



County Offices
Newland
Lincoln
LN1 1YL

2 September 2019

Environment and Economy Scrutiny Committee

A meeting of the Environment and Economy Scrutiny Committee will be held on **Tuesday, 10 September 2019 at 10.00 am in Committee Room One, County Offices, Newland, Lincoln LN1 1YL** for the transaction of the business set out on the attached Agenda.

Yours sincerely

A handwritten signature in cursive script that reads 'DBarnes'.

Debbie Barnes OBE
Head of Paid Service

Membership of the Environment and Economy Scrutiny Committee (11 Members of the Council)

Councillors Mrs W Bowkett (Chairman), C R Oxby (Vice-Chairman), Mrs A M Austin, G E Cullen, M A Griggs, A G Hagues, C Matthews, Mrs E J Sneath, H Spratt, C L Strange and Dr M E Thompson

**ENVIRONMENT AND ECONOMY SCRUTINY COMMITTEE AGENDA
TUESDAY, 10 SEPTEMBER 2019**

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declarations of Members' Interests	
3	Minutes of the previous meeting of the Environment and Economy Scrutiny Committee held on 9 July 2019	5 - 12
4	Announcements by the Chairman, Executive Councillors and Lead Officers	
5	Reviewing the draft Lincolnshire Flood Risk & Water Management Strategy <i>(To receive a report by Matthew Harrison, Senior Commissioning Officer (Flood Risk), which asks members to review and comment on the draft Joint Lincolnshire Flood Risk & Water Management Strategy)</i>	13 - 104
6	Business Centres and Economic Development Portfolio-Strategy Review, Policy and Procedures <i>(To receive a report by Simon Wright, Principal Officer (Regeneration) which seeks the views of the Committee on whether or not the criteria described in the report are appropriate and will assist the Council with consistent decision making and strike a balance between maximising the economic benefits of the business centres and economic development portfolio across all locations and mitigating the Council's management costs)</i>	105 - 122
7	Creative Industries Research Project <i>(To receive a report by Halina Davies, Growth Plan Project Manager, which provides an overview of the Creative Lincolnshire research project, including key findings)</i>	123 - 130
8	Lincolnshire Utility Strategy-Next Steps <i>(To receive a report by Andrew Brooks, Regeneration Manager, which provides an update on the progress and next steps for the Strategy)</i>	131 - 138
9	Greater Lincolnshire's European Regional Development Programme (ERDF) <i>(To receive a report by Susannah Lewis, Principal Commissioning Officer (Funding, which outlines the European Regional Development Programme (ERDF) bids that are currently being developed by the Council)</i>	139 - 148

- 10 Analysis of the Local Labour Market** 149 - 152
(To receive a report by Clare Hughes, Principal Commissioning Officer (Local Enterprise Partnership (LEPs) in connection with the work being undertaken by LEPs across England who have been asked by the Department for Education (DfE) to generate a high quality analysis of the local labour market)
- 11 Environment and Economy Scrutiny Committee Work Programme** 153 - 156
(To receive a report from Daniel Steel, Scrutiny Officer, in connection with the Committee's Work Programme. Members' comments are sought on the items for future consideration)

Democratic Services Officer Contact Details

Name: **Steve Blagg**
Direct Dial **01522 553788**
E Mail Address steve.blagg@lincolnshire.gov.uk

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

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

Contact details set out above.

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www.lincolnshire.gov.uk/committeerecords



**ENVIRONMENT AND ECONOMY
SCRUTINY COMMITTEE
9 JULY 2019**

PRESENT: COUNCILLOR MRS W BOWKETT (CHAIRMAN)

Councillors C R Oxby (Vice-Chairman), Mrs A M Austin, G E Cullen, M A Griggs, A G Hagues, C Matthews, H Spratt, C L Strange and Dr M E Thompson

Executive Support Councillor for Economy and Place, Councillor B M Dobson, attended the meeting as an observer

Officers in attendance:-

Steve Blagg (Democratic Services Officer), Steve Brookes (Lincolnshire Broadband Programme Manager), Justin Brown (Assistant Director Growth), Simon Evans (Health Scrutiny Officer), Peter Fender (Economic Infrastructure Development Manager), David Hickman (Head of Environment), Adrian Winkley (Minerals and Waste Policy Team Leader) and Samantha L Harrison (Enterprise Commissioning Manager)

13 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

An apology for absence was received from Councillor Mrs E J Sneath.

The Head of Paid Service reported that under the Local Government (Committee and Political Groups) Regulations 1990, she had appointed Councillors A G Hagues and H Spratt to the Committee, in place of Councillors R P H Reid and B Adams, respectively, until further notice.

The Chairman thanked Councillors B Adams and R P H Reid for their service to the Committee.

14 DECLARATIONS OF MEMBERS' INTERESTS

No declarations of interest were made at this stage of the meeting.

15 MINUTES OF THE PREVIOUS MEETING OF THE ENVIRONMENT AND ECONOMY SCRUTINY COMMITTEE HELD ON 21 MAY 2019

RESOLVED

That the minutes of the previous meeting held on 21 May 2019, be approved as a correct record and signed by the Chairman, subject to "Councillor C R Oxby" being added to the list of attendees.

16 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS AND LEAD OFFICERS

The Chairman thanked members for passing on their best wishes to her following the recent floods which had occurred in Wainfleet, her electoral Division.

Executive Support Councillor B M Dobson made the following announcements:-

- Executive Councillor C J Davie was engaged in an Executive meeting and he would be speaking on his behalf, for his self and for the portfolio team.
- He thanked the Chairman for her efforts to support those residents in Wainfleet who had suffered the devastating floods in June. These events were a reminder of the impact that the environment could have on an area. He referred to the role of the Committee in considering both the impending risks and the mitigating efforts to prevent or reduce the impact of such natural adverse events.
- He referred to the Government's announcement on 5 July 2019 of the outcomes of the Future High Streets Fund bids and the disappointment that no Lincolnshire high street had received funding. Each district council felt that they had worked hard on the bidding process to little effect. The Government needed to work with strategic authorities, like the County Council, rather than creating wide bidding rounds that led to high levels of competition and a scatter-gun approach. This was something that Councillor C J Davie would be pursuing through his role on the Local Government Association's Economy Board.
- The Executive was pleased to accept the recommendations of the High Street Working Group. These encouraged the Council to develop stronger links with district councils over high streets and would lead towards better use of digital technology to make the high streets places to live, work and enjoy as much as they were places to shop adding that today's committee report on broadband might trigger some more detailed thinking on this subject.
- Executive Councillor C J Davie would be hosting a "Welcome to the Summer" event at the North Sea Observatory. He would be encouraging more than 70 attendees to work together to promote the area and to cross-sell the various attractions to visitors throughout our coastal districts. Tourism operators on the coast had told us that they had high expectations for a positive summer of visitor activity.
- Team Lincolnshire were collaborating with South Kesteven District Council on an event for investors in Stamford in the following week. The annual Lincolnshire Enterprise Partnership conference on 12 July would provide an excellent opportunity to engage in debate about the future of business in the County with 300 people due to attend.
- Executive Councillor C J Davie and Executive Support Councillor B M Dobson had been working with Executive Councillor Mrs P A Bradwell OBE, Debbie Barnes OBE, Head of Paid Service as well as the economic development team on new skills initiatives. The Council would shortly be investing additional funding in raising the amount and quality of information about local careers to schools for pupils, teachers and families as this initiative was vitally important for our workforce of the future.

- The Council was delighted to receive confirmation of Foreign Office funding to support a trade mission to Hunan, China in November 2019. This followed directly from the report to the Committee received at the last meeting that provided us with the opportunity to take businesses out to the market of Hunan. The Council was working with Hunan officials to establish direct business-to-business contacts so that the visit was valuable to all who attended.

An independent inquiry, undertaken by Norfolk County Council on behalf of the County Council, had been set up to examine the recent flooding in Wainfleet. The Government's Chief Scientific Adviser would be conducting a peer review to assure the quality of the inquiry. The Council was responsible for investigating all flooding events affecting residential properties and in addition to the flooding in Wainfleet there had been floods in other parts of the county and as a result there would be 38 investigations in all. This Committee would receive the results of the Wainfleet investigation in due course.

In response to a question whether other agencies had carried out their responsibilities in the recent flooding incident, it was stated that the inquiry would examine the causes of the incident at Wainfleet, including the response of other agencies. It was also stated that surface water flooding could not be predicted in every instance and many farms had been affected. It was noted that funding provided under the Bellwin formula would help district councils. It was agreed to respond to the Committee in connection with the technical definition of internal flooding.

17 PROPOSED STATEMENT OF COMMUNITY INVOLVEMENT

The Committee considered a pre-decision scrutiny report in connection with the progress on the Council's statutory review of its existing Statement of Community Involvement (SCI) approved in 2014. The Committee had previously considered a Draft SCI on 27 November 2018 setting out how the Council proposed to engage and consult the public and stakeholders with regard to the preparation of minerals and waste planning policy documents and when determining planning and related applications. This had subsequently been subject to public consultation and, as a result, a number of modifications had been put forward and incorporated into a Proposed SCI annexed to the report. The Proposed SCI would be submitted to the Executive on 3 September 2019 seeking a recommendation that it would be adopted by the full County Council.

Members' views were sought on the proposed modifications particularly those in connection with press notice coverage, whether the proposed methods for consulting and engaging with the public and other stakeholders were appropriate and whether the Proposed SCI was easy to understand.

Members' supported the proposed arrangements for the placement of press notices, subject to consideration being given to other alternatives for those parts of the county where the Lincolnshire Echo was not available, for example in the Boston area, although it was noted that the newspapers used for printed press notices would be reviewed regularly. It was stressed that, as some people did not use the internet or social media, printed press notices remained important.

**ENVIRONMENT AND ECONOMY SCRUTINY COMMITTEE
9 JULY 2019**

The Committee suggested the use of the Council's "County News" to advertise planning pages on the Council's website and requesting parish councils to use their noticeboards to publicise planning issues, or even circulate consultation information.

Members welcomed the fact that the consultation on the SCI extended beyond Lincolnshire's county boundary and noted that representations had been received from parish councils in adjacent counties.

It was also noted that the Council liaised with the Lincolnshire Association of Local Councils.

RESOLVED

- (a) That the Committee supports the recommendations in connection with the Proposed Statement of Community Involvement, detailed in the report, to the Executive.
- (b) That the comments made by members be noted and sent to the Executive.

18 LINCOLNSHIRE BROADBAND PROGRAMME

The Committee considered a report which provided an update on the current status of the Lincolnshire Broadband Programme.

Officers stated that since the report was published forty thousand premises remained to be completed in contract 3 with an allocation of £11m which would only cover between sixteen and seventeen thousand premises. Another £20m would be required to complete the remaining twenty three thousand premises. Communities were encouraged to take up the Building Digital UK (BDUK) Gigabit Voucher Scheme and the Rural Gigabit Connectivity Scheme. Officers were prepared to speak to communities about these schemes. The main issue in connection with the Rural Gigabit Connectivity Scheme was the shortage of rural publically owned buildings to store fibre hubs.

Officers, in response to members' comments, agreed that the use of mobile networks was more efficient and cost effective than providing a fibre to premises connection which was required by the Government. As an example of an alternative solution reference was made to the Blue Light contract with EE which used 4G across the county and had improved coverage. The four telecommunication companies had set up a fifth company to improve coverage in rural areas and officers had written to Ofcom to request them to consider 4G as an alternative to fibre to premises.

Only a small cabinet was required to house the equipment for a fibre hub under the Rural Gigabit Connectivity Scheme but BT needed 24/7 access to the equipment and the question of using private dwellings to store equipment would be raised during the trial period.

Officers stated that the installation of communication technology on street furniture was currently being trialled at Ingoldmells.

Officers confirmed that providing a fibre connection particularly in rural areas was expensive. However, the cost of installing a fixed wireless or 4G dish was more cost effective at approximately £450 a dish and helped many people to get connectivity. This procedure had been promoted for a long time on the Council's website and officers agreed to link this information to a questionnaire which was being prepared on communications.

Officers agreed to copy members into communications sent to Parish Councils about broadband issues and officers would examine the broadband programme which would need to be updated in 2020.

RESOLVED

- (a) That the report and members' comments be noted.
- (b) That the Committee receive a report on the digital communications elements of the Blue Light project at a future meeting.
- (c) That communication sent to Parish Councils about broadband issues be also sent to local members for information.
- (d) That an update of the Broadband Programme be submitted to the Committee in early 2020.

19 HUTTOFT BOAT SHED VISITOR CENTRE AND CAFE

Consideration was given to a report in connection with the provision of a boat shed visitor centre and café at Huttoft. The project would look at adding another new quality tourist facility in the heart of the Coastal Country Park, close to the beach at Huttoft, just south of Sutton on Sea. The project would have a café similar in design to that provided at the Gibraltar Point Visitor Centre at Skegness.

Officers, in response to members' comments, stated that benches would be provided for visitors and provision of extra shelter in the viewing area would be examined and that it might be necessary to undertake additional pruning to ensure that visitors could see the sea.

Members welcomed the installation of an electricity supply which might facilitate CCTV on the site.

RESOLVED

- (a) That the report be noted.
- (b) That the project be supported and welcomed.
- (c) That the Committee endorse the Executive Councillor for Economy and Place approving the development of the project in line with the project delivery timetable.

20 UPDATE ON THE BUSINESS LINCOLNSHIRE UPDATE ON THE BUSINESS LINCOLNSHIRE GROWTH HUB'S SCALEUP PROVISION

Consideration was given to a report which provided an update on the ScaleUp business support activity to date. The Department for Business, Energy and Industrial Strategy (BEIS) had requested that Growth Hubs (the business support arm of the Greater Lincolnshire Local Enterprise Partnership and the Council) provide targeted support to help businesses that displayed ScaleUp characteristics to achieve further rapid growth.

Members' views were sought on whether the Council should focus the support of the Growth Hubs on ScaleUp businesses or on all varieties of business. An example of the type of business currently supported was detailed in the report.

Officers, in response to members' comments, stated that the Council had the necessary funding in place to support the ScaleUp offer, and when the UK leaves the EU it would be possible to bid for funding from the EU up to 2023 and, thereafter, it would be necessary to apply for funding from the UK Shared Prosperity Fund. The Council worked closely with the district councils and joint visits to businesses were arranged. A report on the Shared Prosperity Fund would be submitted to the next meeting of the Committee and the Council's officers had been consulted on the shaping of this new fund.

The Committee supported the priorities detailed in the "Next Steps for 2019" in the report which continued to focus resources on providing tailored support to specific groups of businesses.

There was also discussion on how "less ambitious" small businesses might be supported.

RESOLVED

- (a) That the comments made by members on the current ScaleUp provision offer and activity to date be noted.
- (b) That the Council continue to focus resources on providing tailored support to a specific group of businesses but not to the detriment of other types of business.
- (c) That the Council use the growth stories from the ScaleUp partners to actively promote that Lincolnshire has a robust ecosystem in place to support growth.

21 ENVIRONMENT QUARTER 4 PERFORMANCE MEASURES

The Committee considered a report in connection with Environment Quarter 4 performance measures.

Officers agreed to respond to members in connection with the number of waste recycling centres owned by the Council and to provide clarification on the last paragraph on page 109 of the report in connection with the estimation of the Quarter 4 performance compared to last year's Quarter 4 performance.

RESOLVED

- (a) That the comments made by members be noted.
- (b) That officers respond to the questions raised by members.

22 ECONOMY QUARTER 4 PERFORMANCE MEASURES 2018/19

The Committee considered a report in connection with the Economy Quarter 4 performance measures 2018/19.

Officers stated that grants were available for agriculture, farming and food businesses and farmers were being helped to access funding from Defra.

RESOLVED

That the report be noted.

23 ENVIRONMENT AND ECONOMY SCRUTINY COMMITTEE WORK PROGRAMME

The Committee considered and reviewed its Work Programme.

RESOLVED

That the Committee's Work Programme be noted subject to a progress report on the broadband programme in early 2020, a presentation from consultants (who were coming up to advise the Local Enterprise Partnership) on the creative industries for the meeting on 10 September 2019 and a report on advice to agriculture in view of Brexit to a future meeting.

The meeting closed at 12.00 pm

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

Report to:	Environment & Economy Scrutiny Committee
Date:	10 September 2019
Subject:	Reviewing the draft Lincolnshire Flood Risk & Water Management Strategy

Summary:

The report asks the committee to review and comment on the draft Joint Lincolnshire Flood Risk & Water Management Strategy 2019-2050

Actions Required:

The Scrutiny Committee is requested to review and comment on the draft Joint Lincolnshire Flood Risk & Water Management Strategy 2019-2050, and highlight any additional guidance to officers in advance of formal adoption by the County Council.

1. Background

Under the Flood and Water Management Act 2010 the County Council, as Lead Local Flood Authority (LLFA) is required to implement and monitor a Local Flood Risk Management Strategy. This must be consistent with the national Flood and Coastal Erosion Risk Management Strategy for which the Environment Agency is responsible, and which is also currently being updated with a public consultation exercise having recently concluded.

Within this broad framework the Local Flood Risk Management Strategy responds to local needs and circumstances, and develops local strategic priorities. As a statutory minimum, the strategy must specify

- The risk management authorities in the LLFA's area
- The flood risk and coastal erosion functions that may be exercised by those authorities relating to the area
- Objectives for managing flood risk in the area, including any objectives prepared under the Flood Risk Regulations 2009
- Measures proposed to meet those objectives
- How and when the measures are to be implemented
- Costs and benefits of the measures and how they are to be paid for

- Assessment of local flood risk (meaning from surface runoff, groundwater and ordinary watercourses)
- How and when the strategy is to be reviewed
- How the strategy contributes to the achievement of wider environmental objectives

In developing the strategy, the LLFA is required to consult the public and risk management authorities that may be affected by it. The LLFA must also publish a summary of the strategy, including guidance about the availability of relevant information.

Progress to date

The draft Joint Lincolnshire Flood Risk and Water Management Strategy 2019-2050 is a fully revised and updated version of the existing Joint Flood Risk and Drainage Management Strategy, approved by the Council in 2012/13. The new strategy builds on successful delivery of the key objectives set out in the earlier document. It takes a wider view, not only covering partners' collaborative strategic and operational approach to flood risk management, but also strategic management of water as a resource to support economic growth and to help secure long term resilience of water supply within a new national framework.

This draft version of the strategy has been developed with key stakeholders and partners of the Lincolnshire Flood Risk and Water Management Partnership. During January and February 2019 a six-week partner and stakeholder consultation exercise, which included examination of the draft by Flood & Water Management Scrutiny Committee, was undertaken. This shaped a public consultation version of the strategy for Summer 2019.

Public Consultation during summer 2019

In May 2019 approval was received from the Executive to proceed to public consultation with the draft Strategy. A public consultation exercise was then undertaken from 23rd May to 19th July, during which time six public drop-in sessions were made available across the county, staffed by members of the flood risk partnership.

Alongside this an online questionnaire was available for respondents to complete. This was structured in such a way to try and determine awareness of flood risk and flood risk authorities in Lincolnshire, identify their top priorities and concerns when dealing with flood risk and to seek opinion on the flood risk partnerships vision for the strategy. Supporting documents were available to download from the County Council's website and hard copies were also made available.

Engagement with the public consultation exercise was limited but did include residents, business owners and district councillors. Of those who actively engaged with the consultation process, some useful discussions and insights were obtained which have helped shape the version of the draft strategy attached to this report (see Appendices A & B).

Some key elements identified by respondents that the strategy should identify include

- Increased recognition of potential impacts of climate change
- Recognition of the requirements of a strategy as several agencies are involved
- The impact of agricultural practices on flood risk and how they can be improved
- Holding of water for controlled release
- Holistic approach to water management
- Wider use of natural flood prevention methods
- Lobbying for a fairer deal for less populated and rural areas.
- Keeping communities better informed

In addition there were comments regarding availability of funding to support delivery of the strategy's objectives, and whether its aspirations would be delivered in a timely manner. It was also suggested that the local community should be more clearly placed at the heart of the strategy.

All revisions and amendments to this post consultation draft are highlighted in red text within both the main strategy document and the Strategic Vision (see Appendices A & B). Some key inclusions from the consultation draft are to be found under the section 'Delivering the Strategy' and include;

- Further recognition of the Historic Environment
- Expanded text to paragraphs covering ecosystem service, strategic thinking on land use planning and asset management
- Expansion of Aim 2
- Development of Strategic Outcomes and Strategic Objectives to support the Aims

It will be incumbent on the Flood Risk & Water Management Partnership to deliver on these aims, although it is encouraging that many of the themes identified by respondents are areas already identified by the partnership in dealing with flood risk and water management issues in the county.

Strategy timeline and next steps

Following the conclusion of the public consultation process and assessment and incorporation of comments into the latest version of the draft strategy, the current proposed timeline leading to adoption of the strategy is as follows;

Flood & Water Management Scrutiny Committee	9 September 2019
Environment & Economy Scrutiny Committee	10 September 2019
DLT	12 September 2019
CLT	9 October 2019
Environment & Economy pre-decision scrutiny	26 November 2019
Executive (for approval)	3 December 2019

Further engagement will be undertaken with partners and stakeholders during this same period to seek endorsement of the strategy prior to adoption by the County Council. The current proposed timeline for this is as follows:

Lincolnshire Flood Risk & Water Management Group	23 September 2019
Lincolnshire Flood Risk & Water Management Strategy Group	1 October 2019
Greater Lincolnshire Leaders & Chief Executives Group	4 October 2019
ADA Lincolnshire Branch meeting	Date TBC

As indicated above the local strategy must be consistent with the National Flood Risk and Coastal Erosion Management Strategy of which a national review is underway and a public consultation period has recently concluded. Officers from Lincolnshire County Council and other partner authorities in the area continue to engage in the development of the draft national strategy, which has also been analysed to ensure consistency between it and the local strategy.

In light of the above, members of the committee are asked to review the latest version of the Joint Lincolnshire Flood Risk & Water Management Strategy 2019-2050 and to provide comment and guidance to officers in preparing the strategy for the formal adoption process by the authority.

2. Conclusion

The draft Joint Lincolnshire Flood Risk and Water Management Strategy 2019-2050 is intended to provide the County Council and its partners in the Lincolnshire Flood Risk and Water Management Partnership with a means of outlining their collective aspirations for flood risk, water management and future water supply resilience, along with additional economic and social benefits that can be achieved for the county.

The strategy will align closely with other key initiatives such as the Local Industrial Strategy, the Strategic Economic Plan and long term planning for infrastructure and housing provision, as well as environmental improvement and sustainability in the long term. Approval and support for this draft by committee and partners is a key element in working towards adoption of the strategy and it is requested that committee continue to support officers and the Flood Risk and Water Partnership in developing the strategy for completion and final approval later in 2019.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

No

b) Risks and Impact Analysis

EIA in preparation

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Draft Joint Lincolnshire Flood Risk & Water Management Strategy 2019-2050
Appendix B	Draft Joint Lincolnshire Flood Risk & Water Management Strategy 2019-2050 - Strategic Vision

5. Background Papers

This report was written by Matthew Harrison, who can be contacted on 01522 555172 or matthew.harrison@lincolnshire.gov.uk.

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Lincolnshire flood risk and water management partnership



Joint Lincolnshire Flood Risk and Water Management Strategy 2019-2050

(A review and update to the existing Joint Lincolnshire Flood Risk and Drainage Management Strategy 2012-2025)

Contents

1. Introduction
2. The Lincolnshire flood risk and water management partnership
3. The previous Joint Flood Risk & Drainage Management Strategy 2012-2025
4. Understanding flood risk
5. Roles and **functions** of Lincolnshire flood risk management authorities
6. Future look
7. Delivering the strategy
8. Find out more
9. Glossary
10. Key strategies and initiatives developed since 2012 that will influence our strategic approach within Lincolnshire

1 Introduction

Reviewing the existing Joint Lincolnshire Flood Risk and Drainage Management Strategy

Lincolnshire County Council is the Lead Local Flood Authority (LLFA) for the administrative county of Lincolnshire. Because of this role, since 2010 the Council has been responsible for implementing and monitoring a local flood risk management strategy.

The purpose of the strategy is to manage the impact of flood risk to people, businesses and the environment across Lincolnshire. The basic contents of the Strategy are outlined in legislation as follows:

- The risk management authorities operating in the LLFA's area
- The flood risk and coastal erosion functions that may be exercised by those authorities relating to the area
- Objectives for managing flood risk in the area
- Measures proposed to meet those objectives
- How and when the measures are to be implemented
- Costs and benefits of the measures and how they are to be paid for
- Assessment of local flood risk (meaning from surface runoff, groundwater and ordinary watercourses)
- How and when the strategy is to be reviewed
- How the strategy contributes to the achievement of wider environmental objectives

In developing the strategy, the LLFA must consult the public and risk management authorities that may be affected by the strategy. The strategy must be consistent with the National Flood Risk and Coastal Erosion Management Strategy and the LLFA must publish a summary of the strategy, including guidance about the availability of relevant information.

In Lincolnshire our strong partnership approach meant that we were able to put together our Strategy as a joint venture between all the organisations with a role in flood risk management. Completed in 2012, the Joint Lincolnshire Flood Risk and Drainage Management Strategy was one of the first of its kind in the country. It also established a trend that has grown since to join up the work of different organisations, and to tackle flood risk and water in a more co-ordinated way than in the past.

The existing Joint Lincolnshire Flood Risk and Drainage Management Strategy was developed as a partnership venture during 2011 and 2012, and was approved for the County Council by the Executive on 4 December 2012 and by Full Council in January 2013. Part 3 of the Strategy, the action plan, was made available from April 2013 and continues to be updated annually. As a consequence Lincolnshire was one of the first areas in England to publish and implement a Local Flood Risk Management Strategy, and was forward-looking in implementing a strategy that sought to co-ordinate the work of all risk management authorities within the area

and to consider flood risk in the round.

In effect, the strategy co-ordinates all the work delivered by the Lincolnshire flood risk and water management partnership as a whole, overseen by the flood risk and water management scrutiny committee.

This co-ordinated approach was embedded by establishing the common works programme in 2013. This includes the major capital programmes of all partners, as well as the programme of joint activities that address solutions where responsibility is shared or where there is no clear single authority with the capacity or responsibility to act. The common works programme allows the partnership to prioritise works across the county according to need, and within the constraints imposed by availability of local and national funding.

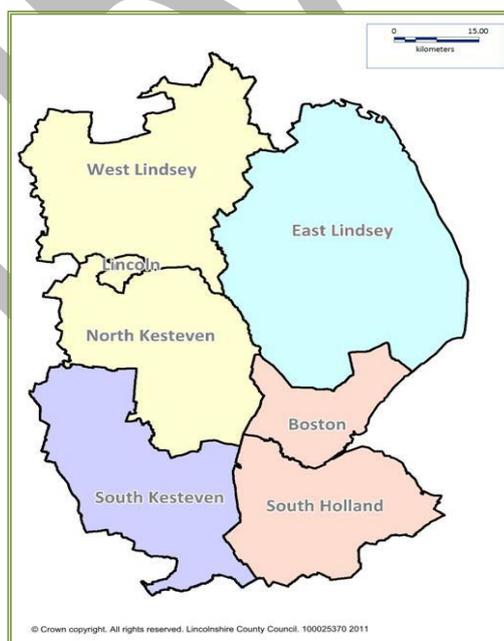
The current strategy consists of

- Part 1: strategic vision (including high level objectives)
- Part 2 (A & B): implementation plan for the strategy
- Part 3: common works programme (annually updated action plan)

It can be found in full on the Lincolnshire County Council website at the following link:

<https://www.lincolnshire.gov.uk/residents/environment-and-planning/flood-risk-management/implementing-management-strategy/103045.article>

Figure 1 Map of Strategy area



2 The Lincolnshire flood risk and water management partnership

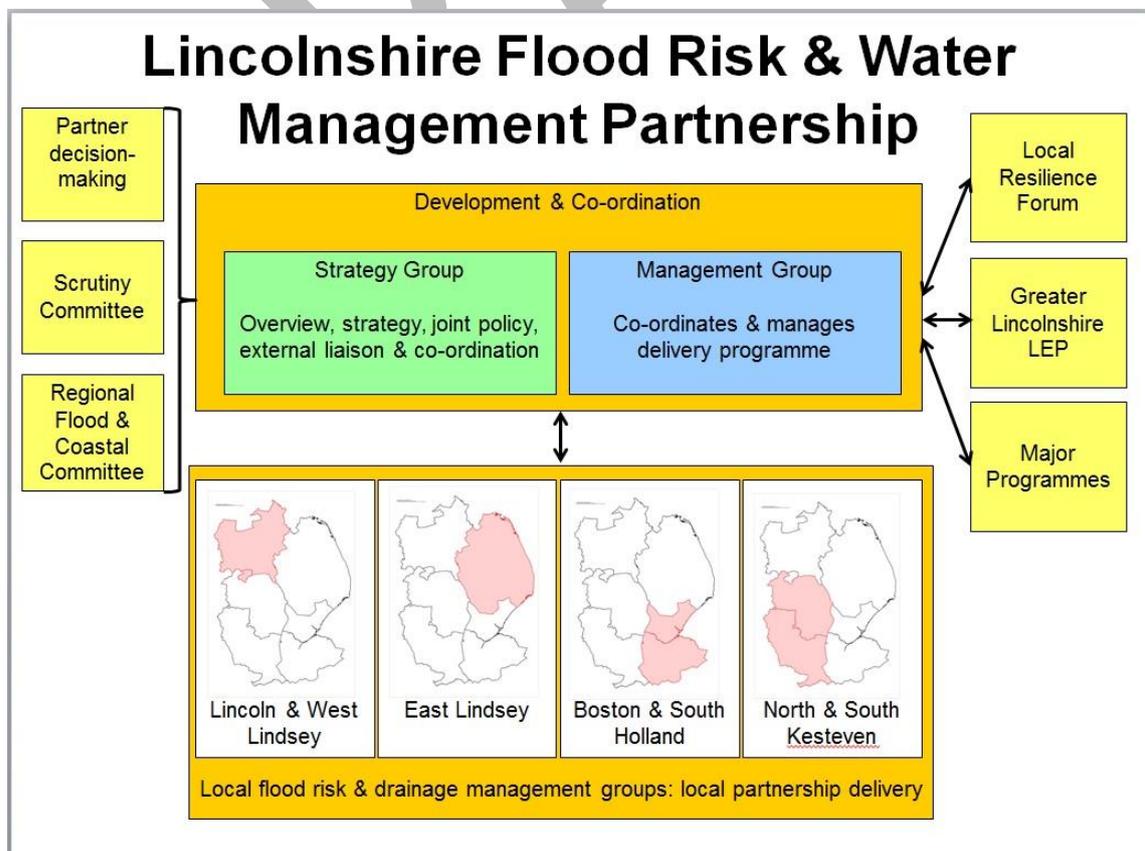
The Lincolnshire flood risk and drainage management partnership was established in 2010 in advance of the [Flood Risk and Water Management Act](#) (2010). It was created in order to provide the level of co-ordination needed to develop the joint strategy described above.

Since 2012 flood risk management has increasingly been recognised as an integral part of a wider issue of managing water as a resource that is essential to economic growth nationally and, particularly, in the east of England. To recognise this, a review of the existing partnership role and structure was undertaken during 2017/18. As a result, the partnership now includes wider water interests. Water Resources East (WRE), a regional initiative looking at water availability from a multi-sectoral position and the Greater Lincolnshire Local Enterprise Partnership and its water management board are now full members.

The revised governance and functions of the Lincolnshire flood risk & water management partnership can be found at the following link

<https://www.lincolnshire.gov.uk/residents/environment-and-planning/flood-risk-management/implementing-management-strategy/103045.article>

Figure 2 The Lincolnshire flood risk and water management partnership



When determining priorities and actions, the Lincolnshire flood risk and water management partnership directs its resources to areas where there is the greatest need, and where investment will bring the greatest benefits. As such, investment is considered in the round by attempting to take a truly systemic view of the water cycle to include the economic benefits its supports and unlocks.

The partnership has reviewed the key issues it believes Lincolnshire faces in terms of water. This includes flood and drought and the associated economics. It aims to work with communities to develop long term resilience to the impacts of climate change and sea level rise. It also seeks to develop new and innovative ways of funding the work that will need to be delivered to achieve this.

The partnership will focus on locations which exemplify these issues or themes and will facilitate discussions across partners, businesses, communities and central government as to how to best tackle these issues in the long term.

These locations are shown on the map in Figure 3 overleaf.

Coastal Lincolnshire

Lincolnshire's open coast is subject to significant flood risk from tidal inundation. It is protected by a mix of defences which are described in the Environment Agency's Saltfleet to Gibraltar Point strategy. Located immediately behind these defences are large communities, businesses, infrastructure and tourist attractions.

Our ability to support these communities and interests to grow sustainably brings together a great number of partners and policies. These include land use planning, infrastructure provision and flood risk. The partnership aims to bring these concerns together to deliver a sustainable plan and vision for our open coastline.

Agri-food

Agriculture and the agri-food industry are vital to a thriving Lincolnshire economy. It is dependent on the provision of clean water and the drainage of land. At present these concerns are not linked through strategy or policy. Moreover agricultural land does not attract as much government grant for flood risk protection as housing, while currently rates for drainage are subject to the local authority council tax cap. As such the partnership has two aims. To raise the importance of our contribution to the agricultural production of the UK in a post-Brexit Britain, and to ensure policies reflect the need to adequately fund land drainage and flood protection for agricultural land.

Catchment-based approach

Current strategic approaches to managing water are delivered generally in silos. This separates the management of flood risk, water resource provision and land drainage. By taking a holistic view of the management of water we believe it is possible to provide multiple benefits to the environment, businesses and communities. The governments' 25 Year Environment Plan identifies that land

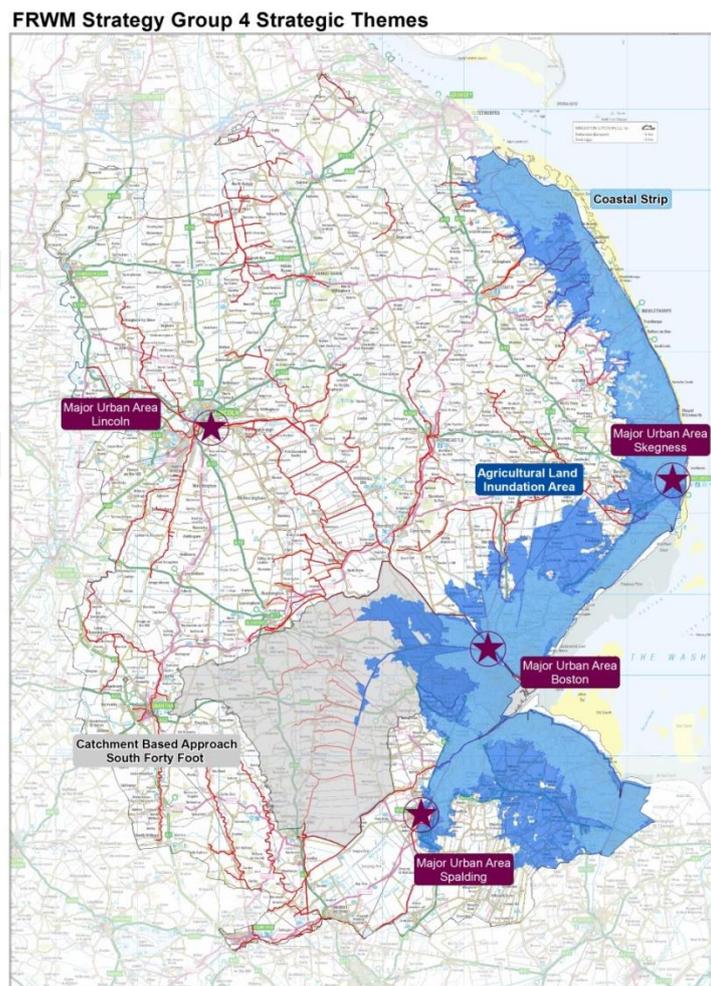
should be used and managed more sustainably and this approach will be tested in the south forty foot catchment under the South Lincs water partnership (SLWP) supported by the Lincolnshire flood risk and water management partnership.

Urban areas

Major urban areas provide a particular challenge. Flood risk arises from a number of sources including surface water, sewers, rivers and the sea. Growth and economic development can often be focused here. Our aim is to collectively manage these risks whilst allowing our urban centres to flourish and grow sustainably.

The map below shows these areas. The partnership aims to show ambition and determination to bring the necessary stakeholders and policy makers together to deal with the challenges facing Lincolnshire and build sustainable, resilient and thriving communities and economies. It must also be remembered that the partnership co-ordinates day to day operational works throughout the county to manage the risk from all sources of flooding. The current programme of these works can be in Part 3 of the current strategy found [here](#).

Figure 3 Map showing strategic themes / locations

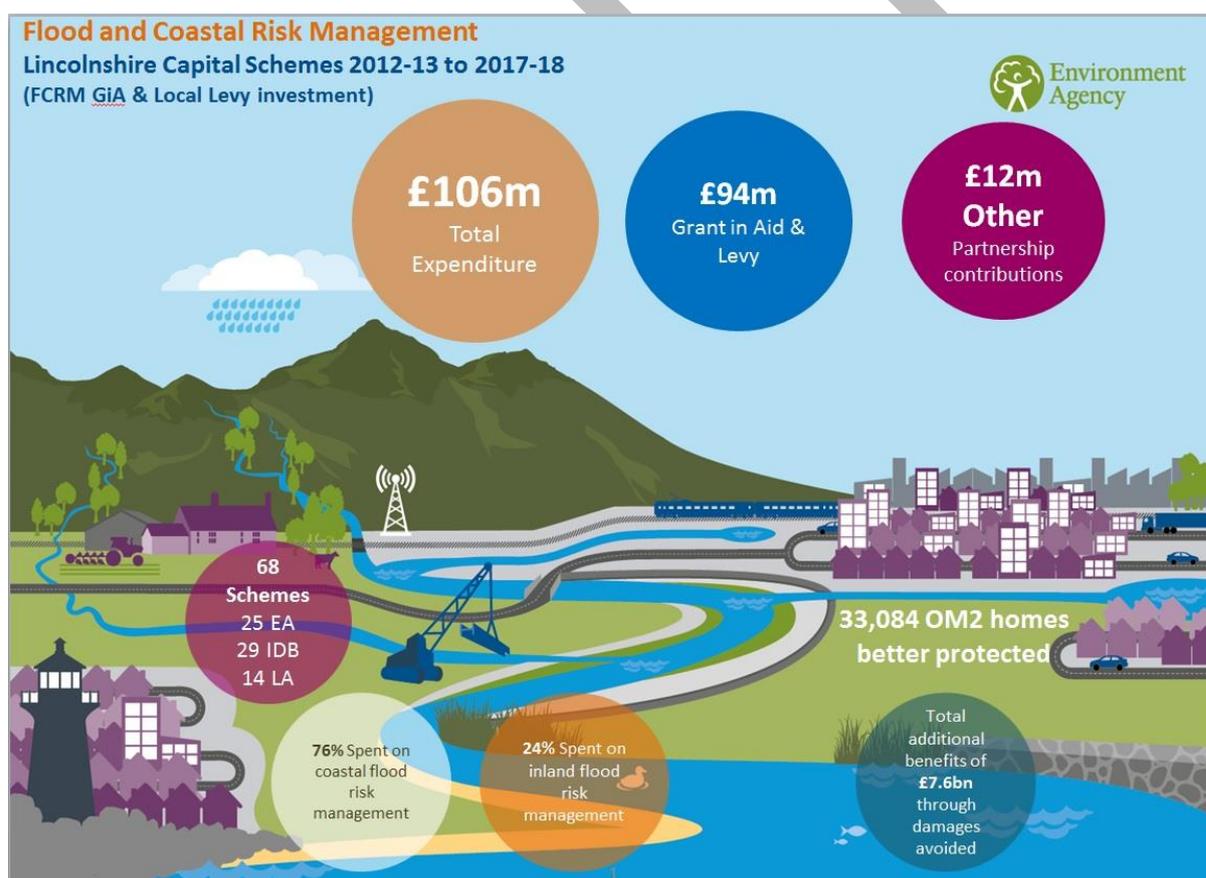


The history of the Lincolnshire flood risk and water management partnership, means it has developed a key role in managing flood risk in particular. This includes deploying resources and co-ordinating risk across a range of partners and risk management authorities.

The type of action that will be undertaken to manage flood risk and drainage will depend on the severity of the risk in each circumstance, including factors such as the likelihood of flooding, the level of danger posed by flooding, its impacts and the physical and economic feasibility of implementing a specific scheme or activity.

Since 2012 flood risk management authorities in Lincolnshire have been very successful in securing national funds for works, known as 'Grant in Aid' and funding provided by the Government to the Environment Agency allocated at regional level by the Regional Flood and Coastal Committee. This is also true of funds raised locally (called 'Local Levy') and provided to the Environment Agency by Lincolnshire County Council.

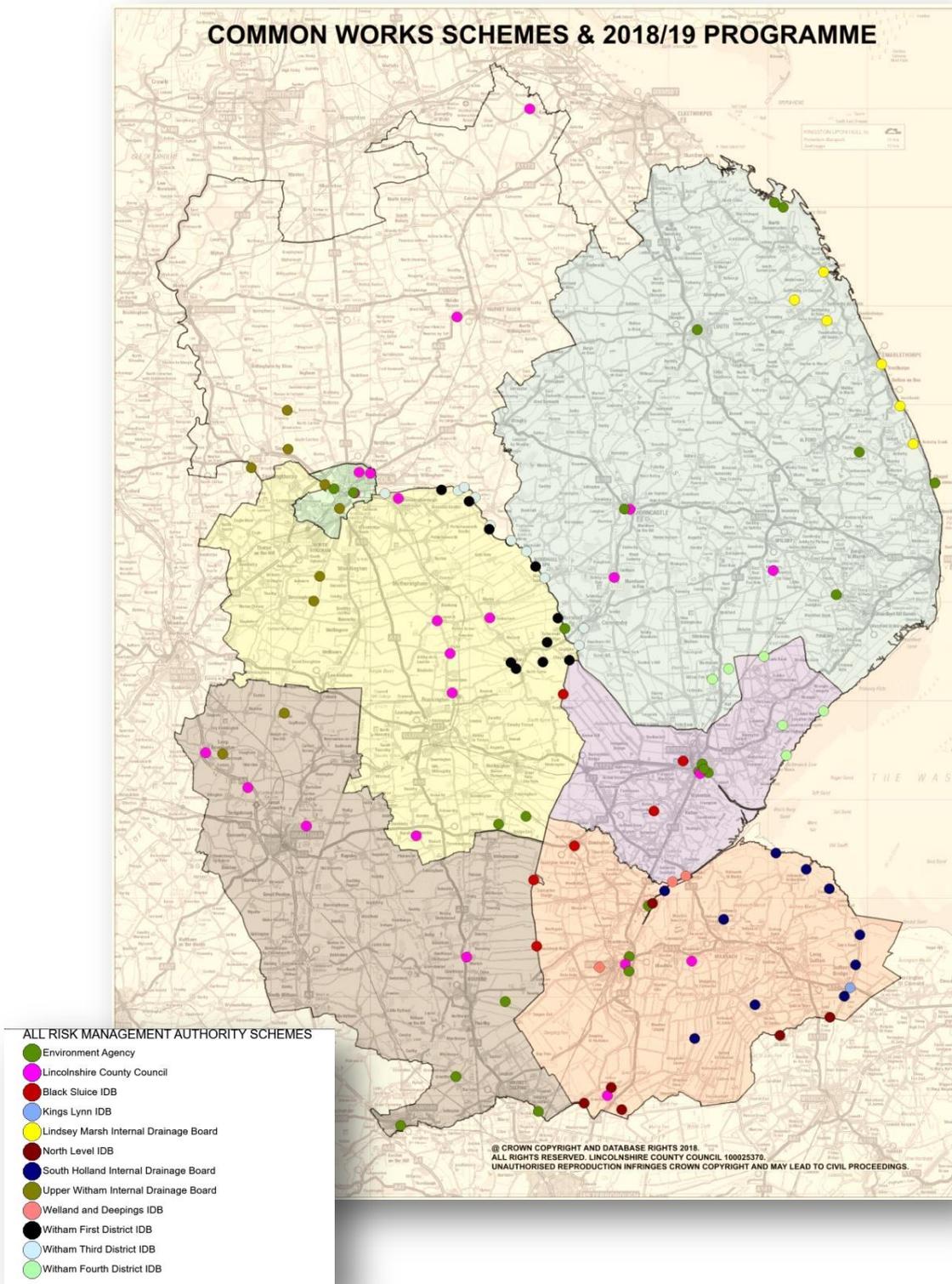
Figure 4



Many of the flood risk management activities undertaken are already the responsibility of individual organisations, such as the maintenance of an organisation's own assets, or the fulfilment of particular legal obligations. The common works programme includes schemes, works and other initiatives undertaken by flood risk management authorities across Lincolnshire where, in some cases, two or more authorities have come together through the Lincolnshire partnership to deliver work that would not have been possible, or would have

taken longer to achieve, if undertaken by one organisation alone. The common works programme is refreshed annually with all risk management authorities retaining the flexibility to respond to schemes and works needs as they arise. By combining resources, partners have been able to attract inward investment at a national level and raise the priority of proposed schemes regionally.

Figure 5 Location of partnership works that have received national funding and been delivered by Lincolnshire risk management authorities since 2012



3 The previous Joint Flood Risk & Drainage Management Strategy 2012-2025

Since the original Flood Risk and Drainage Management Strategy was completed and approved in 2012 considerable progress has been made to tackle the challenges faced from flood risk and water resource issues. Flood risk management authorities in Lincolnshire have been recognised by Government as among those leading nationally in the development and co-ordination through the Lincolnshire Flood Risk and Drainage Management Partnership Framework. In the period 2012-2018 we have deployed a total of £106,000,000 funding locally on flood risk management works in Lincolnshire, which has levered in £94,000,000 national capital funding, and has led to 33,084 homes being better protected from flood risk. In addition we have delivered numerous smaller schemes across the county, and completed investigations into 205 flooding incidents affecting one or more residential properties.

The partnership has taken a flexible approach as circumstances change and has identified and embraced new initiatives and opportunities that are emerging. The partnership continues to adapt in its approach to deal with changes since the original strategy was launched in 2012 such as expected legislation not enacted.

The previous strategy identified **9 strategic outcomes**, which have either seen significant progress, have been achieved or remain the fundamental approach to achieving positive outcomes in how the Flood Risk and Water Management Partnership operate. Outcomes specifically achieved and which are now firmly embedded in how the partnership function include:

Outcome 1	There will be a common works programme of measures to manage flood risk and drainage by 2013.
Outcome 2	Existing resources will be used in the most efficient way possible. We will attract as much external funding as possible, and will secure new resources locally and nationally
Outcome 6	Local communities and businesses will be more aware of flood risk, and with the help of public authorities, will take steps to protect themselves through individual and community action.
Outcome 7	Planning and development control across the county will take account of all forms of flood risk and sustainable drainage; development which could increase flood risk will be minimised, as will inappropriate development in areas of significant flood risk.
Outcome 9	Flood risk and drainage management will be more accountable to the public through the local democratic process, and through more freely available information about flood risk and measures taken to control it.

A series of Strategic objectives were also identified within the original strategy to demonstrate how the vision and outcomes would be met. Once again some significant progress has been made in these areas, most notably;

- The **register of Lincolnshire flood risk management assets** which was launched in April 2013. This is a web-based mapping system available to the public that brings together information about flood risk assets that are managed by as many flood risk management authorities as possible
- As a county we now have more information and better ways of assessing flood risk from all sources, significantly improved by the launch of the **risk of flooding from surface water map** launched by the Environment Agency in 2013
- The **common works programme** was first published on 1st April 2013. This, Part 3 of the existing Strategy, is the Action Plan and identifies the flood risk works being undertaken in partnership across the county and is updated annually.
- Risk management authorities in Lincolnshire have been efficient in securing partnership funding to deliver flood risk mitigation work. A major step forward in securing efficient work practices at a local level has been the development and implementation of the **Public Sector Cooperation Agreement (PSCA)**. This provides arrangements for risk management authorities to deliver flood risk maintenance works and similar activities by a partnership approach. The development and national roll out of PSCAs was modelled on the existing innovative approach between Lincolnshire County Council and Internal Drainage Boards to deal with consenting and enforcing of ordinary water courses under a memorandum of understanding. These arrangements implemented the principles of our partnership arrangements to achieve the most effective flood risk and drainage management in the county by the most effective and appropriate partner to deliver it.
- The partnership continues to work together to enable sustainable growth in the county. New links with the **Greater Lincolnshire Local Enterprise Partnership** ensure that this is embedded in the approach to flood risk and water management and is a fundamental part of the revised objectives of the new strategy
- Partnership activities continue to be overseen by elected members by the **flood and water management scrutiny committee**

Legislation which was expected to establish the County Council as a sustainable drainage approving body during 2014, was not enacted and elements of this role have been passed to the local planning authorities, with the LLFA providing an advisory service to them.

Overview of some key developments since publication of the first flood risk and drainage management strategy in 2013

Planning and development control

Significant areas within Lincolnshire are in need of growth and regeneration and these areas can be affected by flood risk. A balance needs to be struck between promoting sustainable growth and responsible mitigation of flood risk and provision of water resources.

Across the county, local planning authorities are at varying stages of production of their local plans, and some have come together to produce joint local development frameworks, for example Central Lincolnshire and South-East Lincolnshire.

In guiding future sustainable development it is important that we take greater account of all forms of flood risk. Individual development proposals will need to be appropriately considered in respect of all forms of flood risk.

Revised national planning policy framework

In July 2018 the revised [National planning policy framework](#) was published. This is the first revision of the national planning policy framework since 2012 and implements around 85 reforms announced previously through the [housing white paper](#), the [planning for the right homes in the right places consultation](#) and the [draft revised national planning policy framework consultation](#).

The revised national planning policy framework will be a vital tool in ensuring that we get planning for the right homes built in the right places of the right quality at the same time as protecting our environment. The national planning policy framework sets out the Government's planning policies for England and how these should be applied. It provides a framework within which locally-prepared plans for housing and other development can be produced.

A key principle within the national planning policy framework is to contribute to the achievement of sustainable development. At a very high level, the objective of sustainable development can be summarised as meeting the needs of the present without compromising the ability of future generations to meet their own needs. Achieving sustainable development means that the planning system has three overarching objectives, which are interdependent and need to be pursued in mutually supportive ways (so that opportunities can be taken to secure net gains across each of the different objectives):

- 1) an economic objective
- 2) a social objective
- 3) an environmental objective

Planning policies and decisions should promote an effective use of land in meeting the need for homes and other uses, while safeguarding and improving the environment and ensuring safe and healthy living conditions. Plans should also

take a proactive approach to mitigating and adapting to climate change, taking into account the long-term implications for flood risk, coastal change, water supply, biodiversity and landscapes, and the risk of overheating from rising temperatures. Policies should support appropriate measures to ensure the future resilience of communities and infrastructure to climate change impacts, such as providing space for physical protection measures, or making provision for the possible future relocation of vulnerable development and infrastructure.

Local planning authorities have an important role in the county with regard to strategic thinking on land use planning and the effects of flood risk, water provision and environmental need should be paramount in future planning decision making.

Sustainable drainage systems

Sustainable drainage is intended to mitigate the impact of future development by promoting the use of sustainable drainage systems. The purpose of sustainable drainage systems is to mimic nature and typically manage rainfall close to where it falls and to take account of water quantity (flooding), water quality (pollution) biodiversity (wildlife and plants) and amenity. The variety of sustainable drainage techniques available means that virtually any new development should be able to deliver a drainage scheme around these principles.

Sustainable drainage systems can be designed to transport (convey) surface water, slow runoff down (attenuate) before it enters watercourses, they provide areas to store water in natural contours and can be used to allow water to soak (infiltrate) into the ground or evaporated from surface water and lost or transpired from vegetation (known as evapotranspiration). They are drainage systems that are considered to be environmentally beneficial, causing minimal or no long-term detrimental damage. They are often regarded as a sequence of management practices, control structures and strategies designed to efficiently and sustainably drain surface water, while minimising pollution and managing the impact on water quality of local water bodies.

It will also be possible in certain circumstances to consider 'retrofitting' sustainable drainage systems to existing developments, providing a range of benefits including improved management of surface water, separation of surface water runoff from foul water sewerage and improvements to local environmental amenity.

Water Companies now include include certain sustainable drainage features within their criteria for adoption as public sewers.

Features that are adoptable by the Water and Sewerage Companies' must serve more than one property. Therefore, any sustainable drainage features that only drain the highway, for example, would be adopted by Lincolnshire County Council as the highways authority..

Managing surface water in existing urban areas

Disposing of surface water places stress on existing drainage systems utilising hydraulic during times of peak flow, which can result in flooding of homes, pollution of the environment and an increased carbon footprint associated with pumping.

The approach taken to managing surface water has largely remained unaltered for generations. A new approach to managing rainwater closer to where its lands and reducing the impact of surface water is a cultural change that will take many years to implement.

This new approach involves the delivery of sustainable drainage within the existing built environment, often known as 'retrofitting'. This often involves the installation of small scale features such as water butts, rain gardens and tree pits, as well as larger features such as ponds and wetlands. As these features will be installed into existing areas, local communities will be at the heart of decision making and design opportunities.

Taking a long term approach allows partners to create resilient drainage systems can help all risk management authorities to meet the challenges of a changing future driven by climate change and future housing growth.

Register of Lincolnshire flood risk management assets

Lead Local Flood Authorities are required, under Section 21 of the Flood and Water Management Act 2010, to 'establish and maintain:

- (a) a register of structures or features which, in the opinion of the authority, are likely to have a significant effect on a flood risk in its area, and
- (b) a record of information about each of those structures or features, including information about ownership and state of repair'.

The Act goes on to state that 'the lead local flood authority must arrange for the register to be available for inspection at all reasonable times'.

In Lincolnshire a web-based system has been adopted that is accessible to the public at all times. It brings together information about flood risk assets that are managed by as many flood risk management authorities as possible.

The asset register shows structures (such as pumping stations, flood defence banks, weirs and sluices) currently being used to manage flood risk and drainage across the county, along with the relevant flood risk management authority.

As far as possible, the information links existing databases so that information about flood risk and assets can be shared by operating authorities without unnecessary duplication. Each authority retains responsibility for updating and maintaining its own data, but now has greater capacity to access and make use of data held by other authorities.

Every endeavour has been made to make the first release of the asset register as

comprehensive as possible, but it is important to note that this is a system that will be developed and improved over time. It has not been possible yet to include every known asset, and it is likely that there are others for which an owning or managing organisation cannot, at present, be identified. The asset register will be updated regularly, and additional information will be added as it is identified and verified.

[Please follow this link to access the asset register.](#)

Public sector co-operation agreements

The public sector co-operation agreement (PSCA) provides arrangements for the Environment Agency and an Internal Drainage Board, Lead Local Flood Authority, District Council or other risk management authority to deliver specific flood risk maintenance works and similar activities jointly. This is a major step forward in securing efficient work practices at a local level. The agreement places both parties on a sound legal basis to deliver work as agreed – either party may undertake work for the other.

Based on section 13(4) of the Floods and Water Management Act 2010, a PSCA can cover any maintenance or similar activity such as inspections, obstruction removal, weed control, grass cutting, tree work, vermin control, dredging, pump operation etc. It also provides for mutual RMA support in managing flood incidents. In some cases it can be used for capital asset improvement or replacement works.

The benefits of PSCAs

- Securing efficient local working arrangements which will achieve value for money in delivering operational maintenance activities.
- Taking advantage of local skills and experience including local knowledge of geography, associated river/drainage systems and operational practices, to benefit local communities.
- Sound legal basis for either party to undertake work for the other party, as agreed.
- Having flexible partnership working arrangements. Agreements typically cover a period of up to 5 years, with annual reviews to discuss/agree the specific extent of activities to be carried out under the PSCA.
- Standardised documents which are simple to apply to local needs.

Greater Lincolnshire LEP

The [Greater Lincolnshire LEP](#) is a business led partnership made up of private and public sector leaders. Working with government and stakeholders to find solutions enables the LEP to deliver strategic projects and programmes that will drive local prosperity and economic growth. Greater Lincolnshire is now widely regarded as a very successful LEP and has gained a strong reputation for delivery and influence, with many schemes and investments now taking shape. The LEPs £307 million growth plan covers the area's key economic sectors and recognizes the importance of water management in developing these.

In 2014 the LEP launched its [Strategic Economic Plan](#) which highlights the

important role Greater Lincolnshire plays in the national economy by contributing to food security, manufacturing output, the UK visitor economy and our country's housing needs. It sets out priorities and drivers to develop the area's three defining sectors that offer the most competitive advantage, namely agri-food, manufacturing and the visitor economy. The plan identified water management as key with security from flooding a key infrastructure requirement for our economy. The threat of flooding affects developer confidence and development viability whilst water management in the whole is seen as fundamental to Greater Lincolnshire, not only because it provides valuable services that underpin our environment, economy and quality of life, but also because of our geography.

Subsequently the LEP developed an integrated approach to water and in 2015 developed the [Water Management Plan](#). The plan identifies the effective management of flood risk and water resources to be a critical factor in enabling economic growth across the area. The strength of the existing long-standing partnership working in flood risk management in the county provided the opportunity to develop this further and drive links with organisations responsible for water supply and management.

A partnership approach to catchment management

In October 2015, the Anglian Northern Regional Flood and Coastal Committee ([RFCC](#)) raised significant concerns over watercourse systems that, following a Defra cost benefit analysis process, would be 'unfunded' for flood and coastal risk management funding. As a result of this the partnership approach to catchment management (PACM) project was formed to understand other options for these systems. Despite the additional maintenance funding from Government in 2016, there is still a need to address unfunded systems, find efficiencies and develop a sustainable, forward look for asset management in the area. Asset management is the key driver, but also alignment with flood risk and environmental benefits by applying and embedding catchment management principles

The PACM approach provides a framework of assessment for risk management authorities and other local delivery partners to use in order to deliver a partnership approach to water management on a catchment scale. The work focuses on all issues relevant to the movement and management of water in a defined catchment or area. This work offers a unique opportunity to identify the most appropriate authority/authorities, organisation or community to lead on asset management, delivering efficiencies and enhancing opportunities for reinvestment locally.

This project is being delivered across the Anglian Northern RFCC area and will provide a foundation for all organisations which have an interest in the catchment. This can range from risk management authorities to volunteer groups and the general public to understand and agree how a catchment is to be managed.

Regional water resource planning

During 2017/18 a clear direction from government and water regulators emerged making it clear that greater coordination of water resource management plans is required to meet the challenges we face. It is recognised that the water industry has been considering improved co-ordination, for example [Water Resources East](#)

(WRE) has demonstrated innovation by taking a cross-sector approach and is making important links with the initial priority catchments identified in the abstraction plan.

Government is clear that the water industry now needs to turn thinking into action and that water companies should take a genuinely regional approach to producing plans that transcend company boundaries and identify optimum solutions for the region as a whole. This planning should then provide the basis for individual water company plans. In doing so it is expected they will engage with other water users to develop cross-sector solutions as well as work with regional groups such as local enterprise partnerships to understand regional economic and population forecasts.

There is great potential for strategic water resource management initiatives developed through Water Resources East (WRE) to provide strong support for Lincolnshire's priorities in resilience to flood risk, growing the agri-food and visitor economies, and protecting and sustaining the county's environment and local communities for the future.

Rationalising the main river network

During 2017/18 an innovative approach was trialled on a small number of selected water courses in England as part of a pilot project – rationalising the main river network. The Environment Agency worked closely with key partners, local communities and stakeholders to develop proposals for re-designating sections of selected watercourses in England. The proposals allow the transfer of flood risk activities to willing internal drainage boards or county and district councils. One of these pilot areas was in the South Forty Foot catchment in Lincolnshire where stretches of low flood risk watercourses were re-designated from main river to ordinary watercourse.

Changes brought about by the project mean that the Environment Agency will no longer be responsible for the overall management of the watercourse. Instead, maintenance and flood risk management will be done at a more localised level by Black Sluice Internal Drainage Board. This process is known as 'de-maining' and will help ensure that the right people are managing the right watercourses and assets in the right places

The proposals came about as the Environment Agency looked at new and innovative ways to deliver more for the environment by changing their ways of working and how they use their resources. As part of this, they worked closely with Black Sluice Internal Drainage Board who wished to take more responsibility for maintaining and regulating their local, low flood risk, watercourses in Lincolnshire.

De-maining aims to bring more choice to communities and local organisations in how watercourses are managed and maintained. In the South Forty Foot catchment, this means decisions on watercourse maintenance will be made at a local level and be better informed through greater collaboration between all area stakeholders.

The success of the South Forty Foot catchment pilot means this process could now be rolled out more widely across the county in suitable areas where watercourses are not major rivers or near population centres, have a low flood risk and where IDB or lead local flood authorities/district councils are willing and the local community is supportive.

DRAFT

4 Understanding Flood Risk

The risk of flooding is affected by a range of factors. These can be natural, such as the weather, or man-made like urban development and the presence of flood risk management schemes. Risk management authorities who manage flood and coastal erosion risk are continually seeking to improve their understanding of risk and the way in which they communicate this to the public.

Information about the risk of flooding and coastal erosion has many uses, including:

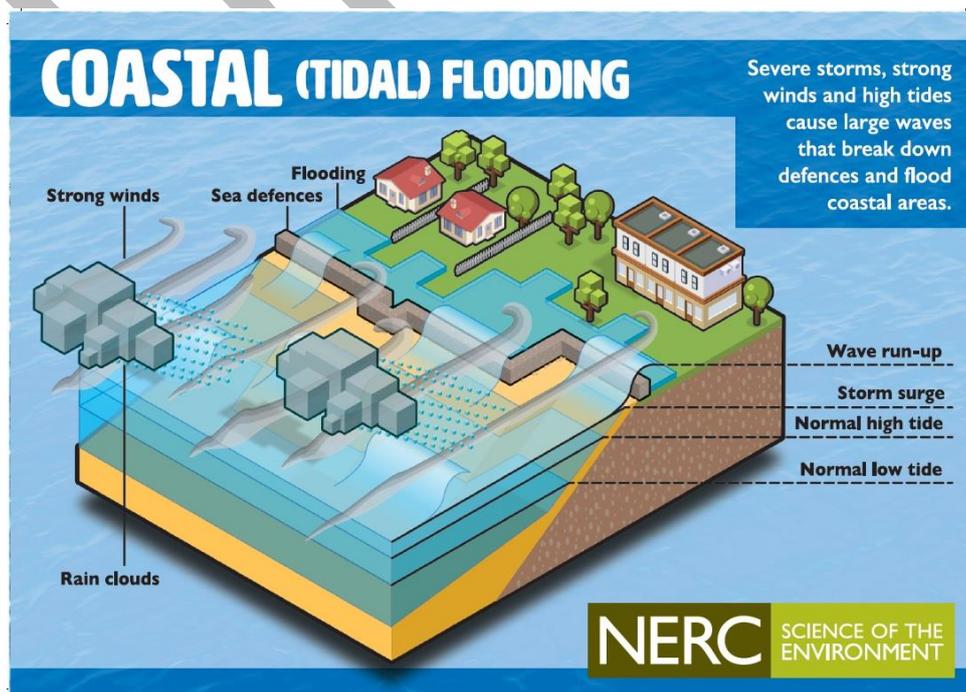
- ensuring that investment in flood and coastal erosion schemes is proportionate to need and directed to where it achieves the best value
- informing developer and local planning authority decisions on future development and infrastructure
- helping emergency planners to prepare how they will respond to floods
- enabling people to understand and make decisions about the risk they face

The different types of flooding

There are different types of flooding that can happen depending on where the water comes from. Each of these flooding types are managed by different organisations across Lincolnshire. The information below details seven types of flooding that are likely to be experienced under certain climatic conditions.

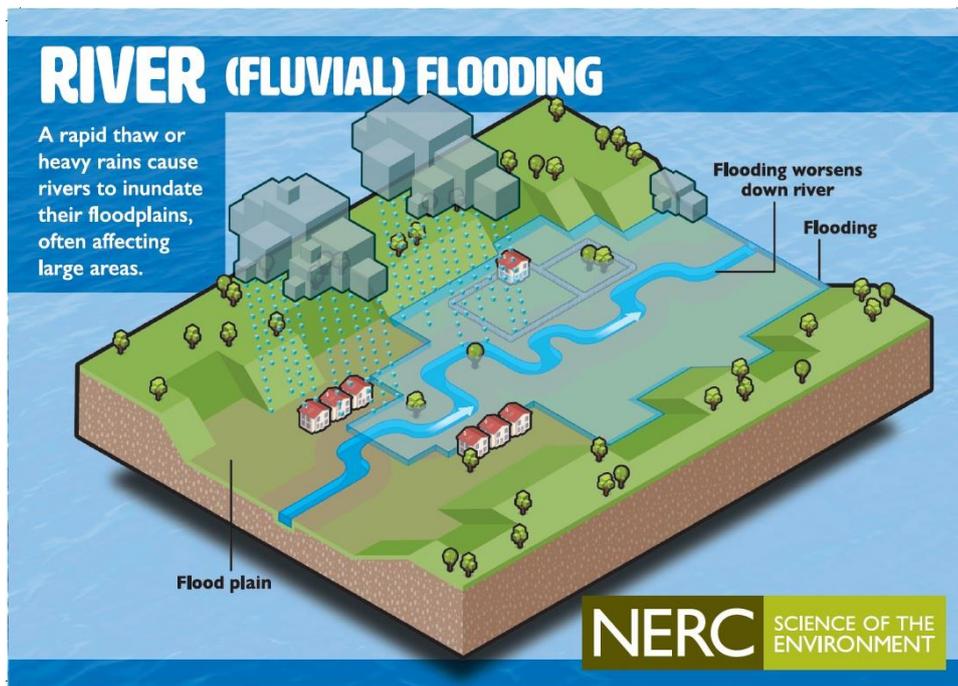
Coastal flooding

Coastal flooding happens when there are high tides and stormy weather conditions that can result in a "tidal surge", which could cause sea levels to rise over flood defences. Lincolnshire was affected by significant coastal tidal surge events in 1953 and 2013.



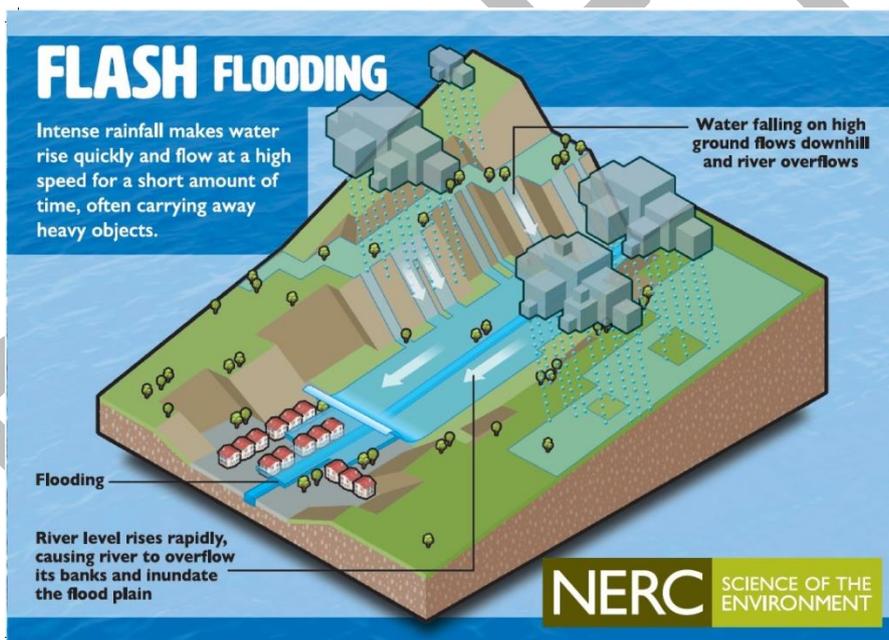
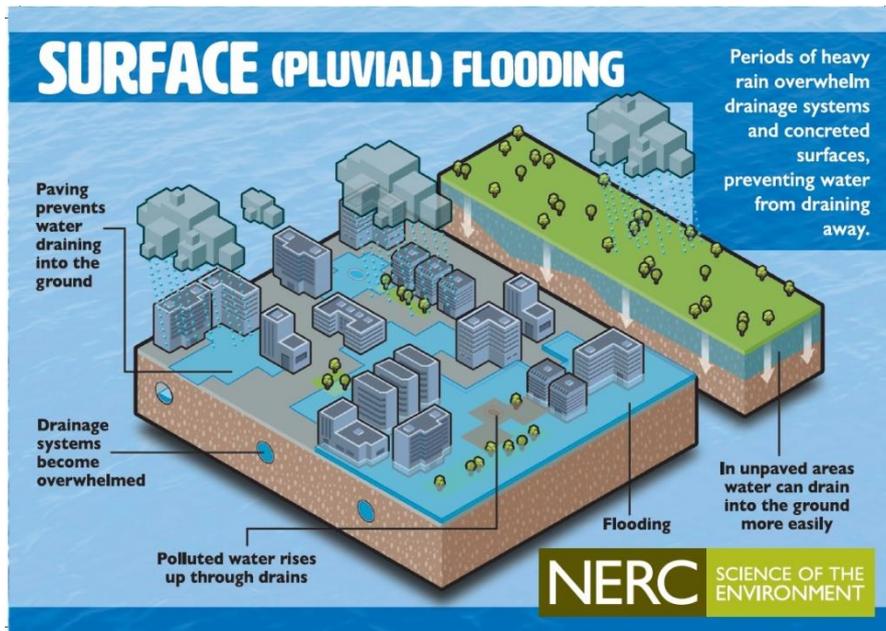
River flooding

River flooding happens when a stream or river (watercourse) cannot cope with the amount of water that is flowing into it from the surrounding land. Rivers are separated into "main rivers" and "ordinary watercourses". Main rivers are usually the larger ones in the county such as the River Witham, Welland, Slea and Steeping but also some smaller streams that are important for drainage. Ordinary watercourses are any other smaller rivers, streams or ditches.



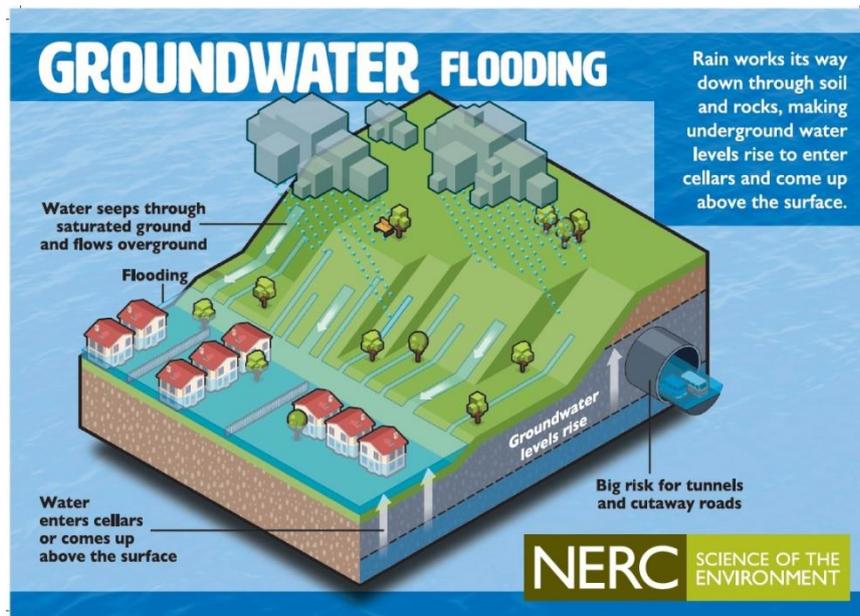
Surface water flooding

Surface water flooding happens when rainwater flows or ponds over the surface of the ground and does not soak into the land or enter a drain or river. It usually happens during heavy rainfall (more than 30mm per hour) and is made worse by blocked ditches, drains, very dry soils after periods of drought and compacted or waterlogged soil. There is no early warning system for surface water flooding and it is difficult to predict, however our surface water flood risk maps do show the risk across the county.



Groundwater flooding

Groundwater flooding happens when water levels in the ground rise above the surface. It is common after long periods of constant heavy rainfall and likely in low lying areas, those with natural springs and where chalk is present under the ground (which acts like a sponge to store water).



Sewer flooding

Sewer flooding happens either when the pipes in the network are blocked or when there is heavy rainfall and the sewers cannot cope with the amount of water because they are not designed to cope with heavy, prolonged rainfall. The danger of this type of flooding is that water can become contaminated with raw sewage and enter land and property, or the river system.

Snowmelt flooding

Snowmelt can cause significant flooding. Unlike rainfall, which reaches the soil almost immediately, snow stores the water for some time until it melts. Long periods of snowfall can therefore result in a large volume of water being released in a short space of time (around 1cm of water is released for every 10cm of snow). Snowmelt flooding is made worse when the ground remains frozen and snow melts, as the water cannot enter the ground, and so acts like surface water flooding.

Reservoir flooding

Reservoir flooding is extremely rare. It happens when there is a failure in the dam holding back the water as a result of erosion, accidental damage or water levels rising above/over-topping the dam. Whilst the risk is low, the resulting flooding can be very destructive.

With thanks to - NERC and Ben Gilliland for the use of the graphics which support this section

Communicating the risk

Since 2012 the way in which information on flood risk is shared with the public and partner organisations has also improved. The Environment Agency now offers more information to people about their flood risk and flood maps can now be downloaded free of charge. Part of this is linked to the many recent advances in data and modelling methods.

Many people and organisations need access to flood and coastal erosion risk information. It is important that this information is easily understandable and provides clear instruction on what action to take in the event of flooding. Since 2000 the Environment Agency has published its [National Flood Risk Assessment](#) which is now the main source of information on flooding from rivers and the sea.

The Environment Agency has worked in partnership with local authorities to improve the quality and accessibility of coastal erosion data. The national coastal erosion risk map ([NCERM](#)), published on the Environment Agency website in 2012 uses local authority verified data and provides the first consistent assessment of coastal erosion risk around England. These maps show what is expected to happen where the shoreline management plan (SMP) policies are implemented and what is likely to happen if there is no active intervention along the coast. The Environment Agency worked with local authorities to update the national coastal erosion risk map between 2015 and 2017 and will continue to maintain this information in the future.

Surface water flood risk maps

One key area of data which has been made available since 2012 is the surface water flood maps. The maps provide information on all the major types of flooding which affect England including, for the first time, the risk of flooding from surface water.

They are presented in a clear, simple and consistent way, making it easier for people, communities and partners to understand flood risk and make decisions about how to manage it.

[To access the maps, please click here.](#)

The Risk of Flooding from Surface Water Map shows the flood risk from surface water from the impact of heavy rainfall. Using the latest data, technology and modelling techniques it shows areas at risk of flooding from surface water and includes potential depth and velocity.

There are four categories of risk:

high - the chance of flooding in any year is greater than 3.3 percent (1 in 30 year chance)

medium - the chance of flooding in any year is 3.3 percent (1 in 30 year chance) or less, but greater than 1 per cent (1 in 100 year chance)

low - the chance of flooding each year is 1 percent (1 in 100 year chance) or less, but greater than 0.1 per cent (1 in 1000 year chance)

very low - the chance of flooding each year is 0.1 percent (1 in 1000 year chance) or less

There are some simple steps you can take to reduce the impact of flooding on your home and business. You can find more information on how to take these actions on the [Environment Agency's website](#).

Awareness of, and preparation for, flood risk

There are various steps that can be taken to help prepare for flood risk from rivers and the sea if you live in a high or medium risk area. These include;

- Signing up for free flood warnings
- Completing a flood plan
- Finding out how to prepare a property for flooding

It is important to remember that even if living in a low risk area, the risk of flooding can never be eliminated and there are lots of things that you can do such as those outlined above.

There is no warning service for surface water flooding but you can keep up to date with local weather bulletins to forewarn you of heavy rainfall. There are also simple steps that can be taken to prepare for this type of flooding.

- Completing a flood plan
- Finding out how to prepare your property for flooding
- Checking the three-day flood risk forecast

It is always important to be aware of local weather, particularly if there is severe weather approaching that could lead to local or more widespread flooding.

The below link shows any severe weather warnings released by the Met Office for the next 5 days as well as any flood warnings from the Environment Agency. If a warning is showing, click on it to find out more.

<https://www.metoffice.gov.uk/public/weather/warnings#?date=2018-11-20>

Flood defences

It is important to remember that whilst a flood defence may reduce the risk of flooding from rivers or sea, it is less likely that it will reduce the chance of flooding from surface water. While flood defences reduce the level of risk they do not completely remove it. As described above they can be overtopped or fail in extreme weather conditions, or if they are in poor condition.

Further information on the risk of flooding from rivers, the sea and reservoirs can be obtained from the local Environment Agency office on 0345 988 1188.

If you would like more information on existing or planned surface water reduction measures in your area then you can contact Lincolnshire County Council's customer services team on 01522 782070.

Insurance

To find out whether you can insure your home for flooding, contact a range of insurers to obtain quotes.

If you live in an area of high flood risk or where there have been previous insurance claims for flooding, you may need to find a specialist insurer, or use a broker to obtain insurance. The National Flood Forum also provides advice on obtaining flood insurance. [National Flood Forum](#)

The Environment Agency makes their flood risk information available to insurers who may use it alongside other information to inform their decisions about provision and cost of insurance. It is worth noting that insurers already have other/their own surface water information, so this is an additional dataset which they may decide to license. The Environment Agency is always clear that the maps estimate flood risk for areas of land, not individual properties.

The Environment Agency and Lincolnshire County Council have no role in determining insurance cover or setting premiums. Insurers are free to use whichever data they like to determine whether to offer insurance and at what price.

If the Risk of Flooding from Rivers and Sea or Risk of Flooding from Surface Water map shows your area to be at risk of flooding, then the flood risk may affect whether flood insurance is available and at what cost. Flood risk in an area is defined as 'significant' according to an agreement between the government and the Association of British Insurers (ABI). The agreement - the 'Statement of Principles' - is about offering insurance, not about pricing.

For more information about what this means got to www.abi.org.uk.

For more information on the future of flood insurance go to www.gov.uk.

5 Roles and **functions** of Lincolnshire flood risk management authorities

The Lincolnshire flood risk and water management partnership has been a feature of the way risk management authorities work in Lincolnshire for a number of years now. It has successfully driven a partnership approach to working, with particular reference to inland and coastal flood risk and received considerable praise from central government and other counties as a result.

Amongst many other things, the partnership has secured a long term common works programme for Lincolnshire that has brought together the work of all relevant partner organisations to allow for more efficient delivery. It has allowed authorities to respond as one to key government challenges and facilitated the delivery of long needed schemes at Louth, Horncastle, Stamp End, Lincoln and Waddingham. It has built partnerships between risk management authorities leading to greater efficiency in working, for instance through IDB consenting and enforcement of ordinary water courses. It has also been instrumental in building resilience in our emergency response through the Local Resilience Forum.

In addition to the strong partnership working arrangements in the county individual Risk Management Authorities have their own roles and **functions** with regard to their duties and **powers** under the Flood and Water Management Act. Many of these remain unchanged from those published in the original strategy, however there have been some changes, most notably around sustainable drainage.

Lincolnshire County Council

Under the [Flood and Water Management Act 2010](#), Lincolnshire County Council as a Lead Local Flood Authority is responsible for managing the following types of flooding:

- **Surface water flooding** – this includes flooding from rainfall run off from surfaces such as roads, roofs, and patios
- **Ordinary watercourses** – this includes drains which can be easily overwhelmed after heavy rain, but excludes main rivers that are managed by the Environment Agency.
- **Groundwater flooding** – this includes flooding caused by heavy and sustained levels of rainfall capable of increasing the groundwater table.

The Lead Local Flood Authority role includes assessing the risk of surface water flooding across Lincolnshire as well as working with organisations responsible for water management across the county, so that we can bring people and resources together more effectively so that we can reduce the likelihood of flooding happening, and provide the best possible help when it does happen. See [Lincolnshire County Council flood risk management](#)

Specifically, Lincolnshire County Council as a highways authority is responsible for repairing drainage and flooding issues on highways and roads across the county. This includes blocked drains and gullies on the roads, however they are not

normally responsible for ditches alongside roads. In most cases the responsibility is with the adjacent landowner.

Contact LCC Highways to report flooding on a highway, including blocked drains and gullies on roads. [Lincolnshire County Council Highways Drains and Flooding](#)

Stamp End flood alleviation scheme

The Stamp End flood alleviation scheme in Lincoln was completed in March 2018. The £1million project is Designed to protect 119 homes from the type of adverse weather which caused damage to homes and local businesses in 2007.



The area suffered flooding after prolonged heavy rainfall, 84 homes were affected, leading to the evacuation of 200 residents. It is estimated that over half a million pounds of damage was initially caused but the knock on economic effect for local businesses and travel infrastructure is likely to be significantly higher.

The flooding closed a local road which was the single means of access to major factories and a Western Power substation.

The project was jointly funded by Lincolnshire County Council, Anglian Water, Witham Third District Internal Drainage Board and a Defra grant provided by the Environment Agency as well as numerous local businesses who contributed in kind.

In 2007 the drains and sewers at Stamp End were unable to move the excessive surface water to the nearby River Witham, which itself was over-pouring.

The new scheme provides flood resistance to the residential area with a low flood barrier, whilst the new pump station which has been installed will alleviate pressure at times of heavy rainfall thereby making improvements to the Anglian Water surface water sewers so that they can carry more water to the new pump.

Environment Agency

The Environment Agency is responsible for coastal management in Lincolnshire, managing the risk of flooding from main rivers and regulating reservoirs. The Agency has a duty to contribute to sustainable development when delivering its statutory functions.

[For more information and advice about flooding please follow this link.](#)

Louth and Horncastle flood alleviation schemes

Two Flood Alleviation Schemes in Louth and Horncastle collectively reduce flood risk to over 350 properties. Construction on the £6.5m Louth scheme and the £8.1m Horncastle scheme started in summer 2015, and were finalised in July 2017. The two projects were delivered in a partnership of the Environment Agency, Lincolnshire County Council, East Lindsey District Council, Anglian Water and the Lindsey Marsh and Witham Third Internal Drainage Boards. Louth and Horncastle town councils will fund ongoing maintenance on the schemes. The development of the two schemes was led by the Environment Agency, with construction being carried out by its contractors.

Communities in Louth and Horncastle were significantly affected by the floods of summer 2007, when over 200 properties in the area were flooded. Close partnership working has since helped fund and made the two Flood Alleviation Schemes possible.

The Horncastle Flood Alleviation Scheme consists of a single flood storage reservoir on the River Bain, upstream of the town of Horncastle. As part of this scheme, a number of residents whose homes are at risk of flooding from the river Waring were offered property-level flood protection, such as air brick covers and flood doors. The Louth Flood Alleviation Scheme consists of a flood storage reservoir on the Northern branch of the River Lud, and one on the Southern branch of the river.

In addition to reducing flood risk to hundreds of properties in Louth and Horncastle, the two schemes also deliver benefits to the environment. In Horncastle, partners have created a large lake and wetland area which will provide a habitat for water voles. At the reservoirs in Louth, additional water vole habitat will also be created.

Over the Easter bank holiday weekend in 2018, 37mm of rainfall fell in two events over both the Louth and Horncastle catchments. Following the second event the reservoir at Louth filled for 12 hours and the reservoir at Horncastle filled for nearly 24 hours before commencing a controlled release with both reservoirs operating as expected.



Anglian Water Services and Severn Trent Water

Water and Sewerage Companies manage the supply and quality of drinking water, as well as the disposal and treatment of sewage and, in urban areas, the disposal of surface water runoff from properties.

All water and sewerage companies maintain a register of properties at risk of flooding due to a hydraulic overload in the sewerage network.

The flooding register is a register of properties and areas that have suffered or are likely to suffer flooding from public foul, combined or surface water sewers due to overloading of the sewerage system more frequently than the relevant period. There are 3 at risk reporting categories: '1 in 20 year', '1 in 10 year' and '2 in 10 year'. The reporting category reflects the frequency of flooding incidents in properties/areas and not the return period of the storm that causes the flooding. A sewer is overloaded when the flow from a storm is unable to pass through it due to a permanent problem (e.g. flat gradient, small diameter). Temporary problems such as blockages, siltation, collapses and equipment or operational failures are excluded from the register, but dealt with immediately when required. It is also worth noting that properties will be removed from the register once a solution is in place.

As part of a Water and Sewerage Company's business planning process, they will agree with customers their priorities for future work. This may include delivering traditional sewerage capacity schemes, or more likely in the future, managing surface water through the use of sustainable drainage measures. Sustainable drainage schemes will need to be delivered in partnership with risk management authorities and local communities.

For more information please visit;

- [Anglian Water](#)
- [Severn Trent Water](#)

Internal Drainage Boards

Internal Drainage Boards (IDBs) are a type of local public authority that manages water levels in England where there is a special need for drainage. IDBs undertake works to reduce flood risk to people, property and infrastructure, and manage water levels for agricultural and environmental needs. Each IDB has permissive powers to manage water levels within their drainage district, carefully maintaining rivers, drainage channels, culverts, sluices, weirs, embankments and pumping stations. They also play an important regulatory role, using powers to keep watercourses clear of obstructions. They set byelaws to ensure the watercourse network works efficiently, and they scrutinise planning and development in their area to mitigate its impact on the water environment and flood risk. They have statutory duties with regard to the environment and recreation when exercising their functions.

IDBs are defined as a Risk Management Authority within the Flood & Water Management Act 2010 working alongside the Environment Agency, local authorities and water companies to actively manage and reduce the risk of flooding. Their activities and responsibilities are principally governed by the Land Drainage Act 1991 as amended by subsequent legislation.

The 14 Internal Drainage Boards which operate in Lincolnshire manage an extensive network of drainage channels, pumps and sluices which combine to maintain low-lying, high-quality agricultural land, as well as managing water levels across large areas of the county.

More information on Internal Drainage Boards can be found here [ADA - Association of Drainage Authorities](#)

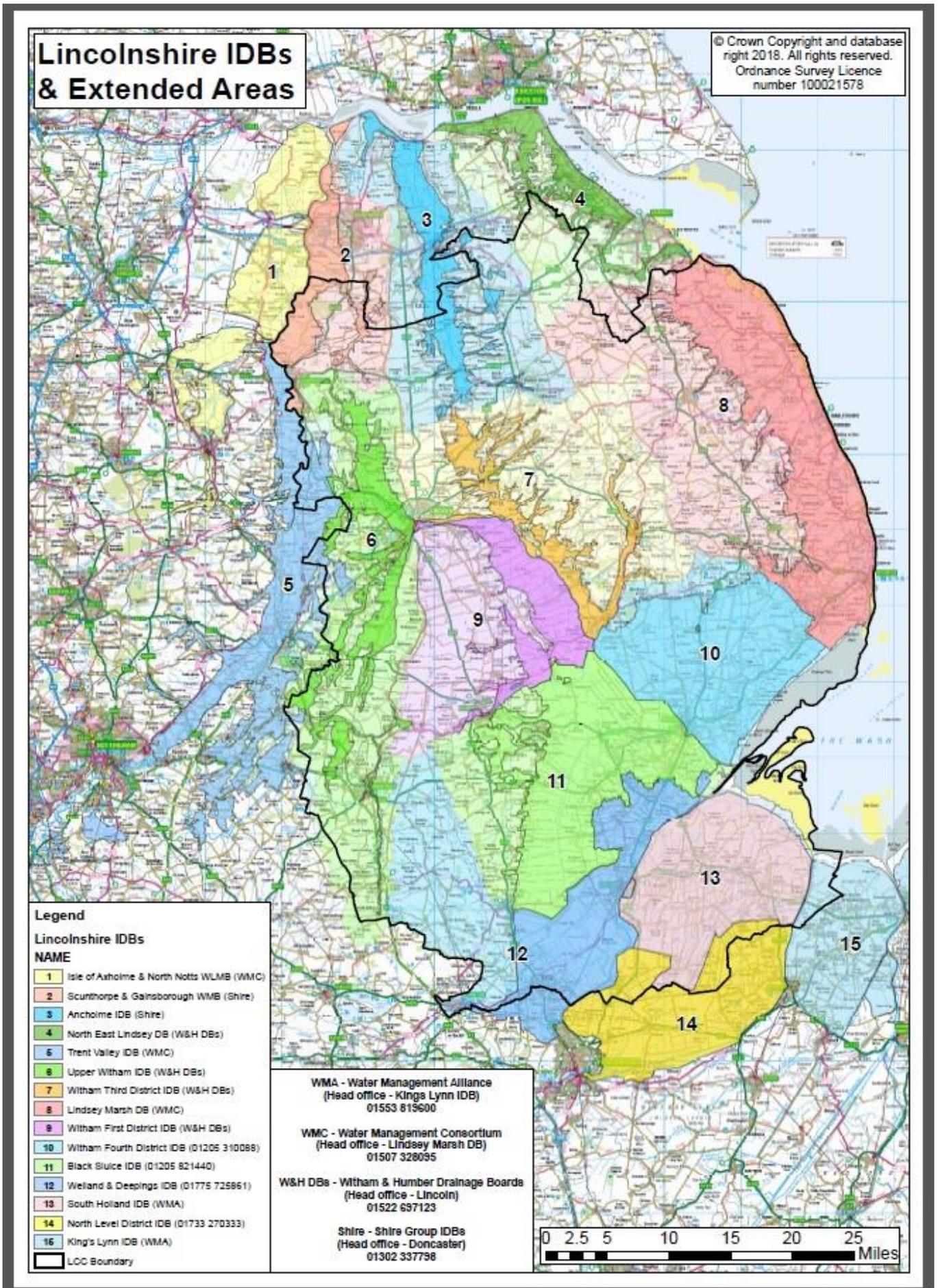
IDB consenting and enforcement of ordinary or riparian watercourses

A riparian watercourse is any natural or artificial channel, above or below ground, through which water flows, such as a ditch, stream, culvert or pipe. If you own land adjoining or above a watercourse, or with a watercourse running through it, you are a 'riparian owner'. This brings with it certain rights and responsibilities which can be found via the following link - [Owning a watercourse](#)

Under the Land Drainage Act 1991 consent is needed to carry out works to ordinary watercourses, including changes to dams, weirs and other structures, or to pipe or culvert a watercourse. Within IDB Districts it is the relevant IDB which would normally process such applications, and the County Council as Lead Local Flood Authority (LLFA) outside those Districts. However, in Lincolnshire the LLFA has used its powers under the Land Drainage Act to enter into arrangements with the IDB's by entering into Memorandums of Understanding, which allows the IDB's to act on behalf of the LLFA for the purposes of consent and enforcement who now operate within extended areas. Further information can be obtained from the appropriate IDB (see **Figure 6** below).

The approach taken in Lincolnshire has been an innovative way in dealing with these powers, implementing the principles of our partnership arrangements to achieve the most effective flood risk and drainage management in the county by the most effective and appropriate partner to deliver it. The Internal Drainage Boards have agreed to undertake these powers across the whole county, establishing extended catchment areas to ensure consistent coverage across Lincolnshire.

Figure 6 Lincolnshire Internal Drainage Boards and their extended areas



The seven district and borough councils in Lincolnshire retain existing powers to undertake works on ordinary watercourses, but also obtained new roles and responsibilities under the Flood and Water Management Act. Most recent of these, and a new role established since 2012 is that they now act as the SuDs Approving Body (SAB) for major developments with surface water drainage

Lincolnshire Prepared

Emergency planning in Lincolnshire is co-ordinated by the County Council's emergency planning and business continuity service - [Lincolnshire Prepared](#). Preparing for emergencies at the local level is carried out under a piece of legislation called the Civil Contingencies Act (2004). The purpose of the Civil Contingencies Act is to establish a statutory framework for civil protection at the local level. It sets out clear expectations and responsibilities for front line responders to ensure that they are prepared to deal effectively with the full range of emergencies from localised incidents through to catastrophic emergencies.

The Civil Contingencies Act sets out clearly how organisations, particularly local responders, should go about preparing for emergencies and tells us:

- what scale of emergencies we should be preparing for
- what organisations have to be involved in preparing for emergencies
- what these organisations have to do

Under the Act there is a requirement to produce a Community Risk Register as part of the wider work in preparing for, responding to and recovering from emergencies. The register covers all types of risks and this is used as a basis for planning to protect Lincolnshire. The key risks affecting Lincolnshire are prioritised as follows:

1. Pandemic Flu
2. East Coast Flooding
3. Inland Flooding
4. Impacts from disease / contamination
5. Severe Weather
6. Loss of critical infrastructure
7. Fuel shortages
8. Malicious Acts

As can be seen some of the highest risks within the county are from the risks of flooding and the effects of severe weather. Lincolnshire prepared works very closely with the Environment Agency and many other professional partners both in planning to reduce the effects of flooding and in the response to an incident. There is much that can be done in preparing for the risks and effects of flooding such as signing up to flood warnings, making a flood plan and preparing an emergency kit. Much more information is available through the Lincolnshire Prepared [webpages](#).

Other organisations and individuals that have an important role in flood risk and water management within Lincolnshire

Highways England

Highways England is responsible for drainage of a small section of the A roads (trunk roads) in Lincolnshire. These are the A1, A46 (from the Nottinghamshire border to Lincoln bypass Carholme Roundabout) and the A52 west of Grantham to the Nottinghamshire border. Contact Highways England for flooding issues on these roads - [Highways England](#)

Town and parish councils/communities

Town and parish councils as well as communities both play an important role in managing flood risk at the community level. They can help gather information on areas at risk of flooding by reporting any flood incidents.

Communities and individuals at risk of flooding should prepare Community and Household Flood Plans. Residents can also get involved with the community and local councils by becoming a flood warden. In addition communities and parish or town councils can be crucial in raising additional funding for local flood defence measures and for undertaking regular maintenance. [Find your town or parish council](#)

Riparian owners

All landowners and tenants whose property has a watercourse within or adjacent to the boundaries of their land, are riparian owners of that watercourse. Riparian owners have a responsibility for maintaining the watercourse and bank, clearing debris and keeping any ditches or structures clear to allow water to flow naturally and prevent flooding. This ownership extends to watercourses that are piped (culverted) under the land.

Riparian owners can face legal action if the lack of maintenance of their watercourse causes flooding. Land ownership is sometimes unknown, disputed or difficult to work out. To find out who owns certain parcels of land (and therefore whether or not they have a riparian responsibility), obtain copies of title registers and title plans using the online land registry services.

The revised and updated functions of the Lead Local Flood Authority and other risk management authorities are identified in **Table 1** below.

Table 1 - Key roles and functions of Risk Management Authorities

Authority	Risk Management Functions
Environment Agency	<ul style="list-style-type: none"> • duty to have a strategic overview for all forms of flooding • duty to develop, consult on, maintain, apply and monitor a National Strategy for Flood and Coastal Erosion Risk Management (FCERM) to cover all forms of flooding • duty to establish Regional Flood and Coastal Committees with new remit to include coastal erosion issues and consent for the regional programme • duty to have regard to the national and local FCERM strategies • duty to report to Ministers on FCERM including implementation of the strategies • duty to contribute to sustainable development in discharging their FCERM functions • duty to comply with any request made by, and have regard to reports and recommendations of, lead local flood authority overview and scrutiny committees • various duties for the regulation of reservoirs • various duties under the Environment Act 1995 • power to issue guidance about application of the Strategy in England • powers to request and share information in connection with FCERM functions • power to designate and protect third party assets and features that affect flood risk or coastal erosion • power to carry out and to approve coast protection works • power to carry out FCERM works in relation to sea or main river if considered desirable having regards to the National FCERM Strategy • power to enforce obligations to repair main river watercourses • power to consent works on or near main rivers • power to take action to require works for maintaining flow on main rivers • power to make new byelaws to secure the effectiveness of FCERM works • power to issue levies to lead local flood authorities: levies can now also apply to coastal erosion issues as well as flooding

<p>County or Unitary Council (Lead Local Flood Authority)</p>	<ul style="list-style-type: none"> • development, maintenance, application and monitoring of Local Flood Risk Management (FRM) Strategy • powers to request information in connection with FRM functions • duty to investigate and publish reports on flooding incidents in its area (where appropriate or necessary) to identify which authorities have relevant FRM functions and what they have done or intend to do • duty to maintain a register of assets which have a significant effect on flood risk, in the view of the lead local flood authority • power to undertake works to manage flood risk from surface runoff or groundwater • power to designate structures and features that affect flooding • established as the statutory consultee for major development with surface water drainage • regulation of ordinary watercourses under the Land Drainage Act 1991, including consenting and enforcement outside Internal Drainage Board areas: in Lincolnshire these duties have been delegated to Internal Drainage Boards • duty to exercise FCERM functions consistently with the national and local strategies • duty to contribute to sustainable development in exercising FCERM functions
<p>Internal Drainage Board</p>	<ul style="list-style-type: none"> • regulation of ordinary watercourses under the Land Drainage Act 1991, including consenting and enforcement • power to designate structures and features that affect flooding or coastal erosion • duty to act consistently with local and national strategies • duty to have regard to lead local flood authority scrutiny processes • ability to work in consortia with other Internal Drainage Boards • power to undertake works on ordinary watercourses flooding within their boundary and, with the Environment Agency's consent, the sea
<p>District Council</p>	<ul style="list-style-type: none"> • power to designate structures and features that affect flooding or coastal erosion • duty to act consistently with local and national strategies • duty to have regard to lead local flood authority scrutiny processes • as local planning authority, responsible for ensuring that development proposals have adequately considered flood risk and sustainable drainage. • power to undertake works on ordinary watercourses and, with the Environment Agency's consent, the sea

Water and Sewerage Company	<ul style="list-style-type: none">• provide water supply• remove and treat foul water• drain surface water• duty to have regard to national strategies and to have regard to local strategies• duty to have regard to lead local flood authority scrutiny processes• Stat consultee to local plans• Delivery of Drainage and Wastewater Management Plans (DWMPs)• Business planning• adoption of private sewers
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6 Future look

Overall the Lincolnshire partnership will maintain its key role within the county and build on its ability to galvanise support and consensus around key strategies, economic growth and influence central government. The work of the partnership and delivery of the our strategic aims is far from complete and significant challenges and opportunities lie ahead.

Climate change

It is widely accepted that climate change is occurring and will affect our weather patterns. Climate change poses a major challenge in our planning, adaptation and resilience to managing flood risk and water resource issues in Lincolnshire. In November 2018 the Met Office published its projections for future climate change - [UK Climate Projections 2018 \(UKCP18\)](#), which are the first major update to the UK's national climate change projections for nearly 10 years. The information available will help government, business and other interested parties to assess the challenges and opportunities we face from our changing climate.

In the most part trends show that the UK climate is continuing to warm and that sea levels continue to rise. We need to take into account however that these latest predictions were released whilst this strategy was being reviewed and therefore due to the complexity of the new projections, it is likely to be some time before clear guidance emerges as to what this may mean for Lincolnshire in respect of both land use planning and scheme/ project development. Some of the headline findings that have been identified are summarised below.

Overview

By the end of the 21st century, all areas of the UK are projected to be warmer, more so in summer than in winter.

Hot summers are expected to become more common.

Rainfall patterns across the UK are not uniform and vary on seasonal and regional scales and will continue to vary in the future.

A new set of marine projections show that sea level around the UK will continue to rise to 2100 under all emission pathways.

There is now no doubt the continuation and likely increase in the weather extremes will provide significant challenges in managing flood risk and water resources in the future, with examples of some of the variances highlighted below.

Some Key findings from UKCP18

The average temperature over the most recent decade (2008-2017) has been on average 0.3 °C warmer than the 1981-2010 average and 0.8 °C warmer than the 1961-1990 average. Nine of the ten warmest years have occurred since 2002.

The most recent decade (2008-2017) was around 1 °C warmer than the pre-industrial period (1850-1900). This temperature rise in the UK is consistent with warming that has been observed at a global scale, of around 1 °C since the pre-industrial period.

Summers in the UK, for the most recent decade (2008-2017), have been on average 17% wetter than 1981-2010 and 20% wetter than the 1961-1990 average. However, very long-period natural variations are also seen in the longer observational record.

Total rainfall from extremely wet days (days exceeding the 99th percentile of the 1961-1990 rainfall) has increased by around 17% in the most recent decade (2008-2017), for the UK overall. However, changes are largest for Scotland and not significant for most of southern and eastern England.

Mean sea level around the UK has risen by about 16 cm since the start of the 20th century (when corrected for land movement).

The pattern of sea level rise is not uniform across the UK. Sea level rise is less in the north and more in the south, this is mainly due to the movement of land, up and down.

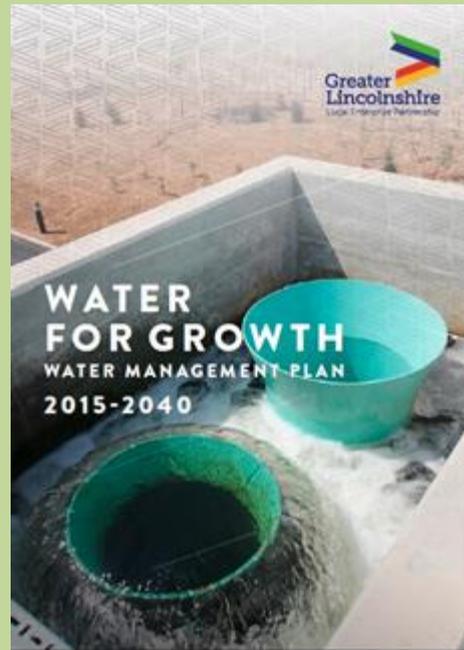
We can continue to expect increases to extreme coastal water levels driven mainly by increases in mean sea level rise, although we cannot rule out additional changes in storm surges.

Recent developments in Lincolnshire

Since 2012 flood risk management has increasingly been recognised as an integral part of a wider issue of managing water as a resource that is essential to economic growth nationally and, particularly, in the east of England. The Greater Lincolnshire Local Enterprise Partnership (GLLEP) has recognised the importance of managing water in this way through its Water Management Plan (2016), which incorporates key strategic flood risk management issues where they can directly support or influence the growth agenda. This has particular relevance in Lincolnshire because of the importance of sustainable water supply and resilience to major sectors of the county's economy, notably with regard to agri-food and the visitor economy.

Greater Lincolnshire LEP's Water Management Plan 2015-2040

The strength of an existing long-standing Partnership working in flood risk management in Greater Lincolnshire provides an opportunity to develop this further and to drive links with organisations responsible for water supply and management. The aim is for Greater Lincolnshire to be seen as a national exemplar for water management, in both flood reduction and water supply, and to act as an incentive for investors in the LEP's priority sectors of Agri-food, visitor economy and manufacturing & engineering. This will enable effective water management to be a positive contributor to economic growth.



In achieving this aim, the LEP believes that close collaboration with the neighbouring Humber LEP, Greater Cambridge and Greater Peterborough LEP, and the New Anglia LEP is essential, as these areas share many important economic challenges and opportunities. Because of this, the Greater Lincolnshire LEP has established a Water Management Board and launched a Water Management Plan.

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

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

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

Find out more at;

<https://www.greaterlincolnshirelep.co.uk/documents/water-management-plan/>

A related development is the growing importance of water resource management since major droughts (interspersed with significant surface water flooding events) in 2012 and 2013. Flood risk is increasingly seen as part of a bigger picture that includes resilience to drought and planning for sufficient supplies of water where and when it is needed. This future planning for water availability has led to further consideration of potential opportunities for strategic linkage between water resource, flood risk, growth and environmental management, as reflected in Anglian Waters draft Water Resources Management Plan. These are key elements in supporting economic growth across Lincolnshire, and of direct interest to key economic sectors in Lincolnshire and its neighbouring authorities.

Most recently, future planning for water availability has led to the Water Resources East initiative within the Anglian region and further consideration of potential opportunities for strategic linkage between water resource, flood risk, growth and environmental management. These are key elements in supporting economic growth across Lincolnshire, and of direct interest to key economic sectors in Lincolnshire and its neighbouring authorities.

Water Resources East (WRE) is a collaboration between Partners in the East of England to develop a more integrated approach to water resource planning and management.



The WRE vision is for a strong economy and a flourishing environment with a purpose to build capacity in the region to deliver this. It operates at a number of different scales (see graphic overleaf):

- a) Regional: the WRE has developed the first multi-sector long-term regional water resource strategy in England using modern planning techniques. The strategy covers an area from the Humber to North London and is designed to meet the needs of the public water supply, environment, power and agricultural sectors in a future where impacts from climate change, growth and severe drought are expected but uncertain. The strategy combines far-reaching demand management, including large reductions in leakage, with a combination of new resource and transfer options. These include a multi-sector winter storage reservoir in South Lincolnshire
- b) Catchment: the WRE is working in South Lincolnshire and elsewhere to develop a partnership based water resource planning process at catchment level. This will use the techniques developed for the regional planning effort, but will apply them at local scale. In South Lincolnshire the aim is to produce a sustainable water resource strategy for an area where water supply, drought and flood risk are constraints on economic development. The project is being delivered by the South Lincolnshire Water Partnership (SLWP) and aims to ensure that future reservoir development in the area meets local economic and environmental needs, as well as the needs of the wider region, and
- c) Sub-catchment level: the WRE also works with landowners at farm and estate level to develop “Water Plans” based on the principle of Integrated Water Resource Management (IWRM). A number of these are being developed in Lincolnshire where water quality issues are being examined, along with measures to capture high flows in streams and rivers so as to reduce flood risk, increase the volume of water available for irrigation and increase the sustainability of irrigation operations

Where does the WRE fit in?

WRE works at regional and catchment level

Storage is key to the WRE long-term strategy and a multi-sector winter storage reservoir in South Lincolnshire is one of the options - the WRE needs to work at regional and catchment level to best match local and regional needs

The catchment level work of the WRE & SLWP is supporting implementation of the Environment Agency “Water Abstraction Plan”. This programme will reform the current abstraction licensing system, helping maintain abstraction at sustainable levels and improving access to the available resources.

In Lincolnshire, the WRE & the SLWP report through to the Lincolnshire Flood Risk and Water Management Strategy Group.

Emerging initiatives are supporting our approach of improved flood risk that also provides greater water resource sustainability which in turn supports economic growth. These methods also support the catchment approach in managing an area from source to sea rather than in isolation.

This broader integration of water related activities was explicitly recognised when the flood risk and drainage partnership was renamed the Lincolnshire flood risk and water management partnership in 2015. The review of partnership during 2017-18 consolidated these developments and confirmed the need to embed a wider approach in its membership and terms of reference. The review of the partnership's strategy provides the opportunity to continue this process of alignment and co-ordination and be formally recognized as the **Joint Lincolnshire Flood Risk and Water Management Strategy** to reflect the broader scope of our ambitions.

Since 2012 there has been the development and emergence of a number of local, regional and national strategies and initiatives which moving forward as a partnership we will need to take into account when considering our role in managing water more holistically within Lincolnshire. A list of these is provided on page 51 of this document.

The **25 Year Environment Plan**, published in early 2018 sets out the government's ambition to protect and enhance England's natural landscape for now and the long-term. How we manage flood and coastal risk will be a key part of how the plan is implemented and Lincolnshire's Risk Management Authorities are well positioned to take on the challenge. Collaboration between RMAs and their partners in managing all sources of flooding and coastal risk and at all spatial scales is essential if we are to achieve this and increase both the county's and our nations resilience to such pressures. [25 Year Environment Plan](#)

The Environment Agency ~~has~~ is in the process of reviewing its **national strategy for flood and coastal erosion risk management**. It is working in partnership with RMAs and a range of other partners to form a collective vision for the future of flood and coastal risk management. The aim of this coalition of partners is to identify the initial measures needed in order to achieve a shared vision and then to deliver it together. It is encouraging that the ambitions in this emerging national strategy reflects the goals and ambitions which are set out in the Lincolnshire Flood Risk and Water Management Strategy. Formal public consultation is expected to commence in early 2019. [Flood & Coastal Erosion Risk Management National Strategy Information](#)

In a Lincolnshire context the vital work the Environment Agency carry out along the open coast is also being reviewed as part of the **Saltfleet to Gibraltar Point strategy review**. How management of flood risk on the Lincolnshire coastline is undertaken remains vital to over 20,000 homes, approx. 24,500 static caravans, 35,000 hectares of farmland and a bustling tourist industry that lie within the strategy area.

Interim Beach Management Lincolnshire Coast 2018 to 2021

The Environment Agency annually place around 550,000 cubic metres of sand in key locations along a 20km frontage of the east coast of Lincolnshire. The Environment Agency have been artificially supplying sand to recharge the beach in this area since 1994. The beach re-nourishment scheme, in combination with the existing hard defences, reduces the risk from tidal flooding with a 0.5% chance of occurring in any one year. This flood risk management approach benefits 20,000 households, 24,500 static caravans, 1,700 businesses and up to 35,000Ha of agricultural land. The Environment Agency are currently reviewing our strategy for managing tidal flood risk over the next 100 years between Saltfleet to Gibraltar Point with the public and partner organisations. The strategy once approved will recommend the continuation of beach re-nourishment in combination with additional measures to reduce future beach erosion.



A preferred strategy and delivery plan for flood risk management on the Lincolnshire coast over the next 100 years is being developed as the Environment Agency work closely with partners in local and central government to finalise the draft strategy document, which is planned to be taken forward to a public consultation in 2019.

While work is undertaken to finalise the draft strategy, planning continues for the 2019 beach nourishment campaign which will protect the sea defences and to manage the risk of flooding to communities across the Lincolnshire coast. For further information on the revised strategy please see [Saltfleet to Gibraltar Point Strategy](#)

Intrinsically linked to our approach around water management is the provision to enhance amenity benefits and environmental betterment. This approach is demonstrated by the **South Lincolnshire Fenlands partnership**. The partnership is a group of organisations, land managers and community representatives all with an interest in enhancing and protecting the unique and special qualities of the cultural, natural and **historical heritage historic environment** of the Lincolnshire Fenlands. The area covered by the project lies between Bourne, Spalding, and Market Deeping and includes the villages of Baston, Langtoft, Thurlby Fen, Tongue End and Twenty. The Project Officer facilitates and engages a broad spectrum of people from land owners and local residents to politicians and national statutory bodies to discuss approaches to managing natural assets in a changing world to secure benefits for wildlife and people. This area is low lying with rich farming soils and astonishing amounts of water flowing through courses, some of which are rich in botanical diversity and rare fauna. As the impacts of climate change become more apparent, then the partnership's role in finding solutions of a landscape scale approach to water management for people and wildlife will increasingly become more critical.

Over the past six years Lincolnshire risk management authorities and partners have adapted to ever-changing and growing pressures, learning lessons through collaboration and continuously seeking to evolve. Funding will remain one of the key challenges faced in delivering the aspirations of this strategy. The current national six-year capital investment programme ends in March 2021 and consideration is being given to what a future programme may look like. As this strategy is being reviewed Defra and Treasury are still in discussions, but this will be informed by the next Long Term Investment Scenarios (LTIS) analysis which will provide an updated view on the optimal amount to spend on flood risk management. The new analysis will build on the existing information and address a number of emerging questions and issues including high range climate change scenarios, development controls, standards of protection, property level resistance and resilience, temporary community defences, natural flood management, and risks to infrastructure.

These current uncertainties mean it is as ever important for Lincolnshire organisations to pull together to seek collaborative solutions to address these challenges and continue to seek innovative and forward thinking methods to do so.

Wrangle Sea Banks

This £1.8million project, completed in September 2018, was the first major improvement to coastal flood defences in the area for over 30 years. Over 3,400 hectares of prime grade one farmland, and 460 domestic and industrial properties in this area of the Wash are now better protected, thanks to the co-ordinated efforts of flood risk management authorities and local landowners.

An Environment Agency review in 2012 had identified a 5km stretch of the Wash sea defences near the village of Wrangle, as particularly vulnerable, with the lowest sea banks along the Wash frontage, and only a single line of defence.

Witham Fourth District IDB (W4IDB) agreed to be the lead risk management authority on the project as they were able to deliver efficiencies using local landowner agreements and local contractors. This partnership approach, combined with the number of households and businesses protected, enabled an application of support through £1.3 million of DEFRA and half a million pounds of EU funding.

The project involved re-profiling the sea banks and raising them to over 7 metres high, with a 1 in 3-rear slope leading to a soke dyke to cope with future over-topping. During high tides, these accommodate the water that permeates up through the ground and during heavy rainfall, they enable surplus water to flow to the W4IDB managed pumping stations. This also enabled at least 10 hectares of habitat creation behind the banks including grassland and semi-wetland habitats. Landowners contributed around 40 linear metres of farmland to provide the spoil to re-profile the sea banks.

It was the tidal surge of December 2013, again breaching the main line of defence as it had 60 years earlier, that galvanised farmers and landowners to push for action. W4IDB were by partner representatives from Lincolnshire County Council, landowners, EA and Natural England to deliver the project.



7 Delivering the strategy

Vision

Our vision statement for working in partnership to tackle flood risk and water resource issues to 2050

"Working in partnership for a resilient future"

In order to work towards this vision, the partnership has developed and agreed a new set of high-level aims. These aims take account of changes and developments since 2012 in how we consider the effective management of water and flood risk whilst recognising the ambition to seek wider benefits for Lincolnshire in not only flood risk but broader water resource issues.

In collectively developing these aims, the partnership is clear that a 'do nothing' approach is clearly not an option. Climate change will bring significant challenges for both flood risk (such as rising sea levels and more extreme weather events) and water resources issues (i.e. drought). Water is the essential component that brings organisations together to seek a resilient future to the extreme challenges we face. Through partner and stakeholder engagement the following themes are considered key in moving forward to deal with these challenges.

Catchment based approach

Currently when taking a strategic approach to managing water such as management of flood risk, water resources provision and land drainage this is largely looked at in isolation. In adopting a holistic view of the management of water it is possible to provide multiple benefits to the environment, businesses and communities by managing water sustainably through a whole catchment approach. As indicated through the innovative approaches being looked at as part of the WRE initiative in the South Forty Foot catchment and the pilots which formed part of the PACM project the lessons learned will provide a sound evidence base that can be tested on catchments in other areas. Ultimately the ambition is to cover all catchments within the county as well as maximizing opportunities with other neighbouring authorities encouraging cross boundary working.

Ecosystem services

The natural environment is one of Lincolnshire's greatest strengths. If the ecosystem services that the natural environment provides are restored and recreated across the county, and delivered in a sympathetic way, it is possible to combine effective flood risk and water resource management solutions.

In certain situations adaptations to existing, or new, environmental features can improve flood defence through an increase in capacity to store water (both for flood risk management and irrigation), improve connecting habitat, improve water quality and accommodate leisure and tourism activities. All of these have the added value of bringing economic benefits to the area. **To align with proposals set out in the draft national FCERM strategy it is recommended that, where possible, Risk Management Authorities in Lincolnshire will seek to achieve biodiversity net gain in all programmes and projects. They will seek to work with developers and planners to achieve environmental net gain as part of strategic development proposals and will use lessons learned from pilot projects to expand and mainstream working with natural processes.**

Strategic thinking on land use planning

Our approach to land use planning will become even more critical moving forward to balance the challenges faced from flood risk and managing water resources. Planned for, and managed in a sustainable way, this will aid in securing economic growth and environmental enhancement but there are likely to be challenges meeting different government targets. Housing, flood risk and growth will need to be considered collectively across a range of organisations to meet aspirations and manage the cumulative effects of the climatic conditions we will face in the future. The partnership will build on its influencing role and ensure it is in a strong position in negotiating key policy developments. Conserving and enhancing the natural, built and historic environment in Lincolnshire will also be a key consideration when addressing land use planning in the county. **The draft National Flood and Coastal Erosion Risk Management Strategy emphasis the need to develop local resilience to flood risk and climate change. Delivering this aspiration strategically for Lincolnshire could include a variety of approaches, ranging from more traditional coastal management techniques through to long term evolution of some communities to focus their future development towards lower risk locations or with greater provision for resilience in the event flood risk events.**

Asset management

It is recognised that there is a need to have a joint approach to resolving issues with obsolete legacy assets such as old navigation assets (**subject to navigation rights**), weirs, outfalls, embankments and culverts. These are currently maintained by Risk Management Authorities and consideration needs to be given, where appropriate, to decommission or transferring assets to a more appropriate body. The recent rationalising the main river network project highlighted the success of this approach which can lead to the streamlining of operations, make efficiency savings and bring opportunities to achieve more for the environment. **In assessing such assets it should be considered that some may be heritage assets (both designated and undesignated) which should be considered when decommissioning or transferring.**

Establish an evidence base for Lincolnshire

Flood risk management authorities in Lincolnshire have been recognised by

government as among those leading nationally in the development of partnership and co-ordination through the creation of the Lincolnshire flood risk and water management partnership. These same authorities, along with other stakeholders, are determined that such recognition is maintained through our broader aspirations around water management in the whole.

To ensure Lincolnshire remains at the forefront of such activities it is essential a sound proof and evidence base is developed to demonstrate how we will collectively face the flood risk and water resource challenges in our region. Agri-food, housing growth, tourism, the environment, **historic environment** and energy sectors are all nationally strategically important within the county and will be a priority for investment and infrastructure needs in the future. All are highly reliant on water to function effectively whether it be protection from flood the risk of flooding and tidal inundation or the need to have a guaranteed supply of water. A supporting evidence base will be key in lobbying government and engaging key stakeholder groups to ensure we achieve the support and backing to deliver against our aims.

As a result of partner and stakeholder engagement, four aims have been developed. Outlined below, they will be the key drivers for the delivery of this strategy.

Aim	Key area of focus	How this will be achieved
Aim 1.	To move from flood risk management to cover water management	<p>To have clear objectives for supporting and developing linkages between effective water management and securing economic growth and environmental enhancement</p> <p>To have a greater emphasis on managing water in catchments, both locally and at a strategic level</p> <p>To promote a greater mix of measures including water retention & attenuation and natural flood risk management methods</p>
Aim 2.	To develop a more strategic approach to development and land use planning	<p>To have alignment with major regional and national strategic infrastructure initiatives, particularly involving water resources linking flood risk solutions with improved resilience to drought.</p> <p>To have a greater integration of flood risk and water resource management with local planning policy</p>

		<p>development</p> <p>Conserving and enhancing the natural, built and historic environment in Lincolnshire will also be a key consideration when addressing land use planning in the county</p> <p>To ensure the effects of climate change are included in long term planning for flood risk and water resources</p> <p>Risk Management Authorities will invest in planning skills and capabilities to ensure they can advise planners and developers effectively to enable climate resilient places</p> <p>To better align long term planning for flood and coastal change with water company business planning cycles to identify opportunities for managing both floods and droughts</p>
Aim 3.	To build on the existing strong profile of the Lincolnshire Partnership ensuring it has a strong influencing role	<p>To ensure awareness of the partnership is maintained with proactive engagement regionally and nationally in key policy developments</p> <p>To proactively support national initiatives that can enhance local approaches to flood risk and water management such as IDB boundary extension</p> <p>To build a proof and evidence base to government and key stakeholder groups that support the ambitions of the partnership</p>
Aim 4.	To build and develop key lines of communication to promote the aims, ambitions and achievements of the Lincolnshire Partnership	<p>To Develop a public and stakeholder communications & engagement strategy</p> <p>To develop a partnership action plan detailing key priorities moving forward</p>

Strategic Outcomes: what will be in place when the vision is achieved

- 1 Existing resources will be used in the most efficient way possible. We will attract as much external funding as possible, and will secure new resources locally and nationally.
- 2 The Lincolnshire Flood Risk and Water Management Partnership will work with local communities to develop flood risk and drainage management services that meet local needs.
- 3 Local communities and businesses will be more aware of flood risk, and with the help of public authorities, will take steps to protect themselves and become more resilient through individual and community action.
- 4 Planning and development control across the county will take account of all forms of flood risk and sustainable drainage; development which could increase flood risk will be minimised, as will inappropriate development in areas of significant flood risk.
- 5 Flood risk, water management and future development will contribute to better water quality, wider environmental benefits, sustainable growth and overall resilience to the effects of climate change and sea level rise.
- 6 The Lincolnshire Flood Risk and Water Management Partnership will continue to lobby government for a fairer deal for the rural economy in the county with regard to flood risk activities and supporting economic growth
- 7 Adaptive planning against the effects of climate change will be a key factor in all future planned flood risk mitigation works by the Lincolnshire Flood Risk and Water Management Partnership
- 8 The Lincolnshire Flood Risk and Water Management partnership will focus on the key issues it believes Lincolnshire faces in terms of water, both flood and drought, and seek long term solutions to support the coast, agri-food, a catchment based approach and urban areas

Strategic Objectives: how we will arrive at our vision and outcomes

- The Lincolnshire Flood Risk & Water Management Partnership will seek to develop new and innovative ways of funding flood risk and water management activities and build on current successes in maximizing national funds and delivering efficiencies.

Outcomes 1, 2, 4, 6

- The Lincolnshire Flood Risk & Water management Partnership will proactively engage with partners and stakeholders to establish effective policy and delivery approaches for the future management of the Lincolnshire coast by 2021.

Outcomes 1, 2, 3, 4, 5, 7, 8

- Lincolnshire flood risk management authorities will work closely with the Greater Lincolnshire LEP to deliver the plan of increasing the value of the local economy by £3.2bn by 2030. Water management is fundamental to the growth of the economy, the environment, quality of life and food security.

Outcomes 1, 2, 4, 5, 6

- By 2025, in collaboration with Water Resources East, water resilient solutions to flood risk, drought and water supply will have been developed for south Lincolnshire.

Outcomes 1, 4, 5, 7, 8

- Lincolnshire flood risk management authorities will work together to explore and develop a catchment based approach to delivering flood risk and water management schemes by 2023.

Outcomes 1, 2, 3, 5, 7, 8

- Risk management authorities in Lincolnshire will work closely with developers and local planning authorities to ensure future development is located appropriately and takes account of suitable flood risk mitigation measures

Outcomes 2, 3, 4, 5, 7

- Working in collaboration with other partners and stakeholders, the Lincolnshire Flood Risk & Water Management Partnership will develop a proof and evidence base to government to support our strategic aims by 2021.

Outcomes 5, 6, 7, 8

- A public and stakeholder communications and engagement strategy will be developed by 2020 to develop key lines of communication to promote the aims, ambitions and achievements of the Lincolnshire Partnership .

Outcomes 2, 3, 4

- The common works programme will continue to be reviewed and updated on an annual basis and remain the key source of information on flood risk and water management activities undertaken by risk management authorities in Lincolnshire.

Outcomes 1, 2, 5, 7, 8

Collectively our combined aim is that by 2050 Lincolnshire will be an area resilient to flood risk and water resources issues with a long term strategic vision delivering local benefits.

Strategy review process

Delivery of the strategy will be managed by the Lincolnshire flood risk and water management partnership, with regular progress reports against targets to the management group, and from there to strategy group and the scrutiny committee.

The strategic delivery common works programme will continue to be reviewed annually, and the strategy as a whole will be subject to a five-yearly review process, including full public involvement, to ensure it is kept up-to-date, takes account of objectives achieved, and continues to maintain a focused forward programme at strategic, tactical and operational levels.

The Lead Local Flood Authority will be responsible for ensuring that monitoring and reviews are undertaken according to plan, but the partnership as a whole will contribute to the review and refresh of the strategy.

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8 Find out more

This strategy is available online at:

www.lincolnshire.gov.uk/floodrisk

Hard copies are available on request. Postal enquiries should be sent to:

Joint Lincolnshire Flood Risk and Water Management Strategy
Lincolnshire County Council
Place Directorate
Lancaster House
36 Orchard Street
Lincoln
LN1 1XX

Email enquiries should be sent to

FloodAndWaterStrategy@lincolnshire.gov.uk

For telephone enquiries please contact (01522) 782070

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9. Glossary

Assets	Structures or a system of structures used to manage flood risk.
Catchments	An area that serves a river with rainwater. Every part of land where the rainfall drains to a single watercourse is in the same catchment.
Defences	A structure that is used to reduce the probability of floodwater or coastal erosion affecting a particular area (for example a raised embankment or sea wall)
Defra	Department for Environment, Food and Rural Affairs
GLLEP	Greater Lincolnshire Local Enterprise Partnership
Groundwater	Water which is below the surface of the ground and in direct contact with the ground or subsoil.
IDBs	Internal Drainage Boards
LLFA	Lead Local Flood Authority (Lincolnshire County Council)
Local flood risk	Flood risk from sources other than main rivers, the sea and reservoirs, principally meaning surface runoff, groundwater and ordinary watercourses.
LPA	Local Planning Authority
Main river	A watercourse shown as such on the Main River Map, and for which the Environment Agency has responsibilities and powers
NFM	Natural Flood Management
Ordinary watercourses	All watercourses that are not designated Main River, and which are the responsibility of Local Authorities or, where they exist, IDBs.
Resilience	The ability of the community, services, area or infrastructure to withstand the consequences of an incident.
Risk	Measures the significance of a potential event in terms of likelihood and impact.

RMA	Risk Management Authorities
Source	The origin of a hazard (e.g. heavy rainfall, strong winds, surge etc).
Surface runoff	Rainwater (including snow and other precipitation) which is on the surface of the ground (whether or
WRE	Water Resources East

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10. Key strategies and initiatives developed since 2012 that will influence our strategic approach within Lincolnshire

- Current review of National Flood Risk and Coastal Erosion Management Strategy
- Humber Estuary Strategy
- Current national review of Shoreline Management Plans
- Saltfleet to Gibraltar Point Strategy
- Wash Banks Strategy
- Partnership Approach to Catchment Management
- Flood Plan for Lincolnshire (Emergency Response)
- Water Resources Management Plan
- Water Resources East Initiative
- Local Planning Policy – Local Plans
- GLLEP Strategic Economic Plan
- GLLEP Water Management Plan
- GLLEP Energy Strategy for Greater Lincolnshire
- National and Local Industrial Strategies
- Defra 25 Year Environment Plan
- **LCC Waterways Development Plan 2018-2028**

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Lincolnshire flood risk and water management partnership



Joint Lincolnshire Flood Risk and Water Management Strategy 2019-2050

Strategic Vision

Contents

- 1. Introduction**
- 2. The Lincolnshire flood risk and water management partnership**
- 3. Future look**
- 4. Delivering the strategy**
- 5. Find out more**
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- 7. Key strategies and initiatives developed since 2012 that will influence our strategic approach within Lincolnshire**

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1 Introduction

Reviewing the existing Joint Lincolnshire Flood Risk and Drainage Management Strategy

Lincolnshire County Council is the Lead Local Flood Authority (LLFA) for the administrative county of Lincolnshire. Because of this role, since 2010 the Council has been responsible for implementing and monitoring a local flood risk management strategy.

The purpose of the strategy is to manage the impact of flood risk to people, businesses and the environment across Lincolnshire. The basic contents of the Strategy are outlined in legislation as follows:

- The risk management authorities operating in the LLFA's area
- The flood risk and coastal erosion functions that may be exercised by those authorities relating to the area
- Objectives for managing flood risk in the area
- Measures proposed to meet those objectives
- How and when the measures are to be implemented
- Costs and benefits of the measures and how they are to be paid for
- Assessment of local flood risk (meaning from surface runoff, groundwater and ordinary watercourses)
- How and when the strategy is to be reviewed
- How the strategy contributes to the achievement of wider environmental objectives

In developing the strategy, the LLFA must consult the public and risk management authorities that may be affected by the strategy. The strategy must be consistent with the National Flood Risk and Coastal Erosion Management Strategy and the LLFA must publish a summary of the strategy, including guidance about the availability of relevant information.

In Lincolnshire our strong partnership approach meant that we were able to put together our Strategy as a joint venture between all the organisations with a role in flood risk management. Completed in 2012, the Joint Lincolnshire Flood Risk and Drainage Management Strategy was one of the first of its kind in the country. It also established a trend that has grown since to join up the work of different organisations, and to tackle flood risk and water in a more co-ordinated way than in the past.

The existing Joint Lincolnshire Flood Risk and Drainage Management Strategy was developed as a partnership venture during 2011 and 2012, and was approved for the County Council by the Executive on 4 December 2012 and by Full Council in January 2013. Part 3 of the Strategy, the action plan, was made available from April 2013 and continues to be updated annually. As a consequence Lincolnshire was one of the first areas in England to publish and implement a Local Flood Risk Management Strategy, and was forward looking in implementing a strategy that sought to co-ordinate the work of all risk management authorities within the area and to consider flood risk in the round.

In effect, the strategy co-ordinates all the work delivered by the Lincolnshire flood risk and water management partnership as a whole, overseen by the flood risk and water management scrutiny committee.

This co-ordinated approach was embedded by establishing the common works programme in 2013. This includes the major capital programmes of all partners, as well as the programme of joint activities that address solutions where responsibility is shared or where there is no clear single authority with the capacity or responsibility to act. The common works programme allows the partnership to prioritise works across the county according to need, and within the constraints imposed by availability of local and national funding.

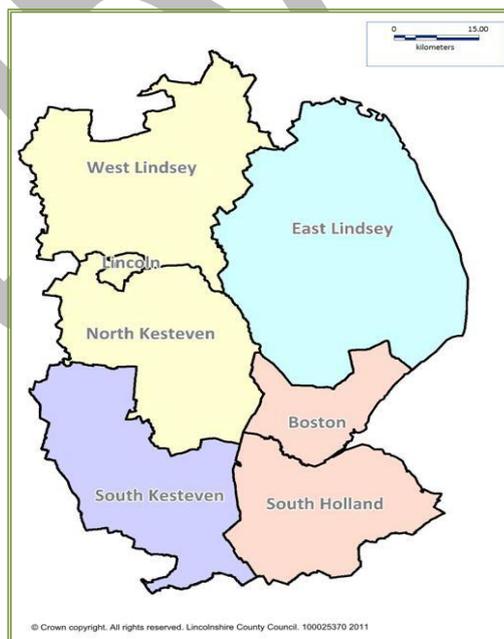
The current strategy consists of

- Part 1: strategic vision (including high level objectives)
- Part 2 (A & B): implementation plan for the strategy
- Part 3: common works programme (annually updated action plan)

It can be found in full on the Lincolnshire County Council website at the following link:

<https://www.lincolnshire.gov.uk/residents/environment-and-planning/flood-risk-management/implementing-management-strategy/103045.article>

Figure 1 Map of Strategy area



2 The Lincolnshire flood risk and water management partnership

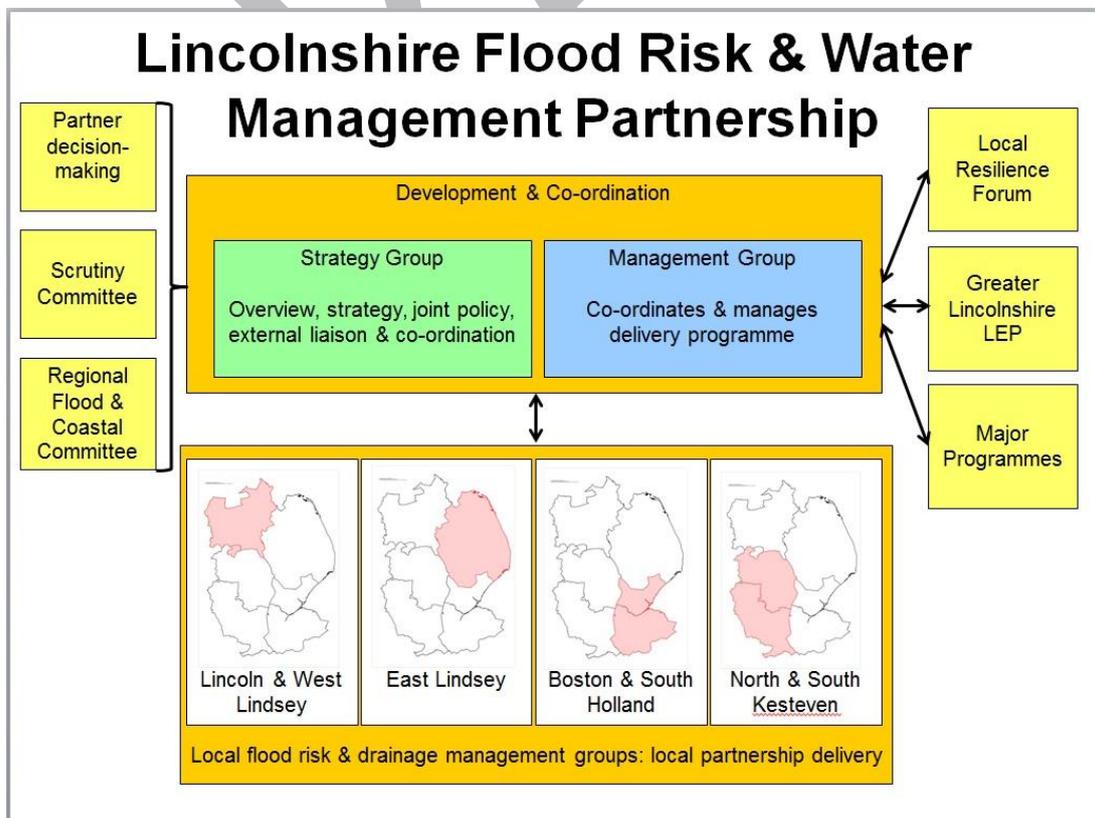
The Lincolnshire flood risk and drainage management partnership was established in 2010 in advance of the Flood Risk and Water Management Act (2010). It was created in order to provide the level of co-ordination needed to develop the joint strategy described above.

Since 2012 flood risk management has increasingly been recognised as an integral part of a wider issue of managing water as a resource that is essential to economic growth nationally and, particularly, in the east of England. To recognise this, a review of the existing partnership role and structure was undertaken during 2017/18. As a result, the partnership now includes wider water interests. Water Resources East (WRE), a regional initiative looking at water availability from a multi-sectoral position and the Greater Lincolnshire Local Enterprise Partnership and its water management board are now full members.

The revised governance and functions of the Lincolnshire Flood Risk & Water Management Partnership can be found at the following link

<https://www.lincolnshire.gov.uk/residents/environment-and-planning/flood-risk-management/implementing-management-strategy/103045.article>

Figure 2 The Lincolnshire flood risk and water management partnership



When determining priorities and actions, the Lincolnshire flood risk and water management partnership directs its resources to areas where there is the greatest need, and where investment will bring the greatest benefits. As such investment is considered in the round by attempting to take a truly systemic view of the water cycle to include economic benefits it supports and unlocks.

The partnership has reviewed the key issues it believes Lincolnshire faces in terms of water. This includes flood and drought and the associated economics. It aims to work with communities to develop long term resilience to the impacts of climate change and sea level rise. It also seeks to develop new and innovative ways of funding the work that will need to be delivered to achieve this.

The partnership will focus on locations which exemplify these issues or themes and will facilitate discussions across partners, businesses, communities and central government as to how to best tackle these issues in the long term.

These locations are shown on the map in Figure 3 overleaf.

Coastal Lincolnshire

Lincolnshire's open coast is subject to significant flood risk from tidal inundation. It is protected by a mix of defences which are described in the Environment Agency's Saltfleet to Gibraltar Point strategy. Located immediately behind these defences are large communities, businesses, infrastructure and tourist attractions.

Our ability to support these communities and interests to grow sustainably brings together a great number of partners and policies. These include land use planning, infrastructure provision and flood risk. The partnership aims to bring these concerns together to deliver a sustainable plan and vision for our open coastline.

Agriculture

Agriculture and the agri-food Industry are vital to a thriving Lincolnshire economy. It is dependent on the provision of clean water and the drainage of land. At present these concerns are not linked through strategy or policy. Moreover agricultural land does not attract as much government grant for flood risk protection as housing, while currently rates for drainage are subject to the local authority council tax cap. As such the partnership has two aims. To raise the importance of our contribution to the agricultural production of the UK in a post Brexit Britain and to ensure policies reflect the need to adequately fund land drainage and flood protection for agricultural land.

Catchment based approach

Current strategic approaches to managing water are delivered generally in silos. This separates the management of flood risk, water resource provision and land drainage. By taking an holistic view of the management of water we believe it is possible to provide multiple benefits to the environment, businesses and

communities. The governments' 25 Year Environment Plan identifies that land should be used and managed more sustainably and this approach will be tested in the south forty foot catchment under the South Lincs water partnership (SLWP) supported by the Lincolnshire flood risk and water management partnership.

Urban areas

Major urban areas provide a particular challenge. Flood risk arises from a number of sources including surface water, sewers, rivers and the sea. Growth and economic development can often be focused here. Our aim is to collectively manage these risks whilst allowing our urban centres to flourish and grow sustainably.

The map below shows these areas. The partnership aims to show ambition and determination to bring the necessary stakeholders and policy makers together to deal with the challenges facing Lincolnshire and build sustainable, resilient and thriving communities and economies. It must also be remembered that the partnership co-ordinates day to day operational works throughout the county to manage the risk from all sources of flooding. The current programme of these works can be in Part 3 of the current strategy found [here](#).

Figure 3 Map showing strategic themes / locations



The history of the Lincolnshire flood and water management partnership, means it has developed a key role in managing flood risk in particular. This includes deploying resources and co-ordinating risk across a range of partners and risk management authorities.

The type of action that will be undertaken to manage flood risk and drainage will depend on the severity of the risk in each circumstance, including factors such as the likelihood of flooding, the level of danger posed by flooding, its impacts and the physical and economic feasibility of implementing a specific scheme or activity.

Since 2012 flood risk management authorities in Lincolnshire have been very successful in securing national funds for works, known as 'Grant in Aid' and funding provided by the Government to the Environment Agency allocated at regional level by the Regional Flood and Coastal Committee. This is also true of funds raised locally (called 'Local Levy') and provided to the Environment Agency by Lincolnshire County Council.

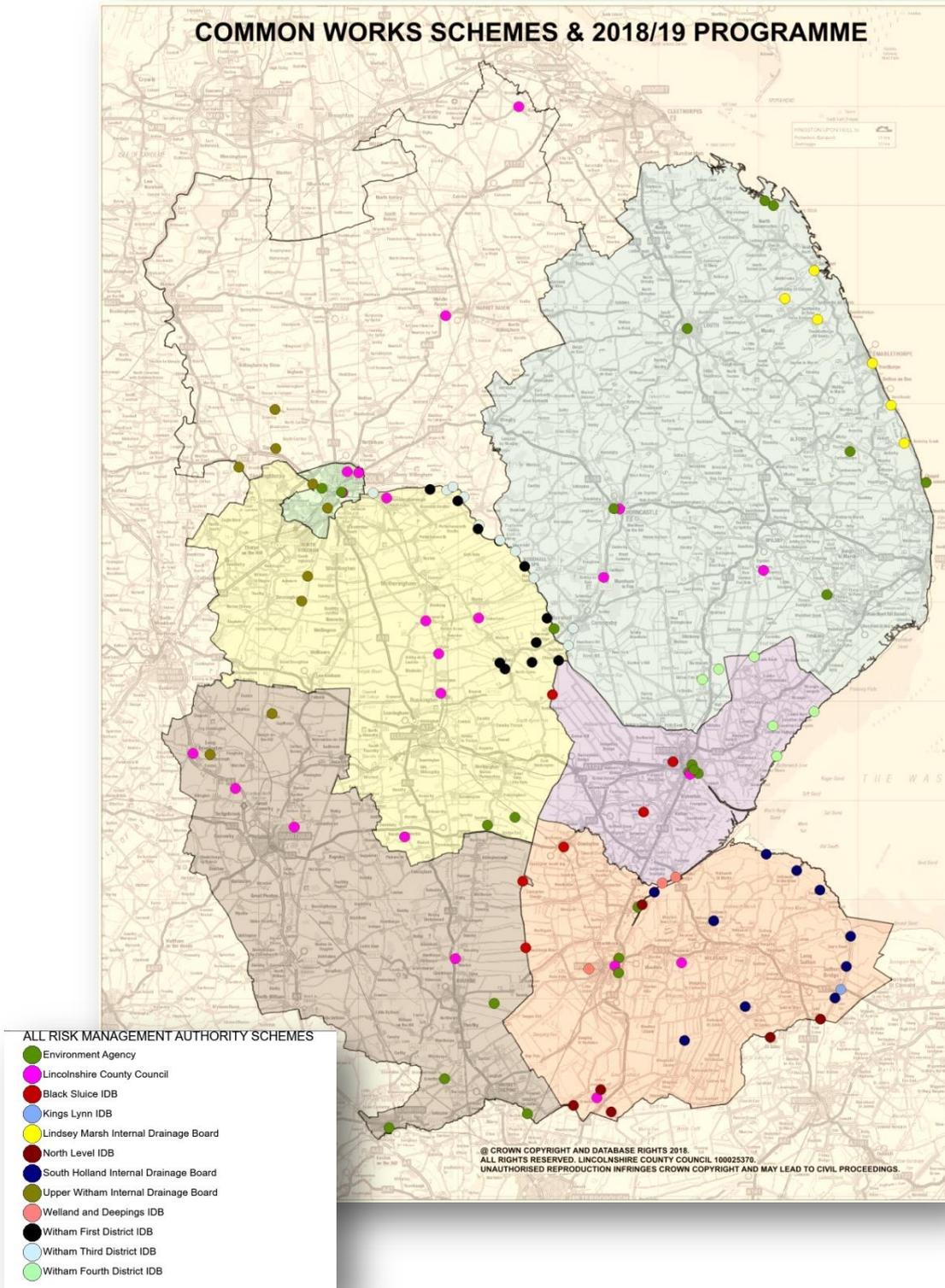
Figure 4



Many of the flood risk management activities undertaken are already the responsibility of individual organisations, such as the maintenance of an organisation's own assets, or the fulfilment of particular legal obligations. The common works programme includes schemes, works and other initiatives undertaken by flood risk management authorities across Lincolnshire where, in some cases, two or more authorities have come together through the

Lincolnshire partnership to deliver work that would not have been possible, or would have taken longer to achieve, if undertaken by one organisation alone. The common works programme is refreshed annually with all risk management authorities retaining the flexibility to respond to schemes and works needs as they arise. By combining resources, partners have been able to attract inward investment at a national level and raise the priority of proposed schemes regionally

Figure 5 Location of partnership works that have received national funding and been delivered by Lincolnshire risk management authorities since 2012



3 Future look

Overall the Lincolnshire partnership will maintain its key role within the county and build on its ability to galvanise support and consensus around key strategies, economic growth and influence central government. The work of the partnership and delivery of the our strategic aims is far from complete and significant challenges and opportunities lie ahead.

Climate change

It is widely accepted that climate change is occurring and will affect our weather patterns. Climate change poses a major challenge in our planning, adaptation and resilience to managing flood risk and water resource issues in Lincolnshire. In November 2018 the Met Office published its projections for future climate change - **UK Climate Projections 2018 (UKCP18)**, which are the first major update to the UK's national climate change projections for nearly 10 years. The information available will help government, business and other interested parties to assess the challenges and opportunities we face from our changing climate.

In the most part trends show that the UK climate is continuing to warm and that sea levels continue to rise. We need to take into account however that these latest predictions were released whilst this strategy was being reviewed and therefore due to the complexity of the new projections, it is likely to be some time before clear guidance emerges as to what this may mean for Lincolnshire in respect of both land use planning and scheme/ project development. Some of the headline findings that have been identified are summarised below.

Overview

By the end of the 21st century, all areas of the UK are projected to be warmer, more so in summer than in winter.

Hot summers are expected to become more common.

Rainfall patterns across the UK are not uniform and vary on seasonal and regional scales and will continue to vary in the future.

A new set of marine projections show that sea level around the UK will continue to rise to 2100 under all emission pathways.

There is now no doubt the continuation and likely increase in the weather extremes will provide significant challenges in managing flood risk and water resources in the future, with examples of some of the variances highlighted below.

Some Key findings from UKCP18

The average temperature over the most recent decade (2008-2017) has been on average 0.3 °C warmer than the 1981-2010 average and 0.8 °C warmer than the 1961-1990 average. Nine of the ten warmest years have occurred since 2002.

The most recent decade (2008-2017) was around 1 °C warmer than the pre-industrial period (1850-1900). This temperature rise in the UK is consistent with warming that has been observed at a global scale, of around 1 °C since the pre-industrial period.

Summers in the UK, for the most recent decade (2008-2017), have been on average 17% wetter than 1981-2010 and 20% wetter than the 1961-1990 average. However, very long-period natural variations are also seen in the longer observational record.

Total rainfall from extremely wet days (days exceeding the 99th percentile of the 1961-1990 rainfall) has increased by around 17% in the most recent decade (2008-2017), for the UK overall. However, changes are largest for Scotland and not significant for most of southern and eastern England.

Mean sea level around the UK has risen by about 16 cm since the start of the 20th century (when corrected for land movement).

The pattern of sea level rise is not uniform across the UK. Sea level rise is less in the north and more in the south, this is mainly due to the movement of land, up and down.

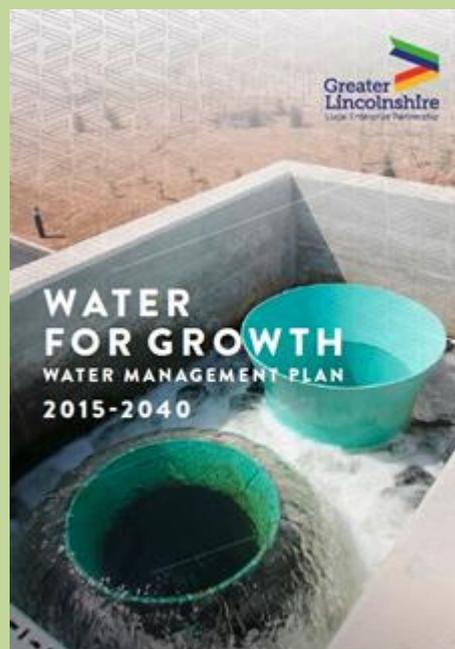
We can continue to expect increases to extreme coastal water levels driven mainly by increases in mean sea level rise, although we cannot rule out additional changes in storm surges.

Recent developments in Lincolnshire

Since 2012 flood risk management has increasingly been recognised as an integral part of a wider issue of managing water as a resource that is essential to economic growth nationally and, particularly, in the east of England. The Greater Lincolnshire Local Enterprise Partnership (GLLEP) has recognised the importance of managing water in this way through its Water Management Plan (2016), which incorporates key strategic flood risk management issues where they can directly support or influence the growth agenda. This has particular relevance in Lincolnshire because of the importance of sustainable water supply and resilience to major sectors of the county's economy, notably with regard to agri-food and the visitor economy.

Greater Lincolnshire LEP's Water Management Plan 2015-2040

The strength of an existing long-standing Partnership working in flood risk management in Greater Lincolnshire provides an opportunity to develop this further and to drive links with organisations responsible for water supply and management. The aim is for Greater Lincolnshire to be seen as a national exemplar for water management, in both flood reduction and water supply, and to act as an incentive for investors in the LEP's priority sectors of Agri-food, visitor economy and manufacturing & engineering. This will enable effective water management to be a positive contributor to economic growth.



In achieving this aim, the LEP believes that close collaboration with the neighbouring Humber LEP, Greater Cambridge and Greater Peterborough LEP, and the New Anglia LEP is essential, as these areas share many important economic challenges and opportunities. Because of this, the Greater Lincolnshire LEP has established a Water Management Board and launched a Water Management Plan.

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

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

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

Find out more at;

<https://www.greaterlincolnshirelep.co.uk/documents/water-management-plan/>

A related development is the growing importance of water resource management since major droughts (interspersed with significant surface water flooding events) in 2012 and 2013. Flood risk is increasingly seen as part of a bigger picture that includes resilience to drought and planning for sufficient supplies of water where and when it is needed. This future planning for water availability has led to further consideration of potential opportunities for strategic linkage between water resource, flood risk, growth and environmental management, as reflected in Anglian Waters draft Water Resources Management Plan. These are key elements in supporting economic growth across Lincolnshire, and of direct interest to key economic sectors in Lincolnshire and its neighbouring authorities.

Most recently, future planning for water availability has led to the Water Resources East initiative within the Anglian region and further consideration of potential opportunities for strategic linkage between water resource, flood risk, growth and environmental management. These are key elements in supporting economic growth across Lincolnshire, and of direct interest to key economic sectors in Lincolnshire and its neighbouring authorities.

Water Resources East (WRE) is a collaboration between Partners in the East of England to develop a more integrated approach to water resource planning and management.



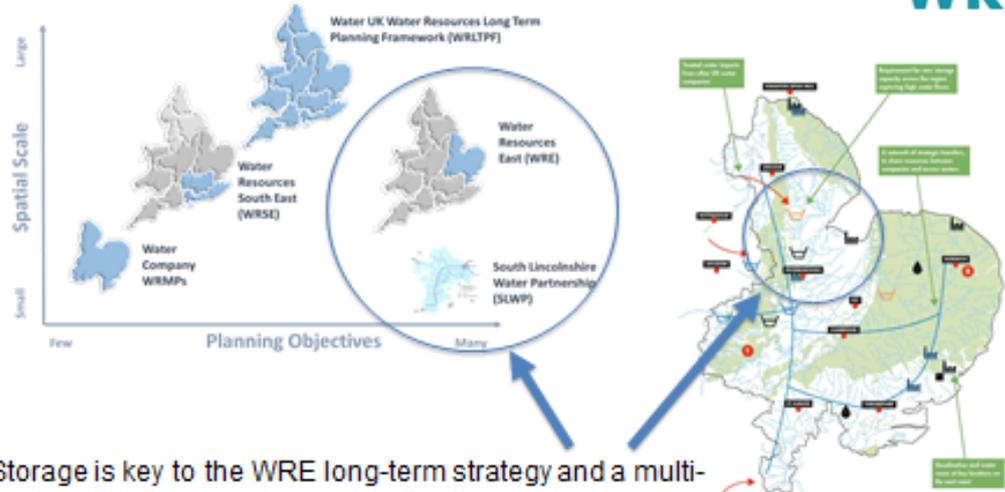
The WRE vision is for a strong economy and a flourishing environment with a purpose to build capacity in the region to deliver this. It operates at a number of different scales (see graphic overleaf):

- a) Regional: the WRE has developed the first multi-sector long-term regional water resource strategy in England using modern planning techniques. The strategy covers an area from the Humber to North London and is designed to meet the needs of the public water supply, environment, power and agricultural sectors in a future where impacts from climate change, growth and severe drought are expected but uncertain. The strategy combines far-reaching demand management, including large reductions in leakage, with a combination of new resource and transfer options. These include a multi-sector winter storage reservoir in South Lincolnshire
- b) Catchment: the WRE is working in South Lincolnshire and elsewhere to develop a partnership based water resource planning process at catchment level. This will use the techniques developed for the regional planning effort, but will apply them at local scale. In South Lincolnshire the aim is to produce a sustainable water resource strategy for an area where water supply, drought and flood risk are constraints on economic development. The project is being delivered by the South Lincolnshire Water Partnership (SLWP) and aims to ensure that future reservoir development in the area meets local economic and environmental needs, as well as the needs of the wider region, and
- c) Sub-catchment level: the WRE also works with landowners at farm and estate level to develop “Water Plans” based on the principle of Integrated Water Resource Management (IWRM). A number of these are being developed in Lincolnshire where water quality issues are being examined, along with measures to capture high flows in streams and rivers so as to reduce flood risk, increase the volume of water available for irrigation and increase the sustainability of irrigation operations

Where does the WRE fit in?

WRE works at regional and catchment level





Storage is key to the WRE long-term strategy and a multi-sector winter storage reservoir in South Lincolnshire is one of the options - the WRE needs to work at regional and catchment level to best match local and regional needs

The catchment level work of the WRE & SLWP is supporting implementation of the Environment Agency “Water Abstraction Plan”. This programme will reform the current abstraction licensing system, helping maintain abstraction at sustainable levels and improving access to the available resources.

In Lincolnshire, the WRE & the SLWP report through to the Lincolnshire Flood Risk and Water Management Strategy Group.

Emerging initiatives are supporting our approach of improved flood risk that also provides greater water resource sustainability which in turn supports economic growth. These methods also support the catchment approach in managing an area from source to sea rather than in isolation.

This broader integration of water related activities was explicitly recognised when the flood risk and drainage partnership was renamed the Lincolnshire flood risk and water management partnership in 2015. The review of partnership during 2017-18 consolidated these developments and confirmed the need to embed a wider approach in its membership and terms of reference. The review of the partnership's strategy provides the opportunity to continue this process of alignment and co-ordination and be formally recognized as the **Joint Lincolnshire Flood Risk and Water Management Strategy** to reflect the broader scope of our ambitions.

Since 2012 there has been the development and emergence of a number of local, regional and national strategies and initiatives which moving forward as a partnership we will need to take into account when considering our role in managing water more holistically within Lincolnshire. A list of these is provided on page 25 of this document.

The **25 Year Environment Plan**, published in early 2018 sets out the government's ambition to protect and enhance England's natural landscape for now and the long-term. How we manage flood and coastal risk will be a key part of how the plan is implemented and Lincolnshire's Risk Management Authorities are well positioned to take on the challenge. Collaboration between RMAs and their partners in managing all sources of flooding and coastal risk and at all spatial scales is essential if we are to achieve this and increase both the county's and our nations resilience to such pressures. [25 Year Environment Plan](#)

The Environment Agency is in the process of reviewing its **national strategy for flood and coastal erosion risk management**. It is working in partnership with RMAs and a range of other partners to form a collective vision for the future of flood and coastal risk management. The aim of this coalition of partners is to identify the initial measures needed in order to achieve a shared vision and then to deliver it together. It is encouraging that the ambitions in this emerging national strategy reflects the goals and ambitions which are set out in the Lincolnshire Flood Risk and Water Management Strategy. Formal public consultation commenced in May 2019. [Flood & Coastal Erosion Risk Management National Strategy Information](#)

In a Lincolnshire context the vital work the Environment Agency carry out along the open coast is also being reviewed as part of the **Saltfleet to Gibraltar Point strategy review**. How management of flood risk on the Lincolnshire coastline is undertaken remains vital to over 20,000 homes, approx. 24,500 static caravans, 35,000 hectares of farmland and a bustling tourist industry that lie within the strategy area.

A preferred strategy and delivery plan for flood risk management on the Lincolnshire coast over the next 100 years is being developed as the Environment Agency work closely with partners in local and central government to finalise the draft strategy document, which is planned to be taken forward to a public consultation in 2019.

While work is undertaken to finalise the draft strategy, planning continues for the 2019 beach nourishment campaign which will protect the sea defences and to manage the risk of flooding to communities across the Lincolnshire coast. For further information on the revised strategy please see [Saltfleet to Gibraltar Point Strategy](#)

Intrinsically linked to our approach around water management is the provision to enhance amenity benefits and environmental betterment. This is approach is demonstrated by the **South Lincolnshire Fenlands partnership**. The partnership is a group of organisations, land managers and community representatives all with an interest in enhancing and protecting the unique and

special qualities of the cultural, natural and **historical heritage historic environment** of the Lincolnshire Fenlands. The area covered by the project lies between Bourne, Spalding, and Market Deeping and includes the villages of Baston, Langtoft, Thurlby Fen, Tongue End and Twenty. The Project Officer facilitates and engages a broad spectrum of people from land owners and local residents to politicians and national statutory bodies to discuss approaches to managing natural assets in a changing world to secure benefits for wildlife and people. This area is low lying with rich farming soils and astonishing amounts of water flowing through courses, some of which are rich in botanical diversity and rare fauna. As the impacts of climate change become more apparent, then the partnership's role in finding solutions of a landscape scale approach to water management for people and wildlife will increasingly become more critical.

Over the past six years Lincolnshire risk management authorities and partners have adapted to ever-changing and growing pressures, learning lessons through collaboration and continuously seeking to evolve. Funding will remain one of the key challenges faced in delivering the aspirations of this strategy. The current national six year capital investment programme ends in March 2021 and consideration is being given to what a future programme may look like. As this strategy is being reviewed Defra and Treasury are still in discussions, but this will be informed by the next Long Term Investment Scenarios (LTIS) analysis which will provide an updated view on the optimal amount to spend on flood risk management. The new analysis will build on the existing information and address a number of emerging questions and issues including high range climate change scenarios, development controls, standards of protection, property level resistance and resilience, temporary community defences, natural flood management, and risks to infrastructure.

These current uncertainties mean it is as ever important for Lincolnshire organisations to pull together to seek collaborative solutions to address these challenges and continue to seek innovative and forward thinking methods to do so.

Wrangle Sea Banks

This £1.8million project, completed in September 2018, was the first major improvement to coastal flood defences in the area for over 30 years. Over 3,400 hectares of prime grade one farmland, and 460 domestic and industrial properties in this area of the Wash are now better protected, thanks to the co-ordinated efforts of flood risk management authorities and local landowners.

An Environment Agency review in 2012 had identified a 5km stretch of The Wash sea defences near the village of Wrangle, as particularly vulnerable, with the lowest sea banks along the Wash frontage, and only a single line of defence.

Witham Fourth District IDB (W4IDB) agreed to be the lead risk management authority on the project as they were able to deliver efficiencies using local landowner agreements and local contractors. This partnership approach, combined with the number of households and businesses protected, enabled an application of support through £1.3 million of DEFRA and half a million pounds of EU funding.

The project involved re-profiling the sea banks and raising them to over 7 metres high, with a 1 in 3-rear slope leading to a soke dyke to cope with future over-topping. During high tides, these accommodate the water that permeates up through the ground and during heavy rainfall, they enable surplus water to flow to the W4IDB managed pumping stations. This also enabled at least 10 hectares of habitat creation behind the banks including grassland and semi-wetland habitats. Landowners contributed around 40 linear metres of farmland to provide the spoil to re-profile the sea banks.

It was the tidal surge of December 2013, again breaching the main line of defence as it had 60 years earlier, that galvanised farmers and landowners to push for action. W4IDB were by partner representatives from Lincolnshire County Council, landowners, EA and Natural England to deliver the project.



4 Delivering the strategy

Vision

Our vision statement for working in partnership to tackle flood risk and water resource issues to 2050

"Working in partnership for a resilient future"

In order to work towards this vision, the partnership has developed and agreed a new set of high-level aims. These aims take account of changes and developments since 2012 in how we consider the effective management of water and flood risk whilst recognising the ambition to seek wider benefits for Lincolnshire in not only flood risk but broader water resource issues.

In collectively developing these aims the partnership is clear that a 'do nothing' approach is clearly not an option. Climate change will bring significant challenges for both flood risk (such as rising sea levels and more extreme weather events) and water resources issues (i.e. drought). Water is the essential component that brings organisations together to seek a resilient future to the extreme challenges we face. Through partner and stakeholder engagement the following themes are considered key in moving forward to deal with these challenges.

Catchment based approach

Currently when taking a strategic approach to managing water such as management of flood risk, water resources provision and land drainage this is largely looked at in isolation. In adopting a holistic view of the management of water it is possible to provide multiple benefits to the environment, businesses and communities by managing water sustainably through a whole catchment approach. As indicated through the innovative approaches being looked at as part of the WRE initiative in the South Forty Foot catchment and the pilots which formed part of the PACM project the lessons learned will provide a sound evidence base that can be tested on catchments in other areas. Ultimately the ambition is to cover all catchments within the county as well as maximizing opportunities with other neighbouring authorities encouraging cross boundary working.

Ecosystem services

The natural environment is one of Lincolnshire's greatest strengths. If the ecosystem services that the natural environment provides are restored and recreated across the county, and delivered in a sympathetic way, it is possible to combine effective flood risk and water resource management solutions.

In certain situations adaptations to existing, or new, environmental features can improve flood defence through an increase in capacity to store water (both for flood risk management and irrigation), improve connecting habitat, improve water quality and accommodate leisure and tourism activities. All of these have the added value of bringing economic benefits to the area. **To align with proposals set out in the draft national FCERM strategy it is recommended that, where possible, Risk Management Authorities in Lincolnshire will seek to achieve biodiversity net gain in all programmes and projects. They will seek to work with developers and planners to achieve environmental net gain as part of strategic development proposals and will use lessons learned from pilot projects to expand and mainstream working with natural processes.**

Strategic thinking on land use planning

Our approach to land use planning will become even more critical moving forward to balance the challenges faced from flood risk and managing water resources. Planned for, and managed in a sustainable way, this will aid in securing economic growth and environmental enhancement but there are likely to be challenges meeting different government targets. Housing, flood risk and growth will need to be considered collectively across a range of organisations to meet aspirations and manage the cumulative effects of the climatic conditions we will face in the future. The partnership will build on its influencing role and ensure it is in a strong position in negotiating key policy developments. Conserving and enhancing the natural, built and historic environment in Lincolnshire will also be a key consideration when addressing land use planning in the county. **The draft National Flood and Coastal Erosion Risk Management Strategy emphasis the need to develop local resilience to flood risk and climate change. Delivering this aspiration strategically for Lincolnshire could include a variety of approaches, ranging from more traditional coastal management techniques through to long term evolution of some communities to focus their future development towards lower risk locations or with greater provision for resilience in the event flood risk events.**

Asset management

It is recognised that there is a need to have a joint approach to resolving issues with obsolete legacy assets such as old navigation assets (**subject to navigation rights**), weirs, outfalls, embankments and culverts. These are currently maintained by Risk Management Authorities and consideration needs to be given, where appropriate to decommissioning or transferring assets to a more appropriate body. The recent rationalising the main river network project highlighted the success of this approach which can lead to the streamlining of operations, make efficiency savings and bring opportunities to achieve more for the environment. **In assessing such assets it should be considered that some may be heritage assets (both designated and undesignated) which should be considered when decommissioning or transferring.**

Establish an evidence base for Lincolnshire

Flood risk management authorities in Lincolnshire have been recognised by

government as among those leading nationally in the development of partnership and co-ordination through the creation of the Lincolnshire flood risk and water management partnership. These same authorities, along with other stakeholders, are determined that such recognition is maintained through our broader aspirations around water management in the whole.

To ensure Lincolnshire remains at the forefront of such activities it is essential a sound proof and evidence base is developed to demonstrate how we will collectively face the flood risk and water resource challenges in our region. Agri-food, housing growth, tourism, the environment, **historic environment** and energy sectors are all nationally strategically important within the county and will be a priority for investment and infrastructure needs in the future. All are highly reliant on water to function effectively whether it be protection from flood the risk of flooding and tidal inundation or the need to have a guaranteed supply of water. A supporting evidence base will be key in lobbying government and engaging key stakeholder groups to ensure we achieve the support and backing to deliver against our aims.

As a result of partner and stakeholder engagement, four aims have been developed. Outlined below, they will be the key drivers for the delivery of this strategy.

Aim	Key area of focus	How this will be achieved
Aim 1.	To move from flood risk management to cover water management	<p>To have clear objectives for supporting and developing linkages between effective water management and securing economic growth and environmental enhancement</p> <p>To have a greater emphasis on managing water in catchments, both locally and at a strategic level</p> <p>To promote a greater mix of measures including water retention & attenuation and natural flood risk management methods</p>
Aim 2.	To develop a more strategic approach to development and land use planning	<p>To have alignment with major regional and national strategic infrastructure initiatives, particularly involving water resources linking flood risk solutions with improved resilience to drought.</p> <p>To have a greater integration of flood risk and water resource management with local planning policy</p>

		<p>development</p> <p>Conserving and enhancing the natural, built and historic environment in Lincolnshire will also be a key consideration when addressing land use planning in the county</p> <p>To ensure the effects of climate change are included in long term planning for flood risk and water resources</p> <p>Risk Management Authorities will invest in planning skills and capabilities to ensure they can advise planners and developers effectively to enable climate resilient places</p> <p>To better align long term planning for flood and coastal change with water company business planning cycles to identify opportunities for managing both floods and droughts</p>
Aim 3.	To build on the existing strong profile of the Lincolnshire Partnership ensuring it has a strong influencing role	<p>To ensure awareness of the partnership is maintained with proactive engagement regionally and nationally in key policy developments</p> <p>To proactively support national initiatives that can enhance local approaches to flood risk and water management such as IDB boundary extension</p> <p>To build a proof and evidence base to government and key stakeholder groups that support the ambitions of the partnership</p>
Aim 4.	To build and develop key lines of communication to promote the aims, ambitions and achievements of the Lincolnshire Partnership	<p>To Develop a public and stakeholder communications & engagement strategy</p> <p>To develop a partnership action plan detailing key priorities moving forward</p>

Strategic Outcomes: what will be in place when the vision is achieved

- 1 Existing resources will be used in the most efficient way possible. We will attract as much external funding as possible, and will secure new resources locally and nationally.
- 2 The Lincolnshire Flood Risk and Water Management Partnership will work with local communities to develop flood risk and drainage management services that meet local needs.
- 3 Local communities and businesses will be more aware of flood risk, and with the help of public authorities, will take steps to protect themselves and become more resilient through individual and community action.
- 4 Planning and development control across the county will take account of all forms of flood risk and sustainable drainage; development which could increase flood risk will be minimised, as will inappropriate development in areas of significant flood risk.
- 5 Flood risk, water management and future development will contribute to better water quality, wider environmental benefits, sustainable growth and overall resilience to the effects of climate change and sea level rise.
- 6 The Lincolnshire Flood Risk and Water Management Partnership will continue to lobby government for a fairer deal for the rural economy in the county with regard to flood risk activities and supporting economic growth
- 7 Adaptive planning against the effects of climate change will be a key factor in all future planned flood risk mitigation works by the Lincolnshire Flood Risk and Water Management Partnership
- 8 The Lincolnshire Flood Risk and Water Management partnership will focus on the key issues it believes Lincolnshire faces in terms of water, both flood and drought, and seek long term solutions to support the coast, agri-food, a catchment based approach and urban areas

Strategic Objectives: how we will arrive at our vision and outcomes

- The Lincolnshire Flood Risk & Water Management Partnership will seek to develop new and innovative ways of funding flood risk and water management activities and build on current successes in maximizing national funds and delivering efficiencies.

Outcomes 1, 2, 4, 6

- The Lincolnshire Flood Risk & Water management Partnership will proactively engage with partners and stakeholders to establish effective policy and delivery approaches for the future management of the Lincolnshire coast by 2021.

Outcomes 1, 2, 3, 4, 5, 7, 8

- Lincolnshire flood risk management authorities will work closely with the Greater Lincolnshire LEP to deliver the plan of increasing the value of the local economy by £3.2bn by 2030. Water management is fundamental to the growth of the economy, the environment, quality of life and food security.

Outcomes 1, 2, 4, 5, 6

- By 2025, in collaboration with Water Resources East, water resilient solutions to flood risk, drought and water supply will have been developed for south Lincolnshire.

Outcomes 1, 4, 5, 7, 8

- Lincolnshire flood risk management authorities will work together to explore and develop a catchment based approach to delivering flood risk and water management schemes by 2023.

Outcomes 1, 2, 3, 5, 7, 8

- Risk management authorities in Lincolnshire will work closely with developers and local planning authorities to ensure future development is located appropriately and takes account of suitable flood risk mitigation measures

Outcomes 2, 3, 4, 5, 7

- Working in collaboration with other partners and stakeholders, the Lincolnshire Flood Risk & Water Management Partnership will develop a proof and evidence base to government to support our strategic aims by 2021.

Outcomes 5, 6, 7, 8

- A public and stakeholder communications and engagement strategy will be developed by 2020 to develop key lines of communication to promote the aims, ambitions and achievements of the Lincolnshire Partnership .

Outcomes 2, 3, 4

- The common works programme will continue to be reviewed and updated on an annual basis and remain the key source of information on flood risk and water management activities undertaken by risk management authorities in Lincolnshire.

Outcomes 1, 2, 5, 7, 8

Collectively our combined aim is that by 2050 Lincolnshire will be an area resilient to flood risk and water resources issues with a long term strategic vision delivering local benefits.

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Strategy review process

Delivery of the strategy will be managed by the Lincolnshire flood risk and water management partnership, with regular progress reports against targets to the management group, and from there to strategy group and the scrutiny committee.

The strategic delivery common works programme will continue to be reviewed annually, and the strategy as a whole will be subject to a five-yearly review process, including full public involvement, to ensure it is kept up-to-date, takes account of objectives achieved, and continues to maintain a focused forward programme at strategic, tactical and operational levels.

The Lead Local Flood Authority will be responsible for ensuring that monitoring and reviews are undertaken according to plan, but the partnership as a whole will contribute to the review and refresh of the strategy.

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5 Find out more

This strategy is available online at:

www.lincolnshire.gov.uk/floodrisk

Hard copies are available on request. Postal enquiries should be sent to:

Joint Lincolnshire Flood Risk and Water Management Strategy
Place Directorate
Environment and Economy
Lancaster House
36 Orchard Street
Lincoln
LN1 1XX

Email enquiries should be sent to

FloodAndWaterStrategy@lincolnshire.gov.uk

For telephone enquiries please contact (01522) 782070

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6. Glossary

Assets	Structures or a system of structures used to manage flood risk.
Catchments	An area that serves a river with rainwater. Every part of land where the rainfall drains to a single watercourse is in the same catchment.
Defences	A structure that is used to reduce the probability of floodwater or coastal erosion affecting a particular area (for example a raised embankment or sea wall)
Defra	Department for Environment, Food and Rural Affairs
GLLEP	Greater Lincolnshire Local Enterprise Partnership
Groundwater	Water which is below the surface of the ground and in direct contact with the ground or subsoil.
IDBs	Internal Drainage Boards
LLFA	Lead Local Flood Authority (Lincolnshire County Council)
Local flood risk	Flood risk from sources other than main rivers, the sea and reservoirs, principally meaning surface runoff, groundwater and ordinary watercourses.
LPA	Local Planning Authority
Main river	A watercourse shown as such on the Main River Map, and for which the Environment Agency has responsibilities and powers
NFM	Natural Flood Management
Ordinary watercourses	All watercourses that are not designated Main River, and which are the responsibility of Local Authorities or, where they exist, IDBs.
Resilience	The ability of the community, services, area or infrastructure to withstand the consequences of an incident.
Risk	Measures the significance of a potential event in terms of likelihood and impact.

RMA	Risk Management Authorities
Source	The origin of a hazard (e.g. heavy rainfall, strong winds, surge etc).
Surface runoff	Rainwater (including snow and other precipitation) which is on the surface of the ground (whether or
WRE	Water Resources East

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7. Key strategies and initiatives developed since 2012 that will influence our strategic approach within Lincolnshire

- Current review of National Flood Risk and Coastal Erosion Management Strategy
- Humber Estuary Strategy
- Current national review of Shoreline Management Plans
- Saltfleet to Gibraltar Point Strategy
- Wash Banks Strategy
- Partnership Approach to Catchment Management
- Flood Plan for Lincolnshire (Emergency Response)
- Water Resources Management Plan
- Water Resources East Initiative
- Local Planning Policy – Local Plans
- GLLEP Strategic Economic Plan
- GLLEP Water Management Plan
- GLLEP Energy Strategy for Greater Lincolnshire
- National and Local Industrial Strategies
- Defra 25 Year Environment Plan
- **LCC Waterways Development Plan 2018-2028**

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

Report to:	Environment and Economic Scrutiny Committee
Date:	10 September 2019
Subject:	Business Centres and Economic Development Portfolio - Strategy Review, Policy and Procedures

Summary:

The Regeneration Team's Business Plan produced in early 2019 describes the role of the Team to elected members, tenants and other LCC Departments. The document was produced in such a way that it is a useful reference document for each team member and will facilitate consistent decision making and the adoption of a coordinated approach to the management of the Council's portfolio of business centres and industrial units.

It is well established that the principle remit of the Regeneration Team is to manage the Council's portfolio in such a way that the Council can support economic prosperity and job growth across Lincolnshire whilst at the same time maximising the net income generated from the portfolio. This is a challenging set of priorities which must be considered with some flexibility to reflect the characteristics of each location and to take account of various statutes and guidance which governs the work of the estate managers.

Whilst the Business Plan assists team members to balance these objectives, the Plan is a dynamic document and in order to refine it further it is desirable to add greater detail to the Letting Strategy elements of the document. Certain elements in particular need expanding for example issues affecting the use to which the Council's premises will be put and the length of new tenancies. Whilst identifying a number of guiding principles, this paper also includes a simple analysis of the portfolio measuring lease length and uses.

Finally, this paper provides a number of "next steps" to ensure that the Business Plan and Letting Strategy are successfully implemented.

Actions Required:

The Environment and Economic Scrutiny Committee is requested to review the economic development portfolio Business Plan and Core Assessment Criteria and consider the following:

- 1) Whether the various principles described in the report will allow the Council to more effectively manage the portfolio and meet the twin objectives of supporting business growth AND maximising rental income.

- 2) Consider and provide a recommendation on the proposal that new tenancies should be granted for a maximum of five years unless there are exceptional business reasons to extend this period.
- 3) Consider whether the current guidance on the use of business centre and industrial units meets the required objective of maintaining an appropriate tenant mix and providing a suitable mix of premises for start-up businesses.

1. Background

Within the Economic Development department, the Regeneration Team is responsible for managing a large portfolio of properties which are owned by the Council and let to small businesses in order to support economic growth and job creation across the county. These properties are mainly small industrial units and individual suites of offices located within converted or purpose built buildings. In parallel with this over-arching objective, the Council must manage the estate in a commercially astute way in order to maximise rent income, comply with legislation and ensure that the Council's holding costs are minimised.

In order to assist officers to balance these requirements, the Regeneration Team produced a Business Plan at the beginning of 2019 which describes the role of the Team in managing the Council's portfolio of industrial units and business centres. The Plan also provides a useful guide for elected members and also acts as a Procedure Manual for officers to refer to and ensure consistent decision making by providing a framework to ensure that the best use is made of the Council's premises. For example, what uses are deemed acceptable and what criteria will be used to select suitable tenants.

The Plan was created to be document that will be regularly reviewed and updated to reflect the changing workload of the team and changes to case law and statute which affects the way that the estate is managed and since drafting, we would like to add further clarity to the Council's lettings policy in particular as requested by members in April 2019. The suggestions detailed in this report have been provided as they reflect many of the day to day challenges that officers face when deciding to let Council premises and, if adopted by members, they will ensure greater consistency in decision making and allow the Council to balance the competing objectives described above.

A copy of the Business Plan is attached for information purposes together with a location plan showing the location of our industrial estates and business centres. **(For ease of reference the various appendices referred to in the Business Plan have not been reproduced).**

The portfolio comprises of 122 managed workspace units, 15 miscellaneous properties and 70 light industrial units. The rental income collected from these properties equates to over £1 million per year.

We have carried out a simple analysis of the Council's existing portfolio in order to analyse our portfolio against the criteria described above. Our analysis has found that:

- All of the Council's traditional industrial estates across the county are fully let.
- We have some void units at each of our Business Centres as follows:
 - Oak House, Lincoln 16% empty
 - Aura, Skegness 11% empty
 - Eventus, Market Deeping 5% empty
 - Mercury House, Gainsborough 44% empty
- One office (Mercury House) and one industrial unit (Peregrine Mews in Lincoln) are used as storage space by LCC. Office space at Aura is also used by LCC staff as workspace.
- Out of the portfolio of industrial units and offices there are 10 tenants who have been in occupation for a period of five years or more. This may indicate that there is sufficient built in "churn" within the portfolio and that there is a low volume of established tenants "blocking" access to new businesses.
- Across the industrial and office estate we have six tenants who are non-business users and these are typically sports clubs. This represents 3.125% of the portfolio. The letting to non-business users has typically happened in locations or at times when it was difficult to attract commercial uses and the Council has wanted to reduce its holding costs. Members may prefer a more robust policy whereby all future applications for such uses are refused.

2. Core Assessment Criteria

Officers have compiled a list of the main criteria which they consider are useful to consider when reviewing all applications for new tenancies in order meet the Council's primary objective of maximising economic growth and prosperity. The Council considers that it would inequitable to apply any of these criteria retrospectively and we will not ask any tenant to vacate their premises where they have an existing lease just because they do not meet these criteria. Similarly, we must stress that it may not be appropriate to review all of the following points across the whole portfolio and in some cases they may be used as "guidance" only. This is because, across the County, the performance of the Council's portfolio varies from location to location and some flexibility may be required to ensure that the Council's holding costs are mitigated where appropriate.

Where demand is high from new businesses who are looking for space to grow, there is a process to review each new application against the following criteria in order to ensure that the portfolio is being used to meet the Council's objectives.

- **Business Entity** – Occupiers must be a legal entity to include sole trader, social enterprise, co-operative, franchise, partnership or corporation. For example, private limited company, public limited company.
- **Viability** – Each prospective tenant must be able to demonstrate that it is a viable concern. A number of measures will be accepted to demonstrate the feasibility and financial strength of a business including level of market demand, cash flow forecasting, profit and loss account and balance sheet.
- **Planning** – Reference will be given to the Town and Country Planning (Use Classes) Order 1987 to determine whether or not an application for a tenancy will be a suitable for locating within one of the Council's industrial units or business centres. Prospective tenants will be responsible for ensuring that their proposed use meets all relevant planning laws.
- **Use** - When determining the use to which Council premises are put, the following points will be considered:
 - It will be specifically prohibited to use Council premises for any illegal or immoral activity or any activity that could bring the name of the Council into disrepute.
 - Uses that are non-business related activities, including hobbies, domestic storage, leisure activities or events will be excluded.
 - Detailed consideration will be given on a case by case basis for lettings connected with the motor trade.
 - Careful consideration will also be required before allowing any retail uses or other uses likely to generate a high number of visits from members of the general public on health and safety grounds. For example, vehicle parking on many industrial estates is limited and the estate layouts are not compatible with the unrestricted movement of people.
 - Careful consideration will be required before permitting the use of premises solely for storage purposes of goods or materials etc.
 - Use of premises by LCC Departments, for example for office use, will be discouraged in all but exceptional circumstances. For example to support disaster recovery activities.
- **Temporary Uses** – From time to time the Council may receive requests for the use of Council premises on a temporary basis. Such requests will generally be refused unless there is an exceptional business case. For example in a disaster recovery scenario or to support an existing business entity seeking to expand and create jobs because of an immediate business need. In such circumstances the permitted length of occupation will be for a maximum of six months at a market rent.
- **Multiple Occupancy and Competition** – All enquiries from an existing tenant to take occupation of additional space within the same estate or business centre must take into account the need for the Council to achieve an

appropriate balance of uses across each location and to accommodate a mix of businesses at their various stages of development. An important principle will be to ensure that smaller units or offices designed for "start-up" businesses are available and not "blocked" by larger, expanding businesses.

There must be a compelling economic development rationale for an existing tenant to take on additional space within the same estate or centre. It is more appropriate for the Council, through its various resources, to support the business to relocate to larger premises rather than occupy a series of smaller, individual units. Whilst this will be considered on a case by case basis, in many locations it is considered that an optimum limit would be a maximum of two units occupied in a single location by one business entity. This principle could be relaxed in locations where there is a higher level of voids in order to reduce the Council's holding costs.

Notwithstanding the above, the Council must avoid adopting anti-competitive practices and in order to adhere to the principles of Competition Law, the following policy will be applied:

When a property becomes vacant, seek a non-competitive use for the first six months of any marketing period in order to ensure an optimum tenant mix. If the property remains vacant after this six month marketing period, allow competing tenants to take a lease.

- **Length of Occupation** - This is perhaps the most contentious of all of the detailed considerations that we would like to explore with members as it would be a significant departure from normal estate management practice to limit the length of occupation of a business unit as a "blanket" approach and indeed, commercial landlord and tenant law makes it very difficult for a landlord to remove a tenant unless very specific grounds can be proven.

The Council already offers very flexible "break" provisions within its leases requiring only one months notice in the Business Centres or three months notice elsewhere. This makes forecasting income very unpredictable and increases the Council's costs in the event that several tenants end decide to end their lease at the same time.

Limiting the length of occupation for all new tenants for a maximum period of five years would lead to the Council incurring significant costs for example in non-domestic rates, on-going repairs and legal and marketing costs. This approach would not be desirable where estates or business centres already have a higher rate of vacant units.

In other locations however, it may help to create a dynamic business environment, especially where the Council may be able to offer suitable "grow on" space. This approach is actively being investigated in Market Deeping at the present time.

As recommended above, it is proposed that all of the above criteria will be used to assess all new applications for new tenancies.

3. Conclusion

The overarching aim of the service is to provide suitable premises to support new businesses and enhance economic growth and job growth across Lincolnshire whilst at the same time maximising revenue from the Council's portfolio.

Ultimately, the Council should retain the right to reject any application for a tenancy or begin recovery proceedings against an existing tenant on the grounds of what is considered reasonable estate management, health and safety or any other statutory or regulatory concerns.

Consideration of all of the criteria described above provides clear guidance to officers, members and prospective tenants regarding the letting and management of the Council's portfolio of business centres and industrial units and allows officers to lease Council premises in a flexible and dynamic way to reflect economic conditions across each location.

The simple analysis of the portfolio carried out indicates that many of these principles have been effectively applied in the past but by documenting them more clearly it will lead to greater consistency in decision making.

4. Consultation

a) Have Risks and Impact Analysis been carried out?

No

b) Risks and Impact Analysis

N/A

5. Appendices

These are listed below and attached at the back of the report	
Appendix A	Regeneration Team Business Plan 2018/19
Appendix B	Property Location Map April 2017

6. Background Papers

This report was written by Simon Wright, who can be contacted on 01522 550599 or simon.wright@lincolnshire.gov.uk.

REGENERATION TEAM BUSINESS PLAN 2018/19

Our business plan is a simple and clear document that raises our profile and explains 'what we do' to our members, tenants and other LCC departments.

It will be a useful document for new members of staff and newly elected councillors to understand what we do and how we do things, and what our skills, knowledge and experience are.

The Role of the Regeneration Team

The Regeneration Team is one of 7 teams within the Economic Development Team (ED) and is responsible for the proactive management of Lincolnshire County Council's portfolio of non-operational property portfolio held for the purposes of supporting economic growth and job creation etc. in the county. We are also expected to maximise the rental income achieved from the portfolio.

The portfolio comprises of mainly small industrial units and managed offices and has an Estimated Rental Value (ERV) of over £1.2million per annum. In managing the estate, the team is involved in rent arrears management, negotiating lease renewals, new lettings and maintenance issues etc.

There are four managed offices located in Gainsborough, Market Deeping, Lincoln and Skegness, 10 industrial estates and coastal attractions spread across the county.

Team members provide professional advice and services to other members of the ED Team and to other Council departments. For example, we have undertaken land acquisition on behalf of the Highways team.

Our vision

Our vision is to exceed our customer's expectations in customer care and focus so that they recognise our service, experience and professionalism and we become their automatic choice when they require expertise in the field of property management, project delivery and property advice.

The Aims of Our Service

The team is primarily responsible for maximising revenue from the Council's non-operational property portfolio and generating capital receipts from the sale of development sites and other "windfall" sites in the Economic Development portfolio.

We will also take a lead role in the delivery of Economic Development projects including public realm works and other schemes designed to strengthen the growth of the Greater Lincolnshire economy.

Lincolnshire County Council's Values and Beliefs

Lincolnshire County Council's core values and beliefs are to be 'Professional, Resourceful, Respectful and Reflective', as shown in the graphic below:



Team Objectives

The Regeneration Team will follow specific Objectives and Strategies to contribute to the Council's Objectives and Vision whilst at the same time allowing each team member to develop their skills and observing the need to provide a professional service at all times.

- Invest in sites where the market is failing to invest.
- Provide locations for businesses to start and grow.
- Accelerate investment where conditions are positive.

Long Term Objectives and Pressures

In general, the working environment has changed radically in recent years as a result of huge strides in the use of ITC and flexible working policies etc. The pace of change within the ED team is likely to increase in the coming months as a result of the following factors facing the public sector:

- on-going pressure to reduce public sector spending,
- lack of investment in the Council's portfolio,
- increasingly demanding clients who expect an immediate, high quality and cheap service

The following priorities have been identified:

- Maximise the net income generated from the Council's portfolio of non-operational investment properties whilst recognising at all times that the portfolio has a dual role of securing economic growth and job growth across Lincolnshire.
- Provide a proactive Project Management service across the ED team on a range of public realm and economic growth projects.
- As part of the Best Value and the Asset Management Planning process the team will review its property holdings to ensure the Council's corporate planning and service delivery plans are achieved, including the sale of development sites and other surplus sites, and the investment in those properties to be retained where a suitable business case to do so is identified.

- Complete a backlog of outstanding professional work that the team inherited and, going forward, to adopt best practice by commencing forthcoming lease renewals and rent reviews at least six months before the effective date. A list of leases due to expire in 2019/20 is included as Appendix A.
- Continue to refine budgetary control procedures, recovery of rent arrears and processes for monitoring income and expenditure. The Commercial Team currently aims to achieve a 10% per annum target for the recovery of outstanding rent arrears.
- Continue to review all aspects of our work in order to apply principles of Best Value.
- Regularly review our current working practices to ensure that we comply with relevant corporate, legal and professional responsibilities at all times. Where appropriate to assist colleagues, we will prepare concise procedure notes to ensure consistency, continuity and efficiency.

Recent Successes

In the last 12 months the Team has enjoyed a number of successes. These include:

- Dealing with backlog of undocumented tenancies.
- Completing a tenant satisfaction survey.
- Supporting the delivery of the Coastal Observatory and putting appropriate property management arrangements in place.
- Completing various land sales including development land at Kirton.

Future Objectives and Targets

- Develop a comparable database to assist with the preparation of valuations including market rent.
- Adopt the use of Concerto as a property management software and as a means to record and track progress of new lettings etc.
- Deal with any outstanding backlog of service charge calculations.
- Refine/develop the annual Tenant Satisfaction Survey.
- Continue to develop relationships across the Council to facilitate the delivery of the Council's services.

Team Approach

Whilst performing our principle objectives in the most effective manner possible, the team will follow a policy of acting in a professional manner. Similarly, each member of the team recognises the importance of good customer care as set out in the Council's values and beliefs.

Two members of the team is currently working to obtain professional membership of the RICS, and another team member is working towards their work based qualification of PRINCE II Project Management.

The team complies with the Council's Staff Appraisal and Development protocols.

A schedule setting out details of each Property Manager's areas of responsibility is attached as Appendix N.

Staffing

The Regeneration Team reports to the Enterprise Commissioner and is currently structured as follows:

- 1x Principal Officer – Regeneration
- 3x Business Centre Officers
- 1.8x Economic Infrastructure Officers
- 1x Senior Project Assistant
- 1x Project Support Officer

Performance

Performance reported in the Council Business Plan demonstrates how our work contributes to the following key performance indicators contained in the LCC Business Plan:

Jobs created: 310

Safeguarded jobs: 130

Businesses assisted: 101

(As per data for 2018/19 Q1-Q3).

The Regeneration team provides a professional management service dealing with new lettings, day to day estates management matters, rent collection, negotiating rent reviews and managing the lease expiry process and lease renewals etc.

Each member of the team will follow specific objectives which are designed to contribute to the wider Council's priorities whilst, at the same time, allowing each team member their skills and observing high levels of professionalism. In particular, the following priorities have been identified:

- Provide favourable environments for new businesses to be created and with space to grow
- Maximising net rental income generated from the Council's portfolio on non-operational properties
- Regularly review the Council's property holdings to ensure that its objectives are met. This may require the disposal of surplus assets or increased investment in retained properties where a suitable business case exists
- Complete all outstanding professional tasks, including lease renewals and to adopt the best practice by commencing negotiations on all forth coming renewals at least six months before the effective date
- Effectively monitor budgets including regular forecasting as required
- Continuously review all aspects of our work to ensure compliance with best practice guidance, relevant case law and statute etc.

In addition to work directly related to the operational management of the portfolio, the team also supports this work by lending on and managing a range of activities linked to the promotion of the portfolio. For example, by working alongside the Growth Team, this has a strong focus on investor development by promoting opportunities for investment in Lincolnshire.

This business plan sets out the range of activities undertaken by the team in relation to Estate Management and highlights the output outcomes, benefits and risks associated with the portfolio. Four separate work streams have been identified:

Work stream	Activities included	LCC objectives
Agency	Letting vacant units Negotiating lease terms Instructing Legal Services	Sustaining and growing business and the economy
Estate management	Rent reviews Lease renewals Service charges Rent arrears Repairs and maintenance	Sustaining and growing business and the economy
Promotion/marketing	Strategy Social media Promoting opportunities across Lincolnshire	Sustaining and growing business and the economy

Property management role will adhere to RICS Practice Statement – Commercial Property Management in England and Wales (Appendix C).

The portfolio

LCC's portfolio of non-operational (investment) premises (properties owned and let to third parties as opposed to properties which LCC occupies itself) includes a range of business centres, offices, and small industrial/workshop premises.

The total annual income from the portfolio is in excess of £1million.

This business aims to support officers to meet the twin objectives of value generation (both in terms of revenue return and capital growth) and supporting wider regeneration objectives.

Setting rental levels and tenant selection

All lettings will be at market value in the first instance. This is to ensure that the Council meets the requirements of the Local Government Act 1972 to achieve 'best consideration'.

Tenants will be selected on a number of criteria including:

- Submission of a suitable business plan
- Existing trading accounts (where available)
- Suitable professional references including bank and trade
- Use being acceptable for the location in terms of both tenant mix and to meet the objectives of the economic development portfolio as summarised in Appendix L and in the "Performance" section above.

It is recognised that commercial market practice will often see tenants successfully negotiate rent free periods. For example, at the start of a tenancy, to reflect fit out costs. In these circumstances, a small rent free period or phased rent may be negotiated.

Any discount negotiated must be for a clearly defined period and must be agreed by the Principle Officer – Regeneration. Once agreed, the discount should be clearly set out in writing to the tenant, included in the lease instructions and reflected in the budget forecast as necessary. Where there is a proposal to let a property outside of the "margin", a rental offer

information and reasoning proforma (Appendix. K) must be sent to the Enterprise Commissioner for sign off.

Officers will have a degree of discretion when negotiating lettings, provided the rent price agreed is within the reasonable margin of the values as set out in the attached schedule (these values will be reviewed annually and the schedule updated accordingly) (Appendix L). While this variance may differ from case to case, it is expected that in most instances it will be +/- 5-10% of the value shown. In exceptional cases where this margin cannot be met, the terms of the sale will need to be authorised by the Enterprise Commissioner under delegated powers.

Part 3 of LCC's Constitution – Responsibility for Function – grants to the Executive Director for Environment and Economy delegated power to:

- Develop sites and premises for economic development purposes
- To procure services in accordance with the regulations and established policies and principles of LCC
- To work together with public and private sector partners to bring forward new capital projects
- To agree the sale and letting of sites within the Economic Development portfolio

Repair and maintenance

Where LCC has responsibility for all the repair and maintenance of premises, we will develop an intelligent repairs and maintenance strategy in order to minimise unplanned and reactive expenditure as well as to improve the sustainability of the portfolio, maximise value, reduce running costs and mitigate risks and disabilities. In particular, we will:

- Ensure full compliance with relevant legislation, including DDA and the Equality Act 2010, health and safety, fire regulations, legionella and asbestos.
- Ensure the Council's contractual and legal obligations are met in respect of repairs and maintenance. Obligations are detailed in leases and management agreements, as well as the Tenant Welcome Pack (Appendix I).
- Invest in assets where there is clear potential to generate income and/or increase the capital value by improving the quality of the building.

At the end of 2018, the Council's Economic Development portfolio comprised of the following:

Managed business centre units: 122

Workspace units (office and light industrial): 70

Other: 15

The Economic Development team is responsible for the proactive management of the Council's portfolio of 'non-operational' properties that consist of mainly small industrial units and offices as well as four managed business centres spread across the county.

These properties are owned for the twin purpose of nurturing new business growth and generating a commercial retail income.

The portfolio comprises of 27 estates containing 207 individual leasehold units.

Managing this portfolio supports the delivery of the Council's objective to sustaining and growing the business economy, the aim of which is to help businesses to become the drivers of economic growth through supporting a climate in which they can invest, enhance their business performance and offer attractive jobs to a skilled workforce.

The portfolio management also links with the GLLEP objectives of 'supporting key employment sectors' and 'attracting inward investment and growing foreign direct investment' as set out in its Strategic Economic Plan.

What does 'good' look like?

Excellent customer service	A friendly team, efficient management, high levels of knowledge regarding tenants and our portfolio, good rapport with tenants and contractors etc.
High degree of flexibility	For example, to allow temporary/short term lettings for local businesses and other organisations who may need to relocate while works are undertaken at their existing premises. We can also demonstrate flexibility by negotiating leases which assist tenants wishing to grow, down size or relocate etc.
Good quality space	Ensuring our premises, reception areas, other common areas, and our staff, are well presented, maintained and decorated to give all tenants a strong impression about our professionalism and locations in the right place.

Our business plan will help us to focus on our core objectives which include providing sites and premises which help new businesses to be created and existing businesses to flourish and grow. We focus on our Property Management expertise to add value wherever we can. For example we might dispose of a site or let premises for 'best consideration' but also to reflect an identified need to accept a lower commercial return where wider economic or community benefits make this worthwhile.

Marketing strategy

Vacant sites and premises are currently advertised on the Council's website, Zoopla, as well as on the Business Lincolnshire website.

Where premises have been vacant for a period of six months we will use commercial property agents.

"For sale" and "To let" marketing boards are also erected on all our premises.

Relevant Legislation, Council Policies and Relevant Contracts

Whilst not a definitive list, the following highlights some of the legislation that affects our work:

- Compulsory Purchase Act 1965
- Land Compensation Act 1961
- Land Compensation Act 1973
- Landlord and Tenant Act 1954
- Landlord and Tenant Act 1985

- Landlord and Tenant Act 1988
- Landlord and Tenant (covenants) Act 1996
- Data Protection Act 2018
- Equality Act 2010
- Relevant Council policies
- Delegated authority
- GLLEP Strategic Economic Plan
- RICS Practice Standards - Commercial property management in England and Wales
- RICS - Service Charges in Commercial Property

Appendices

App. A – Schedule of lease renewals for 2019/2020

App. B – Economic Development work stream analysis

App. C – RICS Practice Standards: Commercial Property Management in England and Wales

App. D – Template – Legal instruction template

App. E – Template – Tenant move in sheet

App. F – Template – Tenant move out sheet

App. G – Template – Offer sheet

App. H – Template – Commercial application form

App. I – Tenant Handbook example

App. J – Health and safety checklist

App. K – Rental offer explanation

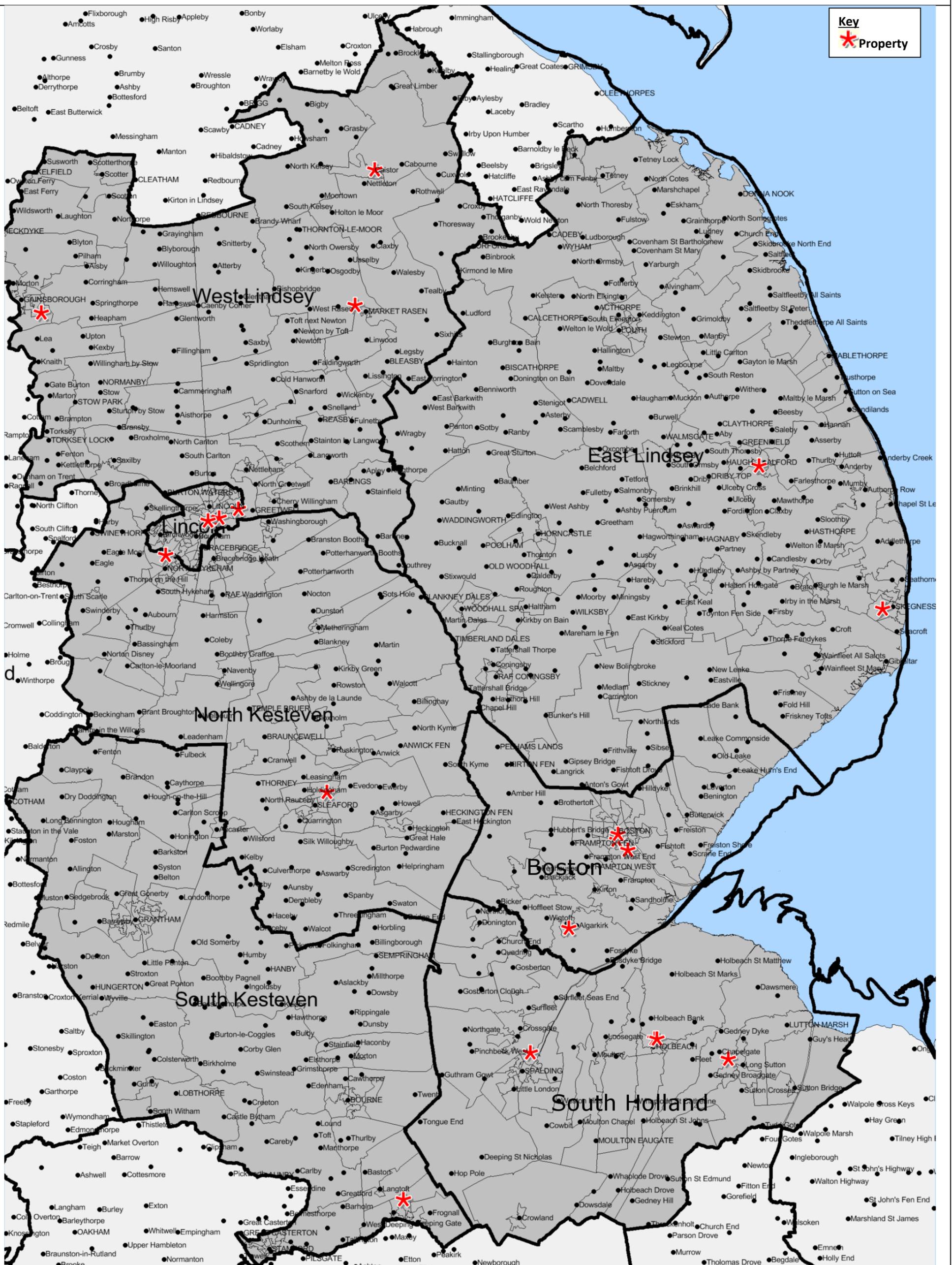
App. L – Schedule of Rental Values and objectives for each business location

App. M – Anti Money Laundering Regulations 2007: Supervision of Estate Agency Business

App. N – Responsibilities

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Economic Development Services – Commercial Portfolio Locations



Key
* Property

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

Report to:	Environment and Economy Scrutiny Committee
Date:	10 September 2019
Subject:	Creative Lincolnshire Research Project

Summary:

To provide an overview of the Creative Lincolnshire research project, including key findings.

Actions Required:

The Environment and Economy Scrutiny Committee are requested to consider and comment on the Creative Lincolnshire research project.

1. Background

Creative Lincolnshire Project (CLSP) is a research and development programme to support the growth of the creative economy across the Greater Lincolnshire Local Enterprise Partnership area, including the County of Lincolnshire and unitary authorities of North East Lincolnshire and North Lincolnshire. The project is led by the Centre for Culture and Creativity at Lincoln University, together with local and regional partners, including Lincoln City Council, Greater Lincolnshire LEP, Lincolnshire County Council, Arts Council England, Lincolnshire Economic Action Partnership and Investors in Lincoln.

The University of Lincoln and partners commissioned consultants Tom Fleming Creative Consultancy and We Made That to undertake a programme of research and development, producing detailed plans to guide the partners in acting to stimulating growth. The aim of the work is to:

- Provide a baseline position on the cultural and creative industries in Lincolnshire and assess key opportunities for growth. This includes a focus on boosting GDP through sector development and generating positive spill-over effects to other priority sectors and agendas (eg, tourism, inward investment and place-making).
- Identify the key priorities for sector investment and support. This includes the priority investment of a new creative hub in Lincoln and a set of support, networking and hub interventions across the County.

- Support partners in shaping a new plan for the cultural and creative industries in Lincolnshire which supports inclusive growth, connects the diverse geography of the County, and helps other sectors to innovate.
- Provide an evidence base to support the key theme of 'Place' in the evolution of the Local Industrial Strategy for Greater Lincolnshire

This paper sets out an overview of key findings and recommendations of this work, with two priorities for investment. This work is still underway, with final recommendations to be presented early Autumn 2019.

2. Why the Cultural and Creative Industries matter

As the Government's Sector deal for the Creative Industries acknowledges, cultural and creative industries are very important to our economic future. They have grown twice as fast as other sectors since 2011 and now account for more than 5% of the UK economy's GVA. They are worth over £100 billion to the UK economy and employ two million people. This is 6% of UK employment, showing 28.6% growth since 2011.

This growth has partly been driven by activities related to digital and technology (e.g., video games, film and television). Yet growth has also been characterised by increasing interdependencies and value-chain relationships between different types of creative and cultural activities, including those traditionally "subsidised" sectors such as visual and performing arts. There have been related positive trends in fashion, arts, music, performing, visual arts, literature and publishing; collectively contributing to a creative economy that has art and culture at its core.

UK Labour Market projections illustrate that this buoyant trajectory is likely to continue and that creative occupations will grow by over 5.3% over the next six years. This is double the projected job growth across the national economy and represents an additional 119,495 creative jobs by 2024.

With targeted investment, Nesta and the Creative Industries Council forecast that over 1 million new creative jobs could be created by 2030. These will help drive innovation and bring wider benefits for those places that see the most growth.

The recent Cultural Cities Enquiry highlights how culture delivers a growing part of the UK's economic output – now valued at £10.9 billion a year, growth of 57% since 2010. At the same time though, public investment in culture is falling – down 11% in the 4 years from 2011/12 to 2016/17, driven largely by a 19% fall in local authority funding which is the mainstay of cultural investment in the UK.

Several LEPs across the country are championing the cultural and creative industries as a priority for growth and competitiveness. This includes OXLEP (which has developed an investment plan for the sector and is aligning approaches to the creative industries with housing-led growth, smart tourism and technology); SEMLEP (which has developed a creative economy portfolio and investment plan); New Anglia LEP and Lancashire LEP (which have developed cultural strategies and

investment plans); and D2N2 (which has a Creative and Digital Sector Action Plan serviced by an Action Group).

3. The Cultural and Creative Industries in Lincolnshire

Lincolnshire has emergent, but undeveloped, cultural and creative industries. The County has not significantly benefitted from the very high growth of the creative industries nationally and internationally and lacks the hubs and associated agglomeration effects seen elsewhere. The quality of place, access to talent (via the University of Lincoln and wider education sector), relatively low cost of living, and strong local culture, all point to the potential of establishing a high growth and high value creative economy:

- The Cultural and Creative Industries in Lincolnshire presents a nascent and fast-growing sector of the economy. It currently accounts for 2.4% of all employment across the Greater Lincolnshire area, but has growth 7% between 2015 and 2017.
- The GLLEP area has over 3,000 creative, cultural and digital businesses and employment in the sectors estimated to be 10,710.
- The creative, cultural and digital sectors are significant employers in Lincoln, North Kesteven and South Kesteven where they account for 4.0%, 4.7% and 4.0% of all employment respectively. The three districts together account for nearly half of all Greater Lincolnshire creative, cultural and digital businesses and 60.0% of creative, cultural and digital sector employment.
- The Tech Nation 2018 report shows all the GLLEP area is below the national average national density of digital and tech businesses. Lincoln Travel to Work Area has the highest digital specialisation across the GLLEP area but still below the UK average at 0.69, Grantham 0.52, Boston 0.33, Skegness and Louth 0.14, Scunthorpe 0.12, Spalding 0.12, Grimsby 0.03.

4. Opportunities and Barriers

The cultural and creative industries sector in Lincolnshire can be described as one of significant potential. The City of Lincoln is growing as a cluster of regional significance and can drive growth across the County with the right network, hub and business support mechanisms. Grimsby, which is one of just 5 areas selected for the Cultural Development Fund, will invest £3.2 million in a new programme of international events and public art to revive the town centre, provide a business support programme for local creative businesses and create new production facilities in the town's historic centre. Coastal Lincolnshire is growing its offer for cultural tourism, festivals and events. Market towns and villages across the County are becoming micro-hubs for micro creative businesses which can, with the right network and support infrastructure, build capacity for growth and innovation. Plus the rural creative economy is growing, with digital infrastructure making sector development

viable and the quality of place across Lincolnshire increasingly attractive to micro creative firms.

Opportunities include:

- The establishment of Lincoln as a creative hub, accessing talent and expertise from the University and plugging into regional clusters such as Nottingham to attract and retain talent. This will involve more effectively linking assets in culture, education and the creative industries – so that knowledge exchange, innovative practice and research are more aligned.
- Connecting the creative economy of the County – via the development of spaces, networks and platforms for exchange and trade – where creative and digital businesses can access knowledge, skills and markets in a hub/network environment.
- The growth of key sectors such as digital, design and audio-visual – to build the creative employment base in the County and enable micro firms to scale.
- Links with the established Mosaic Lincoln Digital Hub created and supported by the digital business sector.
- The generation of value chain relationships with key sectors such as agri-food and the visitor economy – via the innovation they foster and the role they can play in enhancing the attractiveness of Lincolnshire as a place in which to live, work and invest. For example, the creative industries can enhance the performance of the Holbeach Food Manufacturing Centre of Excellence via innovation in design and tech. It can also help develop smart and accessible tourism product.
- The growth of festivals as key drivers for innovation, talent and market development; and as catalysts for inward investment and place-making (such as Gravity Fields and Frequency festivals).

Barriers include:

- Capacity and critical mass: The City of Lincoln and wider County lack the types of specialist creative hubs which can drive growth and power innovation across the economy. Without building the critical mass of the creative industries and mobilising collaboration and exchange, the creative economy of Lincolnshire will not grow to its potential and talent will continue to leave.
- Access to talent: with creative SMEs and micro firms struggling to recruit appropriately skilled talent and too few firms considering Lincolnshire as a viable location for growth.
- Access to markets: with limited reach B2B and B2C and barriers to growth such as poor public transport and patchy digital provision reducing the capacity to reach markets.

5. Rationale for Priority Interventions

Focus Area	Cultural and Creative Industries
Vision	<ul style="list-style-type: none"> - Lincolnshire is known for its flourishing, high growth and value-adding sector - Distinctive place-based hubs and clusters with Lincoln as a vital regional creative city - Strong supply of high quality talent via HEIs and FEIs - Significant culture-led regeneration – e.g. in coastal and industrial districts - Significant spill over effects to the tourism, knowledge and tech sectors - Delivery of inclusive growth – in line with the Local Industrial Strategy
Justification and Evidence	<ul style="list-style-type: none"> - A high growth sector nationally – driven through SMEs and micro firms - Under-leveraged opportunities in Lincolnshire, with scope for growth - Talent retention is low across the County. The sector can increase the attractiveness of Lincolnshire across the economy. It can also help deliver inclusive growth in line with the Local Industrial Strategy - Lack of a distinctive creative and identity for the County.
Links to National Priorities and Other Sectors	<ul style="list-style-type: none"> - £150m UK Government Creative Industries sector deal - Cultural Development Fund – targeting Grimsby - Arts Council England new 10 Year Strategy to focus on place. This includes <i>Transported</i> (Creative People and Places fund) - English Heritage to deliver on the Shared Prosperity Fund
Gaps	<ul style="list-style-type: none"> - Lack of dedicated creative and cultural hubs to provide specialist support and infrastructure and drive collaboration - Lack of network and business support - Lack of join up to other key sectors – e.g. agri-food and tourism
Interventions	<ul style="list-style-type: none"> - A new creative hub for Lincoln – to be the catalyst for network and hub development across the County. This builds from the Lincoln Growth Plan and positions the city as a key centre for innovation and creative production. This is a Pipeline project for GLLEP. - Creative Industries business support and skills platform to encourage knowledge exchange and growth - Marketing to promote the quality of creative firms and talent

A New creative Hub for Lincoln which serves sector development across the County

The City of Lincoln, with a growing University that delivers teaching and research of international excellence, and with a quality of place built over many centuries, can operate as a driver for the growth of the creative economy County-wide.

To achieve this requires new types of infrastructure which enable the creative industries to co-locate, converge and collaborate. This involves hubs of workspace and activity space which convene talent and enable new types of commercial and R&D activity to co-locate and grow. As demonstrated in nearby cities such as Nottingham and Sheffield, or urban centres comparable to Lincoln such as York or Chester; it is important to generate critical mass in one place to lift the competitiveness of hubs across a wider geography.

Research has highlighted the limited diversity of creative workspace in the city, illustrating in particular a lack of desk-only workspace, studios for 'messier' practice, and interdisciplinary innovation space. There are currently no shared equipment or open access facilities for creative production in the city, and managed workspace is typically limited to desk-based activity only. This limits the breadth of creative activity that is able to take hold and grow within the city, as well as restricting creative sector supply chain activity. The City of Lincoln and wider County currently lack creative hubs of a scale, quality and specialism capable of catalysing growth in the creative industries and driving innovation and competitiveness across the wider economy. This includes interdisciplinary hubs that connect activities across the arts, design and digital sectors; maker-spaces to encourage prototyping and user-facing experimentation; and impact-driven creative practice which focuses on innovation for social return. In turn, this limits the potential of hubs and networks across the County because of their physical distance from the types of infrastructure available in other rural counties; and because of the lack of a focal point and catalyst capable of delivering step change for the overall creative economy of Lincolnshire.

With the University of Lincoln a key driver for the economic success of the County and a vital enabler of cultural activity, tourism, inward investment and talent retention / attraction; it is vital to build on this success by establishing Lincoln as a nationally significant hub and cluster for the creative economy. The first and very important step is to develop a new type of creative hub which connects the University to the City, the City to the County and the County to the world. Options and specifications for this hub are close to completion.

Timeline:

- Proof of concept and detailed options completed July 2019
- Detailed feasibility for preferred option by December 2019
- Delivery 2020-21

A Lincolnshire-wide "wrap around" programme of creative industries business support, skills development and network activity

This will generate a 'hub to hub' approach to sector development. It will facilitate local growth in emergent hubs across the County. These include the Grantham Technology and Innovation Centre, Horncastle Technology Hub and emergent provision across the County (such as in Grimsby). It will include:

- A programme of networking events to encourage B2B and B2C interaction.
- A new creative business network for the County – as a membership platform with access to sector trends, markets and news.
- A tailored package of specialist business support – to include workshops on investment readiness, intellectual property and market development.
- A profile-raising activity for the cultural and creative industries via *The World of Work* – to raise the profile of the sector as a viable career pathway and build links to employers.
- A festival development programme which builds their capacity as platforms for creative talent and catalysts for industry growth (e.g. *Frequency* as a generator of new business opportunities for the County's creative and tech sectors).

This can be developed as a commissioned programme of support – such as that provided through the South East Creative, Cultural and Digital Support Programme (SECCADS)¹. This SECCADS is a two-year programme with three categories of support on offer:

- Cluster-it: support to encourage cluster development across the SELEP area and into key markets such as London
- Design-it: support for business start-ups in the sector
- Grow-it: support for business growth.

A less extensive and intensive example is the work of Creative Leicestershire² or Creative Lancashire³ – which operate as intermediary development organisations to provide a shared platform and networks for the creative industries; connect rural and urban areas; promote jobs; act as champion and advocate; and deliver tailored support and advice.

Timeline:

- *Proof of concept and preferred option completed September 2019*
- *Detailed feasibility and business plan for preferred option by December 2019*
- *Delivery 2020-21.*

¹ <https://www.sctp.org.uk/wp-content/uploads/2018/05/SECCADS-Core-Description.pdf>

² <https://www.creative-calling.co.uk/>

³ <http://www.creativelancashire.org/>

6. Conclusion

Creative Lincolnshire is an ambitious research and partnership programme to support the creative industries of the county to flourish and grow to their potential. This requires uplift in capacity and infrastructure via a new hub and a wrap around of support services. The research is moving to its final phase where a priority site for a Lincoln creative hub is being tested and a wider set of network and business support options are being tested. These will form a strategic road map to establish Lincolnshire as a viable base for inclusive and sustainable growth in the creative economy.

7. Consultation

d) Have Risks and Impact Analysis been carried out?

Yes

e) Risks and Impact Analysis

This research exercise is in itself a risks and impact analysis on how to support and develop the creative economy of Lincolnshire.

8. Background Papers

This report was written by Tom Fleming / Halina Davies, who can be contacted on 07989950112 or tom@tfconsultancy.co.uk.

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

Report to:	Environment and Economy Scrutiny Committee
Date:	10 September 2019
Subject:	Lincolnshire Utility Strategy - Next Steps

Summary:

The County Council, working with the Greater Lincolnshire LEP, has been making real progress into looking at the future of energy. This includes concentrating on the effect not only from an economic perspective, but also at how people will be able to live and work with all that the Government's Net Zero, and County Council's commitment to a carbon neutral status by 2050 will bring.

Activities supported that underpin the Greater Lincolnshire Energy Strategy look at a credible baseline of energy demand predictions for the future that look at both growth and housing requirements, and then use this to form robust business cases to deal with utility constraints, or frame the correct operations or technical solution to meet Net Zero /carbon neutral ambitions for Lincolnshire.

The strategy has the following elements of (i) creating an evidence baseline of open data with regard to energy requirements (ii) establishing a credible energy council to deliver informed guidance on the subject (iii) helping businesses to respond to both energy and circular economy pressures, and (iv) develop demonstrable energy projects that support Net Zero, and make the important links between waste, transport, sustainable energy production, planning, digitalisation/5G and place.

Progress against each of these elements has been good, and will be explored in more detail during the scrutiny committee meeting.

Adopting this approach will position Lincolnshire well to attract funding to solve these constraints, and deliver exportable opportunities, thereby supporting growth whilst also supporting the council's commitment to be carbon neutral by 2050.

Actions Required:

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

1. Scrutinise the performance against each of the elements of the strategy, as summarised in paragraphs 3.1 to 3.6 of the report.
2. Recommend officers produce a clear methodology for prioritising different aspects within the strategy as described in paragraph 4.5.

1. Background

- 1.1 In a previous report to the Scrutiny Committee, dated 15/3/2019 there was an update on the progress on the commissioned Utility, Study and Energy Strategy for Greater Lincolnshire.
- 1.2 That report outlined a number of developments, which have pursued since the initial study.
- 1.3 At that Committee meeting, it was agreed that an update paper would be presented six months later, to report back on progress, but also to lead the debate on the future direction of energy with the Environment and Economy Scrutiny Committee.
- 1.4 The Greater Lincolnshire LEP and Lincolnshire County Council continues to take a lead on the outlining connections between the economic agenda, and the landscape for energy.
- 1.5 The world is undergoing an energy revolution, a move towards a new, more dynamic and efficient model of energy generation, distribution and usage, and this revolution is opening up new possibilities for energy companies and others.
- 1.6 However at the same time the threat of climate change and pollution call for radical changes in the way our economy works in order to reduce CO² and pollutant emissions. All of this sits within the Government's commitment to Net Zero, and the technological changes through digitisation and the internet of things, which will make more agile responsive solutions the norm.
- 1.7 For Lincolnshire with more limited power options and geographic spatial considerations (carrying both a heavy price tag and delays in implementation), there is an imperative to explore options that combine innovation, and a more efficient way of balancing its local demand utilising more of its natural capital.
- 1.8 Lincolnshire finds itself on the threshold of an age where this energy transformation will have a fundamental impact upon both how our economy will work in the future, but also more importantly how wider society will be able to live and work. There will be no aspect of life, both now and in the future, where energy will not be a vital component – whether in its direct delivery, or in creating opportunities, whilst responding to these wider external factors.
- 1.9 Recent studies carried out by the Greater Lincolnshire LEP, show that developments can be stalled by the lack of power, or the by the costs of dealing with unforeseen reinforcement costs. This will make it increasingly more difficult to deliver the housing and employment land needed to deliver growth, in the Lincolnshire area.
- 1.10 The UK has also become the first major economy in the world to pass laws to end its contribution to global warming by 2050. The target will require the UK

to bring all greenhouse gas emissions to net zero by 2050, compared with the previous target of at least 80% reduction from 1990 levels.

- 1.11 The UK has already reduced emissions by 42% while growing the economy by 72%, and has put clean growth at the heart of our modern Industrial Strategy. This could see the number of “green collar jobs” grow to 2 million, and the value of exports from the low carbon economy grow to £170 billion a year by 2030.
- 1.12 At a previous full council meeting Lincolnshire County Council noted the progress that has made in reducing carbon emissions, in response to climate issues, and committed to making the Council's activities carbon neutral by 2050.
- 1.13 It also committed to working in partnership with, but not exclusively, the LGA, District, Town and Parish Councils in Lincolnshire, local organisations, businesses and community groups with the aim of making Lincolnshire carbon neutral, within the same time scale.
- 1.14 It also called on central government to provide the necessary powers and resources to make possible the 2050 target.
- 1.15 The next stage will be to receive an update at the December 2019 full council meeting with the details of actions taken and with an action plan, including annual reviews, for the 10 year period from 2020-2030.
- 1.16 With the increasing importance of Net Zero, and the Carbon 2050 agenda, the way in which the circular economy work will make the difference between achieving carbon reduction, and the engagement of micro and small SME's into this carbon abatement process will be crucial.
- 1.17 The ability of house builders within Lincolnshire to lead on the next level of sustainable housing developments, with the support of local plan policies, will also be necessary - within the arsenal of sustainability measures needed to reach the ambitious targets of Net Zero.
- 1.18 In terms of energy and mobility the Lincolnshire area also connects many of the key national roads, rail and marine transportation links, which provide vital logistics routes connecting east to west and north to south. Given the importance of these major links to all parts of the country, energy provision to power these mobility options is of paramount importance. Lincolnshire will therefore need to investigate an integrated approach to the future of mobility, which ensures all of the above elements are considered, and appropriate facilitation can be delivered.
- 1.19 A Lincolnshire approach to Whole-Systems analysis will ensure the impacts within water management and waste are also considered. This will also need to be done in tandem with co-ordination of any emerging digitalisation strategies within proposed energy transformation, ensuring smooth user experiences across this wide spectrum.

2 Important Considerations for our Energy Future

- 2.1 Delivering this vision will need to look at how we can contribute to delivering this energy transformation debate. Government Net-Zero targets, and how these national policies will take effect in our local area, will have a specific effect in a dispersed area with significant issues around local energy capacity. It will also need to assess range of assets which can be drawn upon - especially given the increased availability of more agile responsive solutions e.g., the internet of things, and place based disruption.
- 2.2 Understanding and shaping place is critical to delivering the energy transformational ambitions for Lincolnshire. Lincolnshire has a great opportunity to maximise this energy transformation by harnessing place as the key to unlocking the potential for jobs, housing, business and SME capacity building, health and local community engagement, that all benefit from the local infrastructure being 'fit for purpose'.
- 2.3 Given that place is made up of local people, resources, infrastructure and ideas, it will be vital that we are able to identify how to enable appropriate growth and productivity in the Lincolnshire area to deal with this, and still continue to work towards carbon reduction 2050 targets.
- 2.4 Within all of this we need to recognise the key role that energy plays in society, to not only deliver jobs in energy, but more to provide the flexible, low carbon and affordable resource to power the food industry, manufacturing and technology companies, the visitor economy, transportation and logistics, water supply and treatment, waste, housing and commerce.
- 2.5 In order to be able to link future energy transformation to a place, it is necessary that we are able to identify how we will be able to delivery future energy need, in order to enable appropriate growth and productivity in the Lincolnshire area. We will need to have a strong evidence base, and any delivery set against energy transformation, will need to be rooted in that strong evidence.
- 2.6 Energy demand curve data and methodologies will be instrumental in determining the basis for local energy needs, and then translating this data into the kind of local energy intelligence that will allow Lincolnshire to set out its stall around circular economy opportunities, carbon reduction targets, and develop robust business cases - the will bring in much needed green finance investment to turn all of this into reality.
- 2.7 Energy transformation in Lincolnshire will also need to be based around a need to utilise a Whole-Energy System approach in its delivery, and will need to be guided by a set of Enabling Frameworks for Lincolnshire, to make it meaningful to the public, business, policy makers, planning functions, and investment.

- 2.8 The delivery of a clear set of Enabling Frameworks for energy transformation will be instrumental in delivering outcomes across all sectors, with a clear Clean Energy Framework being one of many important frameworks that will need to be developed, based on LCC/LEP and its key stakeholders creating the space to identify these needs, and to remove obstacles for development.

3 Update on Progress from previous paper

- 3.1 The following activities were outlined as the first steps to creating this Greater Lincolnshire Transformational Energy Movement. These steps were stated as subject to further refinement during April 2019, based on the comments of this Committee, and others.

3.2 *Creating the right environment*

The following activities were outlined as opportunities to progress, and the following progress has been made:

- Delivery of Local Industrial Strategy Evidence Base research and strategic development has been completed by July 2019. This document is now being used, to formulate input into the rural test bed for energy and water option within the emerging Local Industrial Strategy for Greater Lincolnshire
- The appointment of the Greater Lincolnshire LEP Board Energy Lead was proposed at the May 19 Board meeting. Following discussion it was agreed to pursue a Co-opted Board Member to fulfil this role
- Appointment of individuals to the Energy Council, to support the Energy Lead on the LEP Board, is now also being pursued, and individuals are in the process of being approached. Cllr Barry Dobson will be representing LCC on the Energy Council
- Engagement of Industry/Professional Bodies to provide external specialist input into the Energy Board, will still happen by October 2019

3.3 *Making Energy part of the Greater Lincolnshire area's business DNA*

Progress to supporting businesses in Lincolnshire on energy issues, has the following progress:

- Briefing of Growth Hub Advisors on energy issues and the strategy and prospectus, so they are able to advise businesses accordingly—discussion are still on-going to provide the right targeting, through the emerging debate
- Targeted Business Energy Events across the whole county will have a draft programme developed by September 2019, this will cover Technology Roadshow Event, highlighting energy technologies that are available to business, and SME Energy Efficiency Event looking at the future business benefits to be gained
- Informative Energy webpages on Business Lincolnshire Website developed, which provide current thinking, and support available to them is still on target for September 2019

3.4 Greater Lincolnshire LEP Stakeholder Events:

There is a need to provide a high level event across the whole of the Greater Lincolnshire, looking at the important strategic needs of the area and informing vital stakeholders of both the 'ask', and input needed off them.

Further discussions around this agenda include:

- A Greater Lincolnshire Energy Summit to be held in 2020, which will focus on Net Zero, technology and innovation developments, the rise of green finance initiatives through Government, and the links to renewables

3.5 Setting information base for Greater Lincolnshire

The importance of having a robust evidence base, to back up energy assertions within the Greater Lincolnshire area, will need the following activities to be put in place, namely:

- Energy Demand Curve Methodology Commission for Greater Lincolnshire has now been commissioned, and is due to be completed by October 2019. An initial stakeholder event was held in July 19, to help shape the direction, with a further wider event to be held in September 2019
- Strategic links into Midlands Energy Hub Commissions and initiatives have been developed, with the opportunities identified for Rural Community Energy Fund opportunities, and the investment into the energy and mobility – with a funding application being made to the Midlands Energy Hub Consultancy Funds programme
- Working with open data sources, and enriching the information with local data input where applicable, is still being pursued. An exploratory meeting with the LORIC and Bishop Grosseteste College has been scheduled for late August/early September to progress options available for Lincolnshire

3.6 Igniting Action within Greater Lincolnshire

Initial activities, that were identified kick starting the energy delivery agenda are still on-going, including:

- Supporting the SMARTLincs ERDF bid, being developed by Lincoln University, through to successful full application – November 2019
- Supporting the production of the utility report for Southern Grantham Gateway, being proposed by developers in Grantham – October 2020
- Alternative energy proposals around the Holbeach FEZ phase 1 programme, which has been completed by August 2019

4.0 Next Steps

- 4.1 Given the important local agenda that energy transformation provides, ranging from a jobs/growth and productivity perspective, to one in which the County Council has a purview over in terms of environment/planning/waste/public health & care/community resourcing and roads, we will need to have coherent plan to keep track of future developments.
- 4.2 The overview and importance of this will need the collaboration across a range of Executive and Scrutiny Committees within LCC, to ensure delivery does not lead to duplication and dilution of approach, particularly given the disruptive nature that Net Zero will have in the future.
- 4.3 Against a background where local government is striving to translate limited public sector resources into better outcomes for local people, in a context that is often complex and challenging, we will need to develop an effective partnership model that works for the Lincolnshire area.
- 4.4 Further work will be needed to start to debate real alternatives in this arena. It will be inevitable that deeper reflection will be required to tackle these difficult conversations, and provide the basis upon which hard choices may need to be made.
- 4.5 We will not be able to please everyone in the energy transformation arena, given the span of responsibilities that LCC has. Inevitably, in order to show investment of resource and time, that has the maximum impact, prioritisation of delivery will be required. This will also necessitate the other organisations involved within the wider activity, to be delivering their roles also.
- 4.6 It is becoming increasingly apparent that there will not be a perfect plan to tackle this, and if one is expected then it may lead to paralysis, and become an obstacle to successful transformation. Any planning will need to be treated like multiple sprints, rapid and time-bound. These plans will inevitably need to be changed and improved once implementation begins; however delivery will need to be seen as a group marathon, with a steady pace and momentum sustained over time.

5. Conclusion

A strong and reliable energy supply is critical to the growth of Lincolnshire. The energy Strategy will help to tackle the challenge, but it will require a concerted effort over many years, to be delivered.

6. Consultation

a) Have Risks and Impact Analysis been carried out?

No

b) Risks and Impact Analysis

Risk and Impact analysis will be completed once consultations have been concluded.

7. Background Papers

This report was written by Andrew Brooks, who can be contacted on 01522 550631 or andrew.brooks@lincolnshire.gov.uk.

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

Report to:	Environment and Economy Scrutiny Committee
Date:	10 September 2019
Subject:	Greater Lincolnshire's European Regional Development Programme (ERDF)

Summary:

This paper outlines the European Regional Development Programme (ERDF) bids that are currently being developed by LCC. All bids for grant funding above £250,000 will be considered by the relevant Executive Councillor.

These bids are: digital business support, extension to the Business Lincolnshire Growth Hub, industrial units in Market Deeping and Skegness, and catchment based flood prevention activity on the River Steeping and more broadly.

The proposed bids will use existing committed council budgets as their match funding and are all in response to items considered by the Environment and Economy Scrutiny Committee.

A full list of all projects that have been approved in Greater Lincolnshire for ERDF European funding is attached as an appendix and it shows a good distribution of funding across all parts of the county and across a variety of issues that affect the economy.

Recommendation(s):

The Environment and Economy Scrutiny Committee is requested to review and endorse the proposed bids for ERDF funding as set out in the paper and highlight any additional comments for consideration by the relevant Executive Councillor.

1. Background

Current position of Greater Lincolnshire's European Regional Development Programme (ERDF)

As members will be aware, the Greater Lincolnshire area was notionally allocated approximately £116m of European Structural and Investment Fund (ESIF) monies for the period 2014-2020. The European Regional Development Fund (ERDF) is the largest of the three structural funds and is focused on investment to support economic growth and job creation in order to reduce economic disparities between

regions. The funding has been guaranteed by HM Treasury to December 2020 following Brexit.

ERDF focuses its investments on several key priority areas:

- Priority Axis 1 Innovation and Research
- Priority Axis 2 The Digital Agenda
- Priority Axis 3 Support for small and medium-sized enterprises (SMEs)
- Priority Axis 4 The Low Carbon economy
- Priority Axis 5 Promoting climate change adaptation, risk prevention and management
- Priority Axis 6 Preserving and protecting the environment

Greater Lincolnshire is categorised as a transition area so projects can get up to 60% of grant funding towards the total cost of their project. The rest needs to come from eligible match funding sources such as the county council.

Projects supported to date and which have been considered by the Environment and Environment and Economy Scrutiny Committee include:

- Holbeach Food Enterprise Zone - creating a centre of excellence for our Agri-food sector;
- a range of business support activity aligned to the Business Lincolnshire Growth Hub which is managed by LCC;
- raising flood defences in Boston and Wrangle to provide longer term economic sustainability by reducing flood risk for the areas;
- improvements to blue/green infrastructure (rivers/walkways) within the built up centres of Grantham and Sleaford which will promote growth.

Appendix A provides a full list of project commitments to date in Greater Lincolnshire

Current local call for activity

Following Brexit, the Chancellor confirmed that the government would guarantee EU funding for Structural and Investment Funds projects signed after the Autumn Statement and which continue after we have left the EU. In July 2018 the government extended the guarantee so that it would cover all projects that would have been funded by the EU under the 2014-2020 programme period, including all ERDF projects. The extension means that the Ministry of Housing, Communities and Local Government will continue to sign new ERDF projects after Brexit until programme closure.

This guarantee provides additional certainty to communities, businesses and local partners, guaranteeing investment in growth up to the end of the current ERDF programming period, in the event that the UK leaves the EU without a deal. Organisations can therefore continue applying for and delivering funding under current arrangements, with confidence that the funding guarantee applies if there is no negotiated agreement between the UK and the EU.

All Local Enterprise Partnership (LEP) areas have been able to announce a final round of local LEP level calls where funding allocations remain. LCC is the accountable body for Greater Lincolnshire LEP.

In Greater Lincolnshire, against our original allocation of £63 million grant funding, we have committed just over £57 million to projects that meet local strategic priorities and ERDF criteria. However, following the exchange rate fluctuation and MHCLG's calculation on future slippage, the following calls for activity have been announced:

Priority Axis	Investment Priority	Maximum indicative ERDF value (£m)
1	Promoting Research and Innovation	£2.6
2	Enhancing access to, use and quality of ICT	£0.358
3	SME Competitiveness	£7.3
4	Low Carbon	No call; the grant funding is fully committed to low carbon schemes
5	Promoting climate change adaptation, risk prevention and management	£3.4
6	Preserving & Protecting the Environment	£0.925

The following table lists pipeline projects that are being worked up to take up remaining funds. Costs are **very indicative** as projects are being developed to submit their outline applications by 30th September 2019:

Priority Axis	Project Description	ERDF grant requested
1	R&D glasshouses to promote further growth in the Agri-Food Sector This directly contributes to the productivity of the agri-food sector, an issue that was discussed at Environment and Economy scrutiny committee on 30 th October 2018. The applicant for this project will be University of Lincoln.	£1.2m
2	Specialist advisory support and grants to the digital sector This is an LCC led scheme, using funding from a ringfenced reserve as match funding, to help businesses to become market leaders in digital skills/services.	£0.358

Priority Axis	Project Description	ERDF grant requested
3	<p>Extensions to business support provision to provide continuity to the end of the programming period</p> <p>This directly enables LCC to continue the work of the Business Lincolnshire growth hub which was discussed at Environment and Economy scrutiny committee on 16th January 2018. Match funding will be from a government grant and from businesses that benefit from the project.</p> <p>The applicant for this project will be EMB on behalf of the growth hub.</p>	£4m
	Workspace developments to meet the needs of new start and expanding businesses	Individual schemes listed below:
	<p>Grow On Space, Market Deeping</p> <p>This directly addresses the item that was discussed by Environment and Economy scrutiny committee on 21st May 2019. Match funding is already allocated within the LCC economic development capital programme.</p>	£2.25m
	<p>Skegness Business Park Phase 1b</p> <p>This directly addresses the item that was discussed by Environment and Economy scrutiny committee on 9th April 2019. Match funding is already allocated within the LCC economic development capital programme.</p>	£1.2m
	<p>Culture and Creativity Make a Space Scheme</p> <p>The applicant for this project will be University of Lincoln.</p>	£0.800m
	<p>Sleaford Incubation Units</p> <p>The applicant for this project will be North Kesteven District Council.</p>	£3.6m

Priority Axis	Project Description	ERDF grant requested
5	<p>Pilot scheme to make catchments more resilient to climate change</p> <p>This is an LCC led scheme which directly addresses the item that was discussed by Environment and Economy scrutiny committee on 22nd May 2018 and a specific workshop held with the Water Management Board on 8th July 2019.</p>	£0.600m
	<p>Steeping River Catchment Flood Alleviation Scheme</p> <p>This directly addresses the item that was discussed by Environment and Economy scrutiny committee on 22nd May 2018?</p> <p>The applicant for this project will be Lindsey Marsh Drainage Board</p>	£2.8m
6	<p>Preserving the habitat and biodiversity of the River Freshney Chalk Stream Valley</p> <p>The applicant for this project will be North East Lincolnshire Council.</p>	£0.925m

The calls were opened on 28th June 2019 and will close on 30th September 2019, extended to allow for the summer holiday period. Projects have to submit an outline application form which will be assessed by the managing authority against national selection criteria. If projects pass the national gateway criteria, they are then assessed by Greater Lincolnshire's European Structural & Investment Fund (ESIF) Committee. This ensures that projects provide good value for money for the local area and meet local strategic priorities. Projects under this call will also have to demonstrate how they fit with the UK Industrial Strategy goals and the Business Productivity Review.

It is likely that there will be a further national call that all LEP areas can bid into to take up any unallocated funds/project underspends. This will be more competitive and restricted to the Priority Axes where there are sufficient funds to open with calls – this however is still to be agreed by the government.

3. Conclusion

ERDF has successfully supported projects that are aligned to our Strategic Economic Plan and that contribute to economic growth in the Greater Lincolnshire area. There have, however, been challenges which include:

- i. Funding streams not being aligned so this can make it difficult to respond quickly to changing economic conditions
- ii. Eligibility and match funding restrictions which means there have been considerable limitations on supporting our transport/housing strategies and larger businesses for example which can lessen the impact of project/programme delivery
- iii. Limitations regarding set investment priorities at a national level which make it difficult to tackle issues of rural isolation

Once we have secured funding through the current ERDF call, we need to look at how we can maximise future funding opportunities and use lessons learnt from current programmes to influence the thinking around this.

4. Consultation

Have Risks and Impact Analysis been carried out?

No

Risks and Impact Analysis

N/A

5. Appendices

These are listed below and attached at the back of the report	
Appendix A	Greater Lincolnshire ERDF project commitments to July 2019

6. Background Papers

This report was written by Susannah Lewis, who can be contacted on 01522550638 or susannah.lewis@lincolnshire.gov.uk.



Table 5: Project ERDF

Greater Lincolnshire		Project Name and Applicant			Value of Projects	
Priority Axis	Category of Region	Project Name	Applicant	Status	ERDF £	Total £
1	T	Advanced Engineering R&D Centre ('The Bridge') Oct 18	University of Lincoln	Full	£3,702,170.0	£6,258,952.0
1	T	Aerospace Unlocking Potential (UP) (GBS BC CAW SAS)	University of Nottingham	Full	£921,949.0	£1,536,581.0
1	T	Greater Lincolnshire Agri-food Innovation Platform (GLAFIP)	The University of Lincoln	Full	£2,338,401.0	£3,897,339.0
1	T	Centre of Excellence in Agri-food	The University of Lincoln	LIVE	£4,201,800.0	£7,003,000.0
1	T	Innovation Programme for Greater Lincolnshire (LOGASNET)	University of Lincoln (LOGASnet application)	LIVE	£1,808,693.0	£3,060,911.0
1	T	Lincolnshire Open Research & Innovation Centre	Bishop Grosseteste University	LIVE	£2,133,274.0	£3,555,460.0
PA1 Total					£15,106,287.0	£25,312,243.0
2	T	Broadband Connectivity in Rural Lincolnshire	Greater Lincolnshire LA	LIVE	£1,502,310.0	£4,700,002.0
2	T	Business Lincolnshire Digital Growth Programme	Lincolnshire County Council	LIVE	£578,349.0	£963,915.0

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PA2 Total					£2,080,659.0	£5,663,917.0
3	T	Lincoln Grow-on-Space	Lincoln Science & Innovation Park Ltd	Full	£1,471,786.0	£2,943,575.0
3	T	Midlands Engine Export Grant Scheme	Department for International Trade (DIT)	Full	£900,000.0	£1,800,000.0
3	T	Productivity Programme for Greater Lincolnshire	University of Lincoln	Full	£2,450,533.0	£4,088,011.0
3	T	Better Off in Business (BOIB) – Phase 2 D2N2 DEC 17	The Prince's Trust	Funding Agreement	£297,442.0	£495,737.0
3	T	Business Inspiration	Bishop Grosseteste University	LIVE	£527,327.0	£878,819.0
3	T	Business Lincolnshire Sustainable Business Growth 2 (BLSBG2)	Lincolnshire County Council	LIVE	£3,168,967.0	£5,281,612.0
3	T	Business Lincolnshire Sustainable Business Growth Programme	Lincolnshire County Council	LIVE	£2,572,204.0	£4,143,447.0
3	T	Collaboration 4 Growth - Central Lincs (C4G)	Lincoln BIG	LIVE	£1,368,889.0	£2,293,143.0
3	T	GAIN Enterprise Growth	E-Factor Group Limited	LIVE	£1,049,283.0	£1,748,805.0
3	T	Greater Lincolnshire Local Enterprise Growth & Efficiency-(GL-LEGE) Programme	South Holland Council	LIVE	£4,132,939.0	£12,590,447.0
3	T	Growing Enterprise	NBV Enterprise Solutions Ltd	LIVE	£1,442,740.0	£2,516,370.0
3	T	Internationalising SMEs	East Midlands Business Limited	LIVE	£660,171.0	£1,399,507.4
3	T	Manufacturing Growth Programme (MGP)	WMMBF Ltd	LIVE	£1,000,000.0	£1,666,666.7
3	T	Manufacturing Growth Programme II	Oxford Innovation Services Ltd	LIVE	£1,000,000.0	£1,666,667.0
3	T	Midlands Engine Investment Fund (PA3)	Department for Business, Energy and Industrial Strategy ("BEIS")	LIVE	£5,000,000.0	£16,941,438.0
3	T	The Prince's Trust – 'BETTER OFF IN BUSINESS' project	Princes Trust	LIVE	£296,037.0	£493,396.0
PA3 Total					£27,338,318.0	£60,947,641.1

4	T	SMART LINC Oct 18	The University of Lincoln	Full	£3,479,875.0	£5,887,115.0
4	T	Smart Energy Businesses for Greater Lincolnshire	North East Lincolnshire Council	LIVE	£5,463,444.0	£9,258,511.0
PA4 Total					£8,943,319.0	£15,145,626.0
5	T	Boston, Haven Banks Flood Defence Scheme	Lincolnshire County Council	LIVE	£999,856.0	£4,645,400.0
5	T	Wrangle Sea Banks Flood Defence Scheme	Witham Fourth District Internal Drainage Board	LIVE	£486,450.0	£1,358,000.0
PA5 Total					£1,486,306.0	£6,003,400.0
6	T	Lincoln : Growing Environmental Resilience Oct 18	City of Lincoln Council	Full	£1,745,915.0	£2,909,859.0
6	T	The Witham Sleas blue green corridor	North & South Kesteven District Council	Funding Agreement	£743,831.0	£1,239,715.0
PA6 Total					£2,489,746.0	£4,149,574.0
More Developed Total					£0.0	£0.0
Transition Total					£57,444,635.0	£117,222,401.1
Less Developed Total					£0.0	£0.0
Grand Total					£57,444,635.0	£117,222,401.1

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

Report to:	Environment and Economy Scrutiny Committee
Date:	10 September 2019
Subject:	Analysis of the Local Labour Market

Summary:

Local Enterprise Partnerships across England have been asked by the Department for Education (DfE) to generate a high quality analysis of the local labour market. The Greater Lincolnshire LEP's Employment and Skills Board has commissioned this analysis and the first initial findings are included within this committee paper. Lincolnshire has a well-established understanding of its local labour market so there should not be any big surprises in the new analysis. However it will help central Government shape new initiatives and understand where local interventions are needed most.

Actions Required:

The Environment and Economy Scrutiny Committee is requested to consider and comment on the analysis that is currently underway and comment on the initial results.

1. Background

At the start of the year all 38 Local Enterprise Partnerships (LEP) across England were invited by the Department for Education (DfE) to form local advisory groups to help understand local skills challenges.

The Department for Education has given these groups specific responsibilities (see: <https://www.gov.uk/government/publications/skills-advisory-panels-saps-role-and-governance>). In some areas, like ours, these groups already exist and are called Employment and Skills Boards (ESB) so they will carry out the responsibilities.

The first task, to produce a high quality labour market analysis, must be completed by October 2019 and this work is underway. The Employment and Skills Board met on 20 August to review a first draft.

2. What is the data telling us?

- a. The proportion of residents with higher level qualifications is growing but not as fast as the national average.
- b. Around 207,000 job vacancies are predicted between 2014-2024, most of them because people retire/leave work.
- c. Lincolnshire might struggle to fill these predicted future job vacancies because there are not enough school leavers to fill them and we have an ageing population.
- d. Around 29% of current advertised job vacancies are described by employers as hard to fill, lower than the England average of 33%.
- e. Of the current hard to fill vacancies the largest proportion is described as a skills shortage; Lincolnshire 21% and England 22%.
- f. Wages rates are approximately 14% lower than the national average however this fact hides a very complex picture, and in the last year (2017-18) wages in Greater Lincolnshire have grown more quickly than nationally. (NB it is important to recognise the lower cost of living in Lincolnshire alongside discussion about wages).
- g. There are 140,000 residents of working age who choose not to work, cannot work or are not seeking work. Over a quarter say they would like a job.

Hard to fill vacancies are reported by around 5% of employers across Greater Lincolnshire. More employers in the transport and storage sector report hard to fill vacancies, but they are reported fairly evenly across most sectors. The occupations that were more likely to be cited as hard to fill are 'skilled trade occupations', 'sales and customer service staff', and 'Caring, leisure and other services staff'.

- 'Skilled trade occupations' include roles such as farmers, electricians, machine setters, plasterers, motor mechanics, butchers and chefs.
- 'Sales and customer service staff' include call centre agents, telesales, retail cashiers, and customer care operations.
- 'Caring, leisure and other service staff' cover positions such as care assistants, nursery nurses and dental nurses.

Local research also shows that skills gaps in the workforce are across all types of roles: front line staff, supervisor level, leadership and technical/professional.

3. Next Steps

The Council and the LEP are already delivering activity to train the existing workforce to reduce skills gaps, to prepare the future workforce to think about local jobs and to help people lead fuller working lives.

For example, the Learning Team at LCC provides training to adults to help them find work or progress in work; the Growth Hub, Business Lincolnshire, is hosting a HR Conference to support employers, the LEP has commissioned a number of EU funded skills programmes to help the workforce of Lincolnshire businesses re-train; and the LEP and LCC are working together to ensure that secondary schools in Lincolnshire have access to support that helps them improve careers advice to young people.

Once this new analysis is complete and approved by DfE it can be used to inform how we develop more activity. It will be used to inform the people section of the local industrial strategy; to guide how adult education funds are spent and to shape new national policies.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

No

b) Risks and Impact Analysis

N/A

4. Background Papers

This report was written by Clare Hughes, who can be contacted on 01522 550545 or Clare.hughes@lincolnshire.gov.uk.

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

Report to:	Environment and Economy Scrutiny Committee
Date:	10 September 2019
Subject:	Environment and Economy Scrutiny Committee Work Programme

Summary:

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

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

Actions Required:

Members of the Committee are invited to review, consider and comment on the work programme as set out in this report and highlight for discussion any additional scrutiny activity which could be included for consideration in the work programme.

1. Background

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

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

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

2. Work Programme

10 SEPTEMBER 2019 – 10.00am		
Item	Contributor	Purpose
Update and Progress on the Draft Joint Lincolnshire Flood Risk and Drainage Management Strategy	Matthew Harrison, Senior Commissioning Officer – Flood Risk	
Creative Industries	Halina Davies, Growth Plan Project Manager	
Lincolnshire Utility Strategy	Andrew Brooks, Regeneration Manager	To update members on the progress and next steps for the Lincolnshire utility strategy.
Bids for European Regional Development Fund	Susannah Lewis, Principal Commissioning Officer Funding	Policy Development
Business Centres and Economic Development Portfolio Strategy	Simon Wright, Principal Officer (Regeneration)	review of the policy and procedures on how to support / retain businesses in Lincolnshire
Findings from the Skills Advisory Panel (SAP) Analysis	Clare Hughes, Principal Commissioning Officer (LEP)	Policy Development

22 OCTOBER 2019 – 10.00am		
Item	Contributor	Purpose
Market Deeping Grow-on Business Space	Amanda Bond, Special Projects Officer	PRE-DECISION SCRUTINY
Huttoft Coastal Tourism Facility	Peter Fender, Special Projects Officer	PRE-DECISION SCRUTINY
Greater Lincolnshire Local Industrial Strategy	Ruth Carver, Commissioning Manager (LEP)	Review of the progress towards the Lincolnshire Local Industrial Strategy.
Post Brexit Agricultural Policy	Vanessa Strange, Strategic Accessibility & Growth Manager	
Planning for Growth	Justin Brown, Assistant Director - Growth	Policy Development

26 NOVEMBER 2019 – 10.00am		
Item	Contributor	Purpose
UK Shared Prosperity Fund	Susannah Lewis, Principal Commissioning Officer Funding	
Team Lincolnshire Update	Jill McCarthy, Investment Team Manager	

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

3. Conclusion

Members of the Committee are invited to review and comment on the work programme and highlight any additional scrutiny activity which could be included for consideration in the work programme.

4. Consultation

a) Have Risks and Impact Analysis been carried out?

Not Applicable

b) Risks and Impact Analysis

Not Applicable

5. Appendices

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

6. Background Papers

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

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

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

DEC REF	MATTERS FOR DECISION	DATE OF DECISION	DECISION MAKER	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	DOCUMENTS TO BE SUBMITTED FOR DECISION	HOW AND WHEN TO COMMENT PRIOR TO THE DECISION BEING TAKEN	RESPONSIBLE PORTFOLIO HOLDER AND CHIEF OFFICER	KEY DECISION YES/NO	DIVISIONS AFFECTED
I018558	Huttoft Boat Shed Visitor Centre	25 October 2019	Executive Councillor: Commercial and Environmental Management	Environment and Economy Scrutiny Committee	Report	Special Projects Officer Tel: 01522 550604 Email: peter.fender@lincolnshire.gov.uk	Executive Councillor: Commercial and Environmental Management and Executive Director - Place	No	Alford and Sutton
I018630 New!	Draft Joint Lincolnshire Flood Risk & Water Management Strategy 2019-2050	3 December 2019	Executive	Flood and Water Management Scrutiny Committee; Environment and Economy Scrutiny Committee; Departmental Leadership Team; Corporate Leadership Team; Executive Councillor for Economy & Place; Executive Councillor for Commercial & Environmental Management; Lincolnshire Flood Risk & Water Management Group; Lincolnshire Flood Risk & Water Management Strategy Group; Greater Lincolnshire Leaders & Chief Executives' Group; Public and Stakeholder Consultation	Report	Head of Environment Tel: 01522 554809 Email: david.hickman@lincolnshire.gov.uk	Executive Councillor: Commercial and Environmental Management and Executive Director - Place	Yes	All Divisions