



County Offices  
Newland  
Lincoln  
LN1 1YL

2 June 2017

**Environment and Economy Scrutiny Committee**

A meeting of the Environment and Economy Scrutiny Committee will be held on **Monday, 12 June 2017 at 10.00 am in Committee Room One, County Offices, Newland, Lincoln LN1 1YL** for the transaction of the business set out on the attached Agenda.

Yours sincerely

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

Tony McArdle  
Chief Executive

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

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



**ENVIRONMENT AND ECONOMY SCRUTINY COMMITTEE AGENDA  
MONDAY, 12 JUNE 2017**

<b>Item</b>	<b>Title</b>	<b>Pages</b>
<b>1</b>	<b>Apologies for Absence/Replacement Councillors</b>	
<b>2</b>	<b>Declarations of Councillors' Interests</b>	
<b>3</b>	<b>Announcements by the Chairman, Executive Councillors and Chief Operating Officers</b>	
<b>4</b>	<b>Environment and Economy 'Who we are and What we do'</b> <i>(To receive a report and presentation from Andy Gutherson (County Commissioner for Economy and Place) on the work of Environment and Economy)</i>	5 - 12
<b>5</b>	<b>Annual State of the Economy Report 2017</b> <i>(To receive a report from Justin Brown (Enterprise Commissioner), which enables the Committee to consider and comment on the state of the economy annual report, which was produced in April 2017 for Greater Lincolnshire Local Enterprise Partnership)</i>	13 - 28
<b>6</b>	<b>Engaging with Midlands Engine and Midlands Connect</b> <i>(To receive a report by Justin Brown (Enterprise Commissioner), which describes the work of the Midlands Engine partnership and considers how Lincolnshire County Council should engage with the partnership)</i>	29 - 42
<b>7</b>	<b>Environment and Economy Scrutiny Committee Work Programme</b> <i>(To receive a report by Daniel Steel (Scrutiny Officer), which invites the Committee to consider its work programme for the coming months)</i>	43 - 54

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

- Business of the meeting
- Any special arrangements
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Contact details set out above.

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

Report to:	<b>Environment and Economy Scrutiny Committee</b>
Date:	<b>12 June 2017</b>
Subject:	<b>Environment and Economy 'Who we are and What we do'</b>

**Summary:**

The purpose of this item is to provide an introduction to the Environment & Economy Scrutiny Committee and the services that are included in the Council's Commissioning Strategies for Environment and Economy.

**Actions Required:**

Members of the Environment and Economy Scrutiny Committee are invited to consider a presentation from Andy Gutherson (County Commissioner for Economy and Place) on the work of Environment and Economy.

### 1. Background

This report is designed to highlight the key areas and issues on which the committee might expect to receive reports and/or might wish to consider seeking an input into. There are linkages that will exist between the work of this committee and of the Highways and Transport Scrutiny Committee because of the linkages between the strategies and the service activities delivering those strategies.

The report provides:

- An overview of the organisational structure and identifies senior managers and their key roles;
- The context of the commissioning and delivery arrangements within the service areas;
- An overview of current key issues, priorities and challenges on which scrutiny might be involved.

### Organisational Structure

Richard Wills is the Director of Environment and Economy with the services managed by Andy Gutherson and Steve Willis being those that would expect to report to the Environment & Economy and Highways & Transport scrutiny committees. A structure chart is attached as Appendix B.

## **Commissioning Strategies**

Lincolnshire County Council is a commissioning council. This means that Councillors can expect a consistent approach to the way that services are delivered. These can be summarised as:

- Measuring and agreeing need
- Understanding expectations
- Agreeing priorities and plans
- Planning and commissioning activity
- Monitoring and reviewing performance
- Holding deliverers to account
- Improving outcomes

Generally commissioning should be used whenever one of the following triggers occurs:

- Market change;
- New or changed service requirement;
- Changing Council priorities;
- Contract renewal
- Current delivery not fit for purpose;
- Budget pressures;
- Time since last review

Examples relating to some of these triggers are included in the report to highlight activity that the committee will be involved. There are three commissioning strategies that are directly relevant to the work of the Environment & Economy and Highways & Transport scrutiny committees. These are:

1. Sustaining and growing business and the economy
2. Sustaining and developing prosperity through infrastructure
3. Protecting and sustaining the environment

Together these strategies have the overall purpose of facilitating economic growth. The linkages between the strategies are therefore as important as each of the individual strategies in their own right.

A key message to and consideration for committees is "to be able to recognise and understand the linkages required to drive the economy of the County and the partnerships that are central to ensuring that occurs".

Most of the committee's interaction will be with the commissioners but deliverers both within the County Council and external to the organisation are crucial to ensuring services deliver our priorities. There will therefore be occasions where the focus of the committees will be on scrutinising delivery activity and performance.

## **Scrutinising Environment & Economy**

Officers are preparing each of these strategies and will bring them to the committees for advice, input, and prior scrutiny. The approach to commissioning strategies will require:

- A need to think strategically
- Clarity on the evidenced need
- An accuracy and robustness in justifying the benefits that are likely to be achieved
- A focus on outputs that will drive economic growth
- Early engagement with national bodies
- Engagement with private sector developers and development of partnership arrangements to unblock infrastructure barriers
- Effective political engagement

Officers will work with the Environment & Economy Scrutiny Committee on these requirements. There are specific arrangements in place for members of the public to contact the Council about project specific problems and/or incidents. These channels of communication should also provide Councillors with the means with which to get clarity on specific matters occurring in their area and confidence that the matter is being dealt with effectively. Knowledge of those local issues should enable Councillors to influence the commissioning strategies and the configuration of services but unless there is evidence of systematic service failure the focus of scrutiny should not be on individual localised issues.

### **Detail contained within Commissioning Strategies**

The attached Appendix A shows that the Environment and Economy team has a series of specific actions within each of the commissioning strategies. It also shows that the purpose for the actions is economic growth, although it must be stressed that this is not economic growth at all costs. Maintaining the quality of life in Lincolnshire is essential and therefore the way in which our other activities facilitate the delivery of the right sort of economic growth is key.

The strategy for economic growth is set out in the Strategic Economic Plan <https://www.greaterlincolnshirelep.co.uk/priorities-and-plans/strategies-and-plans/> which was prepared by the Greater Lincolnshire Local Enterprise Partnership (GLLEP) and endorsed by all of the Councils in Lincolnshire as well as the unitary authorities of North Lincolnshire and North East Lincolnshire.

The County Commissioner (Environment and Economy) is Andy Gutherson ([andy.gutherson@lincolnshire.gov.uk](mailto:andy.gutherson@lincolnshire.gov.uk) 01522 554827).

The Infrastructure Commissioner is Paul Rusted ([paul.rusted@lincolnshire.gov.uk](mailto:paul.rusted@lincolnshire.gov.uk) 01522 553071). The infrastructure commissioning strategy contains the following actions:

- Transport Commissioning, including Bus Network Support
- Highway Network Management and Highways maintenance
- New transport investments including highways improvements
- Economic Development Projects including Broadband\*

\* Broadband is not delivered through the Environment and Economy department. The officer leading on Broadband is Steve Brookes ([Stephen.brookes@lincolnshire.gov.uk](mailto:Stephen.brookes@lincolnshire.gov.uk))

The Environment Commissioner is David Hickman ([david.hickman@lincolnshire.gov.uk](mailto:david.hickman@lincolnshire.gov.uk) 01522 554809). The environment commissioning strategy contains the following actions:

- Reducing Carbon Emissions
- Flood risk management
- Protecting and Enhancing the Natural and Built Environment
- Waste Management
- Waste recovery and Recycling
- Sustainable Planning

The Enterprise Commissioner is Justin Brown ([Justin.brown@lincolnshire.gov.uk](mailto:Justin.brown@lincolnshire.gov.uk) 01522 550630). The enterprise commissioning strategy contains the following actions:

- Improving Skills and Employability
- Encourage enterprise through support to business and our Growth Sectors
- Attracting and Expanding Business Investment
- Lobbying and attracting funding for Lincolnshire

### **Areas that require joint consideration**

Previously the subjects to be addressed by the Environment & Economy and Highways & Transport Scrutiny Committees were considered by three committees. However, a review of the Council's committee structure identified that added value could be achieved by bringing the three subjects together in a way that strengthens the clear relationship between environment, economy, and transport. This should also lead to better scrutiny and decision making and also provide the opportunity for earlier and more detailed political engagement in the commissioning process ahead of the formal decision making process.

A work programme has been prepared for both the Environment & Economy and Highways & Transport Scrutiny Committees. These work programmes seek to:

- Ensure that there is clarity about how Lincolnshire's aspirations are addressed in a wider economic context e.g. relationship to the Midlands Engine;
- Ensure that the importance of partnership working across the public sector occurs e.g. the liaison required with other national bodies such as Network



Rail, Environment Agency, Highways England, Historic England, Arts Council England, the Homes and Communities Agency and local bodies including District Councils, the University of Lincoln, Bishop Grosseteste University, Lincoln Cathedral, the Historic Lincoln Trust and Heritage Lincolnshire

- Ensure that partnerships needed with the private sector are developed to ensure delivery of shared objectives e.g. the GLLEP, landowners, investors, developers and commercial partners such as Investors in Lincoln;
- Ensure effective political input into policy development work e.g. Joint Municipal Waste Management Strategy, Local Plan production and adoption, operational policy requirements, and the heritage collections development policy.
- Appropriate access to performance information and reporting by exception on matters of concern;
- Ensure an awareness of matters of national significance and upon which the Council may need to take a view and/ or lobby effectively e.g. The Industrial Strategy, Rail Franchise processes;
- Ensure awareness of and input to contract award processes e.g. Highways Alliance Contract Renewal, Waste Management contracts;
- Ensure an understanding and awareness of inward investment activity and where County Council investment activity will facilitate greatest benefit e.g. strategic work such as the Strategic Infrastructure Delivery Plan (SIDP) and projects such as Grantham Southern Relief Road (GSRR);
- Ensure knowledge of programmes of work and key individual projects. This will ensure effective input into pre-decision scrutiny consideration of key decisions e.g. Broadband Programme, Major highways schemes e.g. Lincoln Eastern Bypass (LEB), construction projects e.g. Holbeach Food Enterprise Zone (FEZ).

It is likely that some of the main considerations will be:

- Are we maximizing our funding and investment opportunities?
- Are we working effectively in partnership?
- Are our investments supporting economic growth?
- How can infrastructure investment be best prioritised?
- Where investments which support growth are being made, how can they be done in a way which preserves quality of life?

## **2. Conclusion**

In summary, the work of the Environment and Economy department is wide and varied. The Environment & Economy and Highways & Transport Scrutiny Committees will have an important role to play in shaping that work, performing prior scrutiny and scrutinising progress against the commissioning strategies. That work will be most effective when the scrutiny committee addresses those subjects where the different departments' services connect together.

### 3. Consultation

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

Not Applicable

#### b) Risks and Impact Analysis

Not Applicable

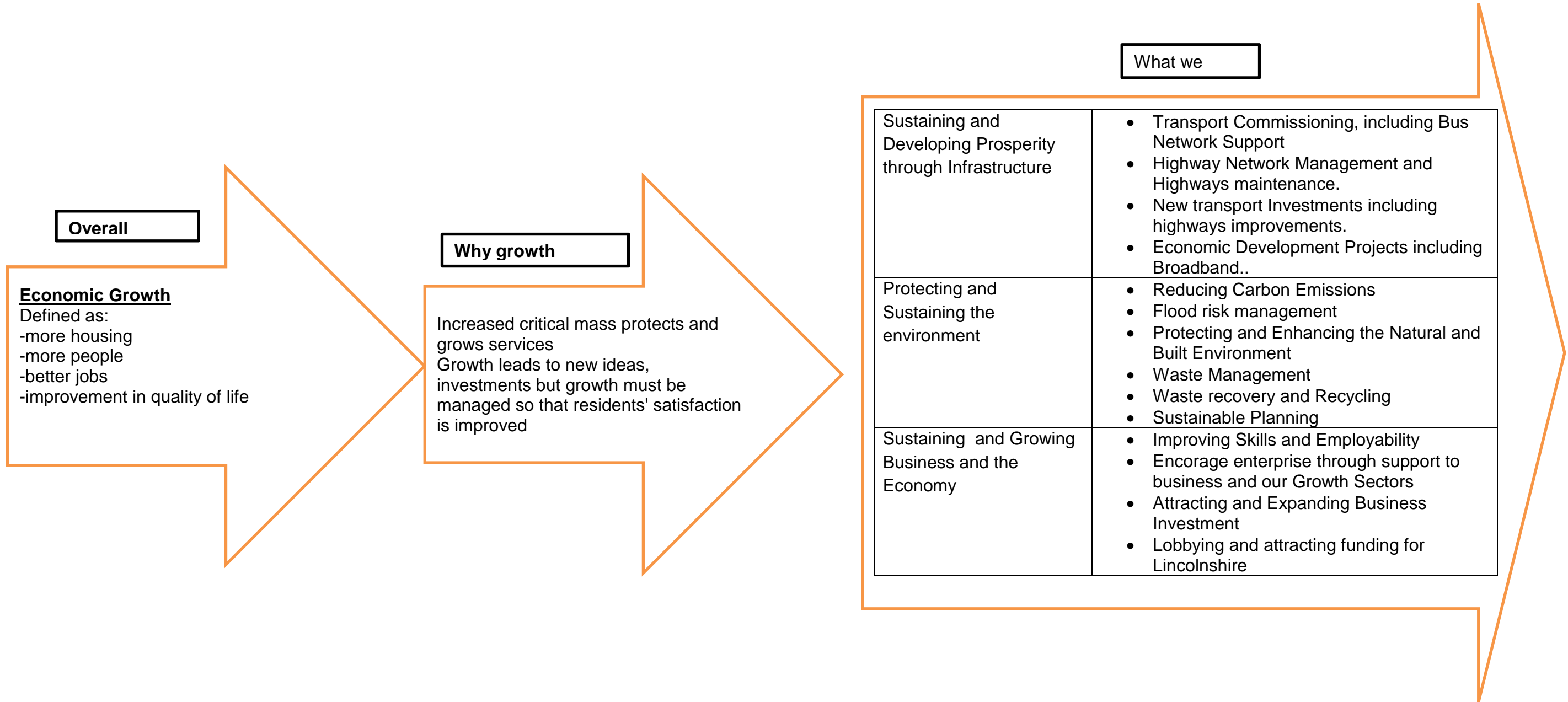
### 4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Sustaining and Developing Prosperity through Infrastructure
Appendix B	Environment and Economy Structure Chart

### 5. Background Papers

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

This report was written by Andy Gutherson (County Commissioner for Economy and Place), who can be contacted on 01522-554827 or by e-mail at [Andy.Gutherson@lincolnshire.gov.uk](mailto:Andy.Gutherson@lincolnshire.gov.uk)



Executive Director for Environment and Economy (ED)  
(Director of GLLEP Ltd and Chairman of Transport Connect Board)



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

Report to:	<b>Environment and Economy Scrutiny Committee</b>
Date:	<b>12 June 2017</b>
Subject:	<b>Annual State of the Economy Report 2017</b>

**Summary:**

This item enables the Committee to consider and comment on the state of the economy annual report, which was produced in April 2017 for Greater Lincolnshire Local Enterprise Partnership. The report is subtitled "10 things we learned about the Greater Lincolnshire economy during 2016" and is intended to provide an annual review of the main metrics which have an impact on the local economy.

**Actions Required:**

Members of the Environment and Economy Scrutiny Committee are invited to consider and comment on the Annual State of the Economy Report 2017 and highlight any comments to be passed to the Executive Councillor for Economy and Place.

### 1. Background

The state of the economy annual report 2017 contains some important messages relating to challenges the Lincolnshire economy faces in coming years such as quantifying the potential workforce gap of the future. It also shows how the economy has been performing more generally, and what this means for businesses and residents in Greater Lincolnshire. Topics covered include:

- Economic Performance (output of the local economy and productivity)
- Employment levels
- Full time/part time job split
- Workforce gaps in the future
- Housebuilding rates
- Wage Growth
- Business birth rate
- Business survival rates
- A summary from the local Quarterly Economic Survey

## 2. Conclusion

Members of the Environment and Economy Scrutiny Committee are invited to consider and comment on the Annual State of the Economy Report 2017 and highlight any comments to be passed to the Executive Councillor for Economy and Place.

## 3. Consultation

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

Not Applicable

### b) Risks and Impact Analysis

Not Applicable

## 4. Appendices

These are listed below and attached at the back of the report	
Appendix A	The Annual State of the Economy Report 2017 – 10 things we have learnt about the Greater Lincolnshire economy during 2016

## 5. Background Papers

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

This report was written by James Baty, Senior Project Officer (Economic Research), who can be contacted on 01522 550569 or by e-mail at [James.Baty@lincolnshire.gov.uk](mailto:James.Baty@lincolnshire.gov.uk) .

# The Annual State of the Economy Report 2017

Or

10 things we have learnt about the Greater Lincolnshire economy during 2016

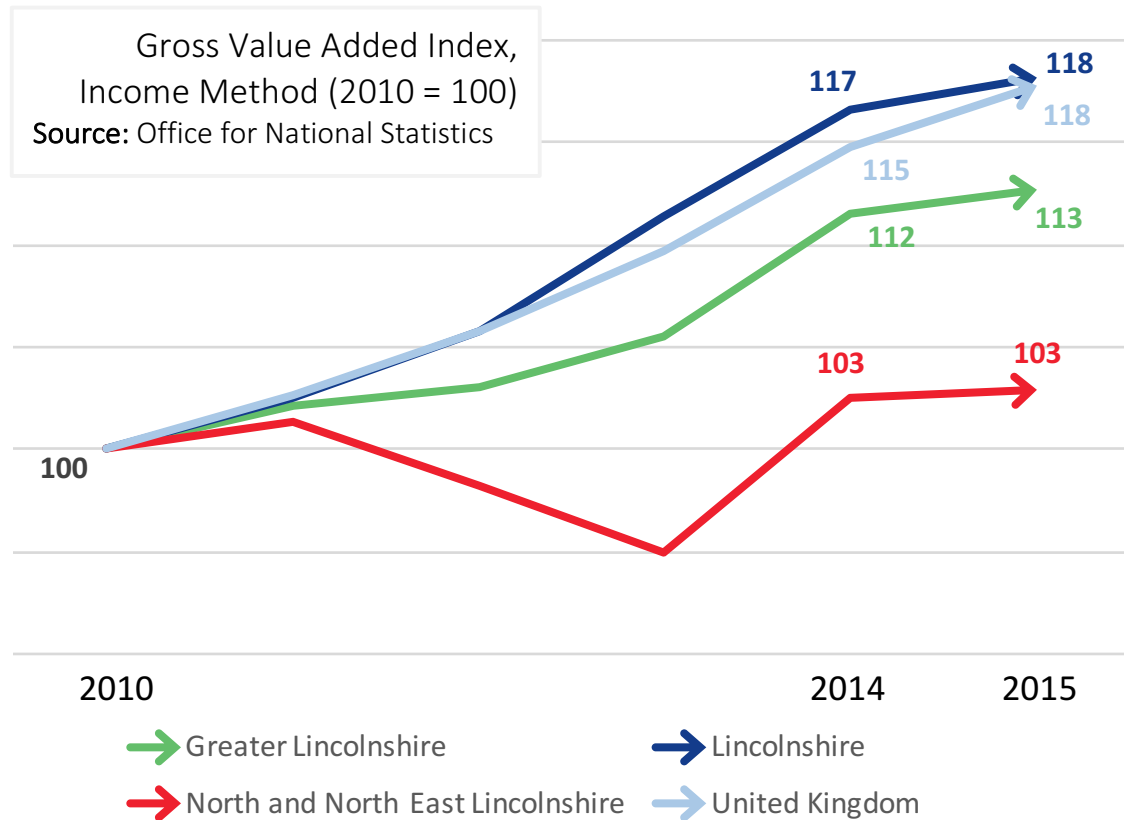
# 1/ Lincolnshire's economy has outperformed the UK over the last five years.....

.....in terms of growth in its GVA or Gross Value Added (the sum total of the value of its outputs less the cost of inputs), but only just. Growth in North and North East Lincolnshire has been much lower (even contracting during the period 2011 to 2013, but bouncing back in 2014), the net result being that overall the Greater Lincolnshire economy has performed slightly below the national average.

These results for GVA are largely mirrored in the latest productivity figures.

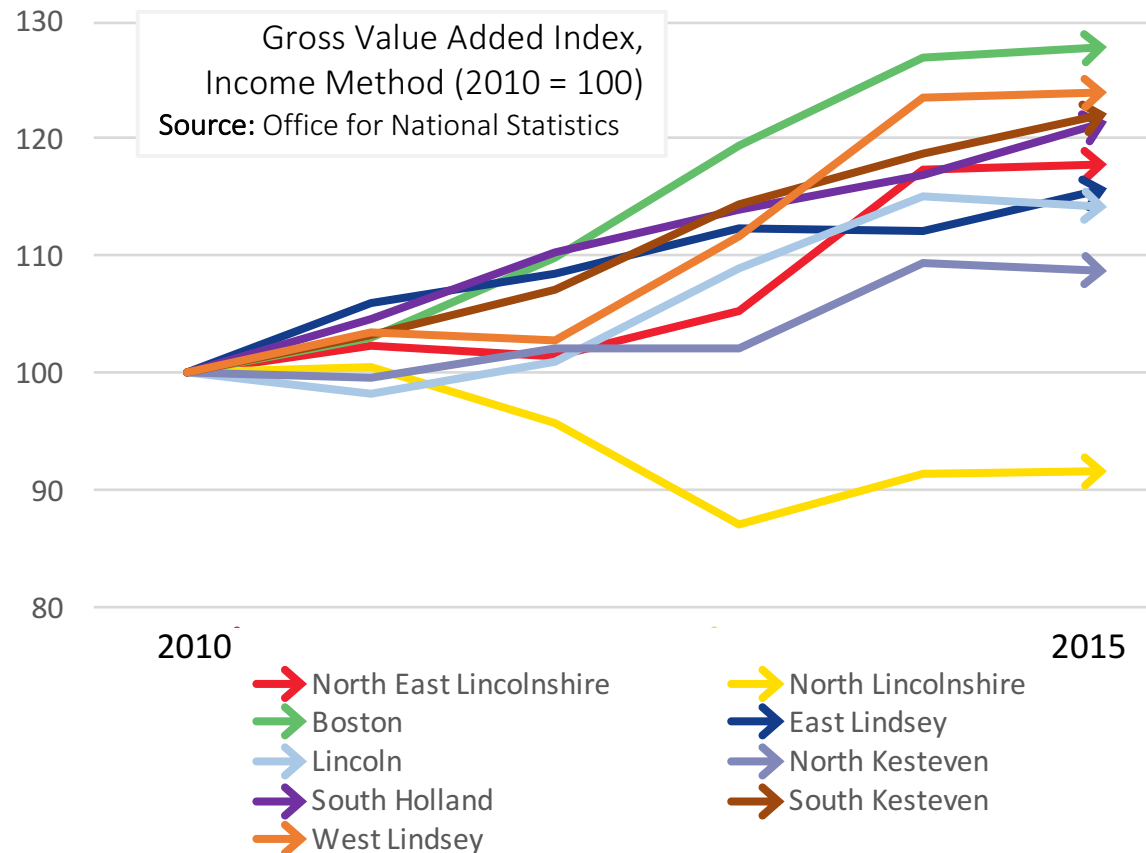
GVA per hour worked is the preferred measure of labour productivity and based on this Lincolnshire's increased by 2.3 per cent between 2014 and 2015, marginally above the 1.2 per cent increase nationally. Labour productivity in North and North East Lincolnshire increased by 1.6 per cent.

It is when we look at the results for change in labour productivity over the last five years that the big changes appear. Since 2010, Lincolnshire's GVA per hour worked has increased by 17 per cent, compared to only nine per cent nationally, whilst growth in North and North East Lincolnshire was only 1.8 per cent.





If we go below the NUTS (Nomenclature of Territorial Units for Statistics) county and conjoined unitary authority areas, and look at local authority level GVA, then the results reveal yet further differences in performance across the Greater Lincolnshire area.



Areas in the south of Greater Lincolnshire i.e. Boston, South Holland, and South Kesteven, have all experienced levels of growth in GVA above that seen nationally between 2010 and 2015. West Lindsey can also be added to this list of high performers.

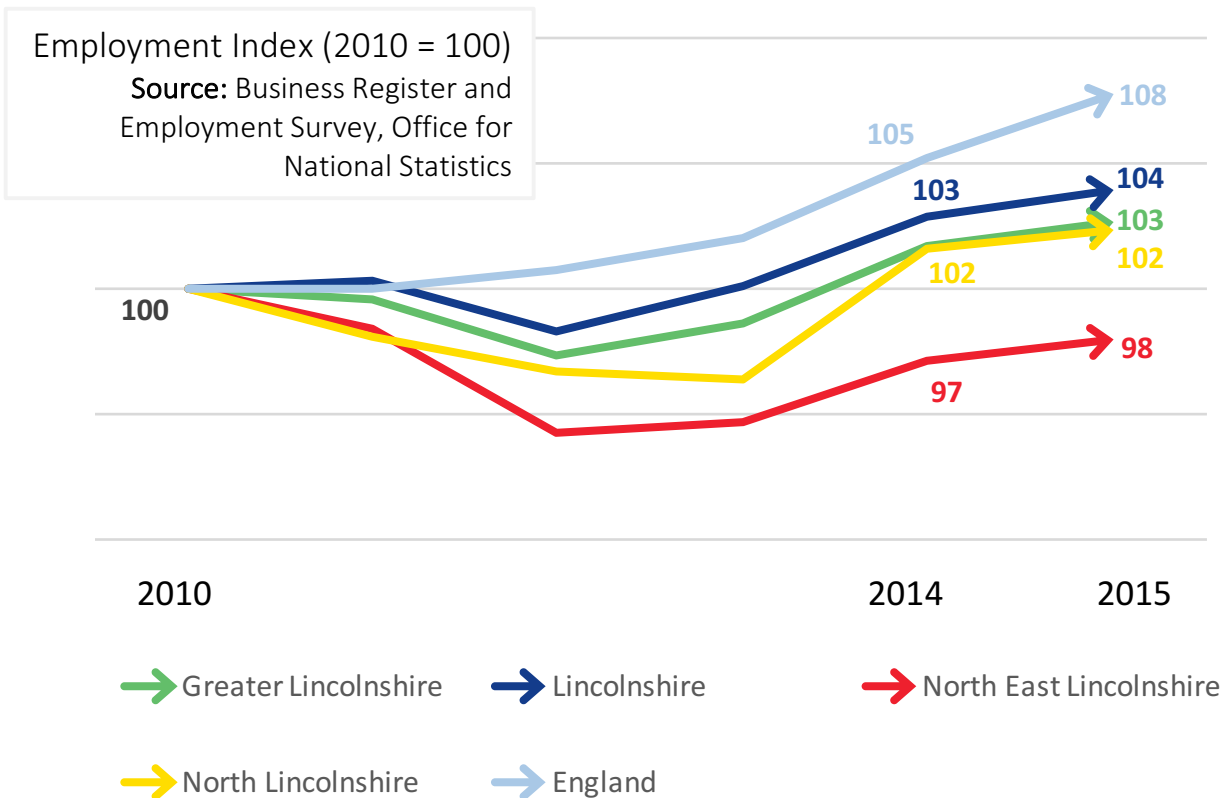
Looking to the north then North East Lincolnshire has experienced growth levels on a par with nationally whilst North Lincolnshire's economy has contracted.

However, we need to bear in mind when interpreting these figures that they are experimental in nature and do not tell us everything about what is happening in the local economy as further analysis will show.

## 2/ Levels of employment in North East Lincolnshire are still below pre-recession levels.....

.....and employment growth, both over the last year and five years, across Greater Lincolnshire has been below the national average.

In the past, labour market changes have not normally been particularly worrisome as Greater Lincolnshire has a great track record of finding jobs for people who want to work, as the statistics for high population growth and low unemployment levels over the years bear out.

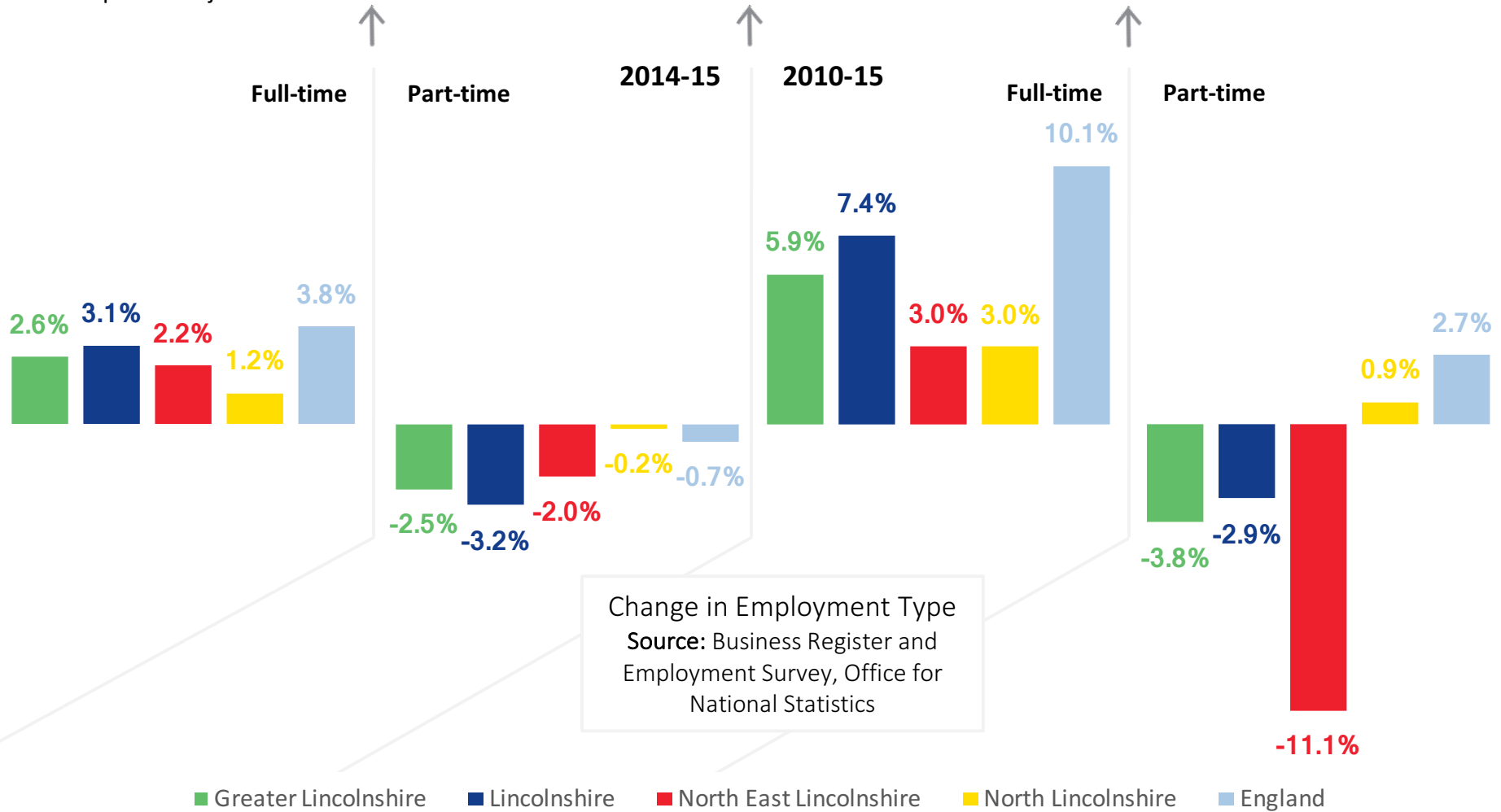


What matters now is that increasingly we are seeing the “baby boomer” generation retiring and this will put an increasing strain on both the labour market and economy over the next decade.

*Please note that these figures do not include results for the agricultural sector. Latest figures for agriculture from the Department for Environment, Food, and Rural Affairs (Defra) are for 2013, with figures released only every three years. Latest trends suggest that employment in the sector is fairly flat and therefore will have had little impact if any on the trends shown here.*

### 3/ Full-time jobs are replacing part-time jobs

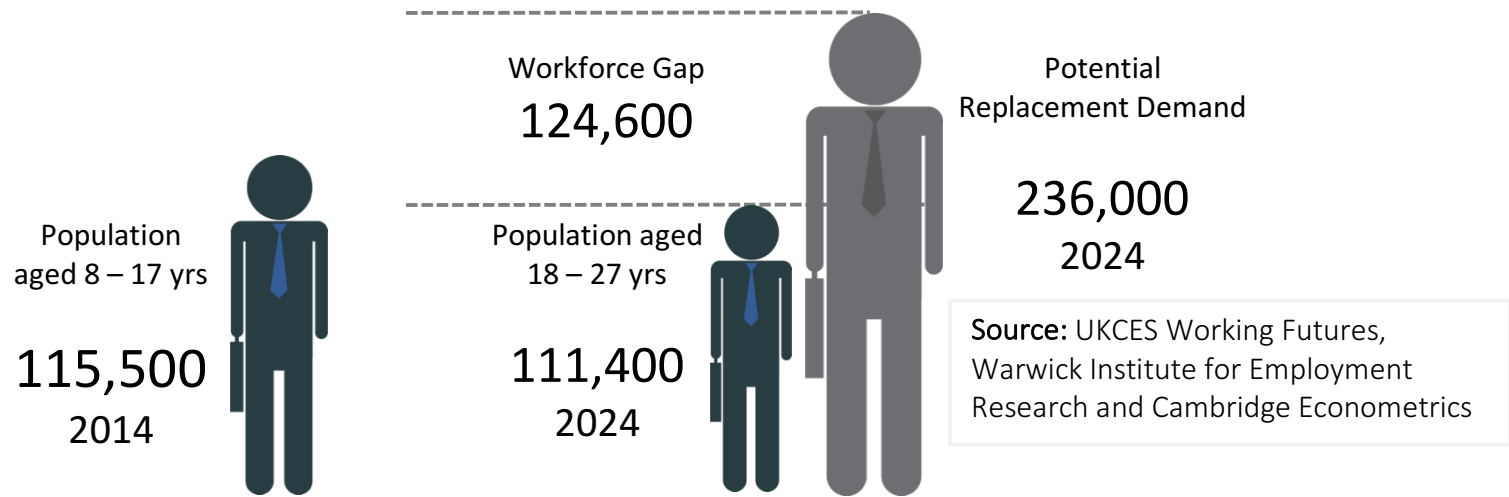
Despite the aforementioned lower levels of employment growth, what we have seen locally is a strong swing away from part-time jobs towards full-time working. This is particularly the case in North East Lincolnshire albeit that full-time opportunities are yet to make up for those part-time jobs lost.



#### 4/ By 2024 there is a potential gap in the local workforce of 125,000 people

Previous research has shown that the effects of retirement, migration, and expansion in the workforce over the period 2012 – 2022 would mean around 200,000 jobs would need to be filled. Latest research (covering the period 2014 – 2024) shows that this figure has grown to around 207,000 (made up of 186,000 retirements and 21,000 new jobs). If we include the Greater Lincolnshire LEPs target of 29,000 new jobs created over the life of the growth deal projects then this level of replacement demand hits 236,000.

The replacement supply of labour by 2024 is projected to be around 111,000 people (based on Office for National Statistics 2014 based sub-national population projections, and therefore take into account the effects of current migration levels) which means that there will be a sizeable gap in the workforce of approximately 125,000 people.



These figures are purely illustrative of the issue given the caveats that one person may have multiple jobs, and that we are only considering people who live in Greater Lincolnshire coming into the workforce i.e. people living outside of Greater Lincolnshire will invariably find jobs and work here over the next decade. However, this should not lessen the nature of the challenge ahead. One way of reducing this potential gap in the workforce would be to increase housebuilding. Greater Lincolnshire has shown through its population growth over time that it is a big draw for people wanting a better quality of life through access to relatively cheaper housing, low crime rates, good schools, and a cleaner environment.

## 5/ Housebuilding fell during 2015/16 for the first time in three years.....

.....and there is growing gap between housebuilding and the Greater Lincolnshire LEPs overall target for housing supply.

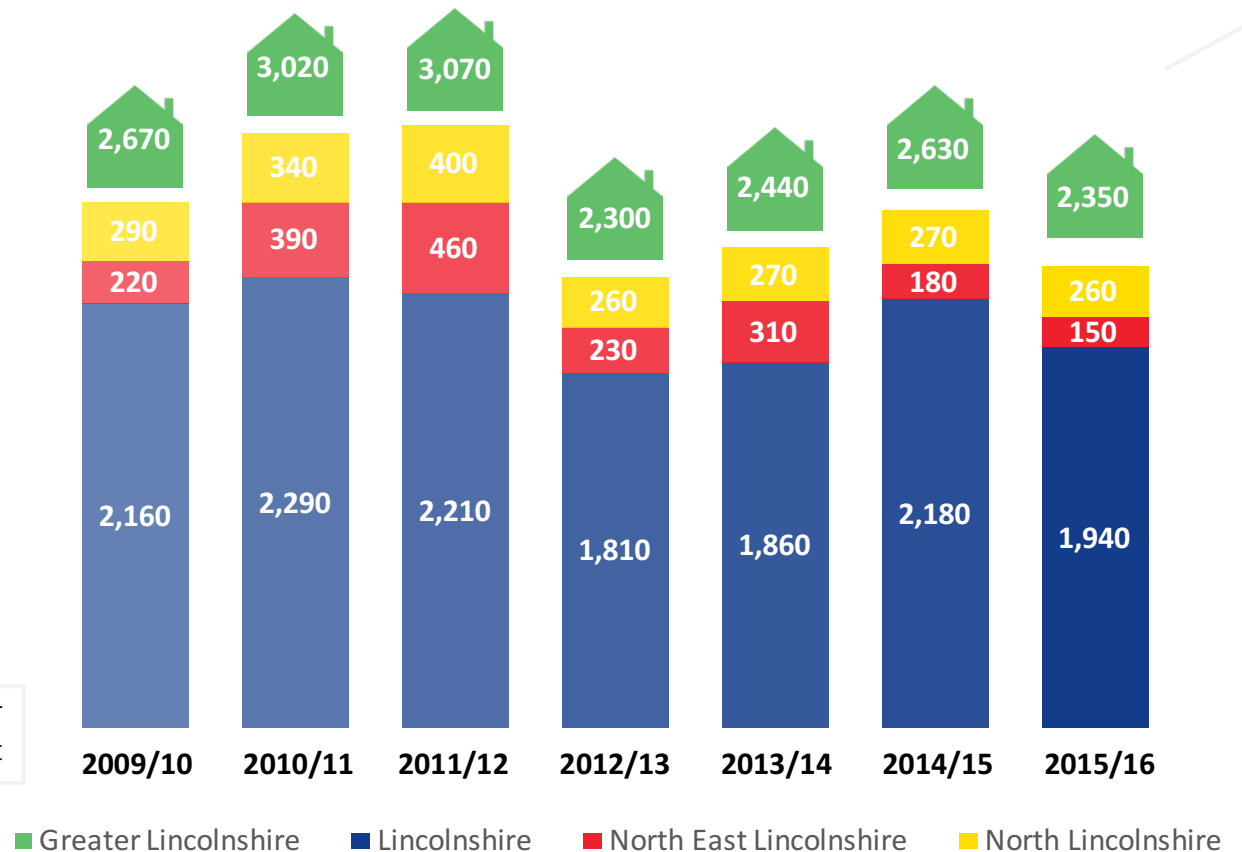
The number of houses built in 2015/16 fell from 2,630 to 2,350, the lowest level of housebuilding in the last four years.

The average number of houses built per year between 2009/10 and 2015/16 now stands at 2,640 and this is falling over time. Even if housebuilding remains at this rate then the gap between housing completions and the Greater Lincolnshire's LEPs housing target in 2030 will be 45,600.

Continued shortfalls in housing supply not only impacts on those already resident in the area. The supply of housing has a key role to play in helping to plug the projected gap in the workforce.

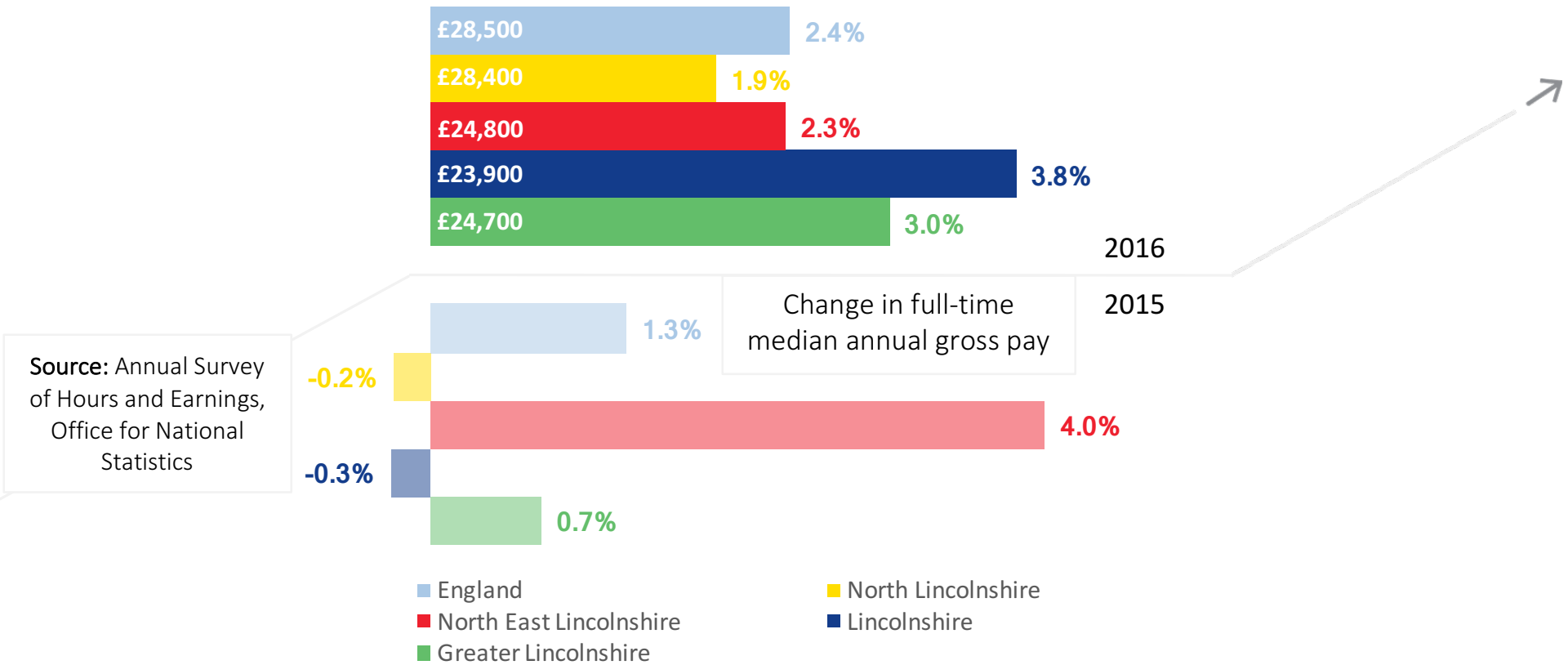
Latest figures from UCAS show that applications for university are down by around five per cent nationally. This will mean over time a growth in numbers of those moving into the resident workforce, and potentially higher demand for local housing.

Source: Department for Communities and Local Government



## 6/ Wage growth for full time workers has been stronger than nationally over the last year

It is also worth noting the level of growth in wages in North East Lincolnshire between 2014 and 2015, at a time when wage levels in both Lincolnshire and North Lincolnshire contracted. Despite this the full-time median annual gross pay in Greater Lincolnshire is currently £24,700, some £3,800 less per year than the national average.

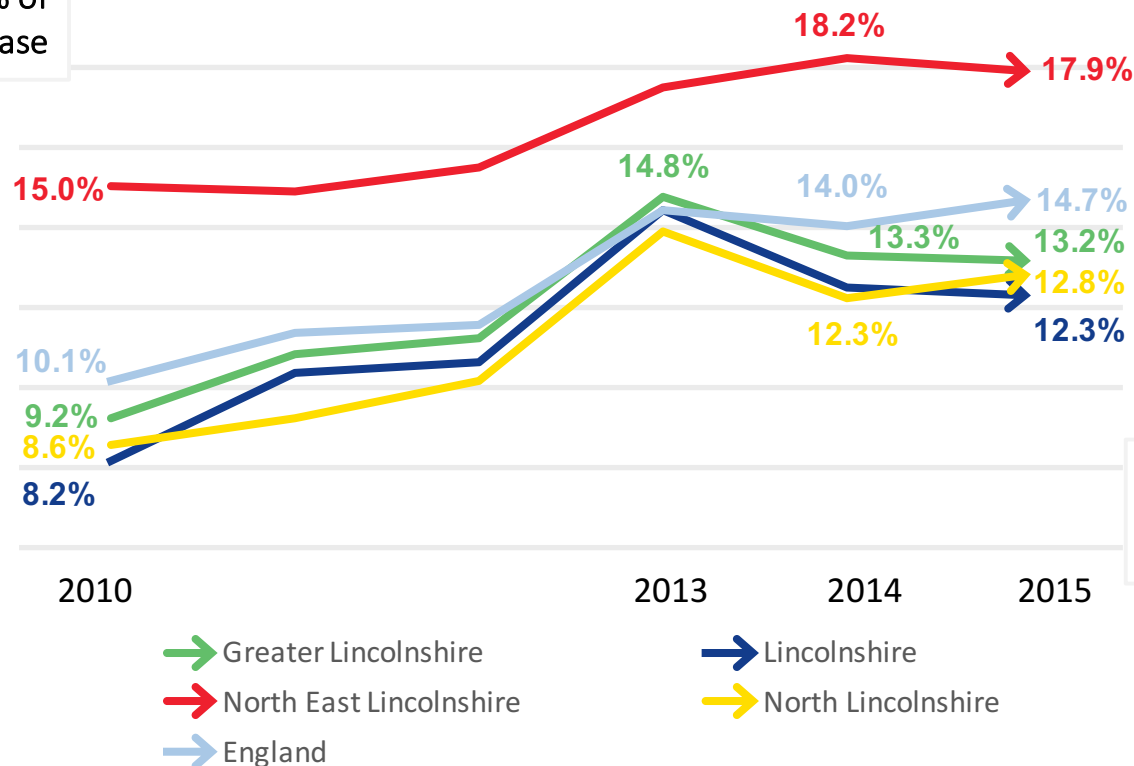


## 7/ Greater Lincolnshire's business birth rate has continued to slow

In 2013, business births as a percentage of the total business count hit just under 15 per cent, which for that year was higher than the national average. Since that point the rate has dropped below the national average and fell again slightly between 2014 and 2015.

Whilst new business growth has stalled, business unit numbers have increased (1.6 percent between 2014 and 2015, lower than the national average of 3.8 per cent) suggesting that established businesses (both locally and nationally) are continuing to grow. Levels of self-employment too have risen to their highest level (9.7 per cent, around 64,200 people) since 2011 when it was 9.9 per cent. This level of self-employment is around one percentage point below the national rate, with this being the case certainly for the last five years.

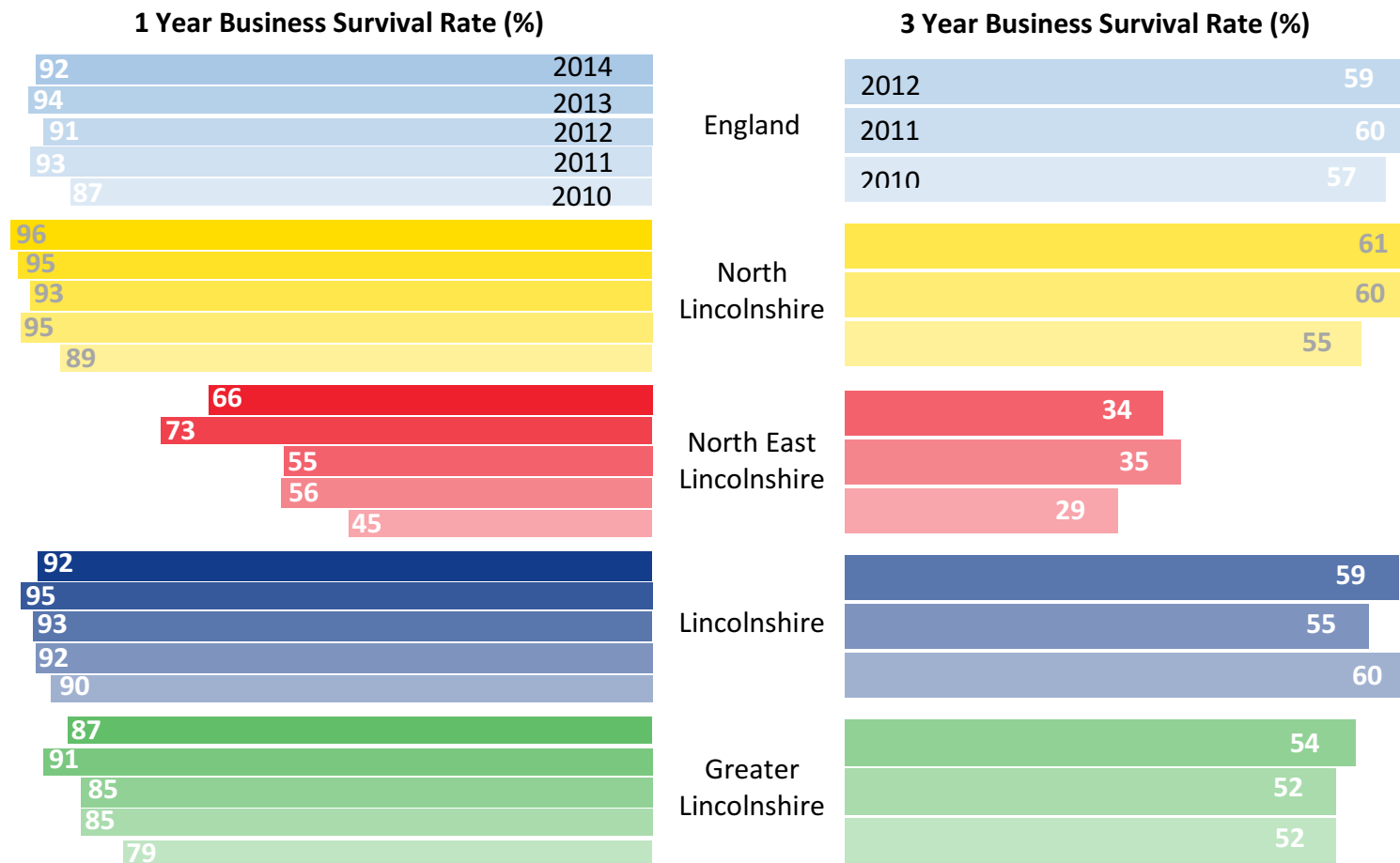
Business Births as a % of total business base



Source: Business Demography 2015, Office for National Statistics

## 8/ Business survival rates are generally improving over the longer term

This is despite a dip in the 1 year survival rate in 2014 (all apart from North Lincolnshire), in line with the national average. Turning to 3 year business survival rates then Greater Lincolnshire has actually bucked the national trend in the last year.



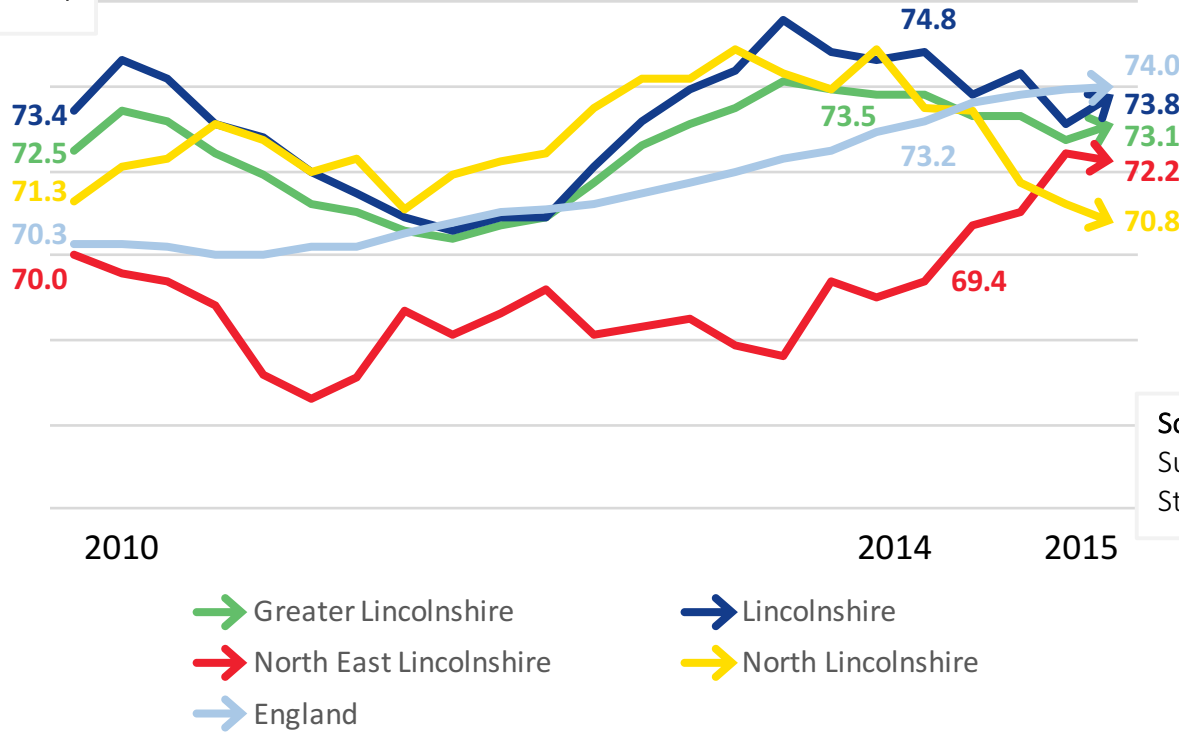
Source: Business Demography 2015, Office for National Statistics



9/ Greater Lincolnshire's employment rate has fallen below the national average but is back on the rise in 2016

The employment rate in Greater Lincolnshire has been, for the best part of the last five years, above that of the national average. However, the last two years has seen it on a downward trend (driven by changes in Lincolnshire and North Lincolnshire) and in the last year it has dropped below the national rate. Positively, latest figures show that this decline has been halted.

Employment Rate (% of population aged 16-64)



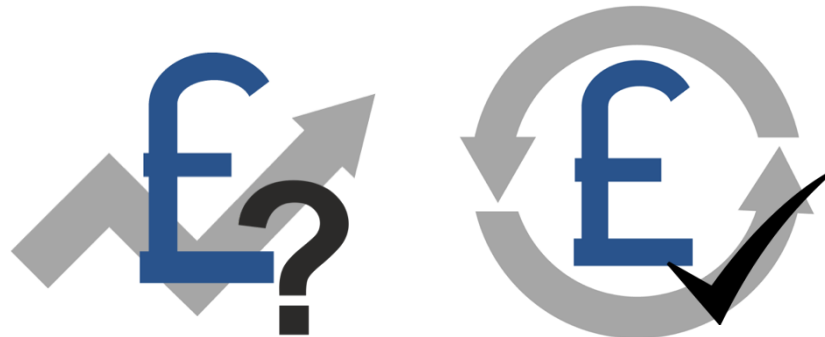
Source: Annual Population Survey, Office for National Statistics

## 10/ Local businesses been both positive and pensive about 2016, but appear in the main to be both robust and ready for 2017

Results from the final quarterly survey of local businesses in 2016 saw a marked improvement in conditions for exporters with both manufacturing and services enjoying the upturn. Domestic sales and orders also continued to steadily improve though manufacturing businesses have been finding the going much harder at home than abroad.

What is concerning businesses as we head into 2017 are the inflationary pressures they are currently under with nearly one in four businesses now stating this as a concern, up from around one in eight last quarter.

Digging into this issue a bit deeper we find that the proportion of businesses expecting to increase the prices of their goods/services over the next three months rose from 30 per cent to 38 per cent. No businesses reported this quarter that they expect their prices to decrease.



The main reasons given locally for this pressure to increase prices were overwhelmingly 'Other overheads' (40 per cent) and 'Raw material prices' (38 per cent). We are already starting to see the effects of inflation on the local business outlook for 2017 as, whilst increases in turnover are expected, they are not necessarily expected to translate into increased profit levels.

Overall, businesses appear bullish about their prospects in 2017 but we cannot ignore that the pressure on businesses to raise prices on their goods and services is increasing, and that inflation and its overall effects on the economy is a growing concern.

This state of the economy report has been written and produced by Codename Consulting Ltd on behalf of the Lincolnshire County Council Economy and Environment Research Team for the Greater Lincolnshire Local Enterprise Partnership (GLLEP).

The GLLEP evidence base on the Lincolnshire Research Observatory is the key source of analysis and intelligence for the GLLEP.  
[www.research-lincs.org.uk/lep-home.aspx](http://www.research-lincs.org.uk/lep-home.aspx)

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

Report to:	<b>Environment and Economy Scrutiny Committee</b>
Date:	<b>12 June 2017</b>
Subject:	<b>Engaging with Midlands Engine and Midlands Connect</b>

**Summary:**

Midlands Engine is a partnership which is seeking to promote growth across the whole of the East and West Midlands. It is supported by government and it is likely that significant resources for growth will be routed through the partnership.

This paper describes the work of the Midlands Engine partnership and considers how Lincolnshire County Council (LCC) should engage with the partnership.

**Actions Required:**

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

- 1) Support the ongoing development of the Greater Lincolnshire Local Enterprise Partnership (GLLEP) and its use of the Strategic Economic Plan to attract resources into Lincolnshire;
- 2) Consider the priorities that have been identified through the Greater Lincolnshire LEP's analysis (including those relating to new infrastructure priorities, utilities, and 5G) and highlight any additional priorities which officers can communicate to Midlands Engine and GLLEP.
- 3) Task officers with producing a strong overall economic narrative for engaging with Midlands Engine along with specific project cases which articulate LCC's priorities to the Midlands Engine partnership.

## **1. Background**

Midlands Engine is a concept that was created to tackle imbalances in growth across the UK. It is concerned with using the region's strengths to promote growth and tackling the problems which hold back the region's growth.

Midlands Engine is chaired by Sir John Peace, Chairman of Standard Chartered plc. A structure of operational working groups is in place below the main Midlands Engine strategy board. Lincolnshire partners such as the County Council (LCC), Greater Lincolnshire Local Enterprise Partnership (GLLEP), and University of Lincoln are represented on the groups.

A Midlands Engine strategy was recently published which covers the following themes:

- improving **connectivity**
- strengthening **skills**
- supporting **enterprise** and **innovation**
- promoting **trade**
- enhancing **quality of life** across the Midlands.

These themes resonate with the issues the Environment and Economy / Highways and Transport Scrutiny Committees are likely to consider.

Recent history shows that the government will allocate funding on the basis of how well project bids meet the aims of initiatives like the Midlands Engine.

For example, the Midlands Engine strategy was published on the same day that allocations of Single Local Growth Fund were made to LEPs. Greater Lincolnshire LEP was allocated funding for the following schemes, all of which needed to demonstrate their relevance to the aims of the Midlands Engine.

- £5 million for a new Centre for Health Science on the University of Lincoln campus. The centre, led by the University of Lincoln, will drive growth, productivity, higher level skills and innovation throughout the health and care sector.
- £6.5 million for the three Food Enterprise Zones in Holbeach, Hemswell Cliff and Grimsby. The investment will support infrastructure and services to accelerate the development of the three zones, creating employment land and enabling key buildings specifically designed to support the growth and expansion of Greater Lincolnshire's agri-food clusters.
- A £6.5m Skills Capital Programme to deliver improvements to training infrastructure and equipment for high-quality skills provision for people in Greater Lincolnshire. The programme will enable a flexible and appropriate response to the outcomes and recommendations of the current Area Review and will address HE (Higher Education) and FE (Further Education) priorities and opportunities.
- Gainsborough Growth Project (£4m)
- Junction improvements on the A46 around Lincoln (£2.5m) – to create capacity in the network that will facilitate the delivery of housing growth
- A17 Sutterton Roundabout Pinch Point Scheme (£1m) – to address congestion on the network and increase economic performance
- Sleaford Growth Project (£2m) to facilitate the delivery of infrastructure in Sleaford to support growth of the town
- Advanced Engineering Research and Development Centre, Lincoln (£1.95m)

## **Priorities within Midlands Connect**

On a practical basis, Midlands Engine has arisen from the Midlands Connect initiative which is concerned with transport matters across the whole of the Midlands and from wider economic development policies. For Midlands Engine to be successful, ministers and civil servants believe that it is important to achieve strong connections between the connectivity and wider economic development aspects.

The Midlands Connect Strategy has been developed over the last 2 years using funding provided by central government. The aim is to set out a longer term high-level strategic transport strategy which identifies the major road and rail schemes needed to support the region's economy and deliver the vision of a 'Midlands Engine for Growth'.

The development work has focused on a series of Work Packages (WPs):

- WP1 – Developing the Strategy
- WP2 – High Speed 2 (HS2) Readiness
- WP3 & 4 – Hubs and Corridors (Road and Rail)
- WP5 – Freight and International Gateways
- WP6 – Smart Connectivity

The overall project has been led by the Midlands Connect Project Team, with each of the above themes being supported by teams of consultants. A full governance structure comprising a Partnership Advisory Board, Strategic Board (including Richard Wills), Steering Group and Technical Advisory Board has overseen the development of the Final Strategy. This has included partners such as the Department for Transport (DfT), Highways England, Network Rail, LEPs and Local Transport Authorities.

The process has been evidence-led and heavily influenced by economic impacts. Both economic and transport modelling has been used at a strategic level to assess the benefits of a range of regional road and rail schemes (or packages of schemes). Using a common appraisal framework linked to agreed objectives, candidate schemes have been developed into the proposed strategy. An outline programme to 2035 and beyond has been prepared.

Because of the high-level strategic nature of the strategy, the focus is on schemes with strong sub-national impacts. Early work is therefore looking at developing cases for proposals which address constraints on the major road and rail networks, such as the Midlands Motorway Hub, rail corridors radiating from Birmingham, and the A52 Corridor between Nottingham and Derby and, in particular access to the proposed HS2 station at Toton.

The final Midlands Connect Strategy makes reference to the following proposals with an impact on Lincolnshire:

- Newark Northern Bypass (including A1/A17/A46 junction) – an early priority, with Highways England due to start feasibility work in 2017/18

- Upgrading of A1 between Peterborough and Blyth to motorway standard (for early scheme development)
- A46 Corridor : Syston to Immingham – Upgrade of existing A46 to Expressway standard (including existing single carriageway sections of Lincoln Western Relief Road) and dualling of A15 to M180 (longer term)
- Lincoln – Nottingham Rail Corridor – provision of direct services from Lincoln to Birmingham and flyover at Newark Flat Crossing over East Coast Main Line (longer term)

Midlands Connect was awarded a further £12m in October 2016 to progress with the development of Strategic Outline Business Cases for priority schemes over the next 3 years. Briefs are currently being prepared for this work

Also included in this early work is a project to identify a 'Major Road Network' for the Midlands Connect area. The project will then assess this network against a set of conditional outputs (to be agreed) to identify the performance gaps and prioritise where future investment might best be targeted. The brief requires a combination of both a 'top down' approach (data lead, in particular using the new Midlands Regional Traffic Model) and a 'bottom up' approach (working with Local Highway Authorities and considering their views as to what is important economically). A contract has yet to be let for this project.

#### Sub-National Transport Body (SNTB)

Midlands Connect has been encouraged by government to become a statutory Sub-National Transport Body (in a similar way to that recently announced for Transport for the North). Early discussions have taken place, including a meeting with elected members in Birmingham in January where options were discussed. These were:

- Non-statutory partnership i.e. voluntary partnership with purely lobbying rather than statutory influence
- Statutory partnership i.e. limited powers but requirement for DfT/HE/NR to consult
- Devo-max i.e. may take on some of the powers of HE and NR

Each of these options comes with its own requirements in terms of the complexity of governance needed.

The preferred option appears to be for a statutory body, but not going as far as the 'devo max' option. Draft proposals are being prepared for formal consultation with partners during summer 2017. It is hoped to submit a SNTB proposal to DfT by the end of 2017, with statutory status achieved in late 2018.

Work is also underway to create capacity in the East Midlands with a group of senior Cllrs supported by Executive Directors (Transport for the East Midlands) to ensure that the needs of the East Midlands are reflected in the establishment of a SNTB. Lincolnshire's needs and ambitions will be presented through this group



## Midlands Engine – economic development funding and priorities to date

In addition to the connectivity priorities that have been identified above, Midlands Engine seeks to provide funding and support for a range of wider economic development priorities. These can be summarised as follows:

- **Skills:**
  - **£20m of government funding has been made available for a Midlands Skills Challenge** to improve employment prospects. This includes:
    - **£7 million to pilot approaches to supporting employees with mental health** issues, following the findings of West Midlands Mental Health Commission
    - **£2m to offer English-language training** to people in the Midlands
    - **£11m for Work Coaches**, in order to deliver targeted employment support to unemployed people **across the West Midlands Combined Authority.**
  
- **Enterprise and Innovation:**
  - **Midlands Engine Investment Fund** of over £250m will be launched shortly. This will provide a substantial budget for businesses who are looking to grow, and it has been shaped over a 24 month period including substantial discussion at previous meetings of LCC's Economic Scrutiny Committee.
  - Acknowledgment and support to the work of the **Midlands Engine Innovation Group** as it aims to deliver the recommendations of the Science and Innovation Audit.
  - The government will work with key stakeholders such as the Midlands Engine Partnership to review proposals for increasing productivity across supply chains, including the proposed **Midlands Manufacturing Productivity Programme.**
  
- **Trade:**
  - **Midlands Trade and Investment Programme** (supported by £5m of government funding):
    - Confirmed £5m towards the Midlands Engine Investment Hub (based in Birmingham) - driving inward investment in key sectors and regeneration projects across the region
    - Publication of a **new Midlands Engine Investment Portfolio** to showcase opportunities for future investment (published at MIPIM)
    - Launch a **three year China Trade and Investment strategy (late 2017)**. The County Council is working closely with the author of the investment strategy to ensure that our economic relationship

with Hunan is adequately recognised and supported within the strategy.

- **Publish the International Trade Barriers and Drivers project results** to provide sophisticated intelligence on the capacity constraints of Midland's exporters.
- Procure **econometric research to model future Foreign and Direct Investment flows** and opportunities.

- **Housing and Quality of Life:**

- **Homes and Communities Agency** will work with Midlands Engine partners to **develop** a clear, prioritised **schedule of publicly owned sites for redevelopment** by the end of 2017.
- Explore how to **best make use of the Government Art Collection** and other publicly held art collections to **support private sector growth across the Midlands**. Include consideration of showcasing the government's art in Birmingham.

Members will note that the priorities concerning skills appear to have a limited impact on the whole of the Midlands, and also that there is an implicit prioritisation of activity onto the West Midlands.

On skills, this may be because it is difficult to arrange skills provision on a pan-regional level (skills are generally commissioned at either a national or local level). On the other aspects, this is because it has proved easier for partners in the West Midlands to articulate their requirements to government. The creation of the West Midlands Combined Authority and the election of a West Midlands mayor will continue to have an influence on this situation.

There is a challenge for Lincolnshire, like other areas, to demonstrate why activity in the county will have a regional benefit. However, the chart that is set out in Appendix A shows that Lincolnshire plays an important role in the Midlands and it also shows that there are similarities between Lincolnshire and other parts of the region.

It is important that, as part of our engagement with Midlands Engine, officers focus on our strengths and develop strategic alliances with partners who face similar issues to Lincolnshire.

## **Engagement in the Midlands Engine**

Government and the Midlands Engine partners are committed to achieving growth across the whole of the Midlands.

However, it is much easier for some areas (generally urban areas) to articulate what investment they need. It is therefore incumbent on LCC and strategic partners like the Greater Lincolnshire LEP to articulate what they need from Midlands Engine. This should be done within the following principles:

- Identifying activity that will have a regional, not local or national, benefit
- Explaining how the proposed activity will contribute positively to the Midlands Engine agenda
- Describing the clear benefits that the proposed activity will have on growth and what plans are in place to ensure that the growth is realized

The timing is good for LCC to engage with the Midlands Engine. A new council with recently agreed work programmes/manifestos is in place, the Greater Lincolnshire LEP's strategic economic plan is well respected by government, and a Midlands Engine action plan is being produced.

Midlands Engine recognises that its strategy will be dynamic; the detail within the strategy will shift to respond to new developments and conditions. It is therefore important that Lincolnshire partners continue to represent the conditions in our economy and the requirements that we have. It is not a case of seeking funding for Lincolnshire's issues above those of any other areas, but it is important that Lincolnshire's voice is at least heard and understood.

To date officers have pursued an approach that aims to ensure that our representatives are technically competent to join the relevant Midlands Engine groups. On issues such as transport or trade strategy then those representatives should legitimately be from the county council. But on more technical issues like innovation or finance for business, then Lincolnshire will be better represented by organisations like financial intermediaries or universities. This approach has been followed and it is Streets and Co who represent Lincolnshire on the financial instrument steering board and the University of Lincoln on the innovation steering group.

## Relationship between Midlands Engine strategy and Lincolnshire

Greater Lincolnshire LEP has already done some analysis of priorities that are likely to have traction with Midlands Engine. These are as set out below:

### MIDLANDS ENGINE STRATEGY

#### GLLEP OFFERS & ASKS – DRAFT

Midlands Engine Strategy	Key Issues/SEP Priorities	GLLEP Key Projects
<p>Objective 1: Improving Connectivity</p> <p>Transport connections across the region are often slow and congested, with slow journey times by both road &amp; rail; the Midlands central location within the UK provides an inherent advantage, despite the problems identified; key priorities will be:</p> <ul style="list-style-type: none"> <li>• Connecting the towns &amp; cities of the Midlands to each other</li> <li>• Connecting the Midlands to the rest of the country</li> <li>• Modernising digital infrastructure</li> </ul>	<p><b>Infrastructure</b></p> <p><b>Transport</b></p> <p><b>Flood Risk Management</b></p> <p>Development of key infrastructure projects is critical to supporting logistics &amp; supply chain. This is a particular challenge in Lincolnshire given the nature of business, with large numbers of SMEs and need for investment in roads.</p> <p>The need to do further work on the digital infrastructure to overcome the dispersed nature of Lincolnshire’s population and improve broadband access &amp; speeds; the area contrasts with some other parts of ME region and therefore in addition to physical infrastructure consider promoting GLLEP as potential area for a <b>5G testbed</b> as part of the emerging Action Plan.</p> <p>There are also key challenges around other utilities, in particular power, that are being discussed with Western Power and the County Council, with other partners.</p>	<p>The infrastructure ‘ask’</p> <p><u>Short</u></p> <ul style="list-style-type: none"> <li>• <b>A46 Coast to Coast Strategic Study</b></li> <li>• <b>Upgrade of A1 to motorway status</b></li> <li>• <b>Lincoln Eastern Bypass (underway)</b></li> </ul> <p><u>Medium</u></p> <ul style="list-style-type: none"> <li>• <b>A46-A15 Improvements (prep business case)</b></li> <li>• <b>A1/A46/A17 road junction improvements (prep business case)</b></li> <li>• <b>Newark North bypass</b></li> </ul> <p><u>Long</u></p> <ul style="list-style-type: none"> <li>• <b>Improved ECML linked to HS2 delivery</b></li> <li>• <b>HS2 connectivity</b></li> <li>• <b>East-West rail connections</b></li> <li>• <b>A46-A15 Improvements (delivery)</b></li> <li>• <b>A1/A46/A17(delivery)</b></li> </ul> <ul style="list-style-type: none"> <li>• <b>Broadband &amp; digital connectivity</b></li> <li>• <b>Utilities</b></li> </ul>

<b>Midlands Engine Strategy</b>	<b>Key Issues/SEP Priorities</b>	<b>GLLEP Key Projects</b>
<p>Objective 2: Strengthening Skills</p> <p>The Midlands is the home to 20 Universities, and has a 'bedrock of highly skilled, specialist employees in high value manufacturing'; however, the region lags behind on higher level skills, has a high proportion of people with no skills whilst vacancies remain infilled because of a lack of suitably skilled candidates;</p> <ul style="list-style-type: none"> <li>• Launch of Midlands Skills Challenge</li> <li>• Look at innovative approaches to lifelong learning</li> <li>• Seek options to enable transfer of apprenticeship levy funds within the region</li> </ul>	<p><b>Skills Infrastructure</b></p> <p>Education sector in Lincolnshire is strong with generally good schools, FE colleges and Universities. But access to skills and training presents a challenge in some more rural areas linked to the need to address infrastructure issues identified above.</p>	<ul style="list-style-type: none"> <li>• <b>Securing take up of apprenticeship opportunities through the new framework, particularly in the key sectors identified in the SEP</b></li> <li>• <b>Ensuring that the apprenticeship framework addresses the specific needs of SMEs</b></li> </ul>
<p>Objective 3: Supporting Enterprise &amp; Innovation</p> <ul style="list-style-type: none"> <li>• Develop investment proposals for building on existing strengths</li> <li>• Through SLGF support industrial clusters</li> <li>• Review proposals for increasing productivity across supply chains</li> </ul>	<p><b>Agri-food Low Carbon Economy Manufacturing &amp; Engineering</b></p> <p>Agri-food has already been identified as a key sector for the GLLEP area for both food security and as a potential export driver but there is the need for further work &amp; investment.</p> <p>The University of Lincoln is already engaged with the Midlands Enterprise Universities, collaboration that will support advanced manufacturing &amp; engineering across the region as well as within the GLLEP area.</p>	<ul style="list-style-type: none"> <li>• <b>Development of the FEZ and work on agri-technology (LIAT) through the University of Lincoln</b></li> <li>• <b>Sustained investment in &amp; commitment to innovation and applied research – for example the UK National Centre for Food Manufacturing and LSIP.</b></li> <li>• <b>Development of employer links with the University for applied R&amp;D</b></li> </ul>

<b>Midlands Engine Strategy</b>	<b>Key Issues/SEP Priorities</b>	<b>GLLEP Key Projects</b>
<p>Objective 4: Promoting Trade &amp; Investment</p> <p>The Midlands has strong connections with the rest of the world and is an attractive place for inward investment. Immingham &amp; Grimsby ports are identified as key hubs for exports, adding to strong performance in exports across the region.</p> <ul style="list-style-type: none"> <li>• Midlands Engine Trade &amp; Investment Programme</li> <li>• Midlands Engine Investment Portfolio launched at MIPM</li> <li>• Midlands Engine Trade Summit held March 2017</li> </ul>	<p><b>Ports &amp; logistics</b></p> <p>The ports at Immingham and Boston provide a key export route for the whole of the ME region &amp; are identified as providing some of the best shipping ports within the UK in Gtr Lincolnshire. With an increasing importance post-Brexit with emphasis on increasing the value and volume of exports.</p>	<ul style="list-style-type: none"> <li>• The infrastructure ‘ask’</li> <li>• Supporting and promoting the ME Trade &amp; Investment Missions; including the Trade &amp; Investment Programme within the ME Strategy.</li> <li>• Requirement for further investment in the sea wall at Immingham Port</li> <li>• Investment in strategic infrastructure projects to increase capacity &amp; competitiveness of ports, including projects listed under Objective 1 to improve road &amp; rail infrastructure.</li> </ul>
<p>Objective 5: Enhancing Quality of Life</p> <p>Attracting skilled workers (alongside inward investment) is critical to supporting productivity &amp; growth.</p> <ul style="list-style-type: none"> <li>• Increasing housing supply through measures in the White Paper</li> <li>• Supporting the visitor economy, currently worth £6.33bn (2013)</li> </ul>	<p><b>Visitor Economy</b></p> <p><b>Health &amp; care</b></p> <p>Ensuring that there is a sufficient supply of housing in the right locations will be critical to supporting the other measures to address productivity &amp; growth. Working with the emerging Local Plans to support sustainable development.</p> <p>Visitor Health &amp; care is identified as an emerging growth sector reflecting the changing demographics as well as enhancing quality of life.</p> <p>The Lincolnshire visitor economy represents a key growth sector.</p>	<ul style="list-style-type: none"> <li>• Spitalgate Garden Village, South Lincolnshire</li> <li>• Unlocking strategic housing development sites through key infrastructure projects</li> <li>• Support the visitor economy through supporting accommodation developments, major events and attractions.</li> <li>• Development of a ME-wide approach to developing the visitor economy through a single funding mechanism.</li> </ul>

It is clear from this list that many of the activities that are contained in the Strategic Economic Plan are directly relevant to LCC, either because LCC is likely to lead them or because they meet LCC priorities.

In addition, there are some gaps in the list because new initiatives have arisen as a result of manifesto commitments or as a simple result of timing. For example, officers are currently leading a study into utility provision in Lincolnshire and in particular into how utility problems constrain growth. The study will conclude in winter 2017 and will provide a good platform to lobby for appropriate and additional investment in the county's utility infrastructure where that will support growth.

Similarly, the Midlands Engine strategy raises the possibility of piloting 5G technology. Despite LCC having invested substantially in superfast broadband, Businesses tell us that they are constrained by ICT difficulties. These are increasingly described as being related to mobile phone coverage and to the use of mobile broadband. It may, therefore, be useful to analyse the feasibility of promoting the concept of a 5G pilot in Lincolnshire to Midlands Engine.

The challenges now are:

1. to update the LEP's analysis with any priorities that have emerged since it was prepared
2. to prepare cases which articulate the benefits of these activities in the way that is described above (ie identifying activity that will have a regional, not local or national, benefit; explaining how the proposed activity will contribute positively to the Midlands Engine agenda; and describing the clear benefits that the proposed activity will have on growth and what plans are in place to ensure that the growth is realized).

In terms of the first challenge, Lincolnshire County Council is a founder member and accountable body of the Greater Lincolnshire LEP. LCC's portfolio holder for Economy and Place is a board member of the Greater Lincolnshire LEP as is the Executive Director for Environment and Economy. The LEP team is employed by the County Council and jointly commission activity with LCC's Enterprise Commissioner. It is important to keep those relationships operating effectively.

In terms of the second challenge, economic business cases are required in order to demonstrate why the government should provide Midlands Engine with the funding to support these schemes. The economic cases will involve combining the technical solutions for the project with a wider economic benefit case. This will need substantial officer input, but the benefits of attracting funding would be significant.

## **2. Conclusion**

In summary, Midlands Engine provides a good opportunity to deliver the council's growth priorities and it appears that Midlands Engine will continue to be a priority for government from both a financial and policy perspective. It is important that

Lincolnshire's projects are articulated effectively to the Midlands Engine partnership.

**3. Consultation**

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

N/A

**b) Risks and Impact Analysis**

N/A

**4. Appendices**

These are listed below and attached at the back of the report	
Appendix A	Greater Lincolnshire's "Nearest Neighbours" in Midlands Engine

**5. Background Papers**

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

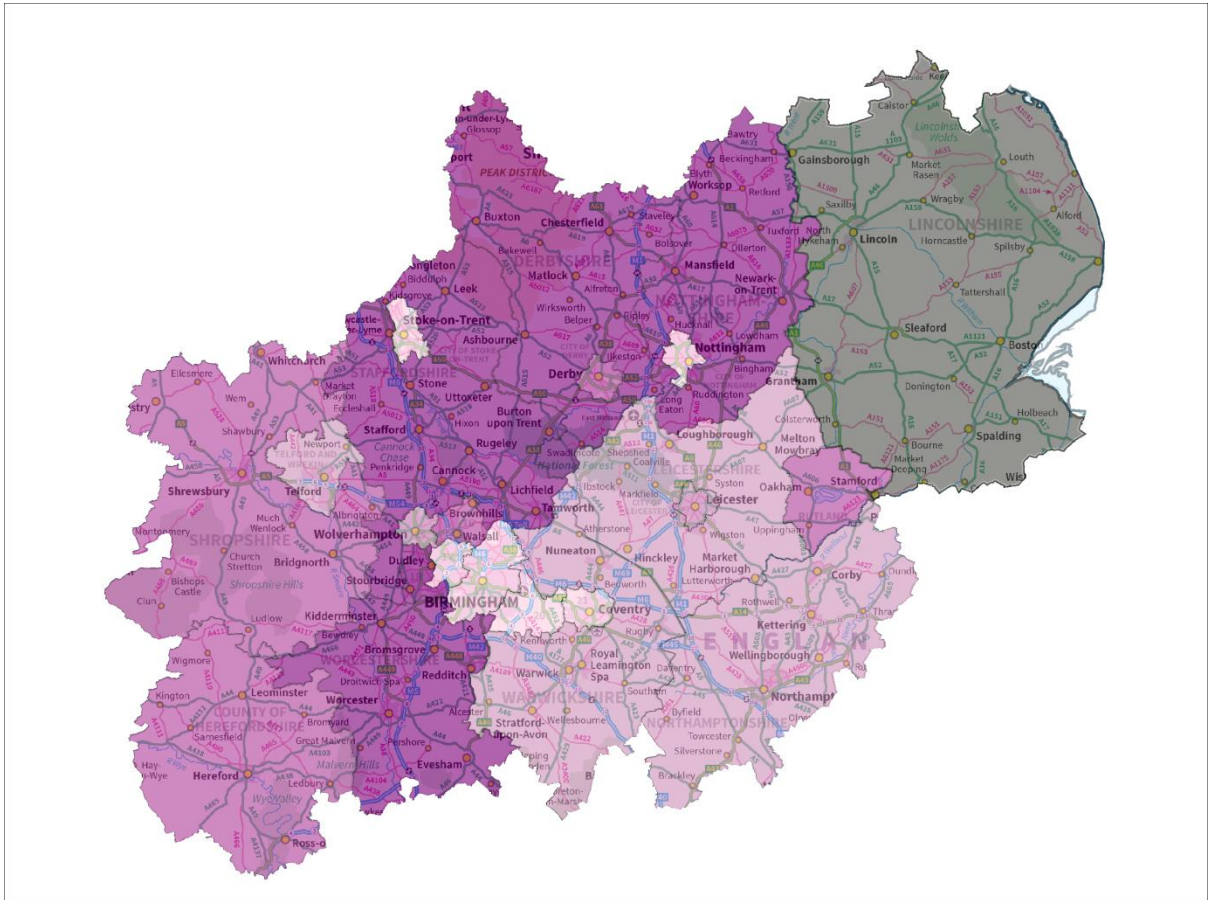
This report was written by Justin Brown, Enterprise Commissioner, who can be contacted on 01522 550630 or [Justin.Brown@lincolnshire.gov.uk](mailto:Justin.Brown@lincolnshire.gov.uk)



## APPENDIX A

### Greater Lincolnshire's "Nearest Neighbours" in Midlands Engine

Local Authority	Overall Similarity score based on broad industry group composition
Source	
<b>Lincolnshire</b>	
Derbyshire	84.6%
Nottinghamshire	80.5%
Dudley	77.5%
Staffordshire	76.8%
Worcestershire	73.1%
Derby	72.3%
Shropshire	71.7%
Herefordshire	70.6%
Walsall	69.6%
Rutland	68.5%
Leicestershire	65.3%
Wolverhampton	64.0%
Northamptonshire	64.0%
Telford and Wrekin	63.5%
Warwickshire	61.5%
Leicester	58.8%
Stoke-on-Trent	58.4%
Sandwell	55.4%
Coventry	53.7%
Nottingham	50.7%
Birmingham	49.5%
Solihull	48.2%



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

Report to:	<b>Environment and Economy Scrutiny Committee</b>
Date:	<b>12 June 2017</b>
Subject:	<b>Environment and Economy Scrutiny Committee Work Programme</b>

**Summary:**

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

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

**Actions Required:**

Members of the Committee are invited to:

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

### 1. Background

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

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

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

## Committee Scope

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

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

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

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

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

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

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

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

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

### **Purpose of Scrutiny Activity**

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

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

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

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

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

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

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

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

## Identifying Topics

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

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

## Scrutiny Review Activity

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

## 2. Conclusion

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

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

### 3. Consultation

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

Not Applicable

#### b) Risks and Impact Analysis

Not Applicable

### 4. Appendices

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

### 5. Background Papers

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

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

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## Environment and Economy Scrutiny Committee

12 JUNE 2017 – 10:00am		
Item	Contributor	Purpose
<b>Environment and Economy 'Who we are and What we do'</b>	Andy Gutherson, County Commissioner Economy and Place,	To receive a presentation which introduces the Committee to the work of Environment and Economy and sets out the main priorities.
<b>Engaging with Midlands Engine and Midlands Connect 'getting the best deal for Lincolnshire'</b>	Justin Brown, Enterprise Commissioner	To describe the Midlands Engine initiative and identify areas where LCC should continue to engage in order to receive maximum benefit.

17 JULY 2017 – 1:30pm		
Item	Contributor	Purpose
<b>Quarter 4 Performance Report (1 January to 31 March 2017)</b>	Justin Brown, Enterprise Commissioner; David Hickman, Growth and Environment Commissioner	Review of the Key Performance and Customer Satisfaction Information.
<b>Achieving Environmental and Tourism Benefits from Investment in Coastal Flood Defences</b>	David Hickman, Growth and Environment Commissioner, and Justin Brown, Enterprise Commissioner	To shape policy over how LCC can promote tourism and the environment in the context of investment by the Environment Agency in coastal defence works.
<b>Future Priorities for Funding Post Brexit</b>	Justin Brown, Enterprise Commissioner; Susannah Lewis, Principal Commissioning Officer (Funding)	To shape policy around what domestic regeneration funding LCC would want to lobby for post Brexit.
<b>Future Skills and Employment Needs</b>	Clare Hughes, Principal Commissioning Officer (LEP)	To identify priorities for the council to pursue in tackling Lincolnshire's skills shortages.

11 SEPTEMBER 2017 – 10:00am		
Item	Contributor	Purpose
<b>Quarter 1 Performance Report (1 April to 30 June 2017)</b>	Justin Brown, Enterprise Commissioner, David Hickman, Growth and Environment Commissioner	Review of the Key Performance and Customer Satisfaction Information.
<b>Water Management Plan</b>	Justin Brown, Enterprise Commissioner, David Hickman, Growth and Environment Commissioner	To update members on the water management plan and to shape policy about elements of the plan where environmental and economic benefits overlap.
<b>Lincolnshire Broadband Programme Progress Report</b>	Steve Brookes, Lincolnshire Broadband Programme Manager	Review of the implementation of the Lincolnshire Broadband Programme (Onlincolnshire).

<b>11 SEPTEMBER 2017 – 10:00am</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
<b>Implementing the Outcomes of the Place Marketing Work</b>	Justin Brown, Enterprise Commissioner; Ruth Carver, Commissioning Manager (LEP)	To update members on how Lincolnshire is being promoted to investors and to seek support for involving more employers in the promotional work.
<b>Sites and Premises Strategy</b>	Paul Wheatley, Group Manager (Economic Development)	To identify priorities for facilitating private sector investment and for bidding for funding as a result of studies into business sites and premises demand/supply.
<b>East Lindsey Local Plan</b>	Phil Hughes	To update members on progress with the Examination in Public of East Lindsey's Local Plan and to consider LCC's input.

<b>23 OCTOBER 2017 – 1:30pm</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
<b>Heritage based tourism opportunities</b>	David Hickman, Growth and Environment Commissioner and Mary Powell, Tourism Manager	To identify priorities for building on Lincolnshire's strong heritage based tourism sector, most notably concerning Mayflower 400.
<b>Co-commissioning historic environment services</b>	David Hickman, Growth & environment Commissioner	To shape development of a more integrated approach to LCC services relating to the historic environment.
<b>Site Allocation Document of the Minerals and Waste Local Plan</b>	Neil McBride, Planning Manager	Specific proposals and policies for the provision of land for mineral and waste development.
<b>Greater Lincolnshire Local Enterprise Partnership – Accountable Body Progress Report</b>	Linsay Hill Pritchard, Principal Commissioning Officer	To scrutinise performance of the projects funded by greater Lincolnshire LEP (NB. Lincolnshire County Council is the accountable body for the GLLEP).
<b>Water Resources East</b>	David Hickman, Growth & Environment Commissioner	To shape LCC's contribution to strategic future development of water resources.

<b>11 DECEMBER 2017 – 10:00am</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
<b>Quarter 2 Performance Report (1 July to 30 September 2017)</b>	Justin Brown, Enterprise Commissioner, David Hickman, Growth and Environment Commissioner	Review of the Key Performance and Customer Satisfaction Information.
<b>The Third Carbon Management Plan</b>	Vanessa Strange, Accessibility and Growth Manager	To consider the achievements of the second Carbon Management Strategy and shape the development of the third Carbon Management Strategy.

<b>22 JANUARY 2018 – 10:00am</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
<b>Revenue and Capital Budget Proposals 2018/19</b>		Pre-Decision Scrutiny Item on the budget proposals for 2018/19. The comments of the Committee will be passed to the Executive for consideration.

<b>26 FEBRUARY 2018 – 1:30pm</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
<b>Greater Lincolnshire Local Enterprise Partnership – Accountable Body Progress Report</b>	Lindsay Hill Pritchard, Principal Commissioning Officer	

<b>16 APRIL 2018 – 10:00am</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
<b>Quarter 3 Performance Report (1 October to 31 December 2017)</b>	Justin Brown, Enterprise Commissioner, David Hickman, Growth and Environment Commissioner, Paul Rusted, Infrastructure Commissioner	Review of the Key Performance and Customer Satisfaction Information.
<b>Implementing the Outcomes of the Utility Study</b>	Andy Brooks, Commissioning Manager (Regeneration Programme)	
<b>Updating the Joint Flood Risk and Drainage Management Strategy</b>	David Hickman, Growth & Environment Commissioner	To shape the second edition of Lincolnshire Joint Flood Risk Strategy, with particular focus on integrating economic and environmental benefits

### Items to be Programmed

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

**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](mailto: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

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