



County Offices
Newland
Lincoln
LN1 1YL

19 May 2015

Overview and Scrutiny Management Committee

A meeting of the Overview and Scrutiny Management Committee will be held on **Thursday, 28 May 2015 at 10.00 am in Committee Room One, County Offices, Newland, Lincoln LN1 1YL** for the transaction of the business set out on the attached Agenda.

Yours sincerely

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

Tony McArdle
Chief Executive

Membership of the Overview and Scrutiny Management Committee (17 Members of the Council and 4 Added Members)

Councillors P J O'Connor (Chairman), Mrs A M Newton (Vice-Chairman), C J T H Brewis, A Bridges, Mrs J Brockway, M Brookes, P M Dilks, R L Foulkes, A G Hagues, R J Hunter-Clarke, A J Jesson, C E H Marfleet, Mrs M J Overton MBE, R B Parker, C L Strange, Mrs C A Talbot and R Wootten

Added Members

Church Representatives: Mr S C Rudman and Mr P Thompson

Parent Governor Representatives: Mr C V Miller and Mrs E Olivier-Townrow

**OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE AGENDA
THURSDAY, 28 MAY 2015**

Item	Title	Pages
1	Apologies/Replacement Members	
2	Declarations of Members' Interests	
3	Minutes of the previous meeting of the Overview and Scrutiny Management Committee held on 30 April 2015	5 - 12
4	The Role of External Scrutiny in Maintaining Standards and Performance <i>(A report by Richard Wills, Executive Director for Environment and Economy, which provides an opportunity to consider the response and what lessons there may be for the County Council's approach to scrutiny following the Committee on Standards in Public Life published response to the Local Government Association's consultation on "Taking Stock – where next with sector-led improvement?")</i>	13 - 44
5	Appointment of Looked After Children/Care Leaver Representative <i>(A report by Tracy Johnson, Scrutiny Officer, which invites the Committee to appoint a Looked After Children/Care Leaver representative for the Committee, following approval of the Corporate Parenting Strategy at the Council meeting on 19 December 2014)</i>	45 - 48
6	Overview and Scrutiny Work Programme <i>(A report by David Hair, Scrutiny Team Leader, which enables the Committee to consider both its own work programme and the scrutiny committee work programmes for 2015. The Committee is invited to consider and comment on the content of the work programmes)</i>	49 - 70

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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.

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OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE 30 APRIL 2015

PRESENT: COUNCILLOR P J O'CONNOR (CHAIRMAN)

Councillors Mrs A M Newton (Vice-Chairman), C J T H Brewis, Mrs J Brockway, M Brookes, P M Dilks, A J Jesson, C E H Marfleet, Mrs M J Overton MBE, R B Parker, C L Strange, Mrs C A Talbot, T M Trollope-Bellew, C R Oxby and N H Pepper.

Officers in attendance:-

Simon Evans (Health Scrutiny Officer), David Hair (Team Leader - Scrutiny and Member Support), Tracy Johnson (Scrutiny Officer), Louise Tyers (Scrutiny Officer), Richard Wills (Executive Director for Environment and Economy) and Rachel Wilson (Democratic Services Officer).

58 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillors B Adams, A Bridges, R L Foulkes, and A G Hagues. An apology for absence was also received from Added Member Mr S C Rudman.

It was noted that the Chief Executive, having received notice under Regulation 13 of the Local Government (Committees and Political Groups) Regulations 1990, had appointed Councillors C R Oxby and N H Pepper as replacement members on the Committee in place of Councillors A G Hagues and B Adams respectively, for this meeting only.

59 DECLARATION OF MEMBERS' INTEREST

There were no declarations of interest at this point in the meeting.

60 MINUTES OF THE MEETING OF THE COMMITTEE HELD ON 26 FEBRUARY 2015

During consideration of the minutes of the Committee held on 26 February 2015, an update was provided regarding the request for a defibrillator to be installed in County Offices. Councillor Mrs Talbot informed the Committee that she had made enquiries in relation to this, and had been advised that there was no legal requirement at the moment to have one in the building. It would need to be a corporate decision to install one, as well as providing funding for the maintenance of the equipment and training to enable individuals to operate it. It was confirmed that this had been an officer response and the Executive had not yet been consulted on this matter. It was agreed that this issue could be raised with the appropriate member of the Executive.

A discussion also took place regarding the sounding of the terrorist threat alarm which was tested on the first Monday of each month. However, concerns were expressed by members that they had not heard this alarm tested before. It was suggested whether it would be useful for the alarm to be sounded during Council. Concerns were raised regarding those officers who do not have access to the alarms, for example people who were deaf, as there were no flashing lights, and they had to rely on someone else informing them that an alarm was sounding.

In relation to the bids mentioned (minute 54 refers) it was noted that the Health Scrutiny Officer would forward the details to the Committee after the meeting.

Councillor Mrs Talbot advised that she had followed up on the suggestion of the NHS contributing to the funding of the winter highways maintenance and reported that whilst health colleagues were sympathetic to the issue, it would not be possible to provide additional funding to the winter maintenance budget.

It was noted that during the bad winter a few years ago, a lot of people slipped or fell on the footpaths. The suggestion of the NHS contributing to winter maintenance to treat footways was an issue of prevention, and it was commented that the NHS was already spending a lot of money on prevention work, and this would fit in to the primary purpose of prevention rather than treatment. Councillor Mrs Talbot advised that she was happy to pursue this matter further and would raise it when she met with health colleagues.

Councillor Mrs Talbot also advised that she was following up the concerns raised at the last meeting regarding the efficiency of Pharmacy Services in Hospitals.

RESOLVED

That the minutes of the meeting held on 26 February 2015 be approved and signed by the Chairman as a correct record.

61 CONSIDERATION OF CALL-INS

No Call-Ins had been received.

62 PROPOSAL FOR SCRUTINY REVIEWS

There had been no proposals for scrutiny reviews.

Members were advised that Programme Manager, Steve Brookes would be attending the meeting on 18 June to provide an update on the Lincolnshire Broadband Programme. It was suggested that Steve Brookes' contact details could be provided to the Committee so members could contact him with specific issues in advance of the meeting. A short discussion took place regarding the roll-out of the Programme and it was agreed that the Committee would consider what further scrutiny activity was required after the 18 June meeting.

63 OVERVIEW AND SCRUTINY ANNUAL REPORT 2014-15

The Committee received a report which provided them with the opportunity to consider the draft Overview and Scrutiny Annual Report for 2014-15. It was reported that the Chairman of each of the scrutiny committees had been consulted in the preparation of this document, and the comments of the Committee were required prior to the report being approved by Full Council on 15 May 2015.

Members were provided with the opportunity to discuss the report, and some of the points highlighted included the following:

- It was suggested whether in future more could be included in the report about what the targets were for scrutiny;
- Discussions in relation to what the annual report should contain in future was an issue which could be considered by the Scrutiny Review Group. It was suggested that the review group could bring their comments on this to a future meeting;
- It was suggested that as the report was going to be mainly web based, then it should be possible to improve the layout and include some additional pictures;
- It was suggested that the opening remarks regarding the external scrutiny review should be strengthened;
- There was a need to make the paragraph stronger which related to the Audit Committee report and the acknowledgement from the Community and Public Safety Scrutiny Committee that there were lessons to be learned;
- In relation to the Highways and Transport section, it was suggested that reference should be made to the Lincoln Eastern Bypass and Brayford Wharf Bridge as they were both key projects which were being monitored by the Committee; and
- It was thought that the introductory section – 'What is Scrutiny?' needed some further work as it did not explain what scrutiny was for people outside of a local authority. It was suggested that some sort of definition or mission statement would be helpful.

RESOLVED

1. That the comments made in relation to the Draft Overview and Scrutiny Annual report for 2014-15 be noted;
2. That the Overview and Scrutiny Annual Report 2014-15, as amended in accordance with the comments made, be submitted to the meeting of the County Council on 15 May 2015 for final approval.

64 OVERVIEW AND SCRUTINY WORK PROGRAMME

Consideration was given to a report by David Hair, Team Leader (Scrutiny and Member Support), which provided the Committee with an opportunity to consider its work programme and the work programmes of the Scrutiny Committees. Copies of the individual work programmes were appended to the report and the following updates were received:

**OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE
30 APRIL 2015**i) Overview and Scrutiny Management Committee

It was recognised that David Forbes was due to attend a future meeting in order to update the Committee on work underway to identify the impact of budget cuts on other public sector organisations. The timing of this update would be confirmed at the next meeting.

It was reported that a report would be going to all Committees in May and June which followed on from the Corporate Parenting Strategy which was agreed by Council in December 2014, in relation to the nomination of a champion for Looked After Children and care leavers for each committee. The role of the champion would be to ensure that the Committee considered the impact on Looked After Children and care leavers of any policy or strategy. Full training would be provided to the nominated member. It was queried how this would affect the Health Scrutiny Committee for Lincolnshire as it had seven district representatives as well as county council representatives. It was suggested that there could be two champions – one representing the county councillors and one representing the district councils. It was agreed that this would be discussed further at the agenda planning meeting.

It was reported that a Local Government Association (LGA) report on sector led improvement had been published and highlighted the report carried out in Rotherham in relation to child sexual exploitation (CSE). This report found that there had been a lack of effective scrutiny. This Committee needed to consider how it could proactively look at things which may not be on the 'radar' of the Executive. It was suggested that this report should be added to the work programme for the May meeting.

ii) Health Scrutiny Committee for Lincolnshire

The Chairman highlighted the following items:

20 May 2015

It was noted that the item on Burton Road GP Surgery would now be taken at the July meeting. This followed the announcement on 11 March 2015 by NHS England that Burton Road GP Surgery would continue to be open for at least a further five years, with services now provided at the surgery by Universal Health. By delaying this item until July, it would be possible to get a picture of how the new contract was running.

However, it was noted that an item from the Care Quality Commission on the Inspection of GP Practices was now planned, and this would outline the general trends from the inspections that had taken place since the new inspection arrangements for GPs began last year.

17 June 2015

The potential of broadening the Neighbourhood Teams in Lincolnshire West Clinical Commissioning Group Area item to include neighbourhood teams in other CCG areas was being looked at.

22 July 2015

The General Trust Update from United Lincolnshire Hospitals NHS Trust would now be taken in October. Instead an item on United Lincolnshire NHS Trust's Clinical Strategy would be considered.

Members raised concerns regarding rumours that the senior level of psychologists was to be removed due to budget reductions and that staff had offered to take a pay cut in order to ensure that the service was retained. Both the Chairman and Councillor C R Oxby offered to follow up on this issue with LPFT, as there were concerns over the level of service.

The issue of access to pain treatments was also raised, as a councillor had been made aware of the long waiting lists for back treatments, and the Chairman agreed to take this forward to the next agenda planning meeting.

iii) Adults Scrutiny Committee

There were no changes to the work programme.

iv) Children and Young People Scrutiny Committee

It was reported that there was one amendment to the work programme. A report on "Review of the Council's Home to School Transport Policy in Relation to Discretionary Grammar School Transport" had been added to the agenda for 5 June 2015. This would be a proposal for a scrutiny review, which if agreed by the Committee, would then be brought to the OSMC meeting on 18 June 2015 for approval.

v) Community and Public Safety Scrutiny Committee

It was reported that there would be an additional item for the meeting on 15 July 2015 on the Sexual Health Needs Assessment.

Members were advised that the Committee's meeting on 2 September 2015 would now be held at the offices of LALC in Dunholme.

The Committee would also be undertaking a visit to HMP Lincoln on 19 May 2015. This was following a visit to the Committee by the Governor Peter Wright where he talked about the improvements being made at the prison following an inspection by the Prisons' Inspector.

The Chairman reminded members that a Councillor Development Session on Doorstep Crime and Scams would be held on Wednesday 10 June 2015. The Community and Public Safety Committee had received a presentation on this subject

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE**30 APRIL 2015**

and the Chairman encouraged members to attend if they were able to. It was noted that scams involving fraudulent e-mails which looked like they were sent by banks would be included as part of this training.

vi) Economic Scrutiny Committee

No amendments to the work programme were reported.

vii) Environmental Scrutiny Committee

It was reported that there was an addition to the work programme for the meeting on 12 June 2015. An item would now be considered on the Bourne Household Waste Recycling Centre following an Executive Decision taken by the Executive Councillors for Finance and Property and Waste and Recycling. This would be the start of some work looking at the possible replacement and refurbishment of the Council's waste assets. The Committee would also examine the individual recycling performance.

Also, at the meeting on the 12 June 2015, the Committee was looking forward to welcoming children from Fosse Way Academy and Monks Dyke Tennyson College to hear about how they had implemented the Council's SCoRE programme in their schools, helping them to become more sustainable.

In response to a query, the Chairman agreed to add an item to the Committee's work programme in relation to the agri-food industry in Lincolnshire.

viii) Highways and Transport Scrutiny Committee

It was reported that there were no changes to the work programme.

In relation to the item on winter maintenance preparations for the meeting on 14 September 2015, there were a lot of misconceptions around what was done and what could be done, for example a lot of pavements in towns and villages were salted. It was noted that people didn't clear paths as they feared legal action if someone fell, however that was not correct. It was suggested that an article could be included in County News that clarified to the community what they could legally do. The chairman advised that a lot of work was done to educate people and to try and get those messages out and the Committee fully supported any work that helped with this. It was noted that there was also a scheme where parishes could request a 1 tonne bag of salt which would be delivered to them before the start of bad weather.

ix) Value for Money Scrutiny Committee

It was reported that a progress report on the delivery of support services would be brought to the June meeting. No other alterations to the work programme were reported.

Members were advised that the meeting scheduled for 28 April 2015 had been cancelled due to a lack of business.

The meeting closed at 11.33 am

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

Report to:	Overview and Scrutiny Management Committee
Date:	28 May 2015
Subject:	The role of external scrutiny in maintaining standards and performance

Summary: The Committee on Standards in Public Life have published a response to the LGA's consultation on Taking Stock – where next with sector-led improvement. This report provides an opportunity to consider the response and what lessons there may be for the county council's approach to scrutiny.

Action Required: The Overview and Scrutiny Management Committee is invited to consider the response through several questions:

- A. What is this Committee's view of external challenge?
- B. In respect of the response from the Committee on Standards in Public Life:
 - a. Are there any aspects of it that this Committee would like to draw to the attention of the Scrutiny Review Group;
 - b. Does the Committee have any views on how matters raised may affect the Council's standards regime and its overall culture.

1. Background

- 1.1 In January 2015 The Local Government Association published a consultation document entitled "Taking Stock - Where next with sector-led improvement?" The document set out some key principles.

At the heart of the approach to sector-led improvement is a set of core principles that have been developed with and re-affirmed by the sector. They are that:

- a) Councils are responsible for their own performance and improvement and for leading the delivery of improved outcomes for local people in their area.*
- b) Councils are primarily accountable to local communities (not government or the inspectorates) and stronger accountability, through increased transparency, helps local people drive further improvement.*
- c) Councils have a collective responsibility for the performance of the sector as a whole (evidenced by sharing best practice, offering member and officer peers, etc).*
- d) The role of the LGA is to maintain an overview of the performance of the sector in order to identify potential performance challenges and opportunities – and to provide the tools and support to help councils take advantage of this approach.*

- 1.2 The Committee on Standards in Public Life ('the Committee') is an independent advisory body to the Government, which monitors, reports and makes recommendations on all issues relating to standards in public life. The Committee promotes high ethical standards in public life in the UK and works to ensure that the Seven Principles of Public Life - selflessness, integrity, objectivity, accountability, openness, honesty and leadership – underpin all aspects of public life.
- 1.3 The Committee published its own response to the consultation paper in March 2015. By way of background the Committee noted that councils had a better reputation than central government.

[Paragraph 8] Our research has shown that there has been a continuous and substantial decline in the number of respondents rating standards in public life as high or very high. Furthermore, public trust in Government Ministers and MPs to tell the truth rates just above tabloid journalists at the bottom of the scale. Across all our surveys though, respondents have consistently viewed their local MP much more favourably and in our most recent survey local councillors also score much more favourably than Ministers and MPs. However when we asked the public about attitudes to front line staff with whom the public are likely to have more personal contact, a large majority of respondents thought they would be treated fairly when, for example, receiving medical care at their local doctors surgery or applying to the local council for planning permission. Responses indicate that attitudes towards front line staff with whom members of the public are more likely to have had personal contact, such as local council workers, reveal high levels in the confidence in the fairness in which people will be treated.

- 1.4 One of The Committee's responses relates to scrutiny:

[Paragraph 13] Accountability, for the Committee, means that 'Holders of public office are accountable for their decisions and actions to the public and must submit themselves to the scrutiny necessary to ensure this'. The concept of scrutiny, which is integral to accountability, is not one of the Seven Principles, but is specified in the First Report as one of the 'common threads' to ensure that the Seven Principles of Public Life were properly understood and would become integral to the culture of organisations. These threads are 1) codes of conduct, 2) independent scrutiny, 3) guidance and education. In Lord Nolan's words: "It requires those in senior positions to set a good example: and it requires organisations to monitor the awareness of those standards and take remedial action where necessary." The First Report envisaged that that 'Internal systems for maintaining standards should be supported by independent scrutiny'. This remains the Committee's view.

- 1.5 The Committee noted recent cases in "Rotherham, Tower Hamlets and Birmingham have questioned the effectiveness of scrutiny and challenge in those councils, lack of transparency, and culture of failing to listen and poor behaviours." The reports that have emerged from inquiries demonstrate that not only must the structures be in place for scrutiny but there must be a culture that they are used effectively.
- 1.6 The LGA's consultation document and the Committee's response, related primarily to external scrutiny and peer review as being a necessary part of the overall scrutiny process. The Committee concluded:

[part of paragraph 18] Thus for the public to have confidence in sector led improvement, it must have demonstrable evidence that those in positions of leadership – both political and managerial - have listened, learned and improved.

The use of regular and credible external challenge has great potential to strengthen the behaviour and personal responsibility of individuals, but is not enough by itself. Those individuals need to be supported by the culture of the organisation of which they are a part.

[Paragraph 19] It is the leaders of every council who are responsible for setting an appropriate tone and promoting the right culture. The LGA and its leaders have a responsibility to ensure that this aspect is squarely faced in sector led reviews and that councils are effectively supported to deliver improvements.

2. Conclusion

The Overview and Scrutiny Management Committee is invited to consider the response of the Committee on Standards in Public Life to the LGA's consultation entitled "Taking Stock - Where next with sector-led improvement?" The following questions might aid that discussion:

- C. What is this Committee's view of external challenge?
- D. In respect of the response from the Committee on Standards in Public Life:
 - a. Are there any aspects of it that this Committee would like to draw to the attention of the Scrutiny Review Group;
 - b. Does the Committee have any views on how matters raised may affect the Council's standards regime and its overall culture.

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	Taking Stock - Where next with sector-led improvement?
Appendix B	Response from the Committee on Standards in Public Life to the Local Government Association consultation 'Taking Stock – where next with sector-led improvement'.

5. Background Papers

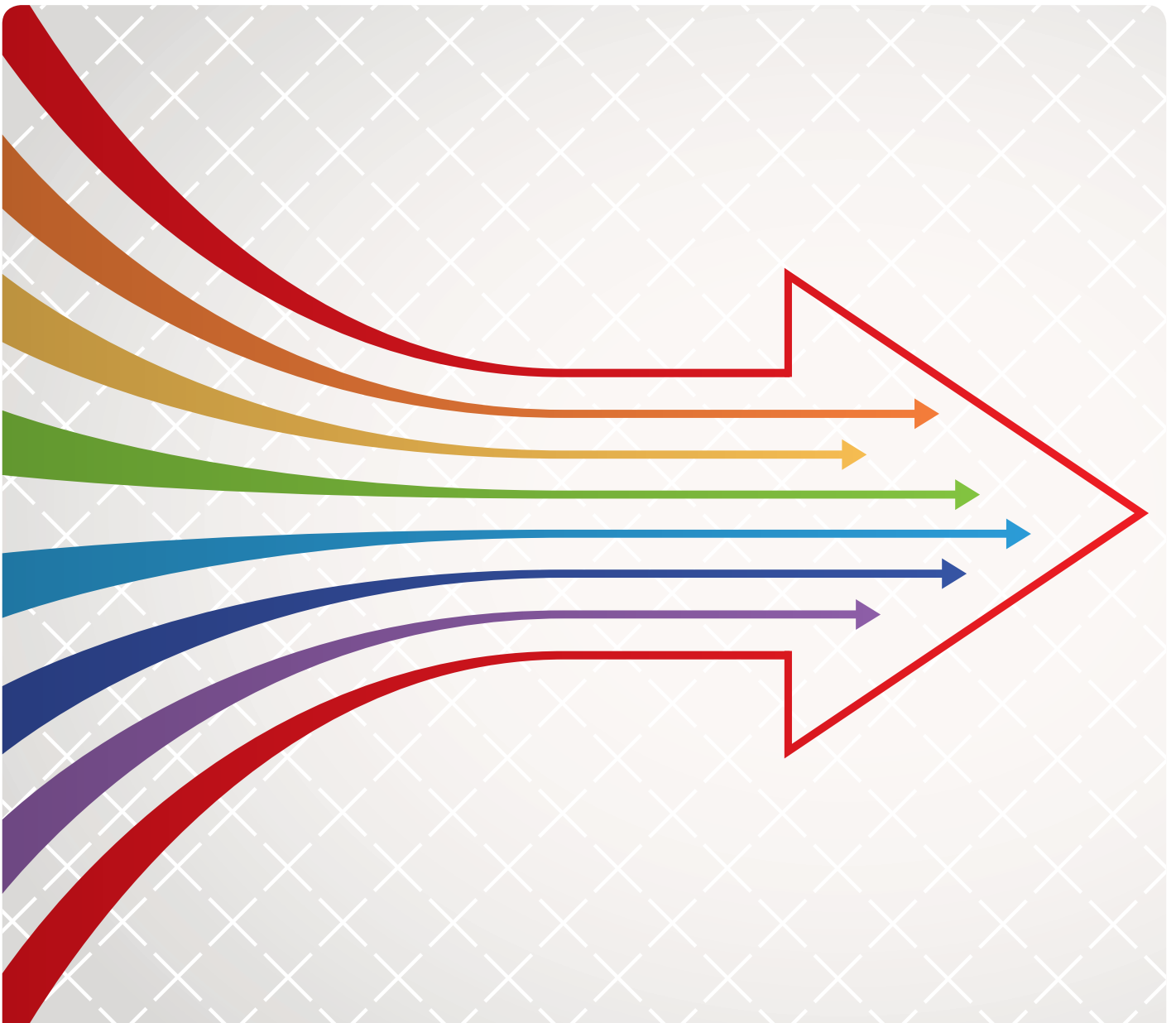
No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Richard Wills, who can be contacted on 01522 553000 or richard.wills@lincolnshire.gov.uk.

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Taking stock

Where next with sector-led improvement?



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Foreword



Three years ago the Local Government Association (LGA) published 'Taking the lead' setting out an approach to improvement in local government developed and agreed with councils.

It has been a success. As the wide-ranging evaluation demonstrated:

- residents remain satisfied with and continue to trust their local council, despite the increasing financial constraints being faced by the sector
- councils' performance across a wide range of metrics continues to improve
- the approach and offer of support from the LGA is welcomed and valued by councils.

But as public expectations continue to rise, resourcing pressures increase and political parties begin to think about potential policy changes impacting on local government we need to ask whether it is the right approach for the future or whether any changes are needed.

This consultation paper is your opportunity to tell us – please take it.

A handwritten signature in black ink, consisting of a large, stylized 'P' followed by a horizontal line and a vertical line that loops back up to the top of the 'P'.

Cllr Peter Fleming
Chairman, LGA Improvement
and Innovation Board

Taking stock

Introduction

Sector-led improvement is the approach to improvement put in place by local authorities (including Fire and Rescue Authorities) and the Local Government Association (LGA) following the abolition of the previous national performance framework. It is based on the fundamental principles that councils are responsible for their own performance and are accountable for it locally (not nationally), and that the role of the LGA is to support the sector.

The success of the approach is demonstrated by the results of the independent evaluation of sector-led improvement which has been used to track the impact of the approach and the LGA's contribution to it – since 2011. Despite having to deliver savings amounting to almost 40 per cent, councils have continued to deliver high quality services which are accountable to local people and trust in councils from the public remains high. The support provided by the LGA has had an impact and has been very well received by councils. A summary of the key facts and some of the research findings are set out in Appendix A. However, external stakeholders and the public still remain to be convinced about the robustness of the sector-led approach when there is no national system or obligation to be involved.

While inspection in many areas has ended, children's services are still subject to an inspection regime. Increasingly, many in the sector are now starting to question the credibility and objectivity of Ofsted given the increasing number of councils being rated in the lowest two categories and the consultation provides an opportunity to comment on the future of inspection in children's services.

The publication of the evaluation findings, coinciding with the run up to the next General Election, provides a good opportunity to 'take stock' and consider, with local authorities (including Fire and Rescue Authorities) and our key stakeholders, whether any changes to the approach are necessary. While it is unlikely that political parties will be highlighting issues around improvement in their forthcoming manifestos, it is the case that they are starting to develop their thinking and Appendix B summaries the position as we understand it at the moment.

All these factors provide an opportunity for the sector to review the suitability of the current approach to sector-led improvement. This consultation invites your views. Please take the time to respond.

Details on how to respond can be found at the end of this document.

Key principles and future challenges

The context within which local authorities (including Fire and Rescue Authorities) operate continues to change. A key starting point must be to ask whether any of these changes challenge the fundamental basis and principles on which sector-led improvement rests.

Government funding to local authorities for local services will have been cut by 40 per cent by May 2015. Councils have responded well, rising to the challenge. But there is more to come. At the same time public expectations remain high and demographic trends signal further pressures on already stretched services.

Sector-led improvement: key principles

At the heart of the approach to sector-led improvement is a set of core principles that have been developed with and re-affirmed by the sector. They are that:

- a)** Councils are responsible for their own performance and improvement and for leading the delivery of improved outcomes for local people in their area.
- b)** Councils are primarily accountable to local communities (not government or the inspectorates) and stronger accountability, through increased transparency, helps local people drive further improvement.
- c)** Councils have a collective responsibility for the performance of the sector as a whole (evidenced by sharing best practice, offering member and officer peers, etc).
- d)** The role of the LGA is to maintain an overview of the performance of the sector in order to identify potential performance challenges and opportunities – and to provide the tools and support to help councils take advantage of this approach.

Place-based approach: The momentum towards a stronger place-based approach to local public service delivery continues unabated – from the early days of community strategies and local strategic partnerships through local area agreements, total place pilots to community budget pilots – getting stronger at each stage.

A place-based approach to the integration of local public services and associated spending decisions is a key ‘ask’ we and councils are making of central government. In recent months, there has also been a focus on the work of combined authorities and agreement by Government to devolve some more Government programmes to them. How should sector-led improvement respond to the move towards a more place-based approach?

Local Accountability: One of the earliest actions of the incoming coalition Government was to dismantle much of the old top-down performance management framework to which local authorities had been subject. It had lost any ability it might have had to drive improvement and the cost of maintaining the complex architecture (estimated at £2 billion) was simply unsustainable.

Councils have always been at the forefront of the accountability and transparency agenda. Almost all decisions are made in public. Decisions are subject to scrutiny by the public, media and scrutiny committees. Councils consult and engage with the communities they serve far more than other parts of the public sector. But is there more that councils should be doing to strengthen local accountability or for councillors to exercise effective scrutiny?

All councils make information about their performance available on their websites and through other means. In the field of adult social care, the LGA and the Association of Directors of Adult Social Services (ADASS) have encouraged all councils to produce a “local account” on an annual basis setting out for the public an account of what has been achieved with the resources available.

More broadly, LG Inform, the LGA's online data comparison service, has now been made available to the public. LG Inform stores around 2,000 different measures, allowing officers, councillors and the public to assess the performance of councils and Fire and Rescue Authorities against a wide range of metrics and also compare performance with other areas. But is there more that councils or the LGA should do to provide opportunities for the public and others to have comparative data about councils? For example should all councils be expected to carry out and make public a self-assessment each year?

Consultation questions

1. Given the current and future challenges facing the sector, are the principles on which sector-led improvement is based still the right ones?

Answer options:

Yes, they are still all relevant exactly as they are

Yes they are generally relevant, but I suggest some changes

No, none of them are relevant now

Don't know

2. If you answered no, or suggested changes, what would you suggest as alternatives/ additions?

3. How should the increasing role that councils play in working with other parts of the public sector on a place-based approach be reflected in sector-led improvement?

4. Is there more that all councils should do to strengthen local accountability in their areas? If so what?

5. Do councils or the LGA need to do any more to ensure that local people and others have the comparative performance data they need to hold councils to account? If so what?

6. Is there anything more that needs to be done to help councillors exercise effective scrutiny?

Improvement, assurance and intervention

One of the key underlying principles of sector-led improvement is that local authorities are accountable to local people and communities, not to central government or the inspectorates and, as part of our offer to the sector, we made available a range of support to help local authorities strengthen local accountability. The LGA has always been clear that while our role is primarily to provide support to authorities we will also maintain an overview of the performance of the sector so that we can ensure that we continue to develop the right forms of support, but also to ensure we can respond quickly to challenges with individual councils or groups of councils and offer appropriate support.

Yet Government continues to collect huge amounts of data from the sector (estimated at around 40,000 data items per council per year) and in some instances this data is being used to make judgements about performance. For example, the Department for Communities and Local Government (DCLG) uses data returns to monitor the speed with which councils process planning applications. Planning authorities who process 40 per cent or less of major applications within 13 weeks may be designated as, 'poorly performing' and as a result applicants may choose for their application to be handled by either the local planning authority or the Planning Inspectorate.

Some stakeholders believe that the lack of a national framework or system allows some authorities to effectively opt out of sector-led improvement and therefore there is a danger that councils that are "coasting" or where performance is declining, are not being sufficiently challenged by the sector to improve. The fact that corporate peer challenge is voluntary is held up by many as an example of why sector-led improvement may lack sufficient rigour and coverage.

The Public Accounts Committee has raised concerns about what is perceived to be a lack of knowledge by Government about the performance of councils, on the basis that it still funds local government to a significant extent and are relying on councils to deliver many of their policy objectives. The current Government has so far resisted re-entering this space but there are concerns that a future government could be minded to introduce at least some form of a national performance management system.

Some commentators within local government and central government have suggested that the LGA should take a tougher line and that sector-led improvement should have more bite. This includes an expectation that all authorities should have a corporate peer challenge and that without everyone participating it undermines sector-led improvement. While it is the case that the overwhelming majority of authorities have published their peer challenge report and many have published a response or action plan, the fact that this is not always the case can also undermine our approach to sector-led improvement.

Moreover, in the past few months, there have been two high profile cases where central Government has used its inspection powers to go into a council to gather evidence which allows the Secretary of State to decide whether to formally intervene or not. This is the first time that Government has used such powers since 2008 and could signal a growing appetite to intervene.

The Government has adopted a different approach to inspection in these two cases. In the case of Tower Hamlets, it commissioned PwC but in the case of Rotherham it appointed Louise Casey, a DCLG official, as the 'inspector'. The way these inspections have been carried out and the formal engagement with the council has therefore varied and there appears to be no clear or standard process in place.

This is in contrast to the way “Corporate Governance Inspections” were carried out previously which included a clear methodology and process for clearing a report with the council and often member or officer peers participating as part of the inspection team.

In addition, Sir Bob Kerslake has recently completed a review of the governance and organisational capabilities of Birmingham City Council. The methodology he adopted for the review was based on the principles of the LGA’s peer challenge model and included an advisory panel of member and officer peers.

In the light of all this activity, do we need to re-position sector-led improvement slightly and, in particular, the peer challenge element?

All corporate peer challenges look at the things we know are critical to local authority performance and improvement, as well as providing lots of flexibility about the rest of the scope of the challenge. The five core areas are:

1. Understanding of local context and priority setting
2. Financial planning and viability
3. Political and managerial leadership
4. Governance and decision-making
5. Organisational capacity.

Do we need to make any changes to the way we deliver corporate peer challenge, including the core components?

The stakeholder (particularly Government’s) concerns about sector-led improvement could largely be dealt with if every authority committed to a peer challenge every four or so years with the reports all made public and a commitment to an action plan and follow up. This would re-position peer challenge as more than just an improvement tool but it is likely to be seen as attractive to whichever party is in control after the general election and would mean that pressure for Government to fill this space would be significantly reduced.

A possible alternative is that government decides that if peer challenge remains voluntary that it will create some form of diagnostic or inspection to provide them with the reassurance it needs to be carried out in authorities which do not participate in peer challenge.

In addition, it is likely that there may continue to be occasional instances in the future where government may want to use its powers of intervention. Even in these cases, there could be value in offering to work with government on the methodology it adopts when carrying out such inspections and potentially play a role.

Consultation questions

7. Do you have any views on the core components of a corporate peer challenge?

8. Should all authorities be expected to have a corporate peer challenge on a regular basis, say every four years?

Answer options:

- Yes
- No
- Don't know

9. Should all corporate peer challenge reports be published?

Answer options:

- Yes – all should be published
- Yes – unless there are exceptional circumstances
- No – this should be a matter of local choice
- Don't know

10. Should all authorities be expected to produce an action plan following a peer challenge?

Answer options:

- Yes
- No
- Don't know

11. Are there other things we should do to limit government's potential appetite for inspection?

Improvement support

In summary the LGA's core support offer has included:

Support to assist local politicians to lead both their places and their authorities through a range of **leadership programmes**.

At no cost, a regular corporate **peer challenge** to every authority.

LG Inform – the sector's own online data sharing and benchmarking service.

Helping the sector to capture and **share good practice** through the web, including the creation of Knowledge Hub.

Helping councils to drive down costs through our **productivity programme**.

Working with the regional and other infrastructure to ensure that the most is made of the resources available.

Authorities have valued the support that has been provided but looking ahead are there some key changes you would like to see? For example, should we do more to support councils to make savings? Is there more that can be done to share good practice or foster innovation?

Consultation question

12. What changes would you like to see from the LGA's improvement offer?

Children's services, adult social services and health

Over the last three years, the LGA, working with Solace, the Association of Directors of Children's Services (ADCS) and ADASS has developed a comprehensive programme of support across children's social care, adults and health improvement building on the elements of the 'core' offer. ('Sector-led improvement in local government'. LGA June 2012).

Children's services: The LGA offers a range of support to councils for children's services including safeguarding children peer reviews, safeguarding practice diagnostics, care practice diagnostics, leadership essentials for lead members for children's services and a new diagnostic for Local Safeguarding Children Boards.

The recent events in Rotherham have brought renewed focus on child sexual exploitation and there is an element of tackling this within the LGA's existing offer but councils may want more support in this area.

Similarly, events surrounding the Trojan Horse letter in Birmingham have demonstrated

the unclear and overlapping accountability arrangements for schools and a number of councils have suggested that the LGA should now develop a specific improvement offer to help councils adapt.

The current inspection regime for children's social care, through Ofsted's Single Inspection Framework, is onerous and to date no council has received the highest rating of outstanding. Inspections can impact on staff morale and councils' ability to attract and retain staff.

A new integrated inspection programme is being piloted to assess the effectiveness of all agencies in an area in keeping children safe. Rather than a single inspection across all agencies, as the LGA and others have called for, it is proposed that separate inspections will continue through individual inspectorates within a similar timeframe and with the addition of a joint assessment of the Local Safeguarding Children Board.

Questions have been raised about public confidence in Ofsted following a number of cases where judgements have been downgraded after a high profile incident, both in schools and councils. The LGA has called for an independent review of the inspectorate.

Consultation questions

13. Is there a continued need for the inspection of services that protect and care for children and young people?

Answer options:

- Yes
- No
- Don't know

14. If you answered yes, should that inspection be carried out by Ofsted?

Answer options:

- Yes
- No
- Don't know

15. Is there a continued need for the inspection of councils' school improvement services?

Answer options:

- Yes
- No
- Don't know

16. If you answered yes, should that inspection be carried out by Ofsted?

Answer options:

- Yes
- No
- Don't know

17. Should separate inspections of agencies contributing to the protection and care of children, such as councils, health and the police, be replaced by a single inspection of services across all agencies in an area?

Answer options:

- Yes
- No
- Don't know

18. If a new multi-agency inspection for the protection and care of children is developed, should this be delivered through Ofsted, another existing inspectorate or a new inspectorate?

Answer options:

- Ofsted
- Another existing inspectorate (e.g. Care Quality Commission, Her Majesty's Inspectorate of Constabulary, Her Majesty's Inspectorate of Probation)
- A new inspectorate
- Don't know

19. Do councils need further support, such as bespoke models of peer review for child sexual exploitation or schools improvement, to meet the challenges faced in children's services? If so, what?

Adult social care and health: Continuous sector-led improvement in adult social care is led and coordinated by TEASC (Towards Excellence in Adult Social Care). A Board chaired by ADASS with membership from the LGA, Department of Health (DH), Care Quality Commission and Think Local Act Personal oversee a programme of regionally based improvement which is robust, transparent and has the increasing respect and confidence of sponsors and stakeholders.

At a national level LGA and ADASS work with experts in the sector to develop self-assessment and reporting tools – Managing Risk, Use of Resources, Commissioning for Better Outcomes, Safeguarding Adults, Adult Social Care Framework (ASCOF) performance – which Directors of Adult Social Services (DASSs) use in peer challenge at a regional level. In some regions, there is an improvement board chaired by a Chief Executive who oversees the improvement work and in some it is chaired by regional DASSs – often the Chair of the ADASS region.

The ASCOF data shows that nationally, performance in adult social care is increasing, despite having to make significant budget savings (over 20%) over recent years. Whether this would have been achieved without a continual focus on improvement, supporting leaders to lead, ensuring authorities who are struggling are picked up and supported by peers and the LGA, making the tools for improvement available to the sector is a major part of the debate.

The strong links between the national team and the regional programme support teams and with the DASSs through ADASS contributes to the increasing transparency

which makes this approach more robust. Capacity in this system is currently stretched and we have recently introduced the Adult Improvement Advisers (AIA's) to support the LGA Principal Advisers and the regional DASS lead to embed the programme of improvement in each region and to support local authorities on particular areas of challenge.

Continuous sector-led improvement is therefore a major part of how adult social care has managed to maintain their performance and has become the way change is embedded in adult social care.

More recently the LGA, ADASS and the regions have been commissioned by DH to help councils deliver a number of specific changes in adult social care and health. This has led to a number of joint programmes dealing with the Better Care Fund, Care Act and Winterbourne View.

Some of these programmes might more strictly be thought of as providing implementation support as opposed to 'improvement'. The LGA working jointly with DH and other partners, has developed stocktakes to support local planning and inform national support and resource discussions, providing reassurance at all levels.

This has sometimes felt uncomfortable for some in the sector but by being part of the process we have played a key role providing confidence back to Government about the sector's ability to deal with these challenges.

Consultation question

20. Do you have any comments about the arrangements and support put in place to help councils and their partners implement changes across adults and health programmes?

Conclusion

It is now over three years since we launched 'Taking the lead' setting out the approach to sector-led improvement and the LGA's support offer. A lot has happened since then.

We have the experience of providing a wide range of support; we have the lessons from the independent evaluation and the

policy and financial context within which local authorities (including Fire and Rescue Authorities) work is becoming clearer, if no less challenging.

It is therefore opportune to 'take stock'. We are keen to do this with local authorities and for their views to inform how the approach and offer develops.

Consultation question

21. Do you have any other comments about the current approach to sector-led improvement?

How to respond

This consultation invites the sector's views about the future of sector-led improvement and the shape of the LGA's support offer to the sector. We are keen to receive a wide range of views, from leading members and officers in local authorities (including those involved in scrutiny), from national stakeholders in Government departments and the Inspectorates and from partners with which councils work locally.

The closing date for the consultation is Friday 13th March 2015. An online form has been set up to provide a quick and convenient method for responding.

All leaders and chief executives have been sent their own unique link to the online form. If you are a chief executive or leader and you have not received your unique link, please contact kate.cooper@local.gov.uk, who will forward this to you.

Anyone else wishing to submit a response can generate their own unique link by clicking here: <http://survey.euro.confirmat.com/wix9/p1841157349.aspx>

Please note that unique links should not be shared with colleagues unless you would like them to fill them in on your behalf, as their response will overwrite your own.

We have set up the online form to provide a quick and convenient method for responding to the consultation. However if you would rather respond by email or another method, please feel free to do so. Responses can be sent directly to kate.cooper@local.gov.uk.

All responses will be treated confidentially by the LGA. Information will be aggregated, and no individual or authority will be identified in any publications without consent.

If you have any queries about this consultation, please contact nick.easton@local.gov.uk.

Appendix A

Sector-led improvement: Key facts and evaluation findings

- Nationally, nearly three quarters of almost 100 indicators have improved since 2010.
- Residents trust in councils is high: when asked in July 2014 whether they most trusted their local council or the Government to make decisions about how services are provided in their local area, 80 per cent said their local council (significantly higher than the 70 per cent a year previously), while just 14 per cent most trusted the Government.
- The percentage of leaders and other senior councilors agreeing that the LGA understands what councils need to help improve their service and organisational capacity has increased from 70 per cent in 2012 to 79 per cent in 2013.
- Over 350 peer challenges have been delivered, making use of thousands of peer days donated by councils and the research found that the challenges were helping councils drive forward improvements.
- Ninety three per cent of leaders and chief executives said the support from the LGA had had a positive impact on their authority.
- Support from the LGA's productivity programme had helped councils achieve savings in excess of £400 million, equivalent to a saving of £8 for every £1 of investment.
- Over the three years over 2,000 councillors had been trained and developed through the LGA's leadership programmes and a further 300 graduates had been recruited through the National Graduate Development Programme.
- LG Inform has received over 66,000 visits from 36,000 unique visitors since it was launched and is now available to the public.

Appendix B

Policy Context

In the run up to the next General Election the political parties will be reviewing their thinking about local accountability and performance. The impact of the Scottish Referendum and the subsequent debate around devolution continues, but in the meantime:

For the Conservatives the commitment to localism and local accountability is likely to remain a key feature of the approach to local government, maintaining the reduced burden of data reporting and inspection. There has been a noticeable focus on transparency and this may remain, with ministers also continuing to make their views known about specific issues as they arise (of which the joint letter from Eric Pickles MP and Nicky Morgan MP about safeguarding vulnerable children is an example). Separately, the Government has recently announced that it intends to explore how the budget given for improvement services can be opened up to competition.

The Liberal Democrats pre-manifesto document re-affirms the Party's commitment to decentralisation and commits to a reduction in DCLG's powers to interfere in democratically elected local government in England and to the establishment of a commission "..... to explore the scope for greater devolution of financial responsibility to English local authorities....." At the same time there is a commitment to spread democracy in everyday life, including by "..... increasing the opportunities for people to take democratic control over the services on which they rely". (A Stronger Economy and a Fairer Society: Enabling every person to get on in life. August 2014).

The Labour Party in the final report from their Innovation Task Force (People-powered public services. Local Government Innovation Task Group. July 2014) has suggested that the next government should review existing data reporting requirements to ensure they are fit for purpose in a more devolved system. This should focus on fewer strategic outcomes rather than a larger number of narrowly defined targets. Local authorities would need to publish data on outcomes being delivered in their communities in a clear, comparable and accessible way so that they can be held to account by local people for their performance.

In addition to accountability by people, a 'light touch' approach to performance management is suggested and would need to be agreed with central government. This would seek to detect and respond appropriately to underperformance:

- For authorities improving outcomes: no need for any action.
- For authorities not improving outcomes: a toolkit of options would be available which range from self-improvement measures to peer challenges, which have been shown to effectively drive improvement by identifying unique issues with a council's performance and taking bespoke measures to overcome them.
- For authorities persistently failing to make progress: the centre retains reserve powers to intervene as a last resort. Options would be available to initiate appropriate special measures such as the direct appointment of time-limited commissioners, a boundary review or a governance review.

The Taskforce recommends a separate and more intensive approach to challenging safeguarding to ensure standards are monitored and constantly driven up. Safeguarding peer challenges (both child and adult) should be conducted every three years, and the challenges should cover all services with safeguarding responsibilities in the area including the council, health bodies and the police.

The Public Accounts Committee has been pressing Government about how it ensures it is better informed about the situation on the ground among local authorities across England, in a much more active way, in order to head off serious problems before they happen. To date Government has stopped short of re-creating a performance management or inspection regime which provides them with such reassurance but the debate about this has not gone away.

Finally, the DCLG select committee have said in the next Parliament they will launch a review of councils' scrutiny functions.



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LGA

Taking stock

Where next with

Sector-led

Improvement

March 2015

Committee on
Standards in
Public Life

RESPONSE FROM THE COMMITTEE ON STANDARDS IN PUBLIC LIFE TO THE LOCAL GOVERNMENT ASSOCIATION CONSULTATION “TAKING STOCK WHERE NEXT WITH SECTOR-LED IMPROVEMENT”

Introduction

1. The Committee on Standards in Public Life (‘the Committee’) is an independent advisory body to the Government, which monitors, reports and makes recommendations on all issues relating to standards in public life. The Committee promotes high ethical standards in public life in the UK and works to ensure that the Seven Principles of Public Life - selflessness, integrity, objectivity, accountability, openness, honesty and leadership – underpin all aspects of public life.
2. In 1994, when the Committee was established by the then Prime Minister, its terms of reference were ‘To examine current concerns about standards of conduct of all holders of public office, including arrangements relating to financial and commercial activities, and make recommendations as to any changes in present arrangements which might be required to ensure the highest standards of propriety in public life.’¹
3. Those in public office were originally defined as ‘ministers, civil servants and advisers; Members of Parliament and UK Members of the European Parliament; members and senior officers of all non-departmental public bodies and of national health service bodies; non-ministerial office holders; members and other senior officers of other bodies discharging publicly-funded functions; and elected members and senior officers of local authorities.’² In 2013, the Committee’s remit was extended so that it ‘*can examine issues relating to the ethical standards of the delivery of public services by private and voluntary sector organisations, paid for by public funds, even where those delivering the services have not been appointed or elected to public office.*’³

Background

4. The Committee has a long standing interest in local government and has maintained a watching brief of the standards regime in local government and the changes resulting from the Localism Act implemented in 2012. Having emphasised at the time the need for a mandatory code of conduct, strong local leadership and effective independent persons, and expressed concern at the lack of sanctions, the Committee also recognised the need for the new arrangements to bed down.

¹ First Report Standards in Public Life CM 2850-I May 1995

² Hansard (HC) 25 October 1994, col 758

³ Hansard (HL) 28 February 2013, col WA347

5. In 2014, as part of the research for the Committee's *Ethics in Practice* report, the Committee conducted a snapshot survey of Local Authorities' approach to induction and training. 90% of those who responded to the survey stated that their Local Authority provided an induction programme for newly elected councillors. Coverage and awareness of the Seven Principles of Public Life in local government was also high, with 68% of respondents saying their induction covered the Seven Principles of Public Life, 88% saying it covered their Code of Conduct and 83% of respondents saying that councillors at their Local Authority were familiar or fairly familiar with the Seven Principles of Public Life⁴.
6. Despite these positive results, however, the Committee remains alert to the challenges to ethical standards arising changes to the Local Authority standards regime. Members of the Committee participated in a round table discussion in Westminster in January to discuss how effective the local standards framework has been in practice. There was a recognition at that meeting that individual cases of inappropriate conduct by Local Authority members, if not dealt with effectively, can erode public confidence and trust in local government.

Public perceptions and research

7. The Committee has commissioned independent quantitative surveys every two years to track changes in the public's understanding of and attitudes towards the seven principles of public life in order to:
 - a. Establish what the public sees as acceptable and unacceptable behaviour on the part of holders of public office;
 - b. Assess how far the public believes that the behaviour of holders of public office conforms to these standards; and
 - c. Assess public confidence that holders of public office are effectively held responsible and accountable for any unacceptable conduct.

Some of these findings provide useful context to this consultation.

8. Our research has shown that there has been a continuous and substantial decline in the number of respondents rating standards in public life as high or very high. Furthermore, public trust in Government Ministers and MPs to tell the truth rates just above tabloid journalists at the bottom of the scale.⁵ Across all our surveys though, respondents have consistently viewed their local MP much more favourably and in our most recent survey local councillors also score much more favourably than Ministers and MPs. However when we asked the public about attitudes to front line staff with whom the public are likely to have more personal contact, a large majority of respondents thought they would be treated fairly when, for example, receiving medical care at their local doctors surgery or applying to the local council for planning permission. Responses indicate that attitudes towards front line staff with whom members of the public are more likely to

⁴ *Ethics in Practice: Promoting Ethical Conduct in Public Life* Committee on Standards in Public Life July 2014

⁵ *Survey of public attitudes towards conduct in public life 2012* (London: Committee on Standards in Public Life, 2013).

have had personal contact, such as local council workers, reveal high levels in the confidence in the fairness in which people will be treated.

9. Finally our research also showed that the public support the use of external scrutiny and audit mechanisms and the development of a strong internal culture fostering standards and openness as means for improving professional integrity and increasing confidence in public institutions.
10. We have borne the results of this research in mind when responding to the consultation. The Committee has not addressed all the questions asked in the consultation but limited itself to commenting on issues of principle and the proposed model of assurance and support. The Committee's focus is on how this approach can be used to provide assurance of high ethical standards in local government.

Response

11. The Committee has previously welcomed localism but has acknowledged that this presents a big challenge to an essentially self-regulated sector. Public trust and confidence depend on leaders and elected mayors being able to demonstrate good governance locally, through leadership behaviours and effective processes, and on the LGA providing the necessary support and challenge across the sector.
12. The Committee supports the principle of sector-led improvement and peer review. In its last Annual Report, the Committee called on the Local Government Association (LGA) to support strong leadership and continue to use its peer challenge process to offer sector led improvement in this area⁶. The Committee continues to emphasise that the LGA has a major responsibility to provide leadership and peer support across the sector to ensure councils and councillors live up to the public's expectations of high standards of ethical behaviour in those whom they elect. The Committee considers that there is more that can be done to strengthen the sector led improvement and to increase local accountability.
13. Accountability, for the Committee, means that *'Holders of public office are accountable for their decisions and actions to the public and must submit themselves to the scrutiny necessary to ensure this'*. The concept of scrutiny, which is integral to accountability, is not one of the Seven Principles, but is specified in the First Report as one of the 'common threads' to ensure that the Seven Principles of Public Life were properly understood and would become integral to the culture of organisations. These threads are 1) codes of conduct, 2) independent scrutiny, 3) guidance and education. In Lord Nolan's words: *"It requires those in senior positions to set a good example: and it requires organisations to monitor the awareness of those standards and take remedial action where necessary."* The First Report envisaged that that 'Internal systems for maintaining standards should be supported by independent scrutiny'. This remains the Committee's view.
14. In relation to the operation of corporate peer challenges, the Committee considers there should be a commitment that all authorities should have a corporate peer challenge every four years, with the peer challenge reports being published together with a commitment to a published action

⁶ Committee on Standards in Public Life Annual Report 2013-14 September 2014

plan. There should be an expectation that the challenge panel will be credible, comprising members selected through transparent processes, and will bring rigour and challenge to the process. The Committee consider it preferable that the panel should always include an independent member from beyond the local government sector, and, where appropriate, relevant specialist expertise.

15. To provide transparency to the public and to aid comparability, the Committee consider there should be some greater standardisation in the format of the peer challenges, for example by some common themes and narrative findings, notwithstanding local needs and policies. Such reports, in addition to being published on the authority's website, should be published within one month of the LGA website, in an easily accessible format, to enable comparison. The LGA in its role in maintaining an overview of the performance of the sector should publish an annual review of peer challenges. This should be made publicly available capture best practice and highlight any areas of risk or areas for improvement, and how these are being mitigated.
16. The core areas of the corporate peer challenge include a) political and managerial leadership and b) governance and decision - making. These components must, in the Committee's view include taking account of the hard and soft behaviour of key individuals and the culture of the organisation. High ethical standards should be deeply embedded in governance and all organised processes so that they become an integral part of "the way things are done" and so that individual or corporate behaviour which does not meet these standards is challenged and supported when they do. In this context the importance of a good quality whistleblowing policy and process is important, together with the skills and culture to support it. We note that the recent report by Public Concern at Work on whistleblowing records an overall 17% increase in individuals contacting them for advice and whilst the largest proportion came from the health and education sectors, 6% of cases were from local government where 21% of those cases were in relation to financial malpractice.⁷
17. Sector led improvement and peer review is predicated on Councils taking responsibility for their own improvement. This can only happen if Councils, councillors and officials consider it their collective and individual responsibility to continuously improve. Recent interventions, inquiries and reports into several local authorities, such as Rotherham, Tower Hamlets and Birmingham have questioned the effectiveness of scrutiny and challenge in those councils, lack of transparency, and culture of failing to listen and poor behaviours. We note that as recently as last week some of these issues were also raised in the context of a Serious Case Review in Oxford.⁸
 - a. The Communities and Local Government Committee report on Child Sexual Exploitation in Rotherham referred to evidence from Professor Jay that Rotherham "had no shortage of policies, procedures or plans. There were mountains of them but the weakness was that nobody checked whether they were being implemented, or indeed whether they were any good".⁹ The Committee concluded "As with policies

⁷ Public concern at work The UK Whistleblowing Report 2013

⁸ Serious Case Review into Child Sexual Exploitation in Oxfordshire: from the experience of Children A, B, C, D, F Approved by the OSCB February 26th 2015

⁹ House of Commons Communities and Local Government Committee Child sexual exploitation in Rotherham: some

Rotherham as on paper a scrutiny structure that appears comprehensive and councillors sat on these scrutiny bodies but child sexual exploitation has tragically shown the actuality of scrutiny to be lacking. In our view, the circumstances found within Rotherham Council – policies divorced from reality, single party supremacy and a dominating personality with a predominate influence – are likely to be found in other local authorities, In the face of these conditions it is essential that scrutiny arrangements are effective and e separate from the executive functions and that the executive needs to be challenged when there is evidence of an acute problem which it has failed to take into account or address.”¹⁰

- b. Louise Casey’s inspection into Rotherham also found evidence of reasonable arrangements on paper for governance such as “a constitution, codes of conduct, agreed decision making processes and arrangements for undertaking statutory, scrutiny and regulatory functions.”¹¹ However that inspection also found that since 200 Rotherham had been the subject of regular inspection and judgements by external assessors which had indicated significant failings and weakness and “The Council had not used inspection as a tool to drive improvement” and Cabinet and Scrutiny committees did not provide “effective challenge” and the “conduct of some senior officers and leading members was at times, inappropriate but went unchallenged.” There was a “pervading culture of sexism, bullying and silencing debate.”
- c. Sir Bob Kerslake’s review of the governance and organisational capabilities of Birmingham City Council adopted the methodology of the peer challenge model and considered the five components to be essential to a successful and effective council. The review identified that the Council had to change its corporate culture “that has too often swept deep rooted problems under the carpet rather than addressed them.”¹²
- d. The PwC Best value inspection of Tower Hamlets considered the identified failures to comply with the best value duty had occurred under the Authority’s governance arrnagments which “have weaknesses which have resulted in these failures not being prevented” and there was “a tendency towards denial or obfuscation rather than an inclination to investigate concerns raised.”¹³ The report highlighted that public perception of misconduct (actual or potential) or poor governance will impact on the public’s confidence in the authority’s integrity and stewardship of public monies.

18. These reports recognised individual staff and achievements that were worthy of praise, and the Committee has always recognised that there is much commitment and good work done by all councils in the face of very great challenges. Nevertheless these cases have attracted much

issues for local government HC 648, page 11

¹⁰ Ibid page 12

¹¹ Report of inspection of Rotherham metropolitan borough council February 2015 HC 1050 pages 62, 65 and 67

¹² The way forward: an independent review of the governance and organisational capabilities of Birmingham City Council: Sir Bob Kerslake December 2014 page 7

¹³ Best Value Inspection of London Borough of Tower Hamlets 16 October 2014 page 17

Parliamentary and public concern and raise serious questions for all other authorities. Thus for the public to have confidence in sector led improvement, it must have demonstrable evidence that those in positions of leadership – both political and managerial - have listened, learned and improved. The use of regular and credible external challenge has great potential to strengthen the behaviour and personal responsibility of individuals, but is not enough by itself. Those individuals need to be supported by the culture of the organisation of which they are a part.

19. It is the leaders of every council who are responsible for setting an appropriate tone and promoting the right culture. The LGA and its leaders have a responsibility to ensure that this aspect is squarely faced in sector led reviews and that councils are effectively supported to deliver improvements.

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March 2015

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

Report to:	Overview and Scrutiny Management Committee
Date:	28 May 2015
Subject:	Appointment of Looked After Children / Care Leaver Representative

Summary:

This report invites the Overview and Scrutiny Management Committee to appoint a Looked After Children / Care Leaver Representative for the Committee, following approval of the Corporate Parenting Strategy at the Council meeting on 19 December 2014.

Actions Required:

The Overview and Scrutiny Management Committee is requested to appoint a Looked After Children / Care Leaver Representative for the Committee.

1. Background

The Local Authority, its members and officers, have a legal duty to act as a good and effective Corporate Parent to children and young people in its care. Corporate Parenting is driven and supported by key legislation and statutory guidance as detailed in the Corporate Parenting Strategy. These inform the Local Authority's policies, strategies and practices.

The Corporate Parenting Strategy was drafted by officers in conjunction with the Chairman (Councillor D Brailsford) and Vice Chairman (Councillor J D Hough) of the Corporate Parenting Panel. The Strategy was endorsed by the Corporate Parenting Panel at its meeting on 18 September 2014 and approved by County Council at its meeting on 19 December 2014.

The Corporate Parenting Strategy sets out the corporate parenting role and responsibilities of all councillors, and the corporate parenting engagement plan for 2014-15. One of the objectives within the engagement plan is the following:

"Each LCC Committee identifies a LAC/Care Leavers champion and the role is defined and purposeful. A list of Champions is published and known throughout organisation."

The role of the Looked After Children / Care Leaver Champion (or Representative as they will be called) is to make sure that the Committee actively considers the potential impact upon Looked After Children and Care Leavers of any policy,

strategy or action carried out by the Committee and to seek further advice from the relevant officer (Janice Spencer, Assistant Director – Children's Safeguarding) where this is unclear or unsure.

It is proposed that when the Looked After Children / Care Leaver Representative raises any issues at their Committee, this will be formally recorded in the minutes and passed onto the Assistant Director – Children's Safeguarding for her information and any further action required.

The Chairman and Vice Chairman of the Corporate Parenting Panel have suggested that it would be beneficial if the Representatives were not members of the Corporate Parenting Panel, as this would help to broaden the knowledge and expertise regarding Looked After Children and Care Leavers amongst more councillors of the Council.

Once all the Looked After Children / Care Leaver Representatives have been appointed, a detailed training session will be arranged to prepare the Representatives for their new role on the Committee.

2. Conclusion

Further to the Corporate Parenting Strategy that was approved at County Council on 19 December 2014, this report invites the Committee to appoint a Looked After Children / Care Leaver Representative for the Committee.

3. Consultation

a) Policy Proofing Actions Required

No policy proofing is required for this report.

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 Tracy Johnson, who can be contacted on 01522 552164 or Tracy.Johnson@lincolnshire.gov.uk.

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

Report to:	Overview and Scrutiny Management Committee
Date:	28 May 2015
Subject:	Overview and Scrutiny Work Programme

Summary:

This item enables the Overview and Scrutiny Management Committee to consider both its own work programme and the scrutiny committee work programmes for 2015. The Committee is invited to consider and comment on the content of the work programmes.

Actions Required:

1. To consider and comment on the content of the Overview and Scrutiny Management Committee work programme, as set out at Appendix A.
2. To approve the work programmes from overview and scrutiny committees set out at Appendix B, or where it feels clarification on certain elements is required, to refer back to the relevant committee for further information prior to approval.
3. To consider and comment on the Working Group activity as set out at Appendix C to this report.
4. To comment on the work programmes in light of the Executive Forward Plan as set out at Appendix D.

1. Background

Overview and Scrutiny Management Committee

The Overview and Scrutiny Management Committee meets on a monthly basis. Each agenda includes the following items: -

- Call ins (if required)
- Councillor Call for Action (if required)
- Overview and Scrutiny Management Committee Work Programme.
- Scrutiny Committee Work Programmes
- Summary of any Task and Finish Group and Working Group activity

The work programme for this Committee is set out in Appendix A. The Overview and Scrutiny Management Committee is invited to consider and comment on the content of this programme.

Scrutiny Committee Work Programmes

The work programme for each scrutiny committee is set out at Appendix B for consideration. These documents provide Members with a key opportunity to manage the work programme of all scrutiny committees.

Committee Working Group Activity

Overview and Scrutiny Committees may establish informal working groups, which usually meet on one or two occasions, usually to consider matters in greater detail, and then to put their proposals to Committee. Details of Working Group activity is set out at Appendix C.

Executive Forward Plan

The Executive Forward Plan of key decisions to be taken from 1 June 2015 is set out at Appendix D. This is background information for the Committee's consideration to ensure that all key decisions are scrutinised by the relevant scrutiny committee.

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	Overview and Scrutiny Management Committee Work Programme
Appendix B	Scrutiny Committee Work Programmes
Appendix C	Task and Finish Group and Working Group Activity
Appendix D	Executive Forward Plan

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 David Hair, who can be contacted on 01522 552080 or davidr.hair@lincolnshire.gov.uk.

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE**WORK PROGRAMME**

28 May 2015		
Item	Contributor	Purpose
Call-in (if required)		Call-in
The role of external scrutiny in maintaining standards and performance	Richard Wills, Monitoring Officer	Discussion Item
Appointment of Looked After Children / Care Leaver Representative	Tracy Johnson Scrutiny Officer	Status Report
Overview and Scrutiny Work Programme	David Hair Team Leader Scrutiny and Member Support	Status Report

18 June 2015		
Item	Contributor	Purpose
Call-in (if required)		Call-in
Overview and Scrutiny Work Programme	David Hair	Status Report
Lincolnshire Broadband Programme update	Steve Brookes, Programme Manager	Update Report

30 July 2015		
Item	Contributor	Purpose
Call-in (if required)		Call-in
Overview and Scrutiny Work Programme	David Hair	Status Report
The Financial Challenges Beyond 2015/16	David Forbes, County Finance Officer	Status Report

For more information about the work of the Overview and Scrutiny Management Committee please contact David Hair, Team Leader, Scrutiny & Member Support, on 01522 552080 or by e-mail at davidr.hair@lincolnshire.gov.uk

SCRUTINY COMMITTEE WORK PROGRAMMES**ADULTS SCRUTINY COMMITTEE**

Chairman: Councillor Hugo Marfleet
 Vice Chairman: Councillor Rosanne Kirk

27 May 2015		
Item	Contributor	Purpose
Demonstration of Mosaic – Social Care IT Recording System	Miles Winterburn, Quality and Development Officer	Status Report
Contributions Policy Consultation	David Laws, Head of Finance	Pre-Decision Scrutiny <i>Executive Councillor Decision 1 June 2015</i>
Home Based Reablement Service Re-Procurement	Pete Sidgwick, Chief Commissioning Officer, Adult Frailty and Long Term Conditions Alina Hackney, Senior Strategic Commercial & Procurement Manager – People Services	Pre-Decision Scrutiny <i>Executive Councillor Decision 29 May 2015</i>
Adult Care Outturn 2014-2015	David Laws	Budget Scrutiny
Changes to the Deferred Payment Agreement Scheme	Steve Houchin, Assistant Head of Finance	Pre-Decision Scrutiny <i>Executive Councillor Decision 29 May 2015</i>
Appointment of Looked After Children / Care Leaver Representative	Simon Evans, Health Scrutiny Officer	Status Report

8 July 2015		
Item	Contributor	Purpose
Adult Care – Quarter 4 Performance Report and Customer Satisfaction Report	Emma Scarth, Performance, Quality and Workforce Development Commissioning Manager	Performance Scrutiny

8 July 2015		
Item	Contributor	Purpose
Reducing Suicide and Self-Harm in Lincolnshire	Dr Kakoli Choudhury Consultant in Public Health Medicine	Status Report
Neighbourhood Teams	Various	Status Report

9 September 2015		
Item	Contributor	Purpose
Care Quality Commission – Update on Inspections in Lincolnshire	Deanna Westwood, Inspection Manager Adult Social Care Directorate Central Region Care Quality Commission	Update Report
Adult Care – Quarter 1 Performance Information and Customer Satisfaction Report	Emma Scarth, Performance, Quality and Workforce Development Commissioning Manager	Performance Scrutiny
Budget Monitoring Report – Quarter 1	David Laws, Head of Finance	Budget Scrutiny

For more information about the work of the Adults Scrutiny Committee please contact Simon Evans, Scrutiny Officer, on 01522 553607 or by e-mail at simon.evans@lincolnshire.gov.uk

CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE

Chairman: Councillor John Hough
Vice Chairman: Councillor Ray Wootten

5 June 2015		
Item	Contributor	Purpose
Review of the Council's Home to School Transport Policy in Relation to Discretionary Grammar School Transport – Proposal for a Scrutiny Review	Tracy Johnson Scrutiny Officer	Scrutiny Review Activity
Frontline Social Workers and Safeguarding Scrutiny Review – First Monitoring Update	Janice Spencer Assistant Director – Children's (Safeguarding)	Scrutiny Review Activity
Appointment of Looked After Children / Care Leaver Representative	Tracy Johnson	Status Report
Proposal to expand capacity at Pinchbeck East Church of England Primary School (Final Decision)	John O'Connor Children's Service Manager – Education Support	Pre-Decision Scrutiny (Executive Councillor decision on 22 June 2015)
Proposal to expand capacity at Spalding Parish Church of England Day School (Final Decision)	John O'Connor	Pre-Decision Scrutiny (Executive Councillor decision on 22 June 2015)
Consultation on the future of Brocklesby Park Primary School and potential closure (Final Decision)	John O'Connor	Pre-Decision Scrutiny (Executive Councillor decision on 22 June 2015)
Theme Performance: Quarter 4	Sally Savage Chief Commissioning Officer – Children's	Performance Scrutiny

24 July 2015		
Item	Contributor	Purpose
Lincolnshire Safeguarding Children Board (LSCB) Neglect Strategy	Andrew Morris LSCB Business Manager	Status Report
Corporate Parenting Panel Update	Cllr David Brailsford Chairman of the Panel	Member Report
Improving Employment and Skills in Lincolnshire's Growing Business Sectors - Update	Maggie Freeman 14-19 Commissioner Clare Hughes Principal Development Officer (Skills)	Update Report

24 July 2015		
Item	Contributor	Purpose
Ofsted Action Plan	Debbie Barnes Executive Director for Children's Services	Status Report
Monks Dyke Tennyson College – Options Paper	TBC	Status Report
Introduction of the National Progress 8 Measure for Monitoring School Performance	Keith Batty Director of CfBT Education Services	Status Report
Anti Bullying	Sophie Whitehead Anti Bullying Officer	Status Report

11 September 2015		
Item	Contributor	Purpose
Strategic Priorities for 16 – 19 (25) Education and Training for 2016/17	Maggie Freeman	Pre-Decision Scrutiny (Executive decision on 6 October 2015)
Theme Performance: Quarter 1	Sally Savage	Performance Scrutiny
Impact of the Inclusion Review Action Plan on Pupil Exclusions	John O'Connor	Update Report
Implementation of SEND Reforms – Lessons Learned	Sheridan Dodsworth Children's Service Manager – SEND John O'Connor	Status Report
Lincolnshire Safeguarding Boards Scrutiny Sub- Group Update	Cllr Ron Oxby Chairman of the Sub Group	Member Report
Review of Education Support Arrangements (Provisional)	Tony Warnock Operations and Financial Advice Manager	Consultation

For more information about the work of the Children and Young People Scrutiny Committee please contact Tracy Johnson, Scrutiny Officer, on 01522 552164 or by e-mail at tracy.johnson@lincolnshire.gov.uk

COMMUNITY AND PUBLIC SAFETY SCRUTINY COMMITTEE

Chairman: Councillor Chris Brewis

Vice Chairman: Councillor Linda Wootten

3 June 2015		
Item	Contributor	Purpose
Libraries Procurement	Tony McGinty, Consultant in Public Health	Update Report
Quarter 4 Performance – 1 January to 31 March 2015	Mark Housley, County Officer Public Protection; Dave Ramscar, Chief Fire Officer and Teresa Roche, Consultant in Public Health	Performance Scrutiny
PREVENT Strategy	Nicole Hilton, Community Assets and Resilience Commissioning Manager	Status Report
Fire and Rescue Trading Company (Incendi) Update	Dave Ramscar	Update Report
Outcome of Integrated Fire and Rescue Risk Management Plan Consultation	Dave Ramscar	Update Report
Appointment of Looked After Children / Care Leaver Representative	Louise Tyers, Scrutiny Officer	Status Report

15 July 2015		
Item	Contributor	Purpose
Domestic Abuse	Karen Shooter, County Domestic Abuse Manager	Update Report
Joint Ambulance Conveyance Project	Dave Ramscar	Update Report
Road Safety Partnership	Richard Greener, Lincolnshire Road Safety Partnership Manager	Status Report
'Not All Bad' Presentation	Richard Nauyokas, Not All Bad	Status Report
Substance Misuse Treatment Services Commissioning	Teresa Roche	Status Report

2 September 2015		
Meeting to be held at LALC, Dunholme Old School, 8 Market Rasen Road, Lincoln, LN2 3QR		
Item	Contributor	Purpose
Quarter 1 Performance – 1 April to 30 June 2015	Mark Housley; Dave Ramscar; Teresa Roche	Performance Scrutiny
Lincolnshire Association of Local Councils	Trisha Carter, Chief Executive LALC	Update Report
Joint Service Trading Standards Review	Sara Barry, Safer Communities Manager	Status Report
Sexual Health Needs Assessment	Liz Morgan, Consultant in Public Health	Status Report

For more information about the work of the Community and Public Safety Scrutiny Committee please contact Louise Tyers, Scrutiny Officer, on 01522 552102 or by e-mail at louise.tyers@lincolnshire.gov.uk

ECONOMIC SCRUTINY COMMITTEE

Chairman: Councillor Tony Bridges
Vice Chairman: Councillor Chris Pain

9 June 2015		
Item	Contributor	Purpose
Emerging Government Priorities for the Economy	Justin Brown Enterprise Commissioner	Status Report
Government Consultation on the Review of Business Rates	Justin Brown Dave Simpson Technical and Development Finance Manager	Consultation
Theme Performance: Quarter 4	Justin Brown	Performance Scrutiny
Impact of Transportation on Maximising Economic Growth Scrutiny Review – Six Monthly Update including Strategy Outcomes	Andy Gutherson County Commissioner for Economy and Place	Scrutiny Review Activity
Outcomes from Greater Lincolnshire Employer Survey	Justin Brown	Status Report
Peer Group Review: Open For Growth	Justin Brown	Status Report
Unlocking Rural Housing – scheme justification	Ruth Carver LEP Manager	Policy Development
Appointment of Looked After Children / Care Leaver Representative	Tracy Johnson Scrutiny Officer	Status Report

21 July 2015		
Item	Contributor	Purpose
Influencing government funding for business advice/support	Samantha Harrison Enterprise Growth Team Leader	Policy Development
Recruitment and Induction Pilot – Final Report	Clare Hughes Principal Development Officer	Policy Development
Improving employment and skills in the Nursing Sector	Clare Hughes	Policy Development

8 September 2015		
Item	Contributor	Purpose
Theme Performance: Quarter 1	Justin Brown	Performance Scrutiny
Impact of Transportation on Maximising Economic Growth Scrutiny Review – Update	Andy Gutherson County Commissioner for Economy and Place	Scrutiny Review Activity

For more information about the work of the Economic Scrutiny Committee please contact Tracy Johnson, Scrutiny Officer, on 01522 552164 or by e-mail at tracy.johnson@lincolnshire.gov.uk

ENVIRONMENTAL SCRUTINY COMMITTEE

Chairman: Councillor Lewis Strange

Vice Chairman: Councillor Mrs Victoria Ayling

29 May 2015		
Flood and Drainage Management Scrutiny Committee		
Item	Contributor	Purpose
Investigations held under Section 19 of the Flood and Water Management Act 2010	Mark Welsh, Flood Risk & Development Manager	Update Report
Louth and Horncastle Flood Alleviation Schemes Update	Deborah Campbell, Environment Agency	Update Report
Boston Barrier Update	Mark Robinson, Environment Agency	Update Report
Emergency Evacuation Route Signage	David Powell, Head of Emergency Planning	Status Report
New Developments and their Impact on Water Management	Mark Welsh	Status Report
River Steeping Update	Deborah Campbell	Status Report

12 June 2015		
Item	Contributor	Purpose
Quarter 4 Performance – 1 January to 31 March 2015	Sean Kent, Group Manager Environmental Services	Performance Scrutiny
SCoRE Ambassadors	Jess Smith, Sustainability Project Officer	Status Report
Potential District Heating Scheme – Heat Mapping	Sean Kent	Status Report
Appointment of Looked After Children / Care Leaver Representative	Louise Tyers, Scrutiny Officer	Status Report
Bourne Household Waste Recycling Centre – Exempt Report	Sean Kent	Status Report

31 July 2015		
Item	Contributor	Purpose
Sewage Treatment Works – Odour Issues	Paul Dimpleby, Anglian Water	Update Report
Minerals and Waste Local Plan: Site Locations Development Plan Document	Neil McBride, Development Manager	Update Report

4 September 2015		
Item	Contributor	Purpose
Quarter 1 Performance – 1 April to 30 June 2015	Sean Kent	Performance Scrutiny
Affordable Warmth Update	Doug Robinson, Sustainability Team Leader, and Sean Johnson, Senior Programme Officer, Public Health	Update Report
Coastal Vision	David Hickman, Strategic Partnership Manager	Status Report
Carbon Management Plan Annual Report	Doug Robinson	Update Report

4 September 2015		
<i>Flood and Drainage Management Scrutiny Committee</i>		
Item	Contributor	Purpose
Investigations held under Section 19 of the Flood and Water Management Act 2010	Mark Welsh, Flood Risk & Development Manager	Update Report
Louth and Horncastle Flood Alleviation Schemes	Deborah Campbell	Update Report

For more information about the work of the Environmental Scrutiny Committee please contact Louise Tyers, Scrutiny Officer, on 01522 552102 or by e-mail at louise.tyers@lincolnshire.gov.uk

HEALTH SCRUTINY COMMITTEE FOR LINCOLNSHIRE

Chairman: Councillor Mrs Christine Talbot

Vice Chairman: Councillor Chris Brewis

11 June 2015		
Item	Contributor	Purpose
East Midlands Ambulance Service NHS Trust	Andy Hill, Divisional Manager, Lincolnshire Division, East Midlands Ambulance Service	Update
Neighbourhood Teams in Lincolnshire	Nigel Gooding, Head of Portfolio and Programme Management Office, Lincolnshire Health and Care Programme Office	Status Report
Appointment of Looked After Children / Care Leaver Representative	Simon Evans Scrutiny Officer	Status Report

22 July 2015		
Item	Contributor	Purpose
United Lincolnshire Hospitals NHS Trust – Clinical Strategy	Jane Lewington, Chief Executive	Update Report
Complaints Handling at United Lincolnshire Hospitals NHS Trust	Jane Lewington, Chief Executive	Update Report
Operation Cygnus	David Powell, Head of Emergency Planning Cheryl Thomson, Emergency Planning Manager	Update Report
Burton Road GP Surgery	Jim Heys, Locality Director (North) NHS England Central Midlands	Update Report

16 September 2015		
Item	Contributor	Purpose
Health and Wellbeing Strategy Overview	To be confirmed.	Status Report
Child and Adolescent Mental Health Services	Andrew McLean, Children's Service Manager – Commissioning, Lincolnshire County Council	Status Report

For more information about the work of the Health Scrutiny Committee for Lincolnshire please contact Simon Evans, Scrutiny Officer, on 01522 553607 or by e-mail at simon.evans@lincolnshire.gov.uk

HIGHWAYS AND TRANSPORT SCRUTINY COMMITTEE

Chairman: Councillor Michael Brookes
 Vice Chairman: Councillor Andrew Hagues

1 June 2015		
Item	Contributor	Purpose
Major Schemes Update	Paul Rusted, Infrastructure Commissioner	Update Report
Quarter 4 Performance Report – 1 January to 31 March 2015	Steve Willis, Chief Operating Officer	Performance Scrutiny
Highways Surface Dressing	Paul Rusted	Status Report
Highways Maintenance Efficiency Review Action Plan	Paul Rusted	Update Report
Highways Maintenance Plan	Paul Rusted	Pre-Decision Scrutiny (Executive Councillor Highways, Transport and IT)
Total Transport Initiative	Anita Ruffle, Group Manager PTU	Status Report
Appointment of Looked After Children / Care Leaver Representative	Louise Tyers, Scrutiny Officer	Status Report

13 July 2015		
Item	Contributor	Purpose
Major Schemes Update	Paul Rusted	Update Report
Lincolnshire Highways Alliance	Paul Rusted	Performance Scrutiny
Sponsorship of Roundabouts in Lincolnshire	TBC	Update Report

14 September 2015		
Item	Contributor	Purpose
Major Schemes Update	Paul Rusted	Update Report
Winter Maintenance Preparations 2015/16	David Davies, Principal Maintenance Engineer	Update Report
Quarter 1 Performance – 1 April to 30 June 2015	Steve Willis	Performance Scrutiny

14 September 2015		
Item	Contributor	Purpose
Civil Parking Enforcement Annual Report 2014/15	Mick Phoenix, Parking Services Manager	Update Report
Speed Management Consultation Outcome	Graeme Butler, Project Officer and Andy Wharff, Area Highways Manager	Scrutiny Review Activity

For more information about the work of the Highways and Transport Scrutiny Committee please contact Louise Tyers, Scrutiny Officer, on 01522 552102 or by e-mail at louise.tyers@lincolnshire.gov.uk

VALUE FOR MONEY SCRUTINY COMMITTEE

Chairman: Councillor Mrs Angela Newton

Vice Chairman: Councillor Mrs Jackie Brockway

23 June 2015		
Item	Contributor	Purpose
2014/15 Council Business Plan, Revenue and Capital Budget and Customer Satisfaction, Quarter 4	Jasmine Sodhi, Performance & Equalities Manager	Budget Scrutiny / Performance Scrutiny
Treasury Management Performance Quarter 4	Karen Tonge, Treasury Manager	Performance Scrutiny
Delivery of Support Services update	Judith Hetherington-Smith, Chief Information and Commissioning Officer	Update Report
Review of Financial Performance	David Forbes, County Finance Officer	Performance Report
Appointment of Looked After Children / Care Leaver Representative	David Hair, Team Leader – Scrutiny & Member Support	Status Report

28 July 2015		
Item	Contributor	Purpose

22 September 2015		
Item	Contributor	Purpose
2015/16 Council Business Plan, Revenue and Capital Budget and Customer Satisfaction, Quarter 1	Jasmine Sodhi, Performance & Equalities Manager	Budget Scrutiny / Performance Scrutiny
Treasury Management Performance Quarter 1	Karen Tonge, Treasury Manager	Performance Scrutiny
Property Update	Kevin Kendal, Chief Property Officer	Update Report

Items to be scheduled:

Lincoln Castle Revealed – End of project review - 2015

For more information about the work of the Value of Money Scrutiny Committee please contact David Hair, Team Leader, Scrutiny & Member Support, on 01522 552080 or by e-mail at davidr.hair@lincolnshire.gov.uk

Task and Finish Group Review Activity

(as at 19 May 2015)

Current Reviews

Committee	Task & Finish Group	Next Meeting(s)	Completion Date
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All completed review reports to be approved by parent scrutiny committee before consideration at a meeting of the County Council's Executive.

Working Group Activity

(as at 19 May 2015)

Committee	Working Group	Meeting Date(s)	Notes (if Any)
Children and Young People Scrutiny Committee	Child Poverty Strategy	Meetings TBC – possible workshop in July 2015	<p>The Working Group comprises Councillors Bob Adams, Mrs Jackie Brockway, John Hough, and Mrs Jane Smith.</p> <p>Responsibility for the Child Poverty Strategy has transferred from Children's Services to Public Health who are now looking at developing an all age poverty strategy instead. If this becomes the new direction of travel then a workshop will be arranged for July 2015.</p>
Children and Young People Scrutiny Committee	School Improvement	Meetings TBC	The Working Group comprises Councillors Mrs Jackie Brockway and Sarah Dodds, and Mrs Emma Olivier-Townrow.
Environmental Scrutiny Committee	Household Waste Recycling Centres	Meetings TBC	The Working Group comprises Councillors Michael Brookes, Tony Bridges, Chris Pain and Robin Renshaw.

Committee	Working Group	Meeting Date(s)	Notes (if Any)
Health Scrutiny Committee for Lincolnshire	Quality Accounts	Meetings (To be confirmed)	<p>The Working Group, which is working jointly with Healthwatch Lincolnshire on preparing statements on the Quality Accounts of the main local providers of NHS-funded health care, comprises Councillors Mrs Christine Talbot, Chris Brewis and Steve Palmer.</p> <p>At this stage the Working Group has three Quality Accounts to consider as part of this year's programme:</p> <ul style="list-style-type: none"> • Lincolnshire Community Health Services NHS Trust • St Barnabas Hospice • United Lincolnshire Hospitals NHS Trust

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