

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

Report to:	Highways and Transport Scrutiny Committee
Date:	16 June 2017
Subject:	Highways and Transport 'Who we are and What we do'

Summary:

The purpose of this item is to provide an introduction to the Highways and Transport Scrutiny Committee and the services which are included in the Council's Commissioning Strategies for sustaining and developing prosperity through infrastructure.

Actions Required:

Members of the Highways and Transport Scrutiny Committee are invited to consider a presentation on the work of sustaining and developing prosperity through infrastructure.

1. Background

This report is designed to highlight the key areas and issues on which the Highways and Transport Scrutiny 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 the work of the Environment & Economy Scrutiny Committee because of the linkages between the commissioning 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 Highways & Transport Scrutiny Committee. 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 could be involved in. There are three commissioning strategies that are directly relevant to the work of both the Highways & Transport and Environment & Economy Scrutiny Committees and. 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 for consideration by the committee 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 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 Highways & Transport

Officers are preparing each of the commissioning 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 with other providers to unblock infrastructure barriers
- Effective political engagement

Officers will work with the Highways & Transport 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 Highways and Transport teams have a series of specific actions within each of the commissioning strategies. It also shows that an overarching purpose is to support and facilitate 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. Our transport system is an integral part of that quality consideration and the way in which the system is designed, managed and maintained 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 (GL LEP) 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 01522 554827).

The Infrastructure Commissioner is Paul Rusted (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

The Environment Commissioner is David Hickman (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 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 Highways & Transport and Environment & Economy 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, 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 the Highways & Transport and Environment & Economy Scrutiny Committees. The work programme will seek to:

- Ensure that our existing best practice approach for managing and maintaining our transport system ensures continued recognition from DfT (Department for Transport) and other highway authorities;
- Ensure an understanding and awareness of inward investment activity and where related County Council infrastructure investment activity will facilitate greatest benefit e.g. strategic work such as the Strategic Infrastructure Delivery Plan (SIDP) and projects such as Lincoln Eastern Bypass (LEB), Grantham Southern Relief Road (GSRR).

- Ensure contract and performance management of our Alliance partners and scheme contractors ensuring both quality of delivery and value for money is achieved;
- Ensure day to day management of the highway network to ensure confidence exists about the systems in place to respond to issues on the network;
- Ensure effective highways advice is provided to Developers and District Planning Authorities;
- Ensure public transport provision meets people's needs and contributes to ensuring access to services is maintained in health, social care, education and business;
- Ensure the provision of an effective winter maintenance service;
- Align transportation benefits with a public health agenda;
- 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, the Homes and Communities Agency and local bodies including District Councils, the University of Lincoln;
- Ensure that partnerships needed with the private sector are developed to ensure delivery of shared objectives e.g. the Greater Lincolnshire LEP (GLLEP), landowners, investors, developers and commercial partners such as Investors in Lincoln;
- Ensure effective political input into policy development work e.g. Local Plan production and adoption, operational policy requirements;
- 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 Replacement;
- Ensure awareness and endorsement of proposed service delivery changes and review of the impact of those changes eg implementation of the Highways Future Operating Model;
- 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. 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 services involved in delivering the commissioning strategy is wide and varied. The Highways & Transport Scrutiny Committee will have an important role to play in shaping that work, performing pre-decision 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

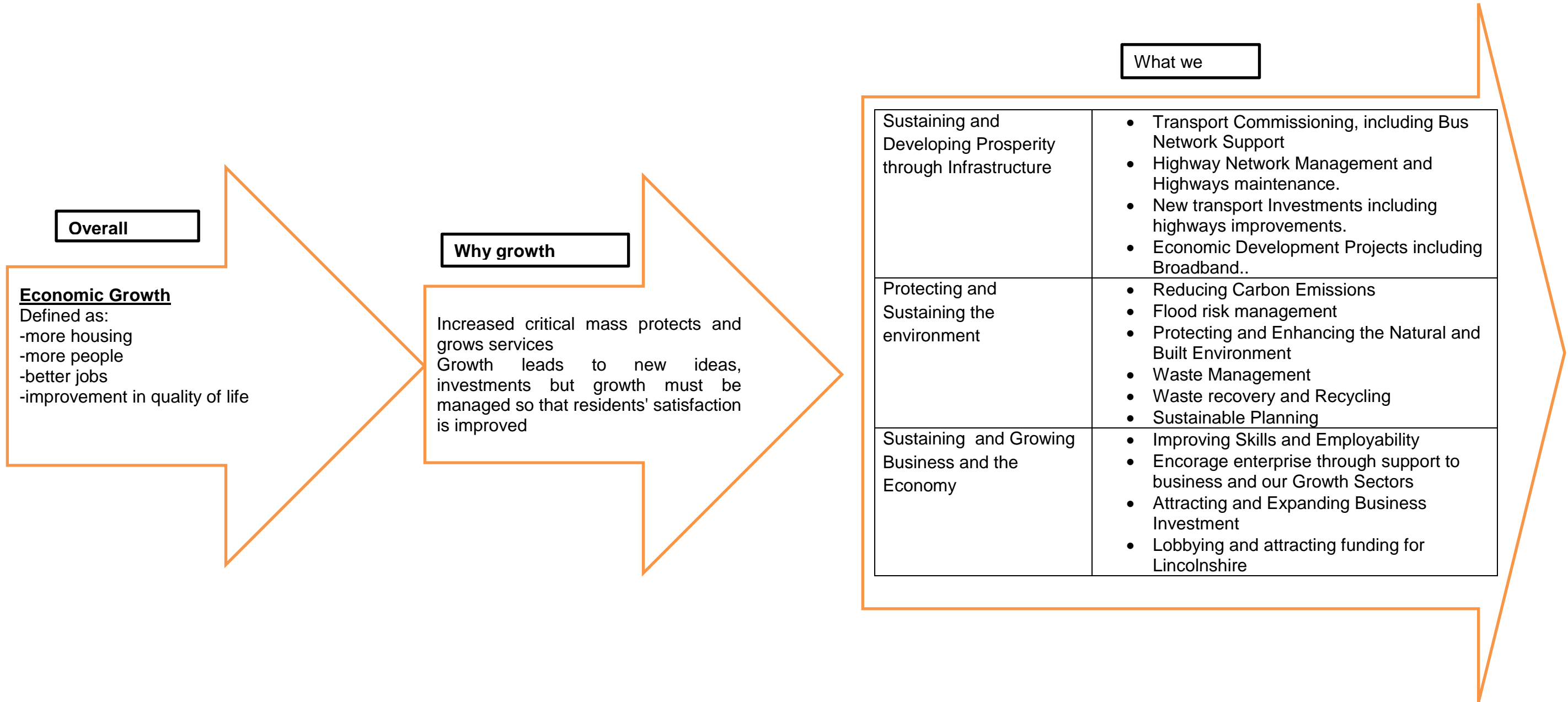
4. Appendices

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



Overall

Economic Growth

Defined as:
 -more housing
 -more people
 -better jobs
 -improvement in quality of life

Why growth

Increased critical mass protects and grows services
 Growth leads to new ideas, investments but growth must be managed so that residents' satisfaction is improved

What we

Sustaining and Developing Prosperity through Infrastructure	<ul style="list-style-type: none"> • Transport Commissioning, including Bus Network Support • Highway Network Management and Highways maintenance. • New transport Investments including highways improvements. • Economic Development Projects including Broadband..
Protecting and Sustaining the environment	<ul style="list-style-type: none"> • Reducing Carbon Emissions • Flood risk management • Protecting and Enhancing the Natural and Built Environment • Waste Management • Waste recovery and Recycling • Sustainable Planning
Sustaining and Growing Business and the Economy	<ul style="list-style-type: none"> • 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

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

