



County Offices
Newland
Lincoln
LN1 1YL

4 September 2017

Environment and Economy Scrutiny Committee

A meeting of the Environment and Economy Scrutiny Committee will be held on **Tuesday, 12 September 2017 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 Environment and Economy Scrutiny Committee (11 Members of the Council)

Councillors T Bridges (Chairman), B M Dobson (Vice-Chairman), B Adams, Mrs A M Austin, G E Cullen, M A Griggs, R P H Reid, S R Kirk, Mrs E J Sneath, C L Strange and Dr M E Thompson

**ENVIRONMENT AND ECONOMY SCRUTINY COMMITTEE AGENDA
TUESDAY, 12 SEPTEMBER 2017**

Item	Title	Pages
1	Apologies for Absence/Replacement Councillors	
2	Declaration of Councillors' Interests	
3	Minutes from the meeting of the Committee held on 17 July 2017	5 - 12
4	Announcements by the Chairman, Executive Councillors and Lead Officers	Verbal Report
5	Lincolnshire Broadband Programme Progress Report <i>(To receive a report by Steve Brookes (Lincolnshire Broadband Programme Manager), which invites the Committee to consider the work of the Lincolnshire Broadband Programme and highlight any comments for future consideration)</i>	13 - 16
6	Environment and Economy Measures 2017/18 <i>(To receive a report from Justin Brown (Commissioner for Economic Growth), which provides performance information for eleven performance indicators relating to the Environment and Economy Scrutiny Committee)</i>	17 - 44
7	Water Management Plan 2015 - 2040 <i>(To receive a report by Justin Brown (Commissioner for Economic Growth) and David Hickman (Growth and Environment Commissioner), which explains how Lincolnshire County Council is working with partners such as the Greater Lincolnshire Local Enterprise Partnership on a joint water plan and explains some of the next steps)</i>	45 - 60
8	Place Marketing Toolkit <i>(To receive a report by Justin Brown (Commissioner for Economic Growth), which invites the Committee to provide their views, comments, and contributions to the place marketing toolkit which will be demonstrated to them at the meeting)</i>	61 - 62
9	Economic Infrastructure Commissioning Strategy and Activity Plan 2017 to 2021 <i>(To receive a report by Paul Wheatley (Group Manager Economic Development), which invites the Committee to note and support the Commissioning Strategy and Activity Plan)</i>	63 - 68
10	Environment and Economy Scrutiny Committee Work Programme <i>(To receive a report by Daniel Steel (Scrutiny Officer), which invites the Committee to consider its work programme for the coming months)</i>	69 - 78

Democratic Services Officer Contact Details

Name: **Cheryl Hall**
Direct Dial **01522 552113**
E Mail Address cheryl.hall@lincolnshire.gov.uk

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:
www.lincolnshire.gov.uk/committeerecords



**ENVIRONMENT AND ECONOMY
SCRUTINY COMMITTEE
17 JULY 2017**

PRESENT: COUNCILLOR T BRIDGES (CHAIRMAN)

Councillors B M Dobson (Vice-Chairman), B Adams, Mrs A M Austin, Mrs P Cooper, G E Cullen, R P H Reid, Mrs E J Sneath and Dr M E Thompson.

Councillors C J Davie (Executive Councillor for Economy and Place), D McNally (Chairman of Flood and Water Management Scrutiny Committee), E J Poll (Executive Councillor for Commercial and Environmental Management), M J Storer (Executive Support Councillor for Economy and Place) and A H Turner MBE JP (Executive Support Councillor for Commercial and Environmental Management) were also in attendance.

Officers in attendance:-

Justin Brown (Commissioner for Economic Growth), Andy Gutherson (County Commissioner for Economy and Place), Cheryl Hall (Democratic Services Officer), David Hickman (Growth & Environment Commissioner), Clare Hughes (Principal Commissioning Officer (LEP)), Susannah Lewis (Principal Commissioning Officer (Funding)) and Daniel Steel (Scrutiny Officer).

8 APOLOGIES FOR ABSENCE/REPLACEMENT COUNCILLORS

Apologies for absence were received from Councillors M A Griggs and C L Strange.

It was noted that the Chief Executive, having received a notice under Regulation 13 of the Local Government (Committees and Political Groups) Regulations 1990, had appointed Councillor Mrs P Cooper as a replacement member of the Committee in place of Councillor M A Griggs, for this meeting only.

9 DECLARATIONS OF COUNCILLORS' INTERESTS

There were no declarations of Councillors' Interests at this point in the proceedings.

10 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS AND CHIEF OPERATING OFFICERS

With sadness, the Chairman confirmed the news of the death of Mark Welsh, the County's Flood Risk and Development Manager. He paid tribute to Mark who was an excellent officer and a well-liked and respected member of staff who made a valuable contribution to the work of this committee over many years. Thoughts and prayers were expressed to Mark's family, friends and colleagues at this difficult time.

A minutes silence was observed in memory of Mark, following which Councillors C J Davie, E J Poll and Mrs A M Austin also paid tribute.

The Chairman invited the Executive Councillor for Economy and Place to make a number of announcements.

The Executive Councillor advised that the latest quarterly Economic Survey had recently been released, which had shown that the performance of Lincolnshire businesses had remained strong but that confidence had been affected by the political uncertainty. It was therefore recognised that this was the time to show businesses that the County Council and the Greater Lincolnshire Local Enterprise Partnership (GLLEP) were working hard for them.

The GLLEP's Manufacturing Board had recently met for the first time. The Board comprised of leading manufacturing businesses and it was the parallel of the food, visitor economy, and farming boards. Over 100 businesses were actively involved in helping to shape economic policy; a figure that was the envy of other areas in the country.

The County Council was promoting the Leader Grant Scheme to Rural Businesses and a seminar was scheduled to be held on 18 July 2017, with approximately 45 delegates registered to attend. The council had worked with the Department for Environment, Food and Rural Affairs (DEFRA) to help food production businesses to attract grants and it was highlighted that another £850,000 of investment had been approved in the past few weeks.

It was noted that two County Councillors had recently requested that the Executive Councillor, and supporting officers, met with leading businesses in their electoral divisions. The Executive Councillor extended this offer to members of the Committee.

It was recognised that the problems associated with utility supply to the area, both to major developments and to individual businesses, were challenging for the County. A utility summit was scheduled to be held on 18 July 2017, where the issues would be discussed with decision makers from the utility companies.

It was emphasised that partnership working was critical to the work of economic development, where it was highlighted that: there had already been a high level meeting with the Environment Agency to discuss some of the points in the report on coastal defences; the Leader continued to attend the Midlands Engine Strategy Board; and meetings had been arranged with economic development counterparts from across the district councils.

11 MINUTES OF THE MEETING HELD ON 12 JUNE 2017

RESOLVED

That the minutes of the meeting of the Committee held on 12 June 2017 be signed by the Chairman as a correct record.

12 ACHIEVING ENVIRONMENTAL AND TOURISM BENEFITS FROM INVESTMENT IN COASTAL MANAGEMENT

Consideration was given to a report by Justin Brown (Commissioner for Economic Growth) and David Hickman (Growth and Environment Commissioner), which outlined the nature and scope of current and future coastal management; and looked to explore opportunities for developing the visitor economy and achieving environmental improvements.

The Commissioner for Economic Growth and the Growth and Environment Commissioner presented the report to the Committee and in doing so, highlighted the importance of protecting coastal areas from flooding; and described the opportunities to create added value between investment in flood protection and in wider tourism and economic growth. The report also provided information from an economic perspective on three key areas: agricultural land; tourism and diversified business sectors; and coastal communities.

Members were provided with an opportunity to ask questions, where the following points were noted: -

- The development of the English Coast Path, specifically the section of the walkway between Humber Bridge and Sutton Bridge, had now commenced. It was anticipated that its development would increase green tourism within Lincolnshire, which in turn would benefit the local economy. The lack of maintenance of certain public rights of way across the coastline was highlighted as a concern, and officers agreed to highlight this issue with the relevant team within the council;
- The importance of the beach replenishment scheme from Mablethorpe to Skegness was discussed;
- The green and heritage agendas were discussed, where it was highlighted that the Executive Councillor for Economy and Place had recently met with representatives of Boston Borough Council to discuss ways in which it could better promote its cultural heritage. It was acknowledged that there was a need for Lincolnshire to improve its tourism offer (accommodation, attractions and marketing) to encourage visitor numbers;
- It was commented that the provision of cycle routes throughout Lincolnshire required significant improvements, as this was a missed opportunity in terms of local and international tourism. The World Travel Market was highlighted as a key tourism opportunity at which Lincolnshire should be represented.

RESOLVED

- (1) That the comments of the Committee be taken forward in developing Lincolnshire County Council's contribution to steering development and implementation of future coastal management approaches after March 2021.

- (2) That support be given to the ongoing work to ensure that businesses and communities from the coastal strip have equal access to the services commissioned by Environment and Economy.
- (3) That the development of a plan for achieving added value for tourism and business from partnership investment in coast management be supported, with a draft being presented to the Committee by November 2017.

13 FUTURE PRIORITIES FOR FUNDING POST BREXIT

A report by Susannah Lewis (Principal Commissioning Officer (Funding)) was considered, which summarised the current European Structural and Investment Fund Programmes that were aimed at targeting economic need and Local Growth Deals focused around growth opportunity. The report also identified some of those questions that Government officials were posing during the design process of the Shared Prosperity Fund (previously known as the National Productivity Investment Fund).

The Committee was advised that as part of the Brexit process, the government had committed to design a new funding programme, to be known as the Shared Prosperity Fund, which would replace EU funding. However, it would be combined with current government regeneration grants to create a single funding pot. It would therefore be advantageous to create a clear position statement, which would help to articulate Lincolnshire's requirements.

The Greater Lincolnshire Local Enterprise Partnership (GLLEP) had a vision to deliver economic growth, which was focused around five priorities and drivers for success, and outlined in their Strategic Economic Plan. The five priorities were included within the Committee's report.

The report also provided a summary of the current and most significant funding pots, which had helped to support priority sectors across Greater Lincolnshire. The funding sources included:

- European Structural and Investment Funds;
- European Regional Development Fund;
- European Social Fund;
- European Agricultural Fund for Rural Development; and
- Growth Deal Funding.

Members were provided with an opportunity to ask questions, where the following points were noted: -

- It was requested that members of the Committee received a summary of the schemes which had benefited from the five funding sources;
- Some of the mechanisms that could be used to achieve the level of growth that was necessary in Lincolnshire, in future, were discussed, of which the

Committee emphasised the importance of a local focus on future funding arrangements;

- The Committee also highlighted that future transitional arrangements, through the Brexit process, were key in ensuring the economy remained stable throughout this process;
- It was highlighted that the funding from the European Agricultural Fund for Rural Development was targeted at rural businesses and for the LEADER programmes. The Committee expressed its concerns that this funding could not be used to support technical skills in the agricultural sector. In response, the Committee was advised that officers would seek further clarification from the Department for Environment, Food and Rural Affairs (DEFRA) on this matter and report back at a future meeting. It was suggested that if this funding could not also be used for this purpose, the Committee could invite DEFRA to a future meeting to discuss this issue further;
- It was noted that an item on *Implementing the Outcomes of the Place Marketing Work* would be presenting to the Committee on 12 September 2017. It was suggested that this item should also include information on the Place Marketing Toolkit.

RESOLVED

- (1) That the priorities arising from the Strategic Economic Plan be supported.
- (2) That the Committee's comments on the mechanisms that should be used to achieve the level of growth that is necessary in Lincolnshire be taken forward.
- (3) That the production of a position statement on future funding, in conjunction with the Greater Lincolnshire Local Enterprise Partnership, and other partners, be supported.

14 FUTURE SKILLS AND EMPLOYMENT NEEDS

Consideration was given to a report by Clare Hughes (Principal Commissioning Officer (LEP)), which provided the Committee with an update on the work that officers had completed to address the future skills gaps and highlighted what work was still required.

It was highlighted that from 2014-2024, it was predicated that approximately 200,000 jobs would need to be filled locally. Businesses had advised that 'skills gaps' were one of their barriers to growth, so ensuring that individuals had the right kind of skills and qualities for local jobs was an important objective.

The Committee was advised of the future skills needs, as detailed on page 30 of the agenda pack, which included: increased demand for qualifications that were higher than those currently held by the local population; fewer jobs available for those with no qualifications; and an increased demand for machine operatives and skilled trade occupations.

The Committee was also advised of three strands of work, which were currently being undertaken to help address the problem: -

- Work with business and use of research resources to understand where the skills gaps would be in future;
- Provide information to young people and parents about future job opportunities and skills needs, including tackling negative perceptions that continued to persist regarding some of the county's largest sectors; and
- Commissioning and influencing training provision to tackle gaps.

NOTE: At this stage in the proceedings, Councillor C J Davie left the room for the remainder of the meeting.

Members were provided with an opportunity to ask questions, where the following points were noted: -

- It was highlighted that approximately £12million of funding was available for training of Lincolnshire adults and approximately £14million for Apprenticeships annually (2016/17 figures, prior to the introduction of the Apprenticeship levy). Lincolnshire County Council received £1.6million of this and commissioned a range of training to meet local need;
- The Committee emphasised its support for the Employment and Skills Board, as detailed on page 31 of the agenda pack, which would ensure a local focus and a joined up approach between education providers and employers. It was noted that the Board provided a voice for local employers, who wanted to make sure that national skills and training budgets better reflected what was needed to fill job vacancies;
- The Committee expressed a need for training and development to be sustainable;
- The Committee also expressed its support for apprenticeship schemes; however, it was emphasised that employers must ensure apprenticeships were gaining valuable experience to enable them to progress in future; and
- Boston College was highlighted as one of the top performing rural colleges in the country. The Committee suggested that this was publicised through its press office.

RESOLVED

- (1) That the different factors that need to be tackled to address the 'skills gaps' challenge be noted.
- (2) That support be given to the current programme of activity that will assist over 5,000 people.
- (3) That support be given to the work being undertaken in continuing to tackle 'skills gaps', and to extend the existing central government and EU funded programmes that are commissioned, if there is an opportunity to do so.

ENVIRONMENT AND ECONOMY SCRUTINY COMMITTEE
17 JULY 2017

- (4) That the Committee's comments be taken forward in considering what should be undertaken when EU funding ceases.

15 QUARTER 4 PERFORMANCE REPORT (1 JANUARY TO 31 MARCH 2017)

Consideration was given to a report by Justin Brown (Commissioner for Economic Growth) and David Hickman (Growth and Environment Commissioner), which demonstrated that there had been good performance against the existing indicators for Environment and Economy. The report also suggested that the Committee might wish to use a new suite of indicators to help them to scrutinise performance against commissioning strategies in the future.

The Commissioner for Economic Growth highlighted that there were ten indicators relating to environment and economy: six to environment and four to economy. Of those ten indicators, six had been achieved and there had been "measured performance" against three of the indicators.

The only indicator that was not met was *the percentage of household waste recycled*. The Year End Total for 2016/17 was forecasted at 47.3%, however a total year rate of 46.8% was achieved.

It was highlighted that at the previous meeting of the Committee a discussion took place concerning the role for the Committee in shaping policy and scrutinising performance at a more strategic level. Therefore, the Committee supported officers in the work they were currently undertaking in producing a new suite of indicators, which would better reflect the commissioning strategies which were currently being prepared. It was expected that this work would be completed in September 2017 and be presented to a future meeting of the Committee.

Members were provided with an opportunity to ask questions, where the following points were noted: -

- It was queried whether in relation to the measure on *Business Support by the Council*; there were any gaps in the coverage of support across the County. In response, the Committee was advised that the Council had commissioned a series of countywide programmes, which helped business leaders to grow their businesses. These programmes were delivered through the Growth Hub, which provided businesses across Lincolnshire with a wide range of support. However, it was highlighted that the visitor economy and the digital services sectors could benefit from additional support;
- An explanation was given as to why the measure on *The Percentage of Household Waste Recycled* had not been achieved, which included: the increase in the quantity of waste that was presented and the increased levels of contamination; the changes in the market, which had made it harder to sell contaminated waste; and that the aspirational target of 55% was set in 2008 through the Joint Municipal Waste Management Strategy, which was currently being refreshed with a suite of more realistic indicators;

- There was a need to encourage business locally and nationally, to reduce the level of packaging of products in the first instance, as this would assist with recycling levels. It was also highlighted the carbon footprint for recycling certain recyclables could be quite high and therefore it was necessary to strike a balance between recycling rates and the negative impact it could have on the environment through carbon emissions;
- The importance of recycling was highlighted and support was given for the reduction of carbon emissions to ensure a sustainable environment for the future;
- It was reiterated that the Committee would receive an item on the new suite of performance measures at a future meeting.

RESOLVED

- (1) That the performance of ten measures, and the comments of the Committee, be noted.
- (2) That the production of a new suite of performance indicators for the Environment and Economy areas be supported.

16 ENVIRONMENT AND ECONOMY SCRUTINY COMMITTEE WORK PROGRAMME

Consideration was given to a report by Daniel Steel (Scrutiny Officer), which enabled the Committee to consider and comment on the content of its work programme for the coming year.

It was noted that the Committee was scheduled to receive an update on the *Heritage based tourism opportunities* at its meeting on 24 October 2017, which would identify priorities for building on Lincolnshire's strong heritage based tourism sector, including the Mayflower 400. Further to this, it was requested that this item also focused on the upcoming 400th Anniversary of the founding of Boston, Massachusetts.

RESOLVED

That the Work Programme be approved, subject to the inclusion of any amendments made at the meeting.

The meeting closed at 3.25 pm.

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

Report to:	Environment and Economy Scrutiny Committee
Date:	12 September 2017
Subject:	Lincolnshire Broadband Programme Progress Report

Summary:

Onlincolnshire is part of Lincolnshire County Council, working with partner organisations to promote good connections between people, services, communities and places. Lincolnshire County Council and the seven District Councils are providing public funds for the Lincolnshire broadband programme.

This means:-

- I. ensuring every home and business can have a reliable broadband connection and maximise superfast coverage
- II. achieving widespread use of digital technologies by businesses, residents and communities
- III. responding to increasing demand for public services on-line, ensuring that no community is disadvantaged due to lack of access to superfast broadband.

Further information can be found at - <http://www.onlincolnshire.org/>

Actions Required:

Members of the Environment and Economy Scrutiny Committee are invited to review the progress of the Lincolnshire Broadband Programme and highlight any comments for future consideration.

1. Background

The current Lincolnshire Broadband Programme comprises of two distinct projects, working under the existing BDUK (Government) Framework Contract and executed by BT.

Project One:

The start date was 13th March 2013 and a completion date of 31st March 2016. The objective of this project was to deploy Superfast broadband (>24Mb/s download speeds) to 90% of premises across the county. The second objective

was to ensure that all premises across the county had a minimum download speed of at least 2Mb/s.

The first objective was achieved with 151K premises being fibre enabled (wholly or partially fed by fibre) and 122K of these premises having download speeds in excess of 24Mb/s.

The second objective was modified by BDUK where all sub 2Mb/s premises were offered subsidised satellite or fixed wireless solutions. This is still ongoing, but BDUK has decided that by doing this, they have allowed every county to meet this second objective.

Project 1 was completed on time and having met the key objectives. It was also completed with an underspend of circa £14M, yet to be finalised. In addition, customer take up is well in excess of projected and under a clawback agreement in the contract, BT has made an advance payment of £4.65M. Current take up is 44% against a projected 20%.

It is worth noting that our strategy has always been to maximise coverage whilst delivering value for money and on that basis, we have deployed to those areas where we get the best return on investment. This has resulted in greater than expected levels of coverage and significant financial savings which now allow us to go further.

Project Two:

Also known as 'Phase 2' or 'SEP'. The start date of this project was 1st April 2016 with a finishing date of 31st December 2017. The key objective was to push county-wide Superfast coverage up to 95% or as close to that as possible.

The project is ongoing, running ahead of schedule and will complete around the end of September 2017. It will deliver a further 7K fibre enabled premises under the original agreement when Phase 2 was signed.

Since that date, we have both underspend from contract 1 and the clawback funding to allow us to embark upon an additional tranche of Superfast broadband deployment. At this stage, all additional funding hasn't been committed, but we have added an additional 17K premises to Phase 2. It is important to note that the residual funding can only be spent upon the provision of Superfast broadband.

With the increase in deployment size, it is now expected that Phase 2 will complete on 31st December 2019 and it is expected that at that point, 97% of all premises will receive Superfast broadband.

There are a number of subsidiary issues ongoing which include the consideration of alternative technologies to deliver to the remaining 3%; we are currently bidding for additional government funding to deliver more full fibre networks and we are still trying to resolve an issue where West Lindsey District is currently excluded from the work programme.

Mobile communications in terms of 3G, 4G and 5G coverage currently sit outside the scope of this programme

Broadband as a Utility

The superfast broadband programme is very effective at delivery in an area of market failure. As part of the role that LCC has of facilitating private sector schemes we have been working with developers and providers of utility (gas, electricity, water) services to identify ways in which developers can have reassurance that utilities will be provided in a timely fashion and at a reasonable price. Broadband is increasingly being seen as an essential utility by businesses and by home builders. It may be appropriate for LCC and partners to adopt a similar approach to the one that is emerging for utilities when supporting developers. The views of the Committee on this would be welcomed.

How we are helping businesses to use broadband

The Business Lincolnshire Growth Hub is supporting businesses across Greater Lincolnshire to increase their use of digital technologies (and superfast broadband as a result). A range of support including one to one tailored advice and a range of technology related workshops on subjects such as digital marketing, ecommerce and cyber security are being offered. The Growth Hub also works with partners to deliver the Technology Hubs, where businesses can access cutting edge equipment and digital design expertise. There are also a range of grants between £1,000 and £10,000 available with intervention rates between 30% and 50% to assist eligible businesses with growth ambitions to implement their digital projects.

Future Plans

Lincolnshire County Council has now signed an agreement with BT to enter into a third phase of the Lincolnshire Broadband Programme. Phase 3 will provide faster broadband to over 9000 additional premises across the county, of which 97% will be in areas designated 'Rural' or 'Very Rural'.

The timescale for Phase 3 is a start date of autumn 2017 and a finish date of December 2019. These timescales align to Government aspirations as we attempt to push Superfast broadband coverage up to 97% of the county.

2. Conclusion

Members of the Environment and Economy Scrutiny Committee are invited to consider the work of the Lincolnshire Broadband Programme and highlight any comments for future consideration.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

N/A

b) Risks and Impact Analysis

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 Steve Brookes, Lincolnshire Broadband Programme Manager who can be contacted on 01522 552450 or stephen.brookes@lincolnshire.gov.uk

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

Report to:	Environment and Economy Scrutiny Committee
Date:	12 September 2017
Subject:	Environment and Economy Measures 2017/18

Summary:

This report provides performance information for eleven performance indicators relating to the Environment and Economy scrutiny committee. It shows that five of the indicators have been met, four have been met with measured success, and two have not been met.

Actions Required:

Members of the Environment and Economy Scrutiny Committee are invited to consider performance indicators and highlight any recommendations, changes or actions for consideration.

1. Background

This report relates to performance during quarter one of 2017/2018. The report shows that there are eleven performance indicators which relate to Environment and Economy. Of those performance indicators five have been met, four have been met with measured success, and two have not been met.

The two indicators that have not been met relate to levels of recycling. Issues relating to recycling have changed substantially since the figures were introduced in the 2008 Lincolnshire waste strategy. Now that that strategy is nearly 10 years old it is being refreshed and a new waste strategy is expected in 2018; the waste strategy will be scrutinised by this committee. The indicators may be changed as a result of the new waste strategy.

The report also includes Customer Satisfaction Information and there were 12 compliments about the work of Environment and Economy during quarter one 2017/2018.

Looking ahead, members will be aware from discussion at the June 2017 meeting of the Environment and Economy Scrutiny Committee that a process is beginning to prepare revised Commissioning Strategies. These strategies will lead to revised indicators which will help members scrutinise performance against the overall

objective of growth. Internal working drafts of the commissioning strategies have now been prepared by officers and are currently being refined.

2. Conclusion

Progress continues to be good against the indicators. In order to meet the ambitions of the new commissioning strategies it is likely that the performance indicators will change in the coming months.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

N/A

b) Risks and Impact Analysis

N/A

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Customer Satisfaction Survey
Appendix B	Q1 Performance Indicators

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 Justin Brown, who can be contacted on 01522 550630 or Justin.Brown@lincolnshire.gov.uk.

Customer Satisfaction Information
Environment & Economy Scrutiny Committee Q1
Date range for report 1st April 2017 – 30th June 2017

LCC Overview of compliments

Overall Compliments

The overall compliments received for Environment & Economy shows a decrease of 12.5% this Quarter, with 7 compliments being received compared to 8 received last Quarter.

Total number of compliments relating to <u>Environment & Economy Scrutiny Committee</u>	Current Q1	Q4	Q3	Q2	Q1
	7	8	14	6	12

Environment & Economy Compliments

Environment & Economy have received 7 compliments this Quarter. The compliments were:

6 x Environmental

- 3 x HWRC praise
- 2 x Countryside in relation to Public Footpath / Rights of Way
- 1 x Assistance with Ramblers group leaflet

1 x Economic Development

- Praise for a presentation delivered to New College, Stamford

LCC Overview of complaints

The total number of LCC complaints received this Quarter (Q1) shows a 6% decrease on the previous quarter (Q4). When comparing this Quarter with Q1 of 2016/17, there is a 5% increase when 152 complaints were received.

Total number of complaints received across all LCC service area.	Current Q1 17/18	Q4 16/17	Q3 16/17	Q2 16/17	Q1 16/17
	159	169	143	117	152
Total number of complaints relating to <u>Environment & Economy Scrutiny Committee</u>	4	4	4	8	12
Total Service Area Complaints broken down					
Environmental Management	4	2	4	8	12
Planning	0	2	0	0	0
Number of complaint escalations	1	0	Data not previously reported		
How many LCC Corporate complaints have not been resolved within service standard	0	1	6	8	4
Number of complaints referred to ombudsman	9	7	8	17	5

This Quarter Environment & Economy has received 4 complaints which is the same as last Quarter when they received 4 complaints. When comparing this Quarter with Q1 2016/17, there is 67% decrease with 12 complaints being received.

Environmental management

This Quarter Environmental Management has received 4 complaints which is an increase of 2 from last Quarter when 2 were received. The complaints were regarding:

- Louth HWRC
- Lincoln HWRC
- The use of a footpath
- An overhanging hedge

The 2 HWRC complaints were partly substantiated and the other 2 complaints were not substantiated.

Planning

This Quarter Planning has received 0 complaints which is a decrease of 2 from last Quarter when 2 were received.


Complaint escalations

In Quarter 1 of 2017/18 there were a total of 12 complaint escalations for LCC. 1 of these related to Environment & Economy.

This was in relation to a lack of response to comments. This was unsubstantiated.

Ombudsman Complaints

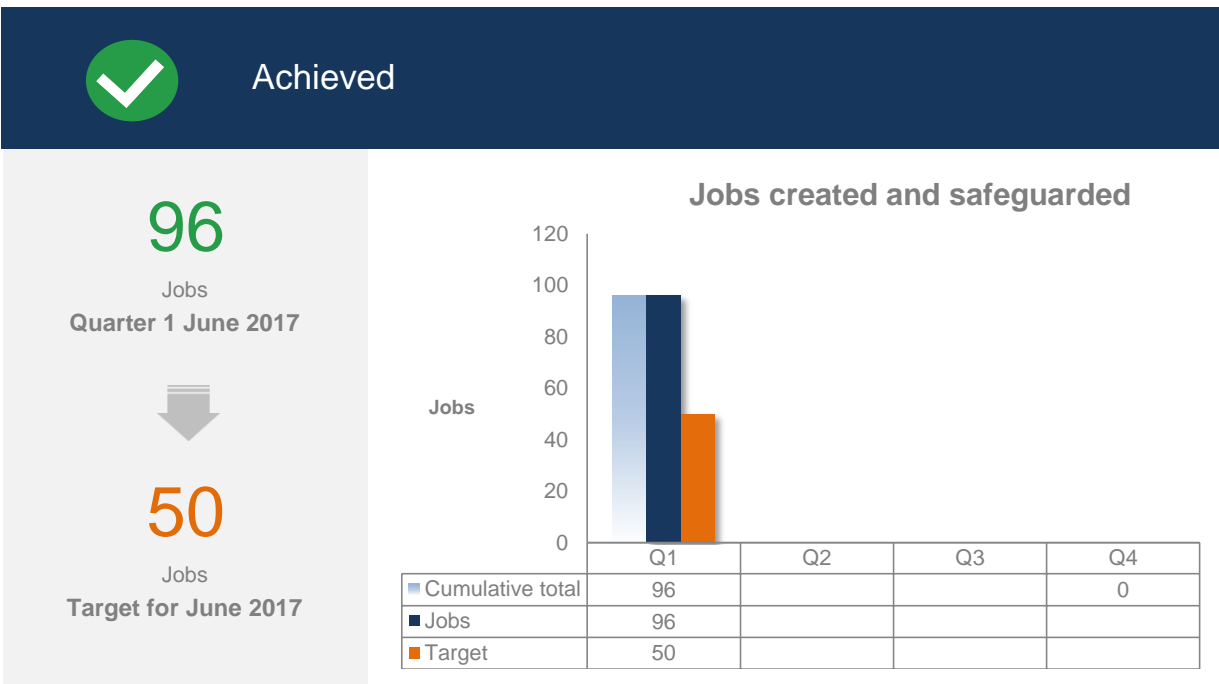
In Quarter 1 of 2017/18, 9 LCC complaints were registered with the Ombudsman. None of these complaints were recorded against Environment & Economy.

 Businesses are supported to grow

Jobs created as a result of the Council's support

Jobs created and safeguarded

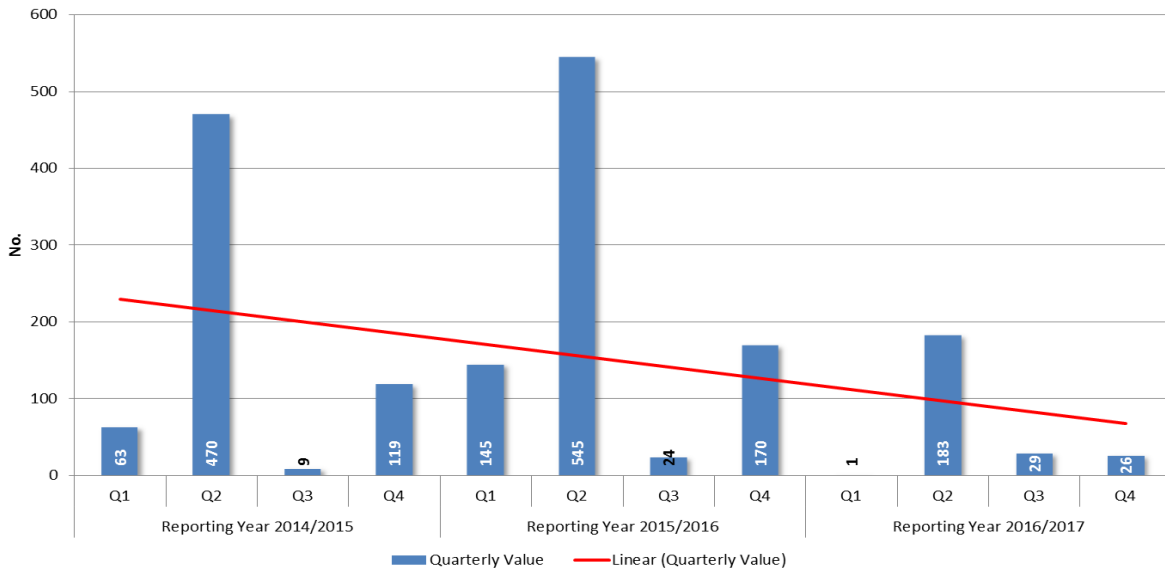
Number of jobs created and safeguarded as a result of the Council's support.
A higher number of jobs created and safeguarded indicates a better performance.



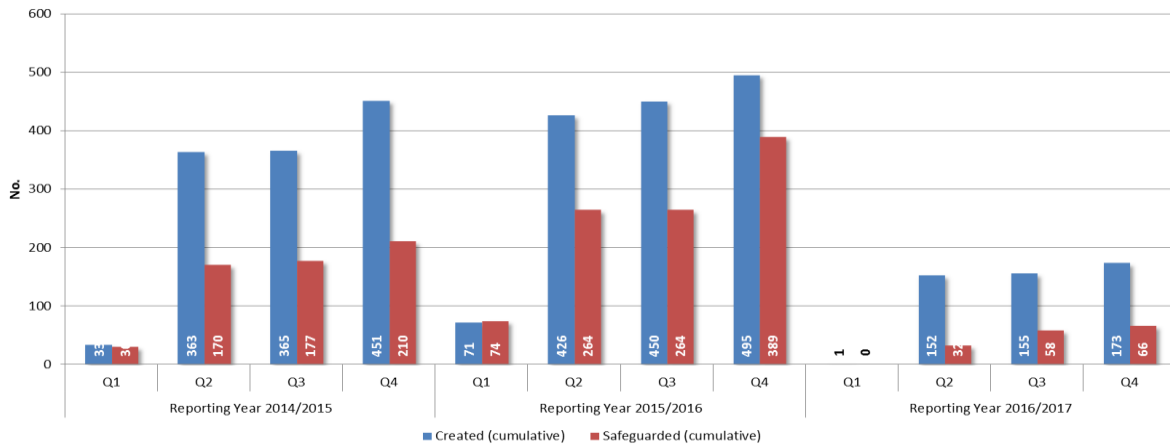
About the latest performance

There were 44 new jobs created through ERDF programmes delivered through the Business Lincolnshire Growth Hub; 32 in May and 12 in June. There was also 48 new jobs created with a further 4 Jobs Safeguarded through the work of the Growth Team and that of the county's Business Centres. The jobs created have all been in relation to Foreign Direct Investment (FDI) companies expanding their workforce where Lincolnshire County Council (LCC) have been supporting these businesses through our account management programme: LINCAT – 25 new jobs were created through an investment of £450,000 which was put towards new plant and machinery due to the expansion of new product lines and increased orders. In addition a further 11 jobs were created in the factory due to sales increases. LCC work closely with Lincat to ensure they are effectively account managed and supported; DYNEX – 3 new jobs created with an investment of £320,000 in the automotive sector this is a new area for Dynex which is expanding quickly for them. LCC have been working closely with Dynex along with Department for International Trade (DIT) helping them to branch out into this sector with DIT sector specialist visits and involvement in Trade Missions; NMB MINEBEA – 9 new jobs created with an investment of £1,500,000 as a result of their aerospace contract for 2016/17. LCC have been working closely with NMB Minebea to help raise their profile in order to attract more engineers e.g. linkages with University of Lincoln, business connections, invitations to events and several articles in The Business magazine. This is now beginning to take effect and assisting them in recruiting.

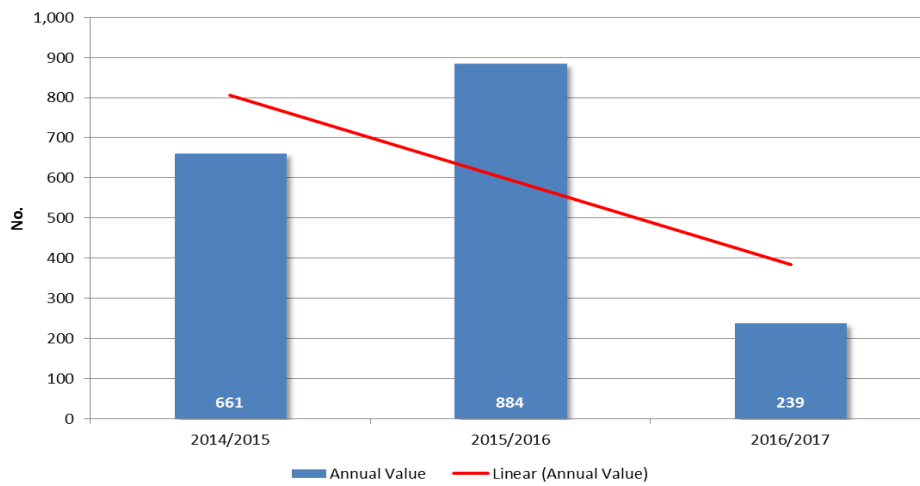
Jobs Created and Safeguarded



Jobs Created and Jobs Safeguarded Cumulative Comparison



Jobs Created and Safeguarded Annual Value



About the target

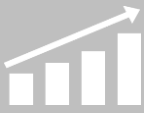
The council commissions a series of programmes which help business leaders to grow their business. This includes the building of business sites and premises for selling or renting to businesses which are growing. We do this in order to create jobs in the county, and the jobs are counted in this target.

About the target range

No target range has been set for this measure. It is likely that a target range will be set in 2017/18.

About benchmarking

This measure is local to Lincolnshire and therefore is not benchmarked against any other area.

 Businesses are supported to grow

Jobs created as a result of the Council's support

Businesses supported by the Council

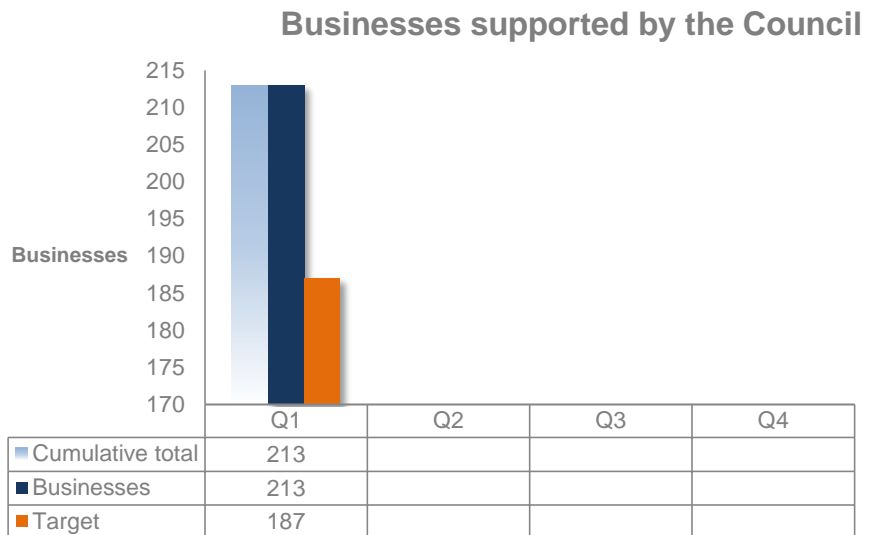
Number of businesses who receive direct support and advice from services the Council commission. A higher number of businesses supported by the Council indicates a better performance.

 Achieved

213
Businesses
Quarter 1 June 2017



187
Businesses
Target for June 2017

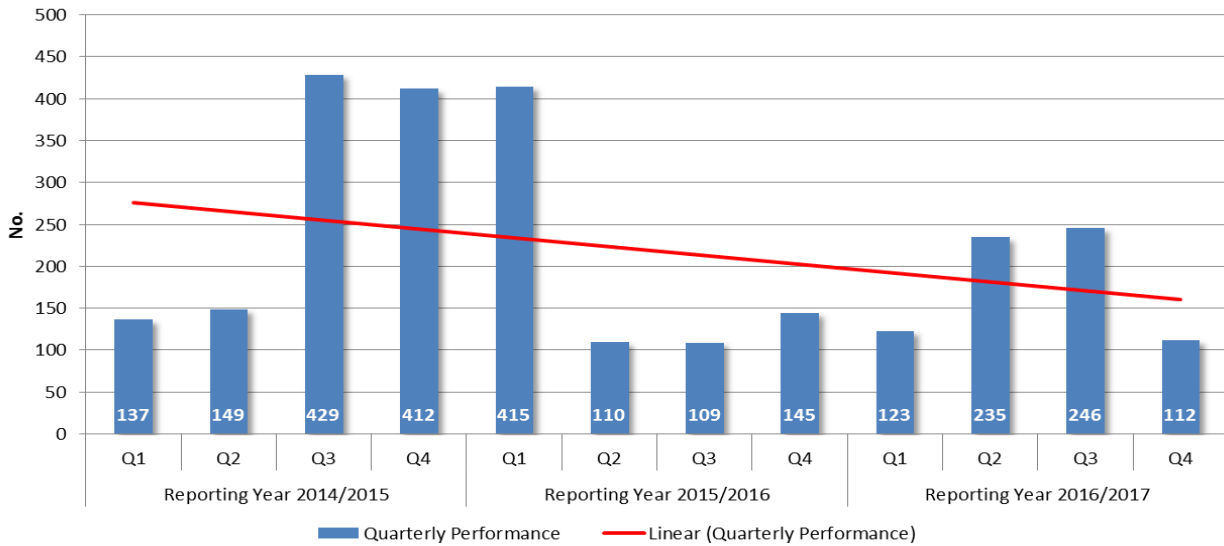


About the latest performance

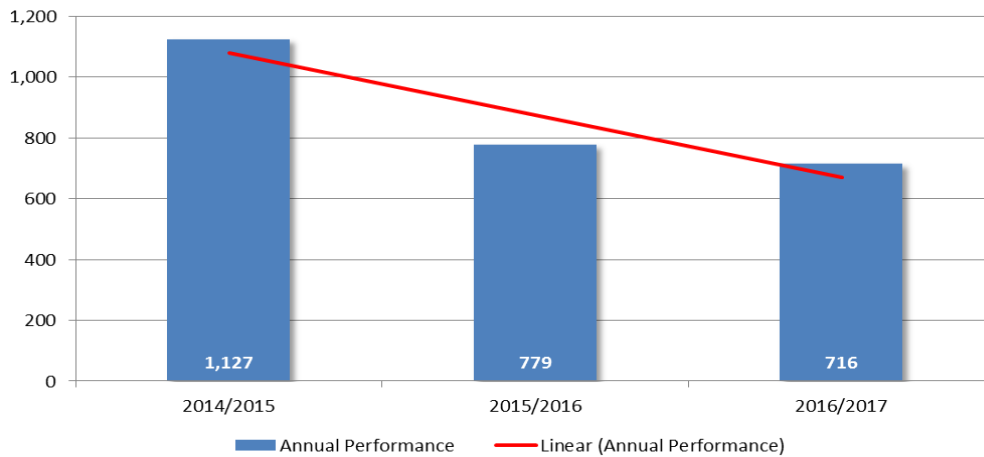
There were 25 businesses intensively assisted from work undertaken by the Growth Team, including 1 from the Business Centre. Business Lincolnshire Growth Hub Advisors gave direct business support to 188 businesses in Quarter 1 and further assisted 461 businesses through sponsored and delivered events for the same period including the Digital Conference – 17th May, Made In Lincolnshire Manufacturing Awards – 17th May, Digital Awards – 18th May, Innovation Workshop – 18th May, Family Business Event – 9th June and European Agricultural Fund for Rural Development (EAFRD) Leader Workshop – 20th June.

Further details

Businesses Supported by the Council



**Businesses Supported by the Council
Annual Performance**



About the target


The council commissions a series of programmes which help business leaders to grow their business. The businesses who receive support will grow, creating jobs and other opportunities (e.g. supply chain) and the number of businesses counted in this target.

About the target range

No target range has been set for this measure. It is likely that a target range will be set in 2017/18.

About benchmarking

This measure is local to Lincolnshire and therefore is not benchmarked against any other area.

 Businesses are supported to grow

Jobs created as a result of the Council's support

Qualifications achieved by adults

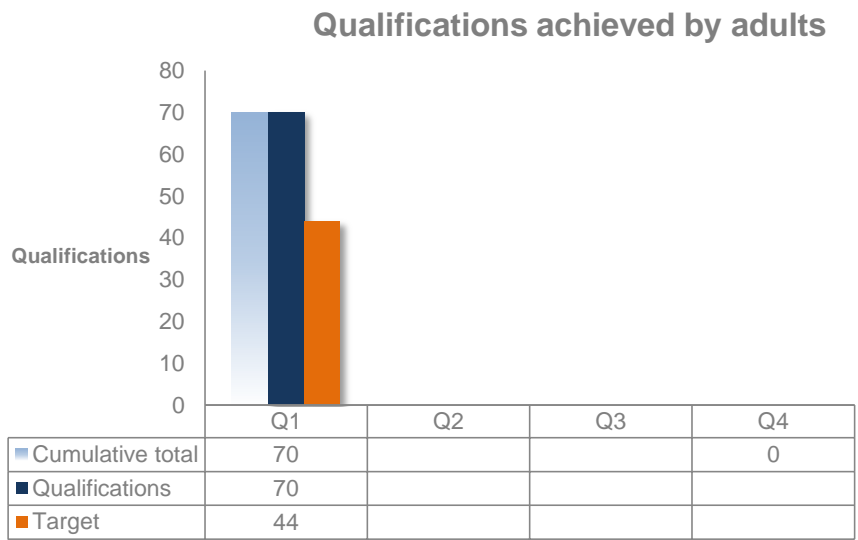
Number of qualifications achieved (Skills programmes, vocational training programmes, adult and community learning) through programmes support by the council.
A higher number of qualifications achieved indicates a better performance

 **Achieved**

70
Qualifications
Quarter 1 June 2017



44
Qualifications
Target for June 2017

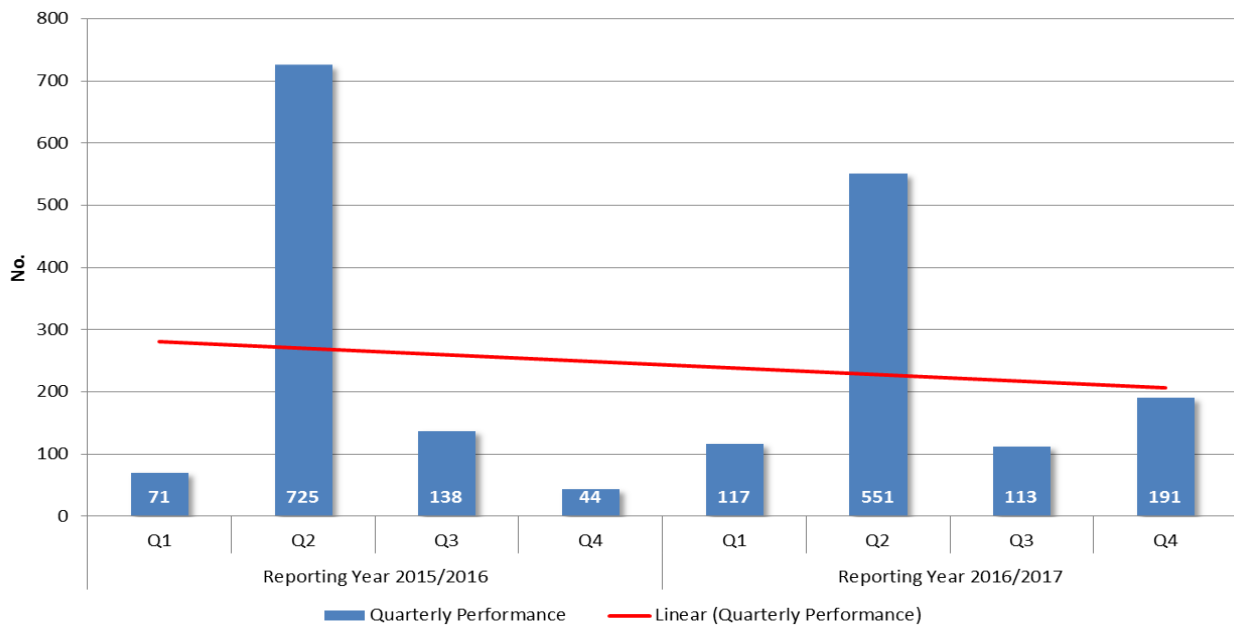


About the latest performance

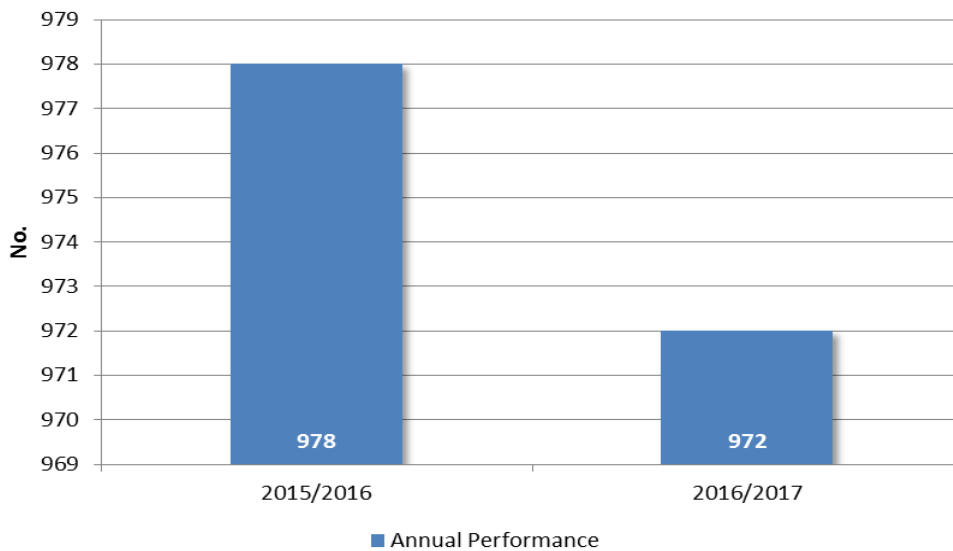
There were 70 qualifications achieved against a target of 44 for the first quarter from the qualifications delivered through the Adult Learning programme. Qualifications delivered include English and maths functional skills which are mandatory elements of Apprenticeship training programmes, First Aid qualifications which were requested by Children's Centres to support their volunteers and a number of vocational qualifications to support people into work.

Further details

No. of Qualifications Achieved by Adults



**No. of Qualifications Achieved by Adults
Annual Performance**



About the target


The council commissions a series of training schemes which help individuals to gain skills. These training schemes are focused on the skills that employers need. Employers can understand an individual's skill level by the qualifications that they hold, hence the reason that we count the number of qualifications achieved.

About the target range

No target range has been set for this measure. It is likely that a target range will be set in 2017/18.

About benchmarking

This measure is local to Lincolnshire and therefore is not benchmarked against any other area.

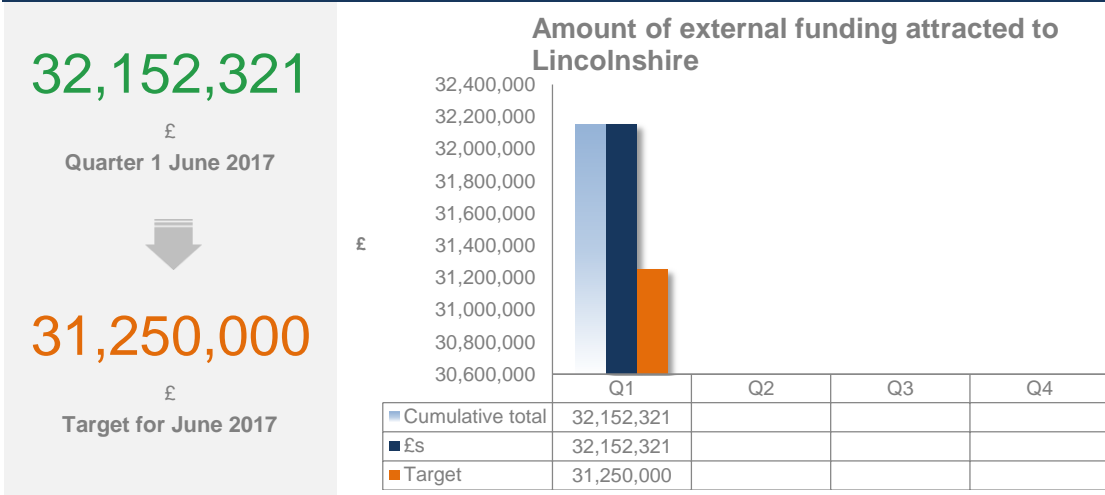
 Businesses are supported to grow

Jobs created as a result of the Council's support

Amount of external funding attracted to Lincolnshire

Amount of external funding attracted to Lincolnshire (including Greater Lincolnshire Local Enterprise Partnership and European Union funding programmes) by the council.
A higher amount of external funding indicates a better performance.

 **Achieved**

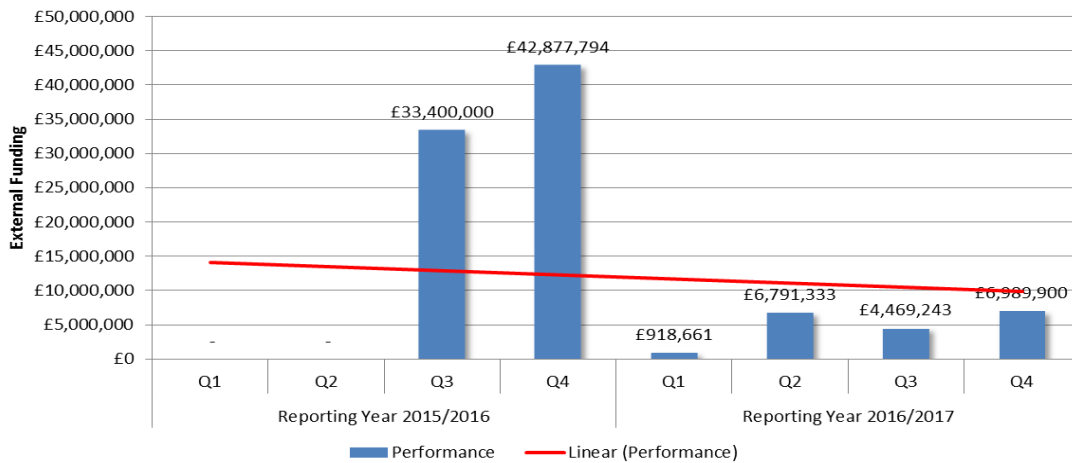


About the latest performance

The target of £35m is made up from £30m Single Local Growth Fund (SLGF) and £5m expected from contracted European Regional Development Fund (ERDF) project applications. Projects approved during Quarter 1 were Business Inspiration £527,327 and LORIC (Lincolnshire Open Research & Innovation Centre) £2,174,994 totalling £2,702,321. LORIC project will create a Research & Innovation Centre linked to Bishop Grosseteste University (BG) in Lincoln. This will connect researchers and doctoral students with businesses, social innovation/enterprises, and public sector partners to work on collaborative innovation projects which create new economic and social value. The Centre will enable business and other organisations to make the most effective uses of rapidly expanding Open Data Research and Innovation (Open DRI). Business Inspiration's project contains a number of elements to provide integrated support to micro-small or medium enterprise (micro-SME) businesses including those operating within the social business spectrum or wishing to do so. This support will include entrepreneurial leadership development; specialist consultancy; graduate/undergraduate placements and internships; Knowledge Exchange projects; peer-peer support; research and innovation guidance; and grant funding to provide financial support. This will complement the proposed LORIC project through a business innovation and growth dimension. SLGF bid was successful and we have received £29,450,000 to be allocated over the course of the year – the projects this benefits will be explained each quarter for 2017/2018 and the Accountable Body will update Environment and Economy Scrutiny Committee on a regular basis.

Further details

Amount of External Funding Attracted to Lincolnshire



About the target

EU growth fund £3 million - Internal/external projects contracted for European Regional Development Fund (ERDF), European Social Fund (ESF) and European Agricultural Fund for Rural Development (EAFRD)

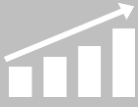
£12 million European Growth Deal Round III - It is anticipated that a further Growth Deal (Round III) will be awarded in 2016/17 which is likely to be less than £14.8 million awarded previously.

About the target range

No target range has been set for this measure. It is likely that a target range will be set in 2017/18.

About benchmarking

This measure is local to Lincolnshire and therefore is not benchmarked against any other area.



Businesses are supported to grow

Reduce the risk of flooding

Flooding incidents within a property

This measure is calculated on the basis of the number of formal investigations undertaken by the County Council under section 19 of the Flood and Water Management Act 2010 where the incident involves flooding within a property from any source, although under the Act the County Council only has a responsibility for local flood risk i.e. from surface water, groundwater or ordinary watercourses. Lincolnshire County Council has interpreted a flooding incident to be any in which one or more domestic properties are flooded internally.

A smaller number of flooding incidents indicates a better performance.

Measured

3

Incidents

Quarter 1 June 2017

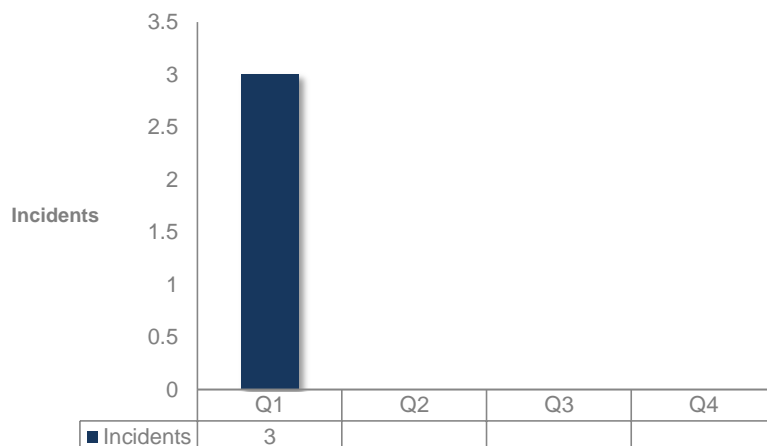


0

Incidents

Quarter 4 March 2017

Flooding incidents within a property



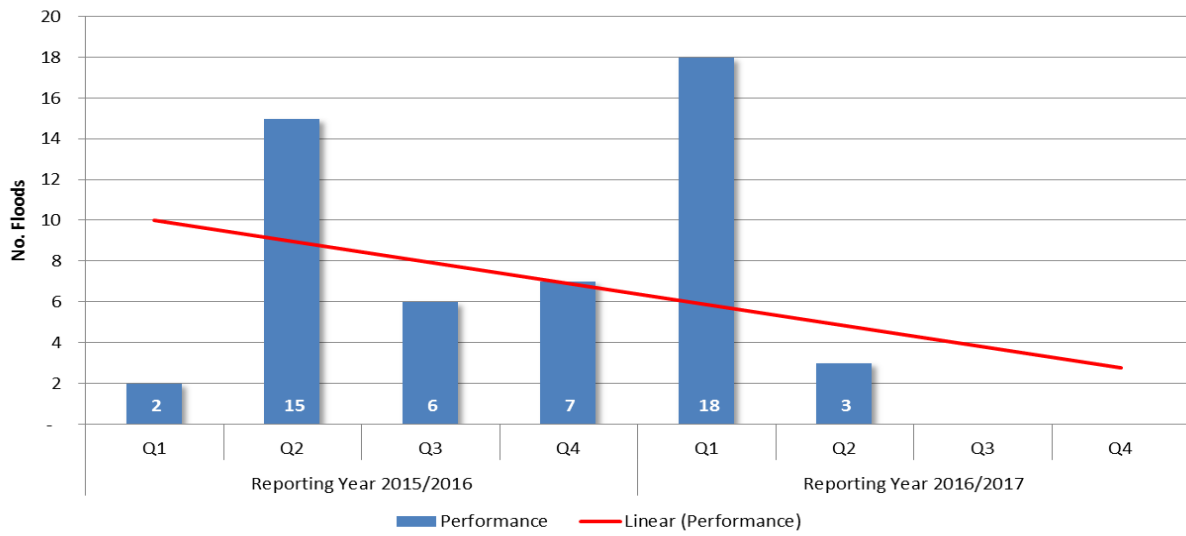
About the latest performance

In Quarter 1 this year, three new Section 19 investigations were commenced affecting three properties. This is in contrast to 18 flooding events in the same period last year, of which 17 occurred in June 2016 alone.

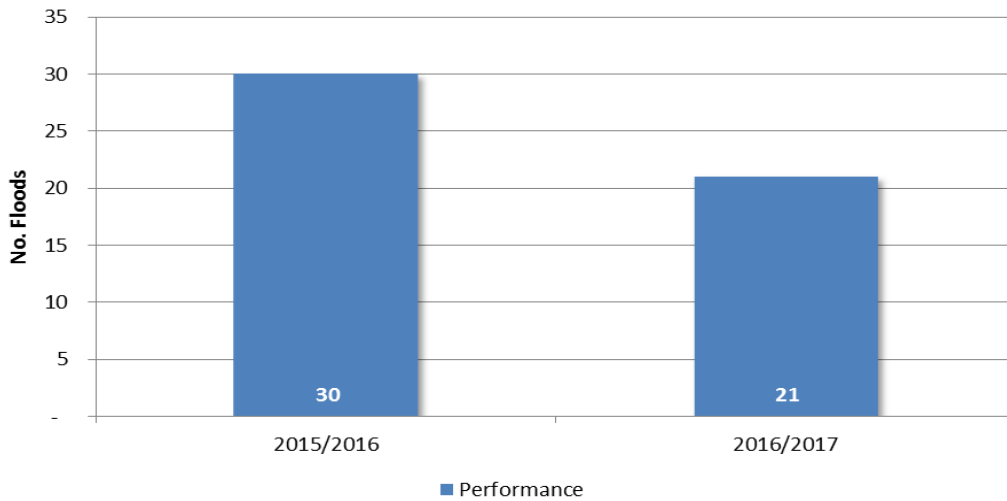
The weather in Quarter 1 was a mixed bag. According to Environment Agency data, rainfall in April 2017 was classed as 'notably low', at around 34% of the long term average, while May rainfall was above the long term average. June data is not yet available, but early indications are that it was a wetter month than average, with more than a month's rain falling in some areas of the County in just 24 hours on 28th June.

Further details

Flooding Incidents Within a Property



Flooding Incidents Within a Property Annual Total



About the target


This measure is reported to provide context to the outcome reduce the risk of flooding. It is not appropriate to set a target for this measure.

About the target range

A target range is not applicable as this is a contextual measure.

About benchmarking

This measure is local to Lincolnshire as each Local Flood Authority (Unitary and County Councils) defines a flood incident as they consider appropriate and therefore is not benchmarked against any other area.

 Businesses are supported to grow

Reduce carbon emissions

CO₂ emissions from county council activity

Carbon dioxide (CO₂) is a greenhouse gas which contributes, along with other gasses, to global warming and the resulting climate change.

The County Council is no different to any other organisation in that its activities use energy and emit significant amounts of these gasses.

The main activities involved (both Council and their long term partners) that generate these emissions are:-

- * Use of buildings (heating & lighting)
- * Use of vehicles (fuel)
- * Street lighting (electricity)

County Council annual carbon dioxide emissions were calculated in 2011/12 and the baseline figure was reported as 83,006 tonnes.

The Council has adopted a target reduction of 22% over a 6 year period, reducing the emission down by 18,261 tonnes to 64,745 tonnes by 31st March 2018.

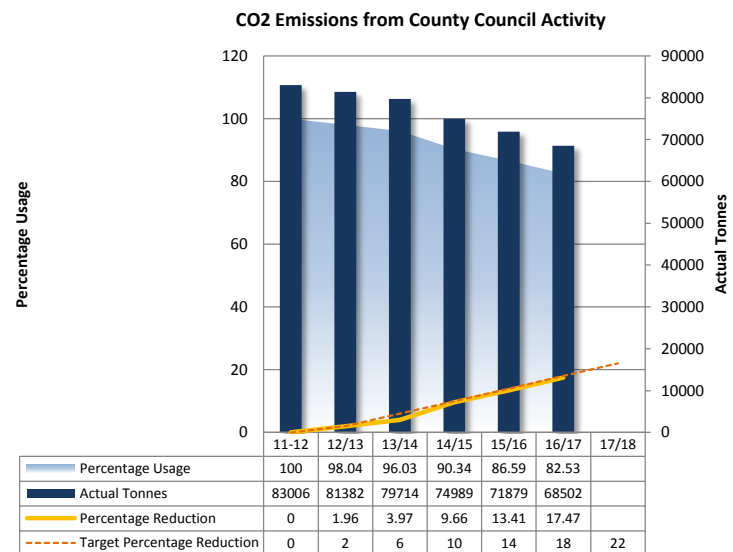
Data is reported annually in Quarter 1, with a 3 month (1 quarter) lag, so for example, 2016/17 data will be reported in Q1 2017/18. The higher the percentage of CO₂ reductions indicates a better performance.

 **Achieved**

17.47
% reduction
March 2017



18
% reduction
Target for March 2017



About the latest performance

There has been a reduction of 4.7% or 3,377 tonnes of CO₂ from the 2015/16 figure which means that we are on target to meet the 22% reduction by March 2018. Whilst the Transport element has increased by 2.8% (76 tonnes) due to an increase in the use of lease vehicles there has been a significant reduction of 5.0% (3,383 tonnes) from the Stationary element which comes almost exclusively from Street lighting. This is due to the upgrading of street lights to LED and part night lighting.

Further details

Please see the main graphic for all available data relating to this measure.

About the target


County Council annual carbon emissions were calculated in 2011/12 and the baseline figure was reported as 83,006 tonnes. The Council have adopted a 22% reduction over a 6 year period reducing the emissions down by 18,261 tonnes to 64,745 tonnes by 31st March 2018.

About the target range

There is no target range for this measure as the target is based on a reduction of 22% over a 6 year period.

About benchmarking

This measure is local to Lincolnshire and therefore is not benchmarked against any other area.

 Businesses are supported to grow

Reduce carbon emissions

Lincolnshire CO₂ reductions

This is a nationally collected (by the Department for Communities and Local Government) set of data that shows the amount of greenhouse gas emissions (CO₂) from all sectors within the UK. This data is broken down to National, Regional, County and District Levels.

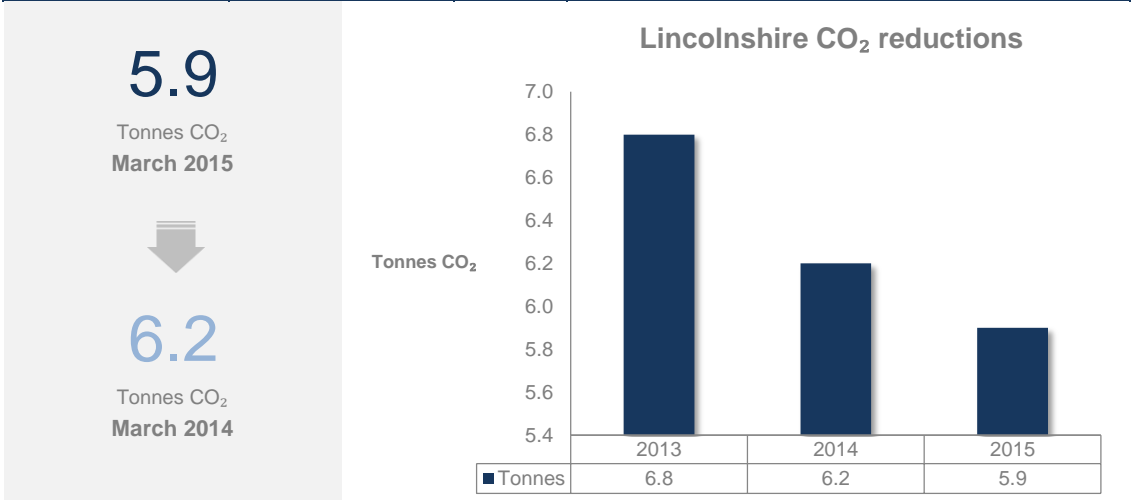
The dataset is made up of 4 key sectors:-

- * Industry and Commercial
- * Domestic
- * Transport
- * Land Use/change and Forestry

The emissions for Lincolnshire are expressed as the amount of CO₂ emitted per person (capita). Data is reported with a 2 year, 3 month (1 quarter) lag, so for example data from March 2015 will be reported in Q2 2017.

The dataset can be found at: <https://www.gov.uk/government/collections/uk-local-authority-and-regional-carbon-dioxide-emissions-national-statistics>

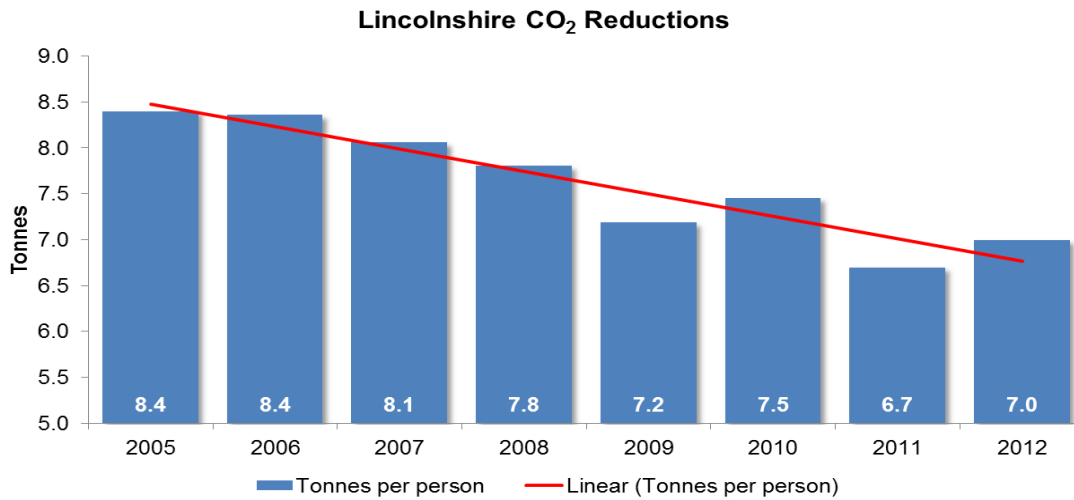
A smaller tonnage of CO₂ emissions for Lincolnshire indicates a better performance.



About the latest performance

The tonnes of CO₂ per head of population for Lincolnshire have dropped from 6.2 tonnes in 2014 to 5.9 tonnes in 2015 which is a 4.8% reduction. The tonnes of CO₂ per head of population are made up of 3 elements Industry, Domestic & Transport and although 2 of the individual elements have decreased (Industry 12.2% & Domestic 4.5%) the Transport element has increased by 2.6%. Although the Transport element has been slowly increasing over the last 2 years this is in line with figures for the CO₂ per head of population from the rest of the UK. Please note amendments have been made to previously published data within this measure, to ensure accuracy in relation to government figures.

Further details



About the target

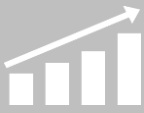
This measure is reported to provide context to the outcome reduce carbon emissions. It is not appropriate to set a target for this measure.

About the target range

A target range is not applicable as this is a contextual measure.

About benchmarking

The Lincolnshire data set can be benchmarked against other local authorities, the East Midlands, England and the UK as a whole.

 Businesses are supported to grow

Increase recycling

Recycling at County Council owned Household Waste Recycling Centres

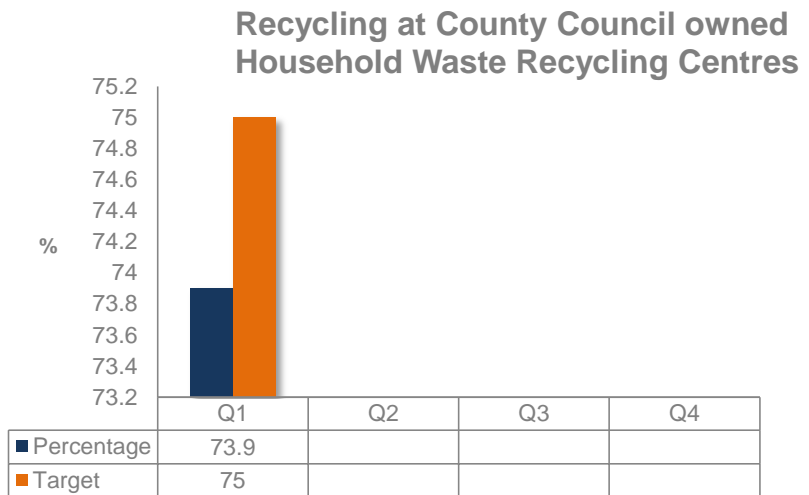
This measure excludes all sites which are not owned by Lincolnshire County Council as the Council has limited control and influence over what streams are recycled. Performance includes some estimates where actual figures are not yet available. Officially approved data is available four months after the end of the Quarter to which it applies. A higher percentage of recycling indicates a better performance.

 Not achieved

73.9
%
Quarter 1 June 2017



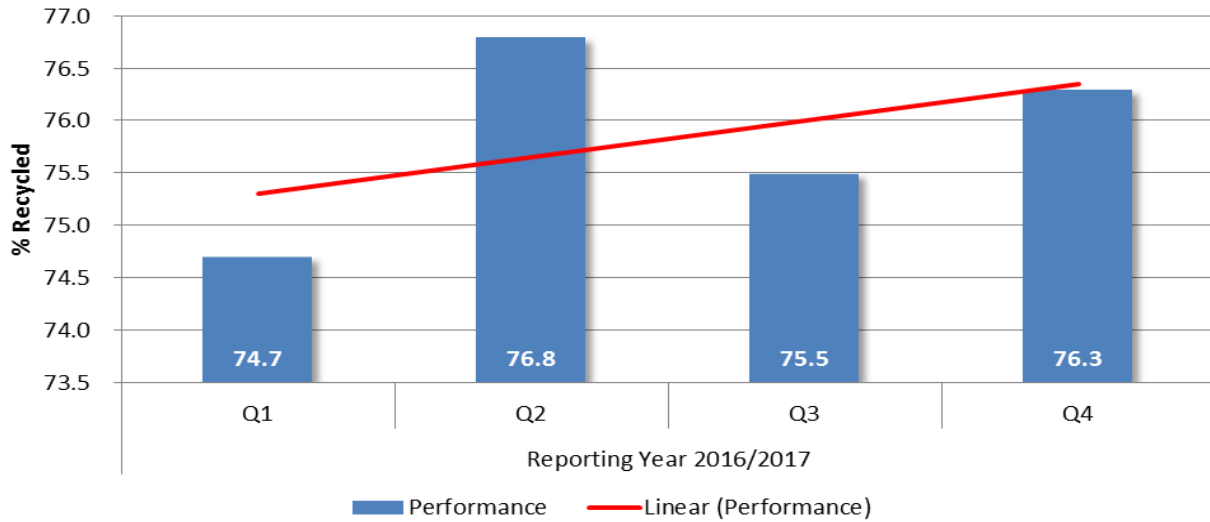
75
%
Target for June 2017



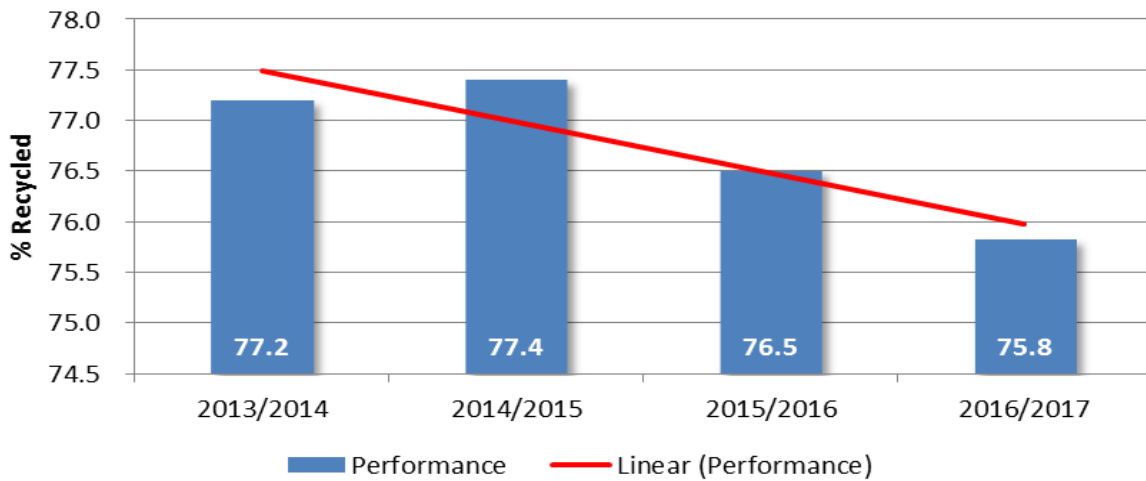
About the latest performance

The Household Waste Recycling Centre (HWRC) recycling rate for Q1 is expected to be higher than for the year overall due to more composting in the Summer. We are currently seeing a reduction in the HWRC recycling rate. A contributing factor will be the processing of some materials down the waste hierarchy from recycling to recovery. The Environment Agency (EA) have concerns around some materials being stored which has reduced the recycling outlets in Lincolnshire

Recycling at County Council owned Household Waste Recycling Centres



Recycling at County Council owned Household Waste Recycling Centres Average Annual Percentage



About the target

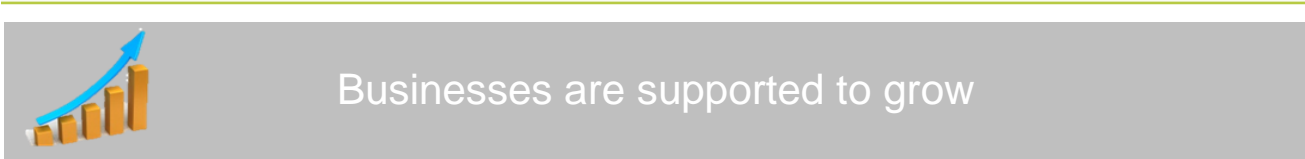
The annual target of 75% represents a sustaining of our previous high performance.

About the target range

No target range has been set for this target.

About benchmarking

Availability of data for other authorities is limited as this has never been an official National Indicator.



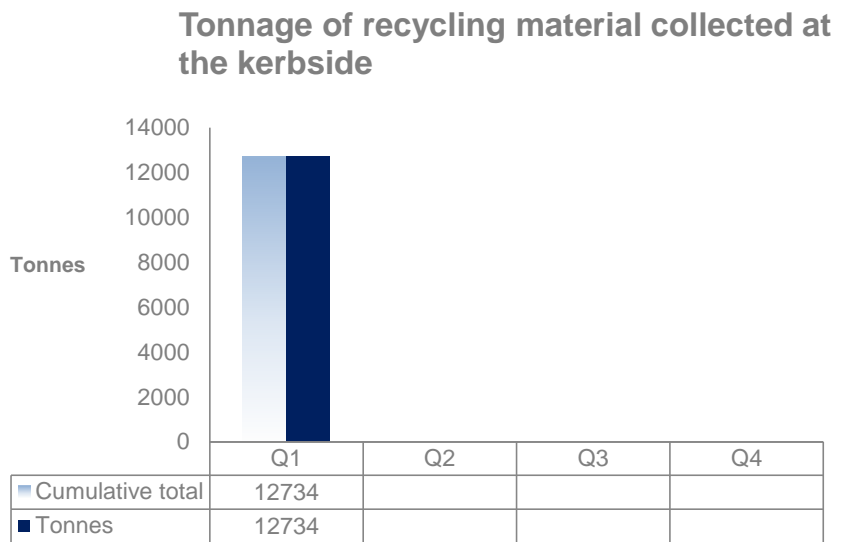
Increase recycling

Tonnage of recycling material collected at the kerbside

The tonnage of recycling material collected at the kerbside depends on how much is presented by the public in kerbside recycling collections and on how much of that material has to be excluded due to it being non-recyclable. This measure excludes waste that has been 'rejected' so that we can see how much recyclable material was collected.

Performance includes some estimates where actual figures are not yet available. Officially approved data is available four months after the end of the Quarter to which it applies.

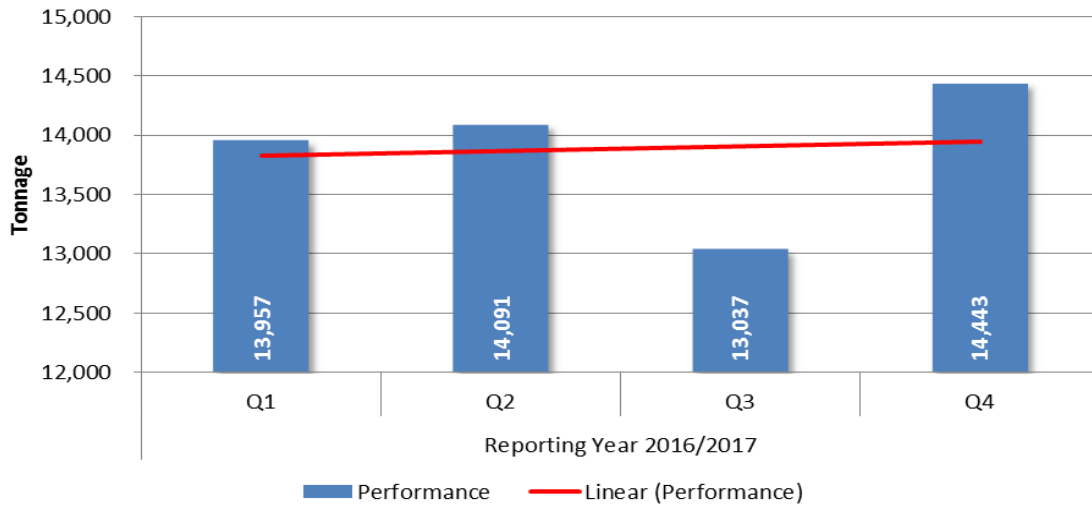
A higher tonnage of recycling material collected at the kerbside indicates a better performance.



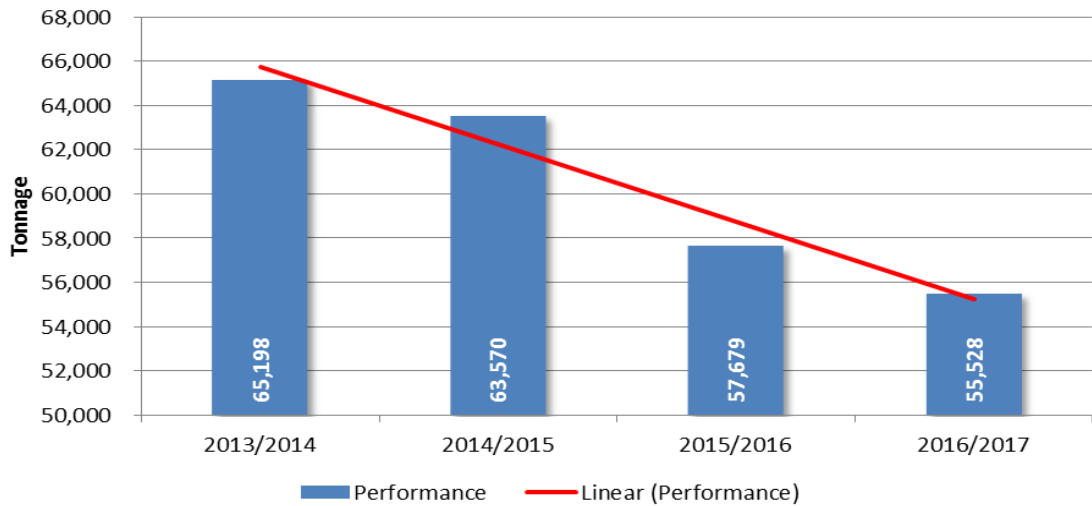
About the latest performance

Our Waste Collection Authorities (WCAs) have collected a slightly lower quantity in kerbside recycling collections. Unfortunately, around 26% of what our WCAs collect from kerbside recycling bins turns out to be non-recyclable. This contamination level needs to be addressed with the District Councils as part of the next Mixed Dry Recycling (MDR) contract and Waste Strategy to ensure we have a resource which is acceptable to the processing contractors and they tender accordingly.

Tonnage of recycling material collected at the kerbside



Tonnage of recycling material collected at the kerbside Annual Performance



About the target


This measure is included for context and so it is not appropriate to set a target for this measure.

About the target range

No target range has been set for this target.

About benchmarking

As tonnage collected depends on the size of a Local Authority, comparisons with other councils is not meaningful.

 Businesses are supported to grow

Increase recycling

Household waste recycled


The percentage of waste collected by either the County or District Councils which was reused, recycled or composted.

Performance includes some estimates where actual figures are not yet available. Officially approved data is available four months after the end of the Quarter to which it applies.

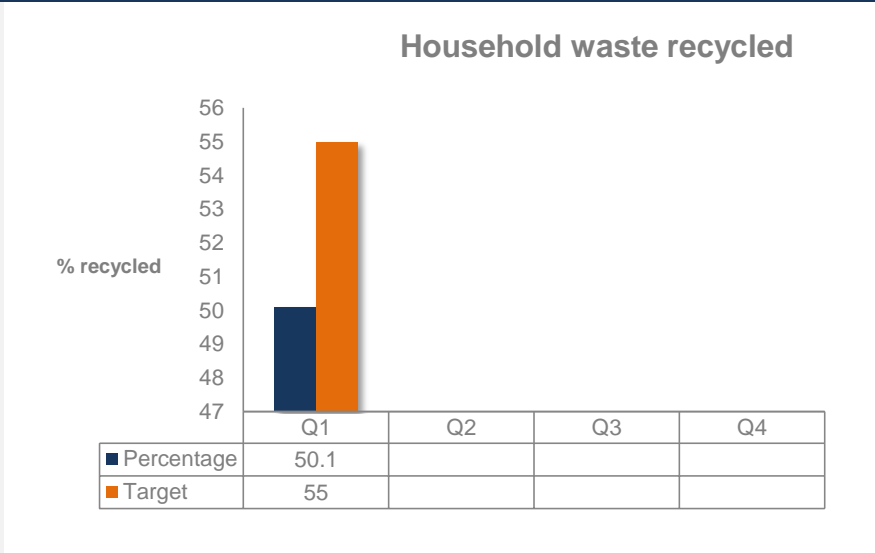
A higher percentage of household waste recycled indicates a better performance.

 Not achieved

50.1
% recycled
Quarter 1 June 2017



55
% recycled
Target for June 2017



About the latest performance

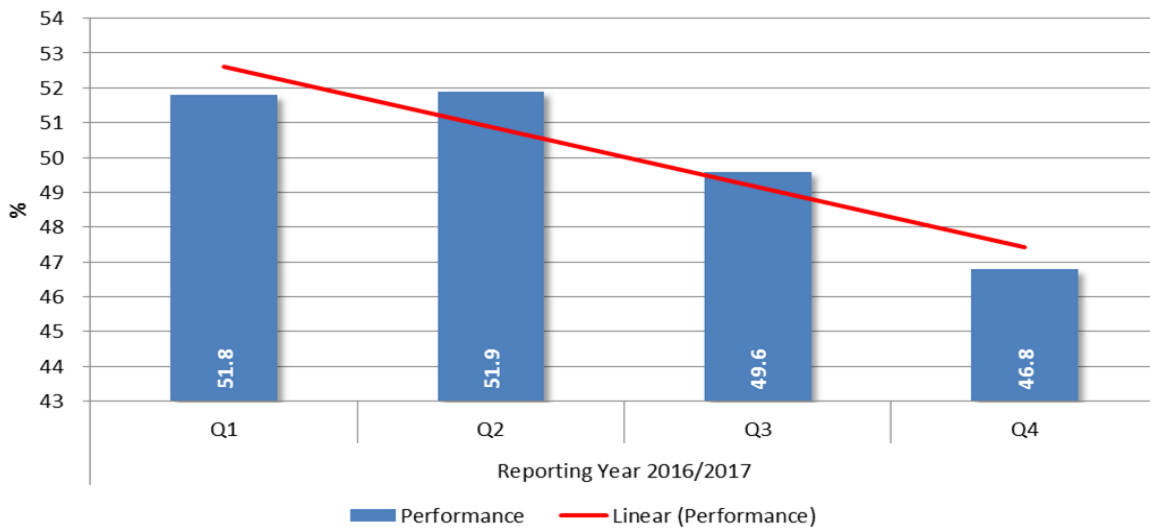
Our recycling rate for Q1 is expected to be higher than for the year overall due to more composting in Summer.

We are forecasting a drop in the overall recycling rate compared to 2016/17 as the reported level of contamination (non-recyclables) has increased.

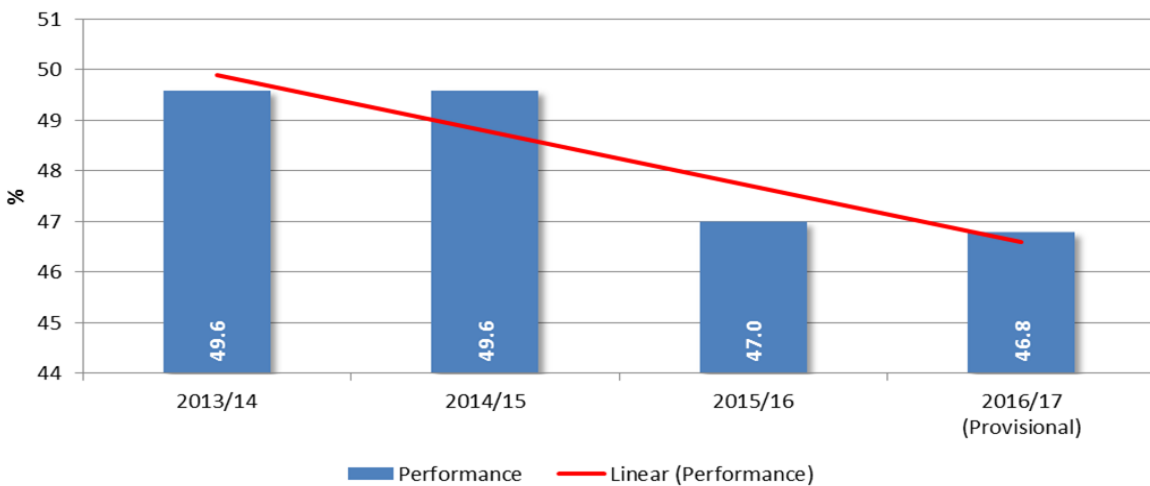
We have seen similar levels in Green waste composting to 2016/17. The aspirational target of 55% was set in our Joint Municipal Waste Management Strategy and needs to be addressed as it is presently unachievable. The strategy is being refreshed in cooperation with the Districts.

Further details

Percentage Recycled of Household Waste Collected



Percentage Recycled of Household Waste Collected (Annual Total)



About the target

The annual target of 55% was set as a long-term aspiration in our Joint Municipal Waste Management Strategy (2008).

About the target range

Given the number of separate figures which go into this calculation, a target range of +/- 0.5 percentage points allows for small fluctuations to remain on target.

About benchmarking

National data is available for each Local Authority. However, given the delay in finalising official figures, this is usually only available for the previous year.



Businesses are supported to grow

Increase recycling

Green waste composted

The tonnage of green waste collected by either the County or District Councils which was sent for composting.

Performance includes some estimates where actual figures are not yet available. Officially approved data is available four months after the end of the Quarter to which it applies.

A higher tonnage of green waste composted indicated a better performance.

➡ Measured ←

26,437

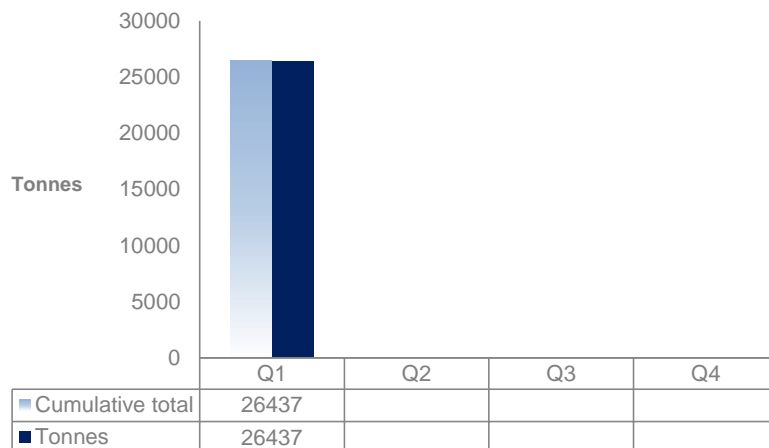
Tonnes
Quarter 1 June 2017



26,930

Tonnes
Quarter 1 June 2016

Green waste composted

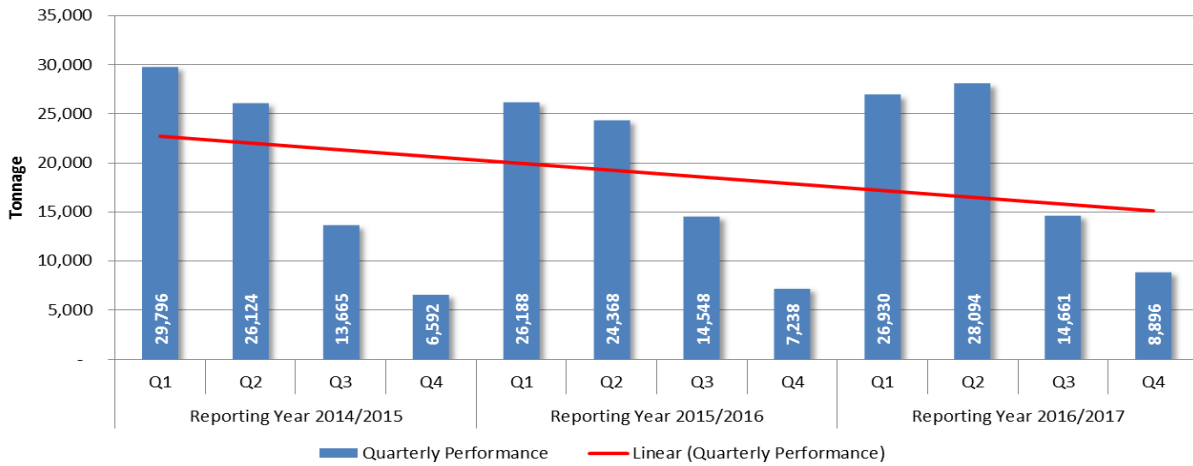


About the latest performance

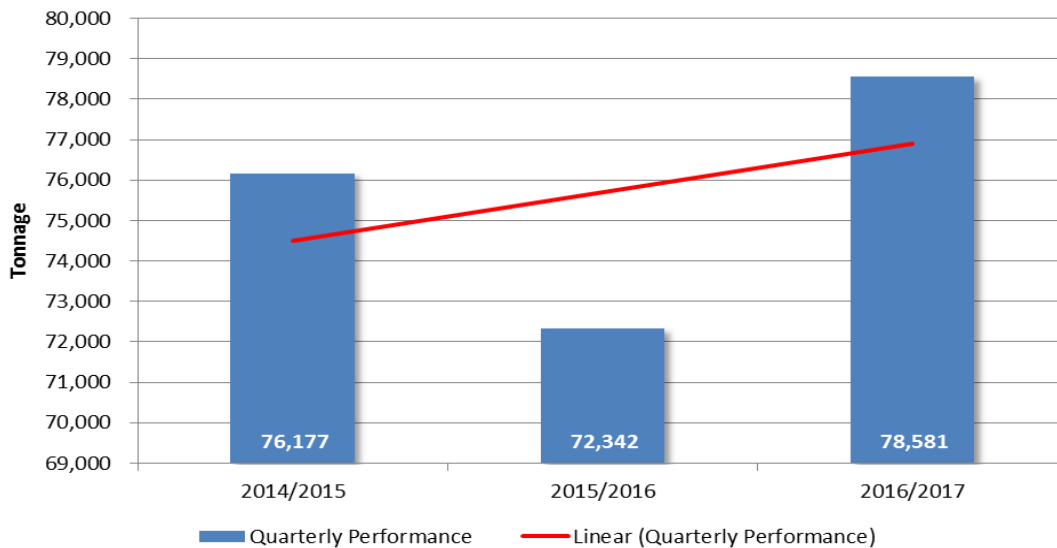
We have seen similar levels in composting to 2016/17, this is dependent on growing conditions.

Further details

Tonnage of Green Waste Composted



Annual Tonnage of Green Waste Composted



About the target

No target has been set, as this is measured for reference purposes. The tonnage composted depends on how much green waste is presented to us by the public and external factors such as weather conditions.

About the target range

A target range is not applicable as this is a contextual measure.

About benchmarking

As tonnage of waste composted depends on the size of a Local Authority, comparisons with other councils is not meaningful.

This page is intentionally left blank

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

Report to:	Environment and Economy Scrutiny Committee
Date:	12 September 2017
Subject:	Water Management Plan 2015 -2040

Summary:

The issue of good quality water management is one of the most important for economic growth in Lincolnshire. This paper explains how Lincolnshire County Council (LCC) is working with partners such as the Greater Lincolnshire Local Enterprise Partnership (GLLEP) on a joint water plan and explains some of the next steps that are being taken.

Actions Required:

Members of the Environment and Economy Scrutiny Committee are invited to:

- 1) Consider and comment on the progress that has been made in establishing a water management plan and support the next steps listed in the report;
- 2) Support that LCC continues to engage effectively with Water Resources East and other initiatives which will have a positive impact on Water Management in Lincolnshire.

1. Background

Water Management is an essential component of economic growth. Water assists with the manufacturing process, it is essential for homes and communities, and it can be a substantial asset for tourism. However, it can also provide a significant risk through flooding and the supply of water does not automatically meet the demand for water.

Lincolnshire County Council and Greater Lincolnshire Local Enterprise Partnership have recognised this issue, and have produced the attached water management plan which sets out a way of tackling the challenge of providing water for effective economic growth. The plan is attached for members' consideration.

Recent work by LCC and GLLEP on utilities has highlighted the cost and difficulty of installing a reliable water system for economic growth; it is of a similar scale to water and gas.

The water management plan addresses:

Managing Flood Risk

Water storage for economic growth purposes / Use of water as a tourism asset.

LCC and the GLLEP have worked with partners in district councils, unitary authorities, Internal Drainage Boards, the Environment Agency to develop the first projects that meet the aims of the water management strategy.

These are two flood management schemes which are now being delivered in the Boston area (Haven and Wrangle flood banks). These projects will add value to planned investments in flood protection by the EA, thereby protecting a larger amount of land and giving confidence to investors to develop commercial and domestic property in the area.

A lobbying/engagement campaign has started to be implemented. It is an ongoing campaign, but it peaked with a reception in the House of Commons which was addressed by then DEFRA Secretary of State Mrs Andrea Leadsom MP.

Next Steps

A good sense of direction has been established, and Lincolnshire is seen as an area that DEFRA, Environment Agency, and other partners can work with on water management, but it is important to retain momentum. LCC has therefore found funding for a time-limited piece of support which will help to drive forward the water management plan in partnership with GLLEP. This work will be delivered over the next 6 months and will comprise three distinct activities:

Provide in-depth technical advice to the GLLEP water management board on which LCC sits Help the water management board to prioritise a set of projects which meet the aims of the water management plan establish a longer-term engagement plan which sets out partners with whom to work, messages to make, and which opportunities to pursue

A more detailed paper on LCC's project activity for water management, with a particular emphasis on Water Resources East, will be brought to the next meeting of the Environment and Economy scrutiny committee.

Further Engagement

Anglian Water has worked with a wide range of stakeholders to develop the Water Resources East (WRE) project. The purpose of this is to develop a long-term, multi-sector, water resource strategy that delivers better outcomes for the region, more efficiently and at a lower environmental cost than would otherwise be possible.

Within WRE a wide range of stakeholders are developing a long term regional water resources strategy, which will deliver better economic outcomes for the East, more efficiently and at a lower environmental cost than would otherwise be

possible. It is recognised that the East of England is already facing water shortages, the risk of which is projected to increase in future years due to climate change, population growth and abstraction reductions. This has clear implications for key sectors of Greater Lincolnshire's economy, particularly agricultural production and processing, the visitor economy and the environment.

Anglian Water (AW) has identified the need for additional storage capacity of approximately 50,000 mega litres to deliver the capacity expected for the near future. This equates to a new reservoir with approximately 40% of the capacity of Rutland Water, creating a circa £600m infrastructure project. The WRE project will identify and appraise the delivery options to meet future public water supply demand and select a preferred delivery option. Clearly, there could be benefits to growth to the reservoir being located in Lincolnshire but a careful approach would need to be adopted in following this approach.

2. Conclusion

In summary, water management is an essential part of economic growth in Lincolnshire. Working with Greater Lincolnshire Local Enterprise Partnership LCC has raised the profile of the issue and has established a plan for tackling the challenge of water management. With concerted effort LCC and GLLEP can make a real difference in implementing the plan.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

N/A

b) Risks and Impact Analysis

N/A

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Water For Growth - Water Management Plan 2015 -2040

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 Justin Brown, who can be contacted on 01522 550630 or Justin.Brown@lincolnshire.gov.uk

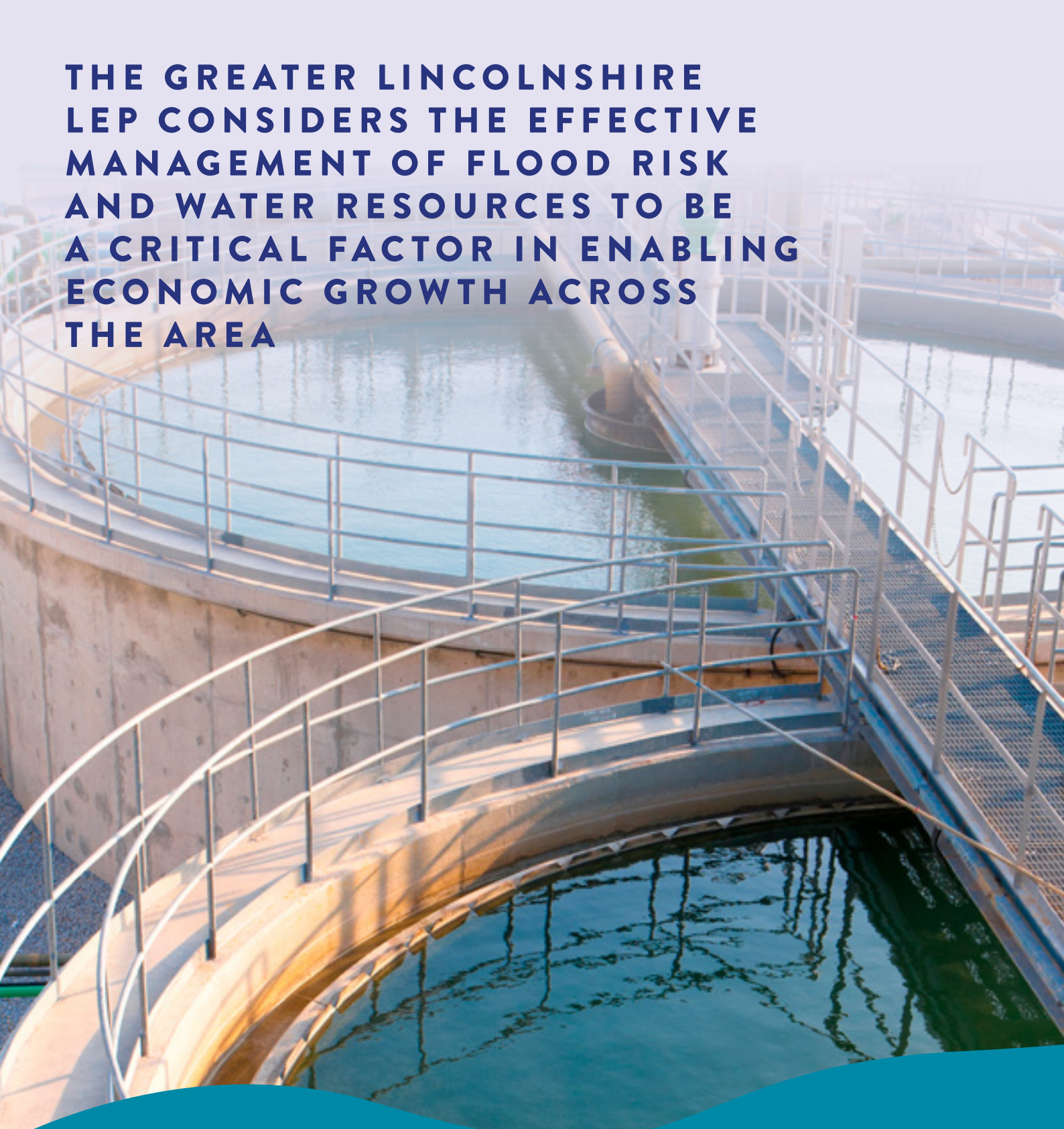
This page is intentionally left blank



**Greater
Lincolnshire**
Local Enterprise Partnership

WATER FOR GROWTH

WATER MANAGEMENT PLAN 2015-2040



THE GREATER LINCOLNSHIRE LEP CONSIDERS THE EFFECTIVE MANAGEMENT OF FLOOD RISK AND WATER RESOURCES TO BE A CRITICAL FACTOR IN ENABLING ECONOMIC GROWTH ACROSS THE AREA

The strength of an existing long-standing partnership working in flood risk management in Greater Lincolnshire provides an opportunity to develop this further and to drive links with organisations responsible for water supply and management.

The aim is for Greater Lincolnshire to be seen as a national exemplar for water management, in both flood reduction and water supply, and to act as an incentive for investors in the LEP's priority sectors. This will enable effective water management to be a positive contributor to economic growth.

In achieving this aim, the LEP believes that close collaboration with the neighbouring Humber LEP, Greater Cambridge and Greater Peterborough LEP, and the New Anglia LEP is essential, as these areas share many important economic challenges and opportunities.

Because of this, the Greater Lincolnshire LEP has established a Water Management Board and commissioned a Water Management Plan.



PURPOSE OF THE WATER MANAGEMENT PLAN

The Greater Lincolnshire LEP's Water Management Plan:-

- › Sets out the aims and objectives for water management as a driver for economic growth
- › Identifies current, emerging and future projects that will secure these aims and objectives
- › Sets out the water supply challenges for Greater Lincolnshire and the potential construction of major new reservoirs and/or water distribution infrastructure
- › Establishes a 'pipeline' of potential bids for funding from a range of sources
- › Draws on core actions set out in the three Lead Local Flood Authorities' Local Flood Risk Management Strategies where these directly contribute to economic growth
- › Promotes integration between flood risk and water resource management in terms of focused projects that facilitate economic growth
- › Defines specific opportunities to promote co-operative ventures with neighbouring LEPs

These high cost, large scale projects will require national support and strategic commitment from multiple partners and stakeholders to succeed and the Greater Lincolnshire LEP welcomes the Government's creation in 2015, of the National Infrastructure Commission to support the development of large scale infrastructure to drive growth.

The Greater Lincolnshire LEP will open a dialogue with the National Infrastructure Commission on how these major water projects could be supported and will, where appropriate, establish task and finish groups to work with stakeholders to develop larger strategic water projects.

The Greater Lincolnshire LEP recognises that in addition to local small to medium scale projects, some of the interventions which may need to be developed over the next 25 years will require large scale, long term strategic projects. This could include:-

- › Meeting the long term water needs of the area (and neighbouring LEP areas as appropriate) through the construction of major new reservoirs and/or water distribution infrastructure. These projects will take many years to plan and finance and, in line with the emerging Water Resources East (WRE) programme, Greater Lincolnshire is keen to explore the potential for shared water resource infrastructure which simultaneously meets the needs of domestic, industrial and agri-food users
- › Projects to defend the coastline in conjunction with neighbouring LEPs and local authorities in the Humber or Wash areas to provide long term security to the large areas of coastal land and to the many thousands of businesses and homes in these locations





BUSINESS CASE: WATER MANAGEMENT AND ECONOMIC GROWTH

Greater Lincolnshire faces significant challenges from the risk of flooding and future availability of water. The Humber, East Anglia, Peterborough and large parts of Cambridgeshire share these challenges to a considerable degree.



WITH JUST 613MM OF RAIN PER YEAR, THE CITY OF LINCOLN IS **DRIER THAN MIAMI, BUENOS AIRES AND NAIROBI** SHARING THE SAME RAINFALL AS CAPE TOWN

FLOOD RISK

Greater Lincolnshire is subject to flood risk from the sea, main rivers, surface water and groundwater. The extent and nature of this risk varies across the area, and is described in more detail in the Local Flood Risk Management Strategy for Lincolnshire, North Lincolnshire and North East Lincolnshire. The risk of coastal and river flooding affects up to 45% of the land area of Greater Lincolnshire, whilst surface water flooding, although of more localised and limited impact, occurs more frequently and is more difficult to predict.

The impacts on economic growth from flood risk are:-

- > Risk to existing economic activity
- > Perceived risk impacting on the confidence to invest in the area
- > Costs of recovery from flooding events
- > Costs of mitigating flood risk
- > Cost of insurance





WATER RESOURCES

Greater Lincolnshire is one of the driest regions of the country, and current models of climate change predict increasing scarcity of water over the 21st century. Current models also predict that whilst winter rainfall will increase, by possibly 15-20%, summer rainfall levels will fall by a similar amount. The historic reliance on summer abstraction from surface and groundwater will therefore be less sustainable in the future. Furthermore, climate models predict that we will see more frequent and longer periods of drought or flooding. In the case of drought, the increased frequency of multi-year periods of below average rainfall is particularly difficult to respond to and will necessitate more investment in water storage for both domestic and commercial use.

Water and sewerage companies are addressing the impacts of this on their own operations through water resource management plans. A good example of this is provided by Anglian Water services, whose Water Resource Management Plan can be found [here](#) (pages 140-171).

The supply of water is clearly important for the agri-food industry, with its reliance on a plentiful and reliable supply of clean water for growing and processing foodstuffs. It also plays a major part in supporting the growth of the visitor economy and in sustaining well-planned and appropriate housing growth.

THE ROLE OF WATER MANAGEMENT IN GROWING THE GREATER LINCOLNSHIRE ECONOMY

The Greater Lincolnshire LEP has developed an ambitious plan to increase the value of the local economy by £3.2bn by 2030. The Strategic Economic Plan (SEP) helped determine the share which the Greater Lincolnshire LEP, along with the 38 other LEPs in England, received from the £2bn Single Local Growth Fund, known as the Growth Deal. To date, the LEP has been successful in securing £146m from central Government.

The Strategic Economic Plan, also called the Growth Plan, is a business investment programme across Greater Lincolnshire, which aims to help create 13,000 new jobs, support the building of 100,000 new homes and help 22,000 businesses grow.

The plan can be found on the Greater Lincolnshire LEP's website at www.greaterlincolnshirelep.co.uk.



CORE PRIORITY SECTORS

Greater Lincolnshire focuses on growth in four core priority sectors, three of which require a secure supply of water and protection from flooding to facilitate their growth. These are:-

> AGRI-FOOD

Greater Lincolnshire has more grade 1 agricultural land than any other LEP in England, producing and processing over 12% of the UK's food supply, including more than 70% of its seafood and 25% of its vegetables. The sector employs more than 75,000 people across the supply chain, with a diverse mix of businesses, including Cranswick plc, Greencore, Moy Park, Walkers and Young's Seafood, alongside a wide range of primary producers. The Greater Lincolnshire Agri-food Sector Plan's vision is to double the sector's economic contribution by 2030 with a focus on high value manufacturing, increasing the production of intensive crops and livestock (eg, poultry) and investment in new areas such as aquaculture. All of these areas of growth will require additional water provision and improved water management.

GREATER LINCOLNSHIRE HAS MORE GRADE 1 AGRICULTURAL LAND THAN ANY OTHER LEP IN ENGLAND




INCLUDING >70% OF ITS SEAFOOD

PRODUCING & PROCESSING OVER 12% OF THE UK'S FOOD SUPPLY 

AND 25% OF ITS VEGETABLES

> MANUFACTURING AND ENGINEERING

This sector contributes over £1.9bn (11%) of Greater Lincolnshire's output and employs over 41,000 people. Our manufacturing/engineering strengths encompass power engineering, petrochemicals/chemicals, steel manufacture and motorsport engineering, with global businesses including Siemens, Total, Phillips 66, Tata Steel and Pilbeam Racing Designs.

> VISITOR ECONOMY

The visitor economy is worth over £1.9bn per annum to the Greater Lincolnshire economy, supports over 39,000 jobs and has long-term growth potential. More than 31million people visited Greater Lincolnshire's world-class visitor attractions in 2015, including Lincoln Castle and Cathedral, the Lincolnshire Wolds and the vibrant coastal resorts of Cleethorpes, Mablethorpe and Skegness – the UK's fourth most popular holiday resort.

> 31 MILLION PEOPLE VISITED GREATER LINCOLNSHIRE'S WORLD-CLASS VISITOR ATTRACTIONS IN 2015,

INCLUDING LINCOLN CASTLE AND CATHEDRAL, THE LINCOLNSHIRE WOLDS AND THE VIBRANT COASTAL RESORTS

Around 45% (2,843km²) of Greater Lincolnshire lies within the floodplain - representing 17% of England's total floodplain area - and has been affected by a number of significant coastal and inland floods, most notably in 1953, 2007, 2012 and 2013.

The Greater Lincolnshire area is also one of the driest in the country and is prone to drought. The two dry winters experienced in 2010/11 and 2011/12 demonstrated the challenges and raised awareness of the need to adapt to this element of our changing climate. In April 2012, the second of these two dry winters was followed by an exceptional summer which led to significant problems for our priority sectors and illustrates the need to prepare for more weather extremes.

Greater Lincolnshire also contains the ports of Immingham and Grimsby, the largest ports in the UK by tonnage as well as smaller ports in South Lincolnshire at Boston and Sutton Bridge.

A further way in which Greater Lincolnshire will grow is through population. The 100,000 new homes needed by 2030 to meet this growth, will bring economic growth but require a strong utility structure, not least in terms of water supply and flood protection.

Security from flooding is a strategic infrastructure requirement for our economy. The threat of flooding affects developer confidence and development viability. Our coast, which is a major part of our visitor economy, is particularly vulnerable to the impacts of climate change and sea level rise. We are committed to working with partners to secure long-term flood risk management through the sustainable development of our coastal economy whilst protecting our communities.

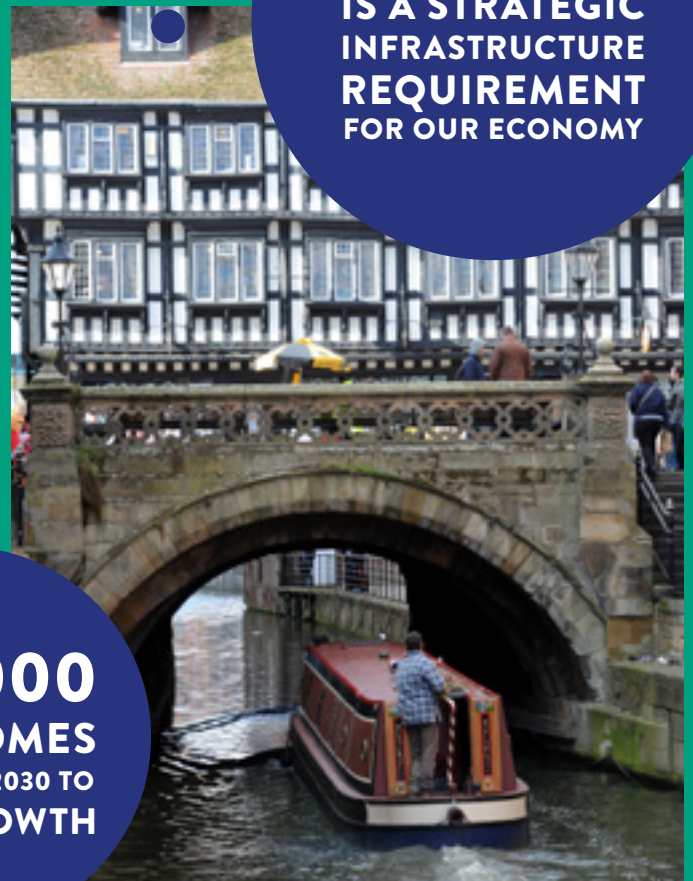
These impacts are also felt inland. At Louth and Horncastle, in the Lincolnshire Wolds, risk management authorities have combined their efforts to prepare flood resilience measures against significant flood risk which affects the potential of these towns to drive growth and provide development opportunities. The Greater Lincolnshire LEP wishes to seize this opportunity to harness the potential of effective flood risk management to boost local growth.

Water management is therefore fundamental to the growth of Greater Lincolnshire, not only because it provides valuable services that underpin our environment, economy and quality of life, but also because of our geography.

Through developing an integrated approach to water that fully links flood risk, drainage and water-resources management, we can maximise the services it provides, including drinking water, input for business, crop irrigation, tourism and recreation, and improved biodiversity. This will move us from just managing water, towards managing water sustainably and will help to ensure that Greater Lincolnshire is fit for the future, improve our competitiveness and facilitate economic growth.

**SECURITY
FROM FLOODING
IS A STRATEGIC
INFRASTRUCTURE
REQUIREMENT
FOR OUR ECONOMY**

**100,000
NEW HOMES
NEEDED BY 2030 TO
MEET GROWTH**





DEVELOPING THE WATER MANAGEMENT PLAN

The Greater Lincolnshire LEP has developed the Water Management Plan in partnership with a wide range of stakeholders and partner organisations, shaping and refining it through workshops.

Stakeholders identified a number of actions which they considered fundamental in creating a more integrated, forward-looking approach to water management.

In brief, these consisted of:-

- › Increased water provision (eg additional storage capacity)
- › Water use efficiency by both industry and households
- › Flood risk management
- › Linking flood risk management and water provision

With a focus on achieving these objectives through:-

- › Awareness raising and education
- › Increasing collaboration and focusing on new potential partnerships
- › Focusing on innovation in technology, organisational arrangements, funding and planning
- › New approaches to funding with a particular focus on facilitating collaborative larger scale schemes
- › More joined up approaches to planning

Our action plan is being developed to identify and progress projects that will help address these areas of activity.

DELIVERY OF THE WATER MANAGEMENT PLAN

The importance of water management in Greater Lincolnshire and its established expertise in managing flood risk, a critical part of the solution, provides an opportunity to explore innovative approaches across the whole range of water management activities. No other part of the country is taking this comprehensive approach or has identified water management as so essential a factor in bringing about economic growth.

There are a number of existing mechanisms for progressing this approach, with flood risk management already well addressed through strong partnership arrangements across Greater Lincolnshire. In addition, in its Growth Deal, the LEP has already agreed a number of principles on working with Government and neighbouring LEPs to progress this agenda.

Known as 'freedoms and flexibilities', these principles establish how Government and LEPs will seek to explore the best ways of securing economic growth locally. Fundamental freedoms and flexibilities in the Greater Lincolnshire Growth Deal are:-

"...the LEP and local partners will lead the development of a local consortium of partners (including the lead local flood authorities in the area, the Environment Agency and the Regional Flood and Coastal Committee, and neighbouring LEPs), who will further develop a pipeline of projects to add value to outcomes for the area through new local governance arrangements that reflect national accountability requirements."

"DEFRA will support the continuing development of a strong strategic partnership approach between the LEP, the Lincolnshire Flood Risk and Drainage Management Partnership, and the risk management authorities in the Greater Lincolnshire LEP area, in which the LEP will play a prominent role. The partnership will enable the LEP and local risk management authorities to determine local priorities and make decisions on the use of national and locally raised funding allocated to their area so as to give greater certainty and flexibility. DEFRA will welcome any evidence the LEP can provide on a) the value of agricultural land and the impacts that flood management investment could have on the national economy and b) innovative ways of securing local funding, and will discuss with the LEP[s]* any steps that might be taken by Government in the light of the evidence. (* ie Humber and Greater Lincolnshire)."

Establishing a clear programme of emerging and proposed schemes for delivering enhanced water management will support these ambitions by providing partners and stakeholders with a clear focus for action and a means of coordinating efforts across the area. In order to promote wider co-operation across boundaries the Greater Lincolnshire LEP is also contributing to the wider Water Resources East (WRE) project, a potential route for integrating appropriate initiatives into the regulatory programmes of the industry.

As well as forming part of the Water Resources East (WRE) project Leadership Group, the Greater Lincolnshire LEP additionally has the opportunity to shape the projects work and to examine planning policy approaches that offer the best support to the delivery of identified water resources for the East of England and support sustainable growth.



GOVERNANCE MONITORING AND REVIEWING THE WATER MANAGEMENT PLAN

Water management is reflected as a significant factor within Greater Lincolnshire's Strategic Economic Plan (SEP), through which project funding for appropriate schemes and activities is channelled.

Governance of the Water Management Plan will be provided by the Water Management Board, on behalf of the Greater Lincolnshire LEP, working with established bodies such as flood risk and drainage management partnerships and the Regional Flood and Coastal Committee. The Water Management Board will be responsible for monitoring progress in delivering the Water Management Plan, although individual projects and programmes will be the responsibility of particular lead agencies, who will manage progress on these in detail.

Because the plan covers a 25 year period it can be expected that circumstances will change and opportunities arise that will necessitate regular review of the plan overall, whilst the schedule of projects and programmes will require updating on a more frequent basis. The Water Management Board will ensure that these reviews take place, and will identify the appropriate partner resources to lead and manage the process.

THE WATER MANAGEMENT PLAN ACTION PLAN: PROJECTS AND PROGRAMMES


The action plan of proposed projects and programmes will support economic growth through improved water management. Stakeholders will play an important role in developing this plan by putting forward ideas for further schemes to deliver the Greater Lincolnshire LEP's ambitions to drive a joined up agenda for water management, and in partnership with neighbouring LEPs.

See www.greaterlincolnshirelep.co.uk for further information and an action plan of projects and programmes.



Unit 4 | Witham Park House
Waterside South
Lincoln
LN5 7JN

T: 01522 550540
E: enquiries@greaterlincolnshirelep.co.uk

 [GreaterLincsLEP](https://twitter.com/GreaterLincsLEP)

WWW.GREATERLINCOLNSHIRELEP.CO.UK

This page is intentionally left blank

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

Report to:	Environment and Economy Scrutiny Committee
Date:	12 September 2017
Subject:	Place Marketing Toolkit

Summary:

The level of awareness of Lincolnshire appears to be lower than is necessary to attract investment, employees, and visitors. Lincolnshire County Council has been working with the Greater Lincolnshire Local Enterprise to create tools which will help businesses to promote the area more effectively. One of these tools, the place marketing toolkit, is now in its testing phase the views of members of the Environment and Economy Scrutiny Committee would be welcome as part of that testing process.

Further information can be found at: <https://www.marketinglincolnshire.com/>

Actions Required:

Members of the Environment and Economy Scrutiny Committee are invited to provide their views, comments, and contributions to help test and refine the place marketing toolkit.

1. Background

Members of the previous Economic Scrutiny Committee received a report on place marketing on 22nd November 2016.

In that meeting members resolved to align with GLLEP in creating the following:

- The development of a compelling "Greater" Lincolnshire story'
- The development of a branding hierarchy
- The development of tools to support place marketing activity

The challenges to be addressed is that (i) businesses want to be able to show customers and potential employees about the benefits of Lincolnshire, and (ii) tourism businesses want to be able to tell potential visitors about the county.

In speaking to Lincolnshire businesses about what they need to help them to meet that challenge businesses have told us that they want to be able to have access to high quality collateral (videos, images, quotes) about Lincolnshire that tells the

story of the place, inspires, and raises the area's profile. Businesses want the collateral to be able to be tailored to specific audiences and campaigns.

The main outcome of the work to date is a place marketing toolkit. It contains new video, photography, and quotes. Once the place marketing toolkit is "live" then businesses will be able to use the collateral to help them to promote the area in which they are located.

A demonstration of the toolkit will be given to the September meeting of the Environment and Economy scrutiny committee, and members' input will be sought. The toolkit is currently being tested with a small number of businesses before being refined and then promoted/going live.

2. Conclusion

The place marketing toolkit will help businesses to raise the profile of the county, and it includes the content that businesses have asked us to provide. Once it has been fully tested then we hope that it will be a valuable tool to promote the county.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

N/A

b) Risks and Impact Analysis

N/A

4. Background Papers

Document title	Where the document can be viewed
Place Marketing and Alignment with the Greater Lincolnshire Local Enterprise Partnership's Work	Presented to the Economic Scrutiny Committee Tuesday, 29th November, 2016 http://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=126&MId=4531&Ver=4

This report was written by Justin Brown, who can be contacted on 01522 550630 or justin.brown@lincolnshire.gov.uk.

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

Report to:	Environment and Economy Scrutiny Committee
Date:	12 September 2017
Subject:	Economic Infrastructure Commissioning Strategy and Activity Plan 2017 to 2021

Summary:

Lincolnshire County Council's Enterprise Commissioner has requested that Economic Development Services prepare an Economic Infrastructure Strategy and Activity plan which will be implemented over the next four years.

The Commission Strategy and Activity Plan are appended to this report. Both have been prepared using consultancy research, consultation with the business community and councillor workshops.

Eight existing projects, currently being implemented, are identified to be completed by 2021 (or sooner) whilst 16 new projects are proposed to be initiated and pursued during the period.

Actions Required:

Members of the Environment and Economy Scrutiny Committee are invited to consider, comment and support the Commissioning Strategy and Activity Plan 2017 to 2021.

1. Background

The Greater Lincolnshire Strategic Economic Plan, produced by Greater Lincolnshire Local Enterprise Partnership (GLLEP) and supported by Lincolnshire County Council, sets out ambitious aspirations for the growth of the Greater Lincolnshire Economy up to 2030.

The report targets significant growth and job creation particularly in sectors such as Engineering, Agri-food, Green Energy and The Visitor Economy.

It is widely accepted that achieving the desired level of economic growth requires creation of the right conditions for that growth. In broad terms these "conditions" are:

- A skilled and available workforce
- A supportive public sector

- Available economic infrastructure (such as serviced employment land and ready to occupy business premises)
- Utility (power, water and drainage) connectivity and capacity
- Image, reputation and wider environmental factors.

The newly commissioned Economic Infrastructure Strategy particularly focuses on:

- Analysing current sites and premises availability
- Mapping patterns of demand
- Highlighting gaps in provision, and
- Spotlighting market failure

The Strategy approaches these issues from multiple perspectives such as; simple geography, district by district, by Travel to Work Area and by routes and corridors.

The strategy has been developed recognising that a workforce is generally more mobile than a business and that businesses will want to grow at or close to their current location of within clusters whilst there are already well established and broadly sustainable patterns of commuting established within the county.

Whilst focusing on economic infrastructure issues the strategy also provides some consideration of matters such as utility provision and supporting infrastructure, which influence whether economic infrastructure developments are successful or not.

At its conclusion the Strategy identifies those infrastructure weaknesses that need to be addressed to ensure economic growth isn't stalled.

The Activity Plan (which should be read in conjunction with the strategy) then takes the identified weaknesses and proposes products and interventions which best address them.

2. Summary Findings

The Economic Infrastructure Strategy is driven by evidence provided to Lincolnshire County Council through the following consultancy pieces:

- Greater Lincolnshire Premises needs by EKOSgen (2015)
- Lincolnshire employment Sites Study by Gleeds (2017)
- Lincolnshire Hotels Study by Hotel Solutions (2017)
- Lincolnshire Utility Study by Atkins (2017)

The Strategy maps the following:

- Business development and growth pressure is strongest in the South West of Lincolnshire and weakest in the North East. As such, serviced employment land and premises availability in SW Lincolnshire is poor.

- Land and premises values are strongest in the South West of the county but unfortunately have not reached a level whereby financial viability is commonplace.
- In the Northeast and East of the county, land availability is generally better than other parts of Lincolnshire as a result of historic public sector interventions.
- There is a lack of serviced land and premises in South Kesteven, North Kesteven (excluding Greater Lincoln), South Holland and West Lindsey.
- Premises availability in most parts of the county is poor, possibly reflecting that where workspaces are provided businesses will occupy, but rarely can businesses or developers justify speculative investment in building new accommodation.
- There is a significant mismatch between the location of foreign owned business clusters and sites and premises availability, meaning that there is an increased risk of potentially losing these important employers should they require further sites and premises to support a business expansion.
- There is a lack of suitable employment premises in rural environments which acts as a barrier to the establishment of high value lifestyle businesses.
- Hotel space has a key role to play in supporting the development of business clusters, however there is a shortage of hotel space across nine locations in Lincolnshire.
- The continued growth of the Lincolnshire visitor economy (particularly green tourism) requires the provision of further tourism infrastructure along the coastal strip

More detailed analysis is contained within the Economic Infrastructure Commission Strategy document appended to this report.

3. Summary proposals

In response to the issues identified in the strategy and summarised above, the following actions / interventions are proposed as priorities. These have been developed following consultation with businesses, partners and lead councillors. It is not proposed that LCC undertake all of these actions. It is suggested that the approach should be one of facilitation and support with direct intervention only in absolute default by the private sector:

- Facilitate the creation of new serviced employment land at Horncastle
- Facilitate the creation of new serviced employment land at Sutterton
- Facilitate the creation of new serviced employment land at Sleaford
- Facilitate the creation of new serviced employment land at Bourne
- Deliver serviced land at Holbeach

- Facilitate the creation of new employment land along the Lincoln Eastern Bypass as part of the road building scheme
- Facilitate private sector development of the Lincoln East West link Corridor
- Deliver new employment premises in Grantham
- Deliver new employment premises in Gainsborough
- Deliver a programme of rural workspace developments along the Lincoln cliff edge and to the south of Market Rasen
- Deliver new tourism infrastructure along Lincolnshire's wild coast
- Facilitate new tourism infrastructure around Boston
- Facilitate the development of a new 4* hotel for Lincoln.

Further details of the interventions proposed are provided on the appended Activity Plan. It should be noted that for each intervention the starting point will be to develop an initial business plan for further consideration.

4. Conclusion

Research has shown that the Lincolnshire economy has a number of economic infrastructure "challenges" that need to be addressed if significant economic growth is to be sustained during the life of this council.

Almost all of these "challenges" are not new, having been recognised in some form over at least the last 10 years. What is new however, is a recognition that there is a need to prioritise intervention based upon more refined evidence of need, so that resources (time and money) can be invested most effectively.

Studies commissioned specifically to support the preparation of this Economic Infrastructure Commissioning Strategy have provided the required level of detail to enable us identify activities that we believe will have most impact on needs and unlock the maximum economic development benefits.

5. Consultation

The Commission strategy and activity Plan have been discussed with the following:

- Partner local authorities
- Other Lincolnshire County Commissioners whose work is judged likely to have a cross-over.
- Executive and Support councillors for Place and Environment and Commercialisation.

a) Have Risks and Impact Analysis been carried out??

No

b) Risks and Impact Analysis

The first stage of development of each project proposal in the Activity Plan will be the development of an Initial Business Plan which will identify scheme risks and impact implications.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Economic Infrastructure Commissioning Strategy and Activity Plan – To Follow

5. Background Papers

Document title	Where the document can be viewed
Greater Lincolnshire Premises needs by EKOSgen (2015)	All available from Economic Development Services, Witham Park House, Waterside South, Lincoln, LN5 7JN
Lincolnshire employment Sites Study by Gleeds (2017)	
Lincolnshire Hotels Study by Hotel Solutions (2017)	
Lincolnshire Utility Study by Atkins (2017)	

This report was written by Paul Wheatley 01522 550600 or paul.wheatley@lincolnshire.gov.uk

This page is intentionally left blank

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

Report to:	Environment and Economy Scrutiny Committee
Date:	12 September 2017
Subject:	Environment and Economy Scrutiny Committee Work Programme

Summary:

This item enables the Committee to consider and comment on the content of its work programme for the coming year to ensure that scrutiny activity is focused where it can be of greatest benefit. The work programme will be reviewed at each meeting of the Committee to ensure that its contents are still relevant and will add value to the work of the Council and partners.

Members are encouraged to highlight items that could be included for consideration in the work programme.

Actions Required:

Members of the Committee are invited to:

- 1) Review, consider and comment on the work programme as set out in Appendix A to this report.
- 2) Highlight for discussion any additional scrutiny activity which could be included for consideration in the work programme.

1. Background

Overview and Scrutiny should be positive, constructive, independent, fair and open. The scrutiny process should be challenging, as its aim is to identify areas for improvement. Scrutiny activity should be targeted, focused and timely and include issues of corporate and local importance, where scrutiny activity can influence and add value.

Overview and scrutiny committees should not, as a general rule, involve themselves in relatively minor matters or individual cases, particularly where there are other processes, which can handle these issues more effectively.

All members of overview and scrutiny committees are encouraged to bring forward important items of community interest to the committee whilst recognising that not all items will be taken up depending on available resource.

Committee Scope

The Environment and Economy Scrutiny Committee combines two areas of responsibility (Protecting & Sustaining the Environment, Sustaining & Growing Business & the Economy) to provide an opportunity to join these areas and encourage a more holistic approach and a greater focus on strategic outcomes. There is a clear logic to this arrangement as environment and economy are directly connected to supporting growth.

As part of its terms of reference, the Environment and Economy Scrutiny Committee will work to review and scrutinise the following services and their outcomes:

- environment and growth, including:
 - carbon management
 - the natural and built environment
 - sustainable planning and the historic environment
 - growth and access
- economic development projects including broadband
- waste management, including waste recovery and recycling
- skills and employability
- support to business and growth sectors
- business investment
- attracting funding for Lincolnshire, including the Greater Lincolnshire Local Enterprise Partnership

There will inevitably be service specific subjects that the scrutiny committee will want to consider, either through policy development, project updates, or through pre-decision scrutiny.

There will also be a number of strategic considerations which span both environment and economy. It is likely that those areas which require strategic consideration will include but not be limited to the following:

Coast – taking a holistic approach to coastal issues. This should combine various partners' interests (especially Environment Agency) as well as achieving a balance between flood risk management and the exploitation of coastal assets for tourism and leisure purposes.

Water – Lincolnshire County Council, Greater Lincolnshire Local Enterprise Partnership, and other partners have worked on a water management plan, which was launched in the House of Commons last year. The water management plan is closely linked to Lincolnshire's Joint Flood Risk and Drainage Management Strategy, focusing on those strategic elements of our broader approach to managing water which can make a critical difference in promoting economic growth. The plan has been well received by government officials and local business and it is now an appropriate time for LCC and the LEP to take the plan into its implementation stage.

Visitor economy – Lincolnshire's visitor economy has several strengths, but the natural environment and associated heritage is one of the most prominent strengths. Our historical importance, from Magna Carta and the Battle of Lincoln Fair through to the anniversary of the Pilgrim Fathers setting sail all provide opportunities to strengthen the visitor economy.

Members may also wish to note that environmental and economic issues should not be considered in isolation. There is a strong connection between investments in highway infrastructure and growth, between support for school age children and the wider skills agenda, and the relationship between the council's own heritage assets and the visitor economy. These will require a relationship with the Highways and Transport, Children and Young People, and Public Protection and Communities Scrutiny Committee's respectively.

Purpose of Scrutiny Activity

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

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

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.

Policy Review - The Committee is reviewing the implementation of policy, to consider the success, impact, outcomes and performance.

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

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

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

Requests for specific items for information should be dealt with by other means, for instance briefing papers to members.

Identifying Topics

Selecting the right topics where scrutiny can add value is essential in order for scrutiny to be a positive influence on the work of the Council. Members may wish to consider the following questions when highlighting potential topics for discussion to the committee:-

- Will Scrutiny input add value?
Is there a clear objective for scrutinising the topic, what are the identifiable benefits and what is the likelihood of achieving a desired outcome?
- Is the topic a concern to local residents?
Does the topic have a potential impact for one or more section(s) of the local population?
- Is the topic a Council or partner priority area?
Does the topic relate to council corporate priority areas and is there a high level of budgetary commitment to the service/policy area?
- Are there relevant external factors relating to the issue?
Is the topic a central government priority area or is it a result of new government guidance or legislation?

Scrutiny Review Activity

Where a topic requires more in-depth consideration, the Committee may commission a Scrutiny Panel to undertake a Scrutiny Review, subject to the availability of resources and approval of the Overview and Scrutiny Management Board. The Committee may also establish a maximum of two working groups at any one time, comprising a group of members from the committee.

2. Conclusion

The Committee's work programme for the coming year is attached at Appendix A to this report. A list of all upcoming Forward Plan decisions relating to the Committee is also attached at Appendix B.

Members of the Committee are invited to review, consider and comment on the work programme as set out in Appendix A and highlight for discussion any additional scrutiny activity which could be included for consideration in the work programme. Consideration should be given to the items included in the work programme as well as any 'items to be programmed' listed.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

Not Applicable

b) Risks and Impact Analysis

Not Applicable

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Environment and Economy Scrutiny Committee – Work Programme
Appendix B	Forward Plan of Decisions relating to the Environment and Economy Scrutiny Committee

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 Daniel Steel, Scrutiny Officer, who can be contacted on 01522 552102 or by e-mail at daniel.steel@lincolnshire.gov.uk

This page is intentionally left blank

Environment and Economy Scrutiny Committee

12 SEPTEMBER 2017 – 10:00am		
Item	Contributor	Purpose
Lincolnshire Broadband Programme Progress Report	Steve Brookes, Lincolnshire Broadband Programme Manager	Review of the implementation of the Lincolnshire Broadband Programme (Onlincolnshire).
Environment and Economy Measures and Quarter 1 Performance Report	Justin Brown, Enterprise Commissioner, David Hickman, Growth and Environment Commissioner	Review of the Key Performance and Customer Satisfaction Information.
Water Management Plan	Justin Brown, Enterprise Commissioner, David Hickman, Growth and Environment Commissioner	To update members on the water management plan and to shape policy about elements of the plan where environmental and economic benefits overlap
Place Marketing Toolkit	Justin Brown, Enterprise Commissioner; Ruth Carver, Commissioning Manager (LEP)	To update members on how Lincolnshire is being promoted to investors and to seek support for involving more employers in the promotional work
Economic Infrastructure Commissioning Strategy and Activity Plan 2017 to 2021	Paul Wheatley, Group Manager (Economic Development)	To identify priorities for facilitating private sector investment and for bidding for funding as a result of studies into business sites and premises demand/supply

24 OCTOBER 2017		
Wellend Room, Eventus, Northfields Industrial Estate, Market Deeping		
Item	Contributor	Purpose
Eventus Business and Innovation Centre Visit		
An informal session will be held from 9:15am to inform Committee members and Councillors on the work of the Eventus Business and Innovation Centre a purpose built centre aimed at providing small to medium enterprises all-inclusive facilities.		
10:00am		
Heritage based tourism opportunities	David Hickman, Growth and Environment Commissioner and Mary Powell, Tourism Manager	To identify priorities for building on Lincolnshire's strong heritage based tourism sector, most notably concerning Mayflower 400
Co-commissioning historic environment services	David Hickman, Growth & environment Commissioner	To shape development of a more integrated approach to LCC services relating to the historic environment

24 OCTOBER 2017 Wellend Room, Eventus, Northfields Industrial Estate, Market Deeping		
Item	Contributor	Purpose
Site Allocation Document of the Minerals and Waste Local Plan	Neil McBride, Planning Manager	Specific proposals and policies for the provision of land for mineral and waste development.
Greater Lincolnshire Local Enterprise Partnership – Accountable Body Progress Report	Linsay Hill Pritchard, Principal Commissioning Officer	To scrutinise performance of the projects funded by greater Lincolnshire LEP (NB. Lincolnshire County Council is the accountable body for the GLLEP)
Water Resources East	David Hickman, Growth & Environment Commissioner	To shape LCC's contribution to strategic future development of water resources

28 NOVEMBER 2017 – 10:00am		
Item	Contributor	Purpose
Quarter 2 Performance Report (1 July to 30 September 2017)	Justin Brown, Enterprise Commissioner, David Hickman, Growth and Environment Commissioner	Review of the Key Performance and Customer Satisfaction Information.
The Third Carbon Management Plan	Vanessa Strange, Accessibility and Growth Manager	To consider the achievements of the second Carbon Management Strategy and shape the development of the third Carbon Management Strategy.
Achieving added value for tourism and business from partnership investment in coastal management.	Justin Brown, Enterprise Commissioner, David Hickman, Growth and Environment Commissioner	To review the initial plan on how LCC can promote tourism and the environment in the context of coastal management investment.

16 JANUARY 2018 – 10:00am		
Item	Contributor	Purpose
Revenue and Capital Budget Proposals 2018/19	Andy Gutherson, County Commissioner for Economy & Place	Pre-Decision Scrutiny Item on the budget proposals for 2018/19. The comments of the Committee will be passed to the Executive for consideration.

27 FEBRUARY 2018 – 10:00am		
Item	Contributor	Purpose
Greater Lincolnshire Local Enterprise Partnership – Accountable Body Progress Report	Linsay Hill Pritchard, Principal Commissioning Officer	

10 APRIL 2018 – 10:00am		
Item	Contributor	Purpose
Quarter 3 Performance Report (1 October to 31 December 2017)	Justin Brown, Enterprise Commissioner, David Hickman, Growth and Environment Commissioner, Paul Rusted, Infrastructure Commissioner	Review of the Key Performance and Customer Satisfaction Information.
Implementing the Outcomes of the Utility Study	Andy Brooks, Commissioning Manager (Regeneration Programme)	
Updating the Joint Flood Risk and Drainage Management Strategy	David Hickman, Growth & Environment Commissioner	To shape the second edition of Lincolnshire Joint Flood Risk Strategy, with particular focus on integrating economic and environmental benefits

Items to be programmed

- Priorities within the Strategic Infrastructure Delivery Plan
- Opportunities for Commercialisation
- Holistic approach to Protecting the Coast (Infrastructure, Environment and Economy)
- The future Joint Municipal Waste Management Strategy
- Community Infrastructure Levy (CIL) and other developer funding regimes

For more information about the work of the Environment and Economy Scrutiny Committee please contact Daniel Steel, Scrutiny Officer on 01522 552102 or by e-mail at daniel.steel@lincolnshire.gov.uk

Forward Plan of Decisions relating to the Environment and Economy Scrutiny Committee

DEC REF	MATTERS FOR DECISION	DATE OF DECISION	DECISION MAKER	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	DOCUMENTS TO BE SUBMITTED FOR DECISION	HOW AND WHEN TO COMMENT PRIOR TO THE DECISION BEING TAKEN	RESPONSIBLE PORTFOLIO HOLDER AND CHIEF OFFICER	KEY DECISION YES/NO	DIVISIONS AFFECTED
I014210	Countywide contract for the bulk haulage of residual waste to the Energy from Waste facility	Between 1 September 2017 and 29 September 2017	Executive Councillor: Commercial and Environmental Management Leader of the Council		Report	Group Manager Environmental Services Tel: 01522 554833 Email: sean.kent@lincolnshire.gov.uk	Executive Councillor: Commercial and Environmental Management and Executive Director for Environment and Economy	Yes	All Divisions