNITIES AFFECTED

8.1 This activities contained within his report will affect all wards within South Holland.

9.0 ACRONYMS

9.1	ED	Economic Development
9.2	SHDC	South Holland District Council
9.3	OP	Opportunity Peterborough
9.4	FTE	Full Time Equivalent

Background papers:-

Lead Contact Officer

Name and Post: Christine Morgan Democratic Services Officer
Telephone Number 01775 764563
Email: cmorgan@sholland.gov.uk

Key Decision: N

Exempt Decision: N

This report refers to a Discretionary Service

Appendices attached to this report:

Appendix 1 SHDC Economic Action Plan
Appendix 2 SHDC Economic Action Plan – Work Programme
Appendix 3 Marketing and Communications Audit
Appendix 4 Skills Service Proforma B
Appendix 5 ED Officer Proforma B

APPENDIX D

APPENDIX 1



**South Holland District Council
Economic Action Plan 2019-21**



Opportunity Peterborough

South Holland Economic Action Plan 2019

Context

South Holland District Council has always been a forward-thinking, entrepreneurial and innovative authority. We continue to strive for excellence and deliver great value for money for our residents while making the most of the huge opportunities for economic growth in our district.

South Holland District Council's Strategic Vision for the District is:

“A Place of Prosperity, Wellbeing, and Opportunity for All”

In order to support the achievement of this vision we will:

- Proactively work with partners to identify and optimise funding opportunities that will draw resources into the district to support our plans for sustainable and continued growth.
- Work in partnership across the public and private sector to retain and build on the key business sector strengths within South Holland, whilst also working proactively to attract new inward investment that will bring further prosperity to our district.
- Work in partnership with key partners in the education sector, including Spalding College, to ensure that both businesses and residents have access to the necessary skills to support economic growth and prosperity.
- Continue to deliver a clear “Open for Business” approach across all Council that promotes and supports business growth.
- Continue to deliver a full range of services and initiatives that support our businesses, including our Grants4Growth programme.
- Stimulate further growth, productivity and prosperity in the food sector through the delivery of a Food Enterprise Zone in Holbeach.

The purpose of this Economic Action Plan is to support the delivery of our vision and its associated priorities by setting out a series of detailed action, based upon recently collated national and local evidence, that in turn will support the delivery of the council's overarching Corporate Plan 2019-23.

The South Holland Economy

South Holland has the fifth highest Gross Value Added measurement (GVA) in Lincolnshire at a total of £1.709bn. On a per capita basis the district has the third highest level of GVA per head at £18,498, which is in large part due to its high job density of 0.8 jobs per resident aged 16 to 64. This high jobs density rate also means that South Holland's claimant count (the proportion of the working age population claiming out of work benefits) is low at 1.1%, compared to a county average of 1.8%. South Holland also has the fourth highest productivity level in the county, with each worker producing an average of £46,189 of added economic value to the local and national economy.

Workforce

South Holland has the second smallest population of all of the Districts in Lincolnshire with 93,300 residents. That equates to 12.4% of the county's population. 58.8% of the population is classified as of working age, i.e. between the ages of 16 and 64. This is the third smallest proportion found across all of Lincolnshire's districts. Within the working age population, 78.2% are classified as economically active, this is also slightly below the county average.

South Holland's population is, on average, lower skilled than most of the other districts in Lincolnshire, with 24.1% of the population holding and qualification at NVQ Level 4 or above compared to a county average of 28.4%. This county average is actually skewed down by Boston's 11.8% and in fact in four of the seven Lincolnshire districts over 30% of the population have qualifications at NVQ Level 4 and above.

On average, residents of South Holland earn £467.60 per week, the third lowest level in the county. This is slightly higher than the average weekly wage paid by jobs in the district, £444.60 (second lowest in the county), and indicates that a number of South Holland's more highly skilled residents earn higher salaries outside the district. Peterborough is the destination for the largest number of out-commuters.

In fact, according to the most up to date figures (which come from the 2011 Census), there was a net commuter outflow of 2,624 workers per day, which means that more people are leaving the district each day to work elsewhere than travelling to it. The most popular destinations were (and likely still are) Peterborough, Boston, South Kesteven, Fenland, and King's Lynn and West Norfolk. At the same time nearly 9,000 workers were travelling to the district at this time. The more popular origin points were Boston, South Kesteven, Peterborough, Fenland, and King's Lynn and West Norfolk.

Sectors

Manufacturing accounts for nearly twice the number of jobs in South Holland than any other sector. It also created the largest number of new jobs, 1,000, over the period 2010-2015 and increased as a proportion of the overall employment figure (ONS, Business Register and Employment Survey). This is in slight contrast to manufacturing jobs at the Great Britain level which increased in number but fell as a proportion of the overall employment figure. Business Administration and Support Services created the second highest number of jobs over this period at 500, 350 of which were agency jobs working via recruitment companies.

Industry	No. of Jobs (2017)	% of all Jobs
Manufacturing	9,000	21.95%
Business administration & support services	6,000	14.63%
Agriculture, forestry & fishing	3,500	8.54%
Wholesale	3,500	8.54%
Retail	3,500	8.54%
Transport & storage (inc postal)	3,500	8.54%
Health	3,000	7.32%
Construction	1,750	4.27%

Accommodation & food services	1,750	4.27%
Education	1,750	4.27%
Professional, scientific & technical	1,250	3.05%
Motor trades	700	1.71%
Arts, entertainment, recreation & other services	700	1.71%
Financial & insurance	350	0.85%
Public administration & defence	350	0.85%
Information & communication	300	0.73%
Property	300	0.73%
Mining, quarrying & utilities	250	0.61%
Total	41,000	100.00%

(ONS, Business Register and Employment Survey)

A more granular analysis of employment in the District reveals the importance of the Agri-Food sector and Horticulture.

Industry	No. of Jobs (2017)	% of Total Jobs
Manufacture of food products	7,000	17.1
Employment activities	4,000	9.8
Crop and animal production, hunting and related service activities	3,500	8.5
Wholesale trade, except of motor vehicles and motorcycles	3,500	8.5
Retail trade, except of motor vehicles and motorcycles	3,500	8.5
Land transport and transport via pipelines	3,000	7.3

(ONS, Business Register and Employment Survey)

7,000 of the 9,000 manufacturing jobs in the district are related to the manufacture of food products. Of the 3,500 wholesale jobs, 1,500 are linked to the wholesale of fruit and vegetables, 1,250 to the wholesale of flowers and plants, 200 to the wholesale of agricultural machinery, 175 to the wholesale of grains, seeds, and animal feeds, and 50 to the wholesale of meat and meat products. 4,250 of the 6,000 jobs associated with the Business Administration and Support Services sector are attributed to 'Employment Activities'. Essentially these are contract workers employed by recruitment agencies but who will be working in a variety of other sectors, including manufacturing and agriculture.

In all, over 50% of jobs in South Holland are directly linked to the Agri-Food value chain. Should this sector be adversely affected, by becoming uncompetitive or through environmental challenges for example, the impact would be significant to the economy of the district as a whole. On the other hand, supporting businesses in this sector to become world leading provides the opportunity to develop long term prosperity for residents.

The importance of this sector is further underlined when location quotients are used to identify the sectors in which South Holland has comparative advantages compared with the rest of the UK. Those sectors in which employment in South Holland is proportionally double the national average (indicated by a location quotient score of 2.0 or higher), and employ large numbers of people, are predominantly linked to Agri-Food.

Industry	No. of South Holland Jobs (2017)	% of all South Holland Jobs (2017)	Location Quotient Score
10 : Manufacture of food products	7,000	17.1	14.25
01 : Crop and animal production, hunting and related service activities	3,500	8.5	5.67
49 : Land transport and transport via pipelines	3,000	7.3	4.06
37 : Sewerage	125	0.3	3.00
78 : Employment activities (workers employed by recruitment agencies)	4,000	9.8	2.88
46 : Wholesale trade, except of motor vehicles and motorcycles	3,500	8.5	2.24
82 : Office administrative, office support and other business support activities	1,500	3.7	2.06
17 : Manufacture of paper and paper products	150	0.4	2.00

(ONS, Business Register and Employment Survey)

The Office for National Statistics groups sectors slightly differently for the measurement of GVA, the regional version of GDP. The Distribution; Transport; Accommodation and Food, and Manufacturing sectors, account for 45.2% of South Hollands GVA. Distribution; Transport; Accommodation and Food can be broken down into Motor Trades, Wholesale, Retail, Transport and Storage, and Accommodation and Food Services. Unfortunately GVA figures are not available at this more detailed level but Wholesale, and Transport and Storage, account for 7,000 of the 12,950 jobs associated with this economic output again underlining the importance of the Agri-Food sector.

Industry	No. of Jobs 2010	No. of Jobs 2017	Jobs Growth 2010-2017	% Jobs Growth 2010-2017
Distribution; Transport; Accommodation and Food	11,800	12,950	1,150	9.7%
Manufacturing	7,000	9,000	2,000	28.6%
Public Administration; Education; Health	5,350	5,100	-250	-4.7%
Real Estate	150	300	150	100.0%
Professional and Administrative	5,500	7,250	1,750	31.8%
Construction	2,000	1,750	-250	-12.5%
Production (Agriculture, Mining, Electricity, Gas, Water, and Waste)	3,200	3,750	550	17.2%
Recreation, other services and household activities	900	700	-200	-22.2%
Financial and Insurance	250	350	100	40.0%
Information and Communication	300	300	0	0.0%

Total	36,450	41,450	5,000	13.7%
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(ONS, Business Register and Employment Survey)

Industry	GVA (£m)(2010)	GVA (£m)(2017)	GVA Growth 2010-2030 (£m)	% GVA Growth 2010-2017
Distribution; Transport; Accommodation and Food	403	475	72	17.9%
Manufacturing	266	403	137	51.5%
Public Administration; Education; Health	148	154	6	4.1%
Real Estate	154	214	60	39.0%
Professional and Administrative	180	261	81	45.0%
Construction	93	100	7	7.5%
Production	122	244	122	100.0%
Recreation, other services and household activities	36	42	6	16.7%
Financial and Insurance	25	36	11	44.0%
Information and Communication	8	11	3	37.5%
Total	1,435	1,940	505	35.2%

(ONS)

South Hollands GVA grew by £505m between 2010 and 2017 and these two sectors, Distribution; Transport; Accommodation and Food, and Manufacturing, were responsible for £209m of that total. Over the same period the GVA attributable to the Information and Communication sector grew by only £3m. This further highlights where the opportunities for future growth lie, but also underlines the risk that a lack of support for these sectors poses to the economic security of the district.

Sectors with high levels of productivity tend to be smaller in South Holland, with the one exception being Manufacturing. Sectors with the lowest levels of productivity are Professional and Administrative - which includes a large number of contract workers, Production - which includes Agriculture, and Distribution; Transport; Accommodation and Food Services.

Future Employment

By calculating the employee growth rates for each sector from 2010 to 2017 and extrapolating forward (ONS – Business Register and Employment and Survey), the following projections can be made about the changing nature of sectoral employment between 2010 and 2030.

Industry	No. of Jobs (2010)	% of Jobs (2010)	No. of Jobs (2030)	% of Jobs (2030)	Jobs Growth 2010-2030	% Jobs Growth 2010-2030
Agriculture, forestry & fishing	3,000	8.33%	4,660	8.93%	1,660	55.35%
Mining, quarrying & utilities	200	0.56%	378	0.72%	178	89.18%
Manufacturing	7,000	19.44%	14,352	27.49%	7,352	105.03%
Construction	2,000	5.56%	1,366	2.62%	-634	-31.72%
Motor trades	800	2.22%	546	1.05%	-254	-31.72%
Wholesale	3,500	9.72%	3,500	6.71%	0	0.00%
Retail	3,500	9.72%	3,500	6.71%	0	0.00%
Transport & storage	3,000	8.33%	4,660	8.93%	1,660	55.35%
Accommodation & food services	1,000	2.78%	4,948	9.48%	3,948	394.78%
Information & communication	300	0.83%	300	0.57%	0	0.00%
Financial & insurance	250	0.69%	654	1.25%	404	161.52%
Property	150	0.42%	1,087	2.08%	937	624.58%
Professional, scientific & technical	1,000	2.78%	1,892	3.62%	892	89.18%
Business administration & support services	4,500	12.50%	10,235	19.61%	5,735	127.45%
Public administration & defence	600	1.67%	129	0.25%	-471	-78.56%
Education	2,250	6.25%	1,097	2.10%	-1,153	-51.23%
Health	2,500	6.94%	4,209	8.06%	1,709	68.36%
Arts, entertainment, recreation & other services	900	2.50%	439	0.84%	-461	-51.23%
Total	36,000	100.00%	52,199	100.00%	16,199	45.00%

The sectors likely to produce the most jobs between 2010 and 2030 based on this analysis are Manufacturing; Business Administration and Support Services; and Accommodation and Food Services. The sectors likely to lose the most jobs over this period are Education; Construction; Public Administration and Defence; Arts, Entertainment, Recreation and Other Services; and Motor Trades. At a more detailed level, the sub-sectors likely to create the most jobs between 2010 and 2030 are Employment Activities (i.e. recruitment agencies) (9,395); Manufacturing of Food Products (8,076); Land Transport and Transport via Pipelines (1,709); Human Health Activities (892); Legal and Accounting Activities (874); and Social Work Activities without Accommodation (765). Sub-sectors likely to shrink are Education (1,153); Compulsory Social Security (-471); Technical Testing and Analysis (-323), and Wholesale and Retail Trade and Repair of Motor Vehicles (-254).

By extrapolating the sectoral jobs growth data (ONS) from 2010 to 2017, it is projected that 21,280 jobs will be created in South Holland over the period of the current Local Plan (2011-2036). However, the Local Plan makes reference to the 2016 Spatial Strategy which predicts that only 13,800 jobs would be created in the district over this period. Over the course of the first 6 years of

the Local Plan period 5,000 jobs were created in South Holland according to the Office for National Statistics. Even taking a rough measure based on the average number of jobs created per year over that period would suggest that 20,833 jobs would be created over the Local Plan period. However, these projections are based on past performance. A large proportion of jobs in South Holland are likely to feel the impact of automation, AI, and globalisation and so future growth trends may well be lower than those experienced in recent history. In reality, jobs growth in South Holland over the period of the Local Plan is likely to sit somewhere between 13,800 and 21,280.

The South Holland Annual Business Survey 2018

A total of 42 organisations responded to the inaugural South Holland Annual Business Survey. Respondents represented a broad range of sectors and sizes. Whilst not definitive, obvious patterns could be identified in the responses, providing strong indications about the issues facing the wider business community.

Overall, respondents were more positive about this years' performance compared to last, and even more optimistic about their projected performance next year. Whilst the vast majority of respondents predict an increase in operating costs next year, many also predict an increase in job creation and capital investment. This supports the jobs growth analysis and highlights the need to plan for the accommodation of such growth.

Increasing overheads, as well as price pressure from customers and competitors, and the availability of skills workers were the most commonly identified barriers to growth, whilst 43.6% of respondents also cited uncertainty concerning the UK's future relationship with the EU as a factor that is creating challenges for business planning.

The ability to grow the customer-base was by far the most commonly identified challenge regarding increasing profitability, with people and overheads also ranking highly. In addition to these issues, improved roads and support to leverage technology were also identified as areas in which support would help to improve productivity.

The majority of respondents reported that they currently access business support advice through their accountants. Consultants, the Gov.UK website, and internet searches were other common sources of business advice. 15.6% of respondents stated that they received support from South Holland District Council.

Concerns over the availability of low-to-semi skilled workers and challenges around recruitment were identified by respondents but many businesses appear to be taking matters into their own hands and providing training at this level in order to address their needs.

Over half of respondents indicated that they would be looking for larger premises within the next 5 years. Warehousing and factory space were the most sought after, both at smaller scale – up to 4,000sqft, and at the larger scale – 50,000sqft and above. There was also strong demand within respondents for office space of up to 2,000sqft.

Infrastructure and Employment Land

Digital Infrastructure

According to the OnLincolnshire team, at the start of the programme in April 2013 only 17.17% of premises in South Holland had access to SuperFast Broadband (SFBB, >30Mbps). As of October 2018, that figure had increased to 91%. Over that period 2,833 premises have been upgraded, this accounts for 17.17% of premises upgraded across the county during the lifetime of the programme. By the 31st December 2019 it is hoped that 97% of premises in South Holland will have access to SuperFast Broadband. At this point it is expected that approximately 2% of premises won't have access to download speeds greater than 10Mbps, and 1% won't have access to download speeds of 2Mbps.

According to Ofcom's Connected Nations October 2018 update, which uses data from May 2018, 80.3% of premises in South Holland have access to SFBB and 2.5% have access to UltraFast Broadband (UFBB, >100Mbps). Out of 41,239 premises in the district, 7,046 are unable to receive 30Mbps, 2,687 are unable to receive 10Mbps, and 446 premises are still unable to receive 2Mbps. This last figure implies that 1.1% of premises in South Holland cannot currently access services greater than 2Mbps. Coupled with the data from OnLincolnshire it can be inferred that services will not improve for any of these premises under current plans.

According to the 'Broadband coverage and speeds: local statistics 2017' Parliamentary Briefings Paper, the following South Holland wards are ones in which more than 3% of their premises cannot access 10Mbps, the Government's Universal Service Obligation threshold, 3% being the current UK average.

- Crowland and Deeping St Nicholas -5.5%
- Donington, Quadring, and Gosberton – 7.7%
- Fleet – 10.4%
- Gedney – 18.0%
- Holbeach Hurn – 19.6%
- Long Sutton – 5.0%
- Moulton, Weston, and Cowbit – 14.5%
- Pinchbeck and Surfleet – 9.5%
- Spalding Monks House – 3.4%
- Spalding Wygate – 18.4%
- Sutton Bridge – 5.4%
- The Saints – 13.7%
- Whaplode and Holbeach St John's – 29.5%

Improving digital infrastructure in these locations will support economic growth, especially in terms of business start-ups and support for micro-businesses.

Power

Adequate power supply to underpin economic growth is a challenge in South Holland, as it is in much of the rest of the country. This is in terms of local generation, grid capacity, and the servicing of development sites. Whilst numerous projects, such as the Viking Link undersea DC link to Denmark and the construction of a Combined Heat and Power plant at Crowland, are currently underway or in planning stages these are primarily to either support national power generation

requirements or are site specific and won't address the power constraints being faced by businesses and developers within the District.

It is often the basics of grid reinforcement and the connections of new sites that can hold up or bring forward specific developments, particularly as the burden of payment is put on the developer and any work that is required cannot be commenced until planning permission has been improved, at which point most investors want to move quickly. Current power constraints are a risk to planned growth around Holbeach, Donington, and Spalding. Understanding these constraints, and routes to overcoming them, will be essential in order to support economic and housing growth.

The South East Lincolnshire Local Plan and land availability

The South East Lincolnshire Local Plan (SELLP) identifies a healthy pipeline of employment land including 17Ha at the Food Enterprise Zone, 7Ha at Bridge Road, Long Sutton, 183Ha at Wardentree Lane, Spalding, 18 Ha at Lincs Gateway, Spalding, and 37Ha at Clay Lakes, Spalding.

The primary challenges in bringing these sites forward are around the provision of utilities supply, (predominantly power) and enabling infrastructure such as roads. Whereas the authority has been highly proactive in unlocking barriers on many sites, further work is required to convene stakeholders and partners in order to identify the programmes of work and funding models required to bring these forward in a timely manner that supports rather than hinders South Holland's ambitions.

Given the levels of demand for new premises indicated by the Business Survey results and low levels of available commercial properties of all types across the District, it is likely that there is a strong commercial case for forward funding the necessary infrastructure where that is a barrier for growth, either via commercial partners, as part of a public/private joint venture, or through public sector intervention. This could include speculative development for let by South Holland District Council, as per previous projects, which could provide an ongoing income stream for the Council.

Peppermint Park – Holbeach Food Enterprise Zone

The Peppermint Park project will provide approximately 59,500 m² of work space and 900 residential units. Holbeach has a population of around 5,000 with an economy heavily influenced by the agri-food sector.

As part of the Holbeach Food Enterprise Zone, the project will provide purpose built business space for small to medium sized enterprises developing cutting edge technology and techniques in the agri-food sector. An early anchor occupier on the scheme will be the University of Lincoln who will be creating new facilities to complement their existing Holbeach campus, the National Centre for Food Manufacturing. Evidence within this document reiterates the importance of R&D in supporting innovation and productivity improvements, highlighting the strategic importance and significant added value of the Food Enterprise Zone.

The University will be looking to extend their presence and impact in the area through the development of a Centre of Excellence in Agri-Food and a Food Chain Automation Centre. These facilities will support productivity and innovation within the local food and drink cluster as well as acting as a driver for additional investment into South Holland as new companies relocate to take advantage of the knowledge and expertise generated there.

Stakeholder Consultation Feedback

An early draft of this paper was circulated and discussed with a number of key stakeholders including teams within South Holland District Council, Lincolnshire County Council, Greater Lincolnshire Local Enterprise Partnership, the National Centre for Food Manufacturing, and The Skills Service. The views and comments received during this process were incredibly informative and have been taken into consideration and reflected in this final version of the document.

Examples of the observations/questions raised are as follows:

- Support for skills and R&D needs to evolve as the tech element of the economy grows due to the impact of the FEZ and other initiatives.
- It will be vital to maximise the use of the skills and expertise that currently exist across the District and wider area in order to deliver the aspirations for the district.
- Schools have a clear role in helping local school leavers in understanding the job opportunities within the local economy, and support should be provided to enable schools and businesses to work collaboratively on supporting local employment in key sectors amongst school leavers.
- Determine the extent to which older people and other groups can help to meet the employment needs within the District.
- The District has the potential to strive to become a centre of excellence for agriculture and horticulture, and a proactive inward investment and marketing approach has the potential to raise the profile of the district in this manner
- Relationships should be further strengthened with key stakeholders and potential partners across the county and wider area, such as Lincolnshire County Council and the Greater Lincolnshire Local Enterprise Partnership.

SWOT Analysis

Based on the research undertaken a 'SWOT' (Strengths, Weaknesses, Opportunities, Threats) analysis exercise has been undertaken in order to identify strengths to build upon, weaknesses to address, opportunities to take advantage of, and threats to mitigate. This analysis helps to focus the findings of the research and identify suitable recommendations to form a large part of the basis of the Economic Action Plan.

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none">• Large, growing and nationally significant agri-food sector, the importance of which is demonstrated through the high location quotient• Relatively large and growing Horticulture sector with high location quotient• Advanced plans to create a Food Enterprise Zone, underpinned by the presence of the University of Lincoln on	<ul style="list-style-type: none">• Small working age population compared with other areas nationally• Higher than average % of economically inactive households• The reliance upon one sector within large parts of the local economy and attendant supply chain• A generally low-skilled workforce compared with national averages• Low wages and the impact of this upon

<p>the site</p> <ul style="list-style-type: none"> • Low unemployment and claimant count • High job density indicates a stronger economy and greater opportunities for residents • Low wages and the attraction that this presents to businesses • Large and growing Transport and Logistics sector with high location quotient, linked to the wider food cluster • A positively engaged business community • Businesses with evidenced growth ambitions • Grants4Growth and LEADER funding programmes • Good relationships with partners and stakeholders • Large employment allocations, such as Clay Lakes • National Centre for Food Manufacturing • Business breakfasts provide an opportunity for local business networking and public/private engagement • Proximity to Peterborough as a centre of regional economic growth, and links through the A16 corridor • A pro-growth council • Spalding College provides Further Education training for young people and businesses 	<p>the wealth of residents</p> <ul style="list-style-type: none"> • Evidence of higher skilled residents out-commuting as opposed to working within the district • Digital infrastructure in rural wards • Power utility infrastructure constraints in the face of growing demand for electricity • Long term certainty over workforce availability • A shortage of serviced land or large industrial units • Low levels of inward investment promotional activity means low levels of opportunity awareness with potential investors who will locate to areas that are promoting themselves • Lack of business support workshops
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • The successful delivery of an R&D-focused food cluster on the Holbeach FEZ has the potential to support significant productivity and GVA gains within the local economy • GLEP Local Industrial Strategy and the emerging focus on agri-food productivity, and the links to potential funding through the UK Shared Prosperity Fund • The potential to increase the level of presence of the University of Lincoln's presence within the district through the Holbeach FEZ 	<p><u>Threats</u></p> <ul style="list-style-type: none"> • The potential of overseas workers returning home, given the reliance upon migrant labour within the local economy • South Holland businesses becoming less competitive unless they invest in improving productivity • Growth of competitor locations such as Peterborough, and other agri-food centres such as those based in Kent • The impact of wider national uncertainty on key political matters, and the potential impact upon the timing of investment decisions

<ul style="list-style-type: none"> • Scope to further improve the relationship with the Department for International Trade • Sutton Bridge Port has capacity for expansion, potentially underpinning future investment • The potential for investment in a Reservoir within SE Lincs, which could support agri-food, housing growth, and leisure and tourism • Links to Holland through the horticulture sector, and the scope for further inward investment from such locations • Links to centres of excellence e.g. NIAB, Agri-Tech East • Further development of the council's Open4Business initiative • The potential for productivity gains within the local economy via automation and artificial intelligence, whilst also creating greater resilience 	<ul style="list-style-type: none"> • Local authority budget pressures • The reliance upon the University of Lincoln as a partner in the delivery of a successful Holbeach FEZ
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Summary

Agri-Food is the key sector for South Holland, being directly responsible for providing over 50% of the jobs in the District. Many of the jobs in business services, retail and recreational sectors will be indirectly supported by this sector, either as suppliers or due to employee spend. It is also a sector that provides South Holland with a comparative advantage compared to other locations within Great Britain and accounts for over half of the District's economic output.

Whilst Manufacturing appears to be demonstrating reasonable productivity, other component parts of Agri-Food, such as Production, and Distribution; Transport; and Accommodation and Food, have low productivity. Productivity improvements within these sectors should be supported by helping businesses to improve the skills of their employees and by supporting businesses to invest in labour saving technology such as automation and AI. SHDC has a clear role in raising awareness of the opportunities available to businesses through 1-2-many communications and events as well as via 1-2-1 account management meetings where appropriate.

It will be essential to work with relevant partners including the National Centre for Food Manufacturing (NCFM), the University of Lincoln, the Greater Lincolnshire Local Enterprise Partnership, the National Institute of Agricultural Biology (NIAB), and the Midlands Engine Investment Fund in order to share best practice and provide expert support across this broad sector. Driving productivity improvements will go some way to helping businesses to meet the workforce and skills challenges they are currently experiencing, as well as helping to increase wages as businesses experience increased profitability.

Supporting business growth within Agri-Food will have a beneficial impact on the economy as a whole as more money would be spent with local suppliers and by employees. Gaps in the Agri-Food supply chain should be identified and form the focus of promotional inward investment activity with a view to attracting innovative companies to strengthen the local cluster and create high skilled, high paid jobs. Potential investors are often looking to be close to customers, skills, and resources and South Holland has all of these in relation to the Agri-Food sector creating the opportunity to raise the profile of the district nationally and internationally. The Food Enterprise Zone at Holbeach will also be a key asset in attracting high-tech, innovative new businesses to the District as well as in creating new, high-skilled jobs.

Steps should be taken to help businesses within this sector to mitigate risks such as water scarcity, and soil fertility as well as to take advantage of new technologies. The South Holland economy is heavily reliant on its natural assets and as such, protection and management of the land and waterways needs to remain a key priority.

Opportunities to reinforce infrastructure, such as a new reservoir that would support the agri-food sector as well as housing growth and leisure and tourism activity, should also be explored. If growers are no longer able to grow produce then this will have potentially disastrous consequences on the rest of the economy.

SHDC taking a proactive role to encourage collaboration between employers, business representative groups, and industry experts such as Anglian Water, NIAB, and the Department for Work and Pensions (DWP), will provide opportunities to discover in more detail the challenges faced by businesses in the District, enabling a more collaborative approach to problem solving.

Labour shortages also pose a risk to businesses in the district. Employers should be encouraged and supported to engage with as diverse a range of the working age population as possible in order to address the challenges they are facing regarding workforce supply. This could mean examining their own business operations in order to make work more accessible to different segments of the community including older people, parents, and people with disabilities. Organisations such as DWP will be able to provide support through schemes such as Disability Confident, so it will be important to highlight these opportunities to employers who might otherwise be unaware of them.

The results of the Annual Business Survey would indicate that businesses require assistance to reduce overheads. Since not a lot can be done regarding the cost of wages, rent, or rates, businesses should be supported in securing the best utility pricing possible as well as being supported to become as resource efficient as possible. This can be achieved by raising awareness via social media, newsletters, media campaigns, and events, highlighting opportunities around utility provision and brokering introductions to utility brokers and support organisations such as 'BusinessLincolnshire'.

Many businesses are addressing their sector specific skills needs but support focussed on leadership and management, and sales and marketing skills, would assist businesses in growing and diversifying their customer base. Additionally, support to enable businesses to better utilise new technology and make the most of automation would also help businesses to become more productive and maximise profitability. Partnerships with NCFM, the University of Lincoln's robotics lab, and the University of Cambridge's institute for Manufacturing will be essential in assisting businesses to make the most of the opportunities that will present themselves as technology evolves. The strategic role of the Food Enterprise Zone cannot be understated in this regard.

Many of South Holland's businesses are already achieving great success and require room for expansion. Jobs growth rates in the district are already outpacing those used to determine employment land allocation in the Local Plan. SHDC must therefore work closely with landowners, developers, and funders, to bring forward viable sites to meet a broad range of requirements and continue to operate with a flexible, pro-growth attitude that allows for sustainable development outside of the Local Plan if a strong case can be made (as per recent developments such as the Neame Lea Nurseries premises on the A16 adjacent to Clay Lakes). There is also a need to better understand the commercial stock profile within the district and highlight gaps and issues regarding quality that need to be addressed to support inward investment and economic growth, whilst also helping inform potential commercial investment decisions taken by the council.

With regards to digital infrastructure, it may be possible to address areas not enabled under the 'OnLincolnshire' programme through combinations of initiatives such as the Community Fibre Partnership, the Better Broadband Subsidy Scheme, the Local Full Fibre Network Challenge Fund, and BT's CSR fund. Such areas may also be enabled by other commercial providers that specialise in rural broadband solutions who should be engaged by SHDC regarding such opportunities.

Priorities

The recommended priority areas, where it is felt the largest positive impacts can be realised, are:

Priority 1: Infrastructure and Growth

This includes;

- Maximising the economic impact of key strategic development sites including the FEZ and Port Sutton Bridge, through proactively supporting delivery and working to realise the economic potential.
- Ensuring that South Holland has the comprehensive digital connectivity, mobile and landline, to support economic growth into the 21st century.
- Explore opportunities to improve transport links that support growth in the economy, particularly those supporting the logistics and agri-food sectors.
- To ensure that the natural assets of the district in terms of agricultural land are enhanced and protected

Priority 2: Raising the profile of the district to proactively target new inward investment

This includes;

- Raising the profile and promote South Holland as an agri-food and horticultural centre of excellence in order attract innovative new businesses and strengthen the existing cluster, utilising key assets and differentiators such as the Food Enterprise Zone.
- Specifically, gaps in the Agri-Food supply chain should be identified and form the focus of promotional inward investment activity with a view to attracting innovative companies to strengthen the local cluster and create high skilled, high paid jobs.

Priority 3: Enhancing the level and type of business support available to our businesses, to support with resilience and future proofing

This includes;

- Supporting productivity and innovation improvements within businesses with high growth potential, with a particular focus on the Agri-Food sector, enabling them to improve competitiveness, resilience, and maximise their potential for high quality job creation.

Priority 4: Raising skills within industry, and for those leaving school

This includes;

- Raising awareness and uptake of skills development opportunities within industry, particularly around apprenticeships, and work with businesses and education and training providers such as Spalding College and the University of Lincoln to develop a dynamic system that can adapt to the changing requirements of the business community.
- Brokering ever stronger relationships between employers and schools in order to inspire and raise the aspirations of young people, increase their knowledge about career opportunities and pathways within the local economy, and raise the profile and uptake of apprenticeships across the District.

Appendix A – Detailed Action Plan

A detailed action plan describing how the priorities identified in the document will be delivered can be found in Appendix A.

Appendix B – Monitoring Performance

An outline of the performance measure and KPIs used to monitor performance and success can be found in Appendix B.

APPENDIX E

Priority Ref.	Priority	Relevant CA	Actions	Key action leads	Timescales	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
	Infrastructure and Growth																
P-ED1	Maximise the impact of key strategic development sites including the FEZ and Port Sutton Bridge.	CA22, CA23, CA25, CA27	See P-ED5 FEZ - Working with LCC, the GLLEP and Uni of Lincoln, commission work to provide an up-to-date evidence-based analysis of potential market impact and economic value of the FEZ as a means of underpinning marketing and inward investment activity for Phase 1 of the site. FEZ - Organise warm-up events with prospective University of Lincoln tenants for local businesses to generate local buy-in and commence knowledge sharing activity FEZ - Start discussions with relevant stakeholders to try and secure the very best digital infrastructure in order to enable test bed-type activity to take place on site.	See P-ED5 Matthew Hogan, SHDC (MH), Nigel Burch, SHDC (NRB), Paul Jackson (SHDC) NRB, Ann Wardle, OP (AW) Tom Hennessy, OP (TH), Head of Economic Development, OP (HED)	See P-ED5 July 2019 - December 2019 July 2019 - October 2019 June 2019 - August 2019												
			Sutton Bridge - Work with port operators to support the development of strategic plans for the site, identifying and unlocking barriers that exist to making a greater contribution to the economy.	AW, NRB	July 2019 - Oct 2019												
			To undertake wider analysis of the availability of commercial premises within the district, both in terms of quality, type and quantity, as a means of identifying gaps that require further planning and/or may support commercial investment decisions. To develop relationships with investors that can help support the delivery of business premises.	NRB, Richard Hodgson (SHDC), MH, TH	June 2019 - Ongoing												
			Develop the strategic relationship that exist between SHDC and Western Power with a view to better understand the barriers to power supply in key areas of growth, and to work with funders such as the GLLEP and Homes England to achieve the necessary interventions that will unlock key sites.	MH, PJ	Ongoing												
P-ED2	Ensure that South Holland has the comprehensive digital connectivity, mobile and landline, to support growth into the 21 st century.	CA22, CA23, CA25, CA247	Engage partners to identify potential broadband black-spots, particularly in respect of employment and commercial locations	TH, NRB	June 2019 - July 2019												
			Engage specialist organisations and local stakeholders to identify, and explore viability of solutions to black-spots.	TH, NRB AW	July 2019 - September 2019												
			SHDC to commence proactively promoting government subsidy schemes to those not serviced by the Onlincolnshire programme.	NRB	June 2019 - Ongoing												
P-ED3	Explore opportunities to improve transport links, particularly those supporting the logistics and agri-food sectors.	CA22, CA23, CA25, CA27	Engage with key businesses on the theme of road and rail connectivity, to better understand where improvements to the wider infrastructure network would support economic growth. Work with National Rail, GLLEP, and other partners to understand the economic case for improved rail services, with a focus on Lincoln, and early/late/Sunday services. Identify and support groups working to improve rural transport services, such as bus services.	NRB, MH NRB, MH, TH Economic Development Officer, SHDC (EDO)	June 2019 - Ongoing June 2019 - Ongoing June 2019 - Ongoing												
P-ED4	Protect the natural assets of the District.	CA22, CA23, CA25, CA27	Increase engagement with, and identify opportunities to support, partners such as National Farmers Union (NFU), Country Land and Business Association (CLA), National Centre for Food Manufacturing (NCFM), National Institute for Agriculture and Botany (NIAB), Anglian Water, Internal Drainage Boards, Environment Agency, Joint Nature Conservation Committee (JNCC), Lincolnshire County Council, and Defra. Work with landowners and growers to identify their primary environmental challenges and, where appropriate, act as a convener to bring together necessary partners to address such issues through working groups, awareness raising events etc. Continue to contribute to, and support the work of, the Agriculture and Horticulture Forum.	NRB, AW NRB, AW, EDO NRB, AW	June 2019 - Ongoing June 2019 - Ongoing Ongoing												
	Raising the profile of the district to proactively target new inward Investment																
P-ED5	Promote South Holland as an Agri-Food and Horticultural centre of excellence in order attract innovative new businesses and strengthen the existing cluster, utilising key assets and differentiators such as the Food Enterprise Zone.	CA23, CA25, CA26, CA27	Promote site and property opportunities to potential investors and developers via social media, direct engagement, engagement with intermediaries, and attendance at national level, sector relevant events. Identify, engage, and support foreign-owned businesses based in South Holland not currently supported by the Department for International Trade or the Greater Lincolnshire Local Enterprise Partnership. Implement the recommendations of the South Holland Economic Development Comms Audit and Plan with a view to improve a) communication channels with businesses, and b) the raise awareness of South Holland to potential inward investors	AW, Shaun Gibbons, SHDC (SG), Rebecca Mills, Opportunity Peterborough (RM), EDO AW, NRB, EDO AW, NRB, SG, RM	April 2019 - Ongoing May 2019 - Ongoing June 2019 - Ongoing												
	Enhancing the level and type of business support available to our businesses																



South Holland District Council
Economic Development Communication
Audit & Plan



Opportunity Peterborough

Produced by Opportunity Peterborough. September 2018

Communication audit

A review of South Holland District Council's (SHDC) external business-to-business marketing communications has been conducted to better understand what enterprise support and inward investment focussed communications are being delivered in South Holland, and to evaluate their effectiveness.

While SHDC has some established marketing communications channels - with some proactive activity being delivered - the proposition portrayed to local businesses and prospective investors needs strengthening. This is a priority area to address which, through tighter content focus and development of key messaging, will bring a more coordinated approach to ensure the target audience understands: what business support is available in the local area, what South Holland's inward investment offer is and, importantly, why and how SHDC is championing business growth.

SHDC is currently utilising a handful of active external communications channels, including the economic development team's Twitter page, the SHDC LinkedIn page, the business information pages on the council website and the quarterly Business Breakfast events delivered by SHDC's economic development team. All are vital outlets of course, though a number of improvements are recommended to generate a more productive outcome with the target audience.

Each of SHDC's economic development communication activities will now be reviewed in turn, with recommendations for improvement suggested.

Website

The screenshot shows the top navigation bar of the South Holland District Council website. The header includes the council logo and name, and a menu with links for Resident, Business, Visiting and Leisure, Your Council, Accessibility, and My Account. The breadcrumb trail reads: South Holland District Council / Business / Business Support. The main heading is "Business Support". Below this, a paragraph states: "This page provides information that will be of interest to both start-up and existing businesses as well as those wishing to relocate into the district". Three green buttons are displayed: "Grants4Growth", "The Local Economy", and "Business Opportunities". Under "Grants4Growth", text describes the Greater Lincolnshire Local Enterprise Growth & Efficiency Programme (GL LEGE). Under "The Local Economy", text refers to the South Holland Economy. Under "Business Opportunities", text asks "Why should I base my business in South Holland?".

The screenshot shows the "Business Opportunities" page on the South Holland District Council website. The header and breadcrumb trail are consistent with the previous page. The main heading is "Business Opportunities". The page content includes the sub-heading "Why should I base my business in South Holland?" followed by "Business Opportunities in the District of South Holland". The text describes the district's advantages: an enviable way of life, thriving economy, good communications, road and rail infrastructure (including Super fast Broadband), easy access to major airports and seaports, good schools, affordable housing, and unparalleled landscapes. It also mentions the dynamic and internationally significant food sector, including the National Centre for Food Manufacturing at the University of Lincoln Holbeach Centre, and notes that the district's "food economy" has proved highly resilient over the last 30 years. Finally, it states that the area has very low unemployment levels, reasonable skills levels, a very high stock of full-time jobs, highly competitive wages, and excellent access to major sub-regional markets and facilities in Peterborough, Kings Lynn, and Boston.

SHDC's corporate website is the gateway for local businesses to find out everything they need to run their business successfully in South Holland. It also serves a secondary purpose to promote the area as an attractive place to do business and encourage new investment to the district. From information about business rates, funding opportunities and a snapshot of the local economy, to help with finding new premises, the site acts as the go-to business hub for South Holland.

The website is hosted on an accessible content management system (CMS) which is managed by SHDC staff. It is mobile optimised so views well on both smart phone and tablet devices. It provides a useful bank of signposting support to help local businesses navigate their way towards the relevant expertise, whatever the nature of their enquiry.

Top level site analytics, taken from a date range of the end of May to end of August 2018, are as follows:

Number of visits to the business support pages:

- /BusinessSupport: 282 visits, approx. 90 a month
- /Grants4Growth: 84 visits, approx 26 a month.
- Grants4growth.sholland.gov.uk: 942 visits, approx. 300 a month
- /The-Local-Economy: 71 visits, approx. 21 a month
- /Business-Opportunities: 91 visits, approx. 28 a month

Where the visitors arrive from:

- 58.9% Organic Search
- 29.1% Direct
- 8.6% Referral
- 3.4% Social

The average time a visitor spends on the business support pages, is:

- /BusinessSupport: 22 seconds.
- /Grants4Growth: 57 seconds
- Grants4growth.sholland.gov.uk: 3min 47seconds
- /The-Local-Economy: 1min 15seconds
- /Business-Opportunities: 1min 13seconds

Where the site's visitors are based in the UK:

- Spalding – 25,056
- London – 20,360
- King's Lynn – 19,141
- Peterborough – 7,257
- Lincoln – 4,021
- Sleaford – 3,723
- Boston – 3,629
- Louth – 3,091
- Nottingham – 1,995
- Birmingham – 1,885

The top 10 international locations where visitors are based, are:

- US – 2,596
- India – 518
- France – 292
- Spain – 192
- Netherlands – 191
- Germany – 186
- Poland – 135
- Canada – 128
- Peru – 109
- Philippines – 73

Recommendations for improvement

SHDC's website is (and will continue to be) a fundamental component of the economic development team's communication programme. It's therefore crucial that it presents the right brand image, offers useful, up to date content and aids in data capture of business leads and enquiries.

There are two primary shortcomings with the website's design and customer journey.

The first is that the site doesn't capture any leads from its visitors. Where a call to action is made to 'contact us', visitors are then redirected to the Council's generic contact page where they must select the nature of their enquiry from a long list, none of which references business support or inward investment services. There are no phone numbers promoted so the user will likely end their journey at this point. On other pages, at best, the user is redirected to an external site or there are no calls to action at all.

Clearly this approach doesn't allow SHDC's economic development team to gather any leads for follow up, nor does it encourage visitors to return to the website in the future for further assistance.

It is therefore recommended that there be a clear call to action promoted on each of the business support pages which encourages the user to contact the economic development team. E.g. Contact us to find out how we can help move your business to South Holland (and include a direct email address and phone number for the ED team, not the council switchboard).

The second shortcoming of the website is its content and navigation structure. Currently it appears that the content has been presented based on what information SHDC wants to tell a visitor, rather than what a visitor wants to know about doing business in South Holland. The site's structure is very simple; there's actually very little information which gives the impression that there isn't much to shout about. There also are no images to help showcase the district's vibrant economy and visually sell the area for inward investment.

Positioning and content

It's recommended that the website's content be refreshed to better showcase South Holland as an attractive business destination and to position SHDC as the go-to place for business related matters in the area. A strong and unique positioning statement would help to clarify and reinforce the economic development offer to key external audience groups.

An injection of energy and a stronger sense of celebration for the local economy and its successful businesses would help to encourage visitors to read on, improving the site's dwell time and increasing page views, and most importantly, encourage them to make contact with SHDC's economic development team.

To achieve this, it is recommended that a micro site be developed which allows the business support offer and inward investment 'pitch' to be presented much more comprehensively and effectively. The site would appear as an arms-length website to that of the main SHDC site, with backlinks displayed on both. A microsite would enable a more professional, customer-orientated site to be created which has the two key audience groups at its core: local

businesses looking for support to grow their company and national (and international) organisations considering relocating to South Holland.

The microsite

The homepage would need to quickly capture the reader's attention and allow users to easily navigate to the content they're looking for. The whole site, but particularly the homepage, should feature bespoke, aspirational but authentic photography that reflects the local business environment. Images should include people working for local companies, rather than just external buildings or the area's key towns, to illustrate the commercial spirit and industries of South Holland.

The overarching content of the site should reflect the benefits for why businesses should be starting, growing or investing in the area, rather than just who they can talk to for help to do that. It's also important that the content is written from the user's perspective, rather than the partners that designed it, and it should adopt an accessible tone of voice with a simple, website friendly style.

The site should celebrate success to inspire other local companies to grow and encourage businesses to invest. A bank of case studies should be developed to tell the success stories of growing businesses in the area, with testimonials from senior figures telling of their positive experience of doing business in South Holland (ideally having engaged in some way with SHDC).

Budget permitting, short videos could be developed in the future to feature local business leaders explaining why being based in South Holland has been so good for their company's growth. Videos are a rich media and great, shareable content for social platforms which will help to boost brand awareness and engagement.

Finally, the latest economic intelligence for the area should be added to the site to celebrate recent success and provide useful insight to businesses to help with their decision making. A 'South Holland in numbers' digest would be a useful feature for site visitors and, as this needs frequent updating, it will help to encourage returning visitors.

Navigation and structure

At the moment there is no clear call to action throughout the site. Visitors should be offered the chance to leave their details on a contact form for a specific reason at every opportunity, or invited to get in touch with SHDC directly. This will help to create a pipeline of business enquiries that SHDC will 'own'.

Note: it's important that the promise communicated by the website's automated response after users submit an enquiry is matched and delivered by SHDC employees. For example, if the automated message states that the user will receive a reply within 24hours, then that should always be the case. (Every touch point of the customer journey should meet the user's expectations and contribute to the overall brand promise.)

The majority of the website's content currently focuses on providing a business support signposting service. This information could perhaps be condensed and, assuming the functionality is available within the CMS, displayed through a filter. This would provide a more tailored experience for visitors by presenting bespoke search results based on the

nature of the enquiry logged. SHDC could also then collect all search details creating a bank of intelligence and fuelling the enquiry pipeline.

A news page to promote good local success stories or SHDC business news should be created. Frequent, newsworthy business-related content should be posted here - this will help with SEO, as well as driving traffic to the site from referrers like Twitter and the corporate SHDC website.

Growth plans and strategic projects coming forward should feature prominently on a page of their own – the Food Enterprise Zone and numerous housing developments would be great to showcase here for example. This is really valuable content for both prospective investors and local businesses so should be celebrated and given a strong presence on the site.

A website footer containing SHDC's contact details, privacy policy, site map and e-newsletter sign-up form should be added. This will help both with SEO, site navigation and contact data collection.

Site map

A suggested site map for the new micro site is as follows:

Homepage

- Top level 'elevator pitch' with series of punchy key messages
- Showcase a handful of authentic, aspirational business-focused images
- Scrolling bar showing logos of key employers in the area
- Feature area to promote timely campaign content, e.g. business survey, upcoming events

About South Holland

- Location
- Economy
- Connectivity
- Talent & education
- Lifestyle

Key sectors

- E.g. Agri food
- Key sector 2
- Key sector 3
- Case studies showcasing local business success

Start a business

- Start-up advice
- Access to grants and funding
- Find premises

Grow your business

- Business growth advice
- Procurement opportunities
- Business rates
- Planning

Business support

- Recruitment
- Partners
- Business clubs

Invest in South Holland

- Area profile
- Investment opportunities
- Key developments
- Growth plans
- Business parks

About South Holland District Council

- Meet the Economic Development team
- South Holland District Council business services (environmental health, food safety etc.)

News

Events

Contact us

- Join our mailing list
- Twitter
- LinkedIn

Conclusion

By incorporating these recommendations, SHDC's economic development website will be a vastly improved experience for local businesses and prospective investors. Users will be inspired by the area's economic success and prospects, and motivated to find useful content to help their businesses grow in the area.

A number of quantitative metrics indicating website performance can be measured at regular intervals through the Council's analytics software e.g. number of new and returning visitors, average time spent on the site, popular content and key referral sites. These indicators will act as a benchmark to monitor progress as the improvements are rolled-out.

Twitter

The screenshot displays the Twitter profile for EconomicDevelopment (@shdcocodv). The profile header includes the South Holland District Council logo and statistics: 1,886 Tweets, 164 Following, 648 Followers, 127 Likes, and 1 Moment. The main content area shows three tweets:

- Tweet 1:** Retweeted by BusinessLincolnshire (@BusinessLincolnshire) 12h. Text: "In order to continue growing the Greater Lincolnshire economy, securing enough energy and managing water supplies is absolutely crucial. That's why we want your input on your businesses energy and water needs - complete the survey here: <http://shdcocodv.lincolnshire.gov.uk/energywater/>." The image shows a speedometer with 'energy' written on it.
- Tweet 2:** Retweeted by Jack McLean (@JackMcLean) Sep 14. Text: "Plan for new waterways link through South Holland... Confidence is high that scheme will go ahead at last spaldingtoday.co.uk" The image shows a canal with a boat.
- Tweet 3:** Retweeted by MoultonBulb (@MoultonBulb) Sep 14. Text: "Hi mohamed nazih thanks for the follow. Visit rt.ty/1GZm3FM for more about us." The image shows a onion bulb.

The right sidebar features 'Who to follow' with users like Ed Husain, Nick Worth, and Nigel Burch, and 'Trends for you' with hashtags like #Bodyguard, #AntiquesRoadshow, #Tomorrowpaperstoday, #VanityFair, #MOTD2, Kevin Beattie, Fiona Bruce, Prezzo, and #dragonsden.

When used correctly, Twitter is an incredibly powerful and valuable communication tool. With only staff resource required as a minimum investment, it's also a very cost-effective medium.

SHDC's economic development Twitter account is managed solely by the ED team. It currently serves as a 'push' channel to share news about business support available in South Holland, upcoming events or local announcements from news outlets or local partners. The account has 648 followers (September 2018) from which there is currently little to no engagement.

Tweets from the account are mostly tactical in nature with many simply endorsements of views from other accounts (retweets).

Recommendations for improvement

In the first instance, it's essential to present the right image and tell Twitter who you are and why people should follow you. The biography of SHDC's economic development account is missing key information and needs updating to reflect the service delivered. The header image also needs adding – something that showcases the strength of the local economy would be good.

It's important to further increase the number of followers of the ED Twitter account - this will widen SHDC's reach. With a larger audience, the account can then begin to deepen the level of engagement with the people it's connected with and will help SHDC develop a more authoritative voice.

Followers can be gained simply by following other accounts where there is a common interest, local businesses or residents for example. Very often followed accounts will reciprocate. Simply search for Twitter users by location and browse the listed users' biographies. The other way to build a Twitter network organically (i.e. without paying) is to post interesting, valuable content to your audience. Blog posts, video, interesting statistics, images and business-related news are all good to share on Twitter.

Content should be posted regularly – daily is advisable, but only if offering value to the audience – and posts should be written in a way that invites a reaction from followers. Replies should always be sent to individuals that do engage to build relationships and so the open forum can see the response. Tagging local businesses or key stakeholders in posts to encourage a retweet is a useful way of reaching a wider audience and gaining new followers.

Where appropriate, posts should always aim to drive traffic to a corporate or campaign website - in SHDC's case, the (refreshed) microsite. This will enable users to then browse the rest of the site and, hopefully, responding to whatever call to action is posed – signing up to receive a newsletter or making a business support enquiry, for example.

Hashtags are designed to group content into a common topic thread making it easier for interested parties to find. SHDC should utilise a relevant hashtag, #openforbusiness for example to be in line with the Council's 'open for business' agenda, and use it in corporate or strategic economic development posts to build a solid content stream about the core ED offer from SHDC.

Managing a busy and engaging social media account can mean a sizeable staff resource investment. Hootsuite is a useful social media tool to organise Twitter activity into streams of interest to the account holder to help monitor relevant conversations and news. It also enables tweets to be scheduled in advance for publishing at a later, peak time, for example early in the morning or during the weekend when owner-managed businesses are likely to be browsing Twitter feeds. This is a valuable free tool but do be careful not to schedule tweets too far in advance and then forget about them (in case the macro climate changes and it suddenly becomes inappropriate to post certain content). Also be prepared to respond promptly to any replies to scheduled tweets, even out of business hours if that's when the tweet was sent.

Conclusion

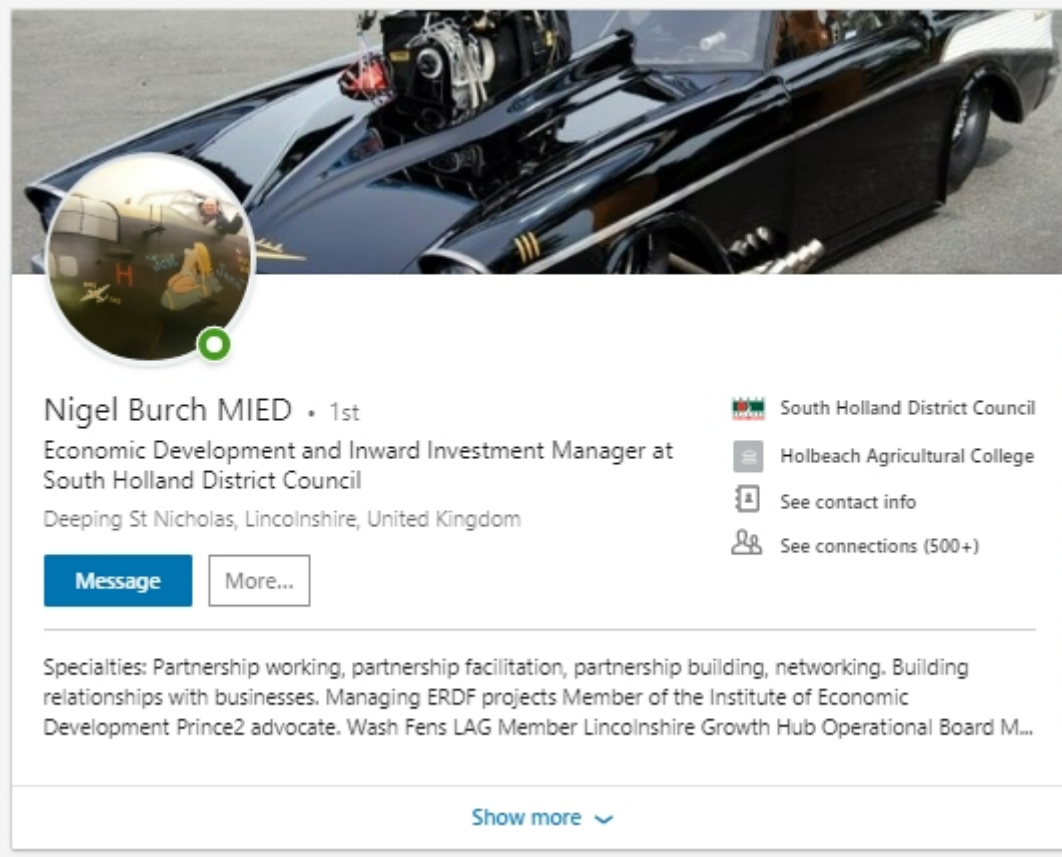
Twitter is a powerful communication channel that can bring great value to a business. SHDC is already active on the platform but there is an opportunity to widen both reach and engagement to generate best value from the staff time invested to run the account. With a few minor adjustments to the frequency and nature of posted content, SHDC's economic development Twitter page will become an invaluable communication asset to the Council.

LinkedIn

The image shows a screenshot of the South Holland District Council's LinkedIn profile. The header features a banner image of a field with wind turbines in the distance. The profile name is "South Holland District Council" with the tagline "Government Administration - Spalding, Lincolnshire - 1,298 followers". There are buttons for "Follow" and "Visit website". A notification indicates "Shaun & 2 other connections work here" with a link to "See all 138 employees on LinkedIn".

The main content area is titled "Updates" and shows a post from the council. The post text reads: "South Holland District Council has been allocated £1.1m in funding from Homes England to help deliver 34 affordable homes at Small Drove in Weston." Below the text is a site plan diagram showing the layout of the new housing development with red buildings and green spaces.

On the left side, there is a navigation menu with options: Home, About, Jobs, and People. On the right side, there is a "Similar pages" section listing "Lincolnshire County Council" with the tagline "Government Administration" and "5,001-10,000 employees".



LinkedIn is an incredibly powerful and valuable communication and B2B engagement tool. The most effective use of LinkedIn is through individual accounts, although corporate profiles support awareness. Unlike other social media, LinkedIn provides a professional platform so care and dedication is needed to ensure a steady stream of individualised content from staff that provides real insight.

SHDC currently has a corporate account for the Council which is managed solely by the Communications team and members of the ED do have individual accounts that are actively used with popular content. Nigel currently has over 1,500 followers which is very positive and is active in sharing relevant content either pertaining to South Holland, local businesses or key sectors.

Recommendations for improvement

LinkedIn is very much built around individuals establishing and / or capitalising on their credibility and expertise. As such, this is an extremely personalised media but offers more authenticity for those doing research.

This platform is already being used as another channel for circulating positive news and about the region's economy, and businesses, and as activity with SHDC's ED team begins, more content can be generated by the team. Current activity is very supportive of local organisations and the region, and is clearly an effective way to stay up to date with business news on top of local and sector news. By generating more content, SHDC's economic development team can improve understanding of its role, and the multifaceted support it can provide businesses and investors, which in turn should further enhance business engagement levels.

LinkedIn also provides a platform for digitally engaging with key contacts through groups and direct messages. By setting up a group the ED team can better share news, feedback and gauge interest and feedback on news and topical issues. To allay fears of spamming the group would need to be closed so that individuals would have to apply to become a member. This would allow the ED team to invite key contacts to the group and vet prospective members to avoid spamming and keep debates lively. As there is already a networking group for larger employers in South Holland, a group could be beneficial to share feedback from sessions and as another avenue to engage key contacts in debate and ensure they're aware of the ED team's work. With ambitions of setting up additional networking opportunities for smaller organisations a group for attendees could become a useful way of sharing information without mining for email addresses.

Content within groups should be published ideally once a week from among the group managers so that the group shows prominently in users' notifications, but these need to add value and staff should be responsive to comments and posts from customers.

The establishment of an inward investment brand will also need to be acknowledged on LinkedIn so a separate corporate profile should be set up, led by the ED team, although this shouldn't prevent the corporate SHDC account from sharing relevant investment news.

Hashtags can also be used to group content into a common topic thread. SHDC should utilise any relevant hashtags to reflect Twitter activity (and vice versa) and so that news is more likely to show in searches, such as #agritech #horticulture.

To reduce staff burden, group management on LinkedIn can normally be scheduled through paid for features within tools such as Hootsuite. This is useful for event notifications and general messaging such as case studies, but where there is particularly time sensitive or potentially interesting content, it is best for the person to post the content live and remain mindful of the post so they can achieve real-time engagement without leaving customers without a response. Although the ED team should not feel obliged to respond in detail to any interaction, they need to be steering the conversation, making constructive contributions and ensuring queries or issues are answered quickly. As with Twitter, content should preferably not be scheduled too far in advance in case of changes in circumstance.

Conclusion

LinkedIn is a valuable tool for both businesses and individuals. SHDC is already active on the platform but there is an opportunity to significantly increase business engagement through the use of groups, and publication of more SHDC content. There will need to be discussions around how these groups function and segment customers if more than one is set up but this should provide a valuable resource for the ED team and businesses who will have another avenue of developing local professional relationships and showing support for the district's economic health.

Events

A quarterly Business Breakfast event is hosted by SHDC's economic development team. These well organised events attract between 20 – 30 local businesses and stakeholders and

receive good feedback. The events rotate around the district using various partner venues to host, such as Boston College's campus in Spalding for example.

The events are backed by SHDC's senior team, with both the CEO and ED portfolio holder attending and showing their commitment. They offer a range of interesting speakers and offer useful insight around key infrastructure projects. A valuable Q&A session and networking time adds to the interactive nature of the sessions which allows for rich qualitative feedback to be gathered from delegates while also encouraging businesses to make local connections.

There are also a number of business events delivered by local partners across the area, for example the regular networking sessions organised by the Chambers of Commerce, FSB and the annual South Holland Business Awards, though engagement at these events could be improved. While it would be easy to identify these events as being in competition with SHDC's Breakfast events, it's much better to consider them as complimentary to the Council's 'open for business' agenda.

The annual South Holland Business Awards are a positive celebration in the local business calendar organised by Lincolnshire Chambers of Commerce. With an improved brand presence following implementation of enhanced marketing communications, there could be a future opportunity to negotiate an associate sponsor position for the awards in return for SHDC's support to boost business entries and promote the evening ceremony as a good networking event. This would help to further increase brand awareness and affiliate SHDC with one of South Holland's most prestigious business events of the year (at no cost).

Recommendations for improvement

SHDC's economic development events fill a very important gap in the local market for creating a high quality business networking environment coupled with valuable speaker content. SHDC is well placed to deliver these events, which serves to reinforce the council's position as experts in all matters business and economy related.

While the event programme is still relatively new, it has been well received and offers great potential for widening its reach to local businesses. It is recommended that the format and style of these events remains the same, but focus is placed on promoting the sessions more widely across the district to attract a larger business audience and increase engagement. Utilising local media, SHDC's owned channels such as social platforms and its website, and of course, making the most of the economic development team's established connections will help to boost numbers.

As the events develop and mature, SHDC could consider inviting external speakers to present to offer a different perspective on business growth and inspire delegates with their experience. Themes could be planned to tie the events into the macro environment (e.g. Brexit) or to support the implementation of SHDC's economic development action plan (e.g. skills/apprenticeships).

Inviting time-poor businesses to commit to 'donate' several hours of their busy day to attend a council event is always going to be challenging. It's important, therefore, to offer layers of

interaction and snippets of content to build a relationship through various, less intrusive digital forms of communication, as well as offering a business-focussed content rich event that justifies the time investment for delegates to attend.

Success measures will vary depending on the objective of each event, but clearly the number of delegates attending, the range of business sectors represented, delegate feedback on the content delivered, value of the networking opportunity and the response to the call to action, will all feature as good indicators of achievement.

Conclusion

Events are highly valuable communication mediums. They offer a valuable opportunity to gain immediate qualitative feedback from local companies and enable interactive, positive engagement with a defined target audience to encourage lasting relationships to be developed.

As SHDC has already established a respected programme of regular events within the district, it should focus on developing this asset to foster a more productive environment for collaboration and procurement among local businesses, and to share expert insight on business topics that helps local companies to grow. The priority should really be on promoting the events more widely across the district to increase delegate numbers and broaden the reach to ensure a range of industries are represented.

Inward investment content

Aside from the 'Business Opportunities' page on the Council's website, SHDC doesn't currently have any inward investment focused marketing content. However, the district does feature on the Greater Lincolnshire Local Enterprise Partnership's website, with projects like Peppermint Park FEZ singled out.

Recommendations for improvement

In addition to the redeveloped microsite as outlined above, clearly some aspirational inward investment focused marketing collateral needs to be created to promote South Holland and position the district as ripe for investment.

It should be noted that SHDC has an ambition to create a higher skilled workforce. To achieve this, focus will need to be placed on attracting higher skilled companies to the area, or existing local companies will need to be developed further. SHDC's inward investment marketing material will need to reflect this objective in the offer to businesses, so R&D should be prioritised. Key focus should be placed on the development aspect of R&D, and so should feature local companies involved in development to illustrate the area's capability in this area to attract more organisations to the cluster.

Sector sheets

Inward investment focused fact sheets would certainly be a useful addition to SHDC's communications collateral. They could be printed for use in face-to-face meetings, pitch documents and handed out at events, but would also work well as a download document on the economic development team's new microsite.

While it's perhaps logical to have one fact sheet for each key industry, it is suggested to create just one single A4 double sided document instead. This will ensure the content is energised, pacy and, importantly, holistic of South Holland's assets and economic opportunities. It will also be much easier to use in practice, and will increase the chances of a prospective investor reading the full content rather than just skimming across multiple sheets for various sectors. The factsheet should be eye-catching in design, image-led with punchy 'elevator pitch' style copy and infographics to make key statistics interesting and digestible.

A factsheet designed for local companies which brings together all the main partners in the area offering business support could also be created, both to be used at local events to help organisations grow but also to send to investors to 'sell' SHDC's economic development service and showcase the level of support available across the district.

The call to action on these factsheets should be to contact SHDC's economic development team to find out more about moving a business to South Holland.

Powerpoint pitch

A powerpoint file to highlight South Holland's inward investment offer and detail the key industries and companies operating in the area should be created and sent to prospective investors and intermediaries, such as the Department for International and Trade, commercial property agents and the Greater Lincolnshire LEP.

The benefit of creating a powerpoint file is that the finished version can be saved as a pdf document and issued as an email-friendly, bite-size pitch that's visually pleasing and easy to digest. The file is then also readily available to be tailored for a specific sector or business, should it be needed for a face-to-face investor pitch.

Conclusion

South Holland's inward investment proposition needs improvement. Various key word searches on Google don't return favourable results, and even when visiting the Council's own website and searching specifically for inward investment content, very little is returned that would support a business in their decision making. As the internet is the go-to place for gathering baseline information, the district could be missing out on valuable business investment due to having such a low online profile. However, a really positive takeaway is that South Holland doesn't have a negative online profile and so by creating a new microsite and some additional inward investment focused content, the district could soon rise up the search results for business investment searches.

Communications plan

SHDC's ambition is: "To continue to increase the prosperity and wellbeing of our residents and businesses, whilst striving to protect and enhance the district's environment and its unique and historic character."

To support this vision, the Council's corporate priorities for 2015 – 2019 are:

- To develop safer, stronger, healthier and more independent communities while protecting the most vulnerable

- To have pride in South Holland by supporting the district and residents to develop and thrive
- To provide the right services, at the right time and in the right way
- To encourage the local economy to be vibrant with continued growth

This plan details how SHDC's economic development team's external communications should be delivered in order to reach targeted stakeholder groups through relevant channels and with key messages. It provides a detailed initial six-month programme that aims to lay strong foundations for future activity, with some suggestions of what that future activity might include.

The planned approach sets out to achieve the following objectives:

- To increase engagement among local businesses to boost economic growth
- To raise the profile of South Holland as an attractive, affordable place to do business and to encourage new investment to the area

Communications objectives

It's important that all external communications are designed to serve a specific purpose. Combined, activity should:

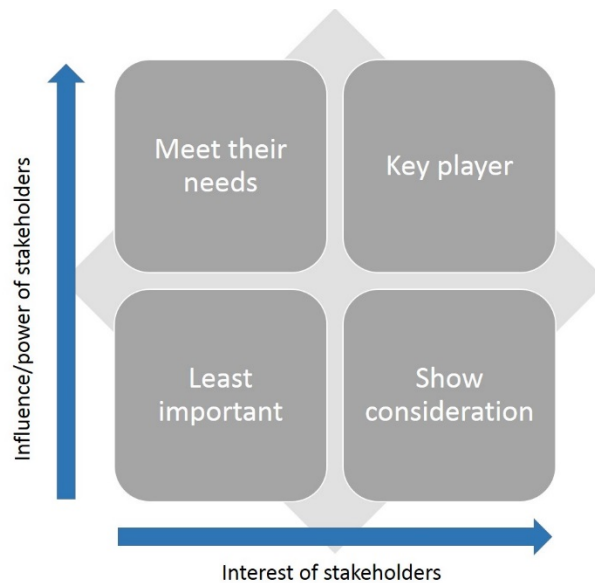
- Increase brand awareness for SHDC and position the ED team as an economic expert and first port of call for all business-related matters, and investment enquiries;
- Energise the local business community, improve the response rate and engagement of SHDC's business support communications

Communications should be planned, tailored and well designed to reach the target audience and be supportive of the above objectives. There is little value in using a 'scattergun' approach by sending lots of communications in the hope that some will stick.

The delivery plan below sets out performance metrics for each communication channel and these will be monitored closely at regular intervals.

Stakeholder analysis

In order to plan and deliver an effective communications programme to meet the above objectives, it is fundamental to better understand SHDC's stakeholder groups to prioritise communications to reach those with the highest influence or power.



Primary stakeholders (key players)

- Established local businesses (particularly micro level companies, given they form the majority of the local economy)

Secondary stakeholders (meet their needs/show consideration)

- Prospective investors from all sectors
- Aspiring entrepreneurs and new business start-ups
- Intermediary support partners such as banks, accountants and solicitors who provide support to local companies
- Internal stakeholders (SHDC business-facing colleagues, e.g. planning team, environmental health etc.).

Customer relationship management (CRM) database

An immediate priority is to develop a thorough and clean contact database of South Holland businesses with whom SHDC can start developing relationships. By collating and merging all owned business contact lists held by SHDC (across all departments), the ED team will be able to build a valuable picture of local business demographics and, through segmentation, be in a position to deliver more tailored communications that meet the needs of the target audience.

If SHDC doesn't already have a database platform to store and interrogate its customer data, then it is highly recommended that one is procured. This will ensure details are held in a safe and secure format and, importantly, will allow for updates to be made to reflect users' changing preferences and contact information so the data remains current and clean (in line with the new General Data Protection Regulations).

This database should become SHDC's sole CRM for collating and managing customer data, with all other outreach activity linking to or feeding back results regularly (e.g. internal stakeholders/colleagues, marketing communication email broadcasts, website data collection, SHDC/OP staff business engagement meetings etc.)

Messages and content

There's a distinct difference between what an organisation wants to communicate and what an audience needs and wants to know. Getting the balance right will be critical for SHDC to bolster its position as the area's leading economic voice and to draw its audience in for further engagement.

SHDC's economic development team should develop a content plan to schedule production and delivery of interesting, meaningful content that meets the needs of its audience and encourages a positive action. This plan will become an integral part of SHDC's communications programme and will help to ensure relevant, tailored content is being produced and its potential is maximised through various owned and earned channels.

An indicative content plan has been drafted below for an initial four-month projection. Activity has been scheduled to start in October to avoid the lull of the summer period and allow for communication preparations to begin.

Content	Channels	Timing
Positive spin on results of annual business survey. Include infographic to help illustrate the data.	PR through local media, news post on SHDC website and ED Twitter feed, article in first newsletter issue	October 2018
Promote sources of support for start-ups and aspiring entrepreneurs	E-newsletter, Twitter feed	October 2018
Promote business membership organisations such as Chambers of Commerce and FSB and upcoming Breakfast events	E-newsletter, Twitter feed	October 2018
Educate about the value of apprenticeships to businesses and young people	News post on SHDC website, e-newsletter, Twitter feed	November 2018
Awareness of routes to finance available to South Holland businesses (promote Grants4Growth)	E-newsletter, Twitter feed	November 2018
Awareness of scale-up opportunity and call for potential businesses to come forward for support	Twitter feed. Potential for PR through local media (depending on news hook and case study material) E-newsletter	November 2018
Ten top tips for successful [digital marketing] N.B the theme of the workshop will be developed with SHDC following results of business survey.	Workshop delivered by local expert, e-newsletter, Twitter feed, website event and news post, PR through local media	December 2018
2018 in numbers - round up of the South Holland economy and a look ahead to 2019	PR through local media, website news post, Twitter feed	December 2018

Several messages over time may be required to communicate a content theme and to meet the objectives of each audience. Responses will be monitored to analyse the impact of each communication to allow for necessary adjustments before the next piece is produced.

Content style

SHDC's economic development communications should be clear, open and informative. Using a professional yet friendly style, they should aim to appeal on a human-to-human level (rather than business-to-business) offering informative content designed to appeal to a human's professional emotions and buying behaviour. This will help to make SHDC's activity stand out from the noise of other B2B communications enabling more productive and deeper engagements to be formed.

N.B: SHDC's corporate communications team to advise of any content style guides.

A briefing note on the economy should be produced with some narrative to aid senior management during media interviews. Although statistics are important, there should be more focus on the overarching story and aims of the region that can be weaved into the interview so readers and / or listeners get consistent messages about the economy.

Visual identity

As a council delivered service, it is understandable that South Holland's inward investment and business engagement offer has historically adopted SHDC's corporate brand. However, to help South Holland as an area differentiate itself from the Council as an organisation, it is recommended that a new name and brand be created to encapsulate the area's inward investment offer and promote SHDC's economic development services.

While the economic development service itself is of course sound, it is the perception of it being associated with a bureaucracy-loaded council that can often deter businesses from engaging. By separating the economic development service from the rest of the council's resident-focused services through brand differentiation, local businesses and investors will see a more commercially astute organisation and feel more able to connect.

It is anticipated that this recommendation will perhaps cause much debate amongst Council Members, not least due to the notion of releasing control and losing immediate credit for delivering a council-owned service, however it is argued that in the longer term the Council will actually benefit more prominently from a more successful economic development service that has increased traction with local businesses and prospective investors.

As with any sub brand, of course, visual links back to the parent organisation can be made through subtle connections with colour palette, imagery and font etc. Therefore it is possible (and recommended) that any new economic development brand have visual affiliations with the SHDC brand, and importantly, the SHDC logo should always be displayed on all economic development content to demonstrate the family link.

When and how to communicate

The table below shows the proposed action plan for SHDC's economic development team to deliver an initial six-month communications programme.

Target audience	Outcome	Message	Channel	Frequency	Delivery date	Measure/follow up	Resource
Established local businesses, pre-start-ups, prospective investors, intermediary support partners and internal stakeholders. General public for awareness only.	Improved website visitor experience with increased site traffic. SHDC's economic development business offer is clearly communicated and target audience is engaged and inspired to take action.	<p>South Holland is a great place for growing companies to do business.</p> <p>South Holland is an exciting, aspirational area with bold growth plans for businesses, families and visitors to advantage from.</p> <p>SHDC is the local economic expert and first port of call to help start, grow or move your business to South Holland.</p>	Micro website creation	24/7	<p>Refreshed content for current website by end of February 2019.</p> <p>Full site development, content and images by end of April 2019.</p>	Website analytics data to be reviewed on a monthly basis to monitor volume of site traffic, user demographics, content performance and behaviour trail etc. Based on current website traffic, a 30% increase in visitor numbers could be achieved.	<p>SHDC to produce refreshed copy and site structure, with input/steer from OP.</p> <p>Budget resource: Potentially some external web development cost required, depending on functionality of current CMS. Quotes needed for approval prior to any contractor appointment.</p> <p>Time: 26 content heavy pages identified in the audit (excluding case studies). Allow average of 3 hours for each including research, write up and final editing. One off copy writing total = 78 hrs</p> <p>Full site development – allow 3 months for adequate testing ahead of launch.</p>

							External cost c£3,000 for custom microsite.
Established local businesses, intermediary support partners	Businesses feel inspired by the local area's progress and are more engaged in South Holland's future. Improved interaction between businesses and SHDC with promoted opportunities receiving high take-up.	South Holland is a great place for growing companies to do business. Celebrate local success and share upcoming events and opportunities to showcase the vibrancy of the business community. SHDC is the local economic expert and first port of call to help start, grow or move your business to South Holland.	Business e-newsletter	Bi-monthly initially, with the intention to become monthly in the future as news and success stories increase.	First issue to launch after brand launched.	Using free software (e.g. MailChimp) performance of each electronic newsletter can be monitored e.g. open-rates, clickthroughs, bounce rates and unsubscribes.	SHDC to produce and deliver, with OP guidance to set up initially. Budget resource: No capital investment, only SHDC staff time cost. OP time covered by contract. Initial set up in a mailing system: 7 hours (including review and editing final design) Allow 7 hours per edition for compiling stories, writing, editing, proofing and administration. One off total 7 hours Ongoing total 7 hours bi-monthly
Established local	Improved awareness of	South Holland is a great place for	Twitter feed	Daily – weekly	Already live. Increase	In-Twitter analytics to be reviewed	SHDC to manage account and respond

<p>businesses, pre-start-ups, prospective investors, intermediary support partners and internal stakeholders. General public.</p>	<p>SHDC brand, increased response rate to local events and business opportunities.</p>	<p>growing companies to do business. SHDC is the local economic expert and first port of call to help start, grow or move your business to South Holland. Celebrate local success and share upcoming business events and opportunities to showcase the vibrancy of the business community.</p>		<p>depending on content available</p>	<p>usage and content quality by October 2018.</p>	<p>monthly. Monitor to increase impressions, engagements and number of followers.</p>	<p>to replies directly. Budget resource: No capital investment, only SHDC staff time cost. Maintenance of Twitter feed: Allow for 4 hours a week for scheduling posts, finding relevant content and monitoring interactions.</p>
<p>Established local businesses, intermediary support partners and internal stakeholders.</p>	<p>Enhanced engagement with SHDC brand. Build-up of trust in a closed group. Encouraging collaboration with, and between, key local stakeholders.</p>	<p>SHDC is the economic expert and first port of call to help start, grow or move your business to South Holland. Celebrate local success, potential to discuss challenges and opportunities with peers, share upcoming business events and opportunities to</p>	<p>Invite-only LinkedIn Group</p>	<p>Weekly – depending on content available. Members should be encouraged to share information and ideas, but SHDC should remain the authoritative</p>	<p>March 2019</p>	<p>Number of group members, engagement with posts, number of posts and responses by members.</p>	<p>Allow 3 hours a week average of staff time across teams for planning, interaction and sharing relevant, unplanned content.</p>

		showcase the vibrancy of the business community.		voice.			
Established local businesses, pre-start-ups, prospective investors, intermediary support partners and internal stakeholders. General public.	Businesses have enhanced knowledge and wider networks to improve their performance and growth prospects.	<p>South Holland is a great place for growing companies to do business.</p> <p>SHDC is the local economic expert and first port of call to help start, grow or move your business to South Holland.</p>	Networking events	Quarterly	Already live. Refresh content and speakers to appeal to wider audience by April 2019.	Volume of attendees, feedback survey responses, take-up of support programmes offered. Compare to 2018 event programme and delegate attendance.	<p>SHDC to coordinate programme and delivery of event, with OP support.</p> <p>Budget resource: Venue hire charge and refreshments (potentially to be cost neutral or even delivered at a small profit if a sponsor can be secured). SHDC staff time cost. OP time covered by contract.</p> <p>Ongoing total: Allow 21 hours per event – including all planning (5 hours), promotion (3 hours – if closed event), event management (10 hours) and follow up (3 hours).</p>
Established local businesses, intermediary support partners	Increased leads and healthy pipeline of business engagements and support requests	SHDC is the local economic expert and first port of call to help start, grow or move your business to	A5 leaflet to promote SHDC's ED services	One-off production	Finished printed leaflet available in February 2019	Volume and quality of business support requests received by SHDC. Number of businesses that say they picked up a leaflet.	<p>SHDC to produce the leaflet with guidance from OP. SHDC to distribute printed copies locally.</p> <p>Budget resource:</p>

		South Holland.					Utilise SHDC's internal designer. Approx print cost £80. OP time covered by contract. One off totals: Allow 3 hours for initial copy writing, editing and sign off Allow 4 hours for design including initial design and amends.
Key large local businesses	Businesses are better informed of significant local developments, more engaged with the South Holland economy so keen to reinvest locally. Tie in to closed networking events?	Large businesses are strategically important to South Holland's economy so SHDC is keen to support them to ensure their operations and future growth is optimised. SHDC is the local economic expert and first port of call to help start, grow or move your business to South Holland.	Strategic e-news briefing	Quarterly	January 2019	Using free software (e.g. MailChimp) performance of each electronic newsletter can be monitored e.g. open-rates, clickthroughs, bounce rates and unsubscribes.	SHDC to produce and distribute. Budget resource: No capital investment, only SHDC staff time cost. Ongoing total: 7 hours per edition for collection of stories, copy writing, editing and administration.
10 established local businesses (hosted by relevant SHDC	Local business voices are heard. They increase interaction with SHDC and have the opportunity to help shape the	SHDC is the local economic expert and first port of call to help start, grow or move your business to South Holland.	Roundtable event	Quarterly	Early February 2019	Number of attendees. Level of engagement from delegates and qualitative feedback to the event.	OP and SHDC to deliver in partnership. Budget resource: Venue hire charge and refreshments (potentially to be cost

<p>Cabinet Member)</p>	<p>future economic agenda of South Holland.</p>	<p>South Holland is a great place for growing companies to do business.</p> <p>Share South Holland's latest strategic news, economic and regeneration plans</p>					<p>neutral or even delivered at a small profit if a sponsor can be secured). SHDC staff time cost. OP time covered by contract.</p> <p>Date selection with key SHDC team members and guests, venue research, management – 3 hours Agenda discussion and guest list - 5 hours (total across teams) invitation dispatch and Follow ups - 3 hours Actual event- 3 hours (minimum 2 members of staff in attendance) Set up and take down -2 hours Follow up and evaluation - 3 hours</p> <p>Ongoing total: 19 hours per quarter</p>
<p>Prospective investors, established local businesses and pre-start-ups</p>	<p>South Holland is perceived as an attractive business destination ripe for investment.</p>	<p>South Holland is a great place for growing companies to invest and thrive.</p> <p>SHDC is the local economic expert and first port of call to help start, grow or move</p>	<p>Short case study films interviewing a handful of local companies operating successfully in the area</p>	<p>One-off production</p>	<p>Production of longer video complete by end of June 2019. Potential to do one a month with case studies then condense into</p>	<p>Uplift in website traffic to investment pages, increased investor enquiries and conversions and increased Twitter engagement.</p>	<p>SHDC to deliver.</p> <p>Budget resource: Film production to be delivered internally. Alternatively, external agency could be used, in which case quotes to be sourced. SHDC staff time cost</p>

		your business to South Holland.			one slightly extended one to provide steady stream of content.		for filming and editing. Per company: Allow 1 hour pre-filming discussion on questions and final product (across Comms and ED) 1 hour storyboarding Allow 4 hours per company – travel time, interviewing key personnel, and additional footage on site (minimum 4 external companies, for potential of longer 'feature' videos on them) Allow 7 hours for editing (including amends) Allow 7 hours getting additional footage from around South Holland (potential for footage to be used in multiple videos) One off total: 59 hours (13 hours per video (x4) + 7 hours SH regional footage collection)
Established local businesses, pre-start-ups, prospective	Businesses can access free knowledge to help boost their business	South Holland is a great place for new and growing companies to do	Blog posts and infographics	Monthly	March 2019	Uplift in website traffic to blog posts, increased Twitter engagement, and uplift in businesses	SHDC to produce and deliver. Budget resource:

investors, intermediary support partners and internal stakeholders.	performance.	business. SHDC is the local economic expert and first port of call to help start, grow or move your business to South Holland.				accessing support from SHDC.	Predominantly SHDC staff time cost. Internal designer to create infographics Allow 2 hours research / interview with relevant senior staff member who is the blog 'author'. Allow 4 hours for write up, review and final editing. Allow 4 hours for initial infographic design and 2 hours for amends. Ongoing total: 12 hours per month
Established local businesses, intermediary support partners	SHDC presents a consistent image to external audience when meeting with local companies across the range of its business-facing services. SHDC gathers more rounded, deeper insights into local companies.	SHDC is the local economic expert and first port of call to help start, grow or move your business to South Holland. SHDC makes it easy for businesses to operate in South Holland. South Holland is a great place for new and growing companies to do	Launch a 'Business Ambassador' programme to connect all SHDC business-facing services	Ongoing	February - March 2019 ahead of public launch of new brand.	SHDC to collect important business intelligence through all customer facing council departments, such as Planning and Environmental Health, for example. Officers will also act as an extension to the Economic Development (ED) team, providing a direct, face-to-face and two-way link with local businesses. SHDC gathers more	SHDC to develop the programme and roll out internally, OP to provide guidance. Budget resource: Predominantly SHDC staff time cost. Minimum communications contribution – 2 hours / month (incorporating updates into current internal comms channels, need regular feedback

		business.				rounded intelligence about businesses and presents a genuine joined up approach to external stakeholders.	from ED team)
Established local businesses, pre-start-ups, prospective investors, intermediary support partners and internal stakeholders. General public.	South Holland area is differentiated from the Council as an organisation and able to better compete for inward investment and local business growth and retention.	<p>South Holland is recognised for its inward investment offer and attracts investor interest and enquiries.</p> <p>South Holland is able to engage with more local companies.</p> <p>SHDC is recognised for delivering South Holland's economic development service.</p>	Rebrand SHDC's economic development service to appeal to a business audience	One-off project	April 2019	<p>A professional, forward-looking brand is created to showcase South Holland and its vibrant business community.</p> <p>South Holland is widely respected as a quality business destination, both for expanding local companies and prospective investors.</p> <p>Increase in business enquiries received by SHDC's economic development team.</p> <p>SHDC's economic development team is regarded as the go-to place for all business-related matters in the area.</p>	<p>Depending on skill-set and capacity of internal designer, this could be delivered in house. If not, an external branding agency could be appointed. Quotes to be sourced as necessary.</p> <p>Allow 2 hours for group meeting for initial ideas and another 1 hour meeting to get buy in / feedback on final concept</p> <p>Allow: 7 hours design research 18 hours initial concepts (minimum 3 designs) 5 hours for amendments to initial concepts 4 hours for initial logo designs</p>

							<p>2 hours for amends to final logo</p> <p>21 hours for application of final branding designs for communication channels and brand guidelines (e.g. newsletter, flyers, video, microsite)</p> <p>One off total: 57 hours design</p> <p>Allow 3 months for total project time to fit in alongside other work.</p>
Prospective investors	South Holland is perceived as an attractive business destination ripe for investment.	<p>South Holland is a great place for growing companies to do business.</p> <p>South Holland is an exciting, aspirational area with bold growth plans for businesses, families and visitors to advantage from.</p> <p>SHDC is the local economic expert and first port of call to help start, grow or move</p>	Create a new A4 double sided factsheet to promote South Holland to prospective investors	One-off production	Content by end Feb 2019. Branding once new brand established.	Increase in investor enquiries received. Uplift in website traffic on the page the factsheets are hosted.	<p>SHDC to create the content with guidance from OP.</p> <p>SHDC's internal designed to create artwork.</p> <p>4 hours research, consultation and initial write up</p> <p>1 hour edit following feedback</p> <p>5 hours design</p> <p>One off total: 11</p>

		your business to South Holland.					hours
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Initial time guide for activities

Total time for one-off activities: 228 hours

Design

57 hours – branding

(additional staff time of 5 hours for approvals, 4 hours per month for project management [based on 3 months])

4 hours design – leaflet

5 hours design – factsheet

Total = 66 hours

Copywriting

78 hours- microsite content

3 hours – leaflet

5 hours - factsheet

Total = 86 hours

Videography

13 hours per video (x 4)

7 hours additional SH footage

Total= 59 hours

Microsite development

Allow 3 months for adequate testing ahead of launch if using external provider

Ongoing tasks – internal resource

7 hours bi-monthly – newsletter (3.5 per month)

4 hours per week – Twitter (16 per month)

3 hours per week – LinkedIn (12 per month)

21 hours per quarter – events (7 hours per month)

7 hours per quarter – strategic briefing (c2 hours per month)

19 hours per quarter – roundtables (c6 hours per month)

2 hours per month – business ambassadors

6 hours per month – blog posts

6 hours per month – infographics

2 hours per month – ongoing microsite maintenance

Total Hours allocated for ongoing tasks (monthly average): 62.5 hours

Reducing capital requirements

Identified resources

½ day a week – SHDC Comms team

1 day a week – OP

½ a day a week SHDC's ED team

Total of 14 hours a week / c56 hrs per month

The below outlines financial savings and potential streamlining of activities that could be made to achieve value for money whilst completing as many of the activities outlined in the Audit as possible. One off activities can be brought in-house to reduce financial costs and discussions have taken place to streamline activities to reduce workload whilst allowing for planning so that communications are effective and create the desired impact.

One off activities

Branding

Developing the ED brand in-house will ensure greater control and save time on getting an agency up-to-speed with the work of the ED team.

Whilst there would always have been an internal time requirement for project management, should a brand be decided on fairly quickly there is the opportunity to reduce the resource in terms of staff time required for this project.

57 hours – branding project

Allow 14 hours for initial designs

Allow 21 hours for concept design development and brand guidelines.

Additional SHDC internal staff time of 5 hours for approval at each stage and 4 hours per month for project management

Videography

SHDC's Marketing & Comms team has the skills in-house to produce quality videos. Having discussions and creating a storyboard for each video should also help reduce time required for gathering footage and support a highly efficient editing process.

13 hours per video, including planning (x 4)

7 hours additional SH footage

Total saving = 59 hours external

Microsite

To provide a more cost-efficient solution it has been proposed that the microsite be built in-house through online platforms rather than commissioning an external website developer.

The functionality required on the site is basic and many DIY solutions offer enough customisation to allow the ED brand to be used with great effect.

This will of course require a brand name so an appropriate domain can be purchased as soon as possible.

It is suggested SHDC begins with basic DIY packages and upgrades if necessary to limit expenditure. All the below sites include SSL certification as standard.

	Go Daddy	Wix	Squarespace	Wordpress
General comment	More customisable	Less customisation but good basic functionality	More suited for creative and retail industries	Very widely used. Lots of plugins available to enhance functionality
Website	£6.99 / month	£8.50 / month	£15 / month billed annually or £21 month-to-month	£7 / month for premium £20 / month for business
Hosting	£5.99 / month (sale @£2.99)	Included	Included	Up to 13 GB storage
Domain name	£20 / year (cost dependant on name)	Separate purchase. Budget £20 / year	Included free for annual sign-up (if available)	Custom domain purchase still required. Budget £20 / year
Support available	24/7 online only 100GB storage	24/7 online only for this package 10 GB storage	24/7 online support	Up to 13 GB storage Email & live chat support on premium Business package - Google Analytics with unlimited storage space and personalized help
Total	£15 / month	£10.20 / month	£16.70 / month	£8.70 / month

It is estimated that the site build, without including copy editing should take 3 days including 1 day for edits to navigation, design and layout, although some features may be limited by the microsite provider.

Microsite Content

To align content creation with internal capacity it is proposed that content is prioritised by section. Whilst the microsite is being created some refreshed content could be shared on the SHDC website to make full use of the new material:

1. About South Holland – adapt current content
2. Business Support – adapt current content
3. About South Holland District Council – adapt current content
4. Key sectors – adapt and add to current content
5. Invest in South Holland
6. Grow your business
7. Case studies of businesses and support provided by ED team – ongoing
8. Grow your business
9. Start a business

Professional photography should also be collated depicting the district and, where possible, showing activity from key industries and employers. Such images can be taken from existing image libraries and business contacts where there is a strong relationship, although there should be clear guidance provided on appropriate usage and acknowledgements. There should be a strong bank of images ready for the microsite's launch which should grow as investment opportunities arise, case studies are collected and business relationships are nurtured. To reduce costs, agents and companies could be approached in the first instance to either provide a selection of images or enquire whether SHDC ED could take photos of their operations – with prior agreement. With photography playing such a crucial role in branding and digital communications it is advised that professional photography is commissioned where possible.

Staff time should be allocated to ongoing maintenance of the microsite. Content can easily be updated in tandem with other activities but it is vital that any bugs or plug-in updates are resolved in a timely manner to ensure customers have positive experiences on the microsite. Such work may not be needed every month, but by maintaining modern and responsive functionality, the SHDC ED team could gain better lead generation and customer engagement.

Factsheet and flyer (Saving 2hours copy writing, 4 hours design)

It is proposed that the factsheet and flyer are merged into one document so that prospective customers can download information about both South Holland and the ED team's services rather than having these as separate items. Should the team choose to enhance the physical presence of the ED brand at events, in business centres, for meetings, etc this could be printed, although emphasis is placed on direct contact and making use of digital channels.

To reduce time on copy writing, content can be condensed from the microsite and infographics can be incorporated to create a more appealing look. These can also be updated on an annual basis and with minimal cost as new print runs will not be needed. This should put minimal additional requirements on internal design as infographics are amongst the activities within the audit so this should be a case of importing the latest designs.

Ongoing Activities

Bi-monthly – newsletter (3 ½ hours / month reduced to 2)

Rather than a full newsletter, the team could send regular bulletins to subscribers with one-off pieces of relevant news. It is suggested that this would be branded as SHDC for business until the ED brand is finalised so the subscription list can be grown as soon as possible by using the content plan. This should only include the title of the news item, a brief paragraph summary and a link to the main article on the SHDC website, or microsite once completed, although cross-promotional opportunities for activities such as surveys and upcoming (open) events could also be incorporated to get best value. As customary with newsletter styles there should be links to the ED social media channels, and once the ED brand is set up, it will be important to make a clear reference to SHDC as the owner of the brand.

Once a content plan is finalised the bulletins can be actioned so the team can build up an audience ahead of the microsite and ED brand launch.

By doing short, snappy bulletins the team can present stakeholders with timely and brief updates on economic activity within SHDC.

This is anticipated to save around 1 ½ hours a month. The remaining 2 hours should be sufficient for cleansing data and compiling bulletins. This should also allow for greater frequency, ideally with one bulletin a month. Any additional time can be used to identify future content for use across all channels, commentary opportunities (e.g. end of year performance, new investment, housing developments) and dedicated promotional work of the bulletins to increase subscriptions through other channels. Subscription can be self-service rather than requiring the physical intervention of internal staff through tools on newsletter mailing systems. As the mailing list will be started from scratch SHDC should be able to procure a system free of charge.

Social media – Twitter (12 per month) LinkedIn (16 per month)

To make the most of this channel is advised that as a bare minimum 2hrs a week is dedicated to writing and scheduling posts and discussions, ensuring as many ED activities are given adequate exposure as possible alongside planned activity such as case studies and events. Although there may be some crossover in content Twitter and LinkedIn should be used in slightly different ways – Twitter for quick, snappy updates and calls to actions, whilst LinkedIn provides more meaningful opportunity for professional discussion.

Ahead of the LinkedIn group being established it is advised that the time allocated to social media is used to create a content plan to ensure planned engagement activities are given exposure and actions are clear across the team.

As this activity progresses, more time will be needed to manage engagement with posts, so although the anticipated resource may not be used immediately it is important to allocate sufficient time in advance. This also emphasises the need to spread responsibility for this

channel across teams so that cover is always available in the case of absences and to provide flexibility around time sensitive periods for different teams.

As an integral part of reputational management it is proposed that the bulk of this should sit with the SHDC / ED core activity.

Events (7 hours per month)

Setting up new events can be very time intensive and will require significant resource, particularly around promotion, although time dedicated to other channels, particularly social media and newsletters should support this.

As such this should form part of gold package for bi-monthly, or quarterly for a silver package. These events will provide an additional avenue into more local businesses to support the wider economy, but as a series of events is already being organised that targets SHDC's primary target audience of large employers, this activity can be put into higher value packages. By building on the newsletter subscriptions and social media activity, SHDC can increase engagement and gauge challenges and opportunities that will make for useful themes for events and blog posts.

Ahead of the new events being established, any allocated resource could be used to plan content and also gauge mileage in discussions at existing events organised by the ED team around topics such as infrastructure and skills development. This could provide another source of regular content and improve broader perceptions and understanding of the ED function at SHDC. This will also help with positioning of the ED team as the 'go-to' experts on the local economy and the challenges and opportunities being faced by local companies.

Strategic briefing (c2 hours per month / 7 hours per quarter. If merged with events already organised by ED team reduce to 1 hour / month)

Depending on the audience fit, the strategic briefing could be tied in with the breakfast events already organised by the SHDC ED team. Provided the strategic fit of potential subscribers this could reduce the dedicated staff resource required to produce the briefing as a separate activity as well as administration around contact management / subscription administration.

Roundtables (c6 hours per month)

This will be a chunk of time required for supporting this activity, including event management, and capturing and effectively communicating any relevant outcomes to participants, and where relevant, externally to the wider business community. Given the more intimate nature of this activity time should be dedicated to planning communications in advance, as well as how outcomes of the event and follow up will be collated. Time should also be used to explore how relevant themes or messages can be fed in to the broader content plan, such as event themes, blog and social media discussions, business ambassadors, and strategic briefings.

Business ambassadors (2 hours per month)

This is an extremely necessary and worthwhile programme to enhance SHDC's engagement with local businesses.

While this may be more labour intensive in earlier phases, resource dedicated to Business Ambassadors should reduce as teams across SHDC grow more comfortable with their role as an Ambassador. As an internal project, OP can provide some guidance but this should be driven by SHDC teams.

Blog posts - 6 hours per month (reduce to 3 per month if bi-monthly)

To start off with it would be proposed that the blogs were done on a bi-monthly basis to help give enough breathing space between posts and other activity. This will also reduce the number of staff resource required. ED themes can also be tied in to planned communications activities, such as articles from the Cllr Nick Worth for the local press and new investment projects.

The team should be responsive to any breaking or serious business news that could impact South Holland but blog posts could perhaps be used to fill any times when a dip in activity is anticipated or there is significant news (e.g. government budget, industrial strategy announcements).

Infographics (6 hours per month, 3 if bi-monthly)

Imagery is increasingly being used to communicate. As previously outlined, infographics can contribute to factsheets, the microsite and social media content so they are an extremely useful tool. They work particularly well on digital channels which are very cost effective, and there is potential to add basic animations that can enhance engagement.

Conclusion

Ongoing tasks can now be incorporated into current staff resource. If blog posts and infographics are reduced to bi-monthly rather than monthly this should leave capacity to produce videos roughly once a quarter. It is proposed that a short meeting is scheduled each month between Marketing, Economic Development and OP Marketing during the first few months the activity plan is enacted to support collaboration, ensure information is shared across teams and to provide adequate cover if needed. Although roles will be defined below, this should help overcome any challenges in terms of staffing changes, absences, and general communications around ED activity.

Time allocations below are provisional and indicate the staff resource required, although many tasks will require resource in clusters rather than spread equally over each working week.

Ongoing tasks – revised resource requirement

Newsletter bulletins - 3 hours

Social media - 28 hours

Additional events - 7 hours

Strategic briefing - 1 hour if merged with existing breakfasts

Roundtables – 6 hours

Business Ambassadors – 2 hours

Blog posts – 3 hours
 Infographics – 3 hours
 Microsite maintenance – 2 hours
 Video – 4 hours

Revised internal resource required for ongoing activity per month - 59

Lead denotes overall responsibility for execution

		Total time allocated (hrs)	OP (4 days a month / 30 hrs)	SHDC ED team (2 days a month / 14 hrs)	SHDC Comms team (2 days a month / 14 hrs)
One-off activities		(anticipated combined total)			
ED brand		57			Lead
Microsite content writing		78	Lead		
Microsite development		35	Lead		
Video about SH		20			Lead
Photography (admin / execution)		5	Lead		
Flyer / Factsheet		9	Lead		
Total		204			
Ongoing	Frequency	(hrs / month)			
Newsletter / bulletins	Responsive to news and content plan	3	3		
Twitter	Daily	12	5	5 (lead)	2
Linkedin	Daily	16	6 (lead)	5	5
Networking events	Quarterly	7	5 (lead)	2	
Strategic briefing	Quarterly	1		1 (lead)	
Roundtables	Quarterly	6	5 (lead)	1	
Business Ambassadors	Ongoing	2		2 (lead)	
Blog posts	Bi-monthly	3	3 (lead)		
Infographics	Bi-monthly	3			3 (lead)
Microsite maintenance	Ongoing / responsive	2	2 (lead)		
Case study collection (video)	Quarterly	4	0.5	0.5	3 Lead
Totals		59	29.5	16.5	13

By making savings on areas such as the microsite and video content it is hoped that capital can be put towards covering the following ongoing costs:

Microsite hosting - £10 / month

Additional events – budget £200 per event for refreshments (room hire could be secured FOC through ED connection)

Photography – in addition to those procured from contacts, budget £250 / quarter

Tiered delivery

As a final proposition a tiered package can be put forward to gauge the capacity within SHDC to resource current activities and whether capital investment in additional resource is required and / or feasible.

	Bronze	Silver	Gold
Newsletter / bulletins	Y	Y	Y
Twitter	Y	Y	Y
Linkedin	Y	Y	Y
Networking events	-	Y	Y
Strategic briefing	Y	Y	Y
Roundtables	-	Y	Y
Business Ambassadors	Y	Y	Y
Blog posts	Bi-monthly	Bi-monthly	Monthly
Infographics	Bi-monthly	Bi-monthly	Monthly
Microsite maintenance	Y	Y	Y
Case study (video)	-	Bi-annual	Quarterly
Photography	-	-	£250 / quarter
Total hrs / month	40	59	65

Gold package would require additional internal resource and capital investment in professional photography.

Produced by Opportunity Peterborough.

September 2018.

For all enquiries please contact:

Tom Hennessy
Head of Economic Strategy and Partnerships
+44 (0)1733 317412
tom.hennessy@opportunitypeterborough.co.uk

www.opportunitypeterborough.co.uk



Opportunity Peterborough

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SOUTH HOLLAND DISTRICT COUNCIL FINANCIAL COMMENTS & APPRAISAL

THIS DOCUMENT PROVIDES THE FINANCIAL IMPLICATIONS
IN RESPECT OF THE ATTACHED REPORT

FROM: Nigel R Burch

REPORT: Funding for continuation of the skills service in South Holland schools

REPORT DATE: 9/5/19

	Year 1	£ Year 2	£ Year 3	£ Year 4
	2018-19	2019-20	2020-21	2021-22
Revenue				
<i>Income</i>		-		
Costs	n/a	£16,800	TBC	TBC
Total Revenue -		£16,800	TBC	TBC

Capital				
<i>Income</i>				
N/A				
Costs				
Total Capital				

Considered By:

Date:

This appraisal is valid for 1 month from issue date.
If there are changes to the original report it may invalidate this document & must be reviewed by Finance.

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Detail

For the past 3 years, the Skills Service, part of Opportunity Peterborough, have been working in the Secondary Schools in South Holland. The remit of the Skills Service is to provide a brokerage service for businesses, education and training providers, co-ordinating work related learning activities that aim to improve the aspirations and economic awareness of young people and develop their employability skills in line with local business needs.

Originally funded by the Greater Cambridge Greater Peterborough Local Enterprise Partnership, and latterly, by the Cambridge and Peterborough Combined Mayoral Authority, the Skills Service funding was cut at the end of February 2019 which currently leaves the service unable to operate in South Holland.

The Economic Development team are of the opinion that the Skills Service has been performing much needed and appreciated work in all local senior schools and that intervention is required to ensure that this work continues. We are suggesting a 12 month solution funded as per the narrative below, other more sustainable solutions will be explored during this 12 month period.

As a result of a meeting with the Skills Service manager, a number of different options have been presented regarding the cost of keeping a variety of levels of service operating in South Holland for a further 12 months is £16,800.

Financial Services Comments

£5K of this annual cost can be met from existing Inward Investment revenue budgets (based on known commitments), the remaining £11.8K will be an additional cost to SHDC based on the preferred option, whilst more sustainable funding solutions are explored.

Financial Risk

This appraisal is valid for 1 month from issue date. If there are changes to the original report it may invalidate this document & must be reviewed by Finance.		
9/5/2019	Page 2 of 2	

SOUTH HOLLAND DISTRICT COUNCIL FINANCIAL COMMENTS & APPRAISAL

THIS DOCUMENT PROVIDES THE FINANCIAL IMPLICATIONS
IN RESPECT OF THE ATTACHED REPORT

FROM: Nigel R Burch
REPORT: New Economic Development Officer Post
REPORT DATE: 9/5/19

	Year 1	£ Year 2	£ Year 3	£ Year 4
	2018-19	2019-20	2020-21	2021-22
Revenue				
<i>Income</i>		-		
Costs	Budgeted for post to start 1/7/19	£19,418 G4G £12,945 SHDC	£19,806 G4G £13,204 SHDC	£20,202 G4G £13,468 SHDC
Total Revenue -		£32,363	£33,010	£33,670

Capital				
<i>Income</i>				
N/A				
Costs				
Total Capital				

Considered By:

Date:

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	Page 1 of 2	

Detail

The Economic Development/Inward Investment service at South Holland currently operates with 1.2 FTE staff, namely the Economic Development and Inward Investment Manager, and an Economic Development Officer who works 1 day per week for the service, the rest of her time being devoted to, and funded by, the ERDF funded Grants4growth programme. At the beginning of June 2018, a 2 year contract was signed with Opportunity Peterborough which provides additional resource to the service at a strategic level, but currently there is no resource within the team for the day to day tasks, desk top research, collation of data, updating of the website, Twitter account, Facebook page, organisational tasks, etc. There is also the issue of succession planning and single point of failure in the service, many of the relationships with businesses and stakeholders that exist within the service are with one person, the Inward Investment Manager, and this presents a potential risk now, and in the future.

By bringing a new post into the team, we hope to be able to guide and mentor the post to grow within the service with a view to taking a more senior role in the fullness of time.

Grants4growth is now confirmed for a further 3 years, and as part of the new bid, we have built in some of the new posts time into the project, thus also reducing the overall cost to the Council to the end of June 2022.

- The assumption is that the new post will be deployed for 60% of their time on G4G (3 days a week), with 60% of their salary costs being recovered from G4G.
- £2000 has been budgeted to support their recruitment in early 2019
- The ED Officer salary is based on a band E (495 points) job evaluation carried out by Christina Thompson in late October using the JD and person spec (attached) prior to PCR submission.
- The costs for 19/20 will be less than shown as by the time the post is created and recruitment taken place, there will likely only be 9 months salary costs in the first year, these costings allow for a 2% increase in 20/21 and 20/22.

		19/20	20/21	21/22
		Year 2	Year 3	Year 4
SCP 26	Gross	24,799	25,295	25,801
	Pension 16.7%	4,141	4,224	4,309
	NI 13.8%	3,422	3,491	3,561
	Total Pay Costs	32,363	33,010	33,670
60%	Recharged to G4G -	19,418	19,806	20,202
40%	Cost to SHDC	12,945	13,204	13,468
	Less ED Budgets -	5,000	5,000	5,000
	Budget Pressure	7,945	8,204	8,468

Financial Services Comments

60% of total costs within the table on page one can be resourced from external funding from the Grants4Growth project for the next 3 years, therefore the cost to SHDC will be 40% of the total costs – approx. £13K pa. SHDC will need to meet the full cost of the additional post following the cessation of the Grants4Growth project.

Up to £5K pa can be met from current budgets within the Inward Investment service (based on known commitments), therefore the creation of this post would mean a budget pressure of approx. £6K pa from 2019/20 to 21/22 inclusive and £24K pa from 2022/23 following the completion of Grant4Growth.

Financial Risk

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This appraisal is valid for 1 month from issue date. If there are changes to the original report it may invalidate this document & must be reviewed by Finance.		
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KEY DECISION PLAN

Issued – 23 July 2019

Representations in respect of all the matters shown should be sent in writing, at least one week before the date or period the decision is likely to be made, to:

*Democratic Services, Council Offices, Priory Road, Spalding, Lincolnshire, PE11 2XE
Telephone: 01775 764451 Fax: 01775 711253 Email: demservices@sholland.gov.uk*

The Key Decision Plan shows all Key decisions that the Council is likely to make over the next **twelve months**

The Key Decision Plan is updated on a rolling basis and shows the decisions that will be considered and the date when the decision is expected to be made. In accordance with the Council’s Constitution the DECISIONS detailed within this document, unless otherwise stated, come into force and may then be implemented on the expiry of a 5 working day call-in period from the date of publication of any decision.

Key decisions are: “A decision which, in relation to an executive function, has a significant effect on communities in two or more Wards of the Council and / or is likely to result in the Authority incurring expenditure, generating income or making savings in any single financial year above the threshold of £75,000 in respect of revenue expenditure and £180,000 in respect of capital expenditure.”

Significant decisions are: 1. A decision made in connection with setting the Council Tax; 2. A decision to approve any matter relating to a Policy or Strategic Plan; 3. Any non-Executive decision which significantly affects the community in two or more wards or electoral divisions. Some of the decisions will be recommendations to full Council, particularly if they impact on the Budget and the Policy Framework (comprising of statutory plans and strategies)

PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION
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PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION
PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION
Acquisition Opportunity to expand the Housing Revenue Account	To set out details of a commercial opportunity relating to the potential for the council to acquire 9 units of affordable rented housing and 3 units of shared ownership over two development sites within the district.			Portfolio Holder for Corporate Delivery and Strategic Oversight Not before 7th Jun 2019
Portfolio Holder for Growth and Commercialisation Welland Homes Business Plan Update incorporating Bentley Court	To present to the Council, as sole shareholder for Welland Homes Ltd, an updated Welland Homes Business Plan and a proposal from the company to purchase five houses for the purposes of market rental investment at Bentley Court, Spalding. To put in place the necessary arrangements to enable the company to move towards contract on the proposed acquisition, subject to the necessary shareholder approvals.			Cabinet – 23 July 2019 South Holland District Council - 31 Jul 2019
Portfolio Holder for Place Recycling Review	To review the materials presented for recycling			Cabinet 23 Jul 2019

PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION
PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION
Portfolio Holder for Housing and Health Asbestos Survey Contract	Agree contract to appoint an asbestos surveying contractor to conduct surveys in HRA stock that require an asbestos survey prior to planned upgrades being undertaken.			Housing Landlord Manager Not before 25th Jul 2019
Portfolio Holder for Place Review of Depot Provision	To give consideration to depot provision			South Holland District Council 31 Jul 2019
Portfolio Holder for Housing and Health Materials Contract	To award a contract to Jewson Limited for the provision of Building Materials at an estimated annual contract value of £300,000 per year for an initial period of three years with the option to extend for a further period of one year.			Housing Landlord Manager Before 31 Jul 2019 Decision published 17 July 2019

PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION
PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION
Portfolio Holder for Housing and Health Purchase of additional Northgate Housing Software	Officer decision to advise on the purchase of additional Northgate Software in accordance with the HRA Capital programme.			Housing Landlord Manager Before 31 Jul 2019
Portfolio Holder for Housing and Health Chimney repairs, repointing and removal Contract	For the Chimney repairs, repointing and removal including Pitched roof repairs to various council dwellings as identified in reaching the end of their lifespan, or the chimney is no longer required.			Housing Landlord Manager Before 31 Jul 2019
Portfolio Holder for Housing and Health Flat Roof replacement and repairs Contract	For the replacement of various types of flat roofs to Council Dwellings, outbuildings and garages, which have reached the end of their lifespan and require replacement or repairs.			Housing Landlord Manager Before 31 Jul 2019

PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION
PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION
Portfolio Holder for Housing and Health General Repairs - Maintenance of footpaths, roadways and boundary walls.	For the external general repairs for concrete footpaths, roadways and boundary walls, serving council dwellings and garages, which have reached the end of their lifespan and require replacement or repairs.			Housing Landlord Manager Before 31 Jul 2019
Portfolio Holder for Housing and Health CSU Electrical Materials Supply Contract (EMSC) 2017 - 2021	To award the EMSC to the successful supplier from the outcome of the procurement process	Meetings and discussions		Officer Decisions Before 31 Aug 2019
Portfolio Holder for Place Car Parking Review	To review and consider the current car parking charges in Spalding			Cabinet 10 Sep 2019

PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION
PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION
Portfolio Holder for Housing and Health Housing Income Management Policy	To seek approval of the Housing Income Management Policy			Cabinet 29 Oct 2019
Portfolio Holder for Housing and Health Housing Repairs Policy	To approve the policy			Cabinet 29 Oct 2019

***Cabinet Membership**

The Lord Porter of Spalding CBE (Leader)
 Councillor C N Worth (Deputy Leader of the Council)
 Councillor G J Taylor (Deputy Leader)
 Councillor T Carter (Portfolio Holder)
 Councillor A Casson (Portfolio Holder)
 Councillor P E Coupland (Portfolio Holder)
 Councillor R Gambba-Jones (Portfolio Holder)
 Councillor C J Lawton (Portfolio Holder)

PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION
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If you have any comments or queries regarding any of the entries in the Key Decision Plan please contact:

Democratic Services, Council Offices, Priory Road, Spalding, Lincolnshire, PE11 2XE
 Telephone: 01775 764451 Fax: 01775 711253 Email: demservices@sholland.gov.uk

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SOUTH HOLLAND DISTRICT COUNCIL

Report of: Executive Director - Strategy and Governance (Monitoring Officer)

To: South Holland District Council Wednesday, 31 July, 2019

(Author: Mark Stinson Executive Manager - Governance)

Subject Standards Complaint against a South Holland Member

Purpose: To consider the outcome of a Hearings Panel following a complaint against a South Holland member

Recommendation(s):

That members note the content of the report

1.0 BACKGROUND

- 1.1 On 21 November 2018, a formal complaint was made against Councillor Peter Coupland. The complainant alleged that Councillor Coupland had made inappropriate remarks and initiated inappropriate physical contact with the complainant. A summary of the allegation is set out in the enclosed investigation report (Appendix A) and on the enclosed Decision Notice (Appendix B).
- 1.2 After initial assessment of the complaint, the Monitoring Officer commissioned an external independent Investigator to conduct a full investigation. The Investigator was an external consultant who had previously been a senior local government officer.
- 1.3 The Investigation involved interviews with the complainant, the subject member (Councillor Coupland) and a number of witnesses, as well as consideration of physical evidence (including a photograph and email).
- 1.4 The complainant and the subject member received a draft copy of the report, and were given an opportunity to submit comments thereon.
- 1.5 A final report was produced (please see a redacted copy at Appendix A). The report concluded that on the evidence and on the balance of probability, there was sufficient evidence to support the allegation. The report further concluded that Councillor Coupland's actions fell below the standard required by the Council's Code of Conduct and recommended that the matter should progress in accordance with the Council's Standards Arrangements.
- 1.6 In consultation with the Council's Independent Person, Tony Wicks, the Monitoring Officer determined that the complaint should proceed to a formal hearing.
- 1.7 Both the complainant and Councillor Coupland indicated a desire for any hearing to be conducted by another local authority in order to ensure complete independence. The

Monitoring Officer, in consultation with the then Chairman of the Standards Committee (former Councillor Aley) arranged for the hearing to be conducted by the Joint Standards Hearing Panel of Babergh and Mid Suffolk Councils. The Council approved a change to its Standards Arrangements to enable this.

- 1.8 A Hearing of the Joint Standards Hearings Panel of Babergh and Mid Suffolk Councils took place on 4 July in Ipswich. Mark Stinson, as Deputy Monitoring Officer, was in attendance at the Hearing along with the Independent Investigator (Anne Gibson) to answer questions on the investigation and the Council's Standards Arrangements. The Council's Independent Person (Tony Wicks) was in attendance to present his views on the complaint (which are set out on the enclosed decision notice at Appendix B).
- 1.9 The Panel heard the complaint and determined that Councillor Coupland had failed to abide by South Holland District Council's Code of Conduct. The detail of the Panel's findings is set out on the decision notice at Appendix B to this report.
- 1.10 The Panel imposed three sanctions on Councillor Coupland: (i) publication of findings (which has taken place – by publishing the decision notice on our website); (ii) a report to our Full Council meeting (this report); and (iii) additional training to be provided in relation to equality and diversity, culture and ethics.

2.0 **OPTIONS**

- 2.1 This report is for information only – there are therefore no options to consider.

3.0 **REASONS FOR RECOMMENDATION(S)**

- 3.1 This report is for information only – there are no recommendations to consider.

4.0 **EXPECTED BENEFITS**

- 4.1 This report is for information only – there are no expected benefits to consider.

5.0 **IMPLICATIONS**

In preparing this report, the report author has considered the likely implications of the decision - particularly in terms of Carbon Footprint / Environmental Issues; Constitutional & Legal; Contracts; Corporate Priorities; Crime & Disorder; Data Protection; Equality & Diversity/Human Rights; Financial; Health & Wellbeing; Reputation; Risk Management; Safeguarding; Staffing; Stakeholders/Consultation/Timescales; Transformation Programme; Other. Where the report author considers that there may be implications under one or more of these headings, these are identified below.

5.1 **Constitutional & Legal**

- 5.1.1 The Council's Standards Arrangements have been approved by Council and are in accordance with the Localism Act 2011.

5.2 Data Protection

5.2.1 The enclosures have been redacted in order to comply with our GDPR obligations. Case law is clear that, where a complaint has been substantiated, it is lawful, fair and transparent to release the identity of the member who is subject of the complaint.

5.3 Equality and Diversity / Human Rights

5.3.1 Reference is made to equality and diversity issues in the Investigation report, and one of the sanctions requires the delivery of training in relation to equality and diversity, culture and ethics.

5.4 Risk Management

5.4.1 The outcome of the investigation into the complaint is public, as is this report. There are potential reputational implications for the Council.

6.0 WARDS/COMMUNITIES AFFECTED

6.1 This is a corporate issue and does not have specific implications for a particular ward or community.

7.0 ACRONYMS

7.1 GDPR – General Data Protection Regulation.

Background papers:- None.

Lead Contact Officer

Name and Post: Mark Stinson Executive Manager - Governance
Telephone Number 07899 061277
Email: mark.stinson@breckland-sholland.gov.uk

Key Decision: N

Exempt Decision: N

This report refers to a Mandatory Service

Appendices attached to this report:

Appendix A Investigation Report
Appendix B Decision notice of Joint Hearings Panel of Babergh and Mid Suffolk Councils

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MANAGEMENT IN CONFIDENCE

REPORT OF THE INVESTIGATION

CLIENT: South Holland Council

Complainant: [REDACTED]

Respondent: Cllr P Coupland

Date: 24 January 2019

Investigator: A Gibson

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Page	
3	Background to the investigation
3	Summary of the Allegations made by the Complainant
3	Background of the Complainant and the Respondent
3	Terms of reference
4	Methodology
4	Declaration
4	Allegation and evidence
10	Overall conclusions
11	Recommendations
11	Schedule of interviews
11	List of documents submitted or obtained

1.0 Background to the Investigation

█ (█) made a formal complaint dated 21 November 2018, alleging inappropriate behaviour by Cllr Peter Coupland (PC). Complaints about South Holland Councillors' behaviour are dealt with under that Council's Standards Arrangements. █ has stated that she is looking for the following outcomes:

- The member's behaviour to stop (an apology won't be accepted)
 - Other members to hold members to account for their behaviour
- █
- Awareness of unacceptable behaviour to be raised internally

2.0 Summary of the Allegations made by the Complainant

█ made a formal complaint dated 21 November 2018 alleging inappropriate behaviour by Cllr Peter Coupland on 18 October 2018. █ has stated that she believes PC's behaviour had sexual connotations linked to it and that it placed her in considerable distress.

3.0 Background of the Complainant and the Respondent

Complainant – █

█ is █ at Breckland Council, which is a shared role with South Holland Council. She has been in the role for █ years. The role has developed in the last year to pull together a programme of work for █ across both councils. █ of her time is based at South Holland Council Offices in Spalding. She reports to █.

Respondent – Cllr Peter Coupland

Cllr Peter Coupland (PC) is South Holland Council Cabinet member for Finance. He has been involved in monthly meetings for the last year with █ about the █ Project. They have interacted with each other on a range of projects since █'s appointment.

4.0 Terms of Reference

The East of England Local Government Association (East of England LGA) was commissioned to conduct the investigation and to produce a report, by carrying out an independent investigation into the complaint made by █. On 29 November 2018, the East of England LGA appointed Anne Gibson, who is one of their Associates, as an independent person to conduct the investigation on their behalf. The scope of the investigation was agreed by Maxine O'Mahony, Executive Director of Strategy and Governance at Breckland and South Holland District Council who is also the Commissioning Officer.

5.0 Methodology

All the interviews were held between 4 December 2018 and 17 December 2018 and took place at Breckland Council Offices in Dereham, at South Holland Council Offices in Spalding and by video link. Statements of the interviews were taken at the time, subsequently typed and sent by email to the interviewees. A schedule of the interviews is at 11.1 and a list of documents received during the investigation is at 11.2 of this report.

Any interviewee statements taken are confidential and should only be seen by the interviewer (Anne Gibson), the interviewee, HR contact (Susie Richardson), member governance contact (Mark Stinson) and the Commissioning Officer (Maxine O'Mahony). Should the matter result in a member standards hearing, the statements may form part of the paperwork and could be seen by anyone. Following the interview, interviewees were sent a typed copy of their statement which they were able to amend and agree.

The statements are not intended to be a verbatim record. The statements will be securely held by the Investigator and will be destroyed following a given period of time when it is deemed that the investigation has been fully resolved.

The Investigator investigated this complaints thoroughly and impartially in accordance with Breckland and South Holland Council procedures. The Investigator was directed to the following Policies and Procedures of the Council:

- Breckland Council Grievance Procedure
- South Holland Council Standards Arrangements
- South Holland Council Code of Conduct
- The memorandum of Understanding between Breckland and South Holland Councils

The conclusions the Investigator reached as to whether there is enough evidence to substantiate [REDACTED]'s complaint are set out in section 8 of the report.

6.0 Declaration

Prior to conducting this investigation, the investigator had not met any of the individuals interviewed as part of this investigation.

7.0 Allegation

Inappropriate behaviour by Cllr Peter Coupland on 18 October 2018 which had sexual connotations linked to it and that placed [REDACTED] in considerable distress.

Complainant's evidence

[REDACTED] described in detail an incident which took place during a visit on 18 October 2018 by a group of Councillors and officers to [REDACTED] in London linked to the [REDACTED] Project.

Present on the visit were:

- [REDACTED]
- [REDACTED] Manager at South Holland
- Cllr Peter Coupland, South Holland Cabinet Member for Finance
- Cllr [REDACTED]
[REDACTED]
- Cllr [REDACTED]
[REDACTED]

The group inspected a number of [REDACTED]. In one of those, [REDACTED] sat down in order to test the seats for leg room and viewing angle. PC came and sat on the seat next to her on her right-hand side. He put out his left arm and pulled [REDACTED] against him. As he did so he made reference to being in the back row of the cinema again, which was something he had talked about on the train journey earlier that day. He held [REDACTED] firmly and didn't let go.

The others in the group were standing fairly close by and laughing. PC still had his arm around [REDACTED]. Then [REDACTED] got his camera and took a couple of photos. [REDACTED] wanted to say something but because there were Councillors and senior members of [REDACTED] present, she just grinned. After the photo was taken, PC let [REDACTED] go and stood up.

[REDACTED] was visibly upset during her interview as she recounted what had happened. She reflected that 10 years ago, when she worked in [REDACTED], she would have told PC to go away or stop. On this occasion, she felt that she could not do so because it was away from the normal working environment; councillors are in a position of power; and there were people there from another organisation.

[REDACTED] said that there was no need for PC to have put his arm around her and that he could have just sat down next to her and talked. She said that it felt like she had been used for fun and that PC would not have behaved as he did towards a man.

[REDACTED] said she could not remember exactly what led to the photo being taken. However, she had since heard another councillor who was there say that PC had asked for the photo to be taken and when she heard that, she thought that was what she remembered too.

[REDACTED] said that as they were leaving the building she spoke to [REDACTED] and told him in strong terms that she felt what had happened was unacceptable.

[REDACTED] said that she did not raise the incident with anyone else until 2 weeks later, when she consulted [REDACTED] from Compass Point HR in order to sense check what she felt because she was not sure at that point if she was overreacting. [REDACTED] told [REDACTED] that in her view the incident at [REDACTED] was not acceptable behaviour.

[REDACTED] explained that she had personal issues to deal with at this time and also that she was very focussed on the project and getting it through.

■ said that her working relationship with PC prior to this incident had been polite and professional overall. She said that PC could be quite challenging in meetings and that if he disagreed with someone, he would be forthright about letting them know that. ■ said that she has found PC to be quite an outspoken character but that she has never let that affect what she does to support him. She said that PC had made remarks which she considered to be inappropriate ■ and that he was never challenged about that by other councillors. She felt that if during the incident she had reacted negatively then he would have belittled her in front of the others.

■ described occasions in meetings when PC would say “you better get this right, otherwise you’re sacked, or if you get it right, a knighthood”. When asked if she thought PC would follow through on that she said that she wouldn’t want to test it. Her experience is that no one stands up to PC or challenges him when he says unreasonable things.

Respondent’s evidence

PC confirmed he was present on the visit to ■ on 18 October 2018.

PC said that the group went ■ towards the back, not near ■. Previously, they had been talking about the quality of the seats. He can’t remember whether just ■ sat down or whether others sat down as well. He sat down next to ■ and ■ held up his iPad to take a photo. PC said he could not be sure whether he asked ■ to take the photo. PC thinks he turned, stretched out his legs and put his arm on the chair for the photo- “in a pose”. He did not put his arm around ■ and ‘pull her in’. He didn’t think any more of it. After the photo was taken, PC thought they all got up. He couldn’t recall any talking or joking at the time and he did not recall making a comment about being in the back row of the cinema. He observed that he could not think of anything that happened after that which gave him the impression that he had upset ■.

PC said that if he had known at the time that ■ was upset, he would certainly have apologised. He said that he had no nasty or bad intentions and that he now felt bad. He thought that probably ■ didn’t know him, and the fact is he probably doesn’t know “her level of good banter”. He said that it upsets him to think that he has upset somebody.

Although he could not remember when and where it had come up during the day, PC did recall speaking about an old cinema that used to be in Holbeach when he was young and that he could remember all the jibes that people used to make about being on the back row of the cinema. When asked whether he could remember making a comment about notches on cinema seats PC said that was about big boys talking to little boys and that he had mentioned it as part of creating “good banter” for the day. He explained that it was unusual to be spending that length of time with people and that it could otherwise get a bit bogged down and heavy.

When asked if he could remember saying in a meeting that ■ better get this right or she would be sacked, PC responded that he often said, “we have to get this right or otherwise we will get the sack”, particularly after a challenging session. He explained that he doesn’t like to leave meetings with a sour taste (when he has been challenging) and so makes use of banter at the end of meetings. He said that he is not in a position to hire and fire or get involved in anything like that. He said that it is a really heavy project they have got on and there was no intent that he could influence or threaten ■’s job. PC said that he had no intention to upset ■ and that there was no meaning whatsoever behind his comments.

Evidence from Cllr ■

■ confirmed he was present on the visit to ■ on 18 October 2018.

■ said that during the train journey to London, PC made several comments about not having been to ■ for years and that when he used to visit the cinema he would be in the back row.

■ said that when the group entered ■, he walked into the back row of seats and sat down. ■ then came and sat in the row in front of him, a few seats along from the aisle. Then PC had come and sat next to ■, put his arm around her, pulled her towards him and said something about being in the back row again. ■ said he had a clear view of the incident. ■ then walked towards them, and PC said, “come on, take a picture of us”. ■ confirmed that he was certain that PC had asked for the picture to be taken and ■ said that he thought the incident took ■ by surprise.

■ said his first thought was “I can’t believe you’ve just done that”. He noticed ■ tense up, which he thought was understandable. He felt that her reaction was one of shock, but that she handled it well and was calm about it. ■ thought that PC realised that he had overstepped the mark and asked ■ to take a photo as a way of making light of it. Everyone laughed-there was tension in the air, but also a desire to make light of it and move on. ■ observed that it is in PC’s character to make comments in a flippant way.

■ said that from that point onwards on the tour, ■ understandably kept her distance from PC. He felt as the day went on, there was quite a lot of light-hearted banter going on anyway and that the incident had therefore been defused to an extent.

Several weeks after that ■ emailed ■, telling him that he felt uneasy about the incident and that he thought ■ should be aware of it.

Evidence from ■

■ confirmed he was present on the visit to ■ on 18 October 2018.

■ said that he was standing in the aisle of ■ with others in the group when ■ sat down. He said that PC then sat down next to her and put his arm around her. ■ recalled that there had been some laughter and reference to the back rows of cinemas, but he could not recall who said what. ■ said that it did strike him that "it was a bit much and ■ must be uncomfortable". He said that if anyone had done that to him, he would feel physically encased. The only way to get out would have been to push away. So, he understood why ■ sat there. He said that the incident had made him feel uncomfortable.

■ explained that he and ■ are quite close colleagues and speak to each other frequently. He said that ■ has always been a bit nervous around PC and had spoken to him (■) previously about her concerns about PC's language being inappropriate ■. So, he knew that he wouldn't have expected ■ to willingly sit down next to PC.

■ did not think the photo was prompted by PC. ■ was standing to the right of ■. ■ said, "I need to get a picture of this" and took out his phone. After ■ had taken the photo, ■ thinks ■ and PC stood up.

He remembers as they were walking out of ■, the group moved into an elongated line. He held the door for ■ and could tell from her face that she looked perturbed. She did not look physically upset, but she did look like something had happened.

■ said that he had subsequently discussed the incident with ■, although not since she had lodged her complaint. The discussion had been about ■'s uncertainty in how to deal with the incident, rather than the mechanics of what had occurred.

■ said that PC had made inappropriate comments to him. PC had said to him that if anything went wrong, he would be sacked for it. ■ said he had always been "made aware that PC could be a bit of a bully". However, to balance that, apart from the comment about getting sacked, PC had generally been OK with ■.

Evidence from ■

■ confirmed he was present on the visit to ■ on 18 October 2018.

■ said that he had been standing towards the front of ■ when he turned around and saw PC and ■ sitting together with PC's arm around ■. ■ could not recall how that had come about or who had sat down first. He confirmed he had then taken a photograph but was unable to say what had prompted him to do so. He explained that he had been taking photos throughout the day as part of the purpose of the trip.

When asked if he felt at the time whether it was appropriate for PC to put his arm around ■, ■ responded that it wasn't something he would do. When asked if he recalled having any concerns at the time about the position ■ had been put in, he responded that 'she could have got up and walked away'. He said that if ■ had looked uncomfortable, he would have done something.

■ said that he did not recall ■ raising any concerns with him about the incident at the time or subsequently.

■ recalled that at some point during the day there had been a discussion about the number of cinemas that there used to be in Spalding and that PC had talked about spending a lot of time in the back row and carving his name on a number of seats.

He said that it was 7 weeks ago and that it had been a very busy day when he had been focused on the purpose of the visit.

Evidence from Cllr ■

■ confirmed he was present on the visit to ■ on 18 October 2018.

■ said that, whilst he recalled the incident, he did not see anything prior to the point that he was aware a photo was being taken and he then turned around to see what was happening. He saw PC and ■ sitting together in one of the double seats. It looked like PC had his arm around ■ and she looked rather uncomfortable. Her body language looked like she was trying to get away.

■ said that there were a couple of times during the day when PC said a couple of things that were a bit glib and inappropriate in today's environment. He can't remember specifically what was said. His impression was that they were somewhat sexist, but not aimed specifically at ■.

Evidence from ■

■ said that ■ had asked if she could catch up with ■ after a meeting on 2 November 2018. ■ said that ■ was very tearful and explained that a couple of things had happened that had upset her. She wanted ■'s opinion as someone she trusted.

■ told ■ that as part of the walk round ■, she had sat down. PC had then sat down next to her, put his arm around her and said words to the effect of "this reminds me of being in the back row of the cinema in my youth".

■ told ■ that she didn't know what to do and that she was frozen. Before she had a chance to process and react, ■ had appeared in front of them and took a photo. ■ said that she was worried that it looked like she was encouraging PC or was part of it because she had automatically smiled when the photo was taken.

■ said that ■ has not seemed to her like an outwardly emotional person, so she was concerned to see her break down. ■ said that she felt that ■ did seem to be genuinely troubled by it

Photograph

The photograph taken by ■ shows clearly that PC has his arm around ■. It also shows that she has either been pulled towards him or is leaning in of her own volition. I note here that there has been no suggestion from any of those present that anything in ■'s behaviour had invited PC to put his arm around her. It can be seen from the photograph that ■ is gripping her bag tightly, indicating that she is not at ease.

Conclusions drawn from the evidence

Taking account all the available evidence which I have summarised above, my conclusion is that PC did put his arm around ■ and pull her towards him. This is my balanced and considered view, based on the following:

- ■'s description of PC putting his arm around her and holding her in place is corroborated by ■ and ■, who both have clear recall of seeing PC put his arm around ■. ■ in particular was sitting behind ■ and PC and so had a clear view.
- Of the others present, ■ has said it was not clear to him and ■ has said that he did not see what happened.
- PC says that he did not put his arm around ■ but had his arm along the back of the seat.
- The photograph taken by ■ clearly shows that PC has his arm around ■ and that she has either been pulled towards him or is leaning in of her own volition.

I also conclude that PC's action did have an element of sexual connotation caused by his comments about back rows of cinemas. All those present recalled PC making these comments during the day, and ■ and ■ confirmed that PC repeated these comments as he had his arm around ■.

For the record, I also note that there is no suggestion from any of those present that anything in ■'s behaviour had invited PC to put his arm around her.

All of those present felt to varying degrees of concern that PC's behaviour was inappropriate, but his behaviour was not challenged.

■

Final Conclusion for the allegation

Therefore, based on the available evidence and on the balance of probability, there is sufficient evidence to support this allegation made against the Respondent, Cllr Peter Coupland.

The Code of Conduct for South Holland Council sets out the expected behaviours required of its members. Paragraph 1.3 (IX) states that:

“As a member of South Holland Council your conduct will in particular address the statutory principles of the code of conduct by valuing your colleagues and staff and engaging with them in an appropriate manner and one that underpins the mutual respect between you that is essential to good government”

It is my conclusion that Cllr Coupland’s behaviour on 18 October 2018 fell below the standards required and placed ██████████ in an uncomfortable position in front of colleagues and others and caused her distress.

It is clear from the evidence provided that PC adopts a style of behaviour which others at times find challenging. What PC describes as either justifiable challenge and/or banter has the potential to be perceived as intimidating to officers who see him as a senior member with power and influence in the Council. The impact of this on █ was that she felt she could not object to what she regarded as PC’s inappropriate behaviour.

The evidence indicates that there could be a wider lack of clarity in the Council about expectations of behaviour and what actions should be taken when managers and members witness behaviour that they consider to be inappropriate. This is beyond the remit of this investigation but is highlighted here as an issue for the Council to consider further.

8.0 Recommendations

It is my conclusion that Cllr Coupland’s behaviour on 18 October 2018 fell below the standards required and placed ██████████ in an uncomfortable position in front of colleagues and others and caused her distress. **I therefore recommend that this matter be taken forward in accordance with South Holland Council’s Standards Procedure.**

9.0 List of appendices

9.1 Schedule of interviews

Page	Party	Date
1	[REDACTED]	4 December 2018
4	Cllr Peter Coupland	17 December 2018
7	Cllr [REDACTED]	17 December 2018
9	[REDACTED]	7 December 2018
11	[REDACTED]	7 December 2018
14	Cllr [REDACTED]	17 December 2018
15	[REDACTED]	17 December 2018

9.2 List of documents submitted or obtained

Page	Details of document	Date
18	[REDACTED]'s statement of complaint	21 November 2018
20	South Holland Standards Arrangements	November 2017
26	Breckland Grievance Procedure	24 October 2018
31	South Holland Code of Conduct	Undated
34	Memorandum of Understanding	1 April 2011
55	Photograph of [REDACTED] /PC	18 October 2018
56	Email from [REDACTED] to [REDACTED]	23 November 2018

All the interview statements and documents are contained in the main bundle of documents which is supplied under separate cover.

10.0 Signature

Position	Name	Signature	Date
External Investigator on behalf of East of England LGA	Anne Gibson.		24 January 2019

DATE 23TH JULY 2019



BABERGH MID SUFFOLK JOINT STANDARDS COMMITTEE
HEARING PANEL
DECISIONS NOTICE

**DECISION BY THE BABERGH MID SUFFOLK JOINT STANDARDS HEARING
PANEL ON 4TH JULY 2019**

Hearing Panel:

Councillor Paul Ekpenyong
Councillor Bryn Hurren (Chair)
Councillor Alastair McCraw

Complainant:

Subject Member:

Councillor P Coupland of South Holland District Council

Officers:

J Snell - Deputy Monitoring Officer, Babergh/ Mid Suffolk District Council
J Robinson - Deputy Monitoring Officer, Babergh/ Mid Suffolk District Council

In Attendance for South Holland District Council:

Mark Stinson - Deputy Monitoring Officer, South Holland District Council to answer questions on the Investigation Report and generally in respect of SHDC's Standards Arrangements
A Gibson – External Investigator appointed by SHDC through the East of England LGA to answer questions on the Investigation Report
T Wickes – SHDC's Independent Person

On the 4th July 2019 the Joint Standards Hearing Panel for Babergh and Mid Suffolk after receiving delegation from South Holland District Council, considered the investigation into a complaint concerning the conduct of Councillor Peter Coupland, South Holland District Councillor, on an external visit to a venue in London on the 18th October 2018.

The complainant alleged that on the train journey to London and later repeated in the venue the subject member made inappropriate comments that had sexual connotations attached to them. The complainant further alleged that, in the venue, the subject member took a seat next to the complainant, placed his arm around her and pulled her towards him, whilst a photograph was taken. The complainant states that the alleged behaviour of the subject member made the complainant feel uncomfortable and caused her distress.

The views of the Independent Person appointed by South Holland District Council were taken into account by the Hearing Panel. The Independent Person's view was that the subject member's actions were inappropriate, but he did not consider there to have been any sexual connotations attached to the subject member's behaviour. The alleged conduct took place in a public area with many people present.

Decision

That Councillor Peter Coupland had failed to abide by the South Holland District Council Code of Conduct under the following paragraphs:-

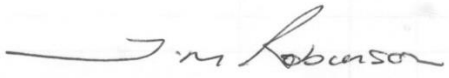
(ix) Valuing your colleagues and staff and engaging with them in an appropriate manner and one that underpins the mutual respect between you that is essential to good local government.

(x) Always treating people with respect, including the organisations and public you engage with and those you work alongside

In reaching their determination the Hearing Panel had considered all of the evidence carefully, including the photograph contained in the appendices to the report, and considered that there was sufficient evidence that Councillor Peter Coupland was (i) undertaking council functions at the time of the alleged conduct, and (ii) by behaving as he did, has brought his office into disrepute and that he had behaved in an inappropriate manner showing a lack of respect and leadership that was essential to his office.

Sanctions

- a) Publication of findings**
- b) That a report be presented to a meeting of South Holland District Council**
- c) That additional training be provided in relation to equality and diversity, culture and ethics and that the member be required to undertake such training**

A handwritten signature in black ink, appearing to read "J. Robinson", is written on a light-colored grid background.

Deputy Monitoring Officer

Babergh Mid Suffolk District Council

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SOUTH HOLLAND DISTRICT COUNCIL

Report of: Executive Director Commercialisation (S151), Christine Marshall

To: South Holland District Council 31 July 2019

Author: Sean Howsam – Finance Manager – Treasury (PSPS)

Subject: Annual Treasury Management Review 2018/19

Purpose: To consider the Annual Treasury Management Review for 2018/19.

Recommendation(s):

- 1) That the Council receives and approves the Annual Treasury Management Review 2018/19 as required by the Local Government Act 2003.

1.0 BACKGROUND

1.1 This Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2018/19. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

During 2018/19 the following reports have been submitted:

- an annual treasury strategy in advance of the year (Council 8 March 2018);
- a mid year (minimum) treasury update report (Council 28 November 2018);
- An annual review following the end of the year describing the activity compared to the strategy (this report).

1.2 The regulatory environment places responsibility on members for the review and scrutiny of treasury management policy and activities. This Council has delegated these duties to the Governance and Audit Committee. This report is therefore important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by members.

1.3 This Council confirms that it has complied with the requirement under the Code to give prior scrutiny to all of the above treasury management reports by the Governance and Audit Committee. Member training on treasury management issues was undertaken on 15 March 2018 in order to support the members' scrutiny role.

1.4 The Treasury Management function is administered by Public Sector Partnership Services Ltd (previously known as Compass Point Business Services) on behalf of the Council.

2.0 INTRODUCTION

2.1 This report summarises the following :-

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

3.0 THE COUNCIL'S CAPITAL EXPENDITURE AND FINANCING 2018/19

3.1 The Council undertakes capital expenditure on long-term assets. These activities may either be:

- financed immediately through the application of capital or revenue resources (capital receipts, capital grants, revenue contributions etc.), which has no resultant impact on the Council's borrowing need; or
- if insufficient financing is available, or a decision is taken not to apply resources, the capital expenditure will give rise to a borrowing need.

3.2 The actual capital expenditure forms one of the required prudential indicators. The following tables show the actual capital expenditure and how this was financed.

£'000 General Fund	2017/18 Actual	2018/19 Estimate	2018/19 Actual
Capital expenditure	2,606	5,203	3,678
Financed in year	(1,486)	(3,495)	(2,074)
Unfinanced capital expenditure	1,120	1,708	1,604

£'000 Housing Revenue Account (HRA)	2017/18 Actual	2018/19 Estimate	2018/19 Actual
Capital expenditure	3,369	7,715	4,885
Financed in year	(3,369)	(7,715)	(4,883)
Unfinanced capital expenditure	-	-	2

4.0 THE COUNCIL'S OVERALL BORROWING NEED

- 4.1 The Council's underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (CFR). This figure is a gauge of the Council's indebtedness. The CFR results from the capital activity of the Council and resources used to pay for the capital spend. It represents the 2018/19 unfinanced capital expenditure (see above table), and prior years' net or unfinanced capital expenditure which has not yet been paid for by revenue or other resources.
- 4.2 Part of the Council's treasury activities is to address the funding requirements for this borrowing need. Depending on the capital expenditure programme, the treasury service organises the Council's cash position to ensure that sufficient cash is available to meet the capital plans and cash flow requirements. This may be sourced by utilising temporary cash resources within the Council or through borrowing from external bodies (such as the Government, through the Public Works Loan Board (PWL) or the money markets).
- 4.3 Reducing the CFR – the Council's (non HRA) underlying borrowing need (CFR) is not allowed to rise indefinitely. Statutory controls are in place to ensure that capital assets are broadly charged to revenue over the life of the asset. The Council is required to make an annual revenue charge, called the Minimum Revenue Provision (MRP), to reduce the CFR. This is effectively a repayment of the non-HRA borrowing need (there is no statutory requirement to reduce the HRA CFR). This differs from the treasury management arrangements which ensure that cash is available to meet capital commitments. External debt can also be borrowed or repaid at any time, but this does not change the CFR.

The total CFR can also be reduced by:

- the application of additional capital financing resources (such as unapplied capital receipts); or
 - charging more than the statutory revenue charge (MRP) each year through a Voluntary Revenue Provision (VRP).
- 4.4 The Council's 2018/19 MRP Policy as required by Ministry of Housing, Communities and Local Government (MHCLG) guidance was approved as part of the Treasury Management Strategy Report for 2018/19 on 8 March 2018 and amended at Council on 27 February 2019.
- 4.5 The Council's CFR for the year is shown below, and represents a key prudential indicator:

CFR (£'000): General Fund	31 March 2018 Actual	31 March 2019 Budget	31 March 2019 Actual
Opening Balance	2,557	3,847	3,847
Add unfinanced capital expenditure (as above)	1,120	1,708	1,604
Add Transfer of Land & Buildings From HRA	170	-	-
Closing Balance	3,847	5,555	5,451

CFR (£'000): HRA	31 March 2018 Actual	31 March 2019 Budget	31 March 2019 Actual
Opening Balance	68,609	68,439	68,439
Add unfinanced capital expenditure (as above)	-	-	2
Less Transfer of Land & Buildings to General Fund	(170)	-	-
Closing Balance	68,439	68,439	68,441

Borrowing activity is constrained by prudential indicators for net borrowing and the CFR, and by the authorised limit.

- 4.6 Gross borrowing and the CFR - in order to ensure that borrowing levels are prudent over the medium term and only for a capital purpose, the Council should ensure that its gross external borrowing does not, except in the short term, exceed the total of the CFR in the preceding year (2017/18) plus the estimates of any additional CFR for the current (2018/19) and next two financial years. This essentially means that the Council is not borrowing to support revenue expenditure. This indicator allows the Council some flexibility to borrow in advance of its immediate capital needs in 2018/19. The table below highlights the Council's gross borrowing position against the CFR. The Council has complied with this prudential indicator.

	31 March 2018 Actual (£'000)	31 March 2019 Budget (£'000)	31 March 2019 Actual (£'000)
Gross Borrowing Position	67,456	67,456	67,456
CFR	72,286	73,994	73,892

- 4.7 The authorised limit is the "affordable borrowing limit" required by s3 of the Local Government Act 2003. Once this has been set, the Council does not have the power to borrow above this level. The following table demonstrates that during 2018/19 the Council has maintained gross borrowing within its authorised limit.

The operational boundary is the expected borrowing position of the Council during the year. Periods where the actual position is either below or over the boundary is acceptable subject to the authorised limit not being breached.

Actual financing costs as a proportion of net revenue stream - this indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream.

	2018/19
Authorised limit	£91m
Maximum gross borrowing position	£67.456m
Operational boundary	£87m
Average gross borrowing position	£67.456m
Financing costs as a proportion of net revenue stream – Non HRA HRA	-2.20% 33.29%

5.0 TREASURY POSITION AS AT 31 MARCH 2019

5.1 The Council's debt and investment position is organised by the treasury management service in order to ensure adequate liquidity for revenue and capital activities, security for investments and to manage risks within all treasury management activities. Procedures and controls to achieve these objectives are well established both through member reporting and through officer activity detailed in the Council's Treasury Management Practices. At the beginning and the end of 2018/19 the Council's treasury position including accrued interest was as follows:

	31/3/18 Amount £'000	Rate/ Return %	Average Life	31/3/19 Amount £'000	Rate/ Return %	Average Life
Fixed rate funding						
PWLB	67,456	3.48	44 years	67,456	3.48	43 years
Leases	-	n/a		-	n/a	
Total debt	67,456	3.48	44 years	67,456	3.48	43 years
CFR	72,286			73,892		
Over/(under) borrowing	(4,830)			(6,436)		
Cash and investments:						
long term equity and service loans	(2,456)	n/a	n/a	(5,460)	n/a	n/a
short term	(32,597)	0.76	155 days	(33,602)	1.07	173 days
instant access deposits	(3,115)	0.46	1 day	(4,977)	0.73	1 day
Total cash and investments	(38,168)	0.73	141 days	(44,039)	1.02	150 days
Net debt	29,288			23,417		

5.2 Investments and Cash and Cash Equivalents held as at 31 March 2019 including accrued interest were as follows:

INVESTMENT PORTFOLIO	Actual 31/03/18 £000's	Actual 31/03/18 %	Actual 31/03/19 £000's	Actual 31/03/19 %
Treasury Investments				
Banks	14,088	40	29,556	76
Building Societies	4,009	11	3,002	8
Local Authorities	15,014	42	3,019	8
Total managed in house	33,111	93	35,577	92
Money Market Funds	2,601	7	3,002	8
Total managed externally	2,601	7	3,002	8
Total Treasury Investments	35,712	100	38,579	100
Non-Treasury Investments				
Equity	927	38	2,580	47
Service Loans (long term debtors)	1,529	62	2,880	53
Total Non-Treasury Investments	2,456	100	5,460	100

SUMMARY	Actual 31/03/18 £000's	Actual 31/03/18 %	Actual 31/03/19 £000's	Actual 31/03/19 %
Total Treasury Investments	35,712	94	38,579	88
Total Non-Treasury Investments	2,456	6	5,460	12
Total of all Investments	38,168	100	44,039	100

The maturity structure of the investment portfolio was as follows:

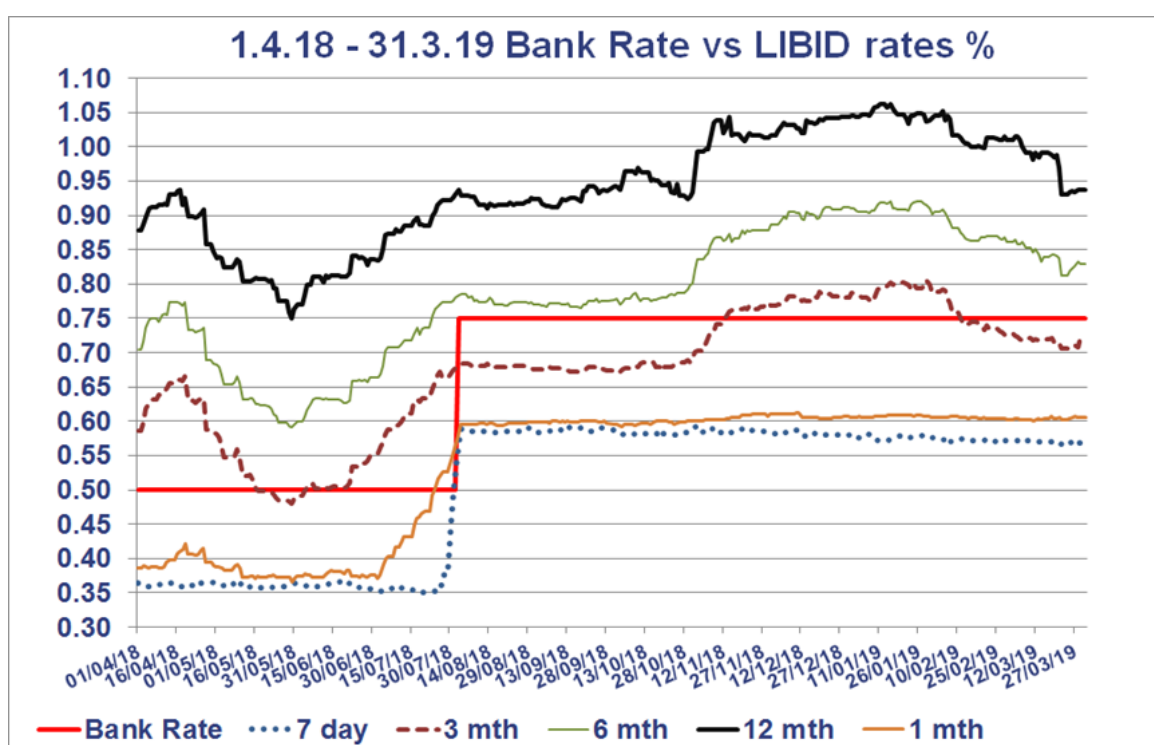
	2017/18 Actual £'000	2018/19 Actual £'000
Investments		
Longer than 1 year	2,456	5,460
Under 1 year	<u>35,712</u>	<u>38,579</u>
Total	38,168	44,039

The exposure to fixed and variable rates on investments was as follows:

	31/3/18 Actual £'000	31/3/19 Actual £'000
Fixed rate	34,126 (89%)	36,483 (83%)
Variable rate	4,042 (11%)	7,556 (17%)

6.0 THE STRATEGY FOR 2018/19

6.1 Investment strategy and control of interest rate risk



Investment returns remained low during 2018/19. The expectation for interest rates within the treasury management strategy for 2018/19 was that Bank Rate would rise from 0.50% to 0.75%. At the start of 2018/19, and after UK Gross Domestic Product (GDP) growth had proved disappointingly weak in the first few months of 2018, the expectation for the timing of this increase was pushed back from May to August 2018. Investment interest rates were therefore on a gently rising trend in the first half of the year after April, in anticipation that the Monetary Policy Committee (MPC) would raise Bank Rate in August. This duly happened at the MPC meeting on 2 August 2018. During this period investments were therefore kept shorter term in anticipation that rates would be higher later in the year.

It was not expected that the MPC would raise Bank Rate again during 2018/19 after August in view of the fact that the UK was entering into a time of major uncertainty with Brexit due in March 2019. Value was therefore sought by placing longer term investments after 2 August where cash balances were sufficient to allow this.

Investment rates were little changed during August to October but rose sharply after the MPC meeting of 1 November 2018 was unexpectedly hawkish about their perception of building inflationary pressures, particularly from rising wages. However, weak GDP growth data after December, plus increasing concerns generated by Brexit, resulted in investment rates falling back again.

Continued uncertainty in the aftermath of the 2008 financial crisis has promoted a cautious approach whereby investments would continue to be dominated by low counterparty risk considerations, resulting in relatively low returns compared to borrowing rates.

6.2 **Borrowing strategy and control of interest rate risk**

During 2018/19, the Council maintained an under-borrowed position. This meant that the capital borrowing need, (the Capital Financing Requirement), was not fully funded with loan debt, as cash supporting the Council's reserves, balances and cash flow was used as an interim measure. All current loan debt specifically relates to the HRA and the General Fund has no loan debt. This strategy was prudent as investment returns were low and minimising counterparty risk on placing investments also needed to be considered.

A cost of carry remained during the year on any new long-term borrowing that was not immediately used to finance capital expenditure, as it would have caused a temporary increase in cash balances; this would have incurred a revenue cost – the difference between (higher) borrowing costs and (lower) investment returns.

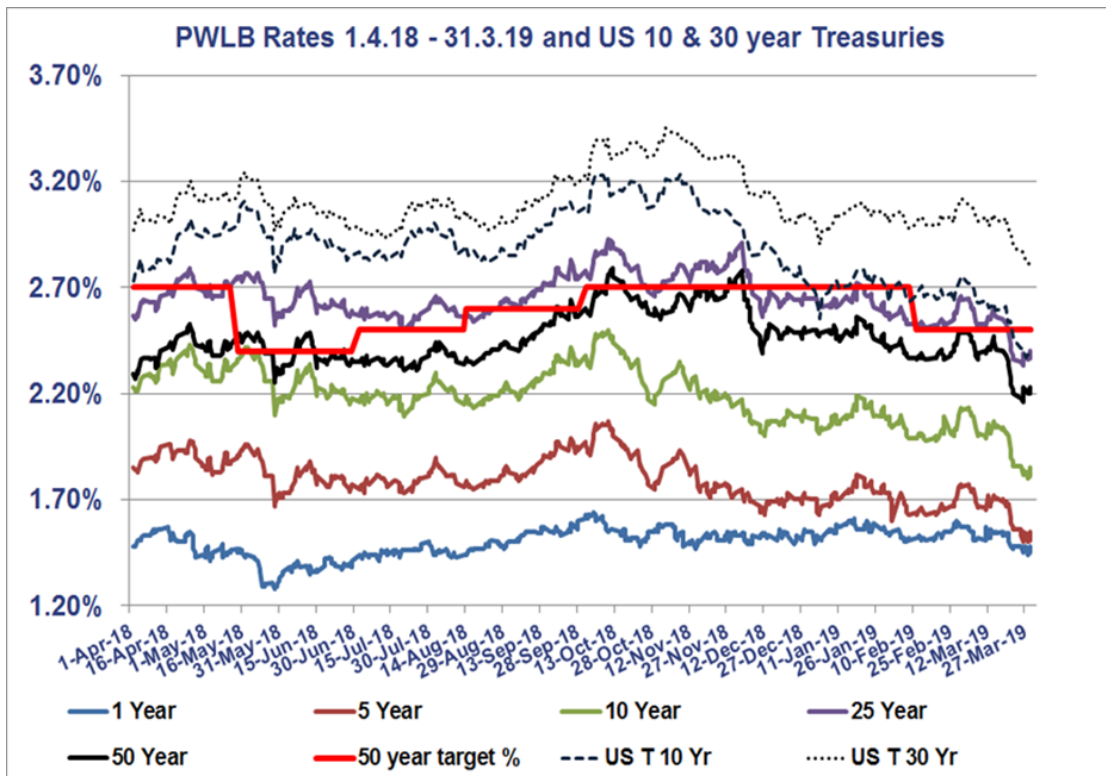
The policy of avoiding new borrowing by running down spare cash balances, has served well over the last few years. However, this was kept under review to avoid incurring higher borrowing costs in the future when this authority may not be able to avoid new borrowing to finance capital expenditure.

Against this background and the risks within the economic forecast, caution was adopted with the treasury operations. The Section 151 Officer therefore monitored interest rates in financial markets and adopted a pragmatic strategy based upon the following principles to manage interest rate risks:

- if it had been felt that there was a significant risk of a sharp FALL in long and short term rates, (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings would have been postponed.
- if it had been felt that there was a significant risk of a much sharper RISE in long and short term rates than initially expected, perhaps arising from an acceleration in the start date and in the rate of increase in central rates in the USA and UK, an increase in world economic activity or a sudden increase in inflation risks, then the portfolio position would have been re-appraised. Most likely, fixed rate funding would have been drawn whilst interest rates were lower than they were projected to be in the next few years.

Interest rate forecasts expected only gradual rises in medium and longer term fixed borrowing rates during 2018/19 and the two subsequent financial years. Variable, or short-term rates, were expected to be the cheaper form of borrowing over the period.

Link Asset Services Interest Rate View 12.2.18													
	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21
Bank Rate	0.50%	0.75%	0.75%	1.00%	1.00%	1.00%	1.00%	1.25%	1.25%	1.25%	1.50%	1.50%	1.50%
5yr PWLB Rate	1.90%	2.00%	2.10%	2.10%	2.20%	2.30%	2.30%	2.40%	2.40%	2.50%	2.50%	2.60%	2.60%
10yr PWLB Rate	2.50%	2.50%	2.60%	2.70%	2.70%	2.80%	2.80%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%
25yr PWLB Rate	2.80%	2.90%	3.00%	3.10%	3.20%	3.20%	3.30%	3.30%	3.40%	3.50%	3.50%	3.60%	3.60%
50yr PWLB Rate	2.60%	2.70%	2.80%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%	3.30%	3.30%	3.40%	3.40%



Since PWLB rates peaked during October 2018, most PWLB rates have been on a general downward trend, though longer term rates did spike upwards again during December, and, (apart from the 1 year rate), reached lows for the year at the end of March. There was a significant level of correlation between movements in US Treasury yields and UK gilt yields which determine PWLB rates. The Fed in America increased the Fed Rate four times in 2018, making nine increases in all in this cycle, to reach 2.25% – 2.50% in December 2018. However, it had been giving forward guidance that rates could go up to nearly 3.50%. These rate increases and guidance caused Treasury yields to also move up. However financial markets considered by December 2018, that the Fed had gone too far, and discounted its expectations of further increases. Since then, the Fed has also come round to the view that there are probably going to be no more increases in this cycle. The issue now is how many cuts in the Fed Rate there will be and how soon, in order to support economic growth in the US. But weak growth now also looks to be the outlook for China and the European Union (EU) so this will mean that world growth as a whole will be weak. Treasury yields have therefore fallen sharply during 2019 and gilt yields and PWLB rates have also fallen.

7.0 **BORROWING OUTTURN FOR 2018/19**

- 7.1 Due to investment concerns with both counterparty risk and low investment returns, no new borrowing was undertaken during the year.
- 7.2 No rescheduling was done during the year as the average 1% differential between PWLB new borrowing rates and premature repayment rates made rescheduling unviable.
- 7.3 The Council's external borrowing from the PWLB at 31 March 2019 remained at £67.456m at a fixed rate of 3.48% and matures on 28 March 2062.

8.0 **INVESTMENT OUTTURN FOR 2018/19**

- 8.1 **Investment Policy** – the Council's investment policy is governed by MHCLG guidance, which has been implemented in the annual investment strategy approved by the Council on 8 March 2018. This policy sets out the approach for choosing investment counterparties, and is based on credit ratings provided by the three main credit rating agencies, supplemented by additional market data (such as rating outlooks, credit default swaps, bank share prices etc).
- 8.2 The investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties.
- 8.3 Resources – the Council's cash balances comprise revenue and capital resources and cash flow monies. The Council's core cash resources comprised as follows:

Balance Sheet Resources (£'000)	31 March 2018	31 March 2019
Balances	15,062	18,928
Earmarked reserves	7,819	8,902
Major Repairs Reserve	6,435	4,684
Capital Grants and Contributions	1,841	2,707
Usable capital receipts	4,304	4,959
Total	35,461	40,180

- 8.4 The Council held average treasury investment balances of £43.2m were mainly internally managed and achieved an average rate of return of 0.819% compared with the average 3 Month London Interbank Bid (LIBID) rate of 0.675%.

The Council also held average non-treasury investment balances (excluding equity) of £1.9m. The Council has issued three loans totalling £2.88m to Welland Homes Limited, which is the Council's wholly owned Housing Development Company. These are service loans (classified as long term debtors) and the Council receives interest of 3.5% and 5.5% on these loans which is payable on a quarterly basis. Total interest earned during the year was £77,206.

The combined rate of return on all investments averaged 0.956%.

- 8.5 Actual investment interest earned during 2018/19 was £431k against an original budget of £258k. The main reasons for the increase were higher than anticipated interest rates available in the market during the second half of the financial year and higher than anticipated levels of investment balances.

9.0 **THE ECONOMY AND INTEREST RATES (commentary provided by Link Asset Services - external treasury advisors – as at 8 April 2019)**

9.1 **UK.** After weak **economic growth** of only 0.2% in quarter one of 2018, growth picked up to 0.4% in quarter 2 and to a particularly strong 0.7% in quarter 3, before cooling off to 0.2% in the final quarter. Given all the uncertainties over Brexit, this weak growth in the final quarter was as to be expected. However, some recovery in the rate of growth is expected going forward. The annual growth in Q4 came in at 1.4% y/y confirming that the UK was the third fastest growing country in the G7 in quarter 4.

After the Monetary Policy Committee raised **Bank Rate** from 0.5% to 0.75% in August 2018, it is little surprise that they have abstained from any further increases since then. We are unlikely to see any further action from the MPC until the uncertainties over Brexit clear. If there were a disorderly exit, it is likely that Bank Rate would be cut to support growth. Nevertheless, the MPC has been having increasing concerns over the trend in **wage inflation** which peaked at a new post financial crisis high of 3.5%, (excluding bonuses), in the three months to December before falling only marginally to 3.4% in the three months to January. British employers ramped up their hiring at the fastest pace in more than three years in the three months to January as the country's labour market defied the broader weakness in the overall economy as Brexit approached. The number of people in work surged by 222,000, helping to push down the unemployment rate to 3.9%, its lowest rate since 1975. Correspondingly, the total level of vacancies has risen to new highs.

As for **Consumer Price Index (CPI) inflation** itself, this has been on a falling trend since peaking at 3.1% in November 2017, reaching a new low of 1.8% in January 2019 before rising marginally to 1.9% in February. However, in the February 2019 Bank of England Inflation Report, the latest forecast for inflation over both the two and three year time horizons remained marginally above the MPC's target of 2%.

The rise in wage inflation and fall in CPI inflation is good news for consumers as their spending power is improving in this scenario as the difference between the two figures is now around 1.5%, i.e. a real terms increase. Given the UK economy is very much services sector driven, an increase in **household spending power** is likely to feed through into providing some support to the overall rate of economic growth in the coming months.

Brexit. The Conservative minority government has so far, (8 April 2019), been unable to muster a majority in the Commons over its Brexit deal. This is therefore likely to continue to affect UK markets during 2019/20.

9.2 **USA.** President Trump's massive easing of fiscal policy in 2018 fuelled a (temporary) boost in consumption in 2018 which generated an upturn in the strong rate of growth; this rose from 2.2%, (annualised rate) in quarter 1 of 2018 to 4.2% in quarter 2, 3.5% in quarter 3 and then back to 2.2% in quarter 4. The annual rate came in at 2.9% for 2018, just below President Trump's aim for 3% growth. The strong growth in employment numbers has fed through to an upturn in wage inflation which hit 3.4% in February, a decade high point. However, CPI inflation overall fell to 1.5% in February, a two and a half year low, and looks to be likely to stay around that number in 2019 i.e. below the Fed's target of 2%. The Fed increased rates another 0.25% in December to between 2.25% and 2.50%, this being the fourth increase in 2018 and the ninth in the upward swing cycle. However, the Fed now appears to be edging towards a change of direction and admitting there may be a need to switch to taking action to cut rates over the next two years. Financial markets are now predicting two cuts of 25 basis points by the end of 2020.

- 9.3 **EUROZONE.** The European Central Bank (ECB) provided massive monetary stimulus in 2016 and 2017 to encourage growth in the Eurozone (EZ) and that produced strong annual growth in 2017 of 2.3%. However, since then the ECB has been reducing its monetary stimulus measures and growth has been weakening - to 0.4% in quarters 1 and 2 of 2018, and then slowed further to 0.2% in quarters 3 and 4; it is likely to be only 0.1 - 0.2% in quarter 1 of 2019. The annual rate of growth for 2018 was 1.8% but is expected to fall to possibly around half that rate in 2019. The ECB completely ended its programme of quantitative easing purchases of debt in December 2018, which means that the central banks in the US, UK and EU have all ended the phase of post financial crisis expansion of liquidity supporting world financial markets by purchases of debt. However, the downturn in growth, together with inflation falling well under the upper limit of its target range of 0 to 2%, (but it aims to keep it near to 2%), prompted the ECB to take new measures to stimulate growth. With its refinancing rate already at 0.0% and the deposit rate at -0.4%, it has probably reached the limit of cutting rates. At its March 2019 meeting it said that it expects to leave interest rates at their present levels "at least through the end of 2019", but that is of little help to boosting growth in the near term. Consequently, it also announced a third round of Targeted Longer-Term Refinancing Operations (TLTRO's); this provides banks with cheap borrowing every three months from September 2019 until March 2021 which means that, although they will have only a two-year maturity, the Bank is making funds available until 2023, two years later than under its previous policy. As with the last round, the new TLTRO's will include an incentive to encourage bank lending, and they will be capped at 30% of a bank's eligible loans.
- 9.4 **CHINA.** Economic growth has been weakening over successive years, despite repeated rounds of central bank stimulus; medium term risks are increasing. Major progress still needs to be made to eliminate excess industrial capacity and the stock of unsold property, and to address the level of non-performing loans in the banking and credit systems.
- 9.5 **JAPAN** - has been struggling to stimulate consistent significant GDP growth and to get inflation up to its target of 2%, despite huge monetary and fiscal stimulus. It is also making little progress on fundamental reform of the economy.
- 9.6 **WORLD GROWTH.** Equity markets are currently concerned about the synchronised general weakening of growth in the major economies of the world: they fear there could even be a recession looming up in the US, though this fear is probably overdone.

10.0 OTHER ISSUES

10.1 **IFRS 9 Financial Instruments** – When producing the 2018/19 financial statements the Council has implemented this new accounting standard. This has changed the way financial instruments are valued in the accounts and also how risk is measured and accounted for as follows:

- The valuation of investments previously valued under the available for sale category e.g. service/strategy related equity has been designated by the Council as Fair Value Other Comprehensive Income under the new regulations. This has resulted in the Council's long term equity in Welland Homes increasing by £400k and the South Holland Local Housing Community Interest Company equity increasing by £1m on the balance sheet.
- The Council now has to assess the expected credit loss on its financial instruments. As most of the Council's treasury investments are simple deposits this has had no material impact on the Council. This assessment is likely to be more problematic for non-treasury management investments dealt with in the capital strategy e.g. longer dated service investments, loans to third parties or loans to subsidiaries.

11.0 OPTIONS

11.1 There are no alternative options presented.

12.0 REASONS FOR RECOMMENDATION

12.1 To comply with the Chartered Institute of Public Finance and Accountancy's Code of Practice on Treasury Management 2017.

13.0 EXPECTED BENEFITS

13.1 The report provides Members with a summary of the economy, the effect it has had on financial markets and the treasury activity during 2018/19.

14.0 IMPLICATIONS

14.1 Constitution & Legal

14.1.1 This Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2018/19. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities.

14.1.2 The Council's financial strategy, capital financing and borrowing all form part of the Policy Framework and are therefore non-executive matters that fall within the remit of the full Council.

14.2 Financial

14.2.1 The report provides details of the treasury activity for the 2018/19 financial year to inform members on performance and to highlight any changes in the year.

14.2.2 Total interest received was £431k with £301k to the General Fund and £130k to the Housing Revenue Account.

14.3 Risk Management

14.3.1 The Council's investment policy has regard to the MHCLG Guidance on Local Government Investments ("the Guidance") and the revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). The Council's investment priorities are security first, liquidity second, then return.

15.0 WARDS/COMMUNITIES AFFECTED

15.1 Due to budgetary considerations all wards are affected.

16.0 ACRONYMS

16.1 PSPS – Public Sector Partnership Services Ltd (previously Compass Point Business Services)

16.2 CIPFA – Chartered Institute of Public Finance and Accountancy

16.3 HRA – Housing Revenue Account

16.4 CFR – Capital Financing Requirement

16.5 PWLB – Public Works Loan Board

16.6 MRP – Minimum Revenue Provision

16.7 VRP – Voluntary Revenue Provision

16.8 MHCLG – Ministry of Housing, Communities and Local Government

16.9 EU – European Union

16.10 GDP – Gross Domestic Product

16.11 MPC – Monetary Policy Committee

16.12 LIBID – London Interbank Bid Rate

16.13 CPI – Consumer Price Index

16.14 ECB – European Central Bank

16.15 EZ – Eurozone

16.16 TLTRO - Targeted Longer-Term Refinancing Operations

Background papers: - SHDC Treasury Management Strategy Statement 2018/19

Lead Contact Officer

Name and Post: Sean Howsam – Finance Manager Treasury (PSPSL)

Telephone Number: 01507 613248

Email: Sean.Howsam@pspsl.co.uk

Key Decision: No

Exempt Decision: No

This report refers to a Mandatory Service

Appendices attached to this report: None

SOUTH HOLLAND DISTRICT COUNCIL

Report of: Councillor C J T H Brewis

To: South Holland District Council – 31 July 2019

(Author: Councillor C J T H Brewis)

Subject North Level District Internal Drainage Board – Update of 29 May 2019

Purpose: To update the Council, following a meeting of the North Level District Internal Drainage Board held on 29 May 2019.

Recommendation(s):

That the contents of the update be noted.

1.0 BACKGROUND

1.1 The usual statistics were reported to the Board.

1.2 Rainfall totals (in inches here) were as follows for the two measuring points within our District:

1.3

	Jan 2019	Feb 2019	Mar 2019	Apr 2019
Tydd Pump. St	0.8"	1.1"	1.2"	0.3"
Sutton St Edmund	0.6"	1.0"	1.7"	0.6"

1.4 Therefore, it is not surprising that the soil moisture deficit (“water table”) was as follows:

26 February: 32.9mm; 26 March: 27.7mm; 30 April: 76.3mm

1.5 Pumping hours at the Board’s main pumping station at Tydd Gote were:

1.6 January: 37 hours; February: 70 hours; March: 87 hours; April: 24 hours

1.7 The Environment Agency have financed the removal of a badger infestation near Cross Guns Pumping Station, which has resulted in 10,050 square metres of steel mesh being buried in the banks to deter further burrowing of badgers.

1.8 Governance Statements and End of Year audited accounts were adopted.

1.9 There was a presentation on the “Fenland Biosphere”. This is an interesting concept, but there was considerable feeling that the “Fens” in this instance should cover the area covered by Internal Drainage Boards in our own part of the United Kingdom, especially as we were also introduced to the interesting booklet “Delivering for Britain – Food and Farming in the Fens”

1.10 That booklet (copies available on request) highlighted the following facts about the fens:

- There are 500,000 people living in the fens
- Food the food industry represented a per annum value of £3.1 billion to the local economy.
- A third of the country's fresh vegetables were grown in the area.
- A fifth of the bulbs and flowers used in the country were grown in the area.
- Nine tenths of the land was either Grade 1 or Grade 2.
- 3,800 miles of waterways were looked after by the IDB's.
- Solar and wind energy generated in the Fens could supply up to 428,000 homes.
- 80,000 people in the Fens worked in the food industry.
- 286 pumping stations protect us all from flooding.
- 13,000 different plant and animal species are found in the Fens.

2.0 ACRONYMS

2.1 IDB – Internal Drainage Board

Background papers:-

None

Lead Contact Officer

Name and Post: Gregory Watkinson Democratic Services Officer, Democratic Services Officer
Telephone Number Tel: 01775 764599
Email: cmorgan@sholland.gov.uk, gwatkinson@sholland.gov.uk

Key Decision: N

Exempt Decision: N

SOUTH HOLLAND DISTRICT COUNCIL

Report of: Councillor Glynis P Scalese

To: South Holland District Council Wednesday, 31 July 2019

(Author: Councillor Scalese)

Subject Health Scrutiny for Lincolnshire

Purpose: To provide South Holland District Council with an update following the latest meeting of the Health Scrutiny for Lincolnshire Committee.

Recommendation:

- 1) That the report be noted.

1.0 WOMEN AND CHILDREN SERVICES – SUBJECTS COVERED: MATERNITY, NEW BORN CARE AND PAEDIATRIC SERVICES

- 1.1 Change of workforce needed - struggle to recruit paediatric consultants. 16-18 full time are urgently needed they only have 7 at the moment. An advert has gone out and been interviewed possible they may now have 8 recruited which is good news for the service.
- 1.2 Home training is now in Lincolnshire. New technology needed to deliver these services. Challenges to be looked at to increase services.
- 1.3 Training at Lincoln to be placed in The Pilgrim Boston Special Care Baby Unit and the age range has now changed to 30-34 weeks.

2.0 DEVELOPING THE SERVICE (OPTION ONE)

- 2.1 Continue to deliver Services lead by Lincoln and Pilgrim for Home Deliveries.
- 2.2 Neo Natal Services for 27 weeks special care not at Lincoln or Pilgrim.
- 2.3 30-32 weeks special care.
- 2.4 Overnight service is needed for Paediatric at the Pilgrim Hospital Boston.
- 2.5 Day Service at Pilgrim to be looked at in the near future.

3.0 DEVELOPING THE SERVICE (OPTION TWO)

- 3.1 Consultant Midwifery unit stand alone to be looked at to improve the services.

4.0 SAFETY

Monitor

- 4.1 Via scans. Conversations on growth, smoking to enable expectant mothers to have healthy babies.

- 4.2 Reduced foetal movements - this to be monitored closely to prevent unexpected complications.
- 4.3 Personalised Care
- 4.4 Maternity Hubs are now established and running successfully in Grantham, Boston, Skegness, Mablethorpe and Spalding.
- 5.0 **CARE CONTINUITY**
- 5.1 This was launched in April 2019.
- 5.1.1 Before birth
- 5.1.2 Post-natal
- 5.2 The pilot is at Gainsborough and is now to be launched in Spalding to be completed 2020.
- 5.3 Mental Health is now in place for Maternity care and this was launched in November 2018 - this is a much welcomed service
- 6.0 **CHILDREN SERVICES**
- 6.1 Healthy strategy to children's and young persons' configuration.
- 6.2 Pilot is now running for Respiratory conditions and a home service for much needed physio at home to keep children out of hospital care and closer to a safer home environment.
- 7.0 **BREAST SERVICES**
- 7.1 ULHT is the largest Breast Centre in the County. There is a problem with recruiting Radiologists at the moment
- 7.2 Best outcomes achieved by early recognition i.e. screening, early referrals access to Mammograms, Ultra Sound and Biopsy. Trying to get this under one consultant this is a much needed service with follow up appointments. A triple assessment.
- 8.0 **CASES FOR CHANGE**
- Learning from other Countries
- 8.1 £4.7 million capital is needed. By 2021, where appropriate, every person diagnosed with cancer will have access to personalised care including needs assessment a care plan and health and wellbeing information and support. Lincoln Hospital to become a centre of excellence providing all first outpatient appointments including the triple assessment appointment consultant /imaging/biopsy and day cases and elective surgical procedures.

9.0 **STROKE SERVICES**

- 9.1 Rates of death from Stroke for people under 75 years per 100,000 population between 2013 -15 were lower for Lincolnshire 12.6% compared with East Midlands 13.0% or England 13.6%.
- 9.2 Deaths from Strokes for over 75s per 100,000 population are the highest in Lincolnshire West CCG 632.9 and lowest in South West Lincolnshire CCG 542.2.
- 9.3 National support for the scaling of technology will assist the expansion of life-changing treatments to more patients.
- 9.4 The NHS will work with Health Education England to modernise the stroke workforce's with a focus on cross -specialty and in some cases cross profession accreditation of particular competencies.
- 9.5 Implement and further development of higher intensity Clare models for stroke rehabilitation are expected to show significant savings that can be reinvested in improved patient care.
- 9.6 There are issues with transport.

10.0 **WORK FORCE**

- 10.1 There are a shortage of Consultants and agency Locums are being used - this is be addressed.
- 10.2 The "Golden Hour" is not achievable from some parts of the country.
- 10.3 Ambulance response times are poor and assurance is needed to improve this service.

11.0 **NON-EMERGENCY PATIENT TRANSPORT SERVICE**

Lead Commissioning Group Lincolnshire West Clinical

- 11.1 CCG last visited February and some improvements have occurred in this area
- 11.2 Concerns on long waits and impacts to patients and families.
- 11.3 This is to be monitored closely. KPI performance have not be achieved.
- 11.4 Statistics are not great TASL contract has 1 year to run 2020 this finishes.
- 11.5 Alternate providers are to be looked at to see if any are interested in this Service Model.
- 11.6 Concerns on Impact to services delivered and other rural Counties have been looked at.
- 11.7 What is the impact of the Patients?
 - 11.7.1 Cost to patience
 - 11.7.2 Cost to the Service.

11.7.3 Failure to deliver the service. Percentage of subcontractors to TASL are not known and these contenders will be made available at a later date.

12. **KPI**

12.1 KPI performance issues i.e. cancelled journeys but TASL do not have the capacity to handle all of these journeys.

12.2 CQC Report. No significant visits have been made and there is not enough improvement.

12.3 There will be another report from CQC in 3 months and the committee felt that we should be exiting this insufficient service.

12.4 The contract remains under consideration and the CQC. May give notice at a future date.

13.0 **ACRONYMS**

13.1 ULHT – United Lincolnshire Health Trust

13.2 NHS – National Health Service

13.3 TASL – Thames Ambulance Service Limited

13.4 CCG – Clinical Commissioning Group

13.5 CQC – Care Quality Commission

13.6 KPI – Key Performance Indicator

Background papers:-	None
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Lead Contact Officer

Name and Post:	Angelita Franklin Democratic Services Officer
Telephone Number	Tel: 01775 764599
Email:	Angelita.Franklin@sholland.gov.uk

Key Decision:	N
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Exempt Decision:	N
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