

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

Report to:	<b>Overview and Scrutiny Management Committee</b>
Date:	<b>28 April 2016</b>
Subject:	<b>Overview and Scrutiny Annual Report 2015-16</b>

**Summary:**

This item enables the Overview and Scrutiny Management Committee to consider a draft of the Overview and Scrutiny Annual Report for 2015-16.

**Actions Required:**

1. To consider and comment on a draft of the Overview and Scrutiny Annual Report for 2015-16.
2. To agree the submission of the Overview and Scrutiny Annual Report 2015-16, with or without amendment, to the meeting of the County Council on 20 May 2016 for final approval.

## **1. Background**

Every year a report is prepared outlining the work of the Overview and Scrutiny function over the last year and highlighting key areas of scrutiny for the year ahead. The report is considered in draft form by the Overview and Scrutiny Management Committee before a final version is put before the Annual Meeting of the Council for approval.

## **2. Conclusion**

That consideration is given to the content of this report.

## **3. Consultation**

### **a) Policy Proofing Actions Required**

This item does not require Policy Proofing.

## **4. Appendices**

These are listed below and attached at the back of the report

Appendix A	Draft Overview and Scrutiny Annual Report 2015-16
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## **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 Nigel West, Head of Democratic Services and Statutory Scrutiny Officer, who can be contacted on 01522 552840 or by e-mail at [nigel.west@lincolnshire.gov.uk](mailto:nigel.west@lincolnshire.gov.uk)



# Overview and Scrutiny Annual Report 2015-16





## Foreword

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I am pleased to present this year's Overview and Scrutiny Annual Report. The report contains key scrutiny activity over the last year and information about some of the subjects our committees will be scrutinising over the next 12 months.

It has been a challenging year for the Council and also for scrutiny. The Council continues to deliver services to the people of Lincolnshire with less and less money and our councillors involved with scrutiny are tasked with analysing this work and its outcomes and providing constructive challenge.

The future delivery of library services in Lincolnshire has continued to generate considerable interest both within the Council itself and in the wider community. Concerns were raised over the decision-making process surrounding the libraries proposals and an Internal Audit Review took place that culminated in a final report with recommendations for improvement including aspects of the scrutiny process. The County Council agreed at its meeting in February 2015 that an external review of the scrutiny function should be carried out. Scrutiny seeks assurance over the successful delivery of services, so it is only right it should seek assurance around its own performance.

In April 2015 East Midlands Councils was invited to undertake a review into the Council's approach to overview and scrutiny. The review was carried out by Dr Stuart Young, Executive Director of East Midlands Councils and included informal discussions with councillors and officers, first hand observations at scrutiny meetings and research into good practice elsewhere.

The outcome of the review of scrutiny was considered by the Council in December 2015 and highlighted recommendations on five aspects of scrutiny;

- Increasing the impact of scrutiny
- The effectiveness of the approach
- Behaviours and culture
- Sound and effective governance
- Learning from good practice

I look forward to reflecting on the successful completion of the Review and on the introduction of improvements to scrutiny in next year's Annual Report. In the meantime, if you would like to know more about overview and scrutiny at Lincolnshire County Council then please feel free to get in touch using the contact details at the end of the report.



**Councillor Pat O'Connor**  
**Chairman, Overview and Scrutiny Management Committee**

## Introduction to Overview and Scrutiny

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Overview and scrutiny is the process whereby non-executive councillors of the Council examine the authority's functions and services, plus those of partner organisations.

Key aims of scrutiny are to;

- Provide healthy and constructive challenge
- Give voice to public concerns
- Support improvement in services
- Provide an independent review

Overview and Scrutiny is a function of local authorities in England and Wales. It was introduced by the Local Government Act 2000 which created separate Executive and Overview and Scrutiny functions within councils. All non-Executive councillors are eligible to participate in the work of scrutiny. Joining them to scrutinise particular issues are parent governors, church representatives, councillors from the district councils and representatives from other local organisations.

The Council has ten overview and scrutiny committees that consider new policies and strategies, existing policies to see how well they are working and performance information to check that the Council is meeting the standards that have been set.

Each of these committees is also able to establish time-limited Task and Finish Group reviews that focus on a particular issue and consider it in greater detail than is possible at Committee. These reviews will typically last around six months and will include a mixture of interviews with relevant council officers, research of best practice elsewhere, meetings with service users and community groups and consultation with wider parts of the community. These reviews culminate in a final report with recommendations which are then presented to a meeting of the Council's Executive.

Committees can also establish working groups to work in a less formal way either working independently or in collaboration with Council officers. These working groups have responded to national consultations, reviewed existing policies and looked to develop new policies in conjunction with officers.

## Overview and Scrutiny Management Committee

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### Chairman

**Councillor  
Pat O'Connor**



### Vice-Chairman

**Councillor  
Mrs Angela Newton**

One of the outcomes of the review of scrutiny at Lincolnshire County Council has been the higher profile afforded to its Overview and Scrutiny Management Committee.

The Council, at its meeting in December 2015, recognised the need to give this overarching scrutiny committee the lead role in the scrutiny function of the Council. Its terms of reference were amended to ensure the scrutinising of the Council's budget and performance was carried out by the Overview and Scrutiny Management Committee, a task previously under the remit of the Value for Money Scrutiny Committee. The Committee will continue to co-ordinate the scrutiny work through the work programmes of each of the scrutiny committees.

During the year a core activity of the Committee has been the review of scrutiny at the Council. Initially a working group drawn from the Committee's membership was formed to support Dr Stuart Young in his review. The working group was chaired by Councillor Pat O'Connor and also included Councillors Mrs Jackie Brockway, Robert Foulkes, Alan Jesson, Mrs Angela Newton, Mrs Marianne Overton MBE, Ron Oxby, Rob Parker, Nigel Pepper and Martin Trollope-Bellew.

In February 2016, after being delegated the job of overseeing the implementation of the report's recommendations, the Committee formed a working group to report back on how things could be improved which is chaired by Councillor Rob Parker and also includes Councillors Chris Brewis, Mrs Jackie Brockway, Alan Jesson, Colin Mair, Mrs Angela Newton, Mrs Marianne Overton MBE and Lewis Strange. The working group has split its work into three areas:

- Relationship between Executive and Scrutiny
- Culture
- Structure

The Chairman of the Overview and Scrutiny Management Committee now regularly attends meetings of the Executive, along with chairmen of the various scrutiny committees. Their role is not only to relay the recommendations of scrutiny committees to the decision makers, but to offer a flavour of the scrutiny debate. There is now a standing item on the Overview and Scrutiny Management Committee for the Chairman to report back to non-executive members on the response from Executive Councillors.

The Committee will receive monthly updates from the working group with a view to improvements and a new scrutiny structure being in place before the County Council election in May 2017.

## Adults Scrutiny Committee

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### Chairman

**Councillor Hugo Marfleet**



### Vice-Chairman

**Councillor Rosie Kirk**

The Committee's consideration of the Contributions Policy for Non-Residential Social Care is an example of where the Adults Scrutiny Committee enriched the Executive's decision making process; ten members of the public were present at the Committee's meeting, and made statements and put questions to the officers present. Their comments, together with the comments of the Committee, were passed to the Executive, when it made the final decision. The Committee will continue to engage the public, where this is appropriate.

The Committee also considered the outcomes of the Review of In-House Day Services and was reassured that strategically located and financially sustainable thirteen day centres would be the best approach in securing future provision across the County.

The overall financial position, including the impact of the age demographic, continues to have an impact on the Adult Care budget. The Adults Scrutiny Committee monitors these finances regularly, seeking reassurance that funding is being used to best effect. Linked to the overall financial position, the Committee has continued its role in monitoring the Better Care Fund, which aims to promote further integration between health and social care. The Committee will continue to monitor the Better Care Fund in the coming year.

Like most scrutiny committees, the Adults Scrutiny Committee receives quarterly performance information. The Committee has taken this performance information a stage further, by linking it with budgetary and service volumes. This adds more depth to the Committee's understanding of the issues affecting the service.

The Care Quality Commission stresses the importance of the Overview and Scrutiny function. As a result of the information provided, the Committee has been reassured that 65% of residential and nursing homes in Lincolnshire have been rated as good.

Procurement is a key element of Adult Care, with over 90% of its services subject to contractual obligations. However, the Overview and Scrutiny function is not simply a contract monitoring activity, and in this regard the Committee will continue to seek the attendance of service providers at meetings, as this has continued to enhance the Committee's activity.

## Children and Young People Scrutiny Committee

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**Chairman**

**Councillor John Hough**



**Vice-Chairman**

**Councillor Ray Wootten**

The Children and Young People Scrutiny Committee has had another very busy year. One of its main activities has been the Review of the Council's Home to School Transport Policy in relation to Discretionary Grammar School Transport, looking at whether the current Grammar School Transport Policy is fair, affordable and consistent. The Grammar School Transport Policy, which is discretionary and has been in place for over 30 years, is provided as an additional benefit to enable more pupils to access a grammar school education.

During 2014/15, a group of parents in villages north of Grantham had campaigned for changes to the Home to School and College Transport Policy in respect of transport to the county's Grammar Schools. Councillor Mrs Patricia Bradwell, Executive Councillor for Adult Care and Health Services, Children's Services, asked the Committee at its meeting on 24 April 2015 to review the grammar school entitlement policy and consider whether any changes could and/or should be made to meet the parents' requests, and what the implications of changing the policy would be on schools, cost, and parents. A Task and Finish Group was established which was chaired by Councillor Mrs Jackie Brockway and also included Councillors Chris Brewis, Colin Mair, Charmaine Morgan, Mrs Marianne Overton MBE, Mrs Christine Talbot, William Webb, Paul Wood, and Ray Wootten.

The Group reviewed the current discretionary Grammar School Transport Policy and the costs involved in providing this policy, examined Grammar School Transport policies at other councils with grammar schools, and held an engagement day with Headteachers and Chair of Governors of a selection of grammar and non-grammar schools, parents, campaign groups, and the Youth Cabinet. The Group also examined a range of options for changing the current Grammar School Transport Policy to address the issues and concerns raised by parents, schools and young people. The Task and Finish Group put forward one recommendation to the Executive which consisted of two options, which were to leave the Grammar School Transport Policy as it is but review it in two years, or charge pupils living in grammar school DTAs for transport to a grammar school where it is not the nearest suitable school. A decision by the Executive Councillor for Adult Care and Health Services, Children's Services on whether to accept either of these options will hopefully be taken in June 2016. The Committee will closely monitor the outcomes from this review and the decision taken by the Executive Councillor.

Over the last year, the Committee has received a number of reports relating to the closure of schools in Lincolnshire. Schools are now principally financed by the numbers of pupils on roll and there is little flexibility when these numbers reduce. The changes to the national curriculum and inspection regimes also pose particular challenges for schools when there are funding issues.



One example of this was the potential closure of Monks Dyke Tennyson College's Mablethorpe site, and consolidating provision at the Louth site as a single site school. In June 2015, the Committee established a working group consisting of Councillors Sarah Dodds, Andrew Hagues, John Hough, Mrs Lesley Rollings and Ray Wootten to consider the potential options for the future of the Mablethorpe site and conduct a site visit of the school. Feedback from the working group was received at the Committee meeting in July 2015 when the Committee discussed the various options for the Mablethorpe site. At the meeting in January 2016, the Committee heard from the Headteacher and Vice Chair of the Governing Body of the college, and two members of the campaign group who were looking into setting up a free school in Mablethorpe to provide alternative secondary education. The Committee supported the recommendation to close the Mablethorpe site, but recommended that the site should be held onto for 12 months to allow time for further exploration of alternative secondary education provision in Mablethorpe. This additional recommendation from the Committee was accepted by the Executive Councillor for Adult Care and Health Services, Children's Services.

The Committee also established a working group consisting of Councillors Sarah Dodds, John Hough and Ron Oxby to consider the potential closure of Saltfleetby Church of England Primary School. The working group visited the school and met with the Headteacher and Chair of the Interim Executive Board, and spoke to some parents and pupils about the school. Feedback from this visit was reported to the Committee meeting in April 2016 when it considered a report on the proposed closure of the school. The Committee made the difficult decision to support the recommendation to close the school due to concerns around the financial and educational viability of the school.

Furthermore, the Committee has set up a number of other working groups over the last year. Councillors Mrs Jackie Brockway and Sarah Dodds and Mrs Emma Olivier-Townrow, former Parent Governor Representative, formed a working group to look at the new School Improvement sector led model which will establish a collaborative Lincolnshire Learning Partnership delivering a tiered approach to School Improvement including peer review, quality assurance and appropriate governance arrangements. The working group reported back to the Committee in January 2016 on a number of benefits and concerns about the new model, and going forward, the Committee will monitor the implementation of the new sector led model on a regular basis. A working group consisting of Councillors Mrs Jackie Brockway, Sarah Dodds, John Hough and Mrs Helen Powell has also been established to work with officers on the modelling options for the future delivery of Early Years and Children's Health Services. These cover early childhood and 0-19 health services, including Children's Centre services, Health Visiting service, Antenatal Weight Management service and School Nursing service. The outcomes from the working group and commissioning review will be reported to a future meeting of the Committee. The Committee has also just established a working group consisting of Councillors Mrs Jackie Brockway, Sarah Dodds, John Hough and Mrs Lesley Rollings to review school performance, particularly at Key Stage 4. Whilst there have been some year on year improvements in pupil outcomes, there are still a number of key actions needed in order for all groups of Lincolnshire pupils to be achieving at least at levels seen nationally.

The Committee has recently considered the implications of the Government's White Paper "Educational Excellence Everywhere". This White Paper has a number of implications for the Council particularly in relation to the enforced academisation of

all schools by 2020, which will remove all schools from local authority control, and the proposal to transfer responsibility for school improvement from local authorities to school-led systems. The Committee unanimously decided that the Council should oppose the forced academisation of schools in Lincolnshire.

Over the next year, the Committee will be monitoring the implications of the White Paper and the impact it will have on Children's Services. In addition, it will be scrutinising children's safeguarding arrangements in detail, by using the key questions identified in the Centre for Public Scrutiny's Guide to Scrutinising Children's Safeguarding Arrangements.

## Community and Public Safety Scrutiny Committee

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**Chairman**

**Councillor Chris Brewis**



**Vice-Chairman**

**Councillor Linda Wootten**

Over the past year the re-shaping of the library service has been an area of great interest for many local residents and councillors. The Committee has continued to be consulted and received regular updates by officers on the progress towards the introduction of a new model of library provision for Lincolnshire. The Committee has had the opportunity to review the competitive tendering process and make recommendations towards the implementation of an enhanced library service which includes a network of more than 30 community hubs, developed with local community groups which also include added library provision.

In November 2015 the Committee considered the revised library service proposals and unanimously supported the recommendations for the Council's Executive to award a contract for the delivery of library services to Greenwich Leisure Limited (GLL). Over the coming year the Committee will monitor the performance of the library service and the contract with GLL to ensure value for money. During the coming year, members of the Committee are planning to meet with GLL and visit a local library and community hub to see first-hand the developments made as part of the new contract.

The Committee continues to support and take a great interest in the Joint Ambulance Conveyance project which involves Lincolnshire Fire and Rescue, East Midlands Ambulance Service and Lincolnshire Integrated Voluntary Emergency Service working together to respond to 999 medical emergencies. The project continues to be a success and has already won two national innovation awards. During the past year the Committee undertook a visit to the EMAS control centre at Bracebridge Heath in Lincoln to see how the project ensures a timely patient conveyance and the highest level of clinical intervention possible. The Committee will continue to scrutinise the outcomes of this project over the coming year.

The Committee has responded to a number of formal consultations over the past year. In September 2015 the Committee considered a national consultation being conducted by the Ministry of Justice to rationalise the court estate which included a proposal to close both Grantham and Skegness Magistrates Courts. As part of its response, the Committee highlighted the impact of the changes on local justice as well as the possible impact on victims and witnesses. Unfortunately, in February 2016 the Ministry of Justice confirmed that both Grantham and Skegness Magistrates' Courts would close. Concerns remain about the accessibility to justice for offenders, witnesses and victims and the Committee will review the impact of these changes and the decline in the criminal justice infrastructure at future meetings.



In October 2015 the Committee considered a report regarding the Government's consultation on a series of measures to transform the delivery and drive greater collaboration between the police, fire and rescue, and NHS ambulance services. As part of its response, the Committee highlighted concerns that one size would not fit all services and that the existing collaboration between blue-light services in Lincolnshire had been very successful and was well regarded.

Over the coming year, the Committee will continue to respond to and monitor the outcome of consultations which affect Lincolnshire, and help work towards a positive outcome.

In January 2016 the Committee considered a proposal regarding bespoke business advice provided by Trading Standards. The proposal included the provision of advice to businesses along with a degree of consultancy type services. The Committee supported the recommendations to provide businesses in Lincolnshire with quality advice whilst saving businesses the time and expense of engaging consultants or solicitors. The Committee will monitor the implementation and outcomes of this new service over the coming year.

The Committee was pleased to welcome Peter Wright, Governor of HMP Lincoln, to its meetings over the past year. In January 2016 the Committee was advised that Lincoln Prison was significantly overcrowded and the view from Central Government was that 19<sup>th</sup> century prisons may no longer an appropriate place to hold prisoners anymore. However, the Committee felt that holding prisoners within communities was important and that a local solution should be found. The Committee will continue to support and monitor the situation at HMP Lincoln over the coming year.

The Committee also sits as the Council's statutory **Crime and Disorder Committee**, and has been able to review on the Integrated Offender Management (IOM) model which brings a cross-agency response to the crime and reoffending threats faced by local communities. The Committee supported the need to drive forward the Integrated Offender Management review and the need to maximise engagement within the Lincolnshire Community Safety Partnership.

## Economic Scrutiny Committee

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**Chairman**

**Councillor Tony Bridges**



**Vice-Chairman**

**Councillor Chris Pain**

Since the completion of the scrutiny review on the Impact of Transportation on Maximising Economic Growth in June 2014, the Committee has been monitoring the outcomes arising from the review. The recommendations from the review hinged firmly on the need to raise the profile of the economic benefits of transportation schemes in Lincolnshire. The review report described the importance of economic corridors such as the A17, A46/A15 and the importance of rail infrastructure. The Committee was pleased to hear that the Greater Lincolnshire Local Enterprise Partnership (GLLEP) is adopting a transport strategy that identifies the key transport corridors across the area which includes the A15 and the A46 around Lincoln. This transport strategy will provide the catalyst for a revised approach to reviewing the need for A15 improvements. In addition, the Committee was delighted to hear that Lincolnshire County Council, North Lincolnshire Council, and West Lindsey District Council have commissioned a study into the economic benefits of improving the A15. This study will recognise the important context of making improvements from Newark into Lincolnshire as well as the A15 itself. The Committee will continue to monitor the ongoing work in this area.

In October 2015, the Committee established a working group to conduct a review into the Council's approach to tourism development. It was carried out by Councillors Bob Adams, Tony Bridges and Mrs Jackie Brockway and was done in the context of reducing budgets and of consolidating the outcomes of 2015, Lincoln Castle Revealed's opening, and the good publicity that was received as a result of that work. The review identified seven recommendations for the Council to undertake itself, such as PR work; for the Council to undertake in partnership, especially strengthening the role of the [www.visitlincolnshire.com](http://www.visitlincolnshire.com) website; and in support of the private sector, such as addressing the demand for hotel accommodation. The Committee will be monitoring the implementation of these recommendations over the coming year.

The Economic Scrutiny Committee has continued to scrutinise the work and policies of the GLLEP. The Committee has reviewed the refreshed GLLEP's Strategic Economic Plan, which sets out a clear agenda for economic development in the coming years and focuses on sector development and on improving economic opportunities across the area. The Committee suggested a number of amendments to the refreshed plan which have been incorporated into the document. The Committee has also scrutinised the GLLEP's Water Management Plan and Coastal Vision. The GLLEP has prioritised agri-food and the visitor economy as the key sectors for economic growth in Greater Lincolnshire and effective flood risk and water resource management is considered fundamental in realising these opportunities.

The Committee has considered a number of reports around the skills agenda, particularly in relation to its concerns around the skills shortage in the health sector. The GLLEP has identified the health and care sector as one of Lincolnshire's most important growth sectors, with the potential to boost the economy and provide employment across all skills levels. It is predicted that by 2022 the sector could need to fill 30,000 jobs in Lincolnshire and that the workforce will need to be more highly skilled than they are at the moment to take on the opportunities that become available in the future. At its meeting in July 2015, the Committee heard from Health Education East Midlands about the skills and workforce shortage in the medical sector and agreed that more work was needed to inform people of the opportunities within the sector in Lincolnshire. The Committee also heard from the University of Lincoln at its meeting in April 2016 about the substantial amount of medical sector training that is being offered in Lincolnshire and supported the need to promote local vacancies to students in the medical sector. At its meeting in April 2016, the Committee also reviewed Apprenticeships in Lincolnshire and what Lincolnshire County Council's role could be in increasing the levels of Apprenticeships in light of the Government's Apprenticeship reforms which are currently underway.

The Committee has also helped to develop and shape strategies to support business growth. This has included reviewing the development of the Business Lincolnshire Growth Hub and web portal ([www.businesslincolnshire.com](http://www.businesslincolnshire.com)), which the Council secured £300,000 of revenue funding from the Department for Business Innovation and Skills (BIS) to further develop. In addition, the Committee has considered a proposal to participate in a pan-Midlands financial fund. This financial fund, through a variety of financial instruments, will create several types of finance for businesses which will help them grow. The Committee fully supported this proposal and will be receiving regular updates throughout the process.

Over the forthcoming year, the Committee will continue to monitor the outcomes from the scrutiny review on the Impact of Transportation on Maximising Economic Growth, which will include considering the GLLEP's Rail Strategy. The Committee will also be scrutinising future plans for tourism in 2017, such as preparations for the Commemoration of the Battle of Lincoln Fair and the Mayflower celebrations. Skills and training will also continue to be scrutinised through consideration of post 16 vocational training, adult learning and training to fill vacancies which are difficult to fill.



## Environmental Scrutiny Committee

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**Chairman**

**Councillor  
Lewis Strange**



**Vice-Chairman**

**Councillor Mrs  
Victoria Ayling**

Over the past year, the Committee has continued to build a positive working relationship with Anglian Water and received regular updates on odours emanating from Water Recycling Centres across the County. Whilst the Committee acknowledged the odour at Ingoldmells has improved, the situation still remains a concern elsewhere in Lincolnshire. The Committee will continue to monitor progress over the coming year by expanding the scrutiny of this issue to all sites where 5 or more odour complaints have been received.

In March 2016 the Committee considered reports on both the proposed changes to the provision of Household Waste Recycling Centres and the proposals to establish a Council-owned Household Waste Recycling Centre in Boston. As part of these discussions, councillors who were not members of the Committee were also given the opportunity to address the meeting to ensure a wide range of views were heard. The Committee supported both recommendations but made a number of additional recommendations, including that additional consideration be given to retain the supplementary service for Stamford and the continuation of the Saturday supplementary service for Mablethorpe. These recommendations were considered by the Executive Councillor for Waste and Recycling and have now been incorporated into the final decision.

The Committee continues to take a great interest in the Lincolnshire Energy Switching Scheme (LESS); a joint exercise by Lincolnshire County Council and District Councils to promote and facilitate collective switching, potentially reducing households' energy bills. Although the framework under which the scheme is run has now expired the Committee continues to support the scheme and work is underway to find compliant ways of continuing the scheme in the future.

In December 2015 the Committee received a presentation from North Kesteven District Council (NKDC) in relation to its Fly Tipping Enforcement approach. The Committee supported NKDC's presumption to prosecute approach, and noted the good return on cases which progressed to court. The Committee will continue to monitor the wider progress on Fly Tipping Enforcement across the County over the coming year.

The Committee continues to support and take a key interest in the Energy from Waste (EfW) plant in North Hykeham. During the past year the Committee was advised that the EfW facility was approaching 20,000 hours of operation and that work was underway towards achieving 'R1 Status' to allow the plant to be certified as a recovery facility instead of a disposal facility. The Committee will continue to receive updates on the Energy from Waste plant at future meetings.

## Flood and Drainage Management Scrutiny Committee

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**Chairman**

**Councillor  
Lewis Strange**



**Vice-Chairman**

**Councillor  
Mrs Victoria Ayling**

The Committee continues to work closely with other partners and agencies in working to protect Lincolnshire from flooding. This has included the seven district councils, Environment Agency, Anglian Water, Anglian Northern Regional Flood and Coastal Committee and Internal Drainage Boards. As part of the County Council's duties as a Lead Local Flood Authority, the Committee has continued to monitor the investigations carried out following flooding incidents on a quarterly basis, as required by the Flood and Water Management Act 2010.

In September 2015 the Committee responded to the Environment Agency's Black Sluice Catchment Consultation and considered how the proposals may impact upon the future of the Black Sluice Pumping Station and the implications relating to the establishment of Boston as a waterways destination. In December 2015 the Committee was informed that the Environment Agency and Black Sluice Internal Drainage Board had agreed to move forward jointly. The Committee welcomed the joint approach and acknowledged that a collective voice could help to find future funding opportunities.

During the year, the Committee has continued to challenge the progress made by the Environment Agency in delivering two flood alleviation schemes in Louth and Horncastle and received regular progress reports on the work being undertaken to develop a tidal flood barrier in Boston. In April 2016 the Committee undertook a visit to the Horncastle flood alleviation scheme and the new visitor centre at Gibraltar Point Nature Reserve, to see for themselves the developments and progress made on these infrastructure projects.

In May 2015 the Committee received a report in connection with emergency evacuation route signage from those areas of the county subject to severe coastal flooding. The Committee fully supported the recommendation to the Council's Executive to invest in the pre-production, installation and maintenance of signage in order to facilitate a safe and effective self-evacuation strategy that maximises public safety.

The Committee has also continued to highlight concerns in relation to surface water arising from new housing developments and the need for changes to the statutory planning consultation process. In September 2015 the Committee received a presentation by Anglian Water on growth and its impact on infrastructure, alongside the legislation and regulation covering the water industry. The Committee continue to support proposals that Anglian Water should be a statutory consultee for planning applications and in February 2016 agreed to set up a working group to examine with officers what further steps could be taken to move this forward.

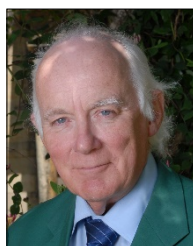
## Health Scrutiny Committee for Lincolnshire

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### Chairman

**Councillor  
Mrs Christine Talbot**



### Vice-Chairman

**Councillor  
Chris Brewis**

A recurring theme in all the Committee's work over the last year has been the need to recruit and retain health care staff in Lincolnshire. This applies across all services, from GPs to nurses to hospital consultants. The Committee has sought the views of Health Education East Midlands on this topic, and found that trainees have a tendency to seek work in the areas where they train. As fewer trainees come to Lincolnshire, this continues to be a factor in the ability of local providers to recruit and retain staff. One of the ways to address is looking to establish a medical school in Lincolnshire. The Chairman was a co-signatory to a letter, co-ordinated by the Lincolnshire Local Medical Committee, to the Secretary of State for Health, requesting that he give serious consideration to establishing a medical school in the county. The Committee will be continuing to explore the topic of recruitment and retention in the coming year.

To meet the staffing shortfall, the NHS has to use agency and locum staff in hospitals. In spite of the national cap on payments to agencies, this has led to significant financial challenges for the NHS in the Lincolnshire area. For example, the leading acute hospital trust began the year with an approved deficit of £40 million, but this target has already been exceeded and the trust is now anticipating a deficit of £57 million. The Committee has regularly sought reassurance on how the budget can be controlled, including a session questioning the Trust Development Authority and NHS England on the Lincolnshire Recovery Programme. The requirement under the Sustainability and Transformation Plan arrangements for balanced budgets within local health economies will be a recurring theme in our future activity.

One of the Committee's particular concerns is the response time of emergency ambulances. While there have been improvements in the response times in the last year, they remain a concern in the east and south of the county. The Committee will continue to monitor improvements in the coming year and will be asking the ambulance service to report to us at least every quarter.

The Care Quality Commission (CQC) has a specific role in inspecting and rating all providers of NHS-funded services. The Committee's role is not to duplicate the activity of the CQC. Nevertheless the Committee seeks assurance from local providers in an open session on their plans to meet and respond to any requirements, or enforcement action, from the CQC. The Committee believes that this gives an opportunity to providers to reassure both the Committee and the general public on the quality of their services and their plans to improve.

Providers of NHS-funded services prepare a clinical strategy, which sets out their own plans for implementing and developing their services. The Committee has



reviewed the clinical strategies of the three main local providers and the Committee has confirmed that these providers have taken account of the plans of commissioners, in developing these strategies. The Committee established a working group, jointly with Healthwatch, comprising Councillors Mrs Christine Talbot and Steve Palmer, together with the Chief Executive of Healthwatch, to review the priorities in the clinical strategy of one of the health trusts. This enabled the trust's priorities to reflect the comments made by the Committee. The Committee's direct engagement with local providers will continue in accordance with the Secretary of State's guidance, which reflects the findings of the Francis Report.

The Committee also responded to the consultation on the approaches to the engagement activity prior to the review of the Joint Strategic Needs Assessment (JSNA). A working group, comprising Councillors Mrs Christine Talbot, Chris Brewis (South Holland), Jackie Kirk (Lincoln City) and Mrs Sue Wray drafted a response to the consultation, which acknowledged the importance of the JSNA as the evidence base for the JSNA.

Every year each provider of NHS-funded services is required to share with the Committee its draft 'quality account', which summarises the provider's performance over the previous year and includes the provider's priorities for the coming year, as well as progress with the previous year's priorities. The Committee may review the draft quality account of local NHS providers and make a statement, which has to be included in the published quality account. During 2015 the Committee, working jointly in a working group with Healthwatch Lincolnshire, made five statements on local providers. Councillors Mrs Christine Talbot, Chris Brewis (South Holland) and Steve Palmer were members of the working group.

Following district council elections in 2015, and the appointment of several new members to the Committee, there has been a training session which provided background on the NHS and the roles and responsibilities. The Committee is also planning a training session on the background to mental health, to further develop the Committee's understanding of this matter.

In the coming year the Committee is expecting to respond to local NHS commissioners on their proposals for a reconfiguration of parts of the health service in Lincolnshire, as part of the Lincolnshire Health and Care programme, which will support the aims of the Lincolnshire Sustainability and Transformation Plan.

## Highways and Transport Scrutiny Committee

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### Chairman

**Councillor  
Michael Brookes**



### Vice-Chairman

**Councillor  
Andrew Hagues**

Over the past year, the Committee has continued to review and monitor the delivery of a number of key infrastructure schemes which will have a significant impact on the people who live and work in Lincolnshire. These include the Lincoln East West Link Road, the Lincoln Eastern Bypass, Grantham Southern Relief Road, A17/A151 Peppermint Junction Holbeach and the building of footbridges over the High Street Level Crossing and the Brayford Wharf Level Crossing in Lincoln. As part of its work the Committee will continue to monitor the delivery of these high profile schemes to ensure they are completed within time and budget and cause as little disruption as possible.

One of the main items of interest for the Committee over the past year has been the proposed implementation of a new Total Transport Initiative, to be known as 'TotalConnect', which aims to transform existing transport arrangements across Lincolnshire. The Committee was pleased to note that the TotalConnect Initiative had secured £400,000 of Department for Transport (DfT) funding, to enable feasibility work and pilots to be undertaken to further the goal of total service integration and better passenger services. The Committee will continue to receive updates on this topic over the coming year.

The Committee continues to support and take a key interest in Civil Parking Enforcement (CPE) throughout Lincolnshire. During the past year the Committee has been able to consider how since the introduction of the CPE scheme in 2012, there has been improvements to traffic movements and a slow change in drivers' behaviour which was now starting to be noticed. Over the coming year the Committee will continue to review how the surplus from enforcement penalties is used to further improve parking in the County.

In September 2015 the Committee gave consideration to the draft revised Speed Limit Policy and the new Traffic Policy for Schools. As part of this discussion the Committee highlighted that there was a need for more compliance with school travel plans and for more work to be undertaken to tackle parking issues around schools. In April 2016 the Committee considered a report to introduce a pilot scheme for the use of CCTV outside schools. The pilot scheme will operate at 8 schools initially and seeks to improve the safety of pedestrians and deter drivers from parking in an area that jeopardises the safety of children. The Committee will scrutinise the outcomes of the pilot scheme at future meetings.

Throughout the winter period the Committee continued to receive regular updates on the winter maintenance arrangements for the County. This year the Committee was informed that due to more detailed Met Office forecasts the Council had been able to improve the efficiency and effectiveness of salting. Going forward, the Committee

agreed in April 2016 to form a working group to review the winter maintenance plan and make recommendations on areas of possible savings, with particular focus on the equipment available for severe weather events. The working group will report back to the Committee by September 2016 in time for the preparations for Winter 2016/17.

This year the Committee has continue to consider and comment on areas of work designed to support and improve the performance of the Highways service. The Committee has also been involved in reviewing the Future Service Delivery model, as well as the work being undertaken to enhance the experience of customers by enabling members of the public to report faults and track progress more effectively.

The Committee has also continued to monitor the long standing Lincolnshire Highways Alliance, a partnership between the County Council, Kier, Mouchel and Imtech Traffic & Infra which delivers the majority of highway services through a number of contracts. The Committee continues to review quarterly performance information to ensure continued value for money.

## Value for Money Scrutiny Committee

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### Chairman

**Councillor  
Mrs Angela Newton**



### Vice-Chairman

**Councillor  
Mrs Jackie Brockway**

The Committee has continued to promote paperless working at meetings with members using electronic devices to follow the agenda and reports.

Its focus has changed considerably since the Council's decision to amend the terms of reference of the Overview and Scrutiny Management Committee to give it the oversight of the Council's performance, budget management and customer satisfaction.

Since that decision in December 2015 the Value for Money Committee has continued to play a lead role in the scrutiny of new contract awards for support and property services provided by Serco and VINCIMouchel respectively. It has also more recently turned its attention towards scrutinising the Council's Property Strategy.

The Committee has also continued to receive quarterly updates on the Council's Treasury Management performance.



## SUB COMMITTEES

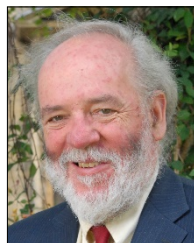
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### Corporate Parenting Panel



**Chairman**

**Councillor  
David Brailsford**



**Vice-Chairman**

**Councillor  
John Hough**

The Corporate Parenting Panel is an internal meeting which meets on a quarterly basis and reports into the Children and Young People Scrutiny Committee. Its role is to scrutinise and monitor services provided for Looked After Children and Care Leavers. This includes receiving regular reports on fostering, adoption, residential homes, health, education, and the leaving care service provided by Barnardo's. The Panel also considers quarterly updates regarding the work of the V4C (Voices for Choices), which is Lincolnshire's Children in Care Council, from the V4C representative on the Panel.

In the previous year, the Corporate Parenting Panel helped to compose the Corporate Parenting Strategy which was approved by the County Council at its meeting in December 2014. Following the Strategy's approval, all the Council's scrutiny committees were invited to appoint a Looked After Children / Care Leavers Representative to make sure that the Committee actively considers the potential or likely impact upon Looked After Children and Care Leavers of any policy, strategy, action or decision making carried out by the Committee. Training was then provided to the new Looked After Children / Care Leaver Representatives to ensure that they were able to carry out their new role. The Strategy also proposed that regular training should be provided to all councillors regarding their role as a Corporate Parent and as a result, a training session was held in March 2016.

Members of the Corporate Parenting Panel have attended previous BIG Conversation events and were invited, along with the Looked After Children / Care Leaver Representatives, to attend the BIG Conversation 9 event in April 2016 to work with looked after children and care leavers to identify new priorities for 2016. In addition, the FAB! Awards held in March 2016, which celebrate the achievements of Looked After Children and care leavers, were attended by members of the Corporate Parenting Panel. Going forward, the Panel was keen to have councillor representation at all V4C Executive meetings to input into their discussions and hear about any issues which are raised, and as a result the Panel and Looked After Children / Care Leaver Representatives have been invited to attend future meetings of the V4C Executive.

The low educational attainment of Looked After Children, particularly at Key Stage 4, has continued to be an area of concern for the Panel this year. The Virtual School for Looked After Children has improved its internal approach to tracking, monitoring and evaluating the attainment and progress of its pupils. Education Co-ordinators are using a formalised system which helps them to focus on the academic outcomes for

these children and gather relevant. However, despite this positive step forward, the collection and reliability of pupil related performance information continues to be a struggle for the Virtual Team. In addition, a Looked After Children Designated Teacher Conference was held in February 2016 which was attended by almost 100 schools. This focused upon the importance of understanding the developmental and emotional needs of Lincolnshire's Looked After Children and some practical examples of possible interventions for schools to address these and promote learning.

In relation to this, the Panel received a report in March 2016 regarding the national work being undertaken around the educational progress of Looked After Children. National research has shown that care was generally a protective factor with early admission to care being associated with better educational outcomes. A number of recommendations have been made, some of which will be for local authorities to action, which will significantly improve the educational outcomes for children in care. There is also a central recommendation to create a new national system for monitoring educational outcomes and progress for children in care.

Going forward, the Corporate Parenting Panel will continue to closely monitor the educational performance of Looked After Children at each meeting and will also be reviewing the situation regarding Unaccompanied Asylum Seekers including Syrian refugees.

## **Lincolnshire Safeguarding Boards Scrutiny Sub Group**



**Chairman**

**Councillor Ron Oxby**



**Vice-Chairman**

**Councillor Sarah Dodds**

The Lincolnshire Safeguarding Boards Scrutiny Sub Group is an internal meeting which meets on a quarterly basis. Its role is to scrutinise and monitor the Lincolnshire Safeguarding Children Board (LSCB) and the Lincolnshire Safeguarding Adults Board (LSAB).

At each meeting there is a general update report from both the LSCB and LSAB. In addition, a member of the Sub Group regularly attends each meeting of the LSCB and LSAB as an observer. Both the general update report and the attendance of a Sub Group member enables the Sub Group to confirm that the agencies and organisations represented on each board are working well together.

The LCSB is responsible for serious case reviews and the LSAB is responsible for safeguarding adult reviews. In every instance final reports are brought to the Sub Group, and the Sub Group seeks reassurance that both the LSCB and the LSAB are taking forward any required actions and recommendations.

Over the last year the Sub Group has also reviewed the Joint Domestic Abuse Protocol; the Section 11 [of the Children Act 2004] Audit and Assessment; and the

LSAB Multi-Agency Policy and Procedure. The Sub Group also receives regular updates on the Identification and Prevention of Child Sexual exploitation

Over the coming year, the Sub Group will continue with its activities across all the areas outlined above.

## **Training and Development**

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A series of development opportunities for scrutiny councillors have been provided over the last year.

### **Do You know How Well the Council is Performing?**

One of the most complex areas of scrutiny work is around understanding detailed performance information. A development session was run by officers in July 2015 to provide members with an overview of the Council's Business Plan which sets out what the Council wants to achieve over the next year.

The session introduced Councillors to proposals for a new performance dashboard which includes a simple infographic tick or cross using traffic light colours to display performance information. Officers also explained how the new style reporting could help Councillors effectively review and scrutinise performance and inform effective decision making.

The session was well attended and feedback showed that levels of understanding rose considerably as a result.

### **Making a Bigger Difference Through Scrutiny**

In February 2016 a development session was offered entitled 'Making a Bigger Difference Through Scrutiny'. The session was facilitated by David McGrath of Link Support Services (UK) and focused on how prioritising big hitting scrutiny topics and the use of good committee skills and transformational thinking could help aid positive outcomes through the Scrutiny process. The session also included group working focused on the positive outcomes and real solutions which could be achieved through effective Scrutiny Reviews.

The session was well attended with the majority of councillors stating that the course had met their personal objectives for attending and helped increase the understanding of their role in the scrutiny process.

## Looking Ahead

The Council and the Councillor Development Group continue to recognise the importance of developing its councillors and this will include scrutiny development.

The Overview and Scrutiny Management Committee will receive monthly updates from the working group with a view to improvements and a new scrutiny structure being in place before the County Council election in May 2017.

## Contact Us

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If you have any questions regarding the overview and scrutiny process, or any of the work we have undertaken then please get in touch with one of the officers listed below.

### **Nigel West**

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- Economic Scrutiny Committee
- Corporate Parenting Panel

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- Adults Scrutiny Committee
- Health Scrutiny Committee for Lincolnshire
- Lincolnshire Safeguarding Boards Scrutiny Sub Group

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- Community and Public Safety Scrutiny Committee
- Environmental Scrutiny Committee
- Flood and Drainage Management Scrutiny Committee
- Highways and Transport Scrutiny Committee

Or write to us at The Scrutiny Team, Lincolnshire County Council, Room 5, County Offices,  
Lincoln, LN1 1YL

**General Email:** [Scrutiny@lincolnshire.gov.uk](mailto:Scrutiny@lincolnshire.gov.uk)



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