

County Offices
Newland
Lincoln
LN1 1YL

24 May 2019

Executive

A meeting of the Executive will be held on **Tuesday, 4 June 2019** in **Committee Room One, County Offices, Newland, Lincoln, LN1 1YL** at **10.30 am** for the transaction of business set out on the attached Agenda.

Yours sincerely



Debbie Barnes OBE
Head of Paid Service

Membership of the Executive
(8 Members of the Council)

Councillor M J Hill OBE, Executive Councillor for Resources and Communications (Leader of the Council)

Councillor Mrs P A Bradwell OBE, Executive Councillor for Adult Care, Health and Children's Services (Deputy Leader)

Councillor C J Davie, Executive Councillor for Economy and Place

Councillor R G Davies, Executive Councillor for Highways, Transport and IT

Councillor E J Poll, Executive Councillor for Commercial and Environmental Management

Councillor Mrs S Woolley, Executive Councillor for NHS Liaison and Community Engagement

Councillor C N Worth, Executive Councillor for Culture and Emergency Services

Councillor B Young, Executive Councillor for Community Safety and People Management

**EXECUTIVE AGENDA
TUESDAY, 4 JUNE 2019**

Item	Title	Forward Plan Decision Reference	Pages
1	Apologies for Absence		
2	Declarations of Councillors' Interests		
3	Announcements by the Leader, Executive Councillors and Executive Directors		
4	Minutes of the Meeting of the Executive held on 8 May 2019		5 - 10

KEY DECISIONS - ITEMS TO BE RESOLVED BY THE EXECUTIVE

5	Commissioning Strategies <i>(To receive a report from the Executive Director – Commercial, which seeks approval of the content of the commissioning strategies for the following areas: Specialist Adult Services; Safeguarding Adults; Carers; Adult Frailty and Long Term Conditions; Community Wellbeing; and Public Protection, each in the form of the relevant highlight report, as detailed at Appendix A to the report)</i>	I017457	11 - 44
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NON KEY DECISIONS - ITEMS TO BE RESOLVED BY THE EXECUTIVE

6	Water Resources East - LCC Membership of the Company <i>(To receive a report from the Executive Director – Place, which seeks approval for Lincolnshire County Council to become a member of the company, and to appoint an Lincolnshire County Council Member to the Water Resources East Board of Directors as an outside body, and to authorise the Executive Director - Place or an officer nominated by him to exercise the powers of the Council as member of the company)</i>	I018000	45 - 86
7	Representation on Outside Bodies <i>(To receive a report from the Executive Director – Resources, which invites the Executive to consider the Outside Body List applicable to the Executive as detailed at Appendix A, and to note the appointments made by the Leader and Executive Councillors, as detailed at Appendices B and C to the report)</i>	I017468	87 - 100

Democratic Services Officer Contact Details

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

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

Contact details set out above.

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www.lincolnshire.gov.uk/committeerecords



**EXECUTIVE
8 MAY 2019**

PRESENT: COUNCILLOR M J HILL OBE (LEADER OF THE COUNCIL)

Councillors C J Davie (Executive Councillor for Economy and Place), R G Davies (Executive Councillor for Highways, Transport and IT), E J Poll (Executive Councillor for Commercial and Environmental Management), Mrs S Woolley (Executive Councillor for NHS Liaison and Community Engagement), C N Worth (Executive Councillor for Culture and Emergency Services) and B Young (Executive Councillor for Community Safety and People Management)

Councillor R B Parker (Chairman of the Overview and Scrutiny Management Board) was also in attendance.

Officers in attendance:-

Debbie Barnes OBE (Head of Paid Service), Alex Botten (Strategic, Commercial and Procurement Manager), David Coleman (Chief Legal Officer), James Drury (Executive Director Commercial), Andy Gutherson (Interim Executive Director Place), Cheryl Hall (Democratic Services Officer), Matthew Harrison (Senior Commissioning Officer - Flood Risk), David Hickman (Growth & Environment Commissioner), Pete Moore (Executive Director, Finance and Public Protection), Carolyn Nice (Assistant Director, Adult Frailty & Long Term Conditions), Sophie Reeve (Chief Commercial Officer), Janice Spencer OBE (Interim Director of Children's Services) and Nigel West (Head of Democratic Services and Statutory Scrutiny Officer)

64 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Mrs P A Bradwell OBE.

It was noted that Carolyn Nice (Assistant Director, Adult Frailty & Long Term Conditions) was attending the meeting on behalf of Glen Garrod (Executive Director of Adult Care and Community Wellbeing).

65 DECLARATIONS OF COUNCILLORS' INTERESTS

There were no declarations of interest.

66 ANNOUNCEMENTS BY THE LEADER, EXECUTIVE COUNCILLORS AND EXECUTIVE DIRECTORS

The Executive Director of Finance and Public Protection was pleased to announce that Assurance Lincolnshire Internal Audit Team had received the *Good Governance and Risk Management Award* at the Public Finance Awards 2019, which were held in

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EXECUTIVE
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London on 1 May 2019. The Executive congratulated the Team for achieving this award.

67 MINUTES OF THE MEETING OF THE EXECUTIVE HELD ON 2 APRIL 2019

RESOLVED

That the minutes of the meeting held on 2 April 2019 be signed by the Chairman as a correct record.

68 PROCUREMENT STRATEGY

A report from the Executive Director – Commercial was considered, which sought approval for the Procurement Strategy 2019-2022, as detailed at Appendix A to the report, to replace the Council's current Procurement Strategy, which expired in April 2019.

The Chief Commercial Officer advised that the strategy set out a robust and comprehensive approach to procurement related activity; was consistent with the Council's commissioning and commercialisation approach; and had been developed in the context of the Council's requirements, local markets, and local needs whilst having regard to the National Procurement Strategy for Local Government in England 2018.

The Chairman of the Overview and Scrutiny Management Board advised that the Board had considered the Executive report on *Procurement Strategy* at its meeting on 25 April 2019 and had supported a recommendation for the Executive to approve the strategy. The comments of the Board were detailed on pages 14-15 of the report.

During consideration of the report, the following points were noted:

- The Executive welcomed the proposed changes which would make procurement processes more accessible for small and medium-sized enterprises (SMEs).
- It was confirmed that the Procurement Strategy would be available to view on the Council's website.
- It was requested that the following changes be made to the draft strategy: that any reference to '*citizen/s*' be amended to '*residents*'; the last bullet point on page 17 and first bullet point on page 22 be reworded for clarity; the Greater Lincolnshire Local Enterprise Partnership should be included on page 21 under partnerships. It was requested that the Communications Team be asked to review the wording and formatting of the strategy so that it was easier to read and understand.

RESOLVED

- (1) That the draft Procurement Strategy 2019 – 2022, as attached at Appendix A to the report, be approved in principle, subject to the amendments and clarifications suggested at the meeting being made.
- (2) That the amended Procurement Strategy 2019 – 2022 be submitted to the Leader of the Council for final approval.

69 DRAFT JOINT LINCOLNSHIRE FLOOD RISK & WATER MANAGEMENT STRATEGY 2019-2050

Consideration was given to a report from Andy Gutherson (Interim Executive Director of Place), which invited the Executive to approve the Joint Lincolnshire Flood Risk and Water Management Strategy 2019-2050, as detailed at Appendix A to the report, for formal public consultation.

The Growth and Environment Commissioner advised that the updated version combined the flood risk management activities of the Council and its partners with a strategic view of water supply and resource management, with a stronger emphasis on the additional economic benefits it could deliver for Lincolnshire.

There was a statutory requirement to carry out a public consultation for any revisions to local Flood Risk Management Strategies and it was intended (subject to the Executive's approval) to undertake this for an eight week period during June and July 2019. Up to five public drop-in sessions would be undertaken as part of the exercise and supported by officers from the organisations represented from the Flood Risk Partnership.

On conclusion of the public consultation period, all comments would be assessed and where appropriate incorporated into a final version of the strategy. This would then be circulated further amongst members of the Flood Risk Partnership to seek endorsement; presented to Flood and Water Management Scrutiny Committee; and then presented to the Executive with results of the consultation and final draft for approval.

The Chairman of the Overview and Scrutiny Management Board advised that the Flood and Water Management Scrutiny Committee had been updated with the review of the Lincolnshire Flood Risk and Water Management Strategy at its meeting on 17 September 2018. Comments of the Committee were included within the report. An update on progress with the draft strategy would be presented to the Committee on 28 May 2019 with regard to the development of the draft and public consultation proposals.

In response to a question, it was advised that the duration of the draft strategy aligned with other flood strategies, including national strategies which also included a scope as far as 2050.

RESOLVED

That the draft version of the Joint Flood Risk and Water Management Strategy 2019 – 2050, as detailed at Appendix A to the report, be approved for public consultation.

70 FORMATION OF A COMPANY FOR LEGAL SERVICES

Consideration was given to a report from the Executive Director – Resources, which set out the rationale and sought approval for the creation of a company with a view to the company being licensed by the Solicitor's Regulation Authority as an alternative business structure.

The Chief Legal Officer presented the report and advised that Legal Services Lincolnshire's partner councils had started to explore different ways of delivering services, including through the creation of private companies. It was noted that Legal Services Lincolnshire (LSL) was not currently able to act on behalf of private companies, which had limited the work that LSL could provide for its partner councils.

It was advised that the proposals would allow LSL to continue to provide services to partner councils when they were delivering services to private companies without breach of regulation.

The Chairman of the Overview and Scrutiny Management Board advised that on 25 April 2019, the Board had considered a report on the *Formation of a Company for Legal Services* and endorsed the recommendations in the Executive report. The comments of the Board had been included within the report and it was highlighted that the Board had recommended officers review the proposed 'Articles of Association', including the provision relating to consensus decision-making. The Board also requested that additional information on the final form of the company be presented to a future meeting of the Board.

Consideration was given to the proposed number of directors of the company and it was requested that this number change from two to three, which would include the Chief Legal Officer; a suitable person with the necessary financial background to act as the Compliance Officer for Finance and Administration; and one other. It was suggested that the third officer could be the Executive Director – Commercial.

RESOLVED

- (1) That approval be given in principle to the establishment of a company wholly owned by the County Council with the object of the company being licensed by the Solicitors Regulation Authority for the purpose of providing legal advice and services.

- (2) That the final form and constitution of the company and the terms of any accompanying legal documentation, including the provision of financial support to the company and the nomination of any directors of the company, be the subject of a report to be presented to the Overview and Scrutiny Management Board, prior to final approval by the Executive.

The meeting closed at 11.15 am.

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Open Report on behalf of James Drury, Executive Director - Commercial

Report to:	Executive
Date:	04 June 2019
Subject:	Commissioning Strategies
Decision Reference:	I017457
Key decision?	Yes

Summary:

On 3 July 2018 the Executive approved a number of commissioning strategies that had previously been considered by the relevant overview and scrutiny Committee. A request was made that a further report be submitted to the Executive on the six commissioning strategies, which at that time had yet to be considered by the relevant scrutiny committee.

Those six strategies have now all been considered by the appropriate overview and scrutiny committee. This report seeks approval from the Executive of the content of those commissioning strategies, as attached at Appendix A.

Recommendation(s):

That the Executive approve the content of the commissioning strategies for the following areas:-

- Specialist Adult Services
- Safeguarding Adults
- Carers
- Adult Frailty and Long Term Conditions
- Community Wellbeing
- Public Protection

each in the form of the relevant highlight report, attached at Appendix A.

Alternatives Considered:

- | | |
|----|---|
| 1. | Not to approve the Commissioning Strategies' content as set out in Appendix A |
|----|---|

Reasons for Recommendation:

Increasingly the Council sees itself as a commissioner of services whether that is from in-house providers, external contractors, shared services or other similar arrangements. The view is that commissioning strategies will ensure:

- the better matching of need and improved services;
- the better development of services in accordance with priorities;
- better balance between tiers of services e.g. an increase in preventative services;
- increased causal connectivity between services and desired outcomes; and
- better engagement with service users, the market and commissioning partners.

Amendments can be made to the strategies if required.

1. Background

1.1. Lincolnshire County Council is a commissioning council. Within the Business Plan we define our purpose to include commissioning for outcomes based on our communities' needs. The commissioning principles we work to are:

- Councillors are at the heart of shaping and making strategic decisions;
- Securing high quality evidence of needs in the context of political priorities and a consistent approach;
- We focus on the outcomes we are seeking to achieve;
- We commission with others where that would improve results;
- High quality support operates across the Council;
- Commissioners are ultimately accountable and in turn hold service providers to account.

1.2. Outcomes are the direct results or benefits for individuals, families, groups, communities, organisations, or systems and cover the issues that matter to people. National outcomes have been developed for Public Health and Adult Care.

1.3. The Council reports its performance against these, and outcomes it has chosen in the Business Plan. Examples include: people have a positive experience of care; reduce the risk of flooding; and children are safe and healthy.

1.4. In 2017 further work was undertaken to simplify commissioning and to review member involvement so that senior members had early sight of proposed outcomes, services and how they might best be delivered.

- 1.5. For ease and consistency a commissioning highlight report template was set out enabling each commissioning strategy to be summarised in a way which included the minimum requirements.
- 1.6. With regard to Executive member engagement the approach has been to make the most of informal consultation through a Commissioning Board allowing fuller and earlier engagement without imposing a significant additional resources burden. This is in addition to and not instead of the formal decision making required for example to go out on a procurement or to let a major contract.
- 1.7. On 3 July 2018 the Executive approved of a number of commissioning strategies that had considered by the relevant overview and scrutiny committee.
- 1.8. A request was made that a further report be brought to the Executive on those commissioning strategies which at that time had not been considered by the relevant overview and scrutiny committee.
- 1.9. The Commissioning and Commercial Board has now been consulted on all of the highlight reports for the 14 commissioning strategies. Further, all of those strategies have also been considered by the relevant overview and scrutiny committee.

2. Legal Issues:

Equality Act 2010

Under section 149 of the Equality Act 2010, the Council must, in the exercise of its functions, have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation

Having due regard to the need to advance equality of opportunity involves having due regard, in particular, to the need to:

- Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic
- Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it
- Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to tackle prejudice, and promote understanding

Compliance with the duties in section 149 may involve treating some persons more favourably than others

The duty cannot be delegated and must be discharged by the decision-maker. To discharge the statutory duty the decision-maker must analyse all the relevant material with the specific statutory obligations in mind. If a risk of adverse impact is identified consideration must be given to measures to avoid that impact as part of the decision making process

It is not considered that the approval of the content of the commissioning strategies has any direct Equality Act implications. There may be differential impacts on groups with a protected characteristic arising out of specific projects and initiatives and these impacts will be reported to the Executive through the usual formal decision-making arrangements for those projects and initiatives.

Joint Strategic Needs Analysis (JSNA and the Joint Health and Wellbeing Strategy (JHWS)

The Council must have regard to the Joint Strategic Needs Assessment (JSNA) and the Joint Health & Well Being Strategy (JHWS) in coming to a decision.

The JSNA and the JHWS as well as national outcomes frameworks have been taken into account in the development of the commissioning strategies. Regard will be had to the JSNA and JHWS in developing individual initiatives arising from the Commissioning.

Crime and Disorder

Under section 17 of the Crime and Disorder Act 1998, the Council must exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances in its area and re-offending in its area.

Certain of the commissioning strategies especially those in the area of Public Protection, but also other areas have direct impacts and are designed to have direct impacts on the section 17 issues.

3. Conclusion

The Executive is invited to approve the recommendations.

4. Legal Comments:

The Council has the power to adopt the contents of the commissioning strategies. The decision is consistent with the Policy Framework and within the remit of the Executive.

5. Resource Comments:

There are no additional budget implications arising from this report.

6. Consultation

a) Has Local Member Been Consulted?

Yes

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The proposals set out in this report will be considered by the Overview and Scrutiny Management Board on 30 May 2019 and the comments of the Board will be reported to the Executive at its meeting on 4 June 2019.

The strategies listed in Appendix A of this report were considered by the following overview and scrutiny committees on the dates listed:

<u>Commissioning Strategy</u>	<u>Date</u>	<u>Scrutiny Committee</u>
Specialist Adult Services	5 Sept 2018	Adults and Community Wellbeing Scrutiny Committee
Adult Safeguarding		
Carers	10 Oct 2018	
Adult Frailty, Long Term Conditions and Physical Disability		
Wellbeing		
Protecting the Public	12 Mar 2019	Public Protection and Communities Scrutiny Committee

In each case above, the overview and scrutiny committee considered the full commissioning strategy, in addition to the highlight report, set out in Appendix A to this report.

d) Have Risks and Impact Analysis been carried out?

Yes

e) Risks and Impact Analysis

See the body of the report

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	<p>Highlight Reports for the following Commissioning Strategies:-</p> <ul style="list-style-type: none">• Specialist Adult Services• Safeguarding Adults• Carers• Adult Frailty and Long Term Conditions• Community Wellbeing• Public Protection <p>(It also includes specific overview and scrutiny comments in each case.)</p>

8. Background Papers

No background papers (within the definition set out in Part VA of the Local Government Act 1972) were used in the preparation of this report.

This report was written by George Spiteri, who can be contacted on 01522 552120 or george.spiteri@lincolnshire.gov.uk

Specialist Adult Services Commissioning Highlight Report

Date: 05/09/2018

Commissioning/Delivery Strategy	Specialist Adult Services		
Sponsor	Glen Garrod	Commissioning Lead	Justin Hackney
Lead Officer (if applicable)	N/A	Stage: (delete as applicable)	Analyse, Plan, Do, Review

Summary Description

Specialist Adult Services lead on the commissioning of Adult Social Care (ASC) for Adults with Learning Disability and/or Autism aged 18+ and Adults with Mental Health needs aged 18 to 64. For those service users who are eligible for ASC a care and support plan identifying the outcomes to be achieved will be developed alongside a personal budget to fund the care and support needed. The Council will commission services to meet the identified needs or alternatively the service user can choose to take the personal budget by direct payment and commission services and support directly. Key aims of our commissioning activities are to promote independence and control for service users, keeping them safe from harm whilst also delivering value for money in the services that are commissioned. The majority of services commissioned are done so via joint commissioning arrangements. Joint commissioning arrangements are facilitated via two Section 75 agreements one with Lincs CCGs for Learning Disability services and the second with LPFT for Mental Health services. This allows the costs associated with commissioning services and assessments to be shared across agencies and for service users to benefit from more joined up provision with reduced "system" duplication. There are also a number of related joint commissioning strategies including the Lincolnshire Transforming Care Plan and the Lincolnshire All Age Autism Strategy. The Specialist Adult Services Joint Delivery Board are currently overseeing a review of Lincolnshire's Mental Health Strategy. Key challenges faced by commissioners are a projected growth in the volume and complexity of needs of eligible service users, reducing spare capacity in the residential, nursing and community services markets, ongoing price increases in provider cost bases linked to the National Living Wage consolidated by recruitment and retention difficulties in some key professional groups including Nursing and some of the care sectors. These conditions potentially impact on both the quality and cost of care. Key opportunities for sustaining outcomes and VFM include a continuation of joint commissioning arrangements, maintaining or increasing the use of direct payments, a review of Residential Care expected costs, the further development of the community services market including growth in shared lives provision and affordable housing options. There is the potential to utilise capital investment to reduce future revenue costs as well as building additional capacity in the market.

<p>How have the "Needs" been established and agreed</p> <p>JSNA: The JSNA includes a chapter on Learning Disability, Mental Health and for the first time now also includes one on the topic of Autism. Gaps in needs and commissioning priorities are identified within the JSNA.</p> <p>Specific Needs Assessment Activities : In addition to the JSNA specific needs assessment have also been completed with the support of public health for both Learning Disability and Mental Health services.</p> <p>Joint Commissioning Arrangements: Joint commissioning priorities have been identified via respective joint commissioning governance arrangements including the Joint Commissioning Board and the Specialist Adult Services Joint Delivery Board.</p> <p>Engagement activity with Service Users and Carers: Specific workshops have been held with service users and carers to identify the priority outcomes they which to achieve.</p>	<p>What are the agreed "Outcomes"</p> <ul style="list-style-type: none"> • Maintain or improve Health and Wellbeing; • Enhanced quality of life and care for people with learning disability, autism and or mental illness • Maintained or improved levels of Independence and control; • Parity of Esteem – In particular reduced inequality of life expectancy; • People have a positive experience of care; • Improved Transition to Adulthood; • Employment and vocational opportunities; • Increased affordable housing options within the community; • Friendships and self-care opportunities facilitated via community capacity building; • Improved access to universal support including reduced need for transport. 	<p>How is success measured?</p>		
		<p>No of Measures</p>	<p>Targets/ Measures</p>	<p>Of the Targeted measures</p>
		<p>5</p>	<p>5 targeted</p>	<p>5 achieving the target</p>
		<p>Information on performance for quarter 3 2018/19 is set out below.</p>		

Key Contracts (>£1m or those of a politically sensitive nature)									
Service Contracted	Provider	Duration	Review Date	Contract KPI's (Y/N)	Performance (Good/Ave/Poor)	Corrective measures (if needed)	Payment Terms (Arrears/Advance)	Performance Driven / Independent?	Volume Sensitive (Y/N)?
LD - Residential Care	Consolidated with 10 prime providers	Expected Costs reviewed every three years	2017/2018	Y	Majority Good	Ongoing contract management arrangements in place	Mixed	Independent	Y
LD - Community Supported Living	Consolidated with 10 prime providers	5 years	2019/2020	Y	Majority Good	Ongoing contract management arrangements in place	Mixed	Independent	Y
LD - Direct Payments	Service User commissions services directly	N/A	Annual Review	N/A	N/A	N/A	N/A	N/A	Y
LD – External Day Care	Multiple providers	Spot contracts	2017/2018	N	Average	Targeted Contract Management	Mixed	Independent	Y
LPFT Section 75 Agreement	Lincolnshire Partnership NHS Foundation Trust	3 to 5 years	2019/20	Y	Average with elements of good	Ongoing contract management arrangements in place	Mixed	Independent	Partially

Existing Pooled Budget/Co-commissioning arrangements (if any)

- Existing Pooled budget with risk share arrangement for Learning Disability Services with the 4 Lincolnshire Clinical Commissioning Groups;
- Lincolnshire's Transforming Care Plan
- Lincolnshire's All Age Autism Strategy
- Existing section 75 budget with risk share arrangements with LPFT for Adult Mental Health Services;
- Specialist Adult Services Joint Delivery Board
- Learning Disability and Autism Partnership Boards.

Property Implications (if any)

- Some historical properties currently managed directly by Adult Care being reviewed and transferred to corporate property portfolio;
- Modernisation of In-House services almost complete with replacement for Grantham being key priority
- Potential opportunity for capital investment in Residential/ Community Living Options that would reduce future revenue costs and address shortages in market supply

Commercial opportunities (if any)

- Opportunity to include Remaining In-House Day Services within a Trading Arm of LCC;
- Opportunity to include re-provision of Shared Lives Scheme within LCC Trading Arm.

Commissioners Comments

Completed by:

Status (RAG)

*Supporting comment if
Red or Amber
Red Amber Green*

Conclusions from Adults and Community Wellbeing Scrutiny Committee – 5 September 2018

An expert by experience, attended the meeting and provided first-hand information on the services provided as part of this strategy.

The Committee agreed to provide the following feedback for the Executive:

- The Committee stressed the importance of annual NHS/GP health checks for people with learning disabilities.
- The Committee suggested that consideration should be given to the new operating model for in house day services
- Support for strengthening the specification of residential care as part of the contract re-provision, possibly to address issues such as providing a stimulating routine for residents.
- The Committee recommended wider community engagement on changes to provision.

The Committee also requested a brief annual report or position statement on this strategy.

Quarter 3 2018/19 Performance Information



Specialist Adult Services

The purpose of this commissioning strategy is to improve the wellbeing of adults with learning disability, autism and/or mental health needs with sustainable resources.

[Show performance](#)

Enhanced quality of life and care for people with learning disability, autism, and or mental illness



Safeguarding Adults Commissioning Highlight Report

Date: 05/09/2018

Commissioning/Delivery	Safeguarding Adults		
Sponsor	Glen Garrod	Commissioning	Justin Hackney
Lead Officer (if applicable)	County Manager Adult Safeguarding (post	Stage: (delete as	Analyse, Plan, Do, Review

Summary Description

The Adult Safeguarding commissioning strategy covers 4 key areas of Adult safeguarding activity as follows. The Lincolnshire Safeguarding Adults Board (LSAB) which is the statutory multi-agency arrangement required to safeguard vulnerable adults. The LSAB also co-ordinates Serious Adult Reviews. The Adult Safeguarding Team who co-ordinate the response to Adult Safeguarding referrals, facilitate Section 42 enquiries and adult protection plans as well as contributing to wider multi-agency safeguarding boards and arrangements. The Deprivation of Liberty Safeguard Team (DOLS) that consider and (where appropriate) authorise the Deprivation of Liberty for Adults. The Emergency Duty Team (EDT) who provide a social care response at times when the main service is not available (i.e. evening, night, weekends and bank holidays) as well as the out of hours Approved Mental Health Professional (AMHP) assessment service. The majority of these services are fulfilled via in-house teams with the exception of some services commissioned from Lincolnshire Partnership NHS Foundation Trust (LPFT) as detailed below.

Key challenges relate to an increase in Adult Safeguarding referrals and section 42 enquiries since the implementation of the Care Act 2015 and a requirement for wider multi-agency working in response to a number of emerging national contemporary safeguarding agenda's e.g. Modern Day Slavery, Hoarding and Cyber Security. A need to continue to restate the statutory role of the local authority in safeguarding adults and re-enforcing with all partners that Safeguarding Adults is everyone's responsibility. Another key challenge is the significant increase in DOL's applications in response to the Cheshire West case law judgement which has resulted in a backlog of application in all local authority areas requiring a risk management based response.

In addition to the existing Adult Safeguarding commissioning strategy the LSAB also has a multi-agency Adult Safeguarding Strategy and an annual plan with agreed priorities. Two of the LSAB key priorities that also have particular relevance to the Adult Care Safeguarding activity and offer opportunities for improved demand management are Making Safeguarding Personal (MSP) and developing a Lincolnshire Safeguarding Prevention Strategy which is a cross cutting initiative with the LSAB is leading on behalf of LSAB, LSCB and the Community Safety Partnership.

<p>How have the "Needs" been established and agreed (include engagement activities)</p> <p>The Care Act 2015 and related statutory guidance: sets out the statutory responsibilities for the local authority and our partners in relation to safeguarding Adults.</p> <p>JSNA: The JSNA includes a topic area on Safeguarding and identifies key priorities.</p> <p>LSAB: Safeguarding priorities have been identified with the LSAB and via other multi-agency safeguarding arrangements.</p>	<p>What are the agreed "Outcomes"</p> <ul style="list-style-type: none"> Safeguarding adults with care and support needs, protecting them from avoidable harm and acting in their best interests where they lack capacity Authorising Deprivation of Liberties where this is in their Best Interests; Ensuring people are asked what outcomes they want to achieve and respecting the right for Adults to make unwise decisions; Where ever possible preventing the demand for Safeguarding referral and associated interventions; 	How is success measured?		
		No. of measures	Targeted/measured ?	Of the targeted measures:
		3	3 Targeted	- 2 achieving the target -1 not achieving the target
Information on performance for quarter 3 2018/19 is set out below.				

Key Contracts (>£1m or those of a politically sensitive nature)

Service Contracted	Provider	Duration	Review Date	Contract KPI's (Y/N)	Performance (Good/Ave /Poor)	Corrective measures (if needed)	Payment Terms (Arrears/ Advance)	Performance Driven / Independent?	Volume Sensitive (Y/N)?
Best Interest Assessments (DOL's)	LPFT via Section 75	3 to 5 years	2019/2020	Y	Good	Regular contract management in place	Arrears	Independent	Y

Existing Pooled Budget/Co-commissioning arrangements (if any)

- Lincolnshire Safeguarding Adults Board (LSAB) – Facilitated through annual funding of £40k per lead agency including LCC, Lincolnshire Police and Lincolnshire Clinical Commissioning Groups.

Property Implications (if any)

- N/A

Commercial opportunities (if any)

- N/A

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Commissioners Comments

Completed by:

Status (RAG)

Supporting comment if Red or Amber

Red Amber Green

Conclusions from Adults and Community Wellbeing Scrutiny Committee – 5 September 2018

The Committee stressed the importance of the following items within the commissioning strategy:

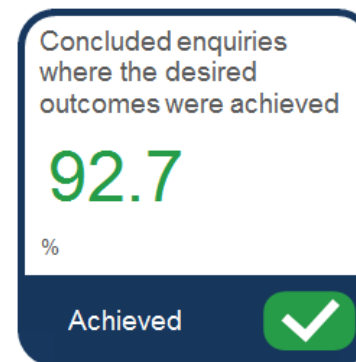
- Making Safeguarding Personal
- Improving new ways of working
- Continuing the evaluation of safeguarding
- Continuing the inclusion of early intervention and prevention within safeguarding practices

The Committee concluded that there had been significant improvements in the last few years.

Quarter 3 2018/19 Performance Information

 **Safeguarding Adults** The purpose of this commissioning strategy is that vulnerable adults' rights are protected so that everyone can live safely and free from abuse and neglect. [Show performance](#)

Safeguarding adults whose circumstances make them vulnerable, protecting them from avoidable harm and acting in their best interests where they lack capacity



Making Safeguarding Personal

Commissioning/Delivery Strategy	Carers		
Sponsor	Glen Garrod	Commissioning	Semantha Neal
Lead Officer (if applicable)	Emma Krasinska	Stage:	Do, Review

Summary Description

To support the increasingly complex needs of unpaid family carers of all ages. This includes young adult carers and people looking after relatives with a very wide range of conditions, including dementia, mental ill-health, physical disabilities and long term conditions, learning disability, autism, palliative and end of life care and substance misuse. It includes young carers and parent carers.

Our overarching aim is to ensure that people who find themselves in a caring role, whatever their age, are identified *early*, get information, advice and help as soon as possible in their caring journey to enable them to maintain a balanced quality of life and be able to look after their own health and wellbeing.

How have the "Needs" been established and agreed (include engagement activities)

- Carers needs were consulted upon extensively during the preparation of the Joint Carers Strategy 2014-18.
- Carers designed their own key outcomes within the above public facing strategy, which drive operational and strategic service provision.
- A Strategic Needs Analysis was carried out to inform the Carers Commissioning Strategy 2016-18. This included carer voice, service & performance data, service reviews & quality assurance. This resulted in the four overarching themes of **Early Help, Collaboration, Assurance & Workforce Development** to improve support for carers, captured in an annual Delivery Plan.
- In 2017, after a co-production workshop with carers, **Collaboration, Assurance & Workforce Development** to improve support for carers, captured in an annual Delivery Plan.
- In 2017, after a co-production workshop with carers and stakeholders, the Carers topics of the Joint Strategic Needs Assessment was completely rewritten, to build a sound evidence base of carer needs from national research as well as local voice.

What are the agreed "Outcomes" - nationally set. National Integrated Outcomes Framework:
Adult Care

- Carers can balance their caring roles and maintain their desired quality of life
- People (including carers) are able to find employment when they want, maintain a family and social life and contribute to community life, and avoid loneliness or isolation
- People who use social care and their carers are satisfied with their experience of care and support services
- Carers feel that they are respected as equal partners throughout the care process
- People (including carers) know what choices are available to them locally, what they are entitled to, and who to contact when they need help

NHS

- Enhancing (health related) quality of life for carers (caring for people with long term conditions)
- Improving people's experiences of integrated care

Public Health

- Improving the wider determinants of health: reducing social isolation and improving social connectedness.

How is success measured?

No. of measures	Targeted/ measured ?	Of the targeted measures:
4	4 Targeted	- 3 Achieving or exceeding the target - 1 Not Achieving the target

For information on quarter 3 performance, please see below.

For information about performance in relation to targets for Q3 2018/19 please see **Appendix A**.

Governance is provided through the Carers Commissioning Strategy Steering Group: Lead Commissioners, Children's services, Commercial Services, Quality Assurance, Performance; and Providers: Carers FIRST & SERCO, and Every-One

Separate bi-monthly Joint Quality Assurance & Carers Performance Meetings report to the Steering Group.

6 weekly practice focused Joint Quality Assurance & Performance meeting with representatives from Serco, Carers FIRST, Commissioners, Adult Care Quality Assurance and Lead Professional teams.

The providers are required to report on their Performance, on a quarterly basis as part of Commercial Services contract & grant management arrangements. This includes Performance Indicators and a narrative report, proportionate to the level of the contract or grant.

In addition, the Commissioning Team conduct an annual service review, allowing a deeper dive into operational issues of practice & process, looking at service quality (safe, positive and effective) and recommending service improvements.

Key Contracts (>£1m or those of a politically sensitive nature)

Service Contracted	Provider	Duration	Review Date	Contract KPI's (Y/N)	Performance (Good/Ave/Poor)	Corrective Measures (if needed)	Payment Terms (Arrears/Advance)	Performance Driven / Independent?	Volume Sensitive (Y/N)?
Lincolnshire Carers Service: community based statutory support for adult carers: assessment, range of support; lead strategic partner & all age carer engagement	Carers FIRST	3+	May 2018	Y	Good		Arrears	Yes	Y
Care and Wellbeing Hub at Customer Service Centre (CSC) : first point of contact for the Lincolnshire Carers Service, telephone based statutory support and Carers Emergency Response Service	Serco (CSC)	Permanent budget transfers from Adult Care during 2006-09 and 2015	tbc	Y	Good	Action Plan following service review in Sept 16		Yes	Y

Existing Pooled Budget/Co-commissioning arrangements (if any)

The Better Care Fund (BCF) will fund Lincolnshire- based organisation Every-One, in the form of a grant, in order to further expand the success of the Carers Quality Award. Total value: £231,875 Duration: 30 September 2017- 31 March 2020.

The Better Care Fund will also fund Carers FIRST, in the form of a contract variation, to deliver new projects to better support carers in the domains of employment, providing early help, information and advice through pharmacies, and to improve early identification and early help through primary care, Neighbourhood teams and Community hospitals. Total value £ 1,161,091 Duration: 30 September 2017- 31 March 2020.

The "Dementia Family Support Service" (details within Adult Frailty and Long Term Conditions Commissioning Strategy) is co-commissioned, part funded by NHS funding for carers. The service was jointly commissioned by Adult Care Frailty & Long Term Conditions and Carers. Young Carers – Support for young carers is now delivered within the Early Help arrangements for Children's Services, LCC, enabled by a permanent budget transfer from Adult Care to Children's Services.

Property Implications (if any)

- Carers FIRST rent private office accommodation as an administrative base in Grantham.
- The service makes full use of LCC Touchdown Points or hot desking with fellow voluntary & community organisations across the county.
- Carers FIRST are also based in acute hospitals (Lincoln, Boston, Grantham) and have service links with Peterborough Hospital

Commercial Opportunities (if any)

Commissioners Comments

Completed by: Emma Krasinska and Jane Mason

Status (RAG)

Conclusions from Adults and Community Wellbeing Scrutiny Committee – 10 October 2018

The Adults and Community Wellbeing Scrutiny Committee was advised that caring for someone did not need to be a full time role, although in a lot of cases it would be. The Committee supported any activity which supported carers accessing employment, where they wished to do so.

The Committee supported the fact that the strategy covered all ages, with support for young carers being provided through the early help service which included working with schools to help them to identify and provide support for carers in schools.

The Committee also supported the fact that there were strong links with the housing sector and district councils in relation to housing support for carers.

The Committee looked forward to the creation of a carers portal where carers would be able to connect with each other.

Quarter 3 2018/19 Performance Information



Carers

The purpose of this commissioning strategy is to help carers build resilience in their caring role and to prevent young carers from taking on inappropriate caring roles, protecting them from harm. Carers should have appropriate access to support which enables them to improve their quality of life and help prevent crisis

[Show performance](#)

Carers feel valued and respected and able to maintain their caring roles

Carers included or consulted in discussion about the person they care for

66.7

%

Achieved



Carers supported in the last 12 months

1,719

Rate per 100,000 population

Achieved



Carers who said they had as much social contact as they would like

33.2

%

Not achieved



Carers who have received a review of their needs

84.8

%

Achieved



Commissioning/Delivery Strategy	Adult Frailty and Long Term Conditions (AF&LTC)		
Sponsor	Glen Garrod	Commissioning Lead	Carolyn Nice
Lead Officer (if applicable)	Wendy Ramsay	Stage: (delete as applicable)	Analyse, Plan, Do, Review

Summary Description

The summary and intentions for this service have been outlined in the published Adult Frailty and Long Term Conditions Commissioning Strategy 2016-19. In summary, the strategy and associated activities support people with eligible needs as outlined by the Care Act 2014. The customer groups supported by this strategy are Older People, People with Physical Disabilities and People with Sensory Impairments. The service provides an assessment and review function of people's care needs for these customer groups and then ensures commissioned services or direct payments are made available to meet those needs appropriately. The arrangements ensure the Council is able to support in excess of 11,000 local people and their carers.

<p>31</p> <p>How have the "Needs" been established and agreed (include engagement activities)</p> <ul style="list-style-type: none"> • Commissioning strategy consulted on in 2016 with user groups and other stakeholders • Lead on development of Joint Strategic Needs Assessment topics for physical disabilities and sensory impairment, dementia and long term conditions • Peer review of the service through sector body ADASS in 2016 • Quality assurance and contract management of commissioned services • Annual service user survey of customer experience, service specific user surveys – ie Homecare • Independent rate reviews of residential services undertaken every 3 years. • Ongoing engagement with executive and scrutiny members • Specific engagement with public, user and carer groups around key policies and process – non- residential contributions, direct payments, prepaid cards 	<p>What are the agreed "Outcomes"</p> <p>The outcomes agreed and set out in the AF&LTC Commissioning strategy are as follow:</p> <ul style="list-style-type: none"> • Delay and reduce the need for care and support • Enhance the quality of life for people with care and support needs • Ensure that people have a positive experience of care and support 	How is success measured?			
		No. of measures	Targeted/ measured ?	Of the targeted measures:	
		6	- 6 Targeted	<ul style="list-style-type: none"> - 4 Achieving or exceeding the target - 1 Not Achieving the target - 1 new measure to be reported on in Q4 2018/19 	
				For information on quarter 3 performance, please see below.	

Key Contracts (>£1m or those of a politically sensitive nature)									
Service Contracted	Provider	Duration	Review Date	Contract KPI's (Y/N)	Performance (Good/Ave/Poor)	Corrective Measures (if needed)	Payment Terms (Arrears/Advance)	Performance Driven / Independent?	Volume Sensitive (Y/N)?
Home Based Reablement Service	Nestor Primecare Services t/a Allied Healthcare	Contract start – 03/11/15 Contract end – 02/11/18	03/11/17	Y	Good	Financial penalties (& incentives) set out in the contract	Arrears-Monthly	Y	Y
Community Support Homecare Contracts	12 x Provider Contracts	Contract start – 26/09/15 Contract end – 26/09/18	26/09/17	Y	Varies per contract	Financial penalties, default, termination	Arrears-Monthly	Y	Y
Residential Care Contracts	315 x Provider Contracts	Contract start – 01/04/15 Contract end 31/03/18	Currently under review	Y	Varies per contract	Financial penalties, default, suspension, termination	2 weeks advance, 2 weeks arrears	Y	Y
Joint commissioned step up and step down block beds with LCHS across 24 providers	Round 1 Block Round 2 Block	Three years from 08/08/16 08/08/17 with an option of +1 +1	08/08/19	N	Good	Default, suspension, termination, withholding payment	Arrears	N	Yes
Lincolnshire Sensory Impairment Services	Action for Hearing Loss	Contract start – 01/04/16 Contract end – 31/03/19 (contract extensions available 1 + 1 years)	31/03/18	Y	Average	Financial penalties in the form of service credits as set out in the contract	Arrears - monthly	Performance driven and independent	Y
Dementia Family Support Service. Community based support post diagnosis and hospital in-reach for families living with dementia	Alzheimer's Society	3 years	October 2017	Y	Average	Action Plan following service review in May 17	Arrears	Yes	No

Existing Pooled Budget/Co-commissioning arrangements (if any)

The "Dementia Family Support Service" (details above) is co-commissioned, part funded by NHS funding for carers. In addition there are jointly commissioned block bed contracts (details above) with LCHS to increase user/system access to step up/down support.

Property Implications (if any)

Stamford Day Centre, LCC operated social provision for Older people is subject to development plans and investment to modernise, resource has already been made available for this project and it is underway.

Commercial Opportunities (if any)

Commissioners Comments

Completed by: Wendy Ramsay, Adult Frailty and Long Term Conditions Programme Manager (interim)

Status (RAG)

Green

Conclusions from Adults and Community Wellbeing Scrutiny Committee – 10 October 2018

The Adults and Community Wellbeing Scrutiny Committee was advised that work was underway with the Director of Public Health and the Assistant Director Specialist Adult Services on how the authority could make better use of its assets (buildings).

The Committee was also advised that there were very few homes suitable for people with disabilities, and so it was essential that the Commissioning Strategy linked in with housing. However, it was acknowledged that there were some people whose physical disabilities were so complex that they would need specialist care.

Rurality was key factor as the cost of getting into town if there were no or limited bus services could be prohibitive for some people. It was noted that in Somerset, micro commissioning of services was taking place, which enabled a few people to get together to jointly commission a service. There was a need to look at how the authority could help people to be more creative.

The Committee suggested more digital engagement as well as the promotion of self-care and supporting people to remain independent for as long as possible. There was a need for more creative options to ensure people remained independent, for example it was commented that in Cambridgeshire, supermarkets were sponsoring buses to pick people up so they could do their shopping.

Quarter 3 2018/19 Performance Information



Adult frailty, long term conditions and physical disability

The purpose of this commissioning strategy is to outline the local authority's intentions in Adult Care Commissioning for Adult Frailty and Long Term Conditions across Lincolnshire. The key commissioning intentions focus on supporting people to live in their own homes for as long as they wish by developing high quality, personalised services that are flexible, responsive, and give people choice and control over how their care and support is provided.

[Show performance](#)

Delay and reduce the need for care and support



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Ensure that people have a positive experience of care and support

Enhance the quality of life for people with care and support needs



Commissioning/Delivery	Community Wellbeing		
Sponsor	Glen Garrod	Commissioning Lead	Derek Ward
Lead Officer (if applicable)	Robin Bellamy	Stage:	Analyse, Plan, Do, Review

Summary Description

The Community Wellbeing Commissioning Strategy seeks to ensure that people living and working in Lincolnshire lead long, healthy and happy lives by improving and protecting the health of the population whilst reducing inequalities. The Community Wellbeing Commissioning Strategy covers services mandated by the Public Health regulations of the Health and Social Care Act 2012, mandated services under the Care Act 2014, other non-mandated functions within the Health and Social Care Act 2012 and the wider community wellbeing commissioning priorities of the Council.

To achieve this we are committed to:

- Working with our partners, providers and the public to understand the needs of people living and working in Lincolnshire and the ability and capacity of our providers and partners to meet those needs;
- Involve our customers in the development of public health in Lincolnshire by adopting a co-production approach whilst being clear and explicit about what we can and cannot do for them;
- Improve outcomes for individuals by developing an overarching performance framework based on outcomes and manage everything we do through a clear and transparent set of operating procedures.

In order to achieve the purpose of the strategy we will take different approaches to different issues. In some cases we will want to buy specific, good value for money services for local people to help them overcome specific problems. In other cases we will want to influence other organisations and local people to do things that are good for community wellbeing like advising the NHS on what services local people need. Finally, we will work with other agencies which have a responsibility to protect people from diseases like cancer, environmental and biological hazards and emergencies to assure ourselves that their work is effective.

How have the "Needs" been established and agreed (include engagement activities) Customer, patient, service user and stakeholder views have been critical in commissioning these services from the needs analysis phase through to the procurement stages of commissioning. This feedback along with the needs analysis which has been completed in support of our commissioning work can be found at http://www.research-lincs.org.uk/joint-strategic-needs-assessment.aspx	What are the agreed "Outcomes" <ul style="list-style-type: none"> • People are supported to lead healthier lifestyles • People are able to live life to the full and maximise their independence • Peoples health and wellbeing is protected • Work with others to promote community wellbeing. 	How is success measured?		
		No. of measures	Targeted/ measured ?	Of the targeted measures:
		8	8 Targeted	- 3 Achieving or exceeding the target - 5 Not Achieving the target
For information on quarter 3 performance, please see below.				

Key Contracts (>£1m or those of a politically sensitive nature)

Service Contracted	Provider	Duration	Review Date	Contract KPI's (Y/N)	Performance (Good/Ave/Poor)	Corrective Measures (if needed)	Payment Terms (Arrears/Advance)	Performance Driven / Independent?	Volume Sensitive (Y/N)?
Lincs Community Alcohol & Drug Treatment	Addaction	5 years (2 year extension)	5 year end date: 30/09/2021	Y	Good	Yes (Service Credits at 20% of contract value)	Arrears		N
Wellbeing Service	NKDC, ELDC, LILP	4 years (ending on 31/3/18)	Currently being re-commissioned	Y	Ave	Not currently	Arrears		N
Lincolnshire Integrated Sexual Health Service (LISH)	LCHS	5 years (2 year extension)	5 year end date: 31/03/2021	Y	Ave	Yes (Service Credits at 10% of contract value)	Arrears		N
Housing Related Support Services	Various	3 years (2 year extension)	3 year end date: 30/06/2018	Y	Good	Yes (Service Credits at 10% of contract value)	Arrears		N
Domestic Abuse Floating Support Services	Various	4 ½ years (ending on 31/3/18)	Currently being re-commissioned	N	Good	None	Arrears		N

Key Contracts (>£1m or those of a politically sensitive nature)

Service Contracted	Provider	Duration	Review Date	Contract KPI's (Y/N)	Performance (Good/Ave/Poor)	Corrective Measures (if needed)	Payment Terms (Arrears/Advance)	Performance Driven / Independent?	Volume Sensitive (Y/N)?
Stop Smoking Services	North 51 Ltd	2 years 3 months (1 year extension)	Contract end date: 31/03/2018	Y	Good	Yes (Service Credits)	Arrears		N
Healthwatch	Healthwatch Lincolnshire	Grant Aid Agreement (5 years ending 31/03/18)	Currently being re-commissioned	N	Good	None	Arrears		N
Integrated Community Equipment Services	NRS	5 years (2 year extension)		Y	Good	Yes (Service Credits)	Arrears		Y
Falls Prevention (Review and Development)	Not yet commissioned?	2 years							

Existing Pooled Budget/Co-commissioning arrangements (if any)

- A section 75 agreement is in place with NHS England covering the commissioning of HIV treatment and care services which are provided through the Council's contract for the provision of integrated sexual health services in the county. The value of this is £1,267,617.
- A social impact bond is currently being delivered by the LCC commissioned Housing Related Support provider delivering the floating support contract in Lincolnshire. This is fully funded by DCLG and payment is linked to outcomes achieved for entrenched rough sleepers within the service (estimated total value is £1.3m). The Council's housing related support contract has been varied to accommodate this service.
- LCC currently commission mental health crisis housing as part of the housing related support contracts. These contracts are fully funded by West Lincolnshire CCG and the money is transferred across to LCC at a value of £491,368.
- A Section 75 agreement is in place for the delivery of the Integrated Community Equipment Service, the NHS in Lincolnshire contributes £3,132,000 (54%) towards the overall budget for the ICES contract of £5,800,000.

Property Implications (if any)

None identified.

Commercial Opportunities (if any)

All procurement and contract management for this commissioning strategy is now undertaken by Commercial Services – People Services, in common with all strategies led by Adult Care and Community Wellbeing. This approach makes sure that we continually explore all commercial options and opportunities within these services.

Commissioners Comments	
Completed by: David Stacey	Status (RAG)
	Green

Conclusions from Adults and Community Wellbeing Scrutiny Committee – 10 October 2018
<p>The Adults and Community Wellbeing Scrutiny Committee agreed for the following feedback to be provided to the Executive:</p> <ul style="list-style-type: none"> • There were benefits of engaging with district councils, businesses and others to support various approaches to wellbeing. • It was important to make use of the County Council's assets, as part of a mixed economy supporting healthy lifestyles and behaviours. • Creativity around charging policies to encourage take up • The importance of community groups to develop and support healthy activities could not be underestimated.

Quarter 3 2018/19 Performance Information



Wellbeing

The purpose of this strategy is to improve the health and wellbeing of people in Lincolnshire. We think this can be best achieved when people are supported to be independent, make healthier choices and live healthier lives.

[Show performance](#)

People are supported to live healthier lifestyles

Work with others to promote community wellbeing

Percentage of alcohol users that left specialist treatment successfully

33.7

%

Not achieved



People supported to successfully quit smoking

1,024

people

Not achieved



Number of frontline staff and volunteers trained in Making Every Contact

662

staff and volunteers trained

Not achieved



People aged 40 to 74 offered and received an NHS health check

61.4

% of people

Achieved



Chlamydia diagnoses

1,955

Per 100,000 15-24 year olds

Not achieved



People supported to improve their outcomes

97

%

Achieved



People supported to maintain their accommodation

84

%

Not achieved



Emergency and urgent deliveries and collections completed

99

%

Achieved



Commissioning/Delivery Strategy	DRAFT Public Protection-(Not including Fire)		
Sponsor	Pete Moore	Commissioning Lead	Chris Davison
Lead Officer (if applicable)	n/a	Stage: DRAFT Plan	Analyse, Plan, Do, Review

Summary Description

The business of Public Protection focusses on keeping our communities safe and making them feel safe and secure. This cuts across a number of themes in safeguarding and wellbeing. One of the key themes within the Public Protection commissioning strategy is bringing partners together by influencing and co-ordinating collaborative efforts to contribute to the safety of Lincolnshire. This activity cuts across both internal LCC services such as Trading Standards, Community Safety, Registration/Coroners, Highways, Children's and Adults and external partners such as the PCC, Police, Districts and Probation. This strategy has many interdependencies that are in the main managed through statutory boards such as the LCSP, LASB, LCSB and LRSP.

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<p>How have the "Needs" been established and agreed (include engagement activities)</p> <ul style="list-style-type: none"> The LCSP conducted a recent survey (November 2016) to understand the feelings of the community and to support the strategic priority setting looking ahead. Analytical work is undertaken to assess outcomes and current issues LCC is currently reviewing needs on behalf of the LCSP Survivor feedback is sought from victims of DA who have both used the services in Lincolnshire and many who haven't Link with other engagement channels such as the PCC and national crime surveys Trading Standards carry out local Strategic Threat assessment and take note of national and regional versions LRSP use analysis of collision and accident data 	<p>What are the agreed "Outcomes"</p> <ul style="list-style-type: none"> The public are protected from unsafe and dangerous goods Vulnerable repeat victims of scams are protected Improve public safety by reduction in alcohol and drugs misuse, inc. alcohol fuelled violence and anti-social behaviour, young people and drug misuse. Increase public confidence in how we tackle domestic abuse. Reduce the number of people killed or seriously injured on Lincolnshire's roads Reduce adult reoffending Reduce the number of young people committing a crime Reduce young people entering criminal justice system Ensure routes to integrity of citizenship, nationality and prevent sham marriage Ensure integrity of death investigation by Coroners and to support the prevention of further deaths 	<p>How is success measured? Success is measured on performance against the Council Business Plan measures.</p> <table border="1"> <thead> <tr> <th>No. of measures</th> <th>Targeted/measured ?</th> <th>Of the targeted measures:</th> </tr> </thead> <tbody> <tr> <td>17</td> <td>11 Targeted 6 Measured</td> <td>- 8 Achieving or exceeding the target - 3 Not Achieving the target</td> </tr> </tbody> </table> <p>For information on quarter 3 performance, please see below.</p>	No. of measures	Targeted/measured ?	Of the targeted measures:	17	11 Targeted 6 Measured	- 8 Achieving or exceeding the target - 3 Not Achieving the target
No. of measures	Targeted/measured ?	Of the targeted measures:						
17	11 Targeted 6 Measured	- 8 Achieving or exceeding the target - 3 Not Achieving the target						

Key Contracts (>£1m or those of a politically sensitive nature)

Service Contracted	Provider	Duration	Review Date	Contract KPI's (Y/N)	Performance (Good/Ave/Poor)	Corrective Measures (if needed)	Payment Terms (Arrears/Advance)	Performance Driven / Independent?	Volume Sensitive (Y/N)?
Trading Standards	LCC	ongoing							
Domestic Abuse Outreach Services-Standard and Medium risk victims including children	WLDAS, NCHA, Boston Mayflower	Current end Mar18	In process	Y	Good	none	Q in arrears		N
IDVA – Independent Domestic Violence Advisor (support offered to high risk cases in MARAC process)	Safer Communities LCC	Current end Mar18	In process	Y	Good	none	Q in arrears		N
Assisting Rehabilitation through Collaboration (ARC) Co-ordinator	Safer Communities LCC	LCC funding ends Mar18	In process	In development	Good early results	none			
Community Safety Analysis, Coordination and Commissioning (including Police secondment)	Safer Communities LCC	ongoing							
Services for Appropriate Adult Provision across Lincolnshire Police custody suites (Children's Services)	TAS	3years +1+1	Just retendered	Y	Good	none	Monthly in arrears		
Engineering: Identify and implement an annual programme of engineering safety schemes	LCC -Highways	ongoing							
Continue to run and manage School Crossing Patrol facilities across the County	LCC Direct funding for School Crossing Patrols	ongoing							
Delivery of National Driver Offender Retraining Scheme courses	Strategic Partnership between LCC and PCC	ongoing							
Registration , Celebratory and Coroners Services – Mortuary, post mortem and body removal	Empath, Independent Funeral Directors								

Existing Pooled Budget/Co-commissioning arrangements (if any)

Delivery of National Driver Offender Retraining Scheme Courses Utilises income as a result of Strategic Partnership between LCC and the Office of Police and Crime Commissioner for Lincolnshire to deliver National Driver Reoffender Retraining Scheme courses (approx. £1.65m)

Property Implications (if any)

ARC team collocated in 1 room at Myle Cross to promote multi-agency working (includes Police officers, probations services, YOS and health).

Commercial Opportunities (if any)

Will be considered as part of draft commissioning strategy – some already exploited in Celebratory Services and Trading Standards.

Commissioners Comments

Completed by:	Status (RAG)
	<i>Supporting comment if Red or Amber Red Amber Green</i>

Conclusions from Public Protection and Communities Scrutiny Committee – 12 March 2019

The Public Protection and Communities Scrutiny Committee considered the proposed Public Protection Commissioning Strategy on 12 March 2019. The Committee was informed that there were some performance measures within the strategy that were still draft, and that officers were in consultation with the Executive Councillor for Community Safety and People Management to revise those measures.

The Committee was invited to consider the context of the strategy, in which the following points were noted:

- The Committee was pleased to see that domestic abuse had been listed as a high priority.
- It was questioned why sexual violence had been deprioritised despite there being evidence to show that sexual offences were increasing. The Committee was assured that there was a localised team working on the priority and that there was a process in place which regularly assessed the priorities.
- It was recognised that there had been no evidence found to suggest that there was an increase in knife crime within Lincolnshire. However, it was confirmed that they monitoring the situation closely.
- It was recognised that there were external factors that meant that deaths could not always be registered within the target period of five days. The County Officer for Public Protection confirmed that this had been raised with the County Coroner.

Quarter 3 2018/19 Performance Information



Protecting the public

The purpose of this commissioning strategy is to create an environment that enables the people of Lincolnshire to succeed and prosper, to ensure the public feel protected and secure and that those that are most vulnerable are safeguarded.

Show performance

The public are protected from unsafe and dangerous goods

The public are protected from unsafe and dangerous goods



Improve public safety by the reduction in drugs and alcohol misuse, focused on town centre alcohol fuelled violence and anti-social behaviour, young people and drug misuse

Improve public safety by the reduction in drugs and alcohol misuse, focused on town centre alcohol fuelled violence and anti-social behaviour, young people and drug misuse



Increase public confidence in how we tackle domestic abuse

Increase public confidence in how we tackle domestic abuse



Reduce the number of people killed and seriously injured on Lincolnshire's roads

Reduce the number of people killed and seriously injured on Lincolnshire's roads



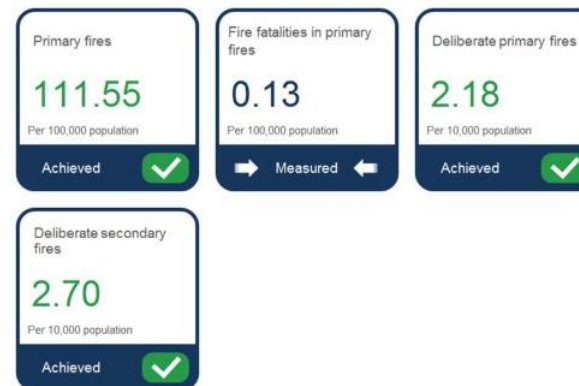
Reduce adult reoffending



Reduce the number of young people committing a crime



Reduce fires and their consequences



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Open Report on behalf of Andy Gutherson, Executive Director - Place

Report to:	Executive
Date:	04 June 2019
Subject:	Water Resources East - LCC Membership of the Company
Decision Reference:	I018000
Key decision?	No

Summary:

To provide an update on the role of Water Resources East (WRE), its formation as an independent not for profit company and opportunities for Lincolnshire County Council (LCC) to influence outcomes, including decisions on Nationally Significant Water Infrastructure.

To seek Executive approval for LCC to become a member of the company, and to appoint an LCC Member to the WRE Board of Directors as an outside body, and to authorise the Executive Director - Place or an officer nominated by him to exercise the powers of the Council as member of the company.

Recommendation(s):

That the Executive:

1. Approves the Council taking up membership of the Water Resources East company
2. Approves the appointment of Councillor E J Poll as a Director of WRE
3. Authorises the Executive Director - Place (or any officer nominated by him), in consultation with the Executive Councillor for Economy and Place, to exercise the powers of the Council as a member of the Council whether in general meeting or otherwise
4. Approves the making by the council of in-kind contribution to the resourcing of the Company in lieu of a financial commitment
5. Approves the entering into by the council of any collateral agreements, for example any Shareholders or Members Agreements necessary to give effect to the council's membership of the company.
6. Delegates to the Executive Director – Place, in consultation with the Executive Councillor for Commercial and Environmental Management, the authority to approve the final form of the council's membership of the company, its in-kind contribution and any legal documentation.

Alternatives Considered:

- | | |
|----|---|
| 1. | That LCC do not become a member of the company. This would remove LCC from direct participation in the company. This could significantly reduce LCC's influence in determining future strategic infrastructure provision for water management across southern Lincolnshire. LCC would not be able to appoint an Executive Member to the WRE Board of Directors. |
|----|---|

Reasons for Recommendation:

LCC Members have expressed a preference to be able to take part in the decision making processes and influence outcomes relating to future provision of nationally significant water infrastructure in Lincolnshire. Officers have contributed to the development of WRE in terms of its structure and governance. This has created the opportunity for LCC to become a member of the company, thereby influencing the development of the regional Water Resource Management Plan and long term decisions on water management across the Anglian region. LCC membership of the company will also allow a senior LCC Member to occupy a position on the WRE Board of Directors. The recommended approvals will enable officers to complete this process.

1. Background

Water Resources East (WRE) as a strategic initiative was created by Anglian Water in response to Defra guidance that water companies should collaborate with local water stakeholders to deliver wider local benefits and add value from water infrastructure investments where possible. In its early stages LCC's Members and officers were not supportive of LCC playing an active role in WRE because the proposed structure and governance was too heavily invested in the water companies and therefore might not enable LCC to genuinely influence outcomes within the county. LCC has actively worked with WRE and Anglian Water to improve this position. Current proposals are now significantly more positive and offer improved opportunities for achieving additional benefits for Lincolnshire through the delivery of Nationally Significant Water Infrastructure (NSWI).

Recent developments

During 2018 water companies produced their draft Water Resource Management Plans, which included the early stages of preparation for initiatives such as Water Resources East. Defra and the other water regulators found these plans lacked inclusivity with respect to local water stakeholders and to have failed to integrate effectively with other water companies, regionally and nationally.

As a consequence Defra has directed water companies across England to work in partnership with other water stakeholders to create independent bodies that would be responsible for producing Regional Water Resource Management Plans. These will take precedence over the plans of individual water companies, and are intended to provide a co-ordinating strategic framework guiding lower level water

company plans. In essence, the Regional Plans will identify options to create resilient public water supplies on a regional and national basis.

In eastern England – the Anglian Region - WRE will become responsible for producing the Regional Water Resource Management Plan. This significantly increases the level of impact WRE will have on nationally significant water infrastructure, and hence increases the value for local authorities in participating in the company.

Current position

LCC has worked closely with Anglian Water and WRE to influence its structure and governance, thereby ensuring that it is truly independent with no single organisation or sector having a controlling interest. In response, current proposals for the composition of the WRE board include a minority of water company directors and at least three seats for directors representing Local Authorities. All Executive Directors making up the Board will have equal voting rights.

Initial proposals for WRE Directors put forward the notion that the ability of a body to nominate someone for Board membership would also carry an obligation to provide a defined level of financial support towards running the company (but not necessarily towards any schemes or programmes ultimately promoted through the company). This has now been renegotiated to include contributions in kind and LCC's ongoing provision of partnership working and officer support has been accepted as fully meeting this requirement. LCC will not financially support the running of WRE.

Opportunity to engage directly and influence outcomes

Anglian Water is now recruiting the WRE board of directors and has invited LCC to appoint a Director on the board of the independent company. The changes to the structure and governance of WRE, and WRE's role in producing the Regional Water Resources Management Plan, means that board membership will enable a senior LCC member to influence outcomes.

The Council is now able to determine whether it wishes to accept the invitation to appoint a senior elected Member on the WRE board of directors. Choosing to accept a Board position will provide a senior member of the Council with a greater degree of influence over the strategic direction that WRE takes, and therefore over additional benefits that might arise out of any NSWI that is ultimately put in place. While the Council could also choose not to engage at this level this would significantly reduce the level of influence that the Council's members would be able to exert with respect to NSWI decisions.

To appoint an LCC Exec Member to the WRE Board of Directors, the Council must join the company corporately, with appointment of the Director then proceeding as an appointment to an outside body. The relevant steps are outlined in the actions recommended for Executive approval.

The Council will need to authorise an individual to exercise its powers as a member of the company, and it is proposed that this authorisation is given to the

Executive Director of Place (or such other officer as is nominated by him) in consultation with the Executive Councillor for Economy and Place.

WRE will be a not for profit company. Its Business Plan and Articles of Association are attached at Appendices A and B respectively.

In terms of the Articles, the proposal is that LCC will become a Principal Funding Member of the company. Although this would normally require a direct cash contribution of 3% of running costs, the Board of Directors is able to accept a Principal Funding Member on the basis of in-kind contributions, and this has been agreed in relation to the Council.

The other main feature of the Articles of Association that should be noted is that, as long as a member of the company has paid up their contribution to the company, that member can withdraw from membership on the giving on not less than seven days' notice.

2. Legal Issues:

Equality Act 2010

Under section 149 of the Equality Act 2010, the Council must, in the exercise of its functions, have due regard to the need to:

- * Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
- * Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- * Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation

Having due regard to the need to advance equality of opportunity involves having due regard, in particular, to the need to:

- * Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic
- * Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it
- * Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to tackle prejudice, and promote understanding

Compliance with the duties in section 149 may involve treating some persons more favourably than others

The duty cannot be delegated and must be discharged by the decision-maker. To discharge the statutory duty the decision-maker must analyse all the relevant material with the specific statutory obligations in mind. If a risk of adverse impact is identified consideration must be given to measures to avoid that impact as part of the decision making process

An impact analysis has not been undertaken specifically in relation to the recommendations in this report. This relates to an outside body which will be accountable itself in this respect. Individual projects or programmes developed and managed through WRE will be subject to full environmental and equalities impact assessment as appropriate by the lead authority or body responsible for the project or programme.

Joint Strategic Needs Analysis (JSNA) and the Joint Health and Wellbeing Strategy (JHWS)

The Council must have regard to the Joint Strategic Needs Assessment (JSNA) and the Joint Health & Well Being Strategy (JHWS) in coming to a decision

The specific objectives of WRE include producing a Regional Water Resource Management Plan and the purpose of LCC membership of the company is to influence water infrastructure investments in Lincolnshire and opportunities to add value to them (potentially with LCC capital investment). When those options are appraised there will be a requirement for this analysis.

Crime and Disorder

Under section 17 of the Crime and Disorder Act 1998, the Council must exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances in its area and re-offending in its area

There are not considered to be any impacts on crime and disorder.

3. Conclusion

Approval is sought for the Council to take up membership of Water Resources East as a Principal Funding Member, making an in-kind contribution to the costs of the company. Membership will allow the Council to appoint a senior member as a Director of the Company.

The Council will also need to authorise an individual to exercise its powers as a member of the company, and it is proposed that this authorisation is given to the Executive Director - Place (or such other officer as is nominated by him) in consultation with the Executive Councillor for Economy and Place.

4. Legal Comments:

The Council has power to take up membership of the company as proposed. The decision is consistent with the Policy Framework and within the remit of the Executive.

5. Resource Comments:

Accepting the recommendation in this report, to take up membership of the Water Resources East, should have no direct financial impact on the Council. Our contribution is in kind to aid the functioning of the Company. There is a small risk of a potential liability of up to £15k as identified under Appendix C and this will need to be found within existing budgets. However the risk mitigation as outlined should significantly reduce this risk to the Authority.

6. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

This proposal will be considered by the Environment and Economy Scrutiny Committee on 21 May 2019. Any comments of the Committee will be reported to the Executive.

d) Have Risks and Impact Analysis been carried out?

Yes

e) Risks and Impact Analysis

Due to WRE being an outside organisation and the approval sought here being limited to membership of WRE, not specific projects that might emerge from it, the risks to LCC are limited as shown in the table at appendix C.

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Water Resources East Business Case
Appendix B	Water Resources East Articles of Association
Appendix C	Risk Assessment

8. Background Papers

No Background Papers within the meaning of section 100D of the Local Government Act 1972 have been used in the preparation of this Report.

This report was written by Andrew Jee, who can be contacted on 01522 555215 or andrew.jee@lincolnshire.gov.uk .

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WATER RESOURCES EAST



DRAFT BUSINESS PLAN 2019/2020

1). Introduction

Eastern England is home to some of the UK's most exciting businesses, most beautiful natural sites, most fertile agricultural land and most prestigious academic institutions – and it is set to grow rapidly over the coming decades. Three of the UK's five fastest-growing cities, the Thames Gateway and the M11, A11 and M1 growth corridors are all in the Eastern region – making a significant contribution to growth nationally.

But Eastern England has other attributes that make it uniquely vulnerable to water shortage and severe weather events. Nearly 30% of the land mass is below sea level, a huge proportion of the area is used for agricultural production, it's the driest region in the UK and the East has one of the longest coastlines of any region.

With the increasing risk of drought and the surge in demand for food, energy and services that is likely in future, there is a very real risk that a lack of collaborative water management could limit growth and development in our region. The Water Resources East region, which covers 31,000 square kilometres from the Humber in the North to Basildon in the South and Northampton in the West to the Eastern coast, is predicted to face a gap between supply and demand of 750 mega litres a day (ML/d) if the region carries on managing water resources in the same way.



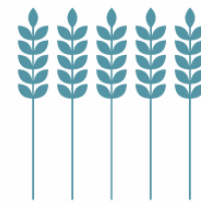
DRIEST REGION IN THE UK



HIGHEST FORECAST GROWTH
OUTSIDE LONDON



INTERNATIONALLY
IMPORTANT ENVIRONMENTS



LEADING AGRICULTURAL
PRODUCER

2). What is Water Resources East?

The precursor for Water Resources East (WRE) was work carried out between Anglian Water and the Cambridge Institute for Sustainability Leadership (CIS) which identified the benefits of a multi-sector approach to water investment and management. The work was documented in a report in 2013 entitled 'Sink or Swim: A multi-sector collaboration on water asset investment'.

Synopsis

The Sink or Swim Water Collaboratory led by CISL, brought business and policy makers together to deliver a multi-sector vision in response to the critical debate on the growing pressures on scarce water resources. It identified sector specific business cases for action, based upon the different material relationships each have with water. Four novel financial mechanisms were developed that could enable the integration of innovative solutions to water security. This work focused upon the UK, with the intention that the frameworks that were developed could be applicable beyond the UK.

Shortly after the publication of this report, in 2014, Water Resources East (WRE) was formed by Anglian Water. WRE is pioneering a collaborative approach to water resources planning. Instead of the traditional approach, in which water companies look at water resource planning for their respective areas in isolation, WRE has brought together regulators, companies, retailers and individuals in the water, agriculture, power and environmental sector. It has looked at the needs and potential trade-offs across all these organisations and balanced considerations of customers, agriculture, the economy and the environment.

WRE is rooted in the principle that there isn't a lack of water, but a lack of sustainable and resilient water management.

Management of future water resources is at the heart of strategic planning across the globe. Given our unique circumstances we have a rare opportunity to help lead, shape and inform thinking in the UK and further afield. This is

particularly true when considering the present and future pressures on water resources, and how best to manage demands from intensive agricultural production and food processing sectors and rising population.

Despite these growing demand pressures, we also need to find ways to reduce future levels of water abstraction to ensure we improve and enhance the environment, meeting our legal responsibilities and supporting biodiversity.

In looking to create a more sustainable governance model for how water resources are managed, WRE has worked across sectors and collaboratively with all interested parties – those who use, have an impact on, and are affected by future water resource change.

Water Resources East is a cost-effective way to meet the water resource related needs of key sectors and organisations in Eastern England. Using an approach based on collaboration and shared-vision planning, this brings significant benefits, including:

1. **For water companies:** WRE is an efficient way for water companies to:
 - a. Respond to the work of the National Infrastructure Commission on resilience for public and private water supplies.
 - b. Meet the expectations of the Environment Agency and Defra in respect of the National Planning Framework for water resources. This includes delivering effective and efficient multi-sector Regional Plans in the 2024 round of planning which will feed directly into water company statutory Water Resource Management Plans (WRMPs).
 - c. Deliver the planning related elements of the Ofwat “Strategic Regional Options”. This includes producing evidence for the assessment criteria outlined in the Water Resource National Policy Statement.
2. **For agriculture:** WRE will seek to secure the water that agriculture needs for irrigation, livestock and food processing in Eastern England, both now and in the future. This includes providing the technical resources and decision-making tools that the sector needs to respond effectively to the challenges of growth, climate change and the reductions in abstraction needed to meet the needs of the environment.
3. **For the environment:** WRE is an effective way to deliver change at landscape scale, linking the activities of water companies, agriculture and local authorities in a framework which promotes conservation and restoration of priority habitats through decisions about the management and use of water.
4. **For the combined needs of agriculture and the environment:** WRE brings an opportunity to influence the development of the new environmental land management systems (ELMS), securing farm revenues while building natural capital and increasing the flow of eco-system services from in-stream and riparian habitats.
5. **For the energy sector:** WRE provides an insight into other sector plans, increasing understanding of future energy needs for each sector. It is a means of protecting critical water related interests on, for example, the River Trent and the River Ouse, as well as influencing the development and implementation of the water abstraction plan.
6. **For Local Enterprise Partnerships and local authorities:** WRE will secure the water resources needed for housing development and economic growth, and will do this in a way that promotes a flourishing natural environment. The process for deciding how to achieve these objectives will be open and transparent, with local interests prioritised in the decisions which are made.
7. **For regulators, including Defra, the Environment Agency, Natural England and the Drinking Water Inspectorate:** WRE is a vehicle for delivering the water related elements of the 25-year Environment Plan for Eastern England, including the water abstraction plan and the new environmental land management system, whilst seeking to improve water quality at source.

The technical work which sits at the heart of WRE uses innovative planning approaches such as Multi-Criteria Search and Robust Decision Making (which sit under the Decision Making under Uncertainty technique) to understand fully the vulnerabilities in the region and possible options to address these challenges. By taking this approach, WRE has developed a clear understanding as to the potential ‘pinch-points’ in our region; areas where, without clear collaborative planning, water management will become a significant future issue.

A MULTI-SECTOR, REGIONAL SCALE PLANNING PROBLEM

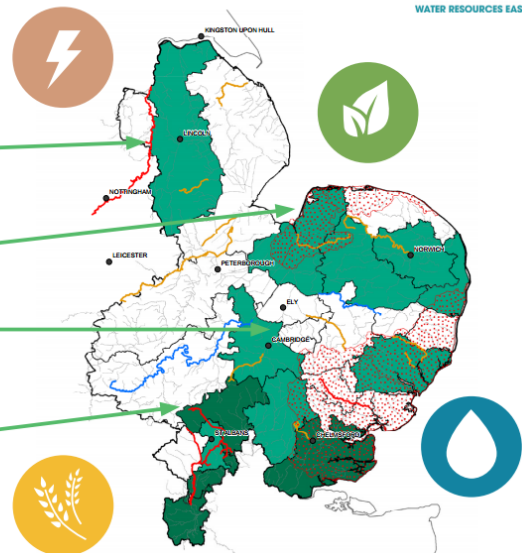
By the 2060's, the gap between the supply and demand for water will be at least 750Ml/d. In the more severe scenarios that have been modelled, it is bigger. These estimates assume that levels of household demand are sustainable.

In scenarios with uncontrolled household demand there is widespread, catastrophic, failure of the WRE water resource and water supply systems.

Power and public water supply vulnerabilities combine on the Trent

Public water supply, agriculture and environmental vulnerabilities combine in North Norfolk, Suffolk and Essex

Public water supply and environmental vulnerabilities combine in Cambridgeshire, the Vale of St Albans and the southern Chilterns



The benefits of a multi-sector approach

Water Resources East was founded on the principle of multi-sector, collaborative working. This approach will continue to deliver many benefits, including:

- Encouraging collective ownership of the many future challenges faced by abstractors to deliver better economic outcomes for efficiently and at a lower environmental cost than would otherwise be possible.
- Facilitating multi-sector investment: Ensuring water resources and their users are resilient to future challenges – especially for those who may struggle to raise capital.
- Planning from a whole basin/catchment level to ensure integrated and robust solutions, to drive more efficient planning, provision and use of infrastructure (both financially and in terms of water use/allocation).
- Generating more affordable investment programmes and consequently lower bills for industry as well as public water supply customers, which in turn enables us to tackle our demand management deficit head on.
- Sharing of ideas, expertise and best practice between sectors through joint ownership and delivery of the WRE programme by anyone in the region with an interest in the management and use of water.
- Having an explicit emphasis on the water demands and protection and enhancement of the environment bringing these to the forefront of planning – exploring ideas for green infrastructure, wetland restoration, and aquifer storage and recovery.

Evolving our approach

There has been significant recent government effort in moving the agenda on regional water resource planning forward. This has been led by Defra and the Environment Agency, and has been informed by work by Water UK and from the National Infrastructure Commission.

In 2016, Water UK published their Water Resources Long Term Planning Framework (2015-2065). Chaired by Jean Spencer, then Regulation Director at Anglian Water, the working group which published the report made a series of strategic recommendations, and provided a significant evidence base for the regulatory policy documents which followed.

In April 2018, the National Infrastructure Commission published a report entitled 'Preparing for a drier future – England's water infrastructure needs'. The document set out the National Infrastructure Commission's advice on how to address England's water supply challenges and deliver the appropriate level of resilience for the long term. The Commission's central finding was that *'government should ensure increased drought resilience in England by enhancing the capacity of the water supply system. This will require a twin-track approach combining demand management (including leakage reduction) with long-term investment in supply infrastructure. To achieve this, the Commission recommends that government ensure plans are in place to deliver additional supply and demand reduction of at least 4,000 million litres per day (Ml/day). Action to deliver this twin-track approach should start immediately'*.

On 9th August 2018, Defra, the Environment Agency, Ofwat and the Drinking Water Inspectorate jointly wrote to water companies in England, calling for ambitious and co-ordinated leadership across industry, government and regulatory bodies to meet the challenges ahead. This letter, entitled 'Building Resilient Water Supplies', called for *'regional water resources*

planning that transcends company boundaries and identifies optimum solutions for the region and the nation as a whole' together with 'greater use of markets and competition to ensure solutions are delivered efficiently'.

The letter confirms regulatory expectations that regional groups, such as Water Resources East:

- Produce regional plans that feed directly into individual company Water Resource Management Plans and explore inter regional transfers as part of the planning process.
- Engage with other water users to develop cross-sector solutions.
- Work with other regional groups such as Local Economic Partnerships to understand regional economic and population forecasts.

WRE were complemented in the letter as having 'demonstrated innovation by taking a cross-sector approach and making important links with the initial priority catchments identified in the EA's 2017 Abstraction Plan.'

In November 2018, Defra published their draft National Policy Statement for Water Resources Infrastructure, setting out the need and government's policies for development of nationally significant infrastructure projects relevant to water resources in England. The NPS specifically applies to reservoirs, water transfers and desalination projects, and seeks to provide an appropriate and effective framework to make decisions on development consent applications.

Consultation responses on the NPS are currently being reviewed.

In January 2019, Defra published consultation proposals for 'Improving our management of water in the environment'. The proposals include:

- The ability for the Secretary of State to direct companies to plan on a regional and inter-regional basis, and to take account of other abstractors needs.
- Recognition in legislation that the water resource management planning process should be recognised as a measure to deliver environmental objectives.
- Improvements to the legislation governing Water Resource Management Plans.

Replies to the consultation are due on 12th March 2019, and Water Resources East will be providing a response.

The BiTC Water Taskforce Strategy (2019-2022)



The Business in the Community (BiTC) Water Taskforce is a cross-sectoral group with members from the water, engineering, design, retail, construction and government sectors. The group convenes to collaborate around shared problems on water and the natural environment, and aims to deliver increased resilience of urban and rural landscapes that protect natural assets, support wellbeing and help climate proof community and business assets.

The Water Taskforce programme has three pillars of work: healthy ecosystems, resilient places and a circular economy of water. The Healthy Ecosystems pillar is lead by Anglian Water, working alongside Nestle, Sainsburys, Thames Water, Southern Water, Yorkshire Water, United Utilities and Northumbrian Water, and aims to 'work with businesses to improve the health of water, soil and habitats by working through their supply chains'.

The Circular Economy for Water programme, lead by Thames Water and Southern Water, includes a workstream to build further partnerships looking at how the water cycle is impacted by connected infrastructure. By taking an integrated planning approach to developing new road network consideration can be given to the role that this infrastructure has, not just in getting people and goods from A to B, but the wider impact these developments have on human health and the natural environment. This is highly relevant to the conversations that WRE are having with local authorities and Local Enterprise Partnerships around the role of water in regional economic development.

Water Resources East will work alongside the BiTC Water Taskforce over the next three years through to 2022 as it seeks to deliver its ambitious action plan.

3). What will Water Resources East deliver over the next 5 years?

Water Resources East will be central to delivering a reliable, sustainable and affordable system of water supply in Eastern England to 2045 and beyond.

WRE's overall role will be to develop a plan to secure long-term resilience in water resources which enhances the environment in Eastern England.

At Regional level, WRE will:

- Pull together all relevant multi-sector stakeholders including water companies, Local Authorities and Enterprise Partnerships, the energy and agricultural sector, landowners and key NGOs to develop a single multi-sector Regional Water Resources Plan for Eastern England which:
 - Meets the needs of customers of all sectors, local communities and seeks to enhance the environment
 - Builds on successes from existing water company water resource management planning processes (WRMPs)
 - Develops long term plans for water resources which work under all plausible futures
 - Facilitates sustainable economic growth in the region
 - Fulfils the requirements of recent regulatory publications
- Identify and explore opportunities for wider benefits, for example flood mitigation and broader economic development, including at county scale.
- Ensure that both rural and urban water resilience are considered in future planning.
- Work in partnership with the other Regional Groups to co-ordinate technical approaches – ensuring compatibility, not necessarily uniformity, and ensuring that the outputs of the Regional Plan for Eastern England can be easily incorporated to meet the statutory requirements of company WRMPs.
- Create value for the customers and communities served by water companies by driving efficiencies in the WRMP24 process ('getting it right first time') and by providing absolute assurance on the resilience benefits of proposed investment schemes, particularly cross-company transfers and bulk supply agreements.
- Create efficiencies within the WRMP consultation process, as key players will have been involved in their co-creation at regional level.
- Enable better understanding of risks and opportunities in the agricultural and energy sectors with regard to water management.
- Undertake planning for extreme drought, and co-ordinate responses at a regional level.
- Support in the translation of future national issues, eg climate change adaptation and mitigation and population growth into a regional context.
- Create an academic partnership within Eastern England and beyond, harnessing the combined effort of multiple institutions and capturing new and innovative knowledge generation.

At National level, WRE will:

- Ensure clear line of sight to the National Planning Framework, working in partnership with the other regional groups, and providing expert input into national infrastructure schemes.
- Work directly with government and regulators to raise issues and potential barriers to inform the future regulatory and policy approach, including the role of markets, working closely with the proposed new Ofwat Regulatory Alliance..
- Respond to relevant key consultations on behalf of Eastern England.

At Catchment and sub-catchment level, WRE will:

- Provide thought leadership and technical consultancy, piloting new approaches to multi-sector water resource management approaches at a more local level, moving at pace to ensure that these are realised on the ground and inform the regional plan.
- Share and publish case studies and innovative approaches, using partner publications and broader engagement channels.
- Support farmers and landowners to develop local water management schemes, helping them to visualise the 'art of the possible' and keep pace with environmental challenges and changing regulatory and policy landscapes.
- Work alongside the BiTC Water Taskforce Healthy Ecosystems project to look at how farmers can be better supported by a stewardship approach to land, with the aim of improving the health of water, soil and biodiversity, and in turn the prosperity of their businesses and the local community.
- Provide a vehicle to support bids and grant applications to secure wider collaborative funding (eg Inter Reg, ERDF, ELMs).
- Align with and support stakeholders working as part of the Catchment Based Approach (CaBA) to maximise benefits.

4). Ensuring that WRE can deliver these aspirations.

In December 2018, the multi-stakeholder WRE Leadership Group approved a set of principles for WRE to be successful over the next five years and beyond. The Leadership Group agreed that WRE needed to be:

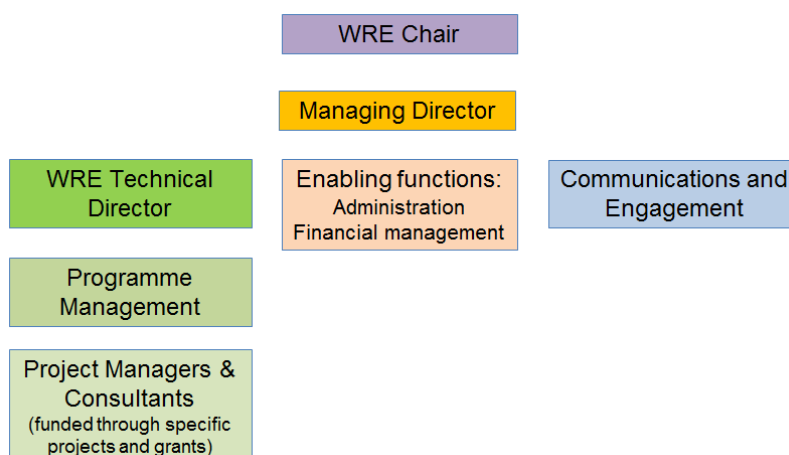
1. **Independent** of water companies, other abstractors and users of water and regulators
2. **Technically credible** with the capacity for effective decision making
3. **Influential**, involved in the co-creation of national policy working in partnership with Government, regulators and other stakeholders
4. **Capable** of delivering outputs in time for inclusion in WRMP24 and other associated plans

At the same meeting, following a review of a number of governance models (including the continuation of the existing structure), the WRE Leadership Group voted unanimously in favour of the creation of a new independent legal entity, Water Resources East (WRE) Ltd, a not for profit company limited by guarantee.

A company limited by guarantee is primarily used for non-profit organisations that require legal personality. A company limited by guarantee has members who act as guarantors rather than any share capital or shareholders. The guarantors give an undertaking to contribute a nominal amount (typically very small) in event of the winding up of the company.

5). Water Resources East (WRE) Ltd.

Proposed organisational design.



Job Role Outlines are currently being prepared for the WRE Chair, Managing Director and Technical Director. Further details are being developed around the administration, financial management and communications and engagement functions.

The Board will have oversight and approval of the recruitment process for the Managing Director and Technical Director roles, and of the role of the independent Chair. The Managing Director and Technical Director will be responsible for recruitment of other roles.

Operational budget for 2019/20.

The operational budget is estimated* to be **£480k** for the financial year 2019/20. This budget covers salaries and fees for the Chair and full time staff (£424k), communication and engagement activities (see later plan) (£15k) accommodation (£15k) and travel and other expenses (£26k).

*At the time of writing, accommodation costs and certain other expenses (eg provision of IT) are unknown, hence an estimate.

The Technical Programme (see later) will also require significant funding streams in addition to the operational budget, and these are discussed later.

Registered office location and accommodation strategy.

The registered office for Water Resources East (WRE) Ltd will initially be Lancaster House in Huntingdon (Anglian Water's Head Office). With regard to accommodation for employees, whilst the Managing Director and Head of Technical Programmes may be home based, there is need for office accommodation and a permanent registered address for the company. We are exploring options with Lincolnshire County Council in Lincoln, Anglian Water in Huntingdon and the University of East Anglia in Norwich which would give us a useful physical presence across our region.

We will request that WRE members, particularly Board members will support through the provision of meeting space and occasional co-location and hot desking.

Enabling functions and support services.

Our aim is that WRE members, in particular Board members, will be willing to support in the provision of support services, for example occasional legal, tax and HR advice and financial assurance on an ad hoc basis on a 'benefit in kind' basis. If significant legal or other specialist advice is required, the Board of Directors will decide on how this will be resourced. An independent Payroll Services provider will be appointed.

A full list of support services is being drawn up, and discussions will be held with potential Board members as to how they may be able to support the provision of these, particularly if funding is being provided 'in kind' rather than directly.

Company Secretariat services will initially be provided by Anglian Water, but in time these will be picked up through the financial management function.

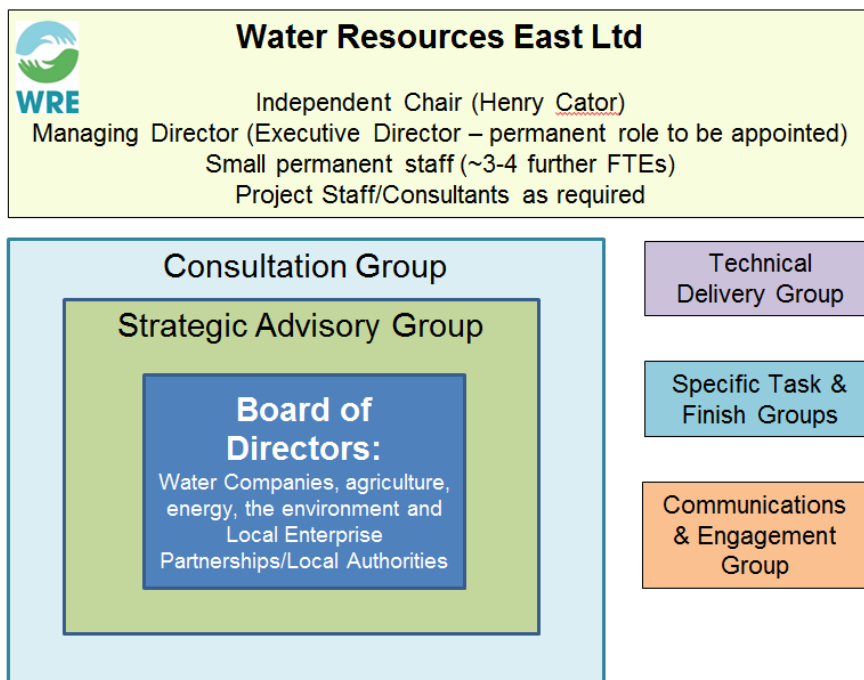
Bank account.

We expect that Water Resources East (WRE) Ltd will use Barclays Bank. The Anglian Water Treasury team are assisting in the setting up of the bank account, which will be completed once we have appointed three Directors to the Board of WRE who are willing to become signatories on the bank mandate. Further Directors may be asked to become signatories to maximise flexibility.

Company and Regulatory policies.

The Managing Director will ensure that a comprehensive set of policies are prepared, approved and published on the company website.

6). How will WRE be led and governed?



Other sub-committees will be required to oversee and provide assurance regarding financial management (both operational and project-based). These sub-committees will evolve as the Board forms.

Meeting frequencies.

It is anticipated that the **Board of Directors** will meet 5 times in the first year of operation; this frequency will be reviewed for Year 2. Two of these meetings are expected to be half-day meetings, with the Strategic Advisory Group joining for the second half of the meeting. One of the joint meetings will be the Annual General Meeting.

The **Strategic Advisory Group** will meet quarterly for the first year; two half days (as above) and two full days.

The **Consultation Group** will meet at least twice every year, but the very nature of organisations in this group, particularly regulators, will mean that dialogue and consultation on smaller scales will be continuous.

Articles of Association for Water Resources East (WRE) Ltd.

The full draft Articles of Association, prepared by Eversheds, are attached as Appendix 1.

In summary, they detail two tiers of membership, namely **Primary Funding Members** (PFMs) who will form the **Board of Directors** and **Standard Members** who will form the **Strategic Advisory Group**. Whilst WRE will be independent of any controlling interest by individual organisations or sectors, it will be dependant upon those organisations represented on its

Board of Directors to resource its day to day running. Those organisations represented on the Board must make meaningful contributions that collectively fund or otherwise facilitate WRE's function. These could be a direct financial contribution of a minimum 3% of the day to day operational costs for the organisation (salaries, accommodation and expenses), or could be an 'in kind' contribution which is equivalent to a 3% direct contribution. This could take the form, for example of the provision of a support service which reduces the overall operational cost of the business. For organisations wishing to make donations 'in kind', the Board of Directors in place at that time will decide whether the contribution is sufficient for an organisation to become a PFM. PFMs will nominate a named individual within their organisation for appointment as a non-executive director of the company.

It is expected that PFMs will make a contribution to the business which reflects the likely benefit that they will receive from being a member of the Board of Water Resources East (WRE) Ltd. There will be no precise funding formula, and as the company is formed, potential contributions will be discussed with individual founding organisations. Contributions will be disclosed to the other PFMs.

A programme of technical work, described later, will be funded completely separately from the day to day operation of the organisation, and PFMs will not be automatically expected to fund elements if they will not derive a benefit. Each element of the technical programme will be different, and the Technical Delivery Group will identify how each will be funded, and make recommendations to the Board of Directors (see later).

The Board of Directors will have specific duties:

- Appointment of the Chairman and the Managing Director.
- Remuneration policy for the Chairman, Managing Director and Technical Director.
- Approval of the annual budget and the Business Plan.
- Appointment of new PFMs and Standard Members.
- Appointment of up to 2 Stakeholder Directors; these can only come from organisations who hold charitable status, and could include organisations with limited financial ability to become PFMs but who bring specialist skills, knowledge or viewpoints which will complement the other organisations represented on the Board.
- Appointment of sub-committees and specific working groups, and approval of resources for the delivery of key workstreams.
- Setting of the overall strategy and vision for Water Resources East.
- The decision as to which issues require voting by the entire membership, and which matters can be agreed by the Board. It is expected that the draft and final Regional Plan will be approved by the entire membership.

Members of the **Strategic Advisory Group** will formally become members of the company and will meet as per the above timetable, and one of the meetings will be designated as the Annual General Meeting. The role of the Strategic Advisory Group will be to support and enable the Board of Directors to make informed decisions. Individual members will provide specific advice where WRE activities or outcomes have positive or potentially negative impacts on their specialist activities. The Strategic Advisory Group will formally vote on key matters as deemed by the Board of Directors.

All members, whether Primary Funding Members or Standard Members will be entitled to a single vote on key matters, irrespective of their financial or other contribution.

The Consultation Group will be formed of organisations who do not wish to, or are unable to become members of the company, for example government organisations, regulators, and customer representatives. This group will not have formal voting rights but will be integral in bringing a broad view beyond the membership and will bring welcome challenge and specialised knowledge.

Terms of Reference are being drawn up for each of these groups, and will be approved at the first meeting of each.

Membership of the Strategic Advisory Group and the Consultation Group will be open and inclusive, and hopefully very diverse, to ensure that the broadest possible set of views are sought and considered early on and throughout the development of the Regional Plan.

Membership of Water Resources East (WRE) Ltd will be made via an application letter (see Appendix 2). The liability of all members is limited to £1, which is the amount each member of the company would contribute to the assets of the company in the event of it being wound up. Members will be issued with a guarantor certificate by the company.

Other sub-groups may be formed as the company operates in its first year, for example sub-groups to focus on specific sector issues. It is also likely, as the technical programme gathers momentum that an **Investment Board** will form; this will

be populated with senior members of members' organisations who will advise and assure the Board of Directors on sources of funding for the programme.

The WRE Technical Programme.

Chaired by the Technical Director, the Technical Delivery Group (TDG) is responsible for delivering the WRE technical programme of work, including:

- The Regional Plan. This includes any related Task and Finish (T&F) or Working Groups
- Catchment based projects related to the Environment Agency water abstraction plan, and
- Projects with individual landowners and estates, such as the WRE sponsored Environmental Land Management System (ELMS) trials that are being promoted by Defra

Working with the Board and Managing Director, the TDG will:

- Set planning objectives for each work-stream or project
- Develop budgets and programmes for the related works, with key milestones identified, and seek approval from the Board of Directors, potentially via an Investment Board
- Manage the works; making adjustments to program and budget where necessary and assuring the quality of the outputs which are delivered, and
- Report progress on financial and technical issues. Project dashboards and risk & issue logs will be used for this purpose

For the Regional Plan, the TDG will function as the WRE's primary water resource planning group, working together to prepare and test alternative plans and strategies. Outputs from this process will be considered further by the Board, Strategic Advisory Group and the Consultation Group using a series of WRE "Planning Conferences".

The TDG will meet monthly and will comprise representatives from members of the Board, Natural England and the Environment Agency, and other organisations as required.

Technical Programme Funding.

Each element of the Technical Programme will be carefully budgeted by the TDG, and a Business Case will be brought to the Board of Directors for approval. As mentioned previously, a separate Investment Committee may be required at some point in the future. Funding for elements of the technical programme could come from anywhere within the company membership, or indeed via external grants and funding. There will no obligation on Board members to contribute to their funding.

As the Regional Plan develops, conversations will be held with organisations in each sector to gain an understanding of which elements are most appropriately funded internally, and which elements will be more efficiently and effectively delivered regionally through WRE.

Phase II Regional Water Resource Modelling.

To support the work of the National Infrastructure Commission and National Planning Framework for water resources, WRE will complete an additional round of regional water resource modelling, updating the long-term water resource strategy that was delivered in December 2018. Outputs from this work will be used by water companies to complete their draft 2024 Water Resource Management Plans (WRMPs) ensuring that these reflect the needs of other abstractors and users of water in the region and, where appropriate, that they contain the "Regional Strategic Options" expected by Ofwat, the Environment Agency and Defra.

The Phase II regional water resource modelling programme will be based on the following work packages:

Work Package	Outline Details
Preparatory work	Upgrades to the Phase I simulator and optimiser to deliver a user-friendly modelling tool that can be used by planners working in the Technical Delivery Group (TDG), as well as collectively by the TDG, the Board and the Strategic Advisory Group. As part of this work, a stripped-down version of the simulator may be built to enable the effect of transfers between other regions to be evaluated

Supply forecast	Updates to the hydro-climatic datasets used in the simulator to account for the new UKCP18 data
Demand forecast	Updates to the population and demand forecasts that are used in the simulator. This includes for the Oxford-Milton Keynes-Cambridge growth corridor, for the Humber South Bank and agriculture. The work will also include an improved energy sector forecast based on the Future Energy Scenarios (FES) published by the National Grid and an improved understanding of future environmental needs based on a new assessment methodology that uses spatial optimisation of conservation objectives
Options	As well as the strategic regional and household demand management options that were previously modelled, new options will be developed for Phase II. These include agricultural demand management options; cross-sector license and water trades and inter-regional strategic transfers. As well as cost and yield estimates for each option, model contracts will be developed where these are necessary – either to enable water or license trades or to build multi-sector assets. This work will build on national efforts in this area, as well as experience for the WRE catchment and sub-catchment programmes
Reporting and outreach	Key elements of this work package include developing a delivery strategy for the selected portfolio of schemes; assessing the related costs and benefits and consulting on the preferred plan. It also includes assuring the quality of the work that is completed in support of the plan.

A draft programme has been developed. Although subject to confirmation through work with the National Planning Framework Steering Group, key milestones are likely to be:

- **March 2020:** completion of preparatory works and updates to the supply, demand and option datasets used in the simulator
- **March 2021:** completion of the preliminary draft regional plan for evaluation by the Board, the Strategic Advisory Group and other key stakeholders
- **December 2021:** publication of the preliminary draft regional plan for more general consultation
- **August 2022:** publication of the draft regional plan and the WRE water company draft 2024 WRMPs for statutory consultation

To deliver this programme, it is essential that the preparatory work and work on updating the simulator datasets begins early in 2019.

The programme is still under development and discussion, and a number of further workstreams are emerging:

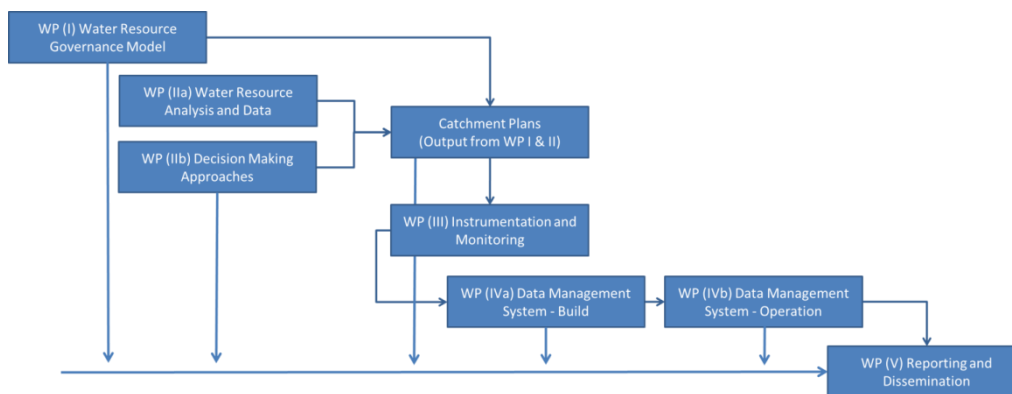
- Proposals for a joint effort with Water Resources North to develop regional strategic options based on the lower Trent, Yorkshire Water Grid and South Lincolnshire Reservoir
- Developing new power-water options with National Grid and Energy UK
- Working with WWF and Blueprint for Water to develop a process for prioritising regional conservation objectives
- Working with Manchester University and CLA on prototype land-use function for the MOEA optimiser

Catchment Based Projects.

WRE is promoting a series of catchment based projects in support of the Defra and Environment Agency water abstraction plan. This aims to reduce the impact of abstraction on the environment, mitigate the possible future effects of climate change and growth, and improve access to water.

A key element of the water abstraction plan is the use of a catchment based approach to deal with abstraction issues at a more local level.

The projects being promoted by WRE combine our multi-sector planning process with a real-time water resource data management system. At catchment level, this will enable a more flexible and adaptive approach to resource allocation, as well as a more collaborative approach to infrastructure planning and investment. The related work packages (WPs) are illustrated below:



To deliver the projects, applications are being made for Inter-reg EU funding. The projects will be carried out in the South Forty Foot Drain catchment in South Lincolnshire, the Cam and Ely Ouse catchment, the Otter catchment and catchments in France. Each will run for 2-3 years starting in late 2019. We have identified French partners, and are currently working on a joint application for submission in June 2019.

Other emerging workstreams are:

- Funding secured to start work on planning elements of the South Lincolnshire Water Management project (with contribution from Anglian Water, Lincolnshire County Council and Anglian Northern RFCC)
- Proposing to fast-track development of a prototype catchment management system to increase water trading on the Bedford Ouse this summer, in discussion with Anglian Water, the energy sector, the Environment Agency and the Lower Nene Water Resource Planning Group

Environmental Land Management System trials.

As part of the 25-year environment plan, Defra are piloting changes to agricultural support payments. The aim is to pay “public money for public goods” and to use this to drive widespread environmental improvements. The new system is referred to as the Environment Land Management system (ELMS).

In collaboration with landowners, WRE is promoting a series of ELMS pilots. These are focussed on water resources and aim to build natural capital in watercourses and riparian areas, increasing the flow of eco-system services from them.

Each of the pilots will involve the creation and management of in-stream and riparian habitats. Benefits will include;

- A reduction in harm from natural hazards such as flooding and drought
- Thriving plants and wildlife
- Clean and plentiful water, and
- Enhanced beauty, heritage and engagement with the natural environment

At landscape scale, roll-out of the pilots will increase resilience in the natural systems we depend on for our public and private water supplies. It will also help mitigate possible future climate change impacts, including on priority habitats such as chalk streams, reducing the need for on-going adaptation and mitigation measures.

Links to other working groups in the region.

As well as chairing the Technical Delivery Group, and leading on the catchment-based project work the WRE Technical Director will represent WRE on other Working Groups in the region, including the:

- South Lincolnshire Water Partnership
- The Greater Lincolnshire Local Enterprise Partnership Water Management Board
- Lower Nene Water Resources Group
- River Trent Working Group
- National Farmers Union Water for Food Group

The Managing Director will represent WRE at the National Planning Framework Steering Group, and will attend the Water Resources in the South East (WRSE) CEO Group. The Managing Director and Technical Director will represent WRE on sub-groups arising from the National Planning Framework Steering Group.

The WRE Communications and Engagement Programme.

The Communications and Engagement Programme will be led by an independent consultant, Martin Collison from Collison Associates, working closely with members of the WRE team. The programme will ensure that there is a dedicated, focused approach to communication of the outputs of our work, drawing on the blend of cross-sector knowledge and networks within our stakeholders. The programme will:

- Work to communicate the outputs of our strategy and plans, and to engage current and future partners.
- Achieve this by developing and implementing a comprehensive plan of exposure and engagement that will be critical to contributing to WRE's success as an independent, technically credible, influential and capable organisation.
- Communicate and engage flexibly using multiple channels, developing and working closely alongside a strong network of communication and engagement professionals from WRE members' organisations.
- Effectively share best practice and essential programme news within and between internal WRE groups (Board, Strategic Advisory Group, Consultation Group and the Technical Delivery Group).
- Support these groups to effectively communicate their findings and recommendations to relevant external audiences, coordinating these centrally for WRE.
- Where appropriate, appoint specialist external agencies to assist with distinct pieces of communications and engagement work, as directed by the Board and by the various technical working groups.

Written updates will be provided to the Board of Directors detailing the communication and engagement activities which have occurred and an analysis of their impact.

The overall budget for the Communications and Engagement programme will be £15k for 2019/20. A detailed list of communications and engagement opportunities is presented in Appendix 3.

Communications and Engagement Workstreams for 2019/20.

1. **Member advocacy** – we hope that WRE members will take every opportunity to provide advocacy promotion of WRE activities and initiatives, particularly via social media, conference presentations and internal publications.
2. **Internal meetings** – in the first year, we are planning 5x Board meetings and 4x Strategic Advisory Group meetings (including Consultation Group members). A programme of in depth 2-day Planning Conferences will be developed.
3. **Ongoing engagement with government and regulators** including with Ofwat, NIC, EA, Defra, DWI, and CC Water.
4. **Ongoing engagement with key stakeholders** – Beyond meetings, this includes through social media channels such as Twitter, together with regular Newsletters, and dissemination of technical outputs.
5. **Social media** – we have launched a Twitter feed (@WaterREast), and will also have a LinkedIn account.
6. **External exposure** – we will reply to relevant regulatory consultations as Water Resources East.
7. **Conferences** – we will seek to attend (and ideally field speakers) at key conferences throughout the year.
8. **Quarterly Newsletter, trade press articles, and publications in academic journals** (for example the Institute of Water Technical Journal).
9. **Website** – The website will be kept under regular review, and stakeholders will be signposted to key pages via social media communications.
10. **Use of external agencies** – we will explore the opportunity to partner with external communications agencies.
11. **Sponsorship of specific events in the region** – use of small sums of money to support and sponsor events within the region, for example the Norfolk Festival of Nature.

7). Reviewing the Business Plan.

At the start of 2020, the Managing Director will undertake a full review of the organisational design, governance structure and operational budget, together with the technical and communications & engagement programmes for WRE, working closely with the Board of Directors, Strategic Advisory Group and learning from the experience of the other four regional planning groups and the National Framework outputs.

The outcome of this review will be a new 5-year Business Plan through to submission of the regional plan and then publication of individual company WRMPs.

Appendix 1 – Draft Articles of Association for Water Resources (WRE) Ltd.

THE COMPANIES ACT 2006

PRIVATE COMPANY LIMITED BY GUARANTEE

ARTICLES OF ASSOCIATION

OF

WATER RESOURCES EAST (WRE) LTD.

(the “Company”)

The subscriber to this memorandum of association wishes to form a company under the Companies Act 2006 and agrees to become a member of a company.

Name of subscriber

Authentication by each subscriber

Dated:

PRIVATE COMPANY LIMITED BY GUARANTEE

ARTICLES OF ASSOCIATION

OF

WATER RESOURCES EAST (WRE) LTD

(the "Company")

1. **PRELIMINARY**

The regulations contained in the model articles of association for private companies limited by guarantee contained in Schedule 2 to The Companies (Model Articles) Regulations 2008 in force at the time of adoption of these Articles shall not apply to the Company and these Articles alone shall constitute the articles of the Company.

2. **DEFINITIONS AND INTERPRETATION**

2.1 In these Articles the following expressions have the following meanings unless inconsistent with the context:

"these Articles" these Articles of Association, whether as originally adopted or as from time to time altered by special resolution

"the 2006 Act " the Companies Act 2006

"Connected" in relation to a director of the Company has the meaning given in section 252 of the 2006 Act

"Directors" the directors for the time being of the Company or (as the context shall require) any of them acting as the board of directors of the Company

"electronic address" any address or number used for the purposes of sending or receiving documents or information by electronic means

"electronic form" and "electronic means" have the meaning given in section 1168 of the 2006 Act

"executed"	includes any mode of execution
"hard copy form"	has the meaning given in section 1168 of the 2006 Act
"Net Funding Requirement"	The annual amount of funding required by the Company for its day to day operation as determined by an annual operating budget prepared by the Board, which excludes the costs relating to the Technical Programme
"office"	the registered office of the Company
"ordinary resolution"	has the meaning given in section 282 of the 2006 Act
"Principal Funding Members"	members of the Company who contribute 3% or more of the Company's Net Funding Requirement on an annual basis in cash, or (subject to Board approval) an in kind contribution which reduces the operating costs of the business
"seal"	the common seal of the Company (if any)
"special resolution"	has the meaning given in section 283 of the 2006 Act
"Standard Members"	any member of the Company that is not a Principal Funding Member
"Stakeholder Director"	a director of the Company appointed pursuant to the process detailed at article 15.3
"Technical Programme"	the technical programme will consist of all aspects of the Company's work, other than its day to day operation
"the Statutes"	the Companies Acts as defined in section 2 of the 2006 Act and every other statute, order, regulation, instrument or other subordinate legislation in force from time to time relating to companies and affecting the Company
"United Kingdom"	Great Britain and Northern Ireland.
"in writing"	hard copy form or to the extent agreed (or deemed to be agreed by virtue of a provision of the Statutes) electronic form or website communication

- 2.2 Unless the context otherwise requires, words or expressions contained in these Articles shall bear the same meaning as in the Statutes but excluding any statutory modification thereof not in force when these Articles become binding on the Company.
- 2.3 Words importing the masculine gender only shall include the feminine gender and the neuter (as appropriate).
- 2.4 References to any Statute or statutory provision include, unless the context otherwise requires, a reference to that Statute or statutory provision as modified, replaced, re-enacted or consolidated and in force from time to time and any subordinate legislation made under the relevant Statute or statutory provision.
- 2.5 Where the word "address" appears in these Articles it is deemed to include postal address and, where applicable, electronic address.

2.6 The expression "working day" in relation to a period of notice means any day other than Saturday, Sunday and Christmas Day, Good Friday or any day that is a bank holiday under the Banking and Financial Dealing Act 1971 in the part of the UK where the company is registered.

2.7 The expression "clear days" in relation to a period of notice to call a meeting means the number of days referred to excluding the day when the notice is given and the day of the meeting.

3. MEMBERS

3.1 The subscribers to the Memorandum of Association of the Company and such other persons as are admitted to membership in accordance with these Articles shall be members of the Company. No person shall be admitted as a member of the Company unless he is approved by the Directors. Every person who wishes to become a member shall deliver to the Company an application for membership in such form as the Directors require to be executed by him agreeing to be bound by these Articles and on being so admitted his name shall be entered in the register of members of the Company.

3.2 Subject to the provisions of article 3.1, the membership of the Company shall comprise the following classes of member:

3.2.1 Principal Funding Members; and

3.2.2 Standard Members

3.3 Each of the (i) Principal Funding Members and (ii) Standard Members shall constitute separate classes of membership for the purposes of voting and of class rights as set out in these Articles. The Principal Funding Members and the Standard Members shall have voting rights in the Company.

3.4 The Directors shall have absolute discretion in determining whether to accept or reject any application for membership and shall not be bound to assign any reason for their decision but nothing in these Articles shall entitle the Directors to discriminate in any way between applicants for membership by reason of race, colour, sex, creed, age or disability.

3.5 In order to apply for membership of the Company each potential new member of the Company must have a relevant interest in sustainable water management issues and a desire to collaborate on multi-sector planning. The Directors will have sole discretion in determining whether a potential new member of the Company satisfies this condition.

3.6 No person or organisation shall hold membership as a Principal Funding Member and as a Standard Member concurrently, however, where a member is admitted as either such class of member and ceases to meet the criteria to remain in such class of member but fulfils the criteria for another class of membership, such member may be reclassified as being in such alternate class of membership by resolution of the Directors.

3.7 Subject to all moneys presently payable by him to the Company pursuant to any rules or bye-laws made by the Directors pursuant to **article 25** or otherwise having been paid, a member may at any time withdraw from the Company by giving at least seven clear days' notice in writing to the Company provided that after such retirement the number of members remaining is not less than two.

3.8 Membership shall:

3.8.1 not be transferable and shall cease on death or, for organisational membership, upon the winding up of that organisation; and

3.8.2 terminate if the majority of the Directors of the Company resolve that it is in the best interests of the Company that a membership is terminated.

3.9 The members may, by special resolution, direct the Directors to take, or refrain from taking, specified action. No such special resolution invalidates anything which the Directors have done before the passing of the resolution.

3.10 Any such person who contributes to the Company's activities set out in the provisions of article 4 is treated as *ex officio* and shall become a member of the Company upon the Company's approval of the member pursuant to article 3.1 and approval of the contributions.

4. FUNDING OF THE COMPANY

4.1 In order to fund the day-to-day operational activities of the Company (Net Funding Requirements pursuant to article 4.2) and in addition to receipts by way of subscription or dues, the Company shall

have powers to obtain, collect and receive money and funds by way of contributions, donations, affiliation fees, subscriptions, grants, loans and any other lawful method, and to issue and make appeals and to take such other steps as may be required for the purpose of procuring contributions to the funds of the Company by any such method.

4.2 Subject to article 3.4 each Principal Funding Member will annually make a direct financial contribution of a minimum 3% of the Net Funding Requirements of the Company in cash or will make an 'in-kind' contribution, with a market value equal to 3% of the Net Funding Requirement, which reduces the overall operational cost of the business. The Board of Directors will decide the market value of any in-kind contribution after making reasonable enquiries, and the Board of Directors has the option to accept or decline an in-kind contribution as a contribution towards the Net Funding Requirement from any Principal Funding Member, or any potential Principal Funding Member. The board of Directors shall review and approve the cash contributions and the in-kind contributions annually to ensure the Net Funding Requirement is met in full. Any such member may, by notice to the Company, contribute to the funding of the Company by way of gift or by loan that is approved by the Company.

4.3 If a Principal Funding Member declines to contribute at least 3% of the Net Funding Requirement in cash or by way of an in-kind contribution of a value equal to 3% of the Net Funding Requirement for the relevant year, the Board has the option to remove such member's status as a Principal Funding Member. If such member has appointed a director to the board of the Company and ceases to be a Principal Funding Member in accordance with these Articles, such director will be required to resign within 28 days of the start of the Company's financial year.

4.4 Standard Members will not be subject to any requirement to pay an annual fee to retain their membership of the Company.

5. **ANNUAL GENERAL MEETING**

5.1 The Company shall in each calendar year hold a general meeting as the Company's Annual General Meeting in addition to any other general meeting of the Company held in that calendar year and the Company shall specify the general meeting as the Annual General Meeting in the notice calling it.

5.2 Unless the members resolve otherwise by way of ordinary resolution passed, not more than 15 months shall elapse between the date of one annual general meeting of the Company and that of the next, provided that so long as the Company holds the Company's first annual general meeting within 18 months of the Company's incorporation, the Company need not hold such first annual general meeting in the calendar year of the Company's incorporation or in the following calendar year. Each annual general meeting of the Company shall be held at such time and place as the directors shall appoint.

6. **GENERAL MEETINGS**

6.1 The Directors may call general meetings.

6.2 If at any time there are not within the United Kingdom sufficient Directors capable of acting to form a quorum, any director or any two members of the Company may convene a general meeting in the same manner as nearly as possible as that in which meetings may be convened by the Directors.

7. **NOTICE OF GENERAL MEETINGS**

7.1 A notice convening a general meeting of the Company shall be called by at least fourteen clear days' notice in writing. The notice shall specify the time and place of the meeting and the general nature of the business to be transacted.

7.2 Subject to the provisions of these Articles notice of general meetings shall be given to all members, to all Directors and to the auditors.

7.3 Notwithstanding the foregoing provisions of these Articles a general meeting may be called by shorter notice if it is so agreed in accordance with section 307(4) of the 2006 Act.

7.4 The accidental omission to give notice of a meeting to, or the non-receipt of notice of a meeting by, any person entitled to receive notice shall not invalidate the proceedings at that meeting.

7.5 Notwithstanding that the Company does not have a share capital, every notice convening a general meeting shall comply with the provisions of section 325(1) of the 2006 Act as to giving information to members in regard to their right to appoint proxies.

7.6 Every notice convening a general meeting shall be given in accordance with section 308 of the 2006 Act that is, in hard copy form, electronic form or by means of a website.

7.7 The Company may send a notice of meeting by making it available on a website or by sending it in electronic form and if notice is sent in either way it will be valid provided it complies with the relevant provisions of the Companies Act 2006.

7.8 A member present, either in person or by proxy, at any meeting of the Company shall be deemed to have received notice of the meeting and, where requisite, of the purposes for which it was called.

8. PROCEEDINGS AT GENERAL MEETINGS

8.1 No business shall be transacted at any general meeting unless a quorum of members is present. Quorum shall be 50% of Principal Funding Members and 50% of Standard Members entitled to vote upon the business to be transacted, each being a member or a proxy for a member or a duly authorised representative of a corporation. If within half an hour from the time appointed for the general meeting a quorum is not present the general meeting shall stand adjourned to the same day in the next week, at the same time and place, or to such other day and at such other time and place as the Directors may determine; and if at the adjourned general meeting a quorum is not present within half an hour from the time appointed therefore the member or members present in person or by proxy or (being a body corporate) by representative and entitled to vote upon the business to be transacted shall constitute a quorum and shall have power to decide upon all matters which could properly have been disposed of at the meeting from which the adjournment took place.

8.2 The chairman, if any, of the Directors shall preside as chairman at every general meeting of the Company, or if there is no such chairman, or if he shall not be present within fifteen minutes after the time appointed for the holding of the meeting or is unwilling to act, the Directors present shall elect one of their number to be chairman of the meeting.

8.3 If at any meeting no director is willing to act as chairman or if no director is present within fifteen minutes after the time appointed for holding the general meeting, the members present shall choose one of their number to be chairman of the meeting.

8.4 A director shall, notwithstanding that he is not a member, be entitled to attend and speak at any general meeting.

8.5 The chairman may, with the consent of any meeting at which a quorum is present (and shall if so directed by the meeting), adjourn the meeting from time to time and from place to place, but no business shall be transacted at any adjourned meeting other than the business which might properly have been transacted at the meeting had the adjournment not taken place. When a meeting is adjourned for thirty days or more, notice of the adjourned meeting shall be given as in the case of an original meeting. Save as aforesaid it shall not be necessary to give any notice of an adjournment or of the business to be transacted at an adjourned meeting.

8.6 At any general meeting a resolution put to the vote of the meeting shall be decided on a show of hands unless before, or on the declaration of the result of the show of hands, a poll is duly demanded. Subject to the provisions of the Statutes, a poll may be demanded:

8.6.1 by the chairman; or

8.6.2 by at least two members having the right to vote at the meeting; or

8.6.3 by a member or members representing not less than one-tenth of the total voting rights of all the members having the right to vote at the meeting,

and a demand by a person as a proxy for a member shall be the same as a demand by the member.

8.7 Unless a poll is duly demanded a declaration by the chairman that a resolution has been carried or carried unanimously, or by a particular majority, or lost, or not carried by a particular majority and an entry to that effect in the minutes of the meeting of the Company shall be conclusive evidence of the fact without proof of the number or proportion of the votes recorded in favour of or against such resolution.

8.8 The demand for a poll may, before the poll is taken, be withdrawn but only with the consent of the chairman and a demand so withdrawn shall not be taken to have invalidated the result of a show of hands declared before the demand was made.

8.9 A poll shall be taken as the chairman directs and he may appoint scrutineers (who need not be members) and fix a time and place for declaring the result of the poll. The result of the poll shall be deemed to be the resolution of the meeting at which the poll was demanded.

- 8.10 A poll demanded on the election of a chairman or on a question of adjournment shall be taken immediately. A poll demanded on any other question shall be taken either immediately or at such time and place as the chairman directs not being more than thirty days after the poll is demanded. The demand for a poll shall not prevent the continuance of a meeting for the transaction of any business other than the question on which the poll was demanded. If a poll is demanded before the declaration of the result of a show of hands and the demand is duly withdrawn, the meeting shall continue as if the demand had not been made.
- 8.11 No notice need be given of a poll not taken immediately if the time and place at which it is to be taken are announced at the meeting at which it is demanded. In any other case at least seven clear days' notice shall be given specifying the time and place at which the poll is to be taken.

9. **VOTES OF MEMBERS**

- 9.1 All members shall be entitled to receive notice of, and attend and speak at, any general meeting.
- 9.2 Each member may authorise such person as it thinks fit to act as its representative (a "Member's Representative") at any general meeting, in the manner provided in section 323 of the Act and section 323 of the Act shall apply mutatis mutandis to any member which is neither a corporation nor an individual as though such member were a corporation. Such Member's Representative shall be entitled to exercise the same powers on behalf of the member in question as that member could exercise if it were the member and such member shall for the purposes of the Articles be deemed to be present in person at any such meeting if a Member's Representative so authorised is present.
- 9.3 On a written resolution, every member has one vote, on a show of hands every member (being an individual) present in person or by proxy (not being himself a member entitled to vote) or (being a corporation) present by a duly authorised representative or proxy (not being himself a member entitled to vote) has one vote and on a poll every member present in person or by proxy or by a duly authorised representative (as the case may be) has one vote.
- 9.4 A member in respect of whom an order has been made by any court having jurisdiction (whether in the United Kingdom or elsewhere) in matters concerning mental disorder may vote, by his receiver, legal guardian or other person authorised in that behalf. Evidence to the satisfaction of the Directors of the authority of the person claiming to exercise the right to vote shall be deposited at the office, or at such other place as is specified in accordance with these Articles for the deposit of instruments of proxy, not less than 48 hours before the time appointed for holding the meeting or adjourned meeting at which the right to vote is to be exercised and in default the right to vote shall not be exercisable. In calculating the time period in this **article 9.4**, no account shall be taken of any part of a day that is not a working day.
- 9.5 No member shall be entitled to vote at any general meeting unless all monies presently payable by him to the Company pursuant to any rules or bye-laws made by the Directors under **article 25** or otherwise have been paid.
- 9.6 No objection shall be raised to the qualification of any voter except at the meeting or adjourned meeting at which the vote objected to is tendered, and every vote not disallowed at the meeting shall be valid. Any objection made in due time shall be referred to the chairman whose decision shall be final and conclusive.
- 9.7 An instrument appointing a proxy shall be in writing, executed by or on behalf of the appointor and shall be in the following form (or in a form as near thereto as circumstances allow or in any other form which is usual or which the Directors may approve):

"NAME [Limited]

I, [NAME], of [ADDRESS], being a member of the above-named Company, hereby appoint [NAME], of [ADDRESS], as my proxy to vote in my name and on my behalf at a general meeting of the Company to be held on [DATE], and at any adjournment thereof.

Signed on [DATE]."

- 9.8 Where it is desired to afford members an opportunity of instructing the proxy how he shall act the instrument appointing a proxy shall be in the following form (or in a form as near thereto as circumstances allow or in any other form which is usual or which the Directors may approve):

"[NAME] [Limited]

I, [NAME], of [ADDRESS], being a member of the above named Company, hereby appoint [NAME], of [ADDRESS], or failing him, [NAME], of [ADDRESS], as my proxy, to vote for me in my name and on my behalf at a general meeting of the Company to be held on [DATE], and at any adjournment thereof.

This form is to be used in respect of the resolutions mentioned below as follows:

Resolution No 1 *for *against

Resolution No 2 *for *against

* Strike out whichever is not desired

Unless otherwise instructed, the proxy may vote as he thinks fit or abstain from voting.

Signed on [DATE].”

9.9 The instrument appointing a proxy shall be deemed to confer authority to demand or join in demanding a poll.

9.10 The instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed or a copy of that power or authority notarially or in some other way approved by the Directors may:

9.10.1 in the case of a proxy not being sent in electronic form be deposited at the office or at such other place within the United Kingdom as is specified for that purpose in the notice convening the meeting or in any instrument of proxy sent out by the Company in relation to the meeting not less than 48 hours before the time for holding the meeting or adjourned meeting at which the person named in the instrument proposes to vote; or

9.10.2 in the case of a poll taken more than 48 hours after it is demanded, be deposited as aforesaid after the poll has been demanded and not less than 24 hours before the time appointed for the taking of the poll; or

9.10.3 where the poll is not taken immediately but is taken not more than 48 hours after it was demanded, be delivered at the meeting at which the poll was demanded to the chairman of that meeting or to any director,

9.11 A proxy appointment which is being sent in electronic form must be received at an address specified by the Company for the purpose of receiving such communications in electronic form:

9.11.1 in (or by way of a note to) the notice convening the meeting; or

9.11.2 in any form of proxy appointment sent out by the Company; or

9.11.3 in any invitation contained in an electronic form to appoint a proxy issued by the Company,

in each case not less than 48 hours before the time for holding the meeting at which the person named in the instrument proposes to vote or in the case of a poll taken more than 48 hours after it is demanded, not less than 24 hours before the poll is taken, or where the poll is not taken immediately but is taken not more than 48 hours after it was demanded, be delivered at the meeting at which the poll was demanded to the chairman of that meeting or to any director.

An instrument of proxy which is not deposited or delivered in a manner so permitted shall be invalid.

9.12 In calculating the time periods in **article 9.10**, no account shall be taken of any part of a day that is not a working day.

9.13 A vote given or poll demanded by proxy or by the duly authorised representative of a corporation shall be valid notwithstanding the previous determination of the authority of the person voting or demanding a poll unless notice of the determination was received by the Company at the office or at such other place at which the instrument of proxy was duly deposited before commencement of the meeting or adjourned meeting at which the vote is given or the poll demanded or (in the case of a poll taken otherwise than on the same day as the meeting or adjourned meeting) the time appointed for taking the poll.

10. **WRITTEN RESOLUTIONS**

10.1 A written resolution, proposed in accordance with section 288(3) of the 2006 Act, will lapse if it is not passed before the end of the period of 28 days beginning with the circulation date.

10.2 For the purposes of this **article 10** "circulation date" is the day on which copies of the written resolution are sent or submitted to members or, if copies are sent or submitted on different days, to the first of those days.

11. **COMPANY SECRETARY**

The Company shall have a company secretary.

12. **NUMBER OF DIRECTORS**

Unless otherwise determined by the Board of Directors, the number of Directors shall be subject to a maximum of 20 Directors, including the chairman and Managing Director. The minimum number of Directors shall be one.

12.1 Subject to article 15, the Company shall have the following board composition:

12.1.1 an independent non-executive chairman;

12.1.2 the Managing Director;

12.1.3 any non-executive directors appointed by the Principal Funding Members subject to article 15.2;

12.1.4 any further non-executive directors appointed by the Principal Funding Members;

12.1.5 a maximum of two Stakeholder Directors subject to article 15.3; and

12.1.6 the company secretary.

13. **POWERS OF DIRECTORS**

13.1 Subject to the provisions of the 2006 Act and these Articles and to any directions given by special resolution, the business of the Company shall be managed by the Directors who may exercise all the powers of the Company. No alteration of these Articles and no such direction shall invalidate any prior act of the Directors which would have been valid if that alteration had not been made or that direction had not been given. A meeting of Directors at which a quorum is present may exercise all powers exercisable by the Directors.

13.2 The Directors, subject to these Articles, have unfettered power to form committees and any sub-committees in the Company as they see fit.

14. **DELEGATION OF DIRECTORS' POWERS**

14.1 The Directors may delegate any of their powers to:

14.1.1 any committee consisting of one or more directors and such other persons (if any) not being directors co-opted on to such committee as the Directors think fit provided that the number of co-opted persons not being directors shall not exceed one half of the total number of members of such committee; or

14.1.2 the Managing Director (for the time being) of the Company or any director holding any other executive office.

14.1.3 an alternate named substitute, who must be approved by the Board of Directors.

14.2 Any such delegation may be made subject to any conditions the Directors may impose and may be collateral to their own powers and may be revoked or altered. Subject to any such conditions the proceedings of a committee with two or more members shall be governed by the Articles regulating the proceedings of Directors so far as they are capable of applying. Any committee or sub-committee are subject to their own terms of reference which must be approved by the Directors.

15. **APPOINTMENT**

15.1 Any person who is willing to act as a director, and is permitted by law to do so, may be appointed to be a director:

15.1.1 by a decision of the Directors; or

15.1.2 by ordinary resolution.

15.2 Subject to the provisions of article 15.1, each Principal Funding Member is entitled to appoint one person to be a director of the Company ("**Principal Funding Director**"). The Directors and members of the Company are obliged to pass the necessary board resolutions and member resolutions to appoint the Principal Funding Director to the board within 90 days of the Principal Funding Member giving notice to the Company of their intention to appoint the Principal Funding Director. Subject to the provisions of article 4.3 and article 16 the Principal Funding Director will cease to be a director if the Principal Funding Member who nominated him for appointment so determines, or if the Principal Funding Member who appointed him ceases to be a Principal Funding Member of the Company.

15.3 A Principal Funding Member may request the appointment of a second Principal Funding Director from their organisation. The decision to allow this appointment shall be determined by ordinary resolution of the other Principal Funding Members, subject to the provisions of Article 15.2. Only one Principal Funding Director appointed on behalf of each Principal Funding Member may attend a meeting of the Directors or vote on a resolution of the Directors.

15.4 The Managing Director shall be responsible solely for nominating Stakeholder Directors. Nominees put forward by the Managing Director must then be approved by the board of Directors. Stakeholder Directors will be selected from organisations who hold charitable status, have limited financial ability to become Principal Funding Members, or from organisations that the Directors determine to be suitable. The board of Directors shall review the suitability of each Stakeholder Director at least once every five years.

16. **DISQUALIFICATION AND REMOVAL OF DIRECTORS**

The office of a director shall be vacated if:

16.1 he ceases to be a director by virtue of any provision of the Statutes or these Articles or he becomes prohibited by law from being a director; or

16.2 he becomes bankrupt or makes any arrangement or composition with his creditors generally; or

16.3 a registered medical practitioner who is treating him gives a written opinion to the Company stating that he has become mentally or physically incapable of acting as a director and may remain so for more than 3 months; or

16.4 he is or has been suffering from mental or physical ill health and the Directors resolve at a meeting of the Directors that his office be vacated; or

16.5 he resigns his office by notice to the Company; or

16.6 he shall for more than six consecutive months have been absent without permission of the Directors from meetings of Directors held during that period and the Directors resolve that his office be vacated.

17. **DIRECTORS' APPOINTMENTS AND INTERESTS**

17.1 Subject to the provisions of the Statutes, and provided that he has disclosed to the Directors the nature and extent of any material interest of his, a director notwithstanding his office:

17.1.1 may be a party to or otherwise interested in any transaction or arrangement with the Company or in which the Company is in any way interested;

17.1.2 may hold any other office or employment with the Company (other than the office of auditor);

17.1.3 may be a director or other officer of or employed by or be a party to any transaction or arrangement with or otherwise interested in any body corporate promoted by the Company or in which the Company is in any way interested;

17.1.4 may, or any firm or company of which he is a member or director may, act in a professional capacity for the Company or any body corporate in which the Company is in any way interested other than as an auditor;

17.1.5 shall not by reason of his office be accountable to the Company for any benefit which he derives from such office, service or employment or from any such transaction or arrangement or from any interest in any such body corporate and no such transaction or arrangement shall be liable to be avoided on the ground of any such interest or benefit; and

17.1.6 save for a vote under section 175(4) of the 2006 Act authorising any conflict of interest which the director or any other interested director may have or where the terms of authorisation of such conflict provide that the director may not vote in situations prescribed by the Directors when granting such authorisation shall be entitled to vote on any resolution and (whether or not he shall vote) shall be counted in the quorum on any matter referred to in any of **articles 17.1.1 to 17.1.4** (inclusive) or on any resolution which in any way concerns or relates to a matter in which he has, directly or indirectly, any kind of interest whatsoever and if he shall vote on any resolution as aforesaid his vote shall be counted.

17.2 For the purposes of **article 17.1**:

17.2.1 a general notice to the Directors that a director is to be regarded as having an interest of the nature and extent specified in the notice in any transaction or arrangement in which a specified person or class of persons is interested shall be deemed to be a disclosure that the director has an interest in any such transaction of the nature and extent so specified;

17.2.2 an interest of which a director has no knowledge and of which it is unreasonable to expect him to have knowledge shall not be treated as an interest of his; and

17.2.3 an interest of a person who is for any purpose of the 2006 Act (excluding any statutory modification not in force when the Company was incorporated) connected with a director shall be treated as an interest of the director and in relation to an alternate director an interest of his appointor shall be treated as an interest of the alternate director without prejudice to any interest which the alternate director has otherwise.

18. **DIRECTORS' REMUNERATION AND EXPENSES**

18.1 Directors may undertake any services for the Company that the Directors decide.

18.2 The Company may pay any reasonable expenses which the directors properly incur in connection with their attendance at:

18.2.1 meetings of Directors or committees of directors; or

18.2.2 general meetings; or

18.2.3 otherwise in connection with the exercise of their powers and the discharge of their responsibilities in relation to the Company.

18.3 Subject to the provisions of this article 18 the Company may remunerate the chairman of the Company and the Managing Director of the Company as the Directors determine.

19. **PROCEEDINGS OF THE DIRECTORS**

19.1 Subject to the provisions of these Articles, the Directors may regulate their meetings, as they think fit. Any director may call a meeting of the Directors. Questions arising at a meeting shall be decided by a majority of votes. In the case of an equality of votes, the chairman shall have a second or casting vote. Notice of every meeting of the Directors shall be given to each director, including any director who may for the time being be absent from the United Kingdom and have given the Company an address within the United Kingdom for service.

19.2 Any director may participate in a meeting of the Directors or a committee constituted pursuant to **article 14** of which he is a member by means of a conference telephone or similar communications equipment whereby all persons participating in the meeting can hear each other and participation in a meeting in this manner shall be deemed to constitute presence in person at such meeting and, subject to these Articles and the Statutes, shall be entitled to vote and be counted in a quorum accordingly. Such a meeting shall be deemed to take place where the largest group of those participating is assembled or, if there is no such group, where the chairman of the meeting then is.

19.3 The quorum for a meeting of the Directors shall be fixed to the chairman of the Company, the Managing Director of the Company and at least one third of the Principal Funding Directors, save that, if and for so long as the Company has only one Principal Funding Director, the attendance of the sole Principal Funding Director is required for a meeting of the Directors to be quorate.

19.4 Notwithstanding any vacancies in their number, the continuing Directors or where there is only one, the sole continuing director, may continue to act but if the number of Directors is less than the number fixed as the quorum they, or (in the case of a sole director) he, may only act for the purpose of filling vacancies or calling a general meeting.

- 19.5 The Directors may appoint one of their number to be the chairman of the board of Directors and may remove him from that office. Unless he is unwilling to do so, the director so appointed shall preside at every meeting of the Directors at which he is present. But, if there is no director holding that office, or if the director holding it is unwilling to preside or is not present within five minutes after the time appointed for the meeting, the Directors present may appoint one of their number to be chairman of the meeting.
- 19.6 All acts done by any meeting of the Directors or of a committee constituted pursuant to **article 14**, or by any person acting as a director shall, notwithstanding that it be afterwards discovered that there was some defect in the appointment of any director or person acting as aforesaid, or that they or any of them were disqualified from holding office or had vacated office, or were not entitled to vote, be as valid as if every such person had been duly appointed and was qualified and had continued to be a director and had been entitled to vote.
- 19.7 A resolution in writing, signed by all the directors entitled to receive notice of a meeting of Directors or of a committee constituted pursuant to **article 14** shall be as valid and effectual as if it had been passed at a meeting of the Directors or (as the case may be) such a committee duly convened and held and may consist of several documents in the like form each signed by one or more directors or members of the committee (as the case may be).
- 19.8 If, and as a consequence of section 175(6) of the 2006 Act a director cannot vote or be counted in the quorum at a meeting of the Directors then the following apply:
- 19.8.1 if the meeting is inquorate then the quorum for that purpose of that meeting shall be reduced by one for each director who cannot vote or be counted in the quorum; and
- 19.8.2 if despite **article 19.8.1**, the meeting is still inquorate then it must be adjourned to enable the members of the Company to authorise any situation in which a director has a direct or indirect interest that conflicts, or possibly may conflict, with the interests of the Company.

20. **MINUTES**

The Directors shall cause minutes to be made in books kept for the purposes:

- 20.1 of recording the names and addresses of all members; and
- 20.2 of all appointments of officers made by the Directors; and
- 20.3 of all proceedings at meetings of the Company and of the Directors and of committees constituted pursuant to **article 14** including the names of directors and members (as appropriate) present at each such meeting.

21. **THE SEAL**

The Company shall not have a common seal.

22. **ACCOUNTS**

No member shall (as such) have any right of inspecting any accounting records or other book or document of the Company except as conferred by statute or authorised by the Directors or by ordinary resolution of the Company.

23. **COMPANY COMMUNICATION PROVISIONS**

23.1 Where:

23.1.1 a document or information is sent by post (whether in hard copy or electronic form) to an address in the United Kingdom; and

23.1.2 the Company is able to show that it was properly addressed, prepaid and posted, it is deemed to have been received by the intended recipient 24 hours after it was posted.

23.2 Where:

23.2.1 a document or information is sent or supplied by electronic means; and

23.2.2 the Company is able to show that it was properly addressed,

it is deemed to have been received by the intended recipient immediately after it was sent.

23.3 Where a document or information is sent or supplied by means of a website, it is deemed to have been received by the intended recipient:

23.3.1 when the material was first made available on the website; or

23.3.2 if later, when the recipient received (or is deemed to have received) notice of the fact that the material was available on the website.

23.4 Pursuant to section 1147(6) of the 2006 Act, subsections (2) (3) and (4) of that section shall be deemed modified by **articles 23.1, 23.2 and 23.3.**

23.5 If at any time by reason of the suspension or curtailment of postal services within the United Kingdom the Company is unable effectively to convene a general meeting by notices sent through the post or by electronic means, a general meeting may be convened by a notice advertised in at least one national daily newspaper and such notice shall be deemed to have been duly served on all members entitled thereto at noon on the day when the advertisement appears. In any such case the Company shall send confirmatory copies of the notice by post if at least seven days prior to the meeting the posting of notices to addresses throughout the United Kingdom again becomes practicable.

24. **DOCUMENTS SENT IN ELECTRONIC FORM OR BY MEANS OF A WEBSITE**

24.1 Where the 2006 Act permits the Company to send documents or notices to its members in electronic form or by means of a website, the documents will be validly sent provided the Company complies with the requirements of the 2006 Act.

24.2 Subject to any requirement of the 2006 Act only such documents and notices as are specified by the Company may be sent to the Company in electronic form to the address specified by the Company for that purpose and such documents or notices sent to the Company are sufficiently authenticated if the identity of the sender is confirmed in the way the Company has specified.

25. **RULES OR BYE-LAWS**

25.1 The Directors may from time to time make such rules or bye-laws as they may deem necessary or expedient or convenient for the proper conduct and management of the Company and for the purposes of prescribing classes of and conditions of membership, and in particular but without prejudice to the generality of the foregoing, it may by such rules or bye-laws regulate:

25.1.1 the admission and classification of members of the Company, and the rights and privileges of such members, and the conditions of membership and the terms on which members may resign or have their membership terminated and the entrance fees, subscriptions and other fees or payments to be made by members;

25.1.2 the conduct of members of the Company in relation to one another, and to the Company's servants;

25.1.3 the setting aside of the whole or any part or parts of the Company's premises at any particular time or times or for any particular purpose or purposes;

25.1.4 the procedure at general meetings and meetings of the Directors and committees constituted pursuant to **article 14** in so far as such procedure is not regulated by these Articles; and

25.1.5 generally, all such matters as are commonly the subject matter of such rules,

provided, nevertheless, that no rule or bye-law shall be inconsistent with, or shall affect or repeal anything contained in these Articles.

25.2 The Company shall have power to alter or repeal the rules or bye-laws referred to in **article 25.1** and to make additions thereto. The Directors shall adopt such means as they deem sufficient to bring to the notice of members all such rules or bye-laws made pursuant to this **article 25** which, so long as they shall be in force, shall be binding on all members.

26. **INDEMNITIES FOR DIRECTORS**

26.1 Subject to the provisions of, and so far as may be permitted by, the 2006 Act but without prejudice to any indemnity to which the person concerned may be otherwise entitled, the Company may indemnify every director, alternate director or other officer of the Company against all costs, charges, losses,

expenses and liabilities incurred by him in the execution and discharge of his duties or the exercise of his powers or otherwise in relation to or in connection with his duties, powers or office, including any liability which may attach to him in respect of any negligence, default, breach of duty or breach of trust in relation to anything done or omitted to be done or alleged to have been done or omitted to be done by him as a director, alternate director or other officer of the Company and against any such liability incurred by him in connection with the Company's activities as trustee of an occupational pension scheme as defined in section 235(6) of the 2006 Act.

26.2 The directors may buy and maintain at the cost of the Company insurance cover for or for the benefit of every director, alternate director or other officer of the Company or of any associated company (as defined in section 256 of the 2006 Act) against any liability which may attach to him in respect of any negligence, default, breach of duty or breach of trust by him in relation to the Company (or such associated company), including anything done or omitted to be done or alleged to have been done or omitted to be done by him as a director, alternate director, auditor or other officer of the Company or associated company.

26.3 Subject to the provisions of, and so far as may be permitted by, the Statutes, the Company shall be entitled to fund the expenditure of every director, alternate director or other officer of the Company incurred or to be incurred:

26.3.1 in defending any criminal or civil proceedings; or

26.3.2 in connection with any application under section 1157 of the 2006 Act.

27. REGISTERED OFFICE

The Company's registered office is to be situated in England and Wales.

28. LIABILITY OF MEMBERS

28.1 The liability of the members is limited to £1, being the amount each member of the Company undertakes to contribute to the assets of the Company in the event of it being wound up while that party is a member or within one year after such party ceases to be a member, for:

28.1.1 payment of the Company's debts and liabilities contracted before such party ceases to be a member;

28.1.2 payment of the costs, charges and expenses of winding up; and

28.1.3 the adjustment of the rights of the contributories among themselves.

28.2 If at the conclusion of the winding up or dissolution of the Company there remains after the satisfaction of all its debts and liabilities any property or operating surplus whatsoever, the same shall be paid to or distributed equally among the then current members of the Company or on such other basis as the then current members shall unanimously agree in writing.

Dr Robin Price, Managing Director
Lancaster House, Lancaster Way, Huntingdon, Cambridgeshire, PE29 6XU.

Dated:

Appendix 2 – Application for membership of Water Resources East (WRE) Ltd

[TO BE WRITTEN ON CORPORATE LETTERHEAD]

The Directors

Water Resources East (WRE) Limited

Lancaster House

Lancaster Way

Ermine Business Park

Huntingdon

Cambridgeshire

PE29 6XU

[DATE]

Dear Sirs

Application for Membership of WATER RESOURCES EAST (WRE) LIMITED (the Company)

We, the undersigned of the above address, wish to apply to become a [Principle Funding/Standard] member of the Company and agree to be bound by the provisions of the Company's articles of association (the "Articles").

In particular, we agree to guarantee the debts of the Company up to a maximum amount of £1 if the Company is wound up whilst we are a member and for a period of up to 12 months after our membership ends.

In order to be admitted as Principle Funding Members (as defined in the Articles) we further commit to pay an initial contribution of £• by [DEADLINE] and, thereafter, to pay a prescribed portion of the annual Net Funding Commitment (as defined in the Articles) required to retain our status as Principle Funding Members in accordance with the Articles.

Subject to our application being successful, we authorise you to enter our name in the company's register of members.

Yours faithfully

[PRINT NAME]

For and on behalf of

[ORGANISATION]

Appendix 3 – Detailed Communications and Engagement Programme 19/20

Below is a table of WRE's main outputs for the next year. Naturally opportunities will arise throughout the year and this is by no means an exhaustive list but is an overall synopsis of the main outputs we can deliver and the dates for those as we currently know them.

MONTH	COMMUNICATIONS	ENGAGEMENT
February 19	Twitter Launch	Floodex/Irregex conference WRE draft business plan Technical Delivery Group (TDG) meeting UKWIR survey First Regional Planning Group co-ordination
March 19	Social media Website Article publication (rolling)	Last Leadership Group meeting Defra consultation response TDG meeting Third National Framework meeting
April 19	Social media Website update Article publication (rolling) Newsletter	Manchester Uni Technical Training course EA wetland workshop – New Anglia 2 nd Water markets draft book chapter (TBC) TDG meeting
May 19	Social media Website update Article publication (rolling)	First Board meeting – BP approval Manchester Uni Technical Training course 23 rd – 24 th WWT Asset management conference 2 nd Utility week live conference 21 st - 22 nd TDG meeting
June 19	Social media Website Article publication (rolling)	WRE phase 1 technical report publication TDG meeting EA Flood and Coast conference 18 th – 20 th Lincolnshire Show 19 th – 20 th 1 st SAG meeting 2 nd Board meeting Interreg funding bid submission
July 19	Social media Website Article publication (rolling)	TDG meeting
August 19	Newsletter Social media Website Article publication (rolling)	TBC
September 19	Social media Website Article publication (rolling)	Institute of Water/WRE water summit (dates TBC) TDG meeting Birmingham Flood expo 11 th – 12 th
October 19	Social media Website Article publication (rolling)	CIWEM surface water management conf. 9 th 3 rd Board meeting 8 th 2 nd SAG meeting 8 th
November 19	Social media Website Article publication (rolling)	Water markets book chapter published (TBC)
December 19	Newsletter Social media Website Article publication (rolling)	TBC
January 20	Social media Website Article publication (rolling)	4 th Board meeting 14 th

THE COMPANIES ACT 2006
COMPANY NOT HAVING A SHARE CAPITAL

MEMORANDUM OF ASSOCIATION
OF
WATER RESOURCES EAST LIMITED
(the "Company")

The subscriber to this memorandum of association wishes to form a company under the Companies Act 2006 and agrees to become a member of the company.

Name of Subscriber**Authentication of Subscriber**

Anglian Water Services Limited

 Acting on behalf of
 Anglian Water Services Limited

Lincolnshire County Council

 Acting on behalf of
 Lincolnshire County Council

Northumbrian Water Limited

 Acting on behalf of
 Northumbrian Water Limited

Affinity Water Limited

 Acting on behalf of
 Affinity Water Limited

The National Farmers Union

 Acting on behalf of
 The National Farmers Union

Dated:

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RISK ANALYSIS

Due to Water Resources East (WRE) being an outside organisation and the approval sought here being limited to membership of WRE, not projects emerging from it, the risks to LCC are limited as shown in the table below:

Risk	Impact	Mitigation
Financial risk if LCC resigns it's board position.	Potential liability of up to £15k pro-rata to year end from exit date.	Agree that financial liabilities end upon resignation/period of notice. Time resignation to year end.
Reputational risk if WRE fails to deliver it's RWRMP.	Negative publicity might reflect on member organisations as well as WRE.	Effective programming and progress monitoring to identify potential overruns. WRE resources sufficient to implement contingencies. Proactive approach to communications.

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Open Report on behalf of Andrew Crookham, Executive Director - Resources

Report to:	Executive
Date:	04 June 2019
Subject:	Representation on Outside Bodies
Decision Reference:	I017468
Key decision?	No

Summary:

To consider the Outside Body List applicable to the Executive as detailed at Appendix A, and to note the appointments made by the Leader and Executive Councillors, as detailed at Appendices B and C.

Recommendation(s):

That the Executive

1. Considers the Outside Body list at Appendix A and approves the list or makes amendments to it.
2. Notes the current appointments made by the Leader and Executive Councillors under delegated authority as set out in Appendices B and C to the report.

Alternatives Considered:

1. To not make appointment to the outside bodies as detailed.

Reasons for Recommendation:

To continue to provide Council representation on organisations, as part of the County Council's community leadership role.

1. Background

The Council's Constitution provides for appointment to joint committees of more than one local authority and those bodies the membership of which is politically balanced, to be made by the County Council, and such appointments were made on 17 May 2018 for the Council term.

Under Part 3 of the Council's Constitution the Executive has responsibility to make appointments to all other outside bodies.

This report seeks consideration by the Executive of the appointments set out in Appendix A and either approval of the appointments set out in Appendix A or approval of the amendments the Executive would wish to make to the Appendix.

The report also provides information for noting as to the appointments made by the Leader of the Council and Executive Councillors under delegated authority (see Appendix B and Appendix C). The two Appendices B and C show the following changes made since these were last provided to the Executive in June 2018

Appointments delegated to the Leader of the County Council (Appendix B)

No changes have been made since June 2018.

There are some vacancies as highlighted in bold in the list at Appendix B.

Appointments delegated to Executive Councillors (Appendix C)

The Executive Councillor for Adult Care, Health and Children's Services has made one amendment since June 2018. Councillor R H Trollope-Bellew has replaced Councillor R Wootten as a Partner Governor on Peterborough & Stamford Hospitals NHS Foundations Trust.

There are some vacancies as highlighted in bold in the list at Appendix C.

Legal Issues:

Equality Act 2010

Under section 149 of the Equality Act 2010, the Council must, in the exercise of its functions, have due regard to the need to:

- * Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
- * Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- * Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation

Having due regard to the need to advance equality of opportunity involves having due regard, in particular, to the need to:

- * Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic
- * Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it

* Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to tackle prejudice, and promote understanding

Compliance with the duties in section 149 may involve treating some persons more favourably than others

The duty cannot be delegated and must be discharged by the decision-maker. To discharge the statutory duty the decision-maker must analyse all the relevant material with the specific statutory obligations in mind. If a risk of adverse impact is identified consideration must be given to measures to avoid that impact as part of the decision making process.

There are not considered to be any impacts arising out of the contents of this Report

Joint Strategic Needs Analysis (JSNA) and the Joint Health and Wellbeing Strategy (JHWS)

The Council must have regard to the Joint Strategic Needs Assessment (JSNA) and the Joint Health & Well Being Strategy (JHWS) in coming to a decision

There are not considered to be any direct implications arising out of the contents of this Report.

Crime and Disorder

Under section 17 of the Crime and Disorder Act 1998, the Council must exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances in its area and re-offending in its area

There are not considered to be any direct implications arising out of the contents of this Report.

2. Conclusion

The report seeks approval for the appointments to outside bodies which are the responsibility of the full Executive by either approving or amending the list at Appendix A. The Report also invites the Executive to note the appointment change made by the Executive Councillor for Adult Care, Health and Children's Services since June 2018.

The appointment to all organisations listed in Appendices A, B and C will assist Councillors in participating strategically and in the wider community. It will also provide Councillors with additional knowledge and expertise which can be shared with other Councillors.

3. Legal Comments:

The recommendations are lawful and within the remit of the Executive.

4. Resource Comments:

There are no material financial implications arising from acceptance of the recommendations in this report.

5. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

This has not been considered by a scrutiny committee.

d) Have Risks and Impact Analysis been carried out?

No

e) Risks and Impact Analysis

Not Applicable

6. Appendices

These are listed below and attached at the back of the report	
Appendix A	List of Appointments made by the Executive
Appendix B	List of Appointments Delegated to the Leader of the Council
Appendix C	List of Appointments Delegated to Executive Councillors

7. Background Papers

Document title	Where the document can be viewed
Executive Report dated 5 June 2018 - Representation on Outside Bodies	http://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=121&MId=4969&Ver=4

This report was written by Katrina Cope, who can be contacted on 01522 552104 or Katrina.cope@lincolnshire.gov.uk .

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APPOINTMENTS TO BE MADE BY THE EXECUTIVE

<u>NAME OF BODY</u>	<u>NUMBER OF APPOINTMENTS</u>	<u>APPOINTEE</u>
Community Lincs – Board	1	Cllr B Young
County Councils Network	4	Cllr M J Hill OBE Cllr Mrs P A Bradwell Cllr R G Davies Cllr R B Parker
East Midlands Councils	1 + 1 alternate rep	Cllr M J Hill OBE Cllr Mrs P A Bradwell
East Midlands Councils – Executive Board	1	Cllr M J Hill OBE
East Midlands Councils – Management Group	1	Cllr M J Hill OBE
East Midlands Councils – Regional Employers’ Board (<i>expression of interest only</i>)	1	Cllr I G Fleetwood
East Midlands Councils – Regional Joint Council (<i>expression of interest only</i>)	1	Cllr I G Fleetwood
East Midlands Councils – Strategic Migration Partnership Board (<i>expression of interest only</i>)	1	Cllr Mrs P A Bradwell
Greater Lincolnshire Local Enterprise Partnership Company Limited (<i>incorporation as a company limited by guarantee</i>)	1 + 2 *nominations (both appointed)	Cllr C J Davie (<i>Director</i>) *Debbie Barnes (<i>Director</i>) *Chairman of Environment and Economy Scrutiny Committee – Cllr B M Dobson (<i>Member</i>)
Lincolnshire Waste Partnership	1	Cllr E J Poll
Local Government Association – General Assembly	4	Cllr M J Hill OBE Cllr Mrs P A Bradwell Cllr C N Worth Cllr Mrs A M Newton
Rural Services Network (SPARSE)	1 + 1 substitute	Cllr M A Whittington (1 substitute vacancy - Delegated to the Leader of the Council)

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APPOINTMENTS TO BE DELEGATED TO THE LEADER OF THE COUNTY COUNCIL

<u>NAME OF BODY</u> Key Strategic Partnerships and Memberships	<u>NUMBER OF APPOINTMENTS</u>	<u>APPOINTEE</u>
East Midlands Adult Social Care and Health Councillor Network	2	Mrs P A Bradwell Mrs S Woolley
East Midlands Health & Wellbeing Chairs Network	1	Mrs S Woolley
East Midlands Lead Member Network for Children's Services	1	Mrs P A Bradwell
East Midlands Museums Service	2	C N Worth 1 vacancy
East Midlands Rural Affairs Forum <i>(expression of interest only)</i>	1	C Davie
Local Government Association – Coastal Issues Group	1	E J Poll
Local Government Association – Fire Service Commission	1	C N Worth
Local Government Association – Inland Flood Risk Management Group	1	E J Poll
Pensions Fund Forum – Local Authorities	1	E W Strengiel

<u>NAME OF BODY</u> Membership on Non-Strategic Countywide Committees-	<u>NUMBER OF APPOINTMENTS</u>	<u>APPOINTEE</u>
Battle of Britain Memorial Flight Visitor Centre Trustees	1	T R Ashton
Council for Protection of Rural England – Lincolnshire Branch	2	M J Storer 1 vacancy
East Midlands Reserve Forces & Cadets Association – Lincolnshire County Committee	1	R L Foulkes
Fields in Trust	1 1 substitute	1 vacancy 1 vacancy
Heritage Trust of Lincolnshire – Advisory & Liaison Committee	1	C N Worth
Heritage Trust of Lincolnshire - Trustees Board	1	W J Aron
Humber International Airport Consultative Committee	1	A Bridges
Investors in Lincoln – Director	1	C J Davie
Lincolnshire Association of Local Councils	1	Mrs J Brockway
Lincolnshire Forum for Agriculture & Horticulture	1	M J Storer

<u>NAME OF BODY</u>	<u>NUMBER OF APPOINTMENTS</u>	<u>APPOINTEE</u>
Lincolnshire Partnership NHS Foundation Trust – Council of Governors (Stakeholder Group)	2	R Oxby Mrs K Cook
Lincolnshire Road Safety Partnership	3	M Brookes R G Davies C J T H Brewis
Lincolnshire Wildlife Trust – Biodiversity Steering Group	1	M Brookes
Mid-Lincolnshire Local Access Forum	2	W J Aron C L Strange
R.E.L.A.T.E. - Board of Trustees <i>(The Council are not entitled to a seat on this Body - Cllr Mrs M J Overton MBE sits on this board as she is a Trustee)</i> <u>(FOR INFORMATION ONLY)</u>	N/A	N/A
Doncaster Sheffield Finningley Airport Consultative Committee	1 + 1 substitute	Mrs C Perraton-Williams 1 vacancy
Shoreline Management Plan – The Wash to Norfolk Coast	2	C J Davie E J Poll
Shoreline Management Plan – Humber Estuary Coastal Authorities Group	2	C J Davie E J Poll
Society for Lincolnshire History & Archaeology – Executive Committee	1	C J Davie
South Lincolnshire Fenlands Partnership	1	B M Dobson
South Lincolnshire & Rutland Local Access Forum	2	B Adams R Wootten
Usher Trust	1	R B Parker
Whisby Natural Park Steering Board	3	Dr M E Thompson Mrs J E Killey S P Roe

<u>NAME OF BODY</u> Local Organisations with County Council Representations	<u>NUMBER OF APPOINTMENTS</u>	<u>APPOINTEE</u>
First College	2	S R Kirk 1 vacancy
Grantham Canal Partnership	1	A N Stokes
Grantham Growth Strategic Board	2	R G Davies M J Hill OBE
Historic Environment Advisory Panel	1	L A Cawrey
Lawrance Park Community Association – Management Committee	1	R P H Reid
Lincoln BIG (Business Improvement Group)	1	C J Davie
Lincoln Civic Trust Ltd – Council	1	C N Worth
Louth United Charities	2	A Bridges D McNally
OneNK Stakeholders Panel	2 + 1 substitute	<i>Appointments from 2017 to 2019</i> A G Hagues M J Storer 1 vacancy
Spalding Energy Project – Community Liaison Group	1	Mrs C J Lawton
Stamford Mercury Archive Trust	1	R L Foulkes
Sutton Bridge Power Station Liaison Committee	1	C J T H Brewis
Wash & North Norfolk Coast European Marine Site	2	P E Coupland P A Skinner
Willoughby Memorial Trust <i>(nomination only)</i>	2 1 Officer	R P H Reid Mrs S Woolley <i>(Appointed by the Trust)</i>

APPOINTMENTS TO BE DELEGATED TO EXECUTIVE COUNCILLORS

<u>NAME OF BODY</u>	<u>NUMBER OF APPOINTMENTS</u>	<u>APPOINTEE</u>
Executive Councillor for Adult Care, Health and Children's Services		
Adoption and Permanence Panel 'A'	1	S R Parkin
Adoption and Permanence Panel 'B'	1	1 vacancy
Fostering Panel	1	1 vacancy
Peterborough & Stamford Hospitals NHS Foundations Trust – Partner Governor	1	R H Trollope-Bellew
Skegness Day Centre Limited	1	C S Macey
<u>NAME OF BODY</u>	<u>NUMBER OF APPOINTMENTS</u>	<u>APPOINTEE</u>
Executive Councillor for Economy and Place		
Boston Woods Trust	2	Mrs A M Austin 1 vacancy
Skegness Coastal Communities Team	1	C J Davie
Executive Councillor for Highways, Transport, I.T.		
PATROL (Parking and Traffic Regulations outside London)	1 1 substitute	M Brookes 1 vacancy
Public Transport Consortium	3	C J T H Brewis R G Davies M Brookes
Transport for the North	1 1 substitute	C J T H Brewis R Renshaw (<i>substitute</i>)

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