



County Offices
Newland
Lincoln
LN1 1YL

12 October 2015

Economic Scrutiny Committee

A meeting of the Economic Scrutiny Committee will be held on **Tuesday, 20 October 2015 at 10.00 am in Committee Room One, County Offices, Newland, Lincoln LN1 1YL** for the transaction of the business set out on the attached Agenda.

Yours sincerely

A handwritten signature in black ink, appearing to be "Tony McArdle", written over a horizontal line.

Tony McArdle
Chief Executive

Membership of the Economic Scrutiny Committee
(11 Members of the Council)

Councillors A Bridges (Chairman), C Pain (Vice-Chairman), B Adams,
Mrs J Brockway, G J Ellis, N I Jackson, D McNally, Mrs E J Sneath, W S Webb,
P Wood and L Wootten

**ECONOMIC SCRUTINY COMMITTEE AGENDA
TUESDAY, 20 OCTOBER 2015**

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declarations of Councillors' Interests	
3	Minutes of the Meeting of the Economic Scrutiny Committee held on 8 September 2015	5 - 14
4	Announcements by the Executive Councillor for Economic Development, Environment, Planning and Tourism	Verbal Report
5	Economic Infrastructure Commissioning Strategy <i>(To receive a report from Paul Rusted, Infrastructure Commissioner, which focuses on managing and maintaining a high quality highway network and encouraging new investment by supporting business and working with the Greater Lincolnshire Local Enterprise Partnership (GLLEP). The report describes the activity which supports the strategy)</i>	15 - 24
6	LCC's Role in Planning <i>(To receive a joint presentation by Phil Hughes – Strategic Planning Manager, Mark Welsh – Flood Risk & Development Manager and Warren Peppard – County Manager for Development (Flood & Risk Highways) which will provide a detailed account of the role of Lincolnshire County Council within the Planning process)</i>	Verbal Report
7	Tourism Review <i>(To receive a report from Mary Powell, Tourism and Visitor Economy Team Leader, detailing the progress of the tourism review which includes detail of the tourism schemes led by the team, an explanation of the importance of the visitor economy and the thoughts of tourism businesses in the county as well as the tourism team)</i>	25 - 36
8	Greater Lincolnshire Local Enterprise Partnership/Single Local Growth Fund - Six Monthly Performance Report <i>(To receive a report from Halina Davies, Growth Plan Project Manager, Greater Lincolnshire Local Enterprise Partnership, which provides an update on progress with the Greater Lincolnshire Local Enterprise Partnership (GLLEP) Growth Deal Programme and Invest and Grow Fund)</i>	37 - 48
9	Strategic Economic Plan - Refresh <i>(To receive a report from Ruth Carver, Investments and Operations Manager, which provides information about the process and content of the refresh of the Greater Lincolnshire Strategic Economic Plan)</i>	49 - 58

- 10 Greater Lincolnshire Local Enterprise Partnership Coastal Vision and Water Management Plan** 59 - 70
(To receive a report from David Hickman, Environmental Services Team Leader, which outlines recent initiatives led by the Great Lincolnshire Local Enterprise Partnership to develop a clear set of objectives for Lincolnshire's coastal areas and to establish a Water Management Plan)
- 11 Economic Scrutiny Committee Work Programme 2015/16** 71 - 74
(To receive a report from Tracy Johnson, Scrutiny Officer, which provides the Committee with an opportunity to consider its work programme for the forthcoming year)

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Please note: for more information about any of the following please contact the Democratic Services Officer responsible for servicing this meeting

- Business of the meeting
- Any special arrangements
- Copies of reports

Contact details set out above.

All papers for council meetings are available on:
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ECONOMIC SCRUTINY COMMITTEE 8 SEPTEMBER 2015

PRESENT: COUNCILLOR A BRIDGES (CHAIRMAN)

Councillors C Pain (Vice-Chairman), Mrs J Brockway, G J Ellis, N I Jackson, Mrs E J Sneath, W S Webb, P Wood and L Wootten

Councillors C J Davie, R J Davies and S M Tweedale attended the meeting as observers

Officers in attendance:-

Andrea Brown (Democratic Services Officer), Justin Brown (Commissioner for Economic Growth), Andy Gutherson (County Commissioner for Economy and Place), Samantha L Harrison (Enterprise Growth Manager), Tracy Johnson (Scrutiny Officer), Fran Smith (Nature Partnership Manager, Greater Lincolnshire Nature Partnership) and Jasmine Sodhi (Performance and Equalities Manager)

23 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillor D McNally. No replacement Members were in attendance.

24 DECLARATIONS OF COUNCILLORS' INTERESTS

There were no declarations of Councillor's interests.

25 MINUTES OF THE MEETING OF THE ECONOMIC SCRUTINY COMMITTEE HELD ON 21 JULY 2015

RESOLVED

That the minutes of the Economic Scrutiny Committee meeting held on 21 July 2015 be confirmed and signed by the Chairman as a correct record.

26 ANNOUNCEMENTS BY THE EXECUTIVE COUNCILLOR FOR ECONOMIC DEVELOPMENT, ENVIRONMENT, PLANNING AND TOURISM

Councillor C J Davie, Executive Councillor for Economic Development, Environment, Planning and Tourism, was invited to update the Committee on recent events within the County.

1. To date, Lincoln Castle had received 165k visitors since the reopening. The target for the year was 110k and it was, therefore, agreed that this had been a huge success story for the Council and the county. Despite reaching the finals of the National Lottery Awards for the Best Heritage Project, Lincoln Castle was marginally beaten by the RAF Museum "First World War in the Air";
2. On 1st September 2015, members of the British Guild of Travel Writers voted on a large number of projects which had been shortlisted as finalists for the 2015 Tourism Awards (only three finalists in each of the three categories). Lincoln Castle had been voted as a finalist for the Best UK Tourism Project. Nearly 300 Guild members would vote to decide the winner with the result expected to be announced on 1st November 2015;
3. Thursday 10th September 2015 would see the authority welcoming a major delegation from the Chinese Province of Hunan. Despite the economic downturn in China, the economy continued to grow at 7%. By comparison, economic growth in Lincolnshire was 0.1%. Many businesses were trading successfully with China and it was hoped that Lincolnshire could also benefit from the formal treaty of friendship and Economic Cooperation expected to be signed at the event;
4. Following discussions with Eddy Poll, Chairman of the Anglia (Northern) Regional Flood and Coastal Committee (RFCC), it had been highlighted that one third of businesses had indicated that flood risk was a disincentive to investing in the county;
5. The Economic Agenda had been at the forefront of the bid submission for Devolution within Greater Lincolnshire. The skills issue was key for the growth of the economy and work continued to target funding more effectively;
6. Central Lincolnshire Local Plan – this would be considered at Overview and Scrutiny Management Committee in October 2015 with a view to having briefings for Members of the other, pertinent, scrutiny committees.

The Chairman thanked Councillor Davie for the update.

27 BUSINESS LINCOLNSHIRE GROWTH HUB - PROGRESS AND NEXT STEPS

Consideration was given to a report from the Executive Director of Environment and Economy which provided information on the Business Lincolnshire Growth Hub activity to date and the plans for the future.

Samantha Harrison, Enterprise Growth Manager, introduced the report and circulated "The Business Lincolnshire Growth Hub" leaflet to Members. Councillors were encouraged to make their constituents aware of the service available.

During discussion, the following points were noted:-

- Page 20 of the report "Current State of Play" noted that the number of jobs both created and safeguarded was zero despite the target being 40. It was explained that this support had commenced in April 2015 and therefore relationships with businesses were being built. As this period hadn't reached six months when the report was published, this figure could not be monitored.

- Officers were aware that a number of businesses had expanded and jobs had been both safeguarded and created but the exact figure was not yet available;
- Clients would be clearly advised where the free service ended and where there may be a potential cost involvement with third party partners;
 - District Councils were offered briefings at various levels to enable the message to be cascaded. It was acknowledged that a robust mechanism for this was required;
 - Page 20 "Current State of Play" – Distance to Travel was the difference between achievement to date and the current position;
 - In relation to the "Other" category, this was for businesses not yet allocated a Classification Code. "District Other" related to businesses who were out of county but wanted to relocate into Lincolnshire;
 - It was acknowledged that the A1 Corridor was one of Lincolnshire's biggest economic opportunities;
 - Growth Advisors were all home based but District Councils allowed them to hot desk within their offices. Details of the Growth Advisors could be found on the website but Members would be emailed the details also;
 - An EU funding bid was being made to extend the service for another three years. The expression of interest had been successful and a full bid was now being prepared. Members were reminded that any bid would require match funding from LCC and, whilst the match funding was built into the current Economic Development budget, it was important to maintain the match funding so that LCC could continue to assist businesses;

RESOLVED

That the current progress be noted.

28 PROTECTING AND SUSTAINING THE ENVIRONMENT COMMISSIONING STRATEGY

Consideration was given to a report from the Executive Director for Environment and Economy which invited the Committee to review the Protecting and Sustaining the Environment Commissioning Strategy.

Andy Gutherson, County Commissioner for Economy and Place introduced the report and asked the Committee to note two elements within the report:-

1. Pages 28-31 and Appendix B at page 61 – Members were asked what they felt could work better and more coherently;
2. Page 27 – the Economic Commissioning Strategy should sit alongside the environment and infrastructure strategies.

During discussion, the following points were noted:-

- An inaugural meeting with a group of coastal investors was planned stretching from Cleethorpes to Boston where consideration will be given to setting an agenda which enabled investment in the coast as well as long-term issues of sea defences and coastal protection;

- Concern was raised regarding flood risk in Lincolnshire villages as well as on the coast which was felt to be due to inadequate drainage systems. It was thought that the example of this given had been due to an accumulation of circumstances, including the extreme rainfall on that particular day. Despite this, it was acknowledged that investigatory work would be required to find out if the current drainage systems were fit for purpose and work with partners to decide what solutions were required;
- A significant amount of money had been allocated within the Anglian Water Business Plan to improve the current drainage system. The plan included the local growth plan and the national growth strategy and were in line with LCC's plan;
- District Councils should consult with LCC during the consideration of planning applications to ensure that these fit in with the overall plan. As partnership working was key to the process, detailed consultation would be received on all applications;
- Interesting facts about Lincolnshire were included within the report at page 39. A marketing paper would be presented to the Committee at a future meeting and Members would be asked to give their thoughts on the content and how useful those facts were;
- The Local Enterprise Partnership (LEP) had developed an interactive map which would provide an understanding of relevant projects within the county. The intent was to launch the map at a forthcoming event – LEP Business Live on 23rd October 2015;
- Despite a number of licenses being granted for fracking, no site had requested to commence development. It was thought that the Gainsborough trough area would be the most likely should this go ahead.

RESOLVED

That the report be noted.

**29 IMPACT OF TRANSPORTATION ON MAXIMISING ECONOMIC GROWTH
(ITMEG) - SCRUTINY REVIEW - SPECIFIC ACTIONS**

Consideration was given to a report from the Executive Director for Environment and Economy which provided an update on the action plan in addition to information on the way in which the key issues raised within the report could be progressed.

Andy Gutherson, County Commissioner for Economy and Place, introduced the report noting that item 2 of the action plan referred to major schemes. He also gave a presentation to the Committee which explained further the content of the report.

During discussion, the following points were noted:-

- The potential rail freight hub in Spalding was being developed by a private developer in partnership with one or two major businesses. Their financial package was being developed before any approach was made to the relevant planning authority. Due to the location their main dialogue was with South Holland District Council and, as this project was private sector driven and led,

LCC had advised that their support and assistance was available to them should this be required;

- Before the rail freight hub scheme could be taken forward, there was a lot of complex and technical work required. It was acknowledged that this was a clear opportunity to improve the rail link however improvements to the East Coast Mainline were also required so finding a balance would be a challenge;
- The intention of the strategy was to provide a mechanism to meet the aspirations. The coastal route was included for improvement as this was part of the Greater Lincolnshire approach to where issues required address;
- It was acknowledged that routes such as the A16 did require improvement but the schemes suggested within the report had been prioritised given the amount of funding available.

RESOLVED

1. That the report be noted;
2. That the detailed workstreams noted in the report be supported; and
3. That an update be brought to the Committee's meeting in February 2016.

30 THE ECONOMIC VALUE OF NATURE TOURISM IN GREATER LINCOLNSHIRE

Consideration was given to a report of the Executive Director for Environment and Economy which asked the Committee to consider and comment on the 'Value of Nature Tourism' project.

Fran Smith, Nature Partnership Manager from the Greater Lincolnshire Nature Partnership, introduced the report and invited members' comments.

During discussion, the following points were noted:-

- The Greater Lincolnshire Nature Partnership (GLNP) Conference will be held on 12th November 2015 at the Brackenborough Hotel in Louth. Further details would be circulated following the meeting and Members were encouraged to attend;
- Natural England were scheduled to address Councillors on 20th October 2015 at 2.00pm to discuss Coastal Access. Following this meeting, the same presentation would be given to a joint meeting of the South Lincolnshire and Rutland Local Access Forum and the Mid Lincolnshire Local Access Forum at 6.00pm;
- When asked if tourists were counted at Donna Nook, it was confirmed that this only took place in the winter when the seals were there. This was classed as a short season and relied upon a high number of volunteers to manage tourists in the area;
- Other specific nature sites within the county had a specific window for tourists and often resulted in multiple entrances and exits making counting difficult. The Wildlife Trust was looking to put counters on the main entrances to reserves in order to provide more accurate visitor figures but these counters required a significant amount of maintenance;

- Visitors numbers contained within the report were from an approximate count of the car park;
- The GLNP worked closely with Lincolnshire Wildlife Trust (LWT) as custodians of smaller nature reserves in the county. They were also based in the offices of LWT. It was confirmed that they were one of the 48 partners but their links were particularly close;
- It was agreed that, economically, further promotions of the visitor centres was required. For example, restaurants, tea rooms, pubs, etc, could benefit greatly from these visitors and vice versa. It was agreed that the Tourism Development team look to work more closely with the GLNP in order to take this forward.

RESOLVED

1. That the report be noted;
2. That project support be recommended; and
3. That an update on the project be brought to a future meeting of the Committee.

At 12.25pm Councillor W S Webb left the meeting and did not return.

31 MIDLANDS ENGINE/NORTHERN POWERHOUSE

Consideration was given to a report from the Executive Director for Environment and Economy which provided information relating to 'The Midlands Engine', a government led initiative to stimulate growth across the East and West Midlands.

Justin Brown, Commissioner for Economic Growth, introduced the report and encouraged Councillors to be visible and engaging of the initiative which was designed to stimulate growth across the East and West Midlands.

Having attended a meeting in the House of Commons regarding The Midlands Engine, Councillor C J Davie reported that ministers were keen to promote this as they saw Lincoln as part of the Great Northern Powerhouse so this would be an overlap strengthening this initiative. They also recognised that the Port of Immingham was extremely important to the West Midlands.

RESOLVED

1. That the report be noted; and
2. That an update on The Midlands Engine/Northern Powerhouse be brought to a future Committee meeting.

At 12.30pm, Councillor C J Davie left the meeting and did not return.

32 COUNCIL BUSINESS PLAN 2015 - 2016 PERFORMANCE REPORT -
 QUARTER ONE

Consideration was given to a report of the Executive Director for Environment and Economy which provided the Committee with the opportunity to review the Quarter 1 performance data against the Council Business Plan.

Jasmine Sodhi, Performance and Equalities Manager, introduced the report and provided a live demonstration of the Performance Data and the new style of reporting performance which was available from the LCC Connect Website.

At 12.40pm Councillor S M Tweedale left the meeting and did not return.

During discussion the following points were noted:-

- Despite the Quarterly Economic Survey Snapshot, on page 109 of the report, which suggested a negative picture in coming months, businesses trading domestically were confident but, given the current position within the Eurozone, export businesses would have potentially less business. It was unsure if this would become a trend but coming months would give a clearer picture;
- It was agreed that the new format of reporting was strong as the clarity over the indicators was clear and informative. Although the red boxes did not give an encouraging picture in some areas, further explanation was given as to why this was:-
 - Jobs created and safeguarded – there was a target of 190 and data was only collected every six months. Reassurance was given that the team were always working with businesses to help them develop and grow;
 - Businesses supported by the Council – Business Growth Advisers were in post and able to provide support in areas they weren't able to before. This target would not change until the outcome of the European Funding was known;
 - External Funding Target – the target was £34m but the report noted that the achievement was zero. An update was tabled which explained why this had been reported in this way. This is noted below:-

"Progress against target had been delayed. The target is still expected to be met, albeit at a later point in the year.

The target is made up of:-

- *EU Growth Programme - £6m: The EU Funding process is taking longer than expected. Bids with a value of £4.2m were approved "in principle" on 29th July.*
- *EU Leader Programme - £6.5m: Again, the EU funding process is taking longer but is now starting to operate. All four contracts were signed on 28.8.2015 with a value of £6.5m.*

- *Single Local Growth Fund - £27.5m: The detailed due diligence of projects is continuing with particular involvement from department for transport. These contract negotiations are expected to be completed in November 2015, with a value of £27.5m.*
- *Growth Deal II - £14.8m: Due diligence in these projects will commence when the SLGF projects (above) have been given a contract.*

The EU Leader Programme and Single Local Growth Fund (£6.5m + £27.5m = £34m) were the items of income that were profiled for Q1. Members will recognise that progress against both is good, but delayed)."

A progress update on this item would be provided to Members.

- Training targets noted on page 105 of the report were formed by the adult skills budget, the adult learning budget (historically night school) and the European Social Fund (ESF) vocational programme. The amount of courses provided had reduced substantially for recreational purposes and increased for vocational purposes, for example job seeking, IT skills, etc. With respect to ESF, this focussed on working with businesses and Stamford College was a consortium led by the NE Group, who identified where businesses needed training but were unable to access government funding.
- Included within the devolution bid was the need to control the commissioning of nationally managed funds to meet local need;
- The targets within the report would remain the same but the explanation against each indicator would change in each quarter;
- It was anticipated that a specific update would be provided on each indicator which did not meet the set target;
- The External Funding target would be re-profiled and changed each quarter;
- The Committee supported the new layout of the performance report.

RESOLVED

That the report be noted.

33 MEASURING CUSTOMER SATISFACTION

Consideration was given to a report from the Executive Director for Environment and Economy which provided various options on how the measurement of customer satisfaction information could be used to refine services provided by the Council's economic development function.

Justin Brown, Commissioner for Economic Growth, introduced the report and advised that further work had been undertaken to ascertain how to measure customer satisfaction for the economic development team.

During discussion, the following points were noted:-

- It had been found that businesses did not provide feedback on the economic development function as they were unaware that the County Council provided the actual support to them;
- Following the restructure, all team members were required to build a portfolio of six businesses to who they were to liaise with and provide support. It was suggested that a joint letter from the Chairman of the Economic Scrutiny Committee and the Executive Councillor for Economic Development, Environment, Planning and Tourism be sent to all businesses in order to advise them of this intention.

RESOLVED

1. That the report be noted;
2. That the suggestion to contact all businesses to advise them of the intention to build stronger relations be supported.

34 ECONOMIC SCRUTINY COMMITTEE WORK PROGRAMME 2015/16

Consideration was given to a report of the Director Responsible for Democratic Services which provided the Committee with an opportunity to consider its work programme for the coming year.

Tracy Johnson, Scrutiny Officer, introduced the report and suggested that the following addition be made to the Work Programme:-

- 23 February 2016 – Update on the Impact of Transportation on Maximising Economic Growth (ITMEG)

RESOLVED

That the Economic Scrutiny Committee Work Programme, with the amendment noted above, be approved.

The meeting closed at 1.20 pm

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Open Report on behalf of Richard Wills, Executive Director for Environment and Economy

Report to:	Economic Scrutiny Committee
Date:	20 October 2015
Subject:	Economic Infrastructure Commissioning Strategy

Summary:

This report describes the activity which supports the Infrastructure Commissioning Strategy - sustaining and developing prosperity through infrastructure.

The Commissioning Strategy facilitates growth and prosperity through encouraging investment and enhancing the economic potential of the County.

This is achieved by:-

- (a) Commissioning and encouraging a reliable and accessible transport service
- (b) Managing and maintaining a high quality highway network
- (c) Encouraging new investment, including transport and economic development projects, by supporting business and working with the Greater Lincolnshire Local Enterprise Partnership and other funding bodies
- (d) Managing our other assets such as farms, property and heritage sites to encourage prosperity

This report focuses on managing and maintaining a high quality highway network and encouraging new investment, including transport and economic development projects, by supporting business and working with the Greater Lincolnshire Local Enterprise Partnership.

Actions Required:

The Committee is asked to note and make comment on the report.

1. Background

The two main areas of activity in infrastructure terms are the management of our existing infrastructure and the commissioning of new infrastructure.

Managing our Existing Infrastructure

Our main infrastructure asset is the County's highway network with 8741 km's of highway to manage, both in network and asset terms.

Network Management

Our aim is to ensure the effective and efficient use of the current highway network and to provide improved traffic flow and reduced congestion for residents, businesses and visitors. Our strategy is set out in our Network Management Plan.

We manage the network by a range of interventions including:

- (a) The control of third party activity on the highway through the application of the New Roads and Street Works Act (NRSWA). We currently operate a notice system which allows third parties to notify us of the activity they carry out on the highway. These notices can be issued after the activity has taken place, which offers us little opportunity to control the impact on the network. We have started work on the introduction of a Permit Scheme for Lincolnshire which will only allow activity to happen once we have granted a permit. This will give a greater opportunity to control the activity and minimise the impact on the network.
- (b) We have 307 traffic signal installations throughout the County. Those in the major urban centres of Lincoln, Grantham and Boston are linked together through an Urban Traffic Control System to optimise their operation.
- (c) Civil Parking Enforcement seeks to minimise the disruption caused by unauthorised parking, with the additional benefit of freeing up limited waiting areas to encourage short duration stays.
- (d) Traffic Regulation Orders allow the introduction of limited waiting restrictions and speed limits to encourage the safe and efficient movement of traffic around the County.

Asset Management

We manage a 8741 km highway network with a value of £9,735 m which is the Council's largest asset in value terms. Our capital maintenance grant is £32 m and our revenue budget is £25 m. Whole Government Accounting calculations suggest that we need between £10 m and £14 m more, simply to maintain the current standard of the highway asset. Highways England (HE) roads receive 2.7 times as much maintenance spend per km as local authority managed A roads and motorways, and 15.9 times as much as local authority unclassified roads. Where HE roads receive around £111k per kilometre, local authority A roads receive only £41k and the secondary network only £7k.

There is emerging evidence of the importance of highway maintenance activity and its link to the economic vitality of an area. The West Midlands Road Condition

Study suggested that each £1 invested in the maintenance of the highway network would generate economic returns of £6.50 for the local economy. The Road Maintenance Review for Transport Scotland by the Transport Research Laboratory indicates that a £1 cut in highway maintenance budgets would result in wider costs to the economy of between £1.50 and £2. Work by the RAC Foundation and ADEPT suggest that the equivalent figure for England would be much higher. The World Bank estimates that poorly maintained roads double the operating costs of a bus with a similar increase for heavy goods vehicles.

We manage the highway asset in accordance with our Highway Asset Management Policy, Strategy and Plan which were originally introduced in 2006, refreshed in 2012 and is currently being reviewed. The main aim of the Asset Management Policy is to deliver a preventative maintenance strategy which will treat each asset with the most cost-effective treatment to restore its service life. For our carriageways this will be to surface dress, at the cost of £2-3 per square metres, before the asset deteriorates and requires structural repair at the cost of £20 - £30 per square metres.

We carry out a range of machine based surveys including deflectograph, scrim and scanner coupled with manual course visual inspections to provide consistent, quality asset condition data. This is used in conjunction with deterioration modelling and whole life costing to inform our decision making on treatment types and priorities. We are beginning to see an improvement in the surface condition of our roads with only 2% of principal roads (mainly A and some B class roads) requiring maintenance, 12% of non-principal (mainly B and C class) and 29% of unclassified.

Most of our asset management work is delivered through a combination of the Lincolnshire Highways Alliance and tenders delivered through our Select List Framework for highway works. The Alliance combines three of our main term contracts through the innovative use of contractual clauses, incentives, performance management and payment terms to deliver effective and efficient highway services. The Alliance delivers around £35 m of our highway service through the Highway Works Term Contract, Traffic Signals Term Contract and Professional Services Contract. When first introduced, the Alliance delivered a 20% efficiency gain over our previous delivery methods. It is structured to continue to deliver efficiency gains which have allowed us to continue to offer a consistent level of service, even though the impact of construction price inflation should have resulted in a reduction of nearly 30% in delivery. A recent Value for Money assessment by Cranfield University has confirmed that the Alliance delivers class leading value for money against industry comparators.

Regular benchmarking of prices across the Midlands Authorities also confirms that our contracts are delivering one of the lowest unit cost services in the region without compromising the quality of works.

Commissioning New Infrastructure

Historically highway infrastructure has usually been delivered with a combination of Government grant and the use of the Council's own capital funds. Government grant was allocated to specific schemes, or as blocks, to support Local Transport

Plan aims and objectives. Block support has been substantially reduced over recent years with the money released being reallocated to a variety of growth funds administered through the Local Enterprise Partnerships.

The last few years has seen the funding of schemes more closely aligned to development with the most recent emphasis being on the ability to help deliver the growth agenda. All of our existing major capital schemes are critical to the delivery of substantial growth and the delivery of Local Plans. The Council's four current priority schemes are:

- Lincoln Eastern Bypass
- Lincoln East West Link
- Grantham Southern Relief Road
- Spalding Western Relief Road

In addition to these four priority schemes we are pursuing a number of other schemes across the County with an update on the progress of these contained in Appendix A.

2. Conclusion

Both the provision and the maintenance of infrastructure deliver quantifiable benefits to the wider community. Lincolnshire County Council works with a range of partners to deliver new, vital pieces of infrastructure whilst maintaining its existing infrastructure assets in an effective and efficient way.

3. Consultation

a) Policy Proofing Actions Required

n/a

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Major Schemes Update

5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Paul Rusted, who can be contacted on 01522 553071 or paul.rusted@lincolnshire.gov.uk .

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Lincoln Eastern Bypass

Background

Total scheme cost £96 m - £50 m Department for Transport (DfT) / £34 m Development / £12 m LCC. Originally planned as a dual carriageway scheme but reduced to single carriageway after guidance from DfT. Planning permission for single carriageway scheme was granted in June 2013 and a Public Inquiry (PI), following objections to the Side Roads Orders (SRO) and Compulsory Purchase Orders (CPO), held February 2014. July 2014 Secretary of State declined to confirm the CPO/SRO's due to safety concerns over the crossing of Hawthorn Road by Non-Motorised User's (NMU's). In all other respects the Planning Inspector found that the scheme, including closure of Hawthorn Road was sound. Revised NMU Bridge granted planning permission on 6th October 2014 and revised CPO/SRO's published 23rd October with end date of 5th December 2014. DfT Orders Team subsequently confirmed that a further PI was required and a second PI was held in August 2015.

Current Position – Awaiting outcome of Public Inquiry which is expected around December. The scheme supports the provision of 45,000 houses and 22,000 jobs as outlined in the emerging Central Lincolnshire Local Plan.

Lincoln Southern Bypass

Background

Scheme progressed to preferred route status agreed by Executive on 5th December 2006 and some "blighted" property bought to deliver the scheme. Estimate for dual scheme at that time was £67 m but now revised to £90 m.

Current Position – No current design activity but discussions have resumed with developers.

Lincoln East West Link

Background

The scheme costing £22 m is part of the Lincoln Transport Strategy and also a regeneration scheme. It will offer an across town route to mitigate the impact of potentially lengthy level crossing closures and also opens up development opportunities. The contract was awarded to Balfour Beatty and off-highway works started 3rd November 2014.

Current Position – Scheme slightly behind programme. An archaeological find has caused some delay. Future proofing works being carried including water and gas mains to allow for future development. Expected completion in October 2016.

Canwick Road - Lincoln

Background

This part of the Lincolnshire Transport Strategy which provides a dedicated left turn lane into Washingborough Road, and extends two lanes for traffic leaving the city up Canwick Hill. Scheme cost of £3.4 m with £1.7 m being provided from the DfT as Pinch Point funding. Contract awarded to Eurovia with start on site 10th December 2014 for off-highway landscaping work. Work on carriageway started in the first week in January 2015.

Current Position – Substantially complete with some off-highway work remaining including accommodation works for a nursing home and Canwick Cottages.

Grantham Southern Relief Road (SQLR & King 31)

Background

Overall scheme consists of two elements in three phases, Southern Quadrant Link Road (SQLR) as Phase 3; £52 m and King 31 as Phase 1 and Phase 2; £28 m. Planning permission for SQLR submitted March 2013 and conditionally approved November 2013, but subject to ongoing Judicial Review challenge by a third party. Planning permission extant for King 31.

The project is supported by funding from the Single Local Growth Fund and Lincoln Transport Board, together with Developer contributions.

Current Position – Phase 1 of King 31 scheme started on 14th September with expected completion in April 2016 (value £4.0 m). Supports the provision of 3,700 homes, 110,000 m² of employment land and 230,000 m of commercial floorspace.

Spalding Western Relief Road

Background

A scheme to provide an alternative route for potential through town traffic and to unlock development potential.

Current Position – Phase 1 now designed and awaiting development stimulus. Discussions now ongoing for Phase 2/3 following agreement of the Spalding Transport Strategy and development of the South East Lincolnshire Local Plan. Supports the provision of around 13,000 dwellings across South Holland and 7,000 jobs across South East Lincolnshire.

Skegness Business Park

Background

Two elements, the business park access road and the 60 m diameter roundabout on the A52 to the south of Skegness. Supported by the Single Local Growth Fund and Croft Marsh Limited it is expected to stimulate growth. Planning permission for roundabout granted in February. Both the roundabout and business park will be tendered together through Lincolnshire's select list framework later in the year. Overall project value of £8 m and will open up 67 acres of development land.

Current Position – Final design of drainage, both surface water and foul, being undertaken with potential start on site in late Spring 2016.

Boston

Background

A developer led scheme for a new football ground and mixed use commercial and residential use, includes a link road between A16 and London Road, new roundabout on the A16 and signalised junction on London Road.

Current Position – Planning permission granted with ongoing discussions about start date but this is expected to be market driven. Option for next phase being considered in conjunction with Local Plan development, although the provision of major infrastructure over rail and water will be required to gain the full benefits. Supports the provision of around 8,000 dwellings across Boston Borough and 7,000 jobs across South East Lincolnshire.

A17/A151 Peppermint Junction, Holbeach

Background

A joint highways and development scheme in two potential phases. Currently consulting on planning permission for Phase 1 consisting of roundabout at A17/A151 junction and roundabout on A151. Opens up land for mixed development including around 900 dwellings adjacent to the A151 and a further 900 dwellings to the south of the town. Overall cost £4 m with £2.4 m from LEP. Phase 2 will include improvements to the Boston Road roundabout with a section of dual carriageway to the new A151 roundabout.

Current Position – Pre-consultation for Phase 1 with orders being published in Spring 2016 with potential start on site in Autumn 2016.

A17/A16/A15 Route Study

Background

A study of capacity issues on three of the major routes in the County with potential improvements at junction, roundabouts and provision of sections of dual carriageway. Most deliverable scheme in the short term identified as A16/A17 Sutterton Roundabout which provides a potential benefit to cost ratio of over 100. Initial design work ongoing.

Open Report on behalf of Richard Wills, Executive Director for Environment and Economy

Report to:	Economic Scrutiny Committee
Date:	20 October 2015
Subject:	Tourism Review

Summary:

As part of the budget process the Council agreed to undertake a review of the Council's role in tourism. This report describes a number of considerations - tourism schemes that the team has led, the local and national importance of the visitor economy, and initial thoughts from tourism businesses and from the tourism team. It is anticipated that the tourism review will take several weeks and will involve councillor, business, and customer input.

Actions Required:

Members are invited to:

1. provide officers with advice on the scope of the tourism review, ie which lines of enquiry should be pursued using the headings of the destination management plan (p3) as a framework;
2. establish an informal working group to assist officers in taking forward the review.

1. Background

In light of reduced budgets there is a need to review the County Council's approach to tourism. The tourism team have for the last 13 years been working on a number of externally funded regeneration projects, including the £22m Lincoln Castle Revealed and as this completed during 2015 and the team is now reduced in size, this review is timely.

It should be remembered that the council delivers a number of services which have an impact on tourism such as:

- Heritage services, which operate tourist attractions such as Lincoln Castle
- Environmental services, who operate some visitor facilities such as nature reserves
- Public transport, which visitors use to travel around the county

The review is intended to cover the focus of the Tourism Development team rather than this wider range of services.

Recent Work of the Tourism Team

Since 2002 Lincolnshire County Council's tourism team has been majoring on the development and quality raising of the tourism product:

Select Lincolnshire (previously called Tastes of Lincolnshire) was set up in 2002 using EU funds. Its purpose being to encourage businesses to use locally sourced produce to give a quality edge to their offer. It has had some 200/250 members and was externally evaluated as "a highly successful initiative" and that "the four key elements which make up the project are balanced and appropriate". Interestingly the funding was gained on the basis of it being a tourism project, but locally probably wasn't perceived as such and has perhaps been seen as more 'quality of life' than traditional tourism. In 2012/13 the running of Select Lincolnshire (with the exception of the Good Taste magazine) was contracted to the Chamber of Commerce to run on our behalf.

Lincolnshire Waterways Partnership (LWP) was set up in 2003 by the County Council, Environment Agency and British Waterways (now Canal and Rivers Trust) and was soon drawing down substantial EU and regional funds. Some £18m of investment was delivered, including waterside paths, bridges, locks, moorings and nature reserves. It was externally evaluated and described as "still the only waterways strategy covering a whole county and has greatly helped the Partnership establish an enviable reputation" and that people were "satisfied with the work undertaken and believe it has been good value for money".

Historic Lincoln Partnership (HLP) was set up in 2005, based on the lessons learnt on partnership, gaining funds and communication that had been trialled on LWP. A number of regeneration projects, all attracting external funds, were carried out in uphill Lincoln but the largest was the £22m restoration of the Castle which completed April 2015. The work at the Castle is gaining many awards and visitors seem delighted with the quality of the experience with some 164,520 paying visitors between April 1 to August 31, some way above our forecast target.

Marketing of tourism in Lincolnshire had been carried out by Visit Lincolnshire, of which the County Council had been a major funder. Following the demise of Visit Lincolnshire in 2011, the County Council took on the running of www.visitlincolnshire.com and this is currently funded by contributions from all the local authorities and delivered through the Chamber of Commerce. A paper holiday guide has been produced and distributed every year up to and including 2015, but it has been decided, due to falling support from the tourist industry, not to produce one for 2016. The Team has led on a county-wide PR campaign and also a specific PR campaign for Lincoln Castle Revealed. Whilst we use specialist help to gain national and international contacts, the team show journalists around once they've been attracted to the county as local knowledge is vital. Through Lincoln Castle Revealed some of the marketing campaign was done on the simple basis of selling the newly restored castle but we also bought into a wider Lincoln marketing campaign (run by Visit Lincoln) selling the destination as a whole.

Support to the Local Enterprise Partnership (LEP), businesses and lead economic development (ED) councillors: At the end of 2013 both Lead ED Councillors and the LEP Board approved and supported the Destination Management Plan for Greater Lincolnshire. A destination management plan (DMP) is a shared statement of intent to manage a destination over a stated period of time, articulating the roles of the different stakeholders and identifying responsibilities that each will take. The plan provides a destination-wide framework to ensure that all organisations and resources are aligned and deployed to deliver the greatest impact and return on investment. It will influence the priority and allocation of resources. A key benefit of having a DMP is to identify what the real needs and priorities are so that financial and human resources can be used most effectively.

A Strategic Tourism Group was established, accountable to both the LEP and Lead ED Councillors. The focus of this group is to:

- *Champion and represent the tourism and visitor economy sector*
- *Support partnership working*
- *Custodians of the Destination Management Plan and drive forward the priorities*
- *Shape the future activity of tourism development in Lincolnshire*

The DMP sets out an approach to developing the visitor economy addressing the following issues:

- **Tourism Product** - overall appeal and appearance, access, infrastructure and visitor services, issues of capacity and quality of accommodation, attractions, places and services, making improvements, filling gaps and pursuing new development. Sustainable development.
- **Routes to market** - the need to embrace new technologies especially relating to communicating and social media, selling to customers, existing markets, trends and the opportunity for change, consideration of current and future target markets, overseas versus domestic.
- **Skills and training** - identifying needs within the industry and ensuring the various training providers are offering appropriate and accessible opportunities.
- **Destination image, branding and promotion (marketing)** - the need to 'sing from the same song sheet' in how we talk about the county and our tourism products. The balance between county-wide and sub-destination activity. Agreeing on our 'hero' brands and supporting their growth and development.
- **Working structures and communication** - the need to improve stakeholder engagement and joint working, through better structures and communication.

- **Tourism performance and impacts** - the balance of volume and value, the advantage and chance of increasing spend per head. Opportunities to increase the level of tourism spending retained locally, for example through local supply, prioritise towards staying as against day visitors, and increasing length of stay, lengthening the season.

These issues could form the basis of the review.

Greater Lincolnshire Destination Forum

An officer group for tourism in Greater Lincolnshire has been established which includes district council representatives (including North and North East Lincolnshire) as well as the two Destination Management Organisations in the county – Visit Lincoln and Visit East Lincolnshire. This group has also signed up to the Film Friendly Partnership with Creative England and respond through the County Council to all film location requests.

Support to other funded projects: due to the high profile nature of many of the projects above, particularly Lincoln Castle Revealed, we have been asked to provide advice to many other externally funded projects across England, often on the recommendation of Historic England and the Heritage Lottery Fund (HLF). This has included amongst others the Piece Hall, Halifax, Nottingham Castle, Derby Silk Mill and Chester Farm, Northampton. We have also helped the Cathedral on their HLF bid Lincoln Cathedral Connected, particularly after their initial Round 1 application was turned down and we have recently started supporting the Lincolnshire Archives project. The team have built up extensive experience, particularly in terms of funding, communication and how to put a project into its wider context. It makes sense to utilise this across the authority and by mentoring external projects we continue to build our reputation with funders and keep our knowledge current.

Tourism in Lincolnshire

The following is a snap shot of the state of tourism in Lincolnshire using the latest STEAM 2014 Tourism Economic Impacts:

- £1.266 billion was generated within Lincolnshire through visitor and tourism business expenditure
- Economic impact: 5.9% growth between 2013 and 2014
- Total visitor days and nights: 28m, 2.2% growth between 2013 and 2014
- Visitor days grew at a faster rate than the number of visits to the county, encouragingly this indicates an increase in the visitors' average length of stay, up 3.3%
- Overall visitor days have been growing by an average of 1.4% between 2009 and 2014 and the total number of visitor days has grown by more than 1.8m from 26.2m in 2009 to 28.1m in 2014
- The non-serviced accommodation sector accounted for the largest share of the overall growth in economic impact at £36m

- Tourism visits in Lincolnshire in 2014 were estimated to have supported 18,907 FTE's, 80.6% generated directly, 19.3% being indirect and induced
- There are nuances within these figures and it is understood that the retail sector is still very challenging
- This research shows positive growth in the value of tourism, however it doesn't account for the amount of promotion and investment that has taken place in Lincoln in 2015 and we won't receive this year's figures until the summer of 2016. However although we do not have a full year of Lincoln Castle Revealed figures, to date we can report a trebling of figures with 164,000 paying visitors between April 1 and August 31. Anecdotally hotels are reporting 2015 as the best year ever and there are many other examples of businesses reporting a positive 'Castle Effect'. Retail is still quite challenging and there are reports from the service sector that good trading for tourism businesses is rolling out positively to them too.

Briefly tourism structures in Lincolnshire are as follows. The County Council has a small tourism team that largely concentrates on product development, although it has picked up some marketing and PR work since the demise of Visit Lincolnshire. All the district councils have a tourism officer, but most now have wider duties and some have devolved their budgets to a Destination Management Organisation (DMO). There are two DMO's in Lincolnshire: Visit Lincoln is the most developed and there is also Visit East Lincolnshire; Visit South Lincolnshire has looked at forming a DMO but this hasn't progressed as yet.

Tourism in the UK

- Tourism is worth £106 billion to the English economy in total
- Visits to England's attractions increased by 4% in 2014, consolidating the sector's return to growth following 2013's positive figures

Tourism and its value to the UK led to a recent announcement of the government's new Five Point Plan to boost tourism - spreading the benefits of one of the fastest growing sectors beyond the capital, helping to create jobs and rebalance the economy.

'For many areas tourism is a key industry bringing jobs, growth and security for working people. Tourism supports almost 1 in 10 jobs in the UK and we want to rebalance the economy to make sure this boost is felt right across the country.'

A new inter-ministerial group will be formed and will focus on five key areas:

- A better coordinated sector: the sector is too fragmented - we want to see local attractions and tourism organisations collaborating to grow the sector for everyone not competing.
- Skills and jobs: Driving and retaining talent in the sector to encourage growth
- Common sense regulation: Reforming regulation sensibly to drive competition and improve the tourism offer for visitors

- Transport: Forging innovative links between the transport and tourism sectors to help visitors travel outside of the capital
- An improved welcome: Delivering a world class welcome at the Border

How does the work of the County Council's tourism team currently match against this?

Coordination: we believe that through our county-wide brief and projects like Select Lincolnshire, Lincolnshire Waterways and Historic Lincoln this has long been our approach. Lincoln Castle Revealed was praised by Heritage Lottery Fund for its wider focus acting as a catalyst for tourism in the county. Successes include the Stephen Langton Trail and the restoration of the Doddington Hall tapestries at the Castle's Heritage Skills Centre. The village of Langton by Wragby worked with the team seeing the advantages of attaching themselves to a much larger project; Doddington Hall and Lincoln Castle, through the tapestries have seen the advantages of cross selling each other. However these are exceptions and despite promoting these case studies it has proved harder to get some of the tourist industry as a whole to see how Lincoln Castle is an opportunity for their business. They are supportive of the restoration but somehow see it as separate or remote from themselves. We are continually encouraging them to "think like a visitor" but not all are achieving this yet.

Skills and jobs: there is an on-going problem that jobs in tourism are seen as of low value and when a mantra is repeated often enough it tends to become self-fulfilling. In a US or European context, the hospitality sector has a far better reputation and makes more investment in its staff. Many tourism businesses in Lincolnshire are family run and through projects like Select Lincolnshire we have endeavored to encourage training of staff. There is much still to do here; evidence from the Select mystery shopper's reports indicates year after year that businesses are boosted or let down by the quality or otherwise of their staff.

Tourism offer: Lincoln Castle Revealed, Select Lincolnshire and Lincolnshire Waterways are all examples of where the County Council has invested in the tourism product.

The issue of confidence in the food sector and more widely in relation to the County of Lincolnshire was felt to be a key factor in the widespread support for Select Lincolnshire. "This place has always been understated – there are so few positive messages getting out.....we really need good branding like this for the benefit of locals as much as visitors....to show off what we have got here!"

The Castle has seen a trebling of its visitor figures to date and a huge increase in positive national and international PR, so we know that investing in the tourism product pays dividends both for the attraction itself and for Lincolnshire's profile. "I barely scratched the surface in Lincoln...The Vault and auditorium were of superb quality" Daily Telegraph travel section.

LCC has also invested in its other heritage sites and countryside visitor facilities and there are further plans proposed. Nationally the quality of the tourism offer is considered of great importance and there is a level of acceptance within the

tourism industry (not confined to Lincolnshire) that some businesses don't recognise that visitors have high expectations and that there is a continued need for investment across all sectors.

Transport and tourism: with other interested parties the County Council has worked hard at improving the rail links between London and Lincoln and this summer has seen some special direct trains connected with the Magna Carta 800 event programme which has proved an interesting trial. Castle Shuttle (April-October 2015) was set up to transport visitors from the outskirts of Lincoln to the uphill area. It has been a learning curve for the County Council and although it has shown growth month on month, figures have been disappointing overall and despite the Castle trebling its visitor figures the existing infrastructure seems to have coped far better than was anticipated by everyone.

Improved welcome: the County Council working with the Districts and Boston College put in place welcome training for the tourist industry in readiness for the 2015 celebrations. Take-up for Welcome Host was reasonable, but poor for the Ambassadors training; an online resource which aimed to improve the Lincolnshire product knowledge of staff in the tourist industry. Anecdotal evidence in Lincolnshire is that the tourist industry is largely friendly but often unprofessional.

Consultation with the Tourism Industry

Time has not allowed for a massive consultation on this Tourism Review, but soundings have taken place with the Greater Lincolnshire Destination Forum and the Strategic Tourism Group. Conversations with the industry would indicate that the issue of marketing is the one that would emerge strongly from a wider consultation. The following is a brief summary and would perhaps provide a useful focus for the Committee discussion:

- Many parts of Lincolnshire are not covered by a Destination Management Organisation (DMO) – what would happen to those areas not covered by a DMO? Roughly 40% of Lincolnshire is covered by a DMO. The view from one of the largest tourism businesses was that the strong would be alright, but the weaker areas would just not get covered.
- Is it the role of the County Council to engage in marketing? There was some divergence here, but some disbelief from the tourist industry representatives that we would not be undertaking and didn't have the resources for marketing. They are supportive of the work we have done on product development but marketing is an issue. Arguably marketing isn't our role and something the DMO's can undertake; however there needs to be acceptance that for a small business, say a B&B or self-catering cottages selling the whole Lincolnshire tourism offer is a big ask. What appeals to the visitor and what they buy into is the whole: the countryside, the coast, the heritage, the accommodation, the towns and villages, the food, the ambience – some of these elements cover businesses that can contribute to the marketing, other areas like countryside walks are free to all.
- How can we get small businesses to work together to promote the whole? Should we have a compact with businesses – this is what we can do, this is what we would like you to do?

- Some agreed that there was a need for a county-wide approach to research, group travel, travel trade and business tourism. Some would like the County Council to carry on its facilitating role.
- Duplication is always perceived as a problem. The view was expressed by some that many businesses know what works for them and place their advertising accordingly and so duplication shouldn't always be seen as a problem. For example a visitor attraction might be a member of both Hidden England and Visit Lincoln (both marketing consortia) but as they appeal to different markets should not be seen as duplication.
- They seemed to want a thematic approach rather than a geographic one – although in the past the reality of district boundaries has diluted the commitment to this approach.
- The connection between the visitor economy and place marketing was considered very powerful – the places where people aspire to live, are frequently those where they also aspire to go on holiday to. So the quality of life messages work for both.
- All concerned about the need for more hotel investment and agreement that there has been a piecemeal approach to this in the past and that we may not have been supplying the sort of information that a potential investor would require. Need for a Lincolnshire-wide approach and no mixed messages.
- www.visitlincolnshire.com as requested is now a signposting website, but has lost income generation opportunities and therefore its future sustainability as a result.

Some additional discussion points from the Tourism team

- Lincolnshire's tourist industry is not particularly well balanced, in the sense that it should be like a triangle, with first rate 'big draw' tourist attractions at the top, middle ranking attractions below them and small attractions below them – all feeding off each other. The investment in Lincoln Castle has done much to redress the 'big draw' issue, but there are many small attractions and too few middle ranking ones. Lincoln Cathedral, as a world class building does not have tourism as its main reason for being and some serious financial issues to resolve other than marketing.
- A growing opinion within the tourist industry that it is someone else's job to market their business. The team fully accept the difficulty a small business has in selling the whole Lincolnshire visitor offer, but is often frustrated by the very passive nature of the industry. There are a number of highly professional, quality tourism businesses in Lincolnshire who see communication as a two way process and have an understanding of both what the customer wants and how inter-related the tourist industry is. Unfortunately there are many businesses which do not.
- There are ambitious growth expectations for manufacturing, agri-food, renewables, care services and the ports/logistics (key sectors highlighted in the Strategic Economic Plan (SEP) and Devolution plans), but possibly not such a co-operative voice for culture, heritage and the visitor economy for Greater Lincolnshire (despite the visitor economy appearing in both the Devolution and SEP documents). Perhaps instead of continually focussing

on geographical boundaries we should be making a case for evidencing the impact of these three sectors on growth, economy and place.

- In the Greater Lincolnshire Destination Management Plan alone there is a list of over 20 groups and organisations involved in promoting various areas or sectors in the county. As a business or person wishing to re-locate to the county there is probably some confusion as to where to go for information, advice or inspiration. Greater Lincolnshire is diverse - rather than seeing this as an obstacle, should we view it as an attractor? From City to Coast to Countryside we have a diverse landscape that should be appealing and attracting more growth than it currently is.
- Need for more research: this is a UK wide problem. As a whole the Lincolnshire tourist industry does not know enough about its customers: who they are, where they are coming from, what they think of us, what those who do not come think of us. We do not have enough information about how successful the industry is or how it impacts on the Lincolnshire economy. This information is critical for targeted marketing and for attracting new investment. So for example based on occupancy rates we should be seeing more hotel investment but possibly investors are not being supplied with the appropriate information that they need to make those decisions. Visit Lincoln, with the support of City and County are investing in a system called T-stats, an online system that will monitor the performance (including such things as parking data) of an area on a monthly basis. This will offer a more accurate rounded picture of destination performance.
- During the Lincoln Castle works when the site got worse before it got better, we had a difficult balancing act of not getting people too excited too early and we handled this by lots of behind the scenes stories and there is much anecdotal evidence of people returning to see the finished works. As a general rule the marketing should not get ahead of the product development; in short, do not over-sell and run the risk of poor feedback. There is concern for example about developing the coach market in Lincoln, when we are aware that coach parking and pick-up arrangements are not functioning particularly well. Lincolnshire needs to operate more as a short break rather than a day tripper destination, but we know that there is not enough accommodation to deliver this.

Our Objectives

Visitors will come to Lincolnshire regardless of anything the County Council might do or not do. However destination marketing is competitive and others both in the UK and overseas are selling their areas hard. Lincolnshire has seen some very positive growth in its visitor economy, but it is from a low base. **We need to keep our market share and ideally increase it.**

Lincolnshire's visitor economy has everything to gain from working together, every part of which feeds off and supports every other part and accept that a tourist will not be 'parochial' in the way they want to discover what we have in the county. **We need to encourage businesses to 'think like a visitor' and to continually invest in the quality of that visitor offer.**

The visitor economy impacts on many areas: the road and rail infrastructure, parking, leisure facilities, retail, events, cleanliness, the public realm, investment, the welcome, friendliness and general ambience. **We need to value the visitor economy and ensure that it is built into the overall Lincolnshire offer.**

Some businesses are stuck in the past, almost in a dependency culture, wanting things to be done the way they have always been done. **We need businesses to be receptive to more imaginative solutions, particularly in working together to create win win positions.**

Messages

- 'Put Lincolnshire on your list'
- 'Good business development opportunities in Lincolnshire'
- 'Your business will succeed here'

Product Strengths

- **Lincoln Cathedral:** a £16m bid to the Heritage Lottery Fund (HLF) is in preparation with a Round 1 recently pass secured. The more detailed Round 2 has a planned submission of November 2016. The plans in brief include some conservation work, a new café, shop, interpretation and education space on the north side and landscaping to the North Green and improvements to the public realm. The proposals both support our investment in Lincoln Castle Revealed and will bring the visitor facilities at the Cathedral up to the Castle standard. Whilst Lincoln Cathedral has always been a world class building, it has perhaps not had the facilities that allow it to proclaim it. The HLF process is becoming ever tougher and they tend to hold projects back until they are satisfied by what is proposed (as demonstrated by the Cathedral achieving its Round 1 pass at the second attempt). It is therefore in the interests of both the Castle and of Lincolnshire that the Cathedral achieves its Round 2 pass at the first attempt. There will no doubt be others approaching HLF in the future from the county, a logjam of competing projects is undesirable. Offering the experience and track record that the County Council built up through Lincoln Castle Revealed is probably the best help that we can offer the Cathedral.
- **Lincoln Castle:** this site had been under-performing for many years and its poor visitor offer was impacting negatively on the whole of historic Lincoln. As a result of the £22m investment, which completed March 2015, the Castle has seen a trebling of its visitor figures. Visitor satisfaction is high with 4 and 5 star reviews on Trip Advisor. Our visitors are finding it a 'big visit' and are staying 3 to 4 hours minimum and therefore perceiving it as very good value for money. Many visitors are not only new to the Castle but new to Lincolnshire too, encouraged to visit by our successful marketing and PR campaign. Our target markets are families and heritage seekers and these are giving us consistent numbers throughout weekends/school holidays and weekdays.

- **Aviation Heritage:** interest in aviation heritage continues to be very positive and is a real Lincolnshire strength. Encouraged by the recent anniversaries, its place on the national curriculum and the growing interest in family history has seen it evolve from personal remembrance to a wider acceptance of it as part of everyone's heritage. There are still development opportunities and projects at Coningsby and Scampton are being investigated and the Aviation Heritage project has submitted a £300k marketing and education bid to Heritage Lottery Fund.
- **Waterways and Cycling:** cycling in Lincolnshire is popular with both locals and visitors and the County Council invested in a number of cycle paths, using the waterway network corridors. Further quality visitor improvements were made in the waterway facilities. As a network it is the joined up nature of the provision that make it work most effectively and there are further opportunities to build on this.
- **Mayflower 400:** 2020 will see the 400th anniversary of the Mayflower Pilgrims leaving for America. Lincolnshire can lay claim to some very strong connections with some of the key members of the story. In particular Gainsborough Old Hall where a congregation of Separatists were allowed to worship in secret; Boston Guildhall where some of the Pilgrims were imprisoned and later tried at Lincoln Castle and also from where a group of Separatists set sail for Holland. There are other US connections including Captain John Smith and the later Bostonians who left in 1630 and founded Boston, Mass. Our current thinking is that we might tie all these together under some sort of Freedom banner also bringing in Magna Carta, John Wesley and WWII US connections. A national partnership of Mayflower connected areas are already meeting, but a closer partnership exists with Nottinghamshire where people like John Smyth, William Brewster and William Bradford lived and worked in the North Notts/Gainsborough area. The product in both Gainsborough and Boston needs some attention and HLF has expressed an interest in a coordinated bid.

Team Strengths

Since 2002 the tourism team has developed and then delivered a number of externally funded projects and this has led to the development of some valuable and transferrable skills. So for example the lessons learnt on the Lincolnshire Waterways Partnership were used successfully on the Historic Lincoln Partnership and Lincoln Castle Revealed.

- A particular talent is for engagement and ensuring that all our stakeholders are enthused. Our projects have a vision and are meant to inspire but also to be practical and to fit into their wider context. For example in 2005 Lincoln Castle was largely unloved and HLF made it very clear that we should not think about coming to them for funds. The team took this very unpromising beginning, to turn round the perception and create a project that was delivered on time and on budget and which literally had no detractors.

- A series of successful funding bids have been made to EU funds, regional funds and Heritage Lottery Fund. These bids have a strong strategic approach and aim to act as a catalyst for the wider development of Lincolnshire's visitor economy. We take some pride in the fact that Lincoln Castle Revealed was approved at the first attempt, HLF having 'taken our bid to pieces and failed to find anything that didn't work'.
- Telling the Lincolnshire stories. The team kept control of Good Taste magazine when the Chamber of Commerce took on the contract for Select Lincolnshire. We felt that it was key to telling the Castle 'behind the scenes' stories and for selling the Lincolnshire sense of place messages that we really needed to get across. It has proved to be a key influencer both inside and outside the county and we would like it to continue. Lincolnshire Echo is to be the publisher for the next issue and this is a developing new partnership.

2. Conclusion

Tourism development is complex. There are many facets that need to be explored in reviewing the Council's role in tourism development. Members' support in undertaking this review will be welcomed.

3. Consultation

a) Policy Proofing Actions Required

n/a

4. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Mary Powell, who can be contacted on 01522 550612 or Mary.Powell@Lincolnshire.gov.uk .

Open Report on behalf of Richard Wills, Executive Director for Environment and Economy

Report to:	Economic Scrutiny Committee
Date:	20 October 2015
Subject:	Greater Lincolnshire Local Enterprise Partnership / Single Local Growth Fund - Six Monthly Performance Report

Summary:

The aim of this report is to update Committee members on progress with the Greater Lincolnshire Local Enterprise Partnership (GL LEP) Growth Deal Programme and Invest and Grow Fund, in particular the six approved Growth Deal schemes that have been allocated funding for a start on 2015/2016. It also provides Members with an update on the six pipeline schemes to be delivered in 2016/17 and 2017/18, and the five Growth Deal extension schemes which were announced on 29 January 2015.

Actions Required:

It is recommended that Members consider and comment on the progress being made on the Growth Deal Programme for Greater Lincolnshire.

1. Background

Growth Deal Programme - Wider Context

The first wave of Growth Deals was announced on 7 July 2014, which allocated £67.5m of new investment to Greater Lincolnshire, through a nationally competitive bidding process. The government expanded the deals on 29 January 2015, committing an additional £14.8million for the Greater Lincolnshire economy and supporting the delivery of five additional projects, in line with the LEP's prioritisation of submitted schemes. In addition, Greater Lincolnshire's local growth allocation includes Eastern By-Pass (£50m), Local Transport Board funding (£11.9m), and Regional Growth Fund (£2m), making a total of £146.2m to date.

For 2015/16 our expenditure target is £26.4m. After a standing start, the programme is progressing well with several schemes on site and six contracts/agreements signed. Claims against expenditure are now slowly coming through. As a result of delays from a judicial review and assurance framework

requirements, there will be a requirement for the accountable body to move some payments between headings.

This may mean that some funding is provided to projects at a higher grant rate than originally anticipated, and then provided at a lower rate in future years thus balancing out the overall grant to the projects. Because the council is the accountable body for LEP, it is important to take these steps rather than risk losing funding to greater Lincolnshire and to projects.

Forward Planning

The Investment Board meeting on 10 September 2015 endorsed the scenario planning and risk mitigation paper presented on all 2015/16 schemes.

Government Reporting

As of 10 September 2015 all expenditure and outputs information for the Local Growth Fund and Growth Hubs will be reported quarterly to government into a central electronic system (LOGASnet). Reporting will be on a project basis and three individuals have been identified within the GLLEP Secretariat/Accountable Body to provide the information required.

Social Value Act 2013

At the LEP workshop on 29 July, it was suggested that LEPs might work with local authorities, the OCS Local Intelligence Team for the East Midlands and Social Enterprise UK to identify potential areas of collaboration between existing local social enterprises and future project delivery.

LEPs were asked to consider:

- Ways in which they might encourage recipients to introduce social value to their supply chain contracts (are there local unemployed people with skills local suppliers require and how might they be effectively matched i.e. traineeships, apprenticeships)
- Ways that they could influence schemes/local stakeholders to take more of a social value approach (smarter commissioning and procurement)

TDEP Sustainable Transport Programme

In March 2015 GLLEP was invited by Peter Orban, Acting Senior Development Manager for Sustrans (England), and Matthew Easter, East Midlands Regional Director at Sustrans, to consider a new programme funded by Department for Transport (DfT) focused on best practice and guidance on Sustainable Transport Delivery. The programme is being supported by a number of partners including Sustrans, TAS Partnership and Living Streets, brought together as the Active Travel Consortium (ATC). Building on the successful Transport Delivery Excellence Programme (TDEP) delivered by Local Partnerships Ltd last year, the TDEP aims to directly support the detailed design process for growth deal projects and emerging European Structural and Investment Funds (ESIF) schemes. It will

provide 20 days of fully resourced design/ development expertise, reducing risks to delivery and ensuring that the best possible sustainable transport approach is taken forward for each scheme involved. The four Projects confirmed for this support are Lincolnshire Lakes, Scunthorpe Town Centre, Go Skegness and Access Lincoln/Lincoln Transport Hub, and final reports on each will be provided by the ATC at the end of Autumn 2015. Initial meetings with all relevant partners to confirm an approach for each scheme took place in August and the work is already underway with site visits to all the project locations now completed.

Invest & Grow Fund

Over the last 6 months, the Growing Places Fund has generally struggled to attract new applications for loan funding to unlock infrastructure constraints on future investment schemes in Greater Lincolnshire. LEP officers are currently working on a number of opportunities to increase promotion and awareness of the Fund including attendance at local developer forums and direct contact with local landowners and investors.

Provided below is a summary of the live projects approved to date:

Project Name	Update	RAG monitoring
Golf Road, Mablethorpe	Project is progressing well on site with a number of affordable housing units now complete and occupied. The project has repaid all of the agreed loan award (plus interest) back to the Greater Lincolnshire LEP. Officers will continue to monitor progress of the remaining construction works and ensure that all of the agreed output data is captured.	G
Boston Quadrant	Scheme has progressed through formal contracting for both the Single Local Growth Fund and Invest & Grow Funds. A revised start on site estimated for November 2015, with completion currently estimated for February 2017.	G
Bomber Command Memorial	The first phase of infrastructure works is active on site, with the installation of the main memorial spire complete. An unveiling ceremony for the spire and first of the engraved walls has been scheduled for 2 October. The project has so far drawn down half of the allocated funding of £800K. Further funding is required to complete the visitor centre on site which is being targeted by the Bomber Command Trust through future grant applications and philanthropic donations.	G

The Investment Board in November will be asked to consider more detailed proposals for the use of recycled loan funds received to date (c. £3million), which will also generate renewed interest in the Fund given the potential to look at new ways of allocating investment towards local infrastructure priorities.

Growth Deal Progress

The following table provides a summary of the latest progress made towards implementing and delivering the 17 schemes within Growth Deal Programme.

Approved schemes (Growth Deal allocations start in 2015/16)

Project Name	Update	RAG monitoring
Bishop Burton College (Delivery Stage)	The contractor has been appointed and the project has commenced on site. Significant progress has been made to the precision technology workshop extension, and groundworks have commenced on the Showground phase 2 campus site.	G
Boole Technology Centre (Delivery Stage)	Contract has been signed. Demolition work begins in early October as the initial discovery of asbestos caused some minor delays. Construction will follow towards the end of the month, though much will depend on how quickly the demolition work can be completed. A full progress report will be provided as part of the first quarterly claim. Specific marketing of the Boole Building will be important to ensure appropriate interest in the site.	G
Boston Quadrant (Contracting/Delivery Stage)	<p>The Growth Deal contractual agreement for Boston Quadrant Infrastructure is now in place. Works are due to begin on site in November 2015; however Chestnut Homes have confirmed that this will not affect expenditure of the £1m growth deal forecast for 2015/16.</p> <p>In terms of overall project progress, a detailed planning permission is in place for the main infrastructure for the project as well as the football stadium. A reserved matters application was submitted at the end of June 2015 for the initial phases of housing totalling 148 dwellings, which includes 62 affordable units. It is anticipated that full planning will be received in October. Discussions have commenced with a potential Registered Provider partner for the delivery of the affordable housing. The planning application also provides further details to discharge relevant pre commencement planning conditions for issues such as flood risk, archaeology and ecology.</p> <p>Engineers have been appointed to complete the design of the main roads and drainage within the site and draft designs have been discussed in liaison with Lincolnshire County Council. These are now being finalised for formal submission for technical approval. A Tender package for the main works is being prepared.</p>	G

	<p>Building regulation plans are being prepared by the architects for the stadium as well as discharging the relevant pre commencement planning conditions for the stadium element of the project. Specifications and tender packages are being prepared for the specialist elements of the stadium (structural, M&E, floodlighting, pitch, CCTV, drainage etc.). It is anticipated that the initial elements of the project will go out to tender within the next 8 weeks.</p> <p>In addition to GLLEP funding, £850,000 of grant funding for elements of the stadium has been identified with the formal application processes ongoing. Additional grant funding sources are being identified for the residual grant funding required for the Community Stadium. Meetings are ongoing with the potential financiers for the overall project.</p> <p>Offers have been received on three of the commercial sites, and heads of terms are being worked up.</p>	
<p>Grantham Southern Relief Road (Delivery Stage)</p>	<p>Tenders for Phase 1 have been awarded and construction began in early September 2015. Procurement for Phase 2 (which includes the new junction on the A1) will commence in early 2016 as planned.</p> <p>Phase 3 is the largest section of the Southern Relief Road and is the section related to the latest Judicial review on SQLR. Construction on this element of the scheme is not scheduled to begin until late 2016/early 2017. The Judicial Review was held on the 22nd and 23rd July and the court found in favour of the local authority.</p> <p>The Local Transport Board (LTB) funding (now considered as part of the overall growth deal allocation) is now likely to be spent entirely in 2016/17 and 2017/18 due to delays incurred with the start of the project and the need for more confirmed costs for all three phases of the scheme. In order to ensure that Assurance Framework requirements are met the following timetable has been agreed in relation to the LTB funding:</p> <ul style="list-style-type: none"> ❖ September 2015 – Mouchel will revisit the value for money assessment highlighted in the outline business case approved by DFT and will inform the full business case. ❖ March 2016 – A full Evaluation Framework linking in with GLLEP Evaluation Framework requirements will be finalised. 	<p>G</p>

	<p>❖ Spring 2016 – LTB will consider the final full business case and evaluation Framework proposals for formal approval and sign off of the LTB monies.</p>	
<p>Skegness Countryside Business Park (Contracting Stage)</p>	<p>Contractual agreement has been provisionally agreed with LCC as recipient and is being considered by Croftmarsh's legal team. A drainage strategy was agreed at the last project development meeting pending support from Anglian Water Group. The utilities plan also still needs to be finalised as soon as possible. A detailed design brief for the managed workspace (Phase 2) is currently being put together by LCC to inform the tender process early in 2016.</p>	G
<p>Unlocking Rural Housing Programme (At Contracting/Delivery Stage)</p>	<p>Contracts with Waterloo Housing for Broadfield Lane, Boston and Saxonfields (the Meadows), Skegness have been signed, though growth deal funding on the Saxonfields project will not start being drawn down until 2016/17. A revised version of the Tytton Lane East, Boston contract has been shared with Lindums and a formal response is awaited.</p> <p>Bishop Tozer Close (Burgh Le Marsh), Landseer Avenue (Chapel) and Roseberry Meadows (Boston) originally identified under the Housing Programme are no longer going ahead post recent discussions with applicants. Due diligence appraisal to enable reallocation of Growth Deal funding which meets the criteria for the Unlocking Housing Programme to an alternative Skegness housing scheme for older people (Seabreezes), was presented to and approved by the 10th September Investment Board.</p> <p>A meeting was held on 16th September with Chestnut Homes to discuss progress in relation to the proposed housing at Boston Quadrant in 2016/17. This project will undergo due diligence appraisal in November 2015 with an Investment Board Decision being made in December.</p>	G
<p>DFT Retained Scheme (requires Ministerial Approval but starting in 2015/16)</p>		
<p>Lincoln Transport Hub (At DFT Due Diligence Stage)</p>	<p>Initial elements of the full business case for the scheme will be shared with DFT in September with the support of Mouchel and Regeneris. The economic case will follow in November as per an agreed revised timetable. The final business case post DFT appraisal will be submitted for Ministerial approval in November 2015. The delay follows a conference call meeting with DFT on the 16th July which resulted in additional transport modelling work having to be provided by the applicants, some of which required at least three months of data. These unplanned delays to</p>	G

	<p>the start of the project mean that it is unlikely to be on site before January 2015. There will also be a further financial impact, which Lincoln City Council and partners will need to address.</p> <p>The planning decision has now been put back from 9 September to 21 October 2015 due to additional minor changes required on the scheme, but given the revised timetable for DFT submission this will not cause any added delays. Interestingly a planning decision on the adjacent Cornhill site redevelopment will be made on the same day.</p> <p>The station building refurbishment by East Midlands Trains is underway and cycle hub works at this location will be completed by March 2016.</p> <p><i>The Station Commercial Project Facility (SCPF) funding application decision on £1.5m of support is scheduled to be determined in principal by DFT in September.</i></p> <p><i>The Active Travel Consortium is looking at sustainable transport advice for both the ESIF proposal for Access Lincoln and this scheme collectively. A report will be produced in the autumn providing suggestions to enhance existing designs/options.</i></p>	
Pipeline Schemes (Growth Deal allocations start in 2016/17)		
Grantham College	<p>A detailed planning decision should be determined by October 2015 for this project, and a meeting has been arranged with the College, with the involvement of the Skills Funding Agency on the 21 October to discuss full due diligence requirements; project changes due to cost increases; and to ensure that areas such as building maintenance and sustainability are covered as per SFA guidance. Due diligence appraisal currently remains scheduled for January 2016, contracting for March 2016, with construction aiming to begin in April 2016.</p>	G
Access to Employment Zones	<p>Slight delays to the A16 Toll Bar element of the scheme due to legal discussions over a piece of unregistered land which will take a few months to resolve, however it will still start on site in 2016/17. Nuns Corner on the A46 will be progressed first with the Little Coates roundabout work beginning shortly afterwards.</p> <p>An updated business case document clarifying outputs and the inclusion of Cambridge Road has been completed by the applicants for clarity and due diligence appraisal remains scheduled for November 2015.</p>	G

	<p>North East Lincolnshire will be able to bring forward a significant proportion of the detailed design works into Q3 and Q4 of 2015/16. Cofely are preparing an updated programme to take account of these changes which will be shared with the LEP.</p> <p>Regarding outputs, North East Lincolnshire Council has done some further work to align the proposals with the Local Plan housing trajectory. This shows that delivering all 3 schemes will result in the delivery of 1,430 housing completions over the period to 2020; these are all on sites which are directly impacted by the junction improvements and delivery will be accelerated as a result.</p> <p>The economic outputs will be indirect rather than direct, but taking into account developments in the town centre and at Europarc, the applicants are confident that the scheme will create 200 indirect jobs over the period to 2020.</p>	
<p>Lincoln Tentercroft Street Growth Corridor (Delivery Stage)</p>	<p>Funding agreement for Phase 1 has been signed. This phase totaling £700,000 (including LCC match) will enable the delivery of the East Foul Sewer and water main, provision of some additional utilities works and some initial public realm works. Work on the foul sewer is already underway.</p> <p>Phase 2 of the scheme covering the west foul sewer, pumping station and remaining public realm proposals is scheduled for due diligence appraisal in early January 2016. Phase 2 will cost £1.5m in total with Growth Deal funding estimated at £750,000.</p>	<p>G</p>
<p>GO Skegness Sustainable Transport</p>	<p>Detailed design stage. Due diligence appraisal remains scheduled for February 2016. Support from DFT via the Active Travel Consortium on sustainable transport excellence will help shape the final growth deal project and feed into ESIF proposals in particular, i.e. providing advice on carbon emission reduction and measuring impacts effectively.</p> <p>A full proposed programme is in place for the entire project and GLLEP will be informed regularly of any changes/risks to profile should they arise.</p>	<p>G</p>
<p>Berkeley Circle, Scunthorpe</p>	<p>Final decision on the preferred option for improving Berkeley Circle has now been made by council members. JSU endorsed the proposal to bring forward £150,000 of expenditure into 2015/16. And due diligence appraisal is likely to be in December with a view to having a contract</p>	<p>G</p>

	<p>in place by February/March 2015 enabling initial draw down of funding in Quarter 4. Main construction works however will not be underway until April 2015.</p>	
<p>South Humber Industrial Infrastructure Programme (SHIIP)</p>	<p>The Great Coates Industrial Park consent unlocks this site and a planning decision is now in place. Due diligence appraisal for the SHIIP Phase 1 project is expected in January/February 2016. Planning permission still needs to be in place for the highways section. The project is in an advanced stage of design with a clear delivery plan for the mitigation sites. Growth deal funding towards the scheme will begin in April 2016 providing contractual agreement is achieved as scheduled in March.</p> <p>Full business case to be completed in September/October (new more tailored template now available) to provide a clear steer on how the project is evolving, agreed milestones, and greater clarity on the outputs/outcomes the scheme will achieve.</p>	G
<p>Scunthorpe Town Centre</p>	<p>North Lincolnshire Council is continuing to progress elements of the scheme in the absence of the infrastructure support being provided by SLGF. The scheme remains forecast to begin drawing down grant in 2019/20 due to government restrictions on annual growth deal funding allocations; however a detailed business case will be completed this year and updated year on year, to ensure that the very latest information is available once due diligence appraisal of this project takes place.</p> <p>The project Board chaired by the Executive Director of North Lincolnshire Council continues to oversee and steer all town centre investment. Advice on sustainable transport throughout the town centre is currently being provided by the Active Travel Consortium led by Sustrans, and a supporting report will be provided to the LEP and Council this autumn.</p>	G
<p>Lincolnshire Lakes</p>	<p>The geological investigation works will take place from the 7th September through to late December 2015. The detailed lake design and costings for the botanical works are being provided. North Lincolnshire has used the HCA procurement framework to enable the scheme to be fully designed by 31 March 2016. A civil engineer has provided estimated costs for the cycleways, footpaths and excavation works on lake 1. These may however be somewhat revisited once the Active Transport Consortium have looked at the proposals and made recommendations in their report in September.</p>	G

Holbeach Peppermint Junction	<p>The start on site date for the junction improvements is now programmed for September 2016. LCC will undertake public consultation in conjunction with Bovis Homes in September 2015 and the planning application aims to be submitted in October. A decision is expected by February 2016 and due diligence appraisal will take place soon afterwards. The milestone dates remain dependant on necessary consents being achieved without delays such as a legal challenge or Compulsory Purchase Orders.</p>	G
Agri-food Centre of Excellence, Holbeach	<p>The project remains programmed to start in 2016/17 and following recent reforecasting proposals, growth deal support has been brought forward to begin in the same financial year. No further news is available regarding ESIF grant support at this point in time, though a bid is likely to be submitted in November 2015. Plans for the building continue to be worked up in more detail, but we are still awaiting confirmation of the remaining funding gap.</p> <p>The University of Lincoln recently announced the creation of the Lincoln Institute for Agri-food Technology to support and enhance productivity in the agri-food sectors. The institute will capitalise on research and educational activity in the agri-tech and food sectors, helping to ensure that innovations in autonomous systems and robotics drive local productivity.</p> <p>A full business case will be requested from the University of Lincoln in relation to this scheme in October.</p>	G

2. Conclusion

Growth Deals between government and LEP's are progressing well with 2015/16 projects moving in to the delivery phase with local partners. An Assurance framework, Monitoring and Evaluation Plan and Implementation Plan are in place and have been endorsed by government. The programme and specific work on due diligence for projects forecast to begin in 2016/17 will be considered by the LEP from January 2016 onwards.

3. Consultation

a) Policy Proofing Actions Required

n/a

4. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Halina Davies, who can be contacted on 07799 074247 or Halina.Davies@lincolnshire.gov.uk .

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Open Report on behalf of Richard Wills, Executive Director for Environment and Economy

Report to:	Economic Scrutiny Committee
Date:	20 October 2015
Subject:	Strategic Economic Plan - Refresh

Summary:

This report is intended to inform members of the Economic Scrutiny Committee about the process and content of the refresh of the Greater Lincolnshire Strategic Economic Plan.

Actions Required:

Members are asked to:

- i) comment on the content of the report and on the priorities that you would wish to see addressed in the plan using previous discussions at Economic Scrutiny Committee to inform those comments;
- ii) note progress on the plan and attend engagement events if that would be useful.

1. Background

Strategic Economic Plans (SEPs) are intended to demonstrate that Local Enterprise Partnerships (LEPs) are committed to the growth agenda by developing ambitious, multi-year plans to develop the local economy and to provide a reasonable level of detail about the individual interventions which are required to make up the overall programme of investment in an area.

Since submitting our Plan for Greater Lincolnshire in March 2014, it is widely recognised that Central Government has been impressed with the scale of ambition presented and the strength of local partnership networks that have been established to collaboratively deliver growth across the LEP area. This has already been evidenced in the award of the first two Growth Deal awards for Greater Lincolnshire, our allocation of funding through the European Union Structural Investment Fund (EU SIF) programme, the establishment of three new Food Enterprise Zones in Greater Lincolnshire and the emergence of our area as a national lead in water management and agri-food. The strategic direction and priorities of the LEP are therefore well understood and accepted by Central

Government and are not subject to review or change through any refresh of the SEP content.

A. Purpose

LEP partners are working on a refresh of the Strategic Economic Plan to ensure that this document continues to capture our areas' lead aspirations and opportunities to facilitate economic growth. The aim of the refresh is to provide an update on the schemes that are already being delivered under each of the SEP priority areas and to outline a high level delivery plan over the next five to ten years of future planned activity which is required to unlock the greatest economic and investment potential of our area.

A further aim is to build on the recent Planning Advisory Service Peer Review recommendations to ensure that the SEP is better understood and embedded across all key partner organisations with a responsibility for promoting and facilitating economic growth. The refresh will also reflect the recent change in Ministerial emphasis towards productivity as a key measure of local economic performance and competitiveness.

B. Key Updates

It is intended that the refresh of the SEP will focus on a number of key areas, outlined below:

i) Achievements to Date

Evidencing successful delivery of the SEP's ambitions and initial project commitments is key to our future credibility within Whitehall. It also provides the momentum and local reputation upon which future growth funding will be sought and assessed when competing against other areas for national investment opportunities.

The SEP will therefore include a summary of the main achievements currently being delivered under each of the five priority areas identified. An initial list of commitments being delivered to date is attached at Appendix A. The refresh will focus on the collective outputs and outcomes of this investment to demonstrate the progress made by LEP partners in delivering the SEP ambitions.

ii) Future High Level Delivery Plan

As well as evidencing achievements to date, the SEP refresh will also set out our future priorities for investment to further unlock significant economic growth and productivity. This update is important as many of the schemes identified within the initial submission to Government have now attracted funding and progressed to detailed planning or delivery.

The intention is to represent the 'big ticket' items that will provide the greatest impact in terms of delivering economic growth against the five SEP priorities. It is not therefore intended to drill down to incremental improvement schemes or localised investment programmes where the economic impact is isolated to

individual sites or settlements. The list will not be exhaustive and should be sufficiently flexible to include other emerging opportunities as they arise. It is however intended to demonstrate to Government that the LEP has a longer term vision for economic productivity and a clear view on our priorities for future investment, building on the development of our detailed sector plans for each priority sector.

The future priorities identified will not all be delivered through direct LEP intervention. Instead, they will require a range of different influences and investments from all LEP partners including direct financial assistance and monitoring (through Growth Deals, EUSIF etc); lobbying Ministers and statutory partners for increased support; or championing and promoting activity to developers and private enterprise. Many of the proposals identified are cross-cutting and will therefore support the delivery of more than one priority.

As part of this process, some work has already been undertaken through the Lincolnshire Delivery, Infrastructure and Growth Group (LDIGG) to capture and map future growth delivery and aspirations within each of Greater Lincolnshire's local authority boundaries. Further work will also be required to more accurately determine future infrastructure priorities including specific priority schemes within the Lincolnshire Transport Plan, an assessment of future utility capacity and requirements and emerging work on the water management. The refresh will also seek to capture emerging links and potential for shared expertise with neighbouring LEP areas, e.g. around water management and excellence in food engineering.

iii) Devolution

Building on our work to date around local freedoms and flexibilities, the refresh will also set out our high level priorities on localised spending and delivery models which the LEP identify as important in terms of facilitating future economic growth in our area. This is important in the context of the increasing focus with Whitehall on devolving increased power to local areas, alongside the emergence of the Midlands Engine and Northern Powerhouse as potential drivers for significant growth in and around Greater Lincolnshire.

iv) Suite of Documents

As well as producing an update to the main master document, a series of "bite size" summaries will also be produced to condense and consolidate key messages for respective audiences on what the SEP covers and why it is important to them. A suggested breakdown of summary documents is outlined below:

- Business
- Place
- Local Authority Areas

(v) Impact – the SEP refresh will also incorporate a section on evaluation and impact.

C. Local Partner Input & Engagement

In order to facilitate the process of increasing local engagement in the SEP, Chief Executives from a number of local authorities across Greater Lincolnshire have agreed to take on a championing role for respective areas of the SEP delivery (e.g. skills, housing, tourism). In addition, Chief Executives have previously considered the suggestion for each district to arrange an event (or events) which is focused on growth at which there could be a discussion about what the SEP can do to contribute to that growth. Rather than arranging a bespoke event, the sessions could be delivered as an extension to existing meetings or business forums that are already set up (e.g. business breakfast clubs).

It is proposed that the events would, however, include a wide range of stakeholders in growth including both businesses and councillors or officers who have an impact on growth, including those on planning committees or in property departments. Secondly, that the events are wider than just the SEP because that is only part of the picture of supporting growth. The LEP team will seek to arrange for a LEP Board Member to attend each event, alongside a LEP officer to help shape the discussion and amalgamate feedback from the events into the refreshed SEP. To date, we have attended events in East Lindsey, Lincoln, North Kesteven, with planned events in South Holland and South Kesteven. North and North East Lincolnshire plan to feed in through officers.

In terms of timeline for the completed refresh, the intention would be for LEP Board Members to review and endorse the updated SEP at the LEP Board on 4 November, following completion and input from the local stakeholder events by early to middle of October. The LEP Business Live Event on the 23 October will provide a final opportunity to capture views of the invited business audience on the completed draft, prior to formal sign off. Further input may also be required with relevant stakeholders, including highways authority leads and other local authority colleagues where appropriate.

2. Conclusion

The refresh of the SEP provides partners with an opportunity to further contribute to the plan for economic growth across greater Lincolnshire. Members of the Economic Scrutiny Committee are asked to comment on the plans to refresh the SEP, and undertake refreshed engagement.

3. Consultation

a) Policy Proofing Actions Required

n/a

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	GLLEP supported and endorsed activity supporting delivery of the SEP priorities

5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Ruth Carver, who can be contacted on 01522 550515 or Ruth.Carver@lincolnshire.gov.uk .

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GL LEP supported and endorsed activity supporting delivery of the SEP priorities

Priority 1: To drive the growth of the area's three defining and strongest sectors that offer the most competitive advantage: AGRI-FOOD, MANUFACTURING, VISITOR ECONOMY	
Agri Food Centre of Excellence GD	a new facility at the University of Lincoln's Holbeach campus to help Food Manufacturing businesses access specialist research, innovation and higher level skills.
Boole Technology Centre GD	a new Innovation Centre providing specialist laboratory, workshop and office space for high growth SMEs in advanced engineering and manufacturing
Skegness Countryside Business Park GD	a new serviced employment park to accommodate businesses serving the Tourism industry and a four leg roundabout to reduce congestion in the town centre.
Bishop Burton College GD	a new land-based campus to increase skills levels in the agri-food sector, support small businesses, and strengthen the link between local food and tourism
Food Enterprise Zones	The Zones at Europarc, Hemswell and Holbeach will make it easier for food and farming businesses to grow, attract new businesses and encourage closer ties between employers to boost the domestic sector.
Lincolnshire Bomber Command Memorial GPF	a new visitor centre and educational facility to build on area's local aviation heritage
Sector Plans	Launch of Sector Plans for Agri-Food, Manufacturing and Destination Management Plan for Visitor Economy
Priority 2: To grow specific opportunities identifies as future defining features of the area: HEALTH AND CARE, LOW CARBON, PORTS AND LOGISTICS	
South Humber Industrial Infrastructure Programme (SHIIP): Phase 1 GD	strategic intervention to unlock a major programme of investment on the South Humber Estuary by removing environmental constraints and improving access between the Ports of Grimsby and Immingham.
Sector Plans	Launch of Health and Care Sector Brochure
Priority 3: To drive this growth by putting expansion into new markets, modern telecommunications, infrastructure improvements and the skills of individuals and business owners at the forefront of what we do	
Grantham College GD	a new build facility to deliver business, computing and technology curriculum and enterprise skills to support growth of the local engineering sector

Scunthorpe Town Centre GD	road infrastructure and highway improvements to enable the redevelopment of the Church Square area of the Town Centre and beyond for new investment
Greater Lincolnshire Growth Accelerator	part of the Business Growth Service, Growth Accelerator is a government-backed service offering support to businesses with the potential to improve and grow
Greater Lincolnshire Growth Hub GD	an online portal to help Greater Lincolnshire businesses access local, regional and national business information on advice and grant schemes, support programmes, events and networks contained in one place
BD:UK roll out	to provide superfast broadband (speeds of 24Mbps or more) for at least 95% of UK premises and universal access to basic broadband (at least 2Mbps). Government funding is stimulating private sector investment in broadband to ensure that the benefits are available to all
Priority 4: To promote Greater Lincolnshire as a place for sustainable growth through improved transport infrastructure to connect us with national and international markets, enabling wider enjoyment of our world-class heritage sites, culture and strong communities	
Grantham Southern Relief Road GD	a new relief road, bridge and connections that will enable major housing and employment land to be developed and reduce traffic congestion in the town centre
Lincoln Eastern By-Pass	to minimise traffic congestion, support Lincoln's growth as a principal urban centre, and enhance the inter-city environment. A planning application for a single carriageway was granted in June 2013. The bypass will serve as a step towards the completion of an eventual ring road around Lincoln
Lincoln Central Transport Hub GD	a new bus station, pedestrian footbridge and car park, integrated with the train station and connecting to the Science and Innovation Park, improving transport linkages to attract new investment
Berkeley Circle Highway Improvement, Scunthorpe GD	junction improvement to reduce congestion and enable the development of planned housing, commercial and leisure investments.
Access to Employment Zones, Grimsby GD	junction improvements on the A16 and A46 routes to and from Grimsby, enabling the development of new housing and employment sites

Go Skegness GD	sustainable transport projects including junction and pinch point enhancements, new pedestrians and cyclist facilities, a seasonal park and ride site; and real time passenger information
Tentercroft East-West Growth Corridor, Lincoln GD	mixed use development to enhance public transport and pedestrian flows to enable the development of new housing and employment sites.
Nottingham to Lincoln train enhancements GPF	A proposal has been drawn up by partners to enhance service and capacity between Nottingham and Lincoln for a three year period
Priority 5: To recognise the need for new housing for the existing local population and those moving to the area, and to support balanced housing and economic development through promoting the area's capacity to deliver high-quality growth	
Lincolnshire Lakes Blue and Green Infrastructure, Scunthorpe GD	first phase works on the Lincolnshire Lakes scheme creating a lake, sustainable drainage system and green infrastructure to unlock new housing development
Unlocking Rural Housing Programme: Phase 1 GD	a LEP wide programme to enable new housing and tackle the twin challenges of delivering housing in areas of low land values and flood risk
Boston Quadrant, Phase 1 GD	a mixed use development that will enable housing and employment land to be developed and deliver a new distributor road to reduce congestion in the town centre
Peppermint Interchange, Holbeach GD	road infrastructure and highway improvements to unlock new employment land and housing development
Golf Road Development, Mablethorpe GPF	mixed use scheme on a total site of 37 acres. LEP funding secured to meet the high upfront costs of site preparation, access and infrastructure works to accommodate redevelopment of the site
Gainsborough Housing Zone (WLDC)	selected as one of 20 housing zones outside of London, the idea of the housing zone status is to make it quicker and easier to build new homes on brownfield land. A housing zone is an area of land where the government provides funding to unlock the scheme such as infrastructure, site acquisition and leaseholder buyouts. The developer and local authority commit to provide a certain level of affordable and private housing and must meet these targets on deadline as a condition of the funding

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Open Report on behalf of Richard Wills, Executive Director for Environment and Economy

Report to:	Economic Scrutiny Committee
Date:	20 October 2015
Subject:	Greater Lincolnshire Local Enterprise Partnership Coastal Vision and Water Management Plan

Summary:

This report outlines recent initiatives led by the Greater Lincolnshire Local Enterprise Partnership (GLLEP) to develop a clear set of objectives for Lincolnshire's coastal areas and to establish a Water Management Plan as a channel for accessing a wider range of Government and European funding for flood risk and water resource management in Lincolnshire. A first draft of the Coastal Vision is presented for Members to consider and on which their comments and views are invited. The report concludes by outlining timescales and process for completing both pieces of work.

Actions Required:

The Economic Scrutiny Committee is invited

1. to consider and comment on the draft Coastal Vision (version 1.1), attached as Appendix A.
2. to note the timetable for completing the Coastal Vision by March 2016.

1. Background

The Greater Lincolnshire Local Enterprise Partnership (GLLEP) has prioritised agri-food and the visitor economy as the key sectors for economic growth in Lincolnshire, North East Lincolnshire and North Lincolnshire. Effective flood risk and water resource management is considered a fundamental element in realising these opportunities. The GLLEP has therefore established a Water Management Board, reporting to the LEP Board.

The Water Management Board is responsible for developing a Water Management Plan during 2015 with clear objectives and actions to achieve economic growth through water management.

GLLEP Water Management Plan

While flood and drainage risk management is well understood and catered for by the present partnership in the Joint Lincolnshire Flood Risk and Drainage Management Strategy, there is currently no equivalent approach to managing water resources, beyond the strategic and operational responsibilities of the Water and Sewerage Companies.

A GLLEP Water Management Plan is therefore being developed to promote alignment between the well-developed flood risk agenda and a broader approach considering water supply and management in the interests of promoting business sustainability and opportunities for further expansion. In particular it will act as a channel opening up access to a wider range of funding streams, through the GLLEP, to enable strategic scale flood risk and water management schemes.

The scope and broad content of the Water Management Plan has been developed through discussion with partners, the LEP's Water Management Board and a stakeholder workshop in June. A further workshop was held on 22 September to develop greater detail on potential solutions and specific schemes, with the intention of submitting a final draft of the Water Management Plan to the GLLEP Board in early November.

The Joint Lincolnshire Flood Risk and Drainage Management Strategy Group has been engaged throughout this process, and is supportive of the approach which embeds key elements of the Joint Flood Risk Management Strategy within a framework of actions demonstrably promoting economic growth in Greater Lincolnshire.

Funding

Both the Humber LEP and the Greater Lincolnshire LEP have been seeking to provide compelling business cases for the importance of funding flood risk management as a contributor to economic growth. For the Humber this is largely on the basis of the future opportunities for industrial growth on the South Bank, while for Lincolnshire this is represented by the need to maintain and grow the visitor economy on the east coast, and the production and processing of food in the Fens and elsewhere.

The GLLEP, in particular, has undertaken preliminary research to help define more precisely the economic benefit accruing to the nation from investing in flood risk management to protect these activities, and is now interested in taking this work further by exploring the potential economic growth in the future that could be unlocked by continuing with effective flood risk management.

This is an innovative approach, which has great significance for key issues such as future funding of major coastal schemes (for instance Lincshire and its future equivalents) as well as for flood risk from all sources across the county. In effect, as the channel for most of the European funding available to Lincolnshire, the GLLEP represents a major opportunity for the Flood Risk Partnership to explore

new ways of attracting a wider range of funding sources beyond the existing mechanisms of Grant-in-Aid and other traditional routes.

A Coastal Vision

As a separate, but linked development, the Flood Risk and Drainage Management Partnership, working with the GLLEP Water Management Board, has been considering initial ideas for a co-ordinated Coastal Vision. As outlined, the purpose of the Coastal Vision is to take advantage of the opportunities offered through the LEP's Growth Strategy and the strong partnership relationships existing between flood risk management authorities to provide a succinct articulation of partners' and stakeholders' ambitions for the coastal zone of Lincolnshire.

The intention of the Coastal Vision is to provide a focal point to draw together the key themes that have emerged from the full range of existing initiatives and prior public consultation in this area as coherent, mutually supporting objectives for the coast. This would include providing a strategic framework within which, for example, the conclusions of the Saltfleet to Gibraltar Point Review could be taken forward along with any new approaches to funding that might be implemented.

In effect, as an overarching framework, the Coastal Vision would act as a touchstone to support future initiatives in the coastal zone in activities including spatial planning, bidding for funding, flood risk management and economic development, amongst others.

2. Conclusion

The coastal vision does not seek to establish yet another strategy or plan, but rather to codify and distil the key elements that have already been agreed for the future of the coast, bringing these together in one place under the banner of the GLLEP and in the interests of promoting the longer term economic growth of the coastal area.

The primary focus of the coastal vision is provided by the unifying theme of sustainable economic growth, and it is anticipated that the document will be completed by March 2016. It is important that members' views shape the scope and content of the final version, and a new draft will be prepared and circulated to partners and stakeholders incorporating comments received through scrutiny.

A further consultation with partners will then follow, before seeking endorsement for the final version of the vision through the GLLEP Board in the first quarter of 2016.

3. Consultation

a) Policy Proofing Actions Required

n/a

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Draft Lincolnshire Coastal Vision 1.1

5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by David Hickman, who can be contacted on 01522 554809 or david.hickman@lincolnshire.gov.uk .

Lincolnshire Coastal Vision

Draft for discussion – version 1.1: 22nd May 2015

A Vision for Lincolnshire's Coast by 2030

We will sustain and grow coastal businesses and the economy

We will sustain and develop coastal prosperity through infrastructure

We will protecting and sustain the coastal environment

Strategic context

Greater Lincolnshire provides

- £12bn GVA to the UK economy in 2013
- £1bn visitor economy with over 17m visitors in 2012
- The fourth most popular tourism destination in the UK
- £1.5bn manufacturing economy
- 25% of the UK's grade 1 agricultural land
- 25% of all UK-grown vegetables
- 20% of the UK's RAF bases
- The second-fastest growing of all the shire counties with net inward migration twice the national average.

Greater Lincolnshire is ambitious to

- Increase economic output by £2.5bn over the next ten years
- Establish the UK's largest Enterprise Zone on the Humber Estuary
- Create or safeguard 9,000 jobs
- Create 1m square metres of commercial floor space

The Lincolnshire Coast

Lincolnshire's coast is variously defined. For the Coastal Vision a broad definition captures the full range of opportunities at a strategic level.

For this reason, within the confines of the administrative boundary of Lincolnshire we have adopted the approach taken by the Coastal Study of 2010, which took the entirety of South Holland District and Boston Borough, along with all of lowland East Lindsey District.

However, it is very important that the broader geographical basis of the Greater Lincolnshire LEP, covering North East Lincolnshire and North Lincolnshire is taken in to account, together with opportunities to pursue linkages in approach with New Anglian LEP, covering Norfolk and the rest of the Fens.



The role of the coast

Lincolnshire's coastal zone contributes a major part of these benefits.

On the Humber, the MPs Business Case details the opportunities for investment offered by maintaining the coastal defences around the estuary. The Humber LEP and the Greater Lincolnshire LEP have co-operated in putting forward to Government the benefits that greater flexibility in funding coastal defences from the Humber to the Wash.

On the Lincolnshire coast these benefits currently include

- £400m of the £1bn visitor economy
- The three nature reserves at Donna Nook, Theddlethorpe Dunes and Gibraltar Point between them attracted 522,000 visitors in 2012
- Easy access to the Lincolnshire Wolds Area of Outstanding Natural Beauty

- More than 50 miles of coastline also offer traditional seaside resorts such as Skegness, Mablethorpe and Sutton-on-Sea
- Butlins at Skegness is the fourth most popular tourist destination in the UK
- Coastal Lincolnshire is responsible for growing one eighth of the nation's food and processing 70% of its fish
- 5% of all UK food processing jobs, including plants belonging to many of the largest companies in the UK food sector
- Training in the agri-food industry is provided at the University of Lincoln's Holbeach campus through the National Centre for Food Manufacturing
- Prime location for business investment from food manufacturers
- Agri-food generates GVA of over £2.5bn and employs 56,000 people

This activity is located in a broad coastal plain almost entirely at or below sea-level, amounting to nearly 40% of Lincolnshire's land area. The coastal surge of December 2013 demonstrated vividly how well much of this area is protected from the sea by 125km of raised sea defences, supplemented by over 1,000km km of river defences. The lowland fens as a whole are maintained as productive agricultural land with the aid of 4,800km of IDB-managed drainage channels and watercourses.

In financial terms, in Lincolnshire alone the existing IDB assets represent about £150m of investment, while the Environment Agency has invested in the region of £250m over the past twenty years in sea defences alone. At present (2015), average annual investment by the Environment Agency stands at about £10m, including £7m for the annual beach replenishment scheme from Mabelthorpe to Skegness known as Lincshore.

Without this investment the capacity of the coast to support existing communities and economic activity would be fundamentally compromised. Current national funding mechanisms for flood risk assets mean that in practice the Lincshore section of coast faces a funding gap of £1.2m per year. Securing sustainable funding to manage our water resources will therefore be a key challenge for Lincolnshire over the coming years.

A Coastal Vision for Lincolnshire

Over recent decades many initiatives and plans have been implemented to support different aspects of coastal life. While these have not always been well co-ordinated or clearly prioritized recent initiatives have recognized this, and are seeking to develop a more strategic approach to capitalize on previous successes and make the most of new and emerging investment opportunities.

The development of the Greater Lincolnshire Growth Strategy provides an important opportunity to realise these ambitions, linking coastal initiatives within a wider framework of co-ordination as a driving force behind Lincolnshire's economic potential.

The purpose of this Coastal Vision for Lincolnshire is to articulate a common sense of direction for the county's coastal areas within this framework. This will support initiatives with common objectives to capitalize on the outcomes of previous and existing work. It is also intended to provide a supportive context to help new and future initiatives reap greater rewards by co-ordinating funding bids and aligning programmes of work.

Elements of the Coastal Vision

Lincolnshire has developed a track record of innovative approaches to the economic, social and environmental challenges experienced by its coastal communities. These can be distilled into a small number of high-level outcomes.

1 Sustaining and growing business and the economy

Lincolnshire has successfully attracted funding into its coastal communities to explore and develop approaches to tackling social issues and encouraging business investment and growth. Ranging from projects funded from LEADER and RDPE funding, to the development of innovative strategic networks such as the Coastal Action Zone and the Coastal Communities Alliance, this work has realized considerable funding and delivered numerous community initiatives.

There are significant opportunities to derive enhanced benefit from improving linkages with this approach, including liaison with the newly established coastal team and co-ordination with the developing strategic direction established through the GLLEP's Growth Strategy

The GLLEP has identified a number of key areas where Lincolnshire offers the greatest opportunities for economic growth. These are agri-food, the visitor economy, and housing. The GLLEP has identified water management as a fundamental factor in addressing these sectors.

In the coastal parts of Lincolnshire the interdependence between coastal and water management, agri-food, the visitor economy and sustainable housing growth is particularly marked. This is equally true of the agricultural, rural areas as it is for the major urban centre of Boston and east coast communities such as Skegness and Mablethorpe, although the balance between these elements will vary considerably according to local circumstance.

Key plans and initiatives

GLLEP Growth Strategy 2015-2030
Lincolnshire's RDPE Strategy
GLLEP Water Management Plan 2016

2 Sustaining and developing prosperity through infrastructure

Coastal Lincolnshire represents a challenge for strategic and local spatial planning, with a combination of socio-economic and environmental factors that have traditionally been considered issues rather than opportunities. In particular the prevalence of low-lying land at risk from coastal inundation requires a delicately balanced approach to provide opportunities for community resilience and business growth that take a proportionate view of the potential for coastal flooding.

In recognition of the benefits of a co-ordinated approach, emerging Local Plans have incorporated key elements of the 2010 Coastal Study as part of their evidence base, and work continues to explore ways of managing the balance between development and flood resilience in the planning context.

Maintaining the extensive water management infrastructure in the coastal area is a key challenge. This is described more fully below, but effective planning policy in the coastal areas is heavily dependent on achieving the long term objectives for coastal management that are set out in the Shoreline Management Plans for the Lincolnshire coast.

Key plans and initiatives

Shoreline Management Plans 2010-2115
Humber Estuary Strategy & Humber LEP Growth Strategy
Saltfleet to Gibraltar Point Review 2018
Joint Lincolnshire Flood and Drainage Management Strategy 2010-2025
East Lindsey Local Plan 2015-2018
South East Lincolnshire Local Plan 2015-2018
Multi-agency flood plan (LRF)

3 Protecting and sustaining the environment

The Shoreline Management Plans covering the Lincolnshire coast set out a broad strategic ambition of maintaining coastal defences at their present standard and in their present location up to the year 2115, allowing for local flexibility in practical delivery. A fundamental issue here is reliable, sustainable funding. Present funding schemes focus on protecting property. This is a challenge when much of Lincolnshire's most productive agricultural land is

maintained by a combination of sea defence and inland drainage, and is also, by definition, sparsely populated.

On the east coast key assets such as beaches are artificially maintained, providing simultaneously a high standard of defence and critical economic assets for the visitor economies all along the coast. The necessity of maintaining community resilience to potential coastal flooding was highlighted anew by the coastal surge of December 2013, but there remains the challenge of balancing this practical readiness with longer term pragmatism in sustaining and developing the businesses and communities that make a major contribution to the regional and UK economy.

The GLLEP has recognized the importance of this relationship between growing the county's key economic strengths, continued provision of effective flood risk management and creating opportunities for growth by enhanced water management in the round in future. The Coastal Vision seeks to assist in supporting this holistic view of water management in Lincolnshire.

The Lincolnshire coast is the site of nationally important nature reserves at Donna Nook and Gibraltar Point, which draw in hundreds of thousands of visitors every year. UK and European designations cover the Humber and the Wash, while key visitor attractions have been developed through combined sea defence and habitat creation schemes such as at Frieston Shore.

Longstanding initiatives to promote the attractiveness of the coastal environment for visitors through the Coastal Country Park and the Coastal grazing Marshes are being co-ordinated in the newly emerging Wild Coast initiative. The aim of the Wild Coast is to encourage co-ordination across work to develop opportunities for growth in the fields of historic and built environment and the natural environment, with their attendant potential for encouraging local business and increasing visitor numbers and the quality of their experience.

This is an integral part of the broader objectives of partners in enhancing the economic and social potential of coastal Lincolnshire, and the Wild Coast will form a significant part of the final coastal vision.

Coastal Country Park
Wild Coast Strategy 2017
GLNP Nature Strategy

Scope and Timescales

The Lincolnshire Coastal Vision will be delivered through the collective implementation of the range of initiatives indicated above. It is not within the remit of any single organization, or group of organisations, to achieve the broad

aspirations outlined, but it is achievable with a degree of co-ordination between these programmes.

It is envisaged that the Vision should cover a medium term period, up to about 2035, although some core aspects, such as the policy intentions for coastal management in the Shoreline Management Plans are intended to provide a broad indication of the preferred approach up to 2115.

Key milestones are indicated below:

Shoreline Management Plans	2010-2115
Joint Lincolnshire Flood Risk Management Strategy	2012-2025
GLLEP Growth Strategy	2015-2030
GLLEP Water Management Plan completed	December 2015
Completion of Coastal Vision for Lincolnshire	March 2016
Humber Estuary Strategy	2016-17
Development of Local Plans	2015-2018
Wild Coast Strategy completed	2017
Saltfleet to Gibraltar Point Review completed	2018

Discussion Draft

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Open Report on behalf of Richard Wills, the Director responsible for Democratic Services

Report to:	Economic Scrutiny Committee
Date:	20 October 2015
Subject:	Economic Scrutiny Committee Work Programme 2015/16

Summary:

This item enables the Economic Scrutiny Committee to consider its own work programme for the coming year.

Actions Required:

To comment and agree on the content of the work programme, as set out in Appendix A to this report.

1. Background

Current Work Programme

At every meeting of the Committee, Members are invited to consider their future Work Programme and to agree on items to be included in the Work Programme. The current work programme for the Committee is attached at Appendix A to this report.

Scrutiny Activity Definitions

Set out below are the definitions used to describe the types of scrutiny, relating to the items:

Budget Scrutiny - The Committee is scrutinising the previous year's budget, the current year's budget or proposals for the future year's budget.

Pre-Decision Scrutiny - The Committee is scrutinising a proposal, prior to a decision on the proposal by the Executive, the Executive Councillor or a senior officer.

Performance Scrutiny - The Committee is scrutinising periodic performance, issue specific performance or external inspection reports.

Policy Development - The Committee is involved in the development of policy, usually at an early stage, where a range of options are being considered.

Consultation - The Committee is responding to (or making arrangements to respond to) a consultation, either formally or informally. This includes pre-consultation engagement.

Status Report - The Committee is considering a topic for the first time where a specific issue has been raised or members wish to gain a greater understanding.

Update Report - The Committee is scrutinising an item following earlier consideration.

Scrutiny Review Activity - This includes discussion on possible scrutiny review items; finalising the scoping for the review; monitoring or interim reports; approval of the final report; and the response to the report.

2. Conclusion

That consideration is given to the content of this report.

3. Consultation

a) Policy Proofing Actions Required

No policy proofing is required for this report.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Economic Scrutiny Committee Work Programme

5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Tracy Johnson, who can be contacted on 01522 552164 or tracy.johnson@lincolnshire.gov.uk .

ECONOMIC SCRUTINY COMMITTEE

Chairman: Councillor Tony Bridges

Vice Chairman: Councillor Chris Pain

20 October 2015		
Item	Contributor	Purpose
Economic Infrastructure Commissioning Strategy	Paul Rusted Infrastructure Commissioner	Policy Development
LCC's Role in Planning - Presentation	Phil Hughes Strategic Planning Manager	Policy Development
Tourism Review	Mary Powell Tourism and Visitor Economy Team Leader	Policy Development
GL LEP / Single Local Growth Fund - Six Monthly Performance Report	Halina Davies Growth Plan Project Manager Greater Lincolnshire Local Enterprise Partnership	Performance Scrutiny
Strategic Economic Plan - Refresh	Ruth Carver Investments and Operations Manager	Policy Development
Greater Lincolnshire Local Enterprise Partnership Coastal Vision and Water Management Plan	David Hickman Environmental Services Team Leader	Status Report

8 December 2015		
Item	Contributor	Purpose
Enterprise Commissioning Strategy – Sign Off	Justin Brown Commissioner for Economic Growth	Policy Development
Tourism Review – Findings and Recommendations	Mary Powell	Policy Development
Theme Performance: Quarter 2	Justin Brown	Performance Scrutiny
LEP 25 Year Water Strategy	Ruth Carver	Policy Development
Place Marketing – Involving the Private Sector	Jill McCarthy Business Investment Manager	Status Report

12 January 2016		
Item	Contributor	Purpose
Budget Proposals for 2016/17	Andy Gutherson County Commissioner for Economy and Place Dave Simpson Technical & Development Finance Manager	Budget Scrutiny
Lincoln Castle Revealed – Update	Mary Powell	Performance Scrutiny
Coastal Town Team	Nicola Radford Principal Development Officer (CAZ) Paul Learoyd Lincs Wildlife Trust	Status Report
EU Funding Update	Susannah Lewis Funding Team Leader	Policy Development

23 February 2016		
Item	Contributor	Purpose
Theme Performance: Quarter 3	Justin Brown	Performance Scrutiny
Impact of Transportation on Maximising Economic Growth (ITMEG) – Third Monitoring Update	Andy Gutherson	Scrutiny Review Activity

Items to be Scheduled

Grantham Southern Economic Corridor	Paul Wheatley Group Manager – Economic Development	Status Report
The Economic Value of Nature Tourism in Greater Lincolnshire	Fran Smith Nature Partnership Manager	Update Report
Midlands Engine / Northern Powerhouse	Justin Brown	Update Report

For more information about the work of the Economic Scrutiny Committee please contact Tracy Johnson, Senior Scrutiny Officer, on 01522 552164 or by e-mail at tracy.johnson@lincolnshire.gov.uk