



County Offices  
Newland  
Lincoln  
LN1 1YL

14 May 2018

**Environment and Economy Scrutiny Committee**

A meeting of the Environment and Economy Scrutiny Committee will be held on **Tuesday, 22 May 2018 at 10.00 am in Stanhope Hall, Boston Road, Horncastle, Lincolnshire LN9 6NF** for the transaction of the business set out on the attached Agenda.

Yours sincerely

A handwritten signature in blue ink that reads 'Richard Wills'.

Richard Wills  
Head of Paid Service

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

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



**ENVIRONMENT AND ECONOMY SCRUTINY COMMITTEE AGENDA  
TUESDAY, 22 MAY 2018**

<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>Minutes of the previous meeting of the Environment and Economic Scrutiny Committee held on 10 April 2018</b>	5 - 14
<b>4</b>	<b>Announcements by the Chairman, Executive Councillors and Lead Officers</b>	
<b>5</b>	<b>Middle Rasen Flood Prevention Scheme</b>	To Follow
<b>6</b>	<b>Broadband Programme Update and Rural Broadband Provision</b> <i>(A report by Stephen Brookes which provides an update on the current status of the Lincolnshire Broadband Programme. To outline future plans and to provide details relating to the difficulties of deploying faster broadband to rural end users)</i>	15 - 20
<b>7</b>	<b>Hotel Investment Action Plan</b> <i>(A report by Mary Powell which explains the outcomes of a report into demand and potential supply of new hotels in Greater Lincolnshire)</i>	21 - 24
<b>8</b>	<b>Team Lincolnshire</b> <i>(A report by Jill McCarthy which explains and reinforces the Team Lincolnshire Ambassador Programme's objectives and to provide a Two Year Activity Plan for 2018/19 and 2019/20 which outlines the benefits, events and activities available to Team Lincolnshire ambassadors)</i>	25 - 28
<b>9</b>	<b>Anglian Water's Consultation Draft Water Resources Management Plan</b> <i>(A report by David Hickman which outlines the key points proposed for the County Council and its partners' response to the Water Resources Management Plan (WRMP) consultation and invites further discussion to ensure that members continue to shape and guide the emerging response prior to submission on 1st June 2018)</i>	29 - 40
<b>10</b>	<b>Environment and Economy Scrutiny Committee Work Programme</b> <i>(A report by Daniel Steel which 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)</i>	41 - 50

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

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

Contact details set out above.

All papers for council meetings are available on:  
[www.lincolnshire.gov.uk/committeerecords](http://www.lincolnshire.gov.uk/committeerecords)



## ENVIRONMENT AND ECONOMY SCRUTINY COMMITTEE 10 APRIL 2018

### **PRESENT: COUNCILLOR T BRIDGES (CHAIRMAN)**

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

Councillors C J Davie, E J Poll, M J Storer and A H Turner MBE JP, attended the meeting as observers

Officers in attendance:-

Steve Blagg (Democratic Services Officer), Justin Brown (Commissioner for Economic Growth), Andy Gutherson (County Commissioner for Economy and Place), David Hickman (Growth & Environment Commissioner), Daniel Steel (Scrutiny Officer), Andy Brooks (Commissioning Manager (Regeneration Programme)), Matthew Michell (Environmental Services Senior Officer (Technical)) and Vanessa Strange (Accessibility and Growth Manager)

### 69 APOLOGIES FOR ABSENCE/REPLACEMENT COUNCILLORS

None received.

### 70 DECLARATIONS OF COUNCILLORS' INTERESTS

No declarations were made at this stage of the meeting.

### 71 MINUTES OF THE MEETING HELD ON 27 FEBRUARY 2018

RESOLVED

That the minutes of the previous meeting of the Committee held on 27 February 2018, be agreed as a correct record and signed by the Chairman.

### 72 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS AND LEAD OFFICERS

The Executive Councillor for Economy and Place made the following announcements:-

- International Trade

He stated that he would be hosting a business event for numerous businesses and politicians from Hunan, China. A wide variety of topics would be discussed including investment opportunities in Lincolnshire. A very senior visit was being planned for Hunan province officials in October 2018.

- Investment

He referred to the continued good work taking place with Greater Lincolnshire Partnership Local Enterprise Partnership (GLLEP) in promoting Lincolnshire for UK based developers and had attended a very successful "Lincolnshire in London" event in which Lincolnshire developers had brought their potential clients to the event. A number of contracts had been agreed.

A successful Team Lincolnshire brunch was arranged at the annual MIPIM in France which was funded by GLLEP and private businesses with 165 developers in attendance.

- Skills and Utilities

He had been informed that employers had stated that their two main challenges were skill shortages and lack of utility infrastructure.

The Council continued to lobby for improved utilities and both he and Executive Support Councillor Mark Storer had explored opportunities around Smart grids, electric vehicle charging points and had been impressed by a development at Hemswell Cliff where an anaerobic digester was producing energy for local businesses.

The skills deficit was being addressed from the Council's Skills Support to the Workforce programme and a Careers Learning scheme funded by the Government would be launched to help people gain training, Lincolnshire was just one of a few areas in the country to benefit. He stated that the shortage of HGV drivers was going to be an issue in the near future.

- Business Infrastructure

The provision of business premises continued to be a priority for the Council and the current rate of occupancy was 90% which provided an income and allowed headroom for flexibility for economic development or shocks. He had taken decisions to deliver the Holbeach Food Enterprise Zone and the North Sea Observatory at Chapel Point adding that the latter was magnificent and would help to extend tourism.

- Tourism

The publicity in connection with the various celebrations in the county associated with the 100<sup>th</sup> Anniversary of the RAF and the Mayflower 400 were attracting tourists.

He was concerned about the effects on retail due to the increased use of the internet and stated that there was a need for the Committee to examine the future role of High Streets.

Comments by the Committee and the responses of officers included:-

- Where were the Chinese visitors staying? The Executive Councillor stated that they would be staying in the City of Lincoln.
- The Executive Councillor stated that he had visited the newly opened Bomber Command Centre and agreed that it was excellent and would attract tourists. He thanked the late Lord Lieutenant, Tony Worth, for his involvement in starting the project.
- Lincoln Castle was an excellent tourist attraction.
- Concern was expressed about car parking charges in Lincoln deterring tourists and shoppers. The Executive Councillor stated that there was an opportunity for smaller shops to convert to collection points for retail customers. The Council was examining a reduction in the Business Rates to help retail shops. He welcomed the Park and Ride service at Waitrose, Lincoln.
- The Committee agreed to consider the opportunities for converting empty retail premises into residential accommodation at a future meeting. The Executive Councillor stated that there was a problem with absentee landlords and to consider how town centres were managed in the long term.
- The Executive Councillor agreed with the comment that the visitor experience was becoming more important for people visiting town centres.

### 73      JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY

The Committee received a report in connection with the progress to date and forward plan for the development of a Joint Municipal Waste Management Strategy (JMWMS) for Lincolnshire. The public consultation on the Strategy would run from 4 April to 2 July 2018. As part of the consultation process the Committee's comments were sought. Comments from the consultation exercise would be considered by the Lincolnshire Waste Partnership in producing a revised Strategy to come before this Committee in the Autumn before the Strategy was subsequently approved by the full Council.

Comments by the Committee and the responses of officers included:-

- The reduction in recycling rates could be caused by the reduction in packaging.
- The closure of some household waste recycling centres was causing fly tipping in some areas and some sites were difficult to get to because of their location. Officers stated that there were currently no plans to re-open Whisby but these comments would be fed in as part of the consultation process.
- The recycling options required simplification as the public had problem knowing what could and could not be recycled.
- The hierarchy of how waste should be handled was very good. There was a need for local authorities to work with businesses. Officers stated that a food waste pilot project was due to take place in an area of South Kesteven District

Council and to use the waste for the production of energy. It was also hoped that households would realise how much food they were wasting and its cost.

- What was the cost to build a new Energy from Waste plant? The Executive Councillor for Commercial and Environmental Management stated that the cost of building a new plant was in the region of £1m per thousand tonnes.
- It was noted that recycling rates were down and poor recycling led to an increase in the Council Tax because of increased disposal costs. It was also noted that collection authorities in Lincolnshire operated different types of collection services. Officers stated that the reduction in recycling rates was due to people becoming lazy in their recycling habits and contamination of recycled material was an issue which affected the cost of disposal.
- Plastic bottle litter was a big problem on the east coast. It was noted that Germany had a system of refunding the return of plastic bottles and a similar system should be introduced in this country. Officers stated that the introduction of plastic bottle banks paying a refund was being examined by the Government, although it should be noted that current plastic recycling relied on income from recycled plastic.
- Had Slippy Gowt landfill site been mothballed? The opening of the new Household Waste Recycling Centre in Boston was welcomed. Officers stated that Slippy Gowt landfill site had been mothballed.
- The recycling of glass in household bins needed to be clarified as glass was recyclable in some areas and not others. The Executive Councillor agreed that more clarity was required about what could and could not be recycled adding that glass mixed with paper could reduce the quality of the recycled paper.

## RESOLVED

(a) That the comments made by the Committee be compiled into a formal response to be taken into consideration as part of the on-going public consultation process.

(b) That Members of the Committee be encouraged to respond individually to the on-going public consultation process.

(c) That the Committee receive a further report on the Strategy when it had been revised in the light of responses received through the public consultation process.

## 74 IMPLEMENTING THE OUTCOMES OF THE UTILITY STUDY

The Committee received a report in connection with implementing the outcomes of the Utility Study which was commissioned by GLLEP, the County Council and other local authorities in greater Lincolnshire to ensure that utilities were capable of meeting the increased demand from infrastructure projects. Officers stated that some projects were stalling due to the shortage of energy provision and that no strategy was in place to address this shortage in the future. There was a need for improve communication between utilities and businesses to avoid infrastructure problems in the future.



The Executive Councillor for Economy and Place stated that this was an important issue and that a long term view needed to be taken adding that Lincolnshire was the first local authority in the country to focus on utilities. He stated that a unified response was required to the Government from local authorities and business on this matter. He stated that the anaerobic plant at Hemswell was a good example of providing energy for local businesses and that these were the type of facilities required in the future.

Comments by the Committee and the responses of officers included:-

- The cost to developers if there was no infrastructure was high.
- Battery storage technology was improving all the time. The Executive Councillor for Economy and Place stated that battery storage was becoming important in Lincolnshire and added that more Government investment was required in infrastructure.
- Water pressure on the east coast was a problem and it was suggested utilities should be consulted on appropriate planning applications. Officers agreed that it was important for utilities to be consulted on appropriate planning applications and there was a need to consider how utilities were involved in this process. Perhaps a "utilities champion" was required and to bring in an expert to consider how this matter was taken forward. Officers stated that a business case to the Government was important. There was a need to identify those areas where the Council could help and a mechanism needed to be in place to inform utilities of proposed development. Members were requested to notify officers of any problems in their own areas.
- The Executive Councillor for Commercial and Environmental Management stated that it was unfortunate that top tier local authorities had lost their strategic planning role and emphasised the importance of the Joint Waste Management Strategy especially the conversion of waste to energy.
- The planning process needed to consider the provision of broadband in rural areas.
- The regional managers for the utility companies should be asked to attend a meeting of this Committee to respond to questions on utility infrastructure.
- The Government should inform developers that local authorities would be given the power to instruct developers that they must proceed with development within a specified period of time otherwise they would be refused development permission. The Executive Councillor for Economy and Place agreed that this was an important point adding that more homes were needed. There was an opportunity to amend the National Planning Policy Framework as it was currently being consulted upon to ensure that more houses were built.

The Committee agreed that in addition to the recommendations in the report a letter should be sent to the Minister for Housing, Planning and Local Government and local MPs requesting legislation to ensure developers implemented planning permission for development within a specified period.

**RESOLVED**

(a) That the comments made by the Committee in connection with the strategic direction detailed in the report be noted.

(b) That the next steps in the action plan on utility provision be endorsed which include:-

- Establishing a strong lobby for Greater Lincolnshire on utilities.
- Making sure that good quality information is collected and given to organisations which needed to hold it.
- Increasing the dialogue between businesses, planning organisations and utility providers

(c) That a letter be sent to the Minister for Housing, Planning and Local Government and local MPs requesting legislation to ensure that developers implemented planning permissions for development within a specified period.

## 75      ANGLIAN WATER DRAFT WATER RESOURCES MANAGEMENT PLAN

The Committee received a report in connection with Anglian Water's Consultation Draft Water Resources Management Plan, a statutory document which sought to manage pressure on public water supplies arising from population growth, climate change, environmental protection and increasing risk of drought. The views of the Committee were sought on the consultation to help officers prepare a formal response, on behalf of the County Council, in consultation with its partners, by the closing date of 1 June 2018.

Comments by the Committee and the responses of officers included:-

- The negative effects of global warming.
- The idea of a pipeline from Elsham in north Lincolnshire and the construction of two major reservoirs was supported. A reservoir in south Lincolnshire was particularly welcomed as this would support tourism. Officers stated that Anglian Water had not made any decision about reservoirs or their location.
- The need for proper water infrastructure to meet the demands of extra housing.
- Had the Drainage Boards been consulted as there no mention of them in the report? Officers stated that some of the Boards had been involved in the consultation process.
- Was desalinisation proposed in the Plan? Officers stated that desalinisation was included in the draft Plan.
- Good water and sewerage resources came at a cost.

RESOLVED

(a) That the comments made by the Committee be taken into consideration in the preparation of the formal response from the County Council to the consultation.

(b) That the Committee support the key elements in the consultation draft Water Resources Management Plan, as outlined in the executive summary.

76     'A GREEN FUTURE': DEFRA'S TWENTY-FIVE YEAR PLAN TO IMPROVE THE ENVIRONMENT

The Committee received a report in connection with the Defra's twenty five year Plan to improve the environment – "A Green Future". The Committee's views were sought on the key proposals within the Plan and to guide officers in implementing them within the Council's Commissioning Strategies.

The Committee and the Executive Councillor for Commercial and Environmental Management supported the key proposals within Defra's 25 year Plan and wished to consider further exploration of specific subject areas at future meetings as the County Council developed its response to this new policy direction.

RESOLVED

That the Committee supports the key proposals within Defra's twenty five year Plan and wished to consider further exploration of specific subject areas at future meetings as the County Council developed its response to this new policy direction.

77     FOOD, FARMING AND THE ENVIRONMENT: DEFRA CONSULTATION ON FUTURE FARMING POLICY

The Committee received a report in connection with a consultation document from Defra on "Health and Harmony: the future for food, farming and the environment in a Green Brexit". The views of the Committee on the document were sought. Officers stated that the County Council was engaging with other agencies throughout the county in preparing its response to the consultation.

Comments by the Committee and the responses of officers included:-

- As well as stewardship of the land agriculture had an important role in producing food to reduce the reliance on importing food.
- There was a need to maintain good soil structure. It was noted straw was burnt at plant at Sleaford instead of being ploughed back into the soil. Officers stated that there was much discussion in agriculture about which elements of the industry got priority. The issue of farming co-operatives was all dependent on the business model being proposed but it was accepted that there were limitations of getting into farming because of the cost of rent, etc.
- Co-operatives in farming were noted.

- Retail confidence was low and farmers needed to know what was happening in the next five years not twenty five years which was too longer a timeframe and Defra should be reminded of this.
- Concerns about land usage. There needed to be more joined up thinking as there were issues of a potential shortage of labour due to Brexit which could in turn mean that food would not be produced.
- The change from large industrial agricultural units to smaller units was welcomed.
- The re-planting of hedgerows was welcomed.

Comments made by the Executive Councillors for Economy and Place and Commercial and Environmental Management included:-

- There was still a requirement for foreign workers in the food sector.
- The prospect of young people running County Farms was welcomed.
- Traceability of food was becoming more important to customers and was welcomed.
- The Government needed to decide its priorities on what was more important in areas like Lincolnshire, i.e. provision of housing or protection of agriculture from flooding.

The Committee acknowledged that it was difficult to plan for the next twenty five years due to Brexit, and that there was a need to plan for the next five years. The Committee agreed that a letter should be sent to the Minister for State for Agriculture, Fisheries and Food and local MPs, on the need to plan for the next five years in addition to the next twenty five years.

#### RESOLVED

(a) That the comments made by the Committee on the consultation be noted and taken into consideration in any response to the Department for Environment, Food and Rural Affairs.

(b) That a letter be sent to the Minister for State for Agriculture, Fisheries and Food and local MPs, on the need to plan for the next five years in view of Brexit in addition for the next twenty five years.

(c) That the Executive for Economy and Place, in consultation with the Chairman of the Brexit Working Group, in responding formally to the Defra consultation on future farming policy, be endorsed.

#### 78 WORK PROGRAMME

The Committee received its Work Programme.

#### RESOLVED

That, subject to the following items being programmed for future meetings – County Farms; Conversion of retail premises to residential accommodation; and a report

back on consultation responses from the Joint Municipal Waste Strategy, the Work Programme be noted and updated accordingly.

The meeting closed at 12.50 pm

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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>22 May 2018</b>
Subject:	<b>Broadband Programme Update and Rural Broadband Provision</b>

**Summary:**

To provide an update on the current status of the Lincolnshire Broadband Programme. To outline future plans and to provide details relating to the difficulties of deploying faster broadband to rural end users.

**Actions Required:**

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

## **1. Background**

The Lincolnshire Broadband Programme commenced in March 2013. The key objectives of the programme at that time, was to provide Superfast Broadband to 90% of all premises within the county and secondly, to ensure that all remaining premises had a download speed of at least 2Mb/s.

The programme was jointly funded by Lincolnshire county Councils, the seven District partners and BDUK (DCMS). Total funding at that point was circa £30M, with BT adding an additional £10M Capital.

During the course of this first deployment, BDUK released further funding to Lincolnshire County Council (LCC) of £1.8M and this was matched by LCC with a further £1.8M. The objective of this second deployment was to push overall Superfast coverage to 95% across the UK. It was understood that at that time, LCC would achieve circa 93%.

The first deployment concluded in March 2016, with an underspend of £14m which, under the terms of the agreement with BDUK, has to be reinvested in further Broadband coverage. LCC has an aspiration to hit 97% Superfast coverage as a result and will shortly be going out to Tender for a third round of deployment (Appendix A describes the detail around each round of deployment).

At the time of writing, we are in the second deployment and have completed an additional 10K premises over and above Deployment 1. Coverage sits at circa 93.5% Superfast. We are confident that when the second deployment finishes, we will have reached 97% coverage.

However, as we look to move into a third deployment, it appears very clear that we will need to consider alternative technologies to reach our more rural areas. One concern sits around whether sufficient funds exist to get as close to 100% coverage as possible. Recent Government strategy focusses on the deployment of full fibre to the premises networks, but it is our opinion that this is at the expense of the more rural areas, with a subsequent widen of the urban/rural broadband divide.

## **2. Conclusion**

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

## **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	Lincolnshire Broadband Programme Reference notes

## **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 Stephen Brookes, who can be contacted on 01522552450 or [stephen.brookes@lincolnshire.gov.uk](mailto:stephen.brookes@lincolnshire.gov.uk)



# Lincolnshire Broadband Programme:

## Reference Notes:

### Programmes, Timescales & Objectives:

#### Contract 1:

Commenced 13<sup>th</sup> March 2013 with circa £30M Public funding, supported by circa £10M BT funding. The objective was to take Superfast Broadband (*defined as download speeds >24Mb/s*) coverage to 90% of all premises within the county. The project had an eligible premises count of 157,775.

#### Contract 2:

Commenced in April 2016, with a projected end date of December 2017. Additional funding of £1.8M provided by BDUK (Broadband Delivery UK) and matched by £1.8M from LCC. BT added a further £600K. The BDUK objective was to take Superfast Broadband coverage to 95% of all UK premises, whilst the Lincolnshire objective was 93%. The project had an eligible premises count of 7301.

During the deployment of Contract 2, it was recognised that there was a significant underspend from Contract 1. As a result, a further 14,500 eligible premises were added into the contract. This was done by a 'Change Control' which is a contractual mechanism for adding in additional work. As with previous deployments, BT was requested to come up with a deployment plan that delivered value for money whilst maximising overall coverage. The extended Contract 2 has an objective to provide Superfast Broadband to 97% of all county premises by 31<sup>st</sup> December 2019.

#### Contract 3:

It is recognised that when Contract 2 is completed, there will still be over 10,000 premises left without Superfast coverage and to that end, LCC are about to go to Tender with remaining underspend from Contract 1 in an effort to reach as many of the remaining premises as possible.

### Technologies:

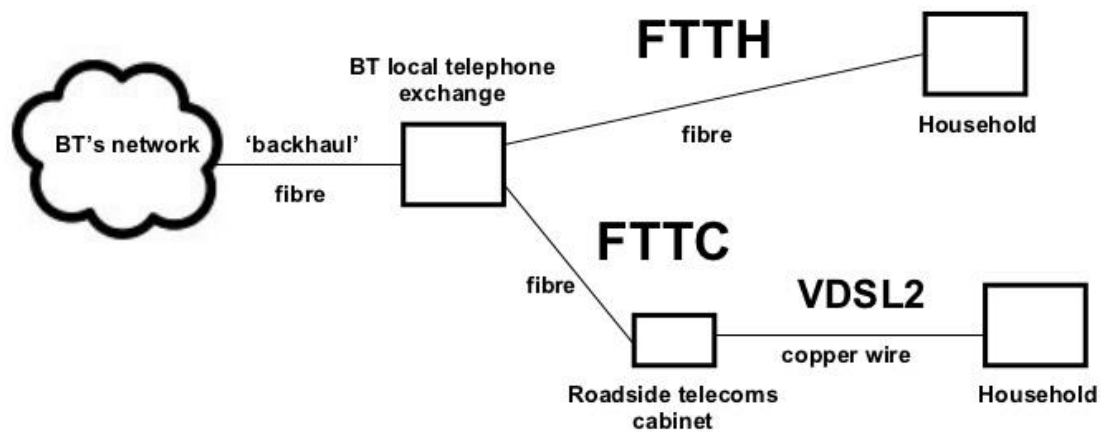
#### Fibre To The Cabinet (FTTC/VDSL2):

In Contract 1, the main technology used was Fibre To The Cabinet. This technology utilises a fibre from the telephone exchange to a new roadside cabinet, located adjacent to the existing roadside cabinet. The two cabinets are then connected together and the existing copper cable from the old cabinet is used to provide the broadband connection to the end user. Typical end user speeds are a maximum of 80Mb/s dropping down as distance from the new cabinet increases. This is due to the length of copper cable and associated electrical resistance.

## Fibre To The Home/Premises (FTTH/P)

In contract 2, we are seeing a greater level of deployment of Fibre To The Home/Premises. 97% of remaining deployment is to areas deemed Rural or Very Rural of this, 66% is FTTH/P. This is a result of the extended reach of fibre infrastructure provided in Contract 1. Typical end user speeds of FTTH/P are 330Mb/s with no degradation of speed.

Diagram of both FTTC and FTTH/P technologies:



### **Fixed Wireless Broadband:**

This technology has not been deployed under any of our contracts to date. BT do not use this technology which relies upon a line of sight connection. In other words, a direct line of physical sight between the transmitting antenna and the receiving dish at the customer.



### **West Lindsey:**

West Lindsey District was originally in the Contract 1 build and work was carried out accordingly. Before we entered Contract 2, West Lindsey District Council signed an agreement with Quickline Communications Ltd, to provide 'Superfast Broadband to 100% of West Lindsey'. This agreement was entered into despite LCC advising against it and as a result, BDUK decided that West Lindsey should be excluded from Contract 2 on the basis that you cannot use State Aid (Public Funds) to overbuild existing or planned Superfast coverage.

LCC recognised that this judgement was flawed and successfully overturned the judgement in late 2017. We are now waiting for BT to finalise a deployment plan for the remaining eligible premises in West Lindsey. We expect to see this at the end of April/early May.

### **Other Issues:**

Deployment strategy through both contracts has been based around delivering maximum coverage for the best value for money. This strategy was driven by the very obvious complexity of delivering fibre broadband to an area that has a few large urban areas, but at the same time, widely dispersed rural areas.

Mobile phone coverage does not form any part of this programme and whilst we recognise the need for improvements in that area; we also recognise that we do not have funding or a contract to do so.

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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>22 May 2018</b>
Subject:	<b>Hotel Investment Action Plan</b>

**Summary:**

This report explains the outcomes of a report into demand and potential supply of new hotels in Greater Lincolnshire. The report was commissioned by Lincolnshire County Council and funded by LCC, Greater Lincolnshire LEP and the other local authorities in Greater Lincolnshire. It explains that hotel developers want to achieve a significant commercial return, and that LCC's role should be to build a strong relationship with potential developers whilst continuing to promote the growth of the tourism sector so that developers are confident in investing here.

**Actions Required:**

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

- a) Consider and comment on the commercial realities of hotel development in areas like Greater Lincolnshire, and;
- b) Endorse the actions proposed to promote hotel investment included in the report.

## **1. Background**

In 2017 The Greater Lincolnshire LEP commissioned Hotel Solutions to complete a detailed feasibility study to support hotel development across Greater Lincolnshire.

The study included:

- Consultations with Greater Lincolnshire local authorities, GLLEP and LCC
- A review of economic and tourism growth strategies to assess the likelihood of future growth in demand for hotel accommodation across Greater Lincolnshire
- An assessment of major development projects that will drive growth in hotel demand and in some cases include hotel developments

- An audit and assessment of potential hotel development sites across Greater Lincolnshire.
- Discussions with hotel companies to establish their interest in bringing forward new hotels across Greater Lincolnshire, their views about the hotel market and any barriers that they are facing to progressing hotel schemes.

### **Priorities for public sector intervention**

- A clear focus on growing the hotel markets across Greater Lincolnshire so that new hotels can be commercially supported in terms of supporting business park and office development
- Assisting the expansion of existing companies, attracting new companies, investing in destination marketing, supporting the development of visitor attractions and major events and festivals and bottoming out the conference market potential for Lincoln.
- Bringing forward council owned hotel sites
- Identifying boutique hotel development opportunities in Uphill Lincoln and Stamford
- Developing relationships with property developers that are actively progressing or potentially interested in hotel development in Lincolnshire.
- The establishment of an initiative to support pub accommodation development in Greater Lincolnshire's smaller towns

## **2. Conclusion**

### **A. Build a strong relationship with hotel developers:**

- Attendance at the Annual Hotel Conference in Manchester which takes place in October. Attendance in 2017 achieved engagement with some boutique brand hotels.
- Continue to nurture relationships with hotel companies contacted through MIPIM
- Undertake familiarisation visits to showcase potential sites and to engage more fully with hotel brands.
- Bring forward strong hotel sites in council ownership in Lincoln, Grimsby, Skegness, Gainsborough and Scawby, which could be brought forward for joint venture, a mixed use scheme or sold to developers.

- Identify potentially suitable properties for conversion to boutique hotels in Lincoln and Stamford.
- Develop relationships with property developers and landowners in order to understand and meet any requirements that may help overcome barriers and bring the projects into fruition.
- Develop relationships with property developers that are actively progressing in the county.

**B. Work with smaller providers so that there is quality accommodation across Greater Lincolnshire:**

- Put hotel companies in contact with developers
- Establish an initiative to support pub accommodation development in the smaller towns and rural areas of Greater Lincolnshire
- Nurture the existing relationships that LCC has developed with key developers.
- Set up accommodation development advice workshops and visits for pub landlords and tenants
- Work to identify pubs that would be suitable for the addition of guest bedrooms
- Promotion of LEADER and EAFRD funding for pub accommodation development
- Bid to secure new funding to support pub accommodation development

**C. Continue to support the growth of the tourism sector including:**

- Identify any requirements for public sector support
- Support office and business park development and attract new companies as part of ongoing inward investment work
- Encourage Visit Lincoln's off-peak marketing, thus lengthening the season
- Support the development of visitor attractions to improve the quality of Lincolnshire's offer
- Encourage the development and promotion of off-peak events
- Work on improving market evidence. Through the work done by Hotel Solutions a Greater Lincolnshire Market fact file has been produced – we

will ensure that this is available to all those appropriate. Commission or encourage further research as appropriate

- Monitor hotel development activity and interest and local authority interventions to support hotel development
- Use evidence presented in the hotel study to create an e-marketing brochure promoting hotel development opportunities in Greater Lincolnshire (PDF version)

### **3. Consultation**

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

No

#### **b) Risks and Impact Analysis**

N/A

### **4. Background Papers**

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

This report was written by Mary Powell, who can be contacted on 01522 550612 or [mary.powell@lincolnshire.gov.uk](mailto:mary.powell@lincolnshire.gov.uk)



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

Report to:	<b>Environment and Economy Scrutiny Committee</b>
Date:	<b>22 May 2018</b>
Subject:	<b>Team Lincolnshire</b>

**Summary:**

To explain and reinforce the Team Lincolnshire Ambassador Programme's objectives to Members and to provide a Two Year Activity Plan for 2018/19 and 2019/20 which outlines the benefits, events and activities available to Team Lincolnshire ambassadors.

**Actions Required:**

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

- a) Consider and comment on the purpose and scope of Team Lincolnshire
- b) Endorse the proposed activity plan (Appendix A)

## **1. Background**

Team Lincolnshire is a partnership between the private and public sector brought together with the purpose of attracting and supporting business investment in Lincolnshire. Its concept is that all members become Lincolnshire ambassadors and by collaborating together gives them a much stronger and passionate voice.

Team Lincolnshire evolved from a number of property and construction businesses attending MIPIM, a major international annual property show, four years ago. Providing sponsorship monies to support the LEP's attendance at MIPIM has enabled Greater Lincolnshire to be not only represented within the Midlands UK pavilion, but also to hold its own events outside of the exhibition targeting investors, developers and intermediaries. Team Lincolnshire has local, national and international markets that should be pursued.

It was recognised that there was an increasing need to extend Team Lincolnshire across other sectors to create a team of like-minded individuals and businesses who are passionate about promoting Lincolnshire. There was also a need to co-ordinate existing and reduced budgets in order to make the programme sustainable in the future.

A marketing toolkit [www.marketinglincolnshire.com](http://www.marketinglincolnshire.com) was developed using LCC and Local Enterprise Partnership funding and is available to businesses so that all ambassadors have a coherent and compelling narrative to use to help to increase investment, have more visitors and more money in the local economy.

On 30<sup>th</sup> November 2017, the Team Lincolnshire Ambassador Programme was officially launched offering members a range of services and support:

- Being part of a team of like-minded individuals and organisations passionate about promoting Lincolnshire
- An annual "Lincolnshire in London" event
- The opportunity to attend a number of events every year, the majority of which are free
- Priority as a member to sponsor other events
- Early and unique access to information about Lincolnshire through a newsletter
- Access to a toolkit of marketing materials
- A page on the website to profile your business
- The opportunity to build new relationships at a senior level to secure new business
- The opportunity to share your news through the website, social media channels, PR and the Team Lincolnshire newsletter
- Logo on all relevant materials
- MIPIM and MIPIM UK packages available to members

There is an annual subscription fee of £350 per company.

Tim Downing, Director at Pygott and Crone and a founder member of Team Lincolnshire is attending the Committee meeting to tell members of the benefits he has already received from supporting and endorsing the Team Lincolnshire Ambassador Programme as well as participating in a number of high profile events locally, regionally and nationally.

It has been identified that there are three main elements to the Ambassador Programme.

1. Local activities – feeling that you belong to a like-minded group of people
2. B2B – opportunities for members to collaborate and gain business from each other
3. Promoting Greater Lincolnshire outside of the area – this is seen as the most important element as it is a key component for growing the economy and we hosted our first "Lincolnshire in London" event, supported by sponsorship monies from Team Lincolnshire members, in February this year, at the RAF Members Club.

Research and intelligence gathering will continue to underpin the development and growth of the programme. A mini survey undertaken in March 2018 with existing

and new members shows that we are already providing opportunities and holding events that Team Lincolnshire members are keen to attend.

We have also attracted some extremely positive publicity over a wide range of media. All of this has helped raise our membership to over 60 members and we are still growing! A website has been developed and the members' page on [www.teamlincolnshire.com](http://www.teamlincolnshire.com) went live on 18th May.

## **2. Conclusion**

The approach is to strengthen and enhance Team Lincolnshire by building on success. Team Lincolnshire will:

- Inform – share information and facilitate collaboration between private sector businesses and public sector organisations across Greater Lincolnshire
- Inspire – the next generation of entrepreneurs and encourage existing businesses to grow and prosper
- Invest – encourage and support UK and international organisations to invest and locate in Greater Lincolnshire

The aim of the Two Year Activity Plan is to sustain the membership for 2018/19 in the first year and to increase membership to a minimum of 100 in the second year. In addition we will actively target companies who we want to be Team Lincolnshire members via our Top Companies List and other sources as well as specific sector related events where appropriate.

## **3. Consultation**

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

Yes

### **b) Risks and Impact Analysis**

Not progressing with this important piece of work will mean Greater Lincolnshire will continue to under sell itself and will fall behind other areas in terms of investment, funding and incoming skills.

Not securing enough funds to maintain sustainability will mean the project will stop when the funds run out.

A lack of buy-in from important stakeholders could create a barrier to growing the partnership and therefore to not securing enough funding.

#### **4. Appendices**

These are listed below and attached at the back of the report	
Appendix A	Team Lincolnshire Ambassador Programme Two Year Activity Plan (To Follow)

#### **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 Jill McCarthy, who can be contacted on 01522 550609 or [jill.mccarthy@lincolnshire.gov.uk](mailto:jill.mccarthy@lincolnshire.gov.uk)

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

Report to:	<b>Environment and Economy Scrutiny Committee</b>
Date:	<b>22 May 2018</b>
Subject:	<b>Anglian Water's Consultation Draft Water Resources Management Plan</b>

**Summary:**

Further to the introductory report presented to the Committee in April, this paper outlines the key points proposed for LCC and its partners' response to the Water Resources Management Plan (WRMP) consultation, and invites further discussion to ensure that members continue to shape and guide the emerging response prior to submission on 1st June.

**Actions Required:**

Members of the Environment and Economy Scrutiny Committee are invited to consider and comment on the key elements proposed for the formal response to the Water Resources Management Plan consultation.

## **1. Background**

The Committee considered an introductory report on 10 April 2018 outlining the consultation draft Water Resources Management Plan. The present report focuses on the key messages that LCC and its partners may wish to convey in their final response to the consultation, and seeks members' comments on these prior to composition of the final response for the 1<sup>st</sup> June deadline.

### **LCC & Partners' Response to WRMP: proposed main lines of response**

In developing a formal response to the WRMP consultation, it is intended that it should be a joint response between partners as far as possible, including aligning closely with the Greater Lincolnshire LEP. The following key elements have been identified to date.

- LCC and its partners will respond positively to the WRMP consultation
- LCC and its partners recognise the need to plan proactively and strategically for water management
- Effective water management is essential to economic and housing growth, and therefore for sustaining and growing Lincolnshire's economy

- Supporting agri-food & the visitor economy should be key considerations for future water management in Lincolnshire
- It is essential that Local Authorities and all key stakeholders are fully engaged in all stages of decision-making about the nature, scale, scope and location of long solutions and any interim steps that may be required in preparation
- Local Authorities may wish to outline key requirements for determining locations of future infrastructure in the final WRMP response
- Any infrastructure located within Lincolnshire must have clearly identified and costed additional benefits for Lincolnshire in terms of flood risk, economic uplift, development opportunities and water management
- LCC should engage proactively in leading the development of WRE proposals located in Lincolnshire
- WRE related initiatives should be capable of linking with and supporting existing programmes, such as the waterways strategy, the Joint Lincs Flood Risk Strategy & the LEP Strategic Economic Plan / Local Industrial Strategy

Existing programmes under the Joint Lincs Flood Risk and Water Management Strategy and the GLLEP's Water Management Plan are most easily accessed for comparison through the links provided below.

## **2. Conclusion**

At the time of writing the response to the WRMP consultation is in development. Members' views are therefore important in continuing to shape the final response to the consultation, which will conclude on 1 June 2018.

## **3. Consultation**

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

No

### **b) Risks and Impact Analysis**

N/A

## **4. Appendices**

These are listed below and attached at the back of the report	
Appendix A	Executive Summary of WRMP

## 5. Background Papers

Document title	Where the document can be viewed
Consulation Draft Water Resources Management Plan	<a href="http://www.anglianwater.co.uk/about-us/draft-water-resources-management-plan/2019.aspx">http://www.anglianwater.co.uk/about-us/draft-water-resources-management-plan/2019.aspx</a>
Current flood risk priorities - Common Works Programme for Lincolnshire	<a href="https://www.lincolnshire.gov.uk/residents/environment-and-planning/flood-risk-management/implementing-management-strategy/103045.article">https://www.lincolnshire.gov.uk/residents/environment-and-planning/flood-risk-management/implementing-management-strategy/103045.article</a>
Current water management / economic priorities - GLLEP Water Management Plan	<a href="https://greaterlincolnshirelep.co.uk/assets/downloads/Water_Management_Plan.pdf">https://greaterlincolnshirelep.co.uk/assets/downloads/Water_Management_Plan.pdf</a>

This report was written by David Hickman, who can be contacted on (01522) 554809 or [david.hickman@lincolnshire.gov.uk](mailto:david.hickman@lincolnshire.gov.uk)

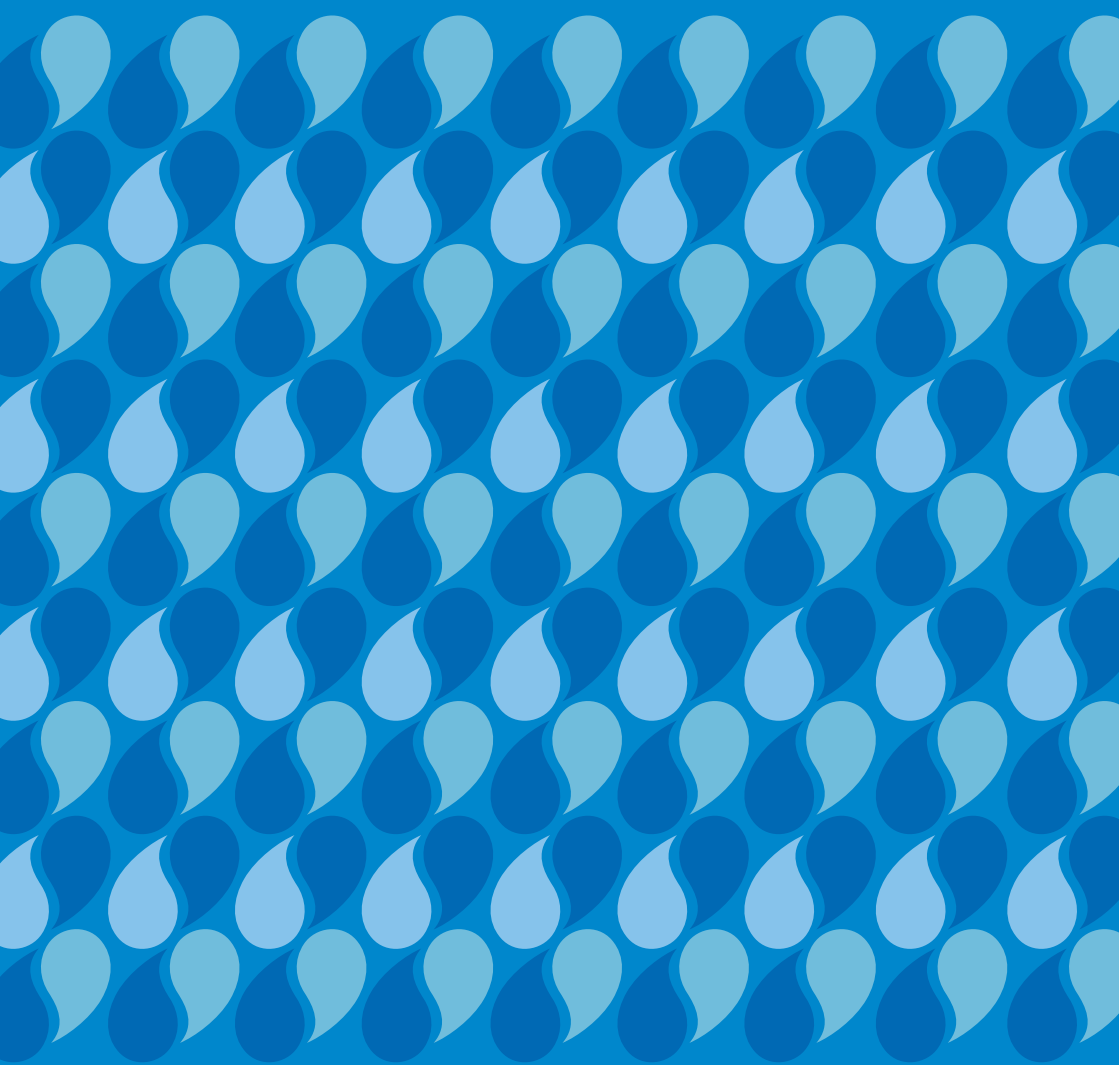
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# WATER: FUEL FOR GROWTH

## Customer and Stakeholder Summary



# WELCOME

Water resources in the East of England are under increasing pressure from a rapidly growing population, climate change and environmental needs. As a result, we know we need to work to maintain an appropriate supply demand balance and increase our region's resilience to severe drought.

In addition to these challenges, there remains a significant level of uncertainty over the scale of sustainability reductions required of water companies in 2025 to protect the amount of water available for the environment.

As such, we need to ensure that our proposed Water Resource Management Plan (WRMP) is flexible enough to be adapted to meet unknown future needs, including possible future exports to support neighboring water companies.

To do this, we have created two planning scenarios: the 'Principal Planning Scenario' and the 'Adaptive Planning Scenario'. The Principal Planning Scenario includes confirmed impacts of sustainability reductions as well as the forecast impacts of growth, climate change and severe droughts. The Adaptive Planning Scenario builds on this, and includes the additional uncertain impacts of future (2025) sustainability reductions and possible exports.

Both of these scenarios present us with a significant challenge that we have to address. The Principal Planning Scenario highlights an impact of 307million litres a day, nearly 30% of the amount we supplied each day in 2017. The additional impact in the Adaptive Planning Scenario is 165million litres, taking the total to 472million litres a day – around 43% of our daily supply in 2017.

To meet this challenge, we will continue to focus on significant demand management across our region. We are proud of our track record in this area, putting less water into supply today than in 1989, despite a 34% increase in properties served. This has been achieved through water efficiency and behaviour change campaigns, metering, and industry leading leakage reduction.

Our proposed ambitious, cost beneficial demand management strategy will allow us to meet customer and Government expectations for leakage reduction, save water that would otherwise be abstracted from the environment, mitigating deterioration risk, and ensure the reliability, sustainability and affordability of water resources over the long-term.

Nevertheless, the scale of the challenge we face is so significant that we need a twin-track approach; we need to invest in building new water supply capacity. Our WRMP includes strategies for trading water with neighbouring companies (Affinity Water and Severn Trent Water), increasing connectivity and extending our current network of large capacity mains to create a strategic grid, and the development of new resources.

We have also set out solutions to allow for the treatment and transfer of surplus water in North Lincolnshire to deal with deficits in other parts of our system. These solutions include new treatment processes, transfer mains and pumping stations, and new storage reservoirs.

Our WRMP makes the best use of available water before developing new resources and significantly increases our resilience to severe drought. In practical terms, this means that, by 2025, in a 1:200 year drought event no customers in the Anglian Water region will be at risk of severe restrictions.

This summary document sets out the key strategies in our draft WRMP and enables you to have your say on the future of this region's water supplies. We have choices in some areas about the pace at which we meet the challenges facing our region and we welcome your views in response to the consultation questions at the back of this summary.

*Jean Spencer*

**Jean Spencer**, Executive Director, Strategic Growth and Resilience



## OUR PLAN IS AFFORDABLE...

### Our customers told us...

- That whilst they are prepared to accept bill increases for service improvements that they value, many of our customers are feeling under financial pressure

### Government expects companies to...

- Ensure that water supplies are affordable.
- Take a strategic approach to water resources planning that represents 'best value' over the long-term.
- Consider every option, including those outside of company boundaries, collaborating with other sectors, inter-company transfers, and trading.

### Our Plan...

- Identifies the 'best value' solution through a combination of:
  - Cost-benefit assessment to help determine the preferred demand management strategy
  - Least-cost optimisation to determine the preferred programme of supply-side investments
  - Including limited investment for 'pre-planning' options that may be required in the future, and
  - Minimising potential for stranded assets, by determining our preferred programme of supply-side investments in the Principal Planning Scenario, and then testing it in the Adaptive Planning Scenario.
- Ensures that investment not driven by statutory requirements is kept within a range affordable for all customers:
  - Additional revenue from new properties offsets the cost of demand management
  - Investment to increase resilience is modest, and equates to approximately £2.20 p.a. on the average household bill by 2025.
  - In total, our Plan will add £12.30 p.a. to the average household bill by 2025.

## OUR PLAN IS RELIABLE...

### Our customers told us...

- We should be planning for the long-term and taking preventative action to address foreseeable future challenges, including drought.
- They support investment to increase resilience.

### Government expects companies to...

- Take a long-term, strategic approach to the development of the WRMP.
- Enhance the resilience of public water supplies.
- Identify an appropriate level of service based on meaningful engagement with customers.

### Our Plan...

- Is resilient against the median climate change scenario and severe drought (approximately 1 in 200 year return period), meaning that we will be able to maintain supplies to customers without the need for rota-cuts and standpipes.
- Increases our resilience to unforeseen events by reducing demand and increasing system connectivity to fully integrate our northern, eastern and western systems, creating a strategic grid.

## OUR PLAN IS SUSTAINABLE...

### Our customers told us...

- They generally prefer options that make best use of existing resource and infrastructure.
- Leakage reduction continues to be a priority.

### Government expects companies to...

- Protect and enhance the environment, acting collaboratively.
- Promote the efficient and effective use of available resources, including reducing levels of leakage.
- Value nature in decision-making..

### Our Plan...

- Makes best use of existing water resources before developing new ones. It does this through:
  - An ambitious demand management strategy, that will more than offset growth in demand
  - Fully integrating our northern, eastern and western water supply systems, allowing us to move water to where it is needed, and, Trading with Affinity Water and Severn Trent
- Provides sufficient water to support housing targets in the South and East of England.
- Protects and enhances the environment by meeting all statutory environmental obligations, including sustainability reductions
- Mitigating unacceptable environmental impacts and identifying opportunities for enhancement through the Strategic Environmental Assessment and Habitats Regulation Assessment processes
- Our demand management strategy and the creation of a strategic grid meet our short-term needs, whilst giving us the capacity to meet uncertain future needs.
- By undertaking pre-planning work we will be able to meet any additional statutory deadlines associated with sustainability reductions required by 2030.

# GETTING THE BALANCE RIGHT

## MANAGING DEMAND

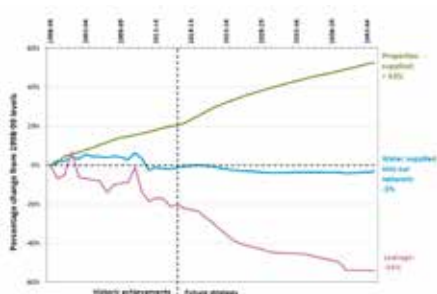
We put less water into supply today than in 1989, despite an increase in properties in our region of more than 34%. Our leakage performance is the best in the industry. What's more, by 2020 we aim to have 93% of households metered and 86% paying measured charges.

We are proud of this record but know that we need to continue to build on these past successes to meet the challenges of the future. Our draft WRMP focusses on collaboration and engagement with our customers, as well as utilising the latest technology and innovation to deliver water savings of 123million litres a day by 2045.

We agree with Government, and our customers, that demand management has to be our priority and we will always look to make better use of what we have before exploring new supplies.

*"We have been greatly successful at offsetting the impacts of growth in our region. Our draft WRMP goes further than ever before and sets out a truly ambitious approach to continued reductions in demand."*

Our leakage performance is the best in the industry, with a further **23% reduction** planned by 2025



## OUR STRATEGIES TO REDUCE DEMAND

### Smart Meters

Between 2020-2025 we will invest **£180million** installing **smart meters** across our region, saving **23 million litres** a day by 2045.

Studies show that customers with smart meters save more water than those using conventional meters. This technology also allows us to use data like never before to work with customers to help them reduce their use.

Smart meters are also a vital tool in helping to identify leaks.



### Engaged Customers and Water Efficient Homes

Water efficiency campaigns and initiatives have a huge role to play and our **£21million** investment in this area between 2020 - 2025 will see **30 million litres a day saved** by 2045.

Our strategy will see the continuation of our leading efficiency campaigns, Bits and Bobs and The Potting Shed. These free campaigns provide retrofit devices for use in customers' homes and gardens to help save water.

We will also be using pioneering behavioural economics to look at reward mechanisms for water efficient customers and financial incentives for customers who want to replace larger fixtures and fittings in their homes - like toilets - with more efficient ones.

Going further still, we will be working with developers to ensure new houses are as water efficient as possible, using new technology like greywater reuse and rainwater harvesting to save 80 litres per person a day in new developments.

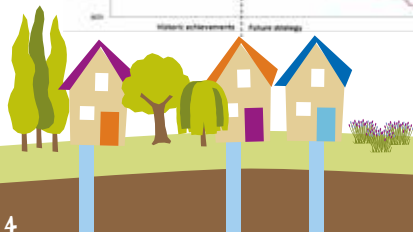
### Driving Down Leakage

In our 2020-25 business plan, a further **£50million** will be spent to **drive leakage down a further 23%** by 2025.

Using the very latest technology and innovation, we will transform the way we manage our water networks.

We will be further developing our award winning Integrated Leakage and Pressure Management System, bringing together more data to make it easier to find and fix leaks. We will also use cutting edge pressure management to prevent burst from occurring through our network.

As well as new technology, we will continue to invest heavily in our intensive Leakage Detection Teams, who scour the region to find difficult-to-detect leaks and target areas with ageing infrastructure.



## EXPLORING NEW SOURCES OF SUPPLY

Despite our ambitious demand management strategy, the scale of the challenge our region faces is so large that we still need carefully targeted investment to increase supply-side capacity.

Our supply-demand balance methodology shows that, even with our investment in further demand reduction, as many as 15 of our 28 Water Resource Zones could be in water deficit by 2045.

Our preferred programme of supply-side solutions looks to address this, ensuring there is enough water available across our region to meet the needs of communities, the environment and the economy. We have also 'future proofed' our draft plan against potential impacts of future environmental regulations (like sustainability reductions) by increasing option capacity.

As well as looking at new supplies, a key strategy in our draft WRMP is to increase the connectivity of our current resources, fully integrating our northern, eastern and western systems to creating a strategic water grid. This will allow us to transfer water from areas of surplus to need, without having to secure new supplies.

### Working with our neighbours

Before looking at new sources of supply, our draft WRMP has identified options to work with our nearest neighbours to better utilise resources and explore opportunities to trade water.

By working with Affinity Water and Severn Trent Water, we can significantly increase the amount of water available for our customers - with one trade with Affinity Water freeing up 18million litres a day at our Grafham Water Reservoir.

As well as increasing water availability, these trading options avoid the need for significant capital investment in new supply assets.

By trading with neighbouring companies in our WRMP, **we are saving over £124million** that would otherwise have to be spent on new supply options.

## OUR STRATEGIES TO SECURE NEW SUPPLIES

### Water Reuse for Non-Potable Use

This innovative scheme will see us invest £75million to install enhanced treatment at our Pyewipe Water Recycling Centre. This advanced treatment will allow treated water from Pyewipe to be sent through a new pipeline to the South Humber Bank, where it will be used to support vital industry.

### From non-potable to potable

We currently have a water treatment works at Elsham that supplies non-potable water to industrial customers on the South Humber Bank. In the future, part of this industrial need can be met by our water reuse strategy (above).

We will be investing £160million to install and upgrade our Elsham Water Treatment Works to treat this water to potable standards and develop a new transfer from the works to South Lincolnshire. This will allow millions of litres of clean, safe drinking water to be supplied to customers in Greater Lincolnshire, and further south if needed.

## PLANNING FOR THE FUTURE

There is still a great level of uncertainty about the future, and what demands this will bring. To ensure we are prepared for this, our draft WRMP sets out plans to carry out pre-planning activity for new supply options that may be needed in our 2024 WRMP. These options include:

- New storage reservoirs in South Lincolnshire and Fenland
- Desalination plants in Felixstowe and the South Humber bank
- Further water reuse at Ipswich Water Recycling Centre



# WE'VE BUILT THIS PLAN TOGETHER

## CUSTOMER ENGAGEMENT

Ensuring all of our plans represent our customers' priorities is so important to us and we've done all we can to embed customer engagement into every aspect of our business.

Since 2017, we've carried out a range of extensive, robust and innovative engagement activities, involving over 45,000 customers so far. What's more, to ensure that our approach to engagement is meaningful, we involved customers at the very outset to help us to co-create our engagement strategy – making sure we would be speaking to people about the things that mattered and using a medium they connected with.

We have also actively sought to explore differences of opinion, experience and behaviours between different groups of customers. This is particularly important when considering the potentially different needs and preferences of customers in vulnerable circumstances.

Views on water resource management have been gathered from our Love Every Drop Online Community, the Anglian Water Summer Tour Bus, the H2OMG Water Festival, targeted research across customer segments and societal valuation surveys.

## FORMAL PRE-CONSULTATION

At the end of last year (2017) we undertook a formal pre-consultation process on our draft WRMP, engaging with regulators, other water companies, local authorities, environmental and conservation groups and catchment partnerships. Our pre-consultation reached over 150 key stakeholders and outlined the challenges we are addressing in our WRMP, as

well as information about how to get involved in the consultation of our Draft WRMP 2019, once published.

We have worked closely with all of our regulators in the development of this plan, holding over 20 meetings with the Environment Agency, Ofwat and Natural England.

## REGIONAL AND NATIONAL STAKEHOLDER ENGAGEMENT

The challenges we have outlined in our draft WRMP (drought, climate change, growth, environmental needs) are shared amongst a broad range of stakeholders, not just us as a water company.

We have worked closely with our neighbouring water companies and other major water abstractors and users in the region to ensure that we will all have access to reliable, sustainable and affordable supplies in the future.

We are leading a number of pioneering, collaborative water resource planning programmes at a regional and national level. The Water UK National Long Term Planning Framework, chaired by Anglian Water, explores

national water supply resilience and sets out a strategy for water companies to work together to build resilience throughout public water supply in England and Wales.

Water Resources East (WRE) and the Trent and Ouse Working Groups consider multi-sector needs (water, energy, agriculture and environment), developing a common understanding of water resource planning issues and identifying cost-effective options for sharing available resources, including transfers and trading.

These regional and national partnerships have informed our thinking and helped to shape the strategies in our draft WRMP.

# YOUR CHANCE TO HAVE YOUR SAY

Resilient, secure water resources are vital to communities, businesses and the environment alike. We believe our Water Resources Management Plan is ambitious, sustainable and affordable – providing the right blend of supply and demand management strategies and remaining flexible to any uncertainties of the future.

**But do you think we have got the balance right? We want to know your thoughts, especially on the below areas:**

1

Growth is a key challenge our WRMP sets out to meet. We have used the latest local authority growth targets to develop our strategy, ensuring there will be enough water to meeting these targets. We have taken this approach because housing growth is regularly cited as a top priority for national and local Government. Of course, targets do not always turn into achieved growth and, currently, local growth targets are not quite being met.

**Given this, do you agree with our approach of planning to meet local authority growth targets, or should we switch to an approach of using trend-based projections?**

2

We are proud of the ambitious, cost beneficial demand management strategy that we have developed in the WRMP and are confident that this will more than offset the effects of growth in the region. Using the very latest technology and innovation, our strategy will unlock estimated water savings of around 43million litres a day by 2025, and 123million litres a day 2045. This strategy relies on more than just technology though – it requires collaboration with our customers, stakeholders and businesses to help bring down water demand.

**Do you agree with this approach? Are we right to prioritise demand management?**

3

Studies show that the public are more in favour of the introduction of compulsory water meters than ever before. We believe that this higher level of support reflects the fact that we now have a much larger proportion of customers paying using a meter compared to those who do not. We know there is still little support from customers who still pay unmeasured charges and so we have decided against the inclusion of compulsory metering in our WRMP.

**Do you agree with this approach or think that we should consider compulsory metering in our upcoming business plan (2020-25)?**

4

We have used Adaptive Planning to identify opportunities to 'future proof' our Plan against potential environmental regulations by increasing option capacity. The cost of this future proofing is £88 million, which equates to a cost increase of around £1.70 per year on average customer bills by 2025.

**Should we include this additional investment to future proof our plans?**

5

Our Plan is designed to increase our resilience to drought, so that no customers are exposed to the risks of rota-cuts and standpipes in a severe drought event. The investment required to increase resilience to drought is, we believe, relatively modest and equates to approximately £2.20 per year on the average household bill by 2025 (assuming the other factors that influence bills remain unchanged).

**Do you support this approach?**

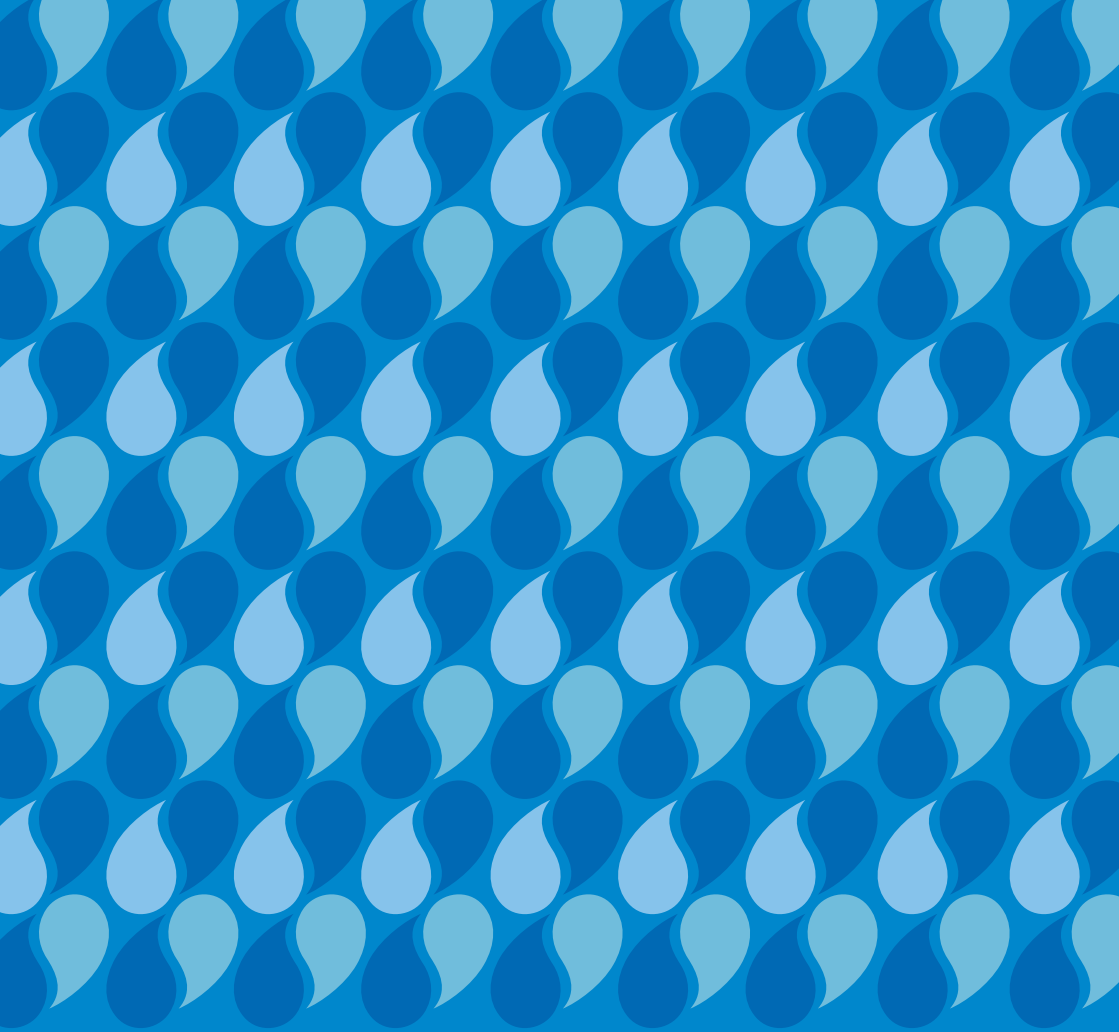
6

Climate change is one of the key strategic risks our business faces. As a result, we have decided to adopt the Environment Agency's 2017 method for calculating climate change impacts, which results in a large impact in 2024-25.

It would, however, be possible to defer these impacts, and the associated investments, until 2029-30. Doing so would remove approximately £300million from the investment programme between 2020-25, a bill impact of around £6.10 per year on average customer bills by 2025.

**Should we defer this investment until 2029-30?**

All responses should be sent to:  
[water.resources@defra.gsi.gov.uk](mailto:water.resources@defra.gsi.gov.uk)  
or Secretary of State for  
Environment:  
WRMP, c/o Water Resources  
Policy, Area 3D Nobel House, 17  
Smith Square, London SW1P 3JR



**Any comments on our Draft Water Resources Management Plan should be sent to:**

[water.resources@defra.gsi.gov.uk](mailto:water.resources@defra.gsi.gov.uk)

**or**

Secretary of State for Environment  
WRMP

c/o Water Resources Policy  
Area 3D Nobel House  
17 Smith Square  
London  
SW1P 3JR



## Policy and Scrutiny

<b>Open Report on behalf of Richard Wills, Director responsible for Democratic Services</b>
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Report to:	<b>Environment and Economy Scrutiny Committee</b>
Date:	<b>22 May 2018</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

22 MAY 2018 – 10.00am Stanhope Hall, Boston Road, Horncastle, Lincolnshire, LN9 6NF		
Item	Contributor	Purpose
<b>Middle Rasen Flood Prevention Scheme</b>	Charlotte Hughes,	<b>PRE-DECISION SCRUTINY</b> Executive Councillor - 11th to 15th June 2017
<b>Rural Broadband Provision</b>	Steve Brookes Lincolnshire Broadband Programme Manager	Status report on the onlincolnshire Broadband Project in rural areas.
<b>Hotel Investment Action Plan</b>	Mary Powell, Tourism Manager	Review of the tactical approach to developing a Hotel Strategy Action Plan
<b>Team Lincolnshire</b>	Team Lincolnshire Members, Jill McCarthy, Principal Officer (Growth)	
<b>Draft Water Resources Management Plan response</b>	David Hickman, Growth & Environment Commissioner	Consideration of the Anglian Water Draft Water Resources Management Plan consultation response
<b>Site visit to Mortons of Horncastle</b> Site visit of premises, a visit to the Tech Hub and a description of the work Mortons of Horncastle are doing with other rural manufacturers and with local schools.		

10 JULY 2018 – 10.00am		
Item	Contributor	Purpose
<b>Quarter 4 Performance Report (1 January to 31 March 2018)</b>	Justin Brown, Commissioner for Economic Growth; David Hickman, Growth and Environment Commissioner	Review of the Key Performance and Customer Satisfaction Information
<b>Greater Lincolnshire Local Industrial Strategy</b>	Justin Brown, Commissioner for Economic Growth; Ruth Carver, Commissioning Manager (LEP)	Review of the initial work undertaken on the Greater Lincolnshire Local Industrial Strategy
<b>Exporting in Lincolnshire</b>	Senior Project Officer, (Economic Research)	
<b>Apprenticeships in Lincolnshire</b>	Clare Hughes, Principal Commissioning Officer (LEP)	
<b>The Changing Nature of Retail</b>	TBC	

<b>18 SEPTEMBER 2018 – 10.00am</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
<b>Quarter 1 Performance Report (1 April to 30 June 2018)</b>	Justin Brown, Enterprise Commissioner; David Hickman, Growth and Environment Commissioner	Review of the Key Performance and Customer Satisfaction Information
<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>Progress and prioritisation of, Economic Development Capital Projects</b>	Andy Brooks, Commissioning Manager (Regeneration Programme)	

<b>30 OCTOBER 2018 – 10.00am</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
<b>Greater Lincolnshire Local Industrial Strategy</b>	Justin Brown, Commissioner for Economic Growth; Ruth Carver, Commissioning Manager (LEP)	Review of the work undertaken on the Greater Lincolnshire Local Industrial Strategy
<b>Agri-Food Sector – Plan, Progress and Prospects</b>	Kate Storey, Commissioning Officer (LEP)	

<b>27 NOVEMBER 2018 – 10.00am</b>		
<b>Item</b>	<b>Contributor</b>	<b>Purpose</b>
<b>Quarter 2 Performance Report (1 July to 30 September 2018)</b>	Justin Brown, Commissioner for Economic Growth, David Hickman, Growth and Environment Commissioner	Review of the Key Performance and Customer Satisfaction Information.
<b>Visitor Economy Sector – Plan, Progress and Prospects</b>	Nicola Radford, Senior Commissioning Officer (Regeneration Programmes)	
<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.

#### Items to be programmed

- Third Carbon Management Plan - Vanessa Strange, Accessibility and Growth Manager
- Manufacturing Economy Sector - Plan, Progress and Prospects
- Learning points from DWP/GLLEP Skills Pilot Project
- Growth Hub Expansion - Samantha Harrison, Commissioning Manager (Enterprise)
- County Farms



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
I015756 New!	Middle Rasen Flood Prevention Scheme	Between 11 June 2018 and 15 June 2018	Executive Councillor: Economy and Place	Highways Officers for the Middle Rasen area; Middle Rasen Parish Council; local member; Executive Councillors and Support Councillors for Economy and Place and Commercial and Environmental Management; and the Environment and Economy Scrutiny Committee	Report	Project Leader Tel: 01522 555586 Email: charlotte.hughes@lincolnshire.gov.uk	Executive Councillor: Economy and Place and Head of Paid Service & Executive Director for Environment and Economy	Yes	Market Rasen Wolds